

Date/Time Opened	Contact Name	Comment	Topic
3/17/2021 10:13	Lisa Crenshaw	I'd like to stress my support for Summum in regard to the zoning request changes by High Boy Ventures. Summum is a SLC treasure with beautiful gardens and peaceful surroundings that will be overwhelmed by high rise apartments. I believe that their religious beliefs should trump an apartment building and this site should be considered historical. I don't understand how anyone can afford living in SLC apartments and why the monstrosities are being constructed all over what used to be a beautiful skyline. Thank you, Lisa Crenshaw	Homelessness
3/17/2021 10:15	Emily SpaceK	Hello, My name is Emily and I am with Wasatch Tenants United, commenting on RMF-30 Rezone: I am a Salt Lake City resident and I reject these amendments as reckless, short-sighted, and negligent. This zoning project refuses any obligation to address affordable housing. These amendments dismiss the issue of affordable housing by saying the project "may indirectly promote development of affordable units." This conjuncture is insulting and harmful. Residents have seen excessive rent hikes in Salt Lake City each year. It is harmful for my neighbors: our friends and families who face eviction and displacement. City Council must prioritize affordable housing in all zoning projects. -- Emily Spacek she/hers	General/Other
3/17/2021 10:28	Katharine Biele	To the Salt Lake City Council Re: RMF-30 zoning and Lincoln Street Project As an owner of a duplex providing affordable rents in the neighborhood, I strongly oppose the Lincoln Street project and am concerned about the implications of the RMF-30 zoning. I see the dangerous potential for more demolitions, particularly of the older historical structures. These are the buildings that still rent for reasonable prices and preserve a sense of neighborhood and belonging in the city. Developers will tell you these buildings need to go, to be replaced by multi-story units. But in this scenario, the city loses not only character, but also affordability. There is a reason people want to live in these areas, even though they could choose from a number of others. For those who have purchased structures in this neighborhood, owning an historic house comes with the potential of federal tax credits for renovation. These are lost once a building has been demolished. The city needs to create reasonable rules around demolitions to stop their destructive nature. Salt Lake should commit to preserving a vibrant mix of housing — historic neighborhoods, gentrifying communities, and downtown multi-story apartment living. Katharine Biele	General/Other
3/17/2021 10:30	Brenda Koga	I heard that there was no longer going to be a requirement for new businesses to have a certain number of dedicated parking spaces per square footage. If so, does that mean everyone will be parking on the streets??? I hope not. Business neighborhoods with small businesses are becoming unsafe to walk/ride. I have come close to being hit at least a half dozen times already.	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/17/2021 10:32	Tommy Youngblood	<p>Hello, If you are getting this you I think you are in a position of power to make positive changes in your related fields to further this cause. You are all sons, daughters or non-binary actors in a story. Actors whom are destined to write the next scenes. I don't know most of you personally but am reaching out in hopes that you care about those outside of whatever cultural tribes and stories you take comfort in; and are willing to use that power to actually do something new, simple, and powerful. I've been working on the idea of Mandatory Mental Health Training for Law Enforcement with some local law enforcement groups in the mountains of Utah with limited success. I've attached the general outline document of a program in the attached PDF. The general outline is below. PROGRAM OUTLINE Mental Health Continuing Education Officer Requirements: 1. Required Counseling for All Post Certified Law Enforcement Officers 2. 12 hours minimum required per year to maintain certification 3. All sessions will maintain traditional doctor patient privileges</p> <p>Departmental Responsibilities: 1. Bi-Monthly Departmental Mental Health Workshops (45 min - hour) - Speaker; group or personal exercise; shared experiences; etc. Webinar 2. Create and support services for outreach to families of officers. 3. Create list of local and remote available counseling professionals with proper training. 4. Create system for employee and/or medical professional to track time requirements. 5. Coordination with Legal and HR Departments 6. Create public reporting mechanisms - Departmental Mental Health Report - Yearly 7. Create process to address Psychological Operational Fitness reviews and destigmatize. 8. All records are private as per medical protocol but can be subpoenaed under certain circumstances. 9. Create a system to evaluate effectiveness of program and interactions with community</p> <p>What better way to show your commitment to the law enforcement officers/employees their families and loved ones and the community as a whole, and to those black, brown, and all marginalized groups specifically? *Continued 1/2 *</p>	Police Funding

Date/Time Opened	Contact Name	Comment	Topic
	Tommy Youngblood	<p>*Continued 2/2* If a job has the power to take away a life, it is negligent not to mandate training and maintaining the most important tool & most effective weapon the employee has; Their mind, spirit and mental well being. If this concept were spread, more people could improve upon it and make it happen in local jurisdictions. Someday it could be a national and worldwide standard. This is a simple program that has the power to quickly, and drastically change the law enforcement culture and their relationship to the general public in positive ways. It was written with a Utah city government in mind but can be modified to fit any law enforcement organization. Please share this idea with the others in your life and do what you can in your personal and employment power to make it happen. If you don't like this idea , what do you propose to help this issue? Most of you don't have any idea who I am. The basics, I'm Black , 55 years old and a father of two from Georgia. I've lived in the mountains of Utah outside of Salt Lake City for over 30 years and love it. I came here as a college ski bum but stayed for the outdoor lifestyle. But this is Utah, we are a result of very specific but different stories that we tell ourselves. The social justice and equality movement is growing here, but in a state with such a small Black and minority non-white population it's tough to get any real meaningful conversation going. Utah, like a lot of the mountain west, is also going through a massive influx of white flight driving up the property values so that even long time middle class white Utah families are feeling the pain. The influx also is enforcing all the negative cultural narratives because the people moving here have deep pockets that want to keep the current unequal cultural structure. But you should all know this. I am also working with some other like minded people to create a program for solution driven directed conversation that takes all of the standard interpersonal, organizational and general group interaction systems and adds emotional, cognitive, and cultural behavior analysis biases engagement to make better decisions. There is a lot more to it, but that's an overview. Thanks for the time and contact me if you like or just spread the concept, better yet, improve upon it. I'll be here in Utah being Black on the Wasatch Back, doing what I can. Call, text or email I'm not really on social media like that. Tommy Youngblood</p>	

Date/Time Opened	Contact Name	Comment	Topic
3/17/2021 10:47	Rachel Quist	Dear Council Members: I urge the SLC Council to vote against the proposed amendment to RMF-30 Zoning. This approach to encourage the missing middle housing will likely result in the demolition of historic homes- most of which are not subject to any preservation requirements because they are not within a local historic district. Retention of historic homes will: 1) be the greenest option for sustainability as it has the least impact for the overall carbon footprint; 2) keep the existing missing middle housing that occurs naturally; 3) maintain the character of our City that sets it apart from the suburban housing of the rest of Salt Lake County; and, 4) help preserve the history of People of Color from SLC's past- of which Central City is one of the last remaining (sort-of) in-tact neighborhoods of SLC's historically non-white neighborhoods. This ordinance targets historic housing and housing historically owned by African American SLC citizens. It would be a tragedy to lose this aspect of SLC's past and without stronger protections for historic homes I fear this will be another loss like old Japantown, old Greektown, and all the rest of SLC's traditional neighborhoods that have long since been sacrificed for higher density and development. Other areas of the city may benefit from increased density zoning but the RMF-30 is not one of them. I urge SLC to find other areas of the city with fewer historic properties that may benefit from higher density. Thank you Rachel Quist	General/Other
3/17/2021 10:49	Vivian Nichol	Vivian Nichol here. I am a property owner and landlord in Salt Lake City. I own and manage a 1920's home that was converted to a 6-plex in the 40's at [REDACTED] My rents are significantly below current market rates, even though I have made reasonable efforts to maintain and update the property and the units. There is a small parcel adjacent to my current rental property, which is currently used as nonrequired off-street parking and a large backyard for the 6-plex. The property is in the RMF-30 area. I would like to build an additional multifamily unit upon it. The proposed changes would improve the feasibility of doing so and probably allow me to add more units - possibly a 4-plex. I would plan to choose a design that would be in keeping with the architectural flavor of the area. However, if mandated affordable housing requirements or strict design guidelines were instituted for small projects such as mine, that would negate the positive impacts of the other aspects of the proposal. Please consider exempting small infill projects in any affordable housing mandates or strict design requirements, which would reduce the financial feasibility of undertaking the project. Thank you.	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/17/2021 10:50	Carrie Ann Marsh	<p>Hello Coucil Members, I didn't finish the last portion of my comment in the hearing, so I am sending it here in its entirety. I appreciate the concern of many of the speakers to address affordable housing and ensuring that affordable housing is preserved. However, not taking action does not guarantee that rents will remain low. More small units such as cottages and tiny homes can help keep rents in check and not raise as quickly as they would have if housing units would not have been added. I also see these changes in zoning as a way to give some power to local property owners to provide more affordable housing by sharing some of their unused land. Property owners have the power to create modest and affordable homes and should be empowered to be a part of addressing affordable housing. Allowing tiny homes and cottages enables a form of gentle density that I believe many residents are more comfortable with than some other forms of development within the city. Currently, many property owners or investors are renovating these single-family properties in these areas and renting them for a higher rate anyway, which is not assisting affordable housing either. As housing prices increase, purchasers may need to charge increasing amounts of rent in order to pay mortgages. I appreciate a preservation incentive with a density bonus, design guidelines, and discouragement of land banking. I would like to emphasize the importance of policy to ensure that existing housing units are protected and developed in a way that fits with the fabric of existing neighborhoods.</p> <p>Thank you for your time, Carrie Marsh</p>	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/17/2021 10:52	Dave Iltis	<p>Dear SLC Council, I'm submitting comments on the proposed Off Street Parking Ordinance modifications. Generally, the bike parking changes are inadequate. 2016 Study: In the development of the ordinance, have you considered the 2016 parking study that was completed by Transportation but NEVER released to the public for unknown reasons? It's attached here, and should be considered as part of the process. While the Council has seen this, the general public has not. Bike Parking: It's hard to follow the current ordinance, but it seems as though the bike parking has taken a step backwards from the existing ordinance with no minimums for bike parking. If you want to get to a carbon free SLC, more accessibility for bikes is needed. The proposed changes fail to do that. In fact, the language in the proposed ordinance: *For all uses: In determining the minimum number of bicycle parking spaces required, fractional spaces are rounded to the nearest whole number, with one-half counted as an additional space indicates that if the fraction is < .50, that there need be NO bike parking. This is a failure. If the word "up" were added, as in "rounded up" to the nearest whole number, this would establish a minimum space. Thus this should be rewritten to: "*For all uses: In determining the minimum number of bicycle parking spaces required, fractional spaces are rounded up to the nearest whole number." Additionally, the requirements need to be strengthened to require more bike parking per square foot. The proposed change does not increase the requirements, except for industrial uses. What is the goal here? If SLC wants to become carbon free, less car parking and more bike parking is the direction needed. This proposed ordinance is tepid as far as that goes. It's unfortunate to see that parking minimums are being increased in some instances. Again, this is a step backwards. Additionally, while covered bike parking is great, it should not allow the reduction in overall bike parking. This discourages visitors from using their bikes to go to the development. Please eliminate this section: "When a development provides secure/enclosed bicycle parking, the requirement is reduced by half." Note that SLC is still, a decade later, reeling from the city's ill planned street parking program that removed 2200 parking meters which resulted in the loss of 4400 bike parking places in the downtown area. This ordinance does nothing to address that shortfall. All in all, the ordinance is too car centric and will not help the city reach its goals. Please do better. The unreleased 2016 parking study is attached below:</p>	General/Other
3/17/2021 10:58	Scott Hortin	<p>I heard a new report that a 7 story building is being considered for the empty corner on 900 south and 700 west. That seems really large since nothing around there is that tall. I could see maybe 4 or 5 but 7 seems excessive to me. I am excited for the changes happening already so I just wanted to let you know what I thought. Thanks Scott Hortin.</p>	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/17/2021 10:59	David Maher	We are writing in opposition to the Ivory Home application to rezone 675 F street to FB-UNI.The present zoning allows 11 home sites to be built while maintaining the continuity of the existing neighborhood.Ivory Home proposal provides a high density setting and the many problems associated with that.Traffic increases would be substantial. Demands on all services,fire.police protection and utilities will be challenged to meet the required needs.Additionally potential environmental concerns must be raised , as obviously with the proposed density level there will be a negative impact. Clearly the site as presently zoned would provide an excellent fit to the surrounding community.We need to challenge ourselves to preserve and maintain neighborhood character and continuity where ever we have the opportunity to do so . sincerely, David & Marilyn Maher	General/Other
3/17/2021 11:01	Hilaree Collins	Good Morning- I would kindly ask you to consider my request to oppose the Ivory Homes proposal to re-zone the property located at 675 North F Street. As a resident I have several concerns about this proposal. The second proposal posed by Ivory Homes does not address parking issues from so many dwellings on such a small property. Traffic would significantly increase in a community that does not have the infrastructure to support the burden of such heavy traffic. When Ivory Homes purchased this land, the zoning was already established. The property in question is zoned FN-UN1 and that zoning was a thoughtful zoning consideration with the Avenues Community in mind. To change the zoning would be detrimental. Last, but not least, Ivory Homes has not demonstrated that they would be a good partner in our community. They have not listened to our concerns or addressed them in this second proposal. I implore you to keep the zoning as is and reject the Ivory Homes proposal. Thank you for your consideration. Hilaree Collins	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/17/2021 11:07	Robin Kim	<p>Hello I am a resident of Capitol Park and have written to you in the past. I have reviewed Ivory’s revised proposal and remain opposed to the rezoning of 675 North F Street. Here are only some reasons that I oppose such rezoning: 1. The January 2021 proposed site plan under FB-UN1 packs 35 dwelling units into a compact space will cause many problems including: - More car traffic and car noise on the nearby Avenues feeder streets. - More ambient noise and lack of screening from the denser development for close neighbors. - Most of the cars will exit via a private road: Capitol Park Avenue is not a public street. - FB-UN1 is inappropriate. It is not appropriate for the setting in which this plot exists, which is a suburban residential neighborhood bordering on environmentally sensitive foothills. - Increases safety risk for students. F Street and 13th Avenue is currently a bus stop and at the crest of a very steep section of F where visibility is a real concern for cars coming uphill, especially in the dark. Kids walk to Ensign Elementary on 13th and 12th Avenues where there are only intermittent sidewalks and few crosswalks. 13th Ave from F to I Street will be heavily utilized by both kids and cars. - Harms neighborhood aesthetic. - Historic legacy will be lost of nearby buildings (the original VA Hospital and the second Primary Children’s Hospital.) -. Loss of habitat. The neighborhoods in this area abound with wildlife. A denser development will leave less habitat for wildlife.</p> <p>Thank you for registering my concerns. Robin Kim</p>	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/17/2021 11:08	John Nisson	Hi Mr. Echeverria, I am writing to you again, as resident of the avenues and adjacent neighbor to the property in question, to state my strong opposition to Ivory Homes proposed rezoning of 675 North F St. I live directly south at ██████ St. and will be one of the neighbors most dramatically impacted by the proposed changes. I am a fairly new resident and only moved into my home this last year, however it has been a goal to move to the avenues for as far as I remember, and I have worked hard and saved diligently to make this a reality. Why the avenues, you may ask, well there are many reasons; to be a part of the most iconic neighborhood in the city, to live in a place that has charm and character and not a cookie cutter stucco community where the houses are built right on top of each other, but mostly to live in the same neighbor my great grandparents did almost a century ago. The Ivory home proposal to rezone goes against every reason that I moved here and is an outright sham and abomination. The zoning parameters of the lot were set for a reason. The redesign has barely made modifications to their original proposal, and there was good reason their original proposal was soundly rejected. I hope you stay the course on this and hold true to the original zoning that was intended. As stated last time, I have grave concerns that my property value will be undermined by this proposed property along with Ivory Home’s reputation for cheap construction. If necessary I will utilize whatever tools at my disposal to prevent this from occurring and preserving my investment. I purchased my home with the expectation that the street and surrounding properties would be of like kind and quality, this proposal is certainly not up to that standard. I welcome development on the lot in question, I just want it to be tasteful, fitting of the community, and not just be another overly dense eye sore and scab that would make my great grandparents turn over in their grave. Please do the right thing and say NO to REZONE. Best regards,	General/Other
3/17/2021 11:11	Tyler Jack	I have reviewed Ivory’s revised proposal and remain opposed to the rezoning of 675 North F Street. My home is on the ██████ side of this property and their revision is even worse than the first. They plan to build homes almost right next to my backyard with zero greenspace and once again when we built our home we did not think zoning on our backyard would change as it has been a part of Salt Lake City’s master plan for years. Nothing has changed in the avenues except Ivory wants to change the zoning to make more money. Please respect the people that already live here and do not change the zoning.	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/17/2021 11:13	Creed Collins	Good afternoon- I would like to unequivocally state my opposition to Ivory Homes’ proposal to re-zone the property located at 675 North F Street. 1. Both proposals to date do nothing to address parking issues from so many dwellings on such a small property. 2. Both proposals to date do nothing to alleviate the traffic issues that would arise around the development, and on the feeder streets to that area of the Avenues (particularly E Street). 3. Ivory Homes purchased this land knowing full well how it was zoned. The area in question was zoned FB-UN1 for legitimate reasons, none of which have changed now that this particular developer owns the property. 4. Lastly, Ivory Homes’ unwillingness to materially address the community’s concerns in their recent re-proposal shows that they are not acting in good faith with the community. As such, the City should side with the actual residents, and not with a developer who clearly has no regard for the community. Thank you Creed Collins	General/Other
3/17/2021 11:19	Jan McKinnon	I have been reading the 1987 Greater Avenues Development plan again. It is a beautiful document which took into consideration not just what was good for the neighbors but what was good for the whole city. There's a visual image that needs to be preserved of housing, open space, parks, walking paths and bike trails along the shoreline trail. After studying the plan, I can understand where it might need to be tweaked occasionally, but it's a slippery slope when zoning changes are made by little steps. What you end up with is not what the plan intended. Ivory has a beautiful lot that can be developed according to the FR-3 zoning that exists for the lot. Keeping the zoning respects the greater good of the neighborhood and the city. Thanks for your work and I stand opposed to the rezone for Ivory Homes. Jan McKinnon	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/17/2021 11:21	Todd Jensen	<p>Dear Mr. Echeverria: We have reviewed Ivory’s revised proposal and remain in opposition of it for the following reasons. • In my research of FB-UN1 it is designed for urban environments with public transportation thus reducing automobile use and encouraging walking and biking to needed services. We are located in a suburban neighborhood which lacks this. • This development would add 70 or more automobiles to a school zone neighborhood where kids are already challenged walking to Ensign Elementary. The safety of our children is paramount. • Capitol Park Ave is a private road that this development would need to enter and exit onto. • If a change from FR-3 to FB-UN1 zoning is approved, this would allow future developments to occur in our environmentally sensitive foothills of our Avenues neighborhood. We do not object to this development as it stands within the existing FR-3 zone which is part of the master plan created some 20 years ago. This has served the neighborhood in keeping with aesthetic, environmental and safety concerns. Thank you for taking time to review our objections to the re-zoning.</p> <p>Sincerely Todd and Carmelle Jensen</p>	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/17/2021 11:22	Jan McKinnon	<p>Daniel. I am the recently elected HOA President of the Meridien. The development of the Meridien preserved the historic former VA Hospital which is an iconic building in the a Avenues. This beautiful building sits just south of the proposed Ivory Homes development at 675 N F Street. Each of the residents in the Meridien opposes the rezone proposed by Ivory Homes. The project Ivory is proposing is too dense for our neighborhood. A modest estimate would put 70 new cars on our private road, Capitol Park Avenue. This is a road that the city would not adopt because it did not meet their safety requirements and therefore, the road is maintained by the two HOA's bordering the avenue. It would be dangerous to add this many cars to this narrow road. Ivory has given us many reasons to oppose their development. It is too dense. It does not fit in the neighborhood. This compact development with many small houses and extremely limited green space is not consistent with the surrounding neighborhood. The density threatens the sensitive foothills and wildlife that flourish in our neighborhood. Changing the zoning for one developer doesn't make any sense. In 1987 the Greater Avenues Development plan was carefully planned by professionals who understood the character and potential of the Avenues. They were concerned about the congestion in the lower Avenues if unchecked development occurred in the upper avenues. They even considered the appearance of the foothills from areas below. The planners purchased land for parks and designated areas that should be left undeveloped or used for future bike trails and walking paths. It's a good plan, and exceptions to it should not be made without redoing the whole plan. Making exceptions here and there would destroy the concept of the Greater Avenues development plan. The plan had a vision to direct future growth and development so that the quality of life and community scale would be maintained. Ivory is asking for a change to the FB-UN1 zone which is generally reserved for urban areas where city services, employment opportunities, and schools are easily accessible by walking or with public transportation. *Continued 1/2*</p>	General/Other

Date/Time Opened	Contact Name	Comment	Topic
	Jan McKinnon	<p>*Continued 2/2* This lot on F street provides none of those opportunities. One city bus arrives on the hour each during the week days. The closest grocery store is 7 blocks away down the hill and it would be challenging at best to walk back up the 7 blocks carrying a load of groceries. Few employment opportunities are available by walking. One elementary school is walkable but the other students are bussed to the middle school and high school. Preserving the zoning on this lot still allows Ivory to build 11 homes with ADU’s. They stand to make a substantial profit with the current zoning. Ivory likes to say that their homes are affordable, but they are not. They like to say their homes are family friendly, but they are not. There is very little green space and no sidewalks. There is no compelling argument to change the zoning for Ivory but there are many compelling reasons to keep the FR-3 zoning designation. Thank you from all the residents at the Meridien. Jan McKinnon</p>	
3/17/2021 11:25	Merritt Stites	<p>To Daniel Echeverria, Chris Wharton and Mayor Mendenhall: PLEASE carefully consider this proposal and DO NOT allow rezoning in the Avenues. This is not just about Ivory Homes this one time. This is about the possible loss of the beauty and uniqueness of The Avenues!!! I have been a resident of 10th Avenue for almost 50 years moving here from Boston. We chose the Avenues because of its diversity, its location and it’s quiet Feel. Since living here we have experienced change with many more cars and many more parking problems. We have also experienced remodels and the beautification of many blocks That had previously been run down. People want to live here because it is beyond compare. If IvoryHomes is granted this change it is only a matter of months Before more housing developers request the same density wherever they can find a lot or individual homes to be pulled down and pack in more living spaces making traffic and the Integrity of the area diminish. Please don’t allow this catastrophe to happen. Thank you, Merritt Stites</p>	General/Other
3/17/2021 11:26	Teresa Stepanek	<p>Erin, Daniel and Chris, I too have reviewed the revised proposal made by Ivory Homes for my neighborhood. I FIRMLY believe that the existing zoning should remain in place to preserve the character of the neighborhood. Ivory purchased this plot of land with the existing zoning and should keep its plan consistent with that zoning. If they do not like that they are free to sell the land to other developers. Please do not approve any modifications to the current zoning. Downtown has added and is adding a huge increment of dense housing options and what Ivory is proposing is totally inconsistent with the nature and history of our neighborhood. Teresa Stepanek</p>	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/17/2021 11:28	Steven Stepanek	Erin, Daniel and Chris, I have reviewed the revised proposal made by Ivory Homes for my neighborhood. I FIRMLY believe that the existing zoning should remain in place to preserve the character of the neighborhood. Ivory purchased this plot of land with the existing zoning and should keep its plan consistent with that zoning. If they do not like that they are free to sell the land to other developers. Please do not approve any modifications to the current zoning. Downtown has added and is adding a huge increment of dense housing options and what Ivory is proposing is totally inconsistent with the nature and history of our neighborhood. Steven Stepanek	General/Other
3/17/2021 16:25	Melissa Lichtenstein	Brian, thank you so much for passing this along. Our engineering and transportation partners have been engaged over the last year in the development of this project and will continue to be engaged through the engineering phases. We're also working with the Mayor's Office and Department to respond to the feedback we're receiving from constituents. We're tracking all of these comments, so please let us know if you receive more, or if you need anything additionally from me. All my best, Felicia	
3/18/2021 8:00	Angela Carlson	Please vote against re-zoning changes to properties zone RFM 30 or any other disallowed zoning. This change would encourage demolition of our city's irreplaceable historic buildings and homes. The city has a long history of standing aside while developers run amuck, devastating the unique charm of this city. The missing middle housing theory that proponents have attached their interests to is mistakenly being interpreted as large apartment buildings. The city does however need to allow cottage courts, duplex, triplex and 4 plex properties to be built- that would be the missing middle housing stock that our established neighborhoods have, thanks to the thoughtful design of past builders, and could benefit from in future building. Limiting buildings to a 4 plex also encourages homeownership since lenders allow buyers to buy a property as a primary residence up to that size. Please stand for preservation not continued developer devastation. Thank you Angela Carlson Licensed Realtor Urban Utah Homes & Estates	General/Other
3/18/2021 8:01	Patricia Allred-sorensen	It will ruin our neighborhoods! The infrastructure is not here. Parking will be a nightmare. We do not need more people in our neighborhoods, it brings more crime, more pollution, more problems. -- Pati	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/18/2021 11:25	Alan Hayes	Dear Mr. Echeverria, Mayor Mendenhall, and Council Member Chris Wharton, The Preserve Our Avenues Zoning Coalition has asserted that Ivory Homes could build 11 homes with each having the option of having an ADU on 675 North F Street under the existing FR-3 zone. Mr. Gamvroulos dismissed this compromise out-of-hand, saying that no custom home purchaser would want an ADU. I think Mr. Gamvroulos is dismissing this approach because he does not want to give it any credence as a valid compromise position. But I argue that if Ivory can market and sell 15 "cottages" with ADUs to people paying \$800K or more for a house with an ADU, they could do the same for "custom" homes. Not everyone would wish to build with an ADU, but I think it is feasible that some would, especially if they were constructed and marketed with skill. Please see my attached letter. Sincerely, Alan Hayes	General/Other
3/18/2021 11:27	Alan Hayes	Dear Mr. Echeverria, Ms. Mendenhall, and Mr. Wharton, We wish to point out that in Appendix G of Ivory's new submission for rezoning 675 North F Street, they do not calculate density correctly and thus come to erroneous conclusions. Please refer to the attached document for our analysis. Alan B. Hayes, Ph.D	General/Other
3/18/2021 11:33	Alice Ray	Dear Sir We are writing to object to the proposed rezoning, requested by Ivory Homes. We are so sad that this is being proposed by the developer - it will cram so many houses onto that small plot of land, adding a significant amount of traffic to the area and it is totally not in keeping with the neighborhood. Please don't let this happen Alice and Andrew Ray	General/Other
3/18/2021 11:35	Amanda McPherson	Hello, I live in the Avenues an am opposed to the excessive rezoning proposed by Ivory Homes. That area is not walkable and will not be walking distance. The public transportation options are limited. Density of that kind should be reserved for the many areas of SLC that are more walkable. I am opposed to any rezone. Amanda McPherson [REDACTED] Salt Lake City, UT 84103	General/Other
3/18/2021 13:28	Steve Erickson	Hi Chris, I understand from Tim Funk that you have re-stated your opposition to moving ahead with the RMF-30 re-zoning (Zone Amendment) until the City has enacted a workable NOAH loss prevention and mitigation ordinance. Thank you (!) both as a low-income and housing advocate and as a constituent. I also appreciate your opposition to the Lincoln Street project, which needs to be re-thought and revised. Steve Erickson	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/19/2021 9:14	Justus Salazar	Hi salt Lake City corporation, the mayor's office, and the city council of Salt Lake City, I would like to go to speak during the city council meeting about the current situation of defunding the police and hands off the homeless policy. I was told by a Salt Lake City police officer that the mayor and the city council's policy is hands off the homeless and they can do nothing about them doing drugs, being disruptive, being loud at night and if homeless are squatting on a abandoned property. The officer told me that they're more like psychologists and child services officers that can only refer the homeless to services that the City can provide them and really have no authority to do anything. They told me I arrested the same drug dealer three times in one night it's more of a catch and release type of policy. They said the city doesn't really arrest anybody for a misdemeanor and even felonies they catch book them and then release then release them. And most the time they never show up and they do nothing about it. So I'd like to be on the agenda to talk about this issue, because I hope to God this could not possibly be a real thing. I'm a liberal Democrat living in Salt Lake City. Justus Salazar [REDACTED] Get Outlook for Android < https://aka.ms/AAb9ysg >	
3/22/2021 15:56	Beverly Hill	Attached is the Proposal I mentioned in my comment made at the City Council Meeting, March 17th, in reference to the RMF rezoning discussion. My hope is that you will find the Proposal interesting and suitable for the location at 850 s. 300 w. I am continuing to expand the Proposal with more details and can provide those at your request. Greener Acres Village Environment could be a program suitable for other areas of the city or county. I await your reply. Thank you, Beverly Hill *See Corresponding Attachment*	General/Other
3/22/2021 15:58	Pam Turick	Dear City Council, We want to express our support at keeping the Onaqui herd healthy and wild while ensuring that they are humanely managed on the HMA. The roundup proposed for July would be devastating to these wild horses especially considering there was a significant round up in September of 2019! We visited these herds and they are absolutely amazing to witness, magical, and I don't say that about much. We stayed in the area, spending a lot of money in your state. We want to visit them again and do not want our beautiful horses taken away to pens where many will likely languish or worse. These horses are on public land and belong to ALL of us. I've read the research and seen the lies perpetrated to benefit special interests. Unlike the special interests, the wild horse advocates have nothing to gain personally. Believe those who have nothing to gain. They are right. Please do what you can to stop the roundups until there is an investigation by the GAO into the BLM. Thank you, Pam and Mark Turick	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/22/2021 15:59	Paul Johnson	<p>The Central 9th Community Council does not and will not support the current proposal. Our concerns with this form of housing are also connected to the limited geographical areas of the city for which they have been proposed. The limited areas of the city where this form of housing would be allowed suggest that permitting SROs/Shared Housing in the east side of the city would be damaging to neighborhood character and function. If we realistically should not expect to encounter additional risks and harms from this form of housing, then neighborhoods and even whole districts east of State Street should have also been included in this proposal. However, we believe their exclusion speaks to more realistic expectations for this form of housing: that it will bring additional problems to the areas in which it is sited. To put it plainly: if there are no serious concerns surrounding this form of housing, then why don't we see them being welcomed by all neighborhoods? How will the city enforce 24-hour on-site management when they seem unable to prevent or enforce existing nuisance laws (are there any?) and the danger we see all around us in boarded and burnt out housing and businesses. The neighborhoods in which the new Homeless Resource Centers were built were engaged by the city for months about the design features and policies that would allow the Centers to exist without harming their surrounding communities. Unfortunately, we continue to see evidence, both anecdotal and in violent and property crime statistics, that these promises do not match the lived experience of residents and business owners in the surrounding neighborhoods. The city has broken its trust with our community and others. Why should we believe this proposal would prove otherwise? *Continued</p> <p>1/2*</p>	Affordable Housing

Date/Time Opened	Contact Name	Comment	Topic
	Paul Johnson	<p>*Continued 2/2* Until geographic zoning/planning equity is introduced, and simple zoning changes which would allow the Central 9th community to have a better say on "by right" zoning projects (simple solutions we have proposed multiple times already), we will continue to oppose the creation and dumping of these proposals which negatively affect our community. Allowing poorly built projects which bring no quality of life improvements to existing residents and businesses, provide nothing to their tenants other than a space for a bed, no green space, and no common space elements, does not benefit a neighborhood. A proposal that solves a problem only by imposing additional burdens on an already-burdened neighborhood is no real solution. Central 9th has proven it is not opposed to density, but will not accept density at any cost. The Mayor in her State of the City address earlier this year spoke on the cost of gentrification expressing her chief concern is the impact on our existing residents and the cost of living in these neighborhoods. We will hold the city to this and hope they will not allow what is an inequitable proposal to be placed on our neighborhoods until fairness across the city comes into play. With regards, Paul Johnson Chair, Central 9th Community Council (Thanks to Amy J. Hawkins, Chair, Ballpark Community Council for her contributions to this.)</p>	
3/22/2021 16:01	Stacey Howard	<p>To Whom it May Concern, I am voicing my opposition to the Onaqui roundup and urge you to implement fertility control to manage the population. Your plan makes absolutely no sense. These horses are beautiful and have every right to live where they are. If the plan made sense I might understand, but it does not. Directly quoted from Animal Wellness Action: "For perspective, consider the numbers: The Onaqui Herd Management Area (HMA) is over 205,000 square acres in size – half as big as all of San Diego County, California. That amounts to one horse per 512 acres. For purposes of scale, a single, domestic horse typically requires two acres of land to provide for its food and space needs. Yet still the BLM perpetuates the lie that this vast habitat can't support this small, vulnerable population of horses. Nor can the BLM claim its roundup of the Onaquis is financially responsible. In 2020, the agency spent 80 percent of its total budget on helicopter roundups and off-range holding pastures. That's nearly \$64 million to remove and warehouse wild horses and burros that could be managed on public lands at a much lower cost. The BLM itself estimates that the cost of keeping one wild horse in government holding is upwards of \$50,000 over the animal's lifetime. In other words, keeping wild horses and burros on public lands and using on-range management solutions is not only more humane, but also much more cost-effective." I strongly urge you to reconsider this harsh and drastic plan of action. Thank you. Sincerely, Stacey Howard</p>	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/22/2021 16:17	Heather Wilkins	Hello, I live on Cleveland Ave, between Main street and Major street. The 4 homes do not have a drive way to park a car in. So most of us just on street park. I only have enough for 1 car I own. However I do havr neighborhood whose car has been sitting in place for 1 year, has not moved his car, its window is, broken, and I noticed an oil leak. But noticed that his registration is laps. I was just wondering are they supposed to store the undriven car in a different location, or is is ok to keep the car on the street for permanant storage? If Im wrong, then please disregard this email. I was just wondering, and thought I would ask. Thanks.	General/Other

Date/Time Opened	Contact Name	Comment	Topic
3/23/2021 10:19	Rachel Quist	<p>Dear Council Members/RDA Board Members I am writing to you about the Utah Theater at 144 Main St. I support saving the historic Utah Theater so it may be restored and utilized for the benefit of the SLC community. I appreciate that the Theater has been documented in its current state and made available as a public archive, and I urge the City to adopt this process for all City properties 50+ years old that may suffer adverse effects due to development, demolition, or sale (similar to the Federal NHPA Section 106 process or State 404 process). In viewing the Pantages Theatre Archive (https://pta.lib.utah.edu/) it appears that much of the Theater is salvageable and restorable. And quite frankly, it seems to be in similar, and in some cases, better condition than many of the properties that the SLC Historic Landmark Commission has evaluated through the formal process of economic hardship and denied demolition requests (I personally served on the HLC that reviewed the Bishop Place and the Other Side Academy at 46 S 700 East demolition requests). I am requesting that the RDA Board hold a public meeting with the “Save the Utah Pantages” group to reevaluate the sale and consider the preservation of the theater. I also support their voter initiative to see to see the Utah Theater and the Capitol Theater become SLC local historic landmark sites. I understand that the deal with developers is still contingent upon certain details, and therefore not complete. The SLC RDA should terminate the agreement and seek a better option for the entirety of the citizens of SLC. It does seem that this deal is NOT in the best interest of the City or SLC taxpayers and heavily favors the economic benefit of a developer with little given back to the community at large. The sale and demolition of the Utah Theater is in direct conflict with SLC’s own defined historic preservation goals and the City should honor its 2016 Downtown Master Plan and rehab or adaptably reuse the Utah Theater. Saving the Utah Theater is not beyond hope. If anything, the Pantages Theatre Archive should illustrate the relatively good condition of the theater. Please don’t let this be yet another tragic loss of SLC’s eclectic history. I get tired of telling the important stories of SLC’s past but needing to say the building has been demolished, the building will be demolished, or using the hashtag #nowaparkinglot. Please reconsider the current trajectory of the Utah Theater and terminate the current sales agreement to revisit a viable preservation option. Thank you for your consideration. Rachel Quist</p>	Utah Theater

Date/Time Opened	Contact Name	Comment	Topic
3/23/2021 10:21	Roger and louise Bohman	Dear Mayor Mendenhall & Chris Wharton, In regards to this property, we are opposed to having the property rezoned for more units being built. Capitol Park Homeowners Association has filed their objections and we totally agree with their findings. Please add our names to the list. I find it interesting that Ivory Homes are already advertising their homes - that are NOT going to ease the housing problems, with their NOT affordable housing. They are going ahead with their project as though they already have all the permits. It makes one wonder about the integrity of our elected leaders. The Avenue residents have already sent in petitions opposing this, yet Ivory Homes pretend (or show) that they really don't care what the neighbors want. Thank you for your concern, Roger and Louise Bohman	General/Other
3/23/2021 10:22	Megan Witt	My name is Megan witt I fully support saving & restoring the pantage back to its complete and absolute former glory. -Megan Witt	Utah Theater
3/23/2021 10:50	Megan West	For a city in the middle of a housing crisis, it is disheartening that the city would approve another "affordable housing" project that is far from affordable. \$1000 studio apartments are not affordable for a family. Would you live in a studio apartment you can barely afford with several children and perform well at your job and have a good outlook on life? The city does not need another high-rise downtown where an amazing, historical landmark currently sits. The city prizes its Mormon heritage, but not the heritage of other entities, reconsider this decision. I watched from the Crandall building as the Bennion jewelers building was knocked down and replaced with the 111 s main building. It was sad to see a beautiful building go. I enjoy an updated, busy city, but also prize history and incredible spaces. Please reconsider the preservation of the Pantages theater. The downtown master plan states it will repurpose the space, make sure to listen to the people of the city, and repurpose the space.	Utah Theater

Proposal for the property located at 850 S 300 W Salt Lake City Utah 84101. Owned by SLC Corp., the block has appeared vacant since 2014. The buildings now exhibit faces of those passed on and along the sidewalks groups of tents have popped up occupied by the homeless people living in the street. I propose a solution

Greener Acres Village Environment or G.A.V.E.

Greener Acres Village Environment hopes to set up a Campground, Hut and Tiny Homes complex with an urban garden positioned within the 850 S. 300 W. block of Salt Lake City. The area is already being used by the homeless so why not use the lot for their benefit?

G.A.V.E. offers a way to give back to our community and to offer a solution to one of Salt Lake's most intractable issues. We all deserve a place to live with dignity in safety. Some have fallen and need help to get back up. The Greener Acres Village Environment will give those who have lost their jobs, been priced out of their homes or have a disability, a chance to try again. The Village would become a bridge to help people determined get back on their feet by offering a program. Those who choose to follow Village Rules and contribute three hours a week to help maintain the complex network of flexible housing become Villagers.

The Village would be comprised of covered Camping sites; 1 & 2 person Huts and Tiny Home models for 2 or 4 people equipped with a kitchen and bath. The Communal House and Salon equipped with Kitchen, restrooms and Laundry facilities are available to all Villagers. A Bicycle Shop, Sanctuary, Art Barn and Garden Orchard thrive at the heart of the complex. We hope to also provide a Health Clinic and a Convenience store on site along with a Food Truck court. To provide entertainment there is an Amphitheater outdoor Cinema offering Music and Theater by Villagers & local Artists and Friday Night Flicks with limited tickets offered for sale to the general public.

Security and Management would maintain safety throughout the gated complex with three Security locations around the property for the safety of Villagers. Villagers are registered and checked in and out daily. Visitors to the gated community would be hosted by a registered Villager. Twenty-four-hour Security would offer peace of mind so Residents can feel safe and begin to work on self-growth and financial security.

The Village would offer employment opportunities in the Building and Maintenance department, Security and Management, at the Amphitheater Cinema, Quickmart, Garden, Sanctuary, Art barn or Bicycle shop. Essentially, all departments would employ registered Villagers and volunteers to assist the Greener Acres Village staff. Residents could apply for jobs they have existing skills for or try a new job and learn new skills. In this way, Greener Acres Village would act as a job training center, as well.

A Village Manual covers Village operations, regulations, expectations and obligations. Issues that arise will be handled at Village Council established with elected Board Members with required monthly meeting attendance by all residents.

Residents would agree to the rules set forth:

1. No violence to Self, Villagers, Staff or Visitors.
2. No theft.
3. No alcohol, illegal drugs, or drug paraphernalia.
4. No persistent disruptive behavior that disturbs the Residents or Staff.
5. Residents are required to contribute to the operation and maintenance of the Village.

Fees:

Campsites	1-6 persons	\$1 a day per person
Huts	1-2 persons	\$35-\$60 month
Tiny Homes	2-4 persons	\$200-\$400 month

Monthly fees are applied to the management, security and maintenance of the property. Profits are invested into a Capital account used for repairs or investment in future properties. Each resident can set up a Capital account to save for a purchase of a Tiny Home in the Greener Acres Village Environment and any future properties developed by G.A.V.E

Wages earned at onsite departments can be applied to housing fees and “credits” that would be redeemable toward community services and the purchase of a Tiny Home.

To begin Greener Acres Village would set-up Campsites and Huts, install a secure fence, build the first Communal Kitchen/Restroom/Laundry facilities, start landscaping and retrofitting the current buildings to use for our various departments.


Greener Acres Village hopes to expand with other phases of Villages built on unused City and County Properties, adding more communities as needed.

G.A.V.E. will set-up as a 501(c)3 non-profit committed to serving the population suffering homelessness and seeks funding from government programs and grants, other non-profits, businesses and community members. We hope to negotiate a sale or lease of the property from the city at a drastically reduced price.



SALT LAKE CITY CORPORATION
Community and Economic Development


CITY COUNCIL TRANSMITTAL


Patrick Leary, Chief of Staff 4/18/2016

Date Received: 4/12/2016
Date Sent to Council: 4/18/2016

TO: City Council
James Rogers - Chair

FROM:


Mike Reberg, Director of Community and Economic Development 4/12/2016

SUBJECT: Downtown and Sugar House Parking Study – Overview

STAFF CONTACT: Robin Hutcheson Robin.Hutcheson@slcgov.com
Transportation Division Director

COUNCIL SPONSOR: Council Member, District 4 - Derek Kitchen, Council
Member, District 7 - Lisa Adams

DOCUMENT TYPE: Information Item

RECOMMENDATION: None

BUDGET IMPACT: None

BACKGROUND/DISCUSSION:

The purpose of this transmittal is to update the Council on the Downtown and Sugar House Parking Study including a summary of existing conditions, key findings, overview of leading practices, and identification of next steps. The transmittal is divided into the following sections:

- Background
- Existing Conditions Analysis
- Key Findings
- Leading Practices
- Next Steps

Background

The development of the Downtown and Sugar House Parking Study is the result of an on-going collaborative effort between the City's Transportation, Planning, and Compliance Divisions and the Redevelopment Agency (RDA). Representatives from each department participate in a Parking Policy Working Group that has been meeting regularly since 2012. This working group was formed in response to a Parking Management Study completed in 2011 that included a variety of recommendations to improve the experience of parking in Salt Lake City. The working group recognized a need for sound data to serve as the foundation of effective policy decisions to implement recommendations and thus, in 2013, applied for \$90,000 of funding from the RDA for such a study. Throughout 2014, a scope of work was developed, advertised, and awarded to Nelson/Nygaard. Consultant work on the study began in spring 2015.

It should be noted that this effort is distinguished from previous communications about parking, in that its focus is on long term planning for parking policy. In recent history, a multi-disciplinary team has presented information related more to the day to day operation of parking in the City, and those briefings will continue on a periodic basis.

Parking is a critical issue in Salt Lake City. While the city continues to focus on developing an extensive multi-modal transportation system, a majority of the region's residents continue to get around by automobile. In order to accommodate the needs of motorists, Salt Lake City has built up a regulatory system governing the management of existing parking supplies and the development of future supplies.

The city's long standing approach to parking management has generated a significant amount of investment in off-street privately managed parking facilities for both public and private uses. At the same time, the City maintains a significant amount of on-street paid and time restricted parking around the city's most popular destinations.

The Downtown and Sugar House Parking Study will document the utilization patterns of parking demand in Downtown and Sugar House and examine the city's current approach to regulating and managing parking. Building upon findings and recommendations from past studies, this study will ultimately make recommendations based on data analysis, stakeholder interviews, a collaborative parking workshop, and user surveys. The study recommendations will focus on:

- **Optimizing parking supplies** to support development activity that aligns with community goals and enhances neighborhood vibrancy,

- **Enhancing access** to existing and future land uses by balancing the needs of people arriving in automobiles with those of people traveling by other modes,
- **Minimizing the unnecessary expansion** of parking supplies, and
- **Transforming negative perceptions** of parking in Downtown and Sugar House.

Existing Conditions Analysis

The Existing Conditions Analysis (Attachment A) lays the groundwork for stakeholder engagement efforts and, ultimately serves as the foundation for developing recommendations to improve Salt Lake City’s parking regulations and management structure. It includes the following elements:

- **Planning Context:** A review of the plans and studies on which this study builds. This includes studies directly related to parking and those that address city goals and development plans more broadly.
- **Inventory, Regulations, and Zoning:** An overview of parking supplies in each study area’s occupancy sampling area and an examination of the city’s existing parking regulations including zoning requirements.
- **Parking Occupancy and Ratios:** The results of the study’s data-collection efforts and a comparison of inventories and occupancies to land use intensity in each sampling area.
- **User Attitudes:** A synthesis of people’s experiences and feelings related to parking in each study area based on stakeholder interviews and an intercept survey executed as part of the project team’s data-collection efforts.

Key Findings

The Existing Conditions Analysis reveals a number of key findings that revolve around several common themes. These themes include the general oversight of parking management and enforcement, customer experiences with parking (e.g. wayfinding, pricing, etc.), and the overall supply of parking and the built environment. The key findings within these themes are:

General Oversight

- **Management:** The overall management of parking is fragmented with several city departments and a variety of private operators overseeing the various elements of parking management, operations and enforcement throughout the city. There is limited cooperation between private entities and the city which leads to limited availability of data and customer feedback that would be helpful in making informed parking policy decisions.

Customer Experience

- **Wayfinding and Information:** Despite extensive past efforts there is still a limited amount of information available about where public parking is located and how much parking is available in real-time. Furthermore, signage that does exist to direct people

to appropriate facilities is often inconsistent, particularly when it is also communicating restrictions and time limits.

- **Pricing:** There is no established relationship between the price of on-street and off street parking. The price of on-street parking does not reflect actual demand and there is a high variance in the price of privately managed off-street parking.
- **Perceptions:** While data suggests that, on a district wide basis, on a typical day, parking demand does not exceed 60% of available capacity in both Downtown and Sugar House, there is still a belief that parking is scarce in these areas. Furthermore, inconsistent enforcement practices between city on-street parking and privately managed off-street parking leads to anxiety about where and how to park legally.

Parking Supply and the Built Environment

- **Utilization:** Analysis of available data indicates that while there is high demand for parking in certain locations, there is still high availability of parking in the broader study areas with most parkers being able to find parking within a short walk of their destinations.
- **Zoning and Land Use:** The city's existing code is fundamentally sound and inclusive of many leading practices, but is complicated and offers several opportunities for refinement. While many of the city's parking ordinances have changed, the history of parking requirements have often resulted in large portions of land being dedicated to parking which can discourage walking and makes a "park once" strategy difficult to encourage. The proliferation of surface lots degrades the public realm and their access points intrude into pedestrian spaces and excess capacity may promote vehicle trips. Potential solutions, such as incentives written into the code to encourage a shared parking approach whenever appropriate are lacking.

Leading Practices

Improving parking management and coordination is a key strategy to enhance oversight and the customer experience at the same time. The leading practices report identifies possible components of a more unified parking management approach and points to case studies that illustrate strategies that are being considered in the development of the study's recommendations.

In Salt Lake City several city departments manage different aspects of the parking system, and private operators have direct control over the vast majority of off-street parking supply. The current framework leads to several problems, outlined in more detail in the Existing Conditions section of this transmittal:

- Parking supply is not utilized in an efficient manner in either Downtown or Sugar House;
- There are different pricing, monitoring, and enforcement policies across the parking system;

- People who park in Downtown and Sugar House typically perceive that parking is not available, which is true for certain areas and times, but is generally available within a short walk;
- There is limited connection between utilization and parking prices or regulations because regulatory entities do not have a way of accurately tabulating overall parking supply and demand in a real-time manner; and
- Private operators and property owners do not communicate or coordinate parking management pricing or policies.

In response to these challenges, the project team compiled case studies highlighting best-practice elements of a parking management framework under which the city could choose to collaborate with the private sector to implement. These concepts are not prescriptive given that the City may not have the desire and/or resources to implement. Concepts detailed in the Leading Practices Report (Attachment B) include:

1. **Streamlined Management.** Bring the city's parking-related functions under one department (vertical integration) and increase oversight of private supplies. This was a recommendation of the previous Parking Management Study, completed in 2012. Doing so could help bring consistency to parking information, enforcement activities, and parking prices, while ensuring prices are more directly tied to policy goals and to parking demand in a given area. Examples of this approach can be found in San Francisco and Santa Monica.
2. **Facilitate Shared Parking.** Shared parking agreements can help maximize the use of a given building's existing off-street supplies by enabling other uses (neighboring buildings with complementary peak demand periods or the general public) to share parking during periods of lower demand. Salt Lake City can facilitate such agreements through regulatory and administrative activities. Examples of this strategy can be found in Sacramento and Arlington County.
3. **Unified Wayfinding and Branding.** Create a consistent look and feel for parking-related communications and media. Parking wayfinding can include more than just directional signage—it can include smart phone apps and dynamic parking-availability signs, as well as landscape and design cues. Examples of this strategy include Seattle, Santa Monica, and San Francisco.
4. **Transparency and Coalition Building.** Build political support for enhanced parking management by investing a portion of revenues locally so area businesses and visitors can see the direct results of revenues generated. Examples of this strategy can be found in Montgomery County. (Note: The city has previously worked with the Downtown Alliance and other partners on this approach, but the strategy is currently stalled.)

The Leading Practices Report provides more detailed overviews of these concepts, including their advantages and potential implementation challenges. The report closes with a series of case studies, each illustrating one or more of these concepts. While no case study can be fully representative or entirely applicable, there are elements of each that can translate to Salt Lake

City's unique context. The Downtown and Sugar House Parking Study will take the key elements of these leading practices into account in developing and prioritizing a set of recommendations.

Next Steps

The project team is working to develop a series of prioritized recommendations based on the findings included in the Existing Conditions Analysis and the Leading Practices Report. These recommendations will be refined and presented within a forthcoming draft of the Downtown and Sugar House Parking Study. Once the study is nearing completion, staff from the Transportation and Planning Divisions will work with the Downtown Alliance and the Redevelopment Agency to schedule a series of meetings and presentations with key stakeholders and various elected and appointed officials to review the common elements of effective parking management and present the draft recommendations of the Downtown and Sugar House Parking Study.

Attachments:

- A: Existing Conditions Report
- B: Leading Practices Report

ATTACHMENTS:

- a1 Attachment A SLC ExistingConditions (PDF)
- a2 Attachment B Leading Practices (PDF)



DOWNTOWN AND SUGAR HOUSE PARKING STUDY

Existing Conditions Analysis

August 2015



In association with:
DIXON Resources Unlimited

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EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

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1 EXECUTIVE SUMMARY

The Downtown and Sugar House Parking Study is an effort to use original data collection and best practices to inform recommendations for updating Salt Lake City's zoned parking requirements and the city's parking management structure. This Existing Conditions report details findings from a parking inventory and occupancy data-collection effort and accompanying intercept survey.

Figure ES 1 shows the extent of the Downtown and Sugar House study areas. Data-collection efforts focused on several sampling areas that were, together, deemed representative of dynamics in the broader study areas. The figure also shows block faces and lots for which detailed turnover and length-of-stay data was collected using the Temporary Battery Operated Parking Sensor (TBOPS) system. The study team also analyzed data from Salt Lake City's parking meters to get a broader sense of demand dynamics in the downtown area.

Across sampling areas, one clear trend emerged: Even during peak times, parking occupancy was generally below optimal levels of 85% to 90%¹ in the areas in which the study team collected or analyzed data (see Figure ES 2, Figure ES 3, and Figure ES 4). As Figure ES 5 shows, these lower levels of parking demand translate to ratios of parking spaces per thousand square feet of land use that are below the levels required in Salt Lake City's current zoning code. Intercept survey data also show that most people are able to find a parking space close to their destination with minimal search time (Figure ES 6 and Figure ES 7).

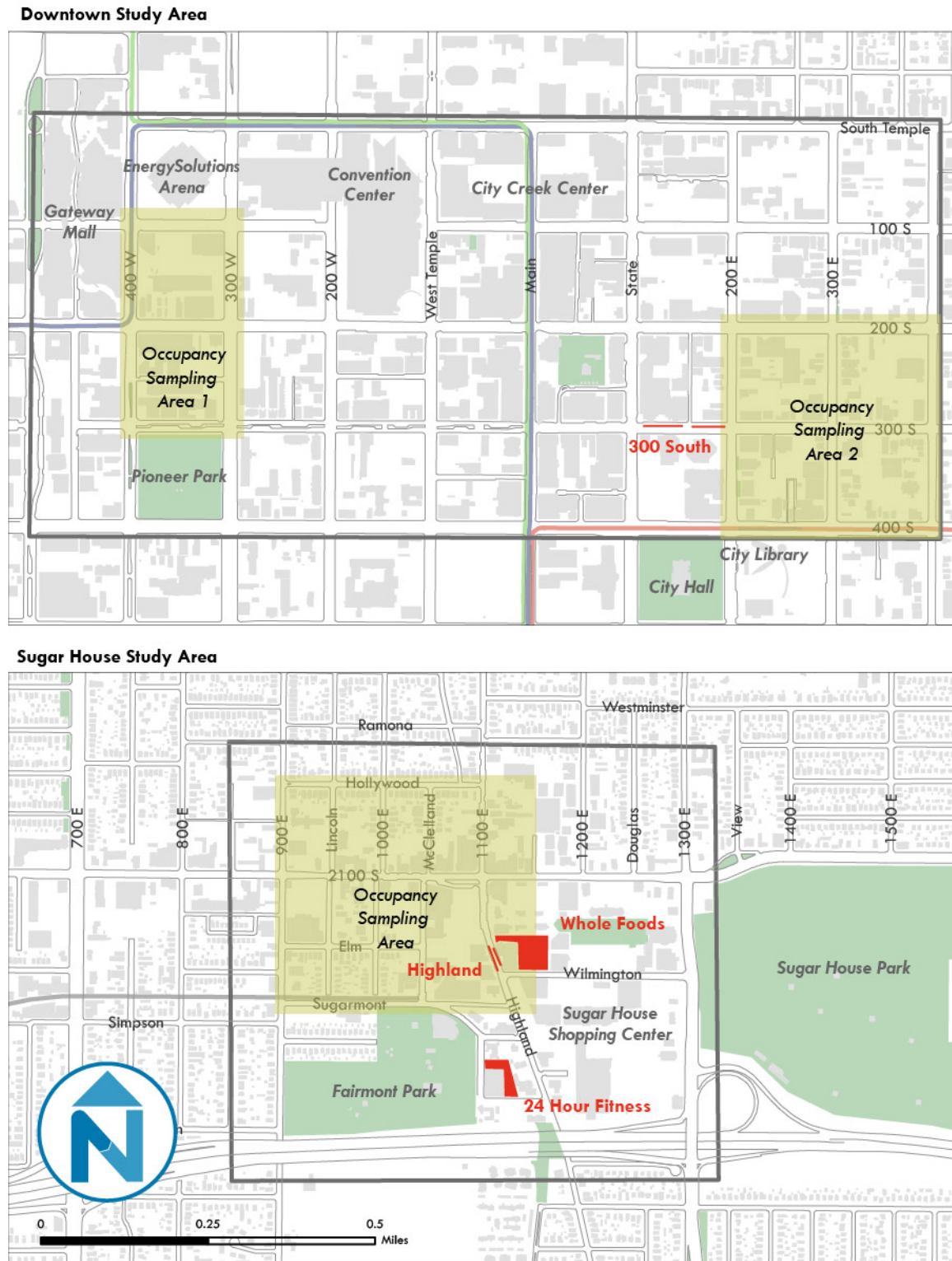
Note that these data sources each have limitations. While they give an initial idea of parking dynamics in the two study areas and will allow the study team to make an initial set of recommendations, it is critical that the city invest in a more comprehensive parking inventory and occupancy study to draw definitive conclusions about the adequacy of parking supplies.

Based on the findings from this initial data collection effort, stakeholder interviews, and a stakeholder workshop and walking tour, the project team will be formulating recommendations for updating Salt Lake City's parking requirements and management structure.

¹ At 85% to 90% occupancy, there should be approximately one available space per block face and several available spaces in each off-street facility. A growing body of research shows that above this level, driver frustration increases as parking search times and circling behavior go up.

EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure ES 1 Study, Data Collection, and TBOPS Areas



EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure ES 2 Weekday Parking Occupancy

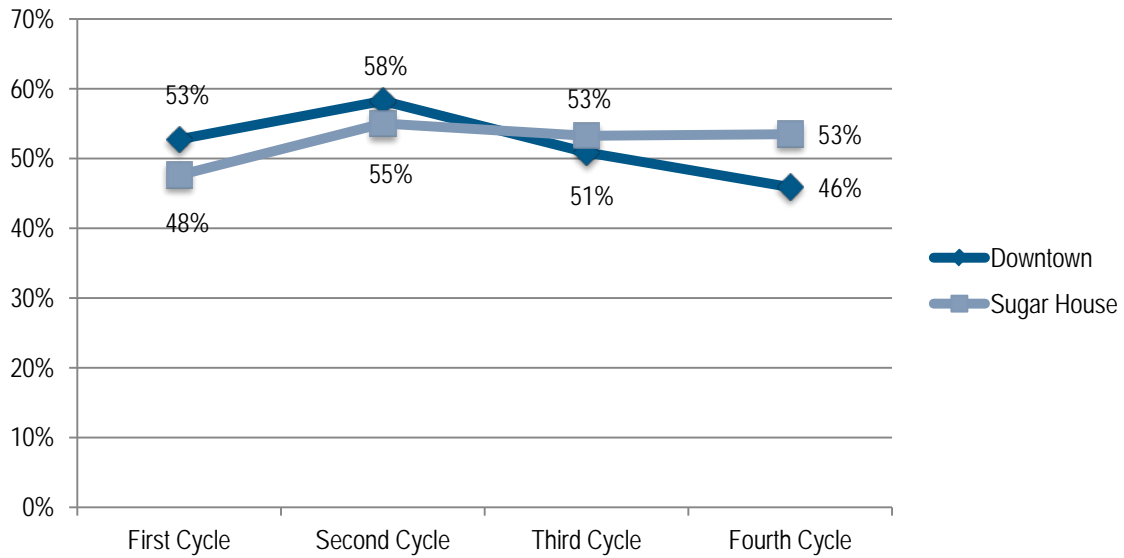
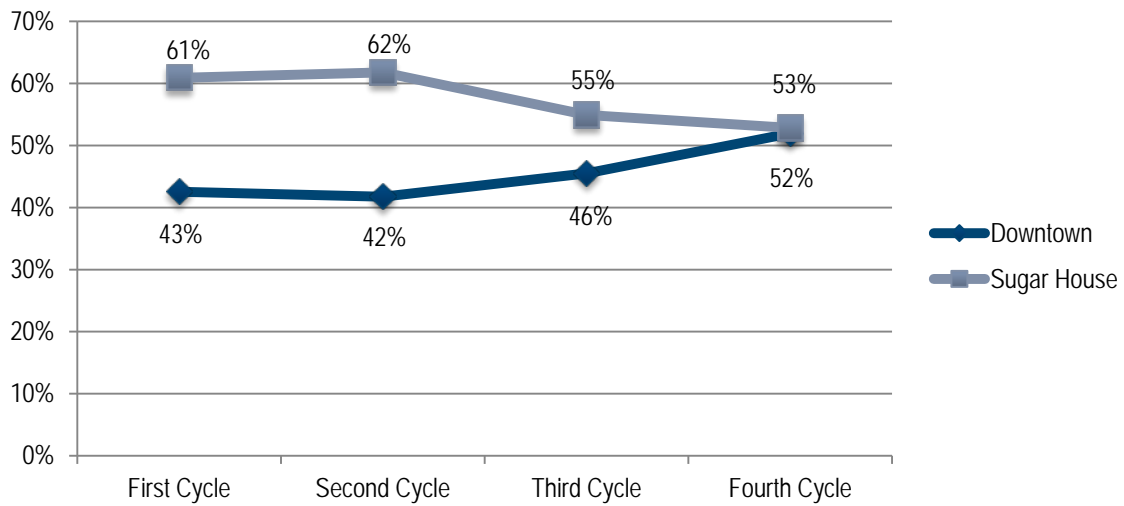


Figure ES 3 Weekend Parking Occupancy



EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure ES 4 Downtown Payment-Estimated On-Street Occupancy, Tuesday 6 p.m.

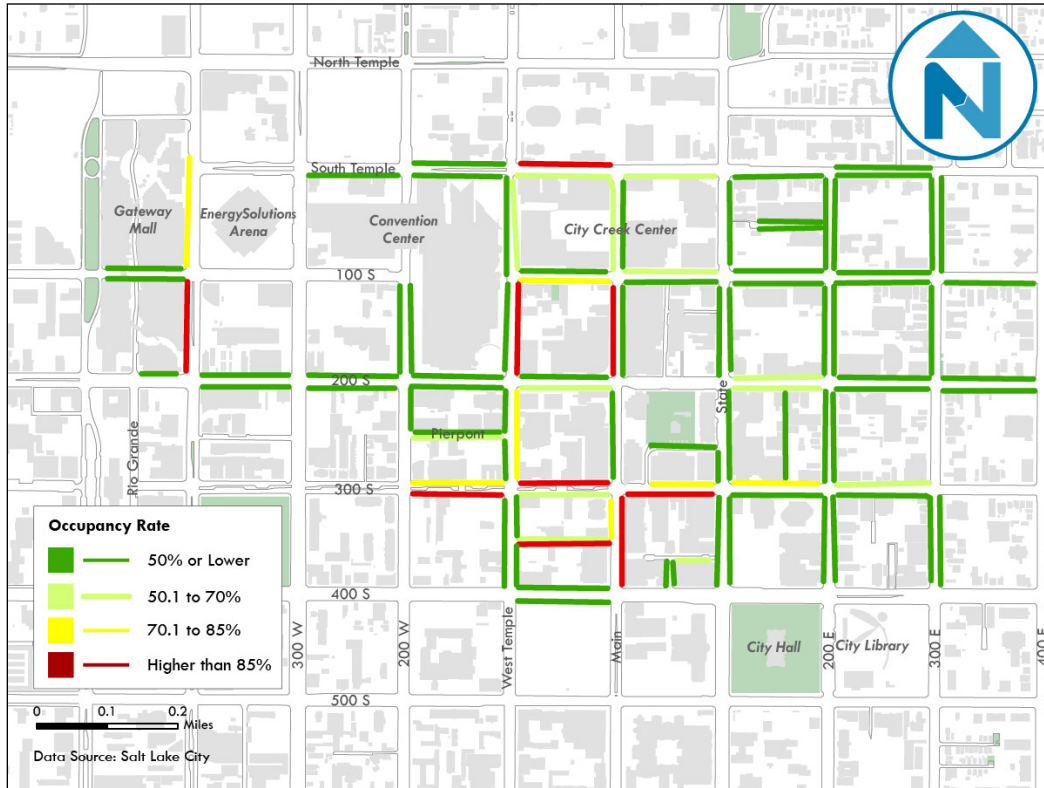


Figure ES 5 Parking/Land Use Inventory and Occupancy Ratios

Area	Square Footage	Total Spaces	Supply Ratio	Weekday Peak Demand Ratio	Weekend Demand Ratio
Downtown West	813,000	1,200	1.48	0.87	0.38
Downtown East	397,800	920	2.31	1.76	1.32
Sugar House	242,900	560	2.32	1.69	1.71

EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
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Figure ES 6 Reported Parking Search Time, Downtown and Sugar House

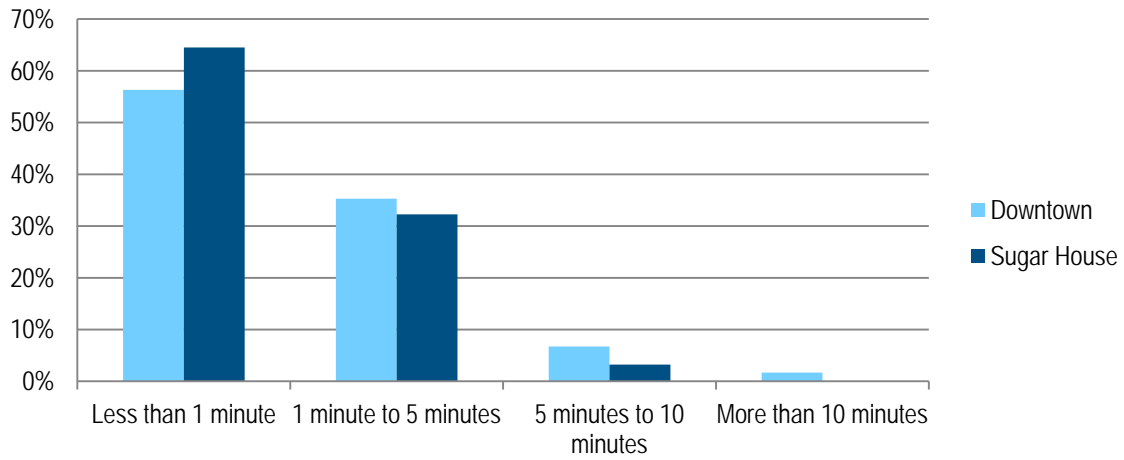
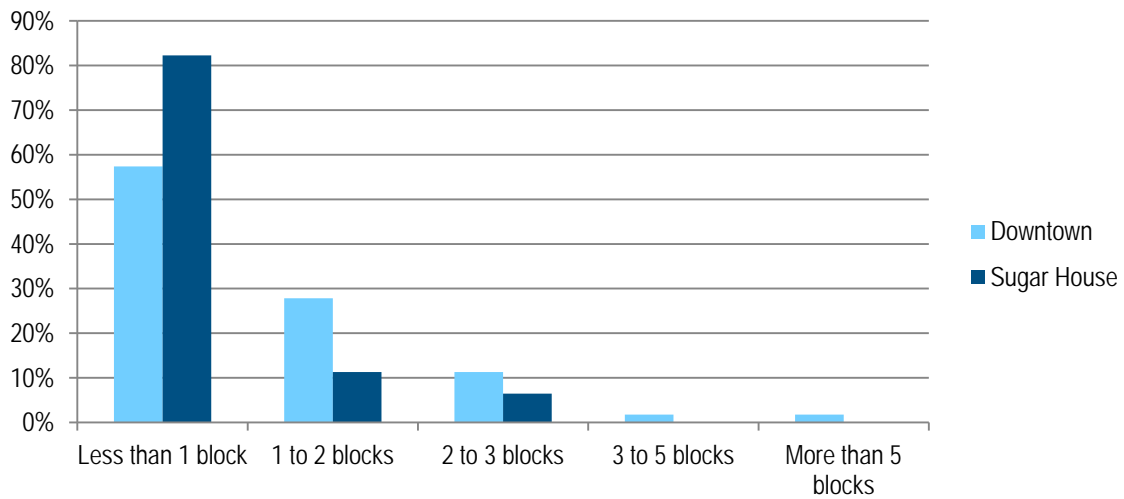


Figure ES 7 Reported Distance from Parking Space to Destination, Downtown and Sugar House



2 INTRODUCTION

As in many cities, parking is a critical issue in Salt Lake City. Though the city has developed miles of light rail routes and bicycle lanes in recent years, a large majority of the region's residents continue to get around by automobile to take care of most daily needs. To account for the needs of motorists, Salt Lake City has built up a regulatory system governing the management of existing parking supplies and the development of future supplies.

In recent years, there has been a growing recognition that this regulatory regime may not align with the city's overarching goals of enhancing economic vibrancy, reducing vehicle trips, improving multimodal access, and creating a livable and sustainable community. In response to this growing recognition, and building on findings and recommendations from past studies, the Downtown and Sugar House Parking Study aims to document spatial and temporal patterns of parking demand in two key neighborhoods and examine the city's current approach to regulating and managing parking.

Based on the analysis, the study will ultimately make recommendations on:

- Optimizing parking supplies to support development activity that aligns with community goals and enhances neighborhood vibrancy,
- Enhancing access to existing and future land uses by balancing the needs of people arriving in automobiles with those of people traveling by other modes,
- Minimizing the unnecessary expansion of parking supplies, and
- Transforming negative perceptions of parking in both areas.

APPROACH

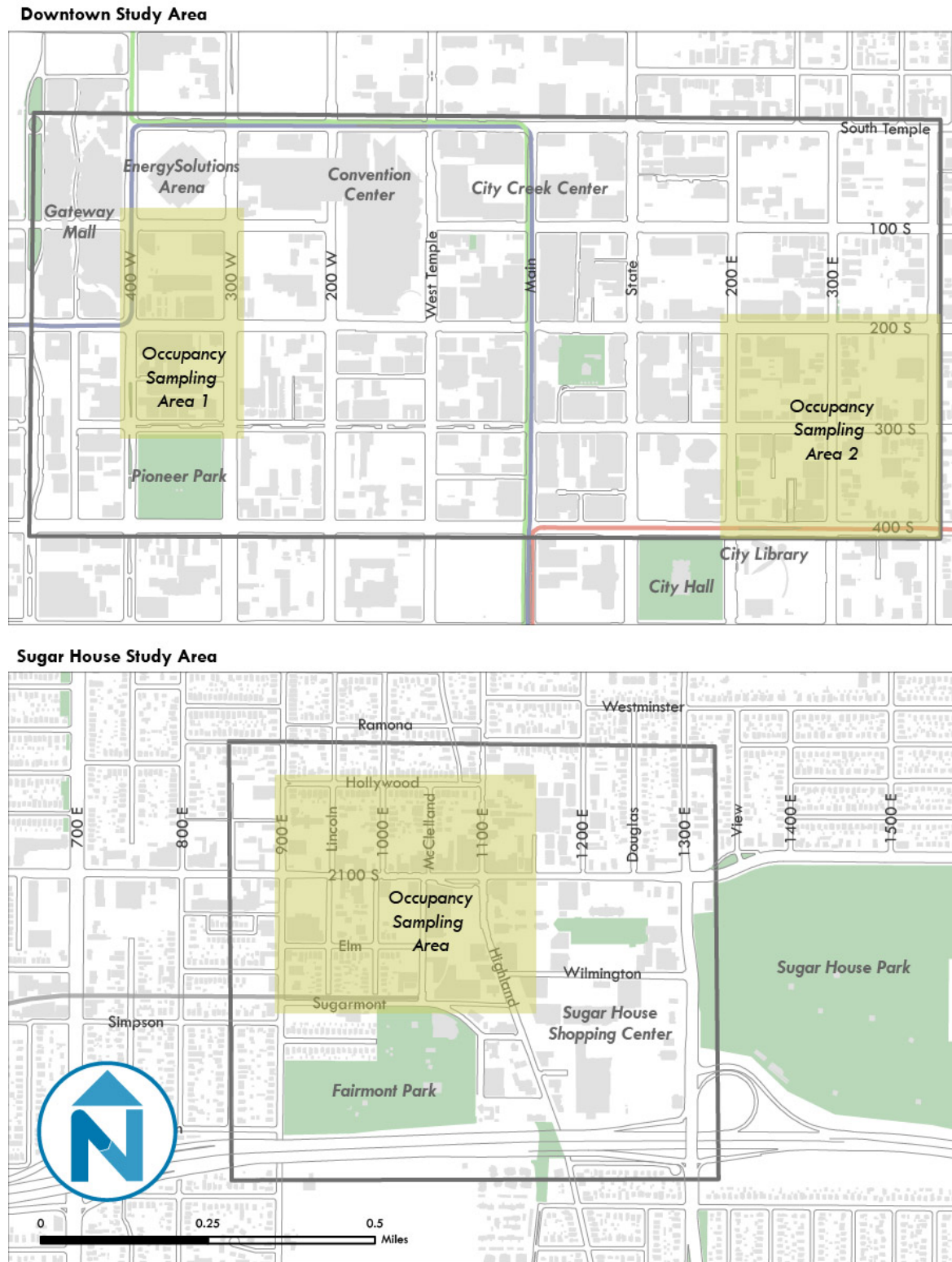
The Downtown and Sugar House Parking Study is focused on the central portions of each neighborhood, as shown in Figure 2-1. Given the size of the study areas, the study team, in consultation with city staff, narrowed the focus of its data collection efforts to representative portions of each study area, called "Occupancy Sampling Areas." For each sampling area, the study team gathered inventory and occupancy data on a collection of representative block faces and off-street lots. In downtown, the data collection effort will be supplemented by payment data from the city's networked multi-space meters².

The study team also collected 24 hours of continuous data on a small selection of block faces and off-street lots, to gain a deeper understanding of parking turnover patterns in key areas. Turnover data was gathered using Dixon Resources Unlimited's Temporary Battery Operated Parking Sensor (TBOPS) system.

² This data was recently received and was not available for analysis for this draft submittal.

EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 2-1 Study and Sampling Areas



DOCUMENT OVERVIEW

This existing conditions analysis will lay the groundwork for stakeholder engagement efforts and, ultimately, recommendations for improving Salt Lake City's parking regulations and management structure. It includes the following chapters:

- **Planning Context:** A review of the plans and studies on which this project builds. This includes studies directly related to parking and those that address city goals and development plans more broadly.
- **Inventory, Regulations, and Zoning:** An overview of parking supplies in each study area's occupancy sampling area and an examination of the city's existing parking regulations, including zoning requirements.
- **Parking Occupancy and Ratios:** The results of the study's data-collection efforts and a comparison of inventories and occupancies to land use intensity in each sampling area.
- **User Attitudes:** A synthesis of people's experiences and feelings related to parking in each study area, based on an intercept survey executed as part of the project team's data-collection efforts.

3 PLANNING CONTEXT

A substantial amount of planning work has already been done for the downtown and Sugar House study areas. To ensure an understanding of these efforts and respect their process and outcomes, especially as they relate to parking, this chapter provides a summary of key planning documents, previous projects, and policies that will inform the project team as it works with stakeholders to develop recommendations. This review is not intended to be a comprehensive assessment of each item, but rather to highlight the most relevant findings and provisions.

SUSTAINABLE SALT LAKE – PLAN 2015

The Sustainable Salt Lake – Plan 2015 is a framework document that lays out a number of goals, strategies, and performance targets across multiple sectors to improve the long-term environmental outcomes within Salt Lake City. Within the transportation sector, three goals are articulated to reduce transportation impacts. Five specific strategies are identified, focused on improved transit service, enhanced biking and walking infrastructure, reduced vehicle miles traveled and improved fuel efficiency, optimized traffic flow, and improved travel information. While parking is related to all of the goals and strategies, two “2015 Targets” specifically refer to parking.

- Establish a city parking management entity.
- Launch a city-specific information application that provides locations and status of parking lots and parking meters.

PLAN SALT LAKE

Plan Salt Lake is a community-driven planning process that defines a “...shared Vision for the future of Salt Lake City for the next 25 years. The Plan outlines the over arching ‘umbrella’ policies related to managing growth and change that are best identified on a citywide level.” The plan is organized by 13 “Guiding Principles,” within each is a set of specific initiatives and targets. In the transportation sector, three 2040 targets are identified: 1) Provide a transit stop within ¼ mile of all homes; 2) Reduce single-occupancy vehicle trips; and 3) Reduce pedestrian, bicycle, and auto accidents. While parking is not specifically referenced, parking management and policies will have a significant impact on Salt Lake City’s ability to achieve these goals.

DOWNTOWN COMMUNITY PLAN

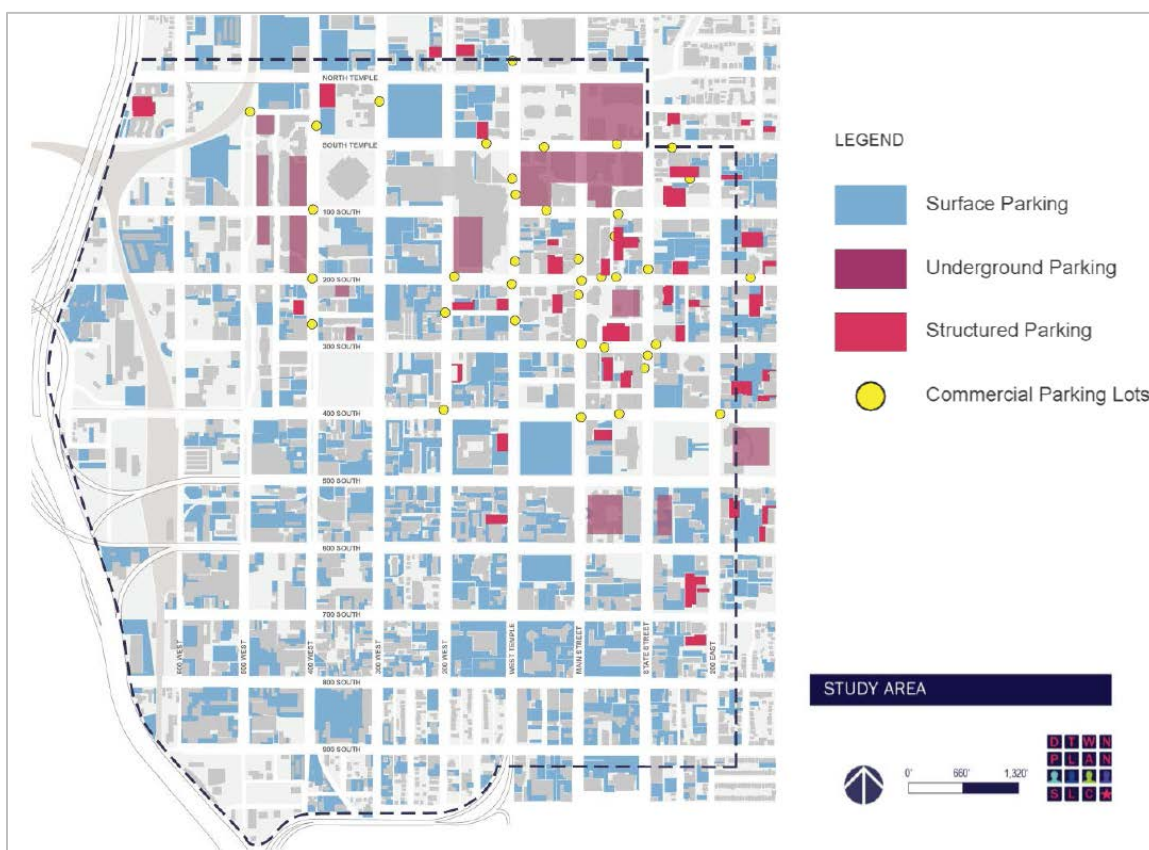
The Downtown Community Plan describes a community vision for downtown Salt Lake City over the coming decades. At its core, the 25-year plan articulates a transformation of downtown into the region’s center for urban and sustainable living and diverse economic growth. The plan focuses on improving downtown livability through a variety of strategies, and emphasizes a transportation system that prioritizes biking, walking, and transit over private vehicles. A specific

goal was developed for parking: “A simple public parking system that balances the city’s role as the economic center of the State, supports small and large retailers, and supports the restaurant, cultural and night life of the city.” Three specific actions are also proposed for parking:

- Examine parking policy to determine the right balance of supply and demand.
- Update zoning regulations to locate surface parking lots in appropriate locations.
- Update zoning regulations to require parking structures to be wrapped by buildings instead of having frontage on public streets.

These recommendations emerged from an existing conditions analysis that identified parking as one of the key challenges for downtown. In particular, surface parking lots consume a tremendous amount of land in the downtown, which has negative impacts on walkability, aesthetics, and transportation choice (Figure 3-1). The plan concludes that underutilized surface parking offers one of the most appropriate redevelopment opportunities in downtown, allowing the city to locate uses that more closely support its goals for downtown.

Figure 3-1 Off-street Parking Facilities in Downtown



Source: Downtown Community Plan, Existing Conditions (May 2013)

DOWNTOWN IN MOTION

Adopted in 2008, Downtown in Motion is the area's transportation master plan, offering a vision for future transportation investment in downtown across all modes of travel. The plan's primary goals all focus on improving multimodal access and connectivity to, from, and within downtown. Parking was analyzed in detail and a number of specific recommendations were made to improve parking convenience for short- and long-term parkers, while supporting desired land use, urban design, and transportation outcomes. Key findings from the existing conditions assessment included:

- Availability of on-street parking is limited, particularly in the evening when regulations are no longer enforced, with low turnover of spaces.
- There are approximately 34,000 off-street spaces in the downtown area, an amount that is currently more than sufficient to support existing land uses.
- Nearly all of the off-street parking is privately owned and operated, and much of the parking is not available to general public.
- Management of parking in downtown Salt Lake City is currently performed by multiple entities. There is no centralized effort to manage parking, which creates significant confusion and impacts customer convenience.
- The zoning code presents some challenges for development, especially provisions related to minimum parking requirements and shared parking provisions.

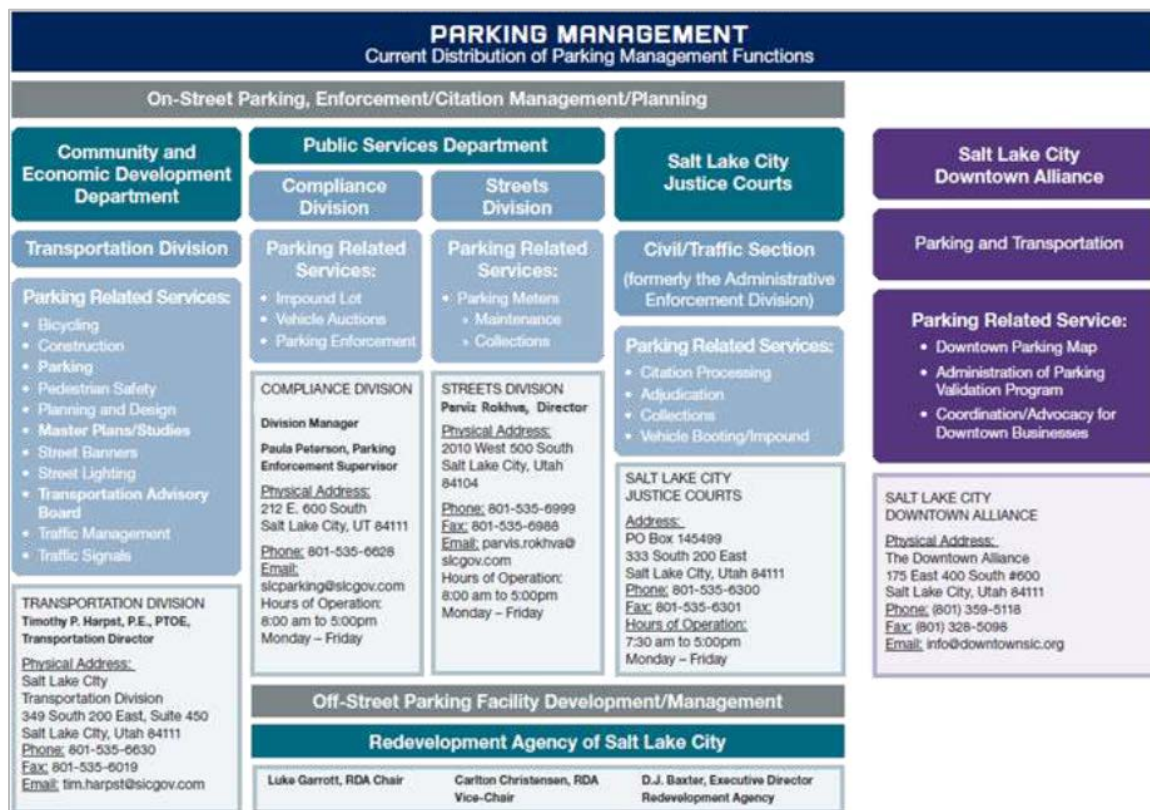
The Plan proposes a series of phased parking recommendations to be implemented by 2030. The short-term recommendations focus on improved management of on-street spaces to improve convenience and awareness of the parking system. Some of these recommendations have been implemented in recent years, notably the installation of new meters within downtown and improved marketing. Another primary focus is improved management of the parking system as a whole through a new management entity and new parking agreements with private property owners and operators. Finally, the recommendations also prioritize revisions to the zoning code to better support future development.

PARKING MANAGEMENT STUDY

The 2012 Parking Management Study was a direct outcome of Downtown in Motion. Its primary focus was to address key deficiencies in how parking is managed in downtown by creating a new parking management entity. The study further analyzed the City's current parking management structure and concluded that because parking management functions are distributed among five primary city divisions, as well as coordinated with the Downtown Alliance, the City does not "...conform with emerging best practices related to parking program organization and management."

As Figure 3-2 shows, on-street parking is under the purview of two departments and three divisions, as well as the court system. Meanwhile, off-street parking policy is largely determined by staff within the RDA. Finally, the Downtown Alliance plays an integral role in supporting parking management from the business and customer perspective. What is not shown, however, is the significant role that private parking operators play in managing the off-street supply in downtown.

Figure 3-2 Existing Salt Lake City Parking Management Structure



Source: Parking Management Study

The study's overall recommendation was to create a "vertically" integrated downtown parking system in which parking is managed by one entity. The study proposed three options for such an entity:

- **Parking Management Collaborative:** Vertical integration of parking functions managed by a separate 501(c)(6) or similar organization. This would include a Board of Directors and advisory committee, with significant representation from private property owners and parking operators.
- **Parking and Transportation Eco District:** Similar to the collaborative, but with a particular focus on management to support sustainable development. Little detail is provided about what this model would translate into for actual parking management.
- **Integrated City Department:** All major parking management functions would be consolidated under this single management department with a parking administrator to oversee the department. This option includes community advisory commission or board.

The latter option was the preferred and recommended option. However, City staff members have indicated that limited progress has been made to implement any of the recommendations from this study. As noted in Chapter 7, while there is general consensus that more coordinated parking management is needed, the major obstacles to implementation have been the need to identify an appropriate body or entity to lead a parking reform effort while coordinating the private operators/land owners, as well as a general lack of internal city resources to staff and support parking reform.

SUGAR HOUSE MASTER PLAN

Adopted in 2001, the Sugar House Master Plan presents a comprehensive plan to guide future development of Sugar House. The Plan provides a broad vision for the area that focuses on dealing with increased popularity of the area, future development, and key issues related to congestion. The Plan recognizes the need for an adequate and well-managed supply of parking to create a vital and attractive mixed-use district. It outlines a number of parking policies designed to mitigate spillover parking into residential neighborhoods, limit negative impacts from parking on the pedestrian experience, and ensure that parking supply is maximized through shared parking policies. Specific policies include:

- Strongly encourage coordinated parking in the Business District and around all commercial node areas.
- Evaluate the feasibility of creating a parking district in the Sugar House Business District.
- Strongly encourage structured and underground parking wherever feasible to minimize the impacts upon surrounding land uses and reduce the land area used.
- Retain ownership of all publicly owned property in the Business District; including streets, alleys, and parcels, so that future rights-of-way can be acquired through land trade arrangements rather than expenditure of capital funds.

SUGAR HOUSE BUSINESS DISTRICT CIRCULATION PLAN

Adopted in 2013, the Circulation Plan recognizes the growing popularity of the Sugar House neighborhood as a popular residential and commercial neighborhood and proposes new investments in the transportation network. The Plan is guided by a set of principles that seek to improve multimodal access, connectivity, and safety. At its core, the circulation plan is designed to reinforce the ongoing transformation of the Sugar House neighborhood into a walkable, mixed-use place for a diverse range of residents and businesses.

Seven priority projects are assessed and discussed. Some of the street redesign projects involve potential loss of on-street parking, which may have impacts on adjacent business and residential neighborhoods.

The Plan also call for the evaluation of a new parking management entity in Sugar House to “...study parking demand and supply, paid and free parking, parking ownership, and shared parking opportunities. Implementation should encourage parking terraces rather than surface parking to preserve land for development and open space.”

HUB DISTRICT PARKING ANALYSIS

In March 2015 a shared parking analysis was conducted of the HUB District for the Redevelopment Agency (RDA). The HUB District includes two sub-areas (between 200 and 400 South and 500 and 600 West), which are proposed to be redeveloped into 910 housing units, 78,000 square feet of retail, more than one million square feet of office, and 50,000 square feet of hotel.

The parking analysis uses three inputs to do a comparative assessment of parking "demand" for the proposed land uses. To be clear, this analysis did not include original data collection to identify actual parking demand, but rather utilized various methods and industry standards to as a proxy for parking "demand." While parking requirements or parking generation tables can

sometimes serve as a proxy for parking demand, best practices often indicate that these methods overestimate actual parking demand. Actual parking demand data for the project site and adjacent parking facilities, as well as similar land uses in downtown, would supplement this analysis.

Figure 3-3 shows the outputs of the analysis, which concludes that the revised RDA parking code provides the best opportunity to “capture project parking demand.”

Figure 3-3 HUB District Comparative Parking Analysis

Parking Rates	Weekday Parking Demand			Weekend Parking		
	Area 1	Area 2	Total Project	Area 1	Area 2	Total Project
Salt Lake City Zoning Code	1,165	756	1,921	527	351	878
RDA Revised Rates	1,480	1,256	2,736	842	558	1,400
ULI Shared Parking Model	2,152	1,904	4,056	1,064	681	1,745

Source: RDA HUB District parking Analysis Memorandum, Fehr & Peers (March 2015)

4 ZONING AND RELEVANT POLICIES

Salt Lake City's parking supply is developed and managed through a patchwork of regulations and policies. This chapter discusses the parking regulations included in the city's zoning code, which is the main tool the city has used to date to grow off-street parking supplies. It also touches on several other relevant policies.

POLICIES AND GUIDELINES

The chapter provides an overview of existing parking policies and guidelines for the Downtown and Sugar House study areas. The primary goal of this chapter is to provide a shared understanding of the policy framework that determines how parking is built, designed, and managed. Key elements are highlighted and questions for additional discussion are posed as the project team develops recommendations over the next phase of this project.

Zoning Ordinance

Chapter 21A.44 of the Zoning Ordinance regulates the provision and design of off-street parking and loading in Salt Lake City. Included below is a summary of key provisions within this chapter that require additional evaluation. Key language is highlighted and items for further discussion are highlighted.

Minimum and Maximum Parking Requirements

Figure 4-1 provides a summary of the minimum parking requirements for Salt Lake City, per Chapter 21A.44.030. Figure 4-2 provides a summary of the minimum and maximum parking requirements by zoning district. Both figures only include a select number of primary land uses within the two study areas. A full list can be found in Table 21A.44.030.

Like almost every city, Salt Lake City requires a minimum number of parking spaces per land use. It is important to note that minimums with a unit of square feet are based on "usable" floor area, not gross square feet. There are two major exceptions to providing minimum parking. For non-residential uses below a certain size in the D-1, D-2, D-3, D-4, G-MU districts, no minimum number of parking spaces is required. For residential uses in these districts, the city requires one space for every two units. Within the TSA district (core), no minimum number of parking spaces is required for all uses.

Salt Lake City has also established parking maximums throughout the city. Maximum ratios are generally established as 125% of the minimum parking requirement, while the D-1, D-2, D-3, D-4, G-MU, and TSA districts have district-specific maximum parking requirements.

EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 4-1 Minimum Parking Requirements, by Land Use

Use	Requirement
<i>Residential</i>	
Hotel/motel	1 space per 2 separate rooms, plus 1 space per DU
Multi-family	2 spaces per DU (>2 BRs)
	1 space for 1 BR/DU
	.5 spaces per SRO (< 600 SF)
Single-family attached	2 spaces per DU
Affordable/senior	.5 spaces per DU (10 or more units, 25% affordable/senior)
<i>Institutional</i>	
Hospital	1 space per employee
Homeless shelter	1.5 spaces per bed
<i>Recreational/Entertainment</i>	
Art gallery/museum	1 space per 1,000 SF
Restaurant, tavern, social club	2 spaces per 1,000 SF
Gym	3 spaces per 1,000 SF
Library	1 space per 1,000 SF
Theater	1 space per 4 seats
Retail goods	2 spaces per 1,000 SF
Retail services	2 spaces per 1,000 SF (sales floor area)
Shopping center (> 55,000 SF)	2 spaces per 1,000 SF
Office	3 spaces per 1,000 SF (main floor), plus 1.25 spaces per 1,000 SF (addl level)
Medical	5 spaces per 1,000 SF
All other	3 spaces per 1,000 SF

Source: Chapter 21A.44.030

Figure 4-2 Parking Requirements, by District

Use	Requirement	
	Minimum	Maximum
D-1, D-2,D-4		
Non-residential	0-25,000 SF: none; 25,000 SF plus: 1 space per 1,000 SF	0-25,000 SF: 1 space per 1,000 SF; 25,000 SF plus: 2 spaces per 1,000 SF
Two-family	1 space per DU	Equal to minimum
Multi-family	.5 spaces per DU	Equal to minimum
D-3, G-MU		
Non-residential	0-10,000 SF: none; 10,000 SF plus: 1 space per 1,000 SF	0-10,000 SF: 1 space per 1,000 SF; 10,000 SF plus: 2 spaces per 1,000 SF
Single-family	1 space per DU	Equal to minimum
Two-family	1 space per DU	Equal to minimum
All other	.5 spaces per DU	See non-residential
TSA		
Residential	No minimums. Transition zone: 50% of required parking.	Core: 1 space per DU. Transition: 1.5 spaces per DU.
All other uses		3 spaces per 1,000 SF
Mixed-use		Calculated on ratios for each type of use that may occupy each principal building.
R-MU, R-MU-35, R-MU-45, MU		
Single-family/Two-family	1 space per DU	125% of required minimum spaces
Multi-family	.5 spaces per DU	125% of required minimum spaces
CN, CB		
Residential	1 space per DU	125% of required minimum spaces
Mixed-use (2 or more uses)	.5 spaces per DU	125% of required minimum spaces
All other districts		
All uses	Per Table 21A.44.030	125% of required minimum spaces

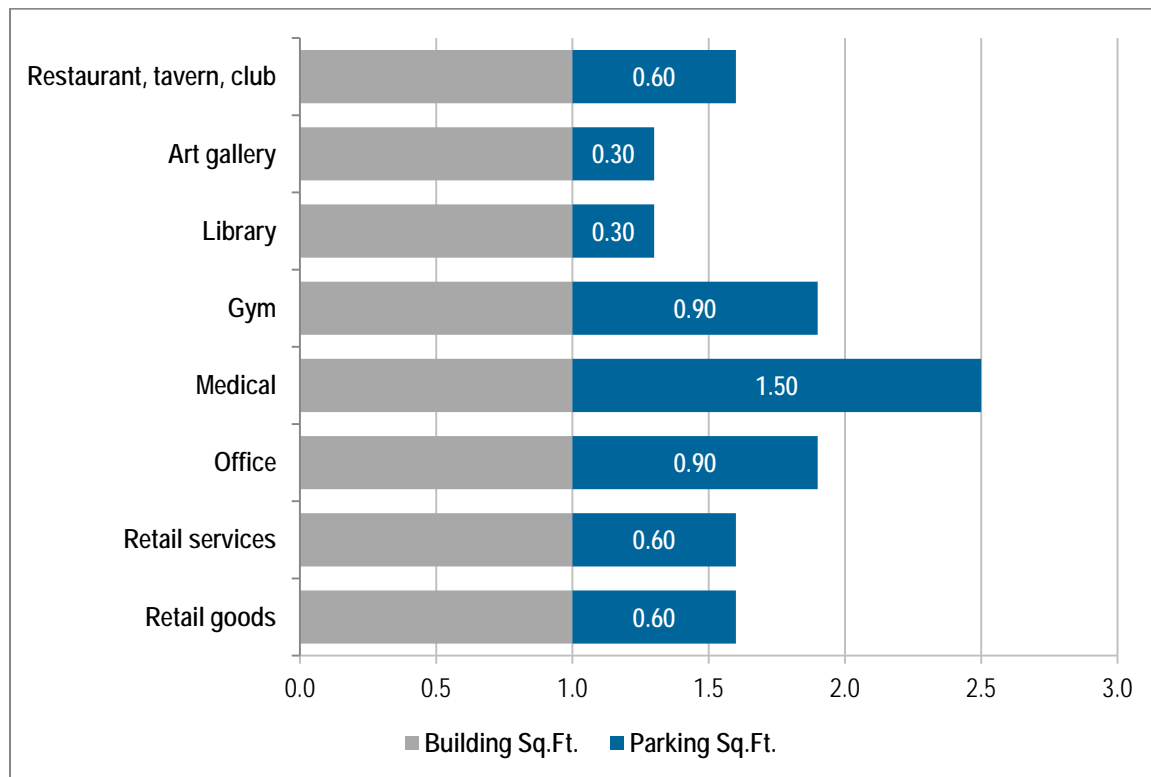
Source: Chapter 21A.44.030

Building Area vs. Parking Area

A practical consequence of minimum parking requirements is that a portion of a property is dedicated to parking, rather than to more active uses. For a developer or property owners, this can affect the financial viability of projects. In addition to the economic consequences of requiring too much parking, there are consequences for the safety, comfort, and ease of walking and biking. In areas with more land dedicated to parking than to active uses, attractions are spread too far apart to comfortably walk to more than one destination. Furthermore, parking lots that front streets create an unattractive aesthetic environment, especially when empty, and are often accessed via driveways and curb cuts. Pedestrians must navigate vehicles as they ingress or egress the parking facility, often blocking sidewalks.

Figure 4-3 shows the ratio of building area to parking area for different land uses. The area used by parking was calculated using the City's parking requirements and multiplying by an average parking space size of 300 square feet (including aisles, landscaping, etc).

Figure 4-3 Ratios of Parking Area to Building Area



Exemptions and Change of Use

The following provisions cover exemptions for small lots and changes of use.

- Non-residential uses in buildings less than 1,000 SF in a commercial, D-2, D-3 district are exempt from providing off street parking. This provision is applied to the land use on the lot requiring the fewest spaces and only one exemption shall be allowed per lot³.
- Changes of use in the D-1, D-2, and D-3 districts are exempt from providing additional on-street parking. It is important to note that different sections within the code have slightly different language. Section 21A.44.010.C exempts change of use in those districts, but is silent on the size of any expansion. By contrast, Section 21A.44.020.I.4 exempts changes of use, but only if any expansion is less than 1,000 SF.

Reductions in Parking

Chapter 21A.44.040 includes provisions that allow for the reduction of required parking spaces based on certain conditions. These provisions seek to incentivize improved parking management and a reduction in vehicle trips by requiring fewer spaces. These provisions inherently recognize that providing less parking can improve development feasibility by reducing the amount of land and construction costs related to parking. In exchange, the City incentivizes new development to contribute to other goals related to improved mobility by transit, biking, and walking. Reductions in parking supply are available under the following conditions.

³ Section 21A.44.030.C

Shared Parking

The zoning code recognizes that different land uses have different periods of peak demand. For example, a bank has peak demand during the day, while a bar will have a peak demand in the evening. Due to these differences in demand, different uses can share parking supply and reduce the overall number of spaces provided in an area. Figure 4-4 summarizes the required methodology for determining shared parking supply based on land use, time of day, and day of the week. In addition, all spaces must be within 500 feet of primary entrance of all uses, unless a parking shuttle is provided. A written shared parking agreement must be submitted prior to building permit issuance.

Figure 4-4 Shared Parking Requirements

Use	Weekdays			Weekends		
	12 AM - 7 AM	7 AM - 6 PM	6 PM - 12 AM	12 AM - 7 AM	7 AM - 6 PM	6 PM - 12 AM
College and university	0%	100%	50%	5%	50%	50%
Community centers	0%	30%	75%	0%	100%	80%
Hotel	100%	65%	100%	100%	65%	100%
Office and industrial	5%	100%	5%	0%	5%	0%
Place of worship	0%	30%	50%	0%	100%	75%
Residential	100%	50%	80%	100%	75%	75%
Restaurant	10%	70%	100%	25%	50%	100%
Retail/service	0%	100%	80%	0%	100%	75%
Schools, elementary/secondary	5%	100%	75%	0%	25%	10%
Theater/entertainment	5%	40%	100%	5%	75%	100%
<i>Methodology:</i>						
<i>Step 1: Calculate number of spaces by use, per Table 21A.44.030</i>						
<i>Step 2: Multiply by percentage of demand per table above.</i>						
<i>Step 3: Sum each column.</i>						
<i>Step 4: Select column with highest total as shared parking requirement.</i>						

Pedestrian Friendly Development

The parking code also allows for a reduction in parking spaces if the proposed development includes elements that improve walkability near the project. The following provisions only apply to "recreational, cultural or entertainment" or "retail goods and services" in the CB, CN, RB, MU, R-MU, R-MU-35, and R-MU-45 districts:

- The addition of pedestrian-friendly amenities within 100 feet of entrance shall exempt the first 2,500 square feet in the parking calculations. Amenities must be permanently affixed and subject to city design requirements (if on public property).
- An additional 1,000 square feet may be excluded if 2-hour, time limited on-street parking is provided within 100 feet of the building entrance.
- An additional 1,000 square feet may be excluded if angled parking is provided within 100 feet of the building entrance.
- If all three are provided of the above are provided, a total of 5,000 square feet may be excluded from the parking calculation.

Proximity to Mass Transit

The minimum number of spaces can be reduced by 50% if the project (new multifamily residential, commercial, office or industrial are eligible) is located within 1/4th mile of a fixed transit station.

Transportation Demand Management (TDM)

To encourage the provision of policies and programs that reduce the number of single occupancy vehicle trips, the parking code allows for adjustments to the parking requirements. The provisions only apply to uses requiring at least five parking spaces. Figure 4-5 summarizes the TDM provisions that can be utilized to modify parking requirements.

Figure 4-5 TDM Modification of Parking Requirements

Reduction Allowed	25% reduction with at least 2 "minor" TDM strategies	
Increase Allowed	25% increase with 1 "minor" and 1 "major" TDM strategy	
Eligible Strategies	<i>Minor</i>	<i>Major</i>
	Permanent covered/secure bicycle parking	50% of bike parking is indoor and long-term
	Participation in car sharing (at least 1 space)	1 unisex shower and 5 lockers
	Participation in bike sharing	Full-service bus stop
	10% of parking for carpool/vanpool	Residential: Business center to facilitate telecommuting
	Unbundled parking	Non-residential: On-site day care
		Gym (> 400 SF) On-site restaurant

Source: Chapter 21A.44.050.C

Alternative Requirements

The zoning code allow for required on-site parking spaces to be provided in alternative ways. The primary intent of these provisions is to improve design flexibility, improve the management of parking supply, and reduce parking impacts. These provisions include:

- **Valet:** Off-street parking can be provided via valet parking service if a long-term contract for operation is secured, design of the valet service does not impact non-valet vehicle circulation, and valet parking is conspicuous. A maximum or minimum percentage of the parking that can be provided via valet is not discussed.
- **Parking geometry:** Parking geometry configurations may be altered if approved by city transportation director.
- **Park-and-Ride lots:** Underutilized park-and-ride lots within 1,000 feet of the development can be used to meet minimum parking requirements. The applicant must demonstrate that the lot is underutilized and use of the lot will not impact with its primary use. A shared parking agreement between property owners must be provided.
- **Off-site facilities:** Off-site parking facilities can be used to satisfy parking requirements provided that there is shared ownership or a lease agreement. The maximum distance to

the off-site facility is 1,000 feet (1,200 feet in the D-1 district)⁴. All distances are measured radially. Parking spaces can generally only be utilized once.

- **On-street parking:** On-street parking can be counted towards the off-street minimum requirements, under the following conditions:
 - Not within a single or two-family residential district
 - Not used for ADA parking
 - No time restrictions allowed on designated streets
 - Will not impact traffic movements
 - Limited to number of spaces along adjacent street frontages
- **Electric vehicles:** 1 space per 25 parking spaces required. All electric vehicle spaces count towards parking requirement.

Bicycle Parking

Figure 4-6 summarizes the bicycle parking requirements. Most of the requirements are based on a percentage of the required vehicle spaces.

Figure 4-6 Requirements for Bicycle Parking

Use	Required Parking
Residential and Commercial	5% of vehicle spaces. Minimum of 2 spaces required.
Office	10% of vehicle spaces. Minimum of 5 spaces required, with 25% secure spaces.
Educational	1.5 spaces per 20 students and 1 space per 10 employees. Minimum of 10 spaces required.
Manufacturing	2% of vehicle spaces. Minimum of 2 spaces required, with at least 1 secure space.
All other uses	5% of vehicle spaces. Minimum of 2 spaces required.

Source: Chapter 21A.44.050.B.3

Transit Station Area Design Guidelines

The Transit Station Area (TSA) Design Guidelines were developed to provide detailed design guidance for new transit-oriented developments and to support the regulations in section 21A.26.078 - TSA Zoning District. A TSA is differentiated into two areas – the Core and the Transition area. The core area is generally within a 1/4th mile walk of a transit station platform. Transition areas are generally located within 1/2 mile from the station platform, but may vary based on the character of the area.

Review of projects proposed for a TSA district are evaluated based on point system, with higher scoring projects fast-tracked through the review process. The design guidelines provide a roadmap to which design elements and components will improve a project's score. Implementation of the following parking guidelines will result in higher point score and a point range is provided depending on how the guideline is implemented.

- Redevelopment of a surface parking lot into an active use or structured parking

⁴ Special requirements are in place where a UI district abuts a D-1 district.

- Provision of required parking in a structured facility (above- or below-grade)
- Provision of a shared parking plan between uses
- Provision of parking for alternative fuel vehicles, electric vehicles, and/or car sharing vehicles

City Permit Parking Program

Salt Lake City's Permit Parking (CPP) Program was established in 1985. The primary goal of the program is to mitigate spillover parking impacts to residents and businesses by establishing parking regulations for on-street spaces. There are two types of regulations: 1) time limits, such as 2-hour parking, 8 a.m. to 5 p.m.; or 2) no parking, such as No Parking, 7 a.m. to 3 p.m.

Chapter 12.64 of the Municipal Code includes the regulations governing the CPP. Formation of a district is governed by the following guidelines:

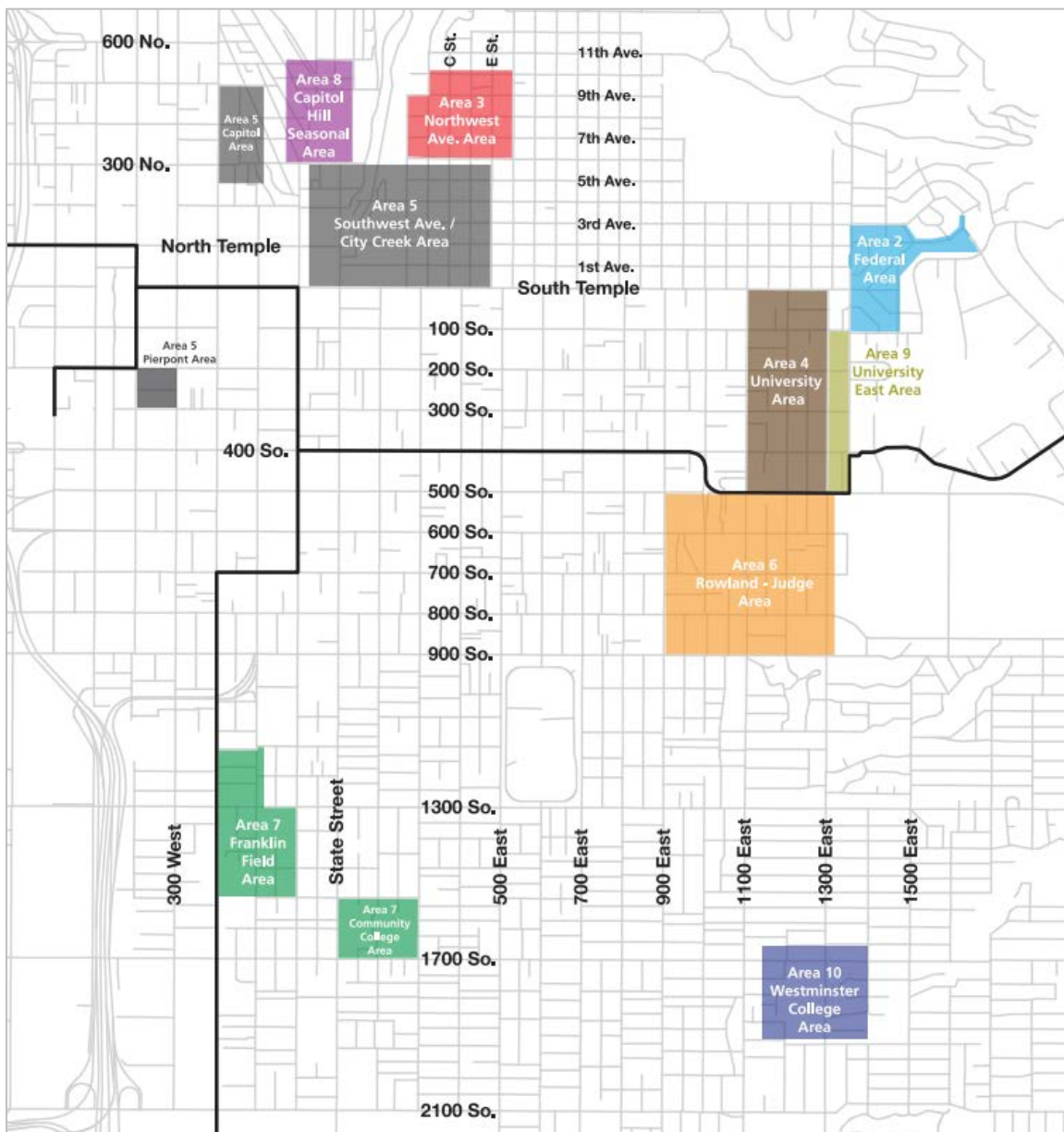
- Petition from 25% of residents and/or businesses within the area boundary proposed for permit parking designation
- An parking occupancy analysis and determination by a city traffic engineer
- The area must meet minimum eligibility criteria:
 - 70% parking occupancy for any consecutive 4-hour period, four days per week, at least nine months per year
 - 25% of vehicles are non-area vehicles
 - Area consists of curb space fronting a minimum of eight standard block faces
 - Implementation of permit will not transfer spillover to an adjacent area
- Submission of a ballot to addresses and property owners asking for a "yes" or "no" vote on the permit district
- Assumption of passage of unless 51% or more of returned ballots indicated "no"
- Once approved, a public hearing shall be held

In order to purchase a residential permit, a resident must submit an application with proof of residence and an annual fee of \$37 per vehicle. There are three types of residential permit programs.

- **Regular:** Displayed permanently on motor vehicles owned/controlled by residents, non-resident property owners or employed non-residents (if authorized) within the permit parking area. There is no limit to the number of permits that can be purchased per household/unit.
- **Guest:** Temporarily displayed in vehicles operated by persons visiting or doing business with residents within the permit parking area on a short-term basis. Guest permits are free.
- **Visitor:** Temporarily displayed in vehicles operated by persons visiting area residents or servicing area residences on a long-term basis. Visitor permits are free.

There are currently nine residential permit zones within Salt Lake City, as shown in Figure 4-7. Most of the zones are located near major trip generators such as University of Utah and Capitol Hill.

Figure 4-7 Residential Permit Zones



Source: <http://www.slcdocs.com/transportation/Parking/pdf/cppoverview.pdf>

Items for Further Discussion

Outlined below is a brief summary of the key takeaways from a review of the policies that guide parking development and management in Salt Lake City. These items all merit additional discussion with city staff and stakeholders as the project moves towards developing recommendations. While each item may not result in a revision or recommendation, the key findings are noted to further guide conversations about the zoning code and land use policy as it relates to parking.

- In general, the zoning code includes many industry best practices related to parking policy. Salt Lake City has a strong framework for within its code to ensure that parking is supplied and managed in a way that supports the larger goals for Downtown and the Sugar House area. A major overhaul of the zoning code is not needed, but strategic revisions are likely required.
- When using square footage as the unit for the calculation of required parking, parking minimums are generally based upon "usable floor area," or net square footage. This is different from most cities, which base parking calculations upon gross square footage. Using net, as opposed to gross, can increase the complexity of calculations and administrative burden. Furthermore, it complicates comparisons with peer cities and best practices.
- Salt Lake City's parking minimums are generally lower than many cities. As a result, the city is in line with emerging industry best practices which seek to significantly reduce or eliminate parking requirements. The code also incorporates many best practices related to eliminating minimums in area with higher densities, mixed-use development, and strong transit service. The code also allows for reductions in parking if the project supports multimodal travel and reduced vehicle trips.

Nevertheless, further improvements to these policies are worth exploring, as there has been much debate within the greater Salt Lake City community about the existing parking requirements. Potential changes include: revisions to minimums to better meet the needs of developers and the community, consolidating the number of land use categories, adjusting how reductions are calculated, and others.

- One of the biggest concerns articulated by the community is spillover from new development into residential neighborhoods. Spillover is a legitimate concern, but it cannot be solved by simply requiring more off-street parking. Best practices would dictate that this problem is better addressed through comprehensive on-street management, such as a residential permit program and/or on-street pricing in areas of concern.
- The parking code includes parking maximums, which are designed to ensure that a developer does not provide too much parking. In many districts, parking maximums are calculated as a percentage of parking minimums. This creates an inflexible window in which a developer must fit the proposed project. The parking maximums should be revisited to better understand what the development market will bear while finding a level that also supports city goals.
- The code provides a detailed methodology for calculating shared parking requirements. It appears the intent of this provision was to reduce the burden on applicants and staff by providing a simplified analysis. At the same time, the methodology may be overly proscriptive and not be able to adequately account for the nuances of local parking demand across the city.
- Change of use exemptions merit further discussion as there appears to be some discrepancies in the code language. Furthermore, it is worth exploring expanding these exemptions beyond just the downtown zoning districts.
- The parking code allows for changes in parking requirements with the provision of TDM programs. This section of the code needs to be revisited, as there are several challenges with the existing language, including:
 - Only a small number of TDM strategies are eligible and many effective programs are not included.

- The reduction incentive is not effectively calibrated to the relative strength of a TDM program.
- It categorizes programs incorrectly relative to their ability to reduce parking demand and vehicle trips. For example, unbundling is a highly effective trip and parking reduction strategy, but is listed as a "minor" program.
- The code allows for an increase in parking supply if a minor and major program are implemented, which is counterintuitive to the goals of TDM.
- The incentives related to pedestrian friendly development should be revisited. The intent of the section is strong, but further discussion is needed around the maximum square foot reduction (5,000 SF) and the proscriptive nature of the measures, such as the requirement for 2-hour, on-street parking. Mandating 2-hour parking does not allow for flexible on-street management across the city's diverse neighborhoods.
- Off-site facilities are allowed to count towards minimum parking requirements, if those facilities meet certain conditions. One condition is the maximum distance from the parking facility to the proposed use. This distance should be discussed further to ensure it accurately reflects local conditions.
- Bicycle parking requirements are calculated as a percentage of vehicle parking. This poses several potential challenges and is not in line with best practices. In short, linking bicycle parking to vehicle parking is not an accurate predictor of bicycle parking demand.
- Additional revisions to the code to ensure that parking facilities are designed in manner that supports walkability and an inviting streetscape are warranted. These revisions will focus on siting of lots and garages, landscaping and urban design, as well as parking dimensions.
- The city's residential permit program should be discussed further as it does not currently reflect best practices. In particular, the costs per permit likely do not support the administrative costs of the program, nor does the prices likely reflect actual demand for these permits. There is also no limit to the number of permits that can be purchased, which can undermine the program's goal of managing high demand in residential neighborhoods.

5 PARKING INVENTORY, OCCUPANCY, AND RATIOS

To get a sense of parking occupancy trends in the study areas, the project team collected occupancy data on sets of representative blocks and off-street lots in each area. This chapter reviews parking inventories in each sampling area, discusses the results of the data-collection effort, and puts the results in the context of area land uses and vehicle occupancy levels.

INVENTORY AND SPACE REGULATIONS

The study team gathered parking occupancy data in two sampling areas downtown, one on the west side of the central business district and the other on the east.

Figure 5-1 shows inventories and space regulations by block face for each of the downtown sampling areas. The western sampling area included approximately 400 spaces, including 240 on-street spaces and 162 off-street spaces in the two Pierpont lots. Most spaces in this area allow free parking for up to two hours, though spaces on 200 South are metered. The area includes two spaces reserved for people with mobility impairment placards, one reserved for loading, and seven spaces with shorter time periods.⁵

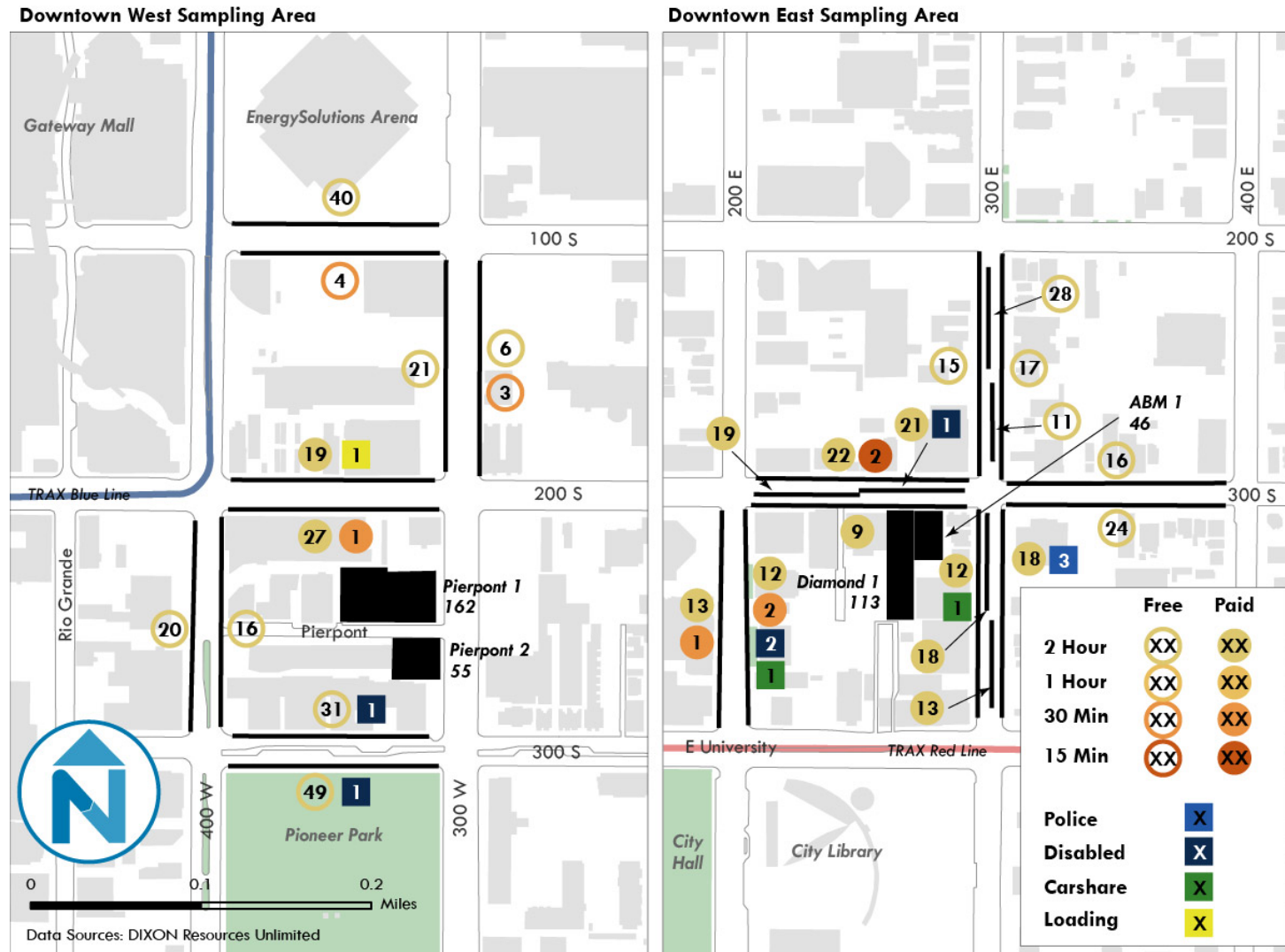
The eastern sampling area included approximately 340 spaces, including nearly 290 on-street spaces and 55 off-street spaces. Most spaces allow parking for up to two hours, and parking is free on six block faces included in the sample and metered on nine block faces. The area includes three spaces reserved for police vehicles, three spaces for people with mobility impairment placards, and two spaces for car share vehicles. Five spaces in the sampling area have shorter time limits.

Figure 5-2 shows inventories and space regulations by block face for the Sugar House sampling area. The sample included more than 900 spaces, including more than 630 located off-street. Most on-street parking has no time limits, though block faces near the intersection of 2100 South and Highland Avenue have two-hour time limits.

⁵ It is important to note that for the block of 300 South, data on curb and median spaces in each direction were combined, while they were separated for all other blocks with median spaces.

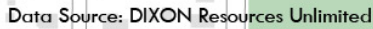
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Figure 5-1 Downtown Sampling Area Inventory and Regulations



Salt Lake City

Figure 5-2



METHODOLOGY

Given the size of the study areas, the project team used several data sources to understand spatial and temporal occupancy patterns across as wide a swath of the areas as possible. The team conducted parking occupancy counts in small sampling areas, shown in Figure 5-3. In downtown, the team supplemented the counts with an analysis of meter data, and in both study areas, an automated data-collection tool recorded parking occupancy and turnover data for a limited set of curb faces and off-street facilities all day. Comprehensive data on inventory and occupancy in private off-street facilities were unavailable.

Data collected for this project were not intended to represent occupancy patterns for all of Downtown or Sugar House, and occupancy rates in different parts of both areas likely fluctuate based on location and nearby uses. This project's data collection efforts were simply intended to give an initial idea of occupancy dynamics in the two study areas. The data do generally indicate overall trends that are likely applicable across the two study areas, but they will need to be supplemented by more comprehensive counts in a future project, to gain a more conclusive understanding of the relationship between parking supply and demand in the study areas.

Occupancy Counts

The study team collected parking occupancy data in two sampling areas Downtown and one sampling area in Sugar House. Sampling areas were selected based on an analysis of land-use patterns, housing density, and residential density. In Downtown, they focused on the fringes of the city's current metered area. In Sugar House, the team aimed to gather data on block faces and in off-street lots that, together, could be considered representative of the area as a whole.

Dixon Resources Unlimited executed the counts on Tuesday, June 2nd and Saturday, June 6th. Using OccuTrak, customized data-entry software installed on handheld devices, data collectors counted the number of cars parked on selected block faces and off-street lots in each sampling area.

Data was collected in four cycles each day, roughly running from 10 a.m. to 6 p.m. on Tuesday and 12 p.m. to 8 p.m. Saturday, though some observation cycles began before 10 a.m. and 12 p.m. on Tuesday and Saturday respectively. As such, the occupancy maps refer to observation cycle numbers (i.e. first observation cycle, second observation cycle), rather than a specific times of day. The data-collection windows on each day were selected to account for the likelihood that peak demand is in the middle of the day on weekdays and later in the day on weekends. Parking payment data allowed the team to generally understand demand patterns into the early evening in downtown.

In general, the cycles fit the following time frames:

- Tuesday
 - First Cycle: Mid-morning, approximately 9 a.m. - 11 a.m.
 - Second Cycle: Midday, approximately 11 a.m. - 1 p.m.
 - Third Cycle: Early afternoon, approximately 1 p.m. - 3 p.m.
 - Fourth Cycle: Later afternoon, approximately 3 p.m. - 5 p.m.

- Saturday
 - First Cycle: Midday, approximately 11 a.m. – 1 p.m.
 - Second Cycle: Early afternoon, approximately 1 p.m. - 3 p.m.
 - Third Cycle: Later afternoon, approximately 3 p.m. – 5 p.m.
 - Fourth Cycle: Early evening, approximately 5 p.m. – 7 p.m.

TBOPS

The project team also collected turnover data using the Temporary Battery Operated Parking Sensor (TBOPS) system for key blocks and off-street lots in both study areas (Figure 5-3). TBOPS data was collected using four mobile phones attached to fixed streetscape objects (i.e. light poles) on June 2nd, 3rd, 4th, and 6th. The TBOPS system is programmed to detect and track each unique vehicle in its field of view, allowing for analysis of total vehicles per space and average length of stay.

Parking facilities were selected primarily based on city staff members' understanding of which facilities and block faces likely see significant parking activity over the course of the day. One metered block face downtown was selected to compare to the meter data, to understand the relationship between the number of drivers who had paid for parking for a given time and the actual number of vehicles present.

On-Street Payment Data

On-street payment data for June 2nd was analyzed to begin to understand occupancy patterns across a wider area of downtown and to identify parking trends into the evening hours. The team utilized data from the city's multi-space parking meters and from the pay-by-phone system for the block faces shown in Figure 5-4. Pay-by-phone transactions were associated with the space for which time was purchased, but meter transactions were associated with the machine on which they occurred. To match the multi-space meter data to parking locations, the team made an assumption that parkers used a machine on the block face on which they parked.

The meter data analysis also assumed that people remained parked for the entirety of the time they purchased and that no cars parked without paying. These assumptions are likely not true in all cases, and further manual or TBOPS-style data collection will be needed to gain a more accurate picture of occupancy rates.

Figure 5-3 TBOPS Locations

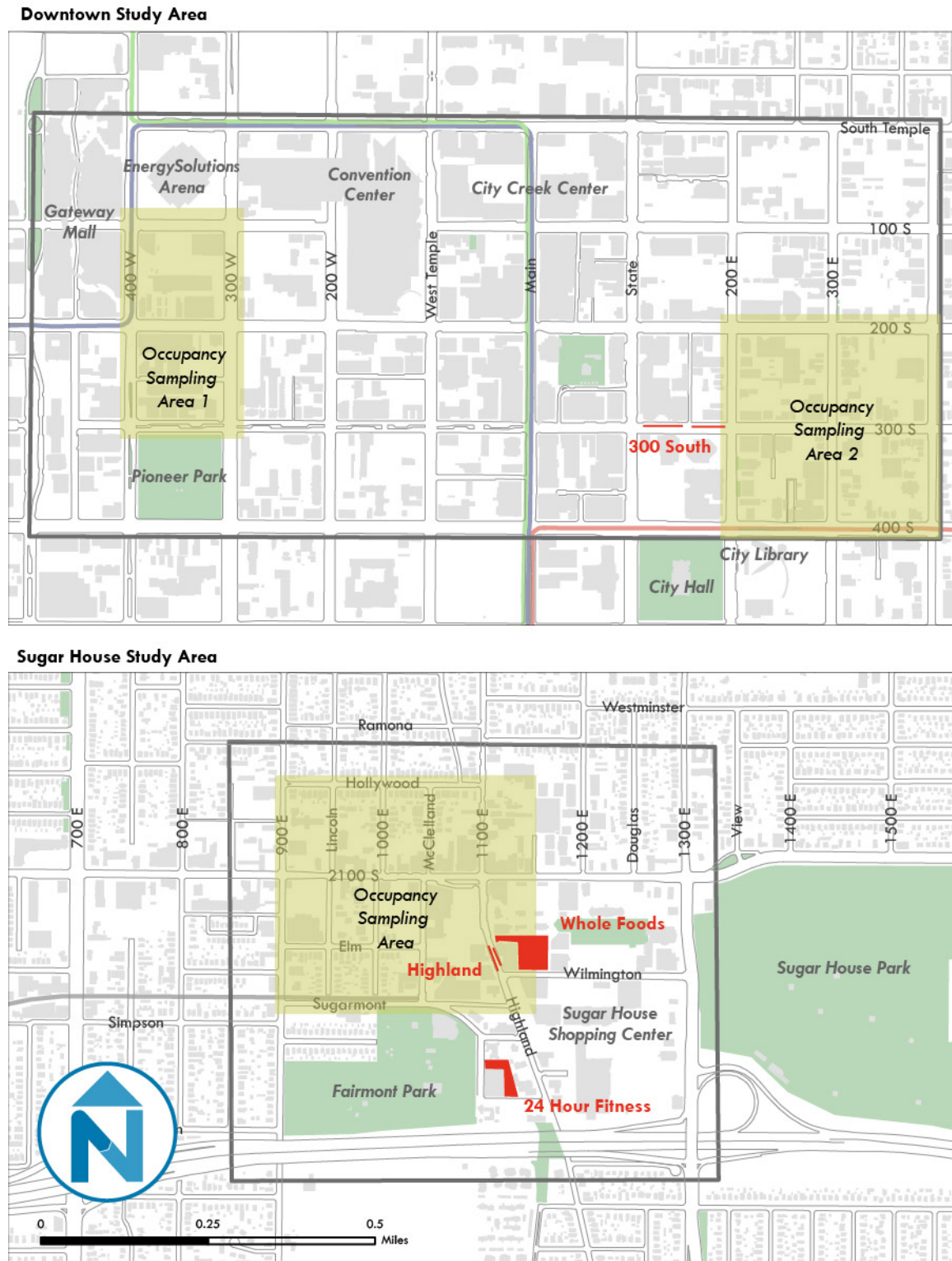
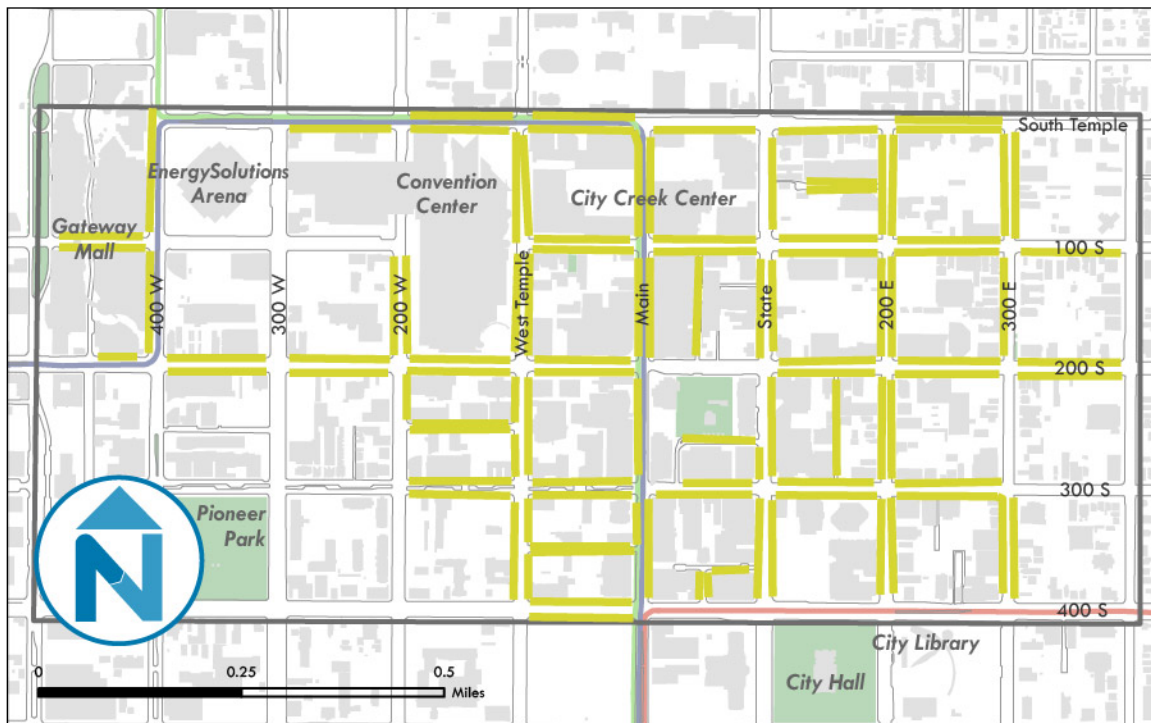


Figure 5-4 Downtown Block Faces with Available Payment Data



RESULTS

Occupancy Counts

As noted previously, while the data collection plan was designed to capture a representative sample of blocks and off-street facilities in each study area, occupancy counts were only completed for a limited portion of each study area. While the data analysis was limited in its scope, the data present meaningful snapshots of parking dynamics in portions of these two economically important areas. As will be discussed in the recommendations phase, Salt Lake City would be well served to supplement these findings with a periodic data collection effort that includes larger portions of each area's parking supply, including more comprehensive data for public and private off-street supply and demand.

In the areas in which counts were completed, occupancy never reached higher than 62% in any data collection period in either study area. Figure 5-5 shows the occupancy trend across data-collection periods for Tuesday. Occupancy peaked during the second data collection period at 58% for the Downtown sampling areas (taken together). It peaked at 55% at the same time in Sugar House, before leveling off at 53% during the remaining two periods.

Figure 5-5 Combined Tuesday Occupancy, by Study Area

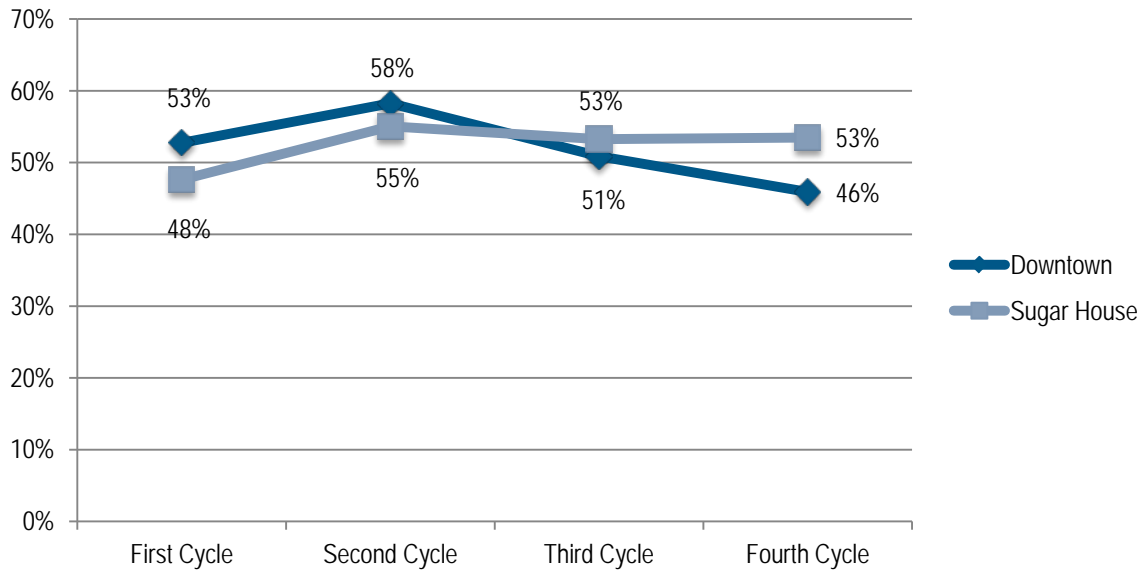
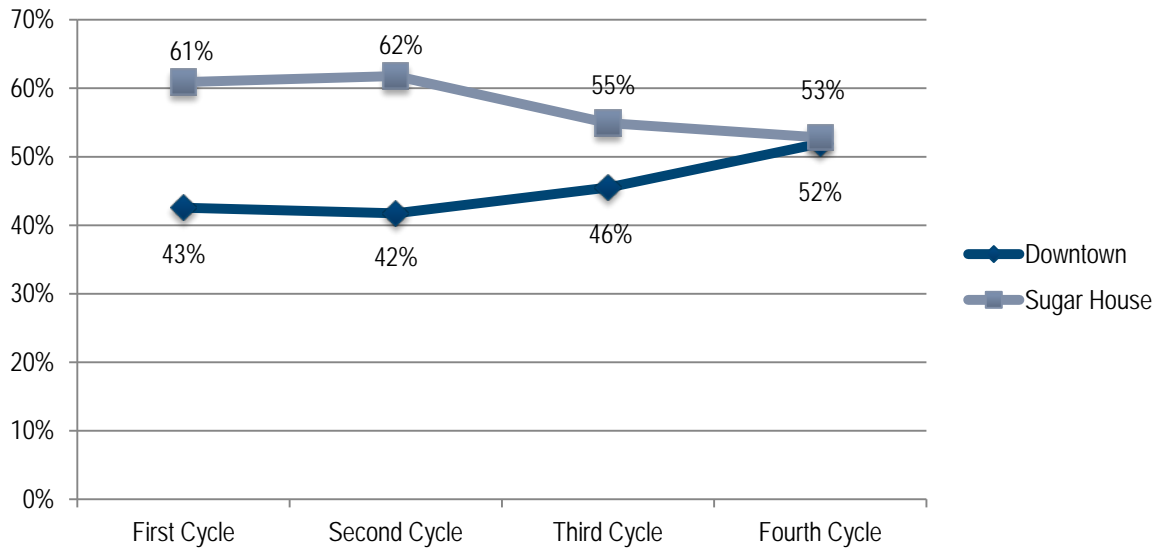


Figure 5-6 shows the Saturday trend. Occupancy peaked during the second data collection period in Sugar House (slightly later than the second weekday cycle), at 62%, while the peak in the Downtown collection areas was during the last period, at 52%.

Figure 5-6 Combined Saturday Occupancy, by Study Area



Spatial Patterns

Downtown

Tuesday

Figure 5-7 shows the spatial distribution of parking occupancy in downtown during the first data-collection period of the day. Most block faces and facilities were below 70% occupied during the observation period, with just two block faces over 85% full. The block face with high levels of occupancy in the eastern sampling area fronts a block with mostly residential uses. The block face that shows high levels of occupancy in the western sampling area (on 100 South) has only four spaces available because of construction on the block. Data collectors noted that the vehicles parked in the spaces during this period were likely construction vehicles.

Figure 5-8 shows occupancy trends during the second collection period. Again, most block faces and facilities show occupancy rates lower than 70%. In the western sampling area, block faces adjacent to Pioneer Park had higher levels of occupancy during this midday collection period. Two of the four Downtown off-street facilities also show higher levels of occupancy.

Parking demand was much the same for the third collection period, as Figure 5-9 shows. Only the block with construction activity in the western sampling area shows an occupancy rate over 85%. During the final collection period (Figure 5-10), one off-street lot and two segments of spaces in street medians showed occupancy rates over 85%, but again, most block faces and facilities showed substantial availability.

Figure 5-15 shows visual snapshots of parking occupancy on a downtown block located just to the west of the eastern sampling area. The images show slightly higher occupancy throughout the day than that measured in the sampling area. However, only the 4 p.m. image shows occupancy nearing 100%, and images for the other times all show at least two curbside spaces available.

Saturday

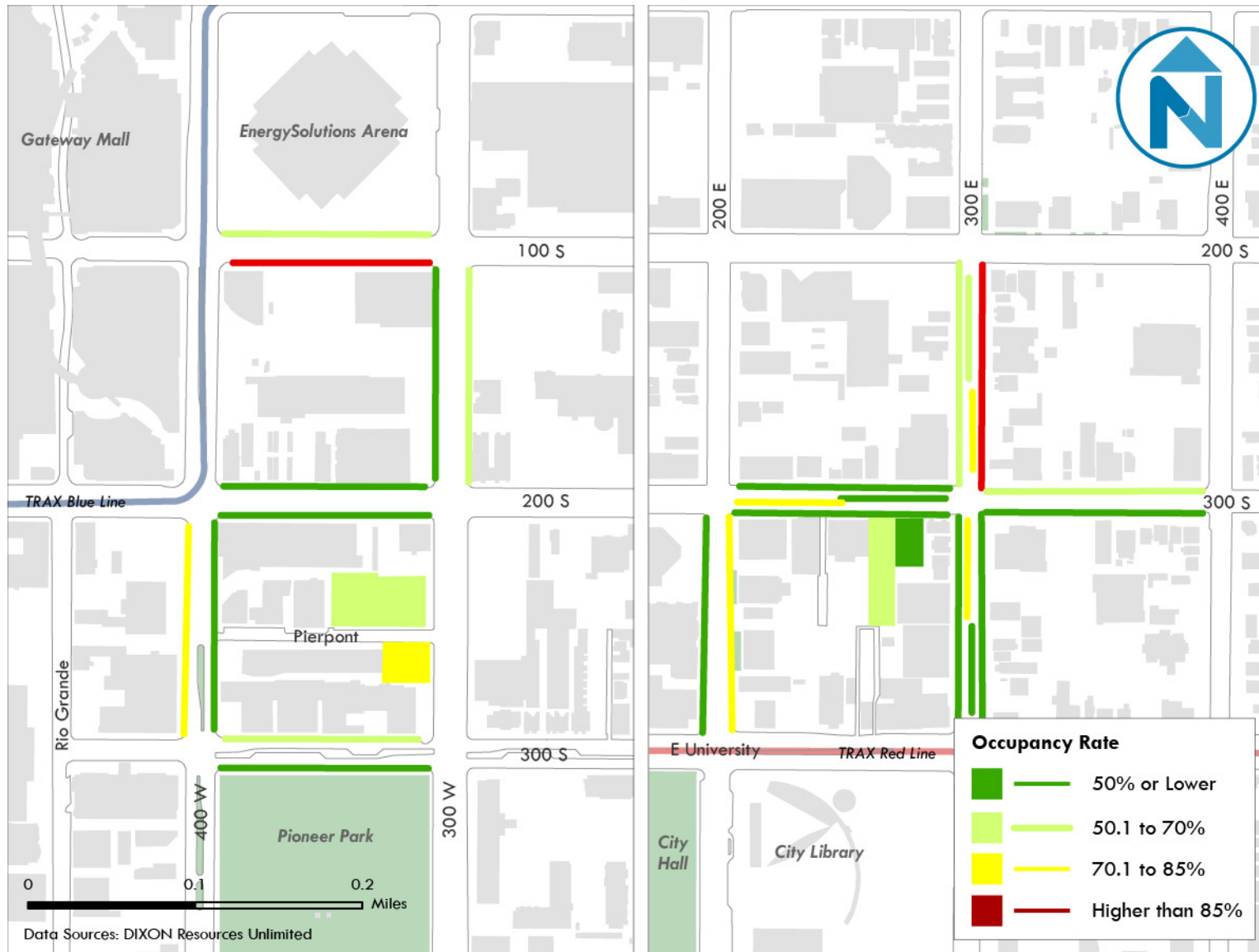
The downtown study area generally showed lower rates of occupancy on Saturday than on the Tuesday. Figure 5-11 shows occupancy trends for the first Saturday data-collection period. Similar to Tuesday, areas near Pioneer Park showed the highest rates of occupancy. Most of the rest of the downtown sampling areas showed occupancy rates lower than 70%.

By the second collection period, occupancy had decreased near Pioneer Park, as Figure 5-12 shows. Much of the two downtown collection areas showed occupancy rates lower than 70%.

Block faces closest to the Salt Lake City Public Library generally showed higher rates of occupancy during the last two collection periods of the day, as shown in Figure 5-13 and Figure 5-14. This could be in part because Library Square was one of two sites for the Utah Pride Festival, which was going on the day of data collection. Most block faces further to the north showed occupancy rates lower than 70%. In the western sampling area, the blocks adjacent to EnergySolutions Arena showed occupancy rates over 85% during the last period of the day, likely due to traffic related to a WWE event at the arena that night starting at 7:30 p.m.

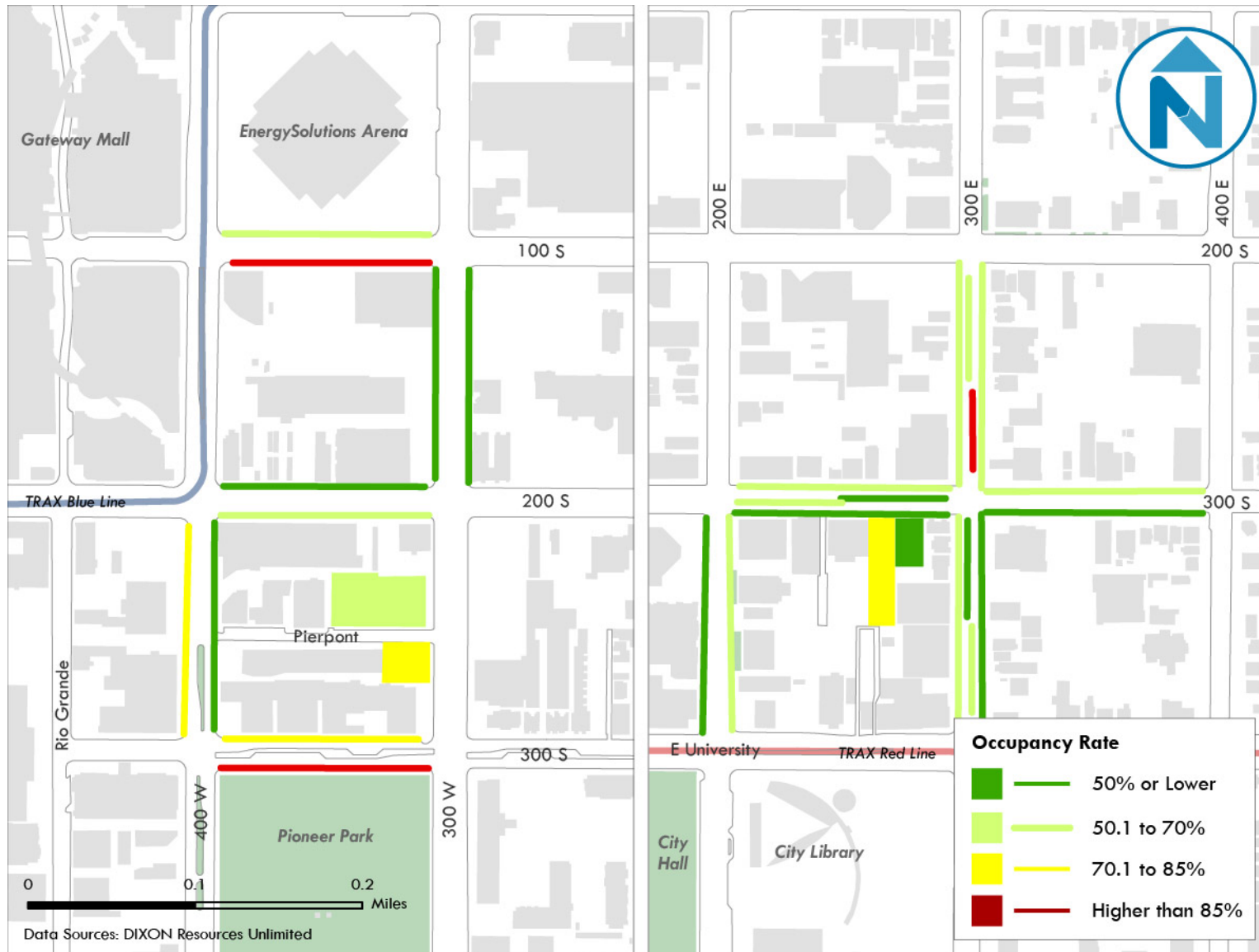
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Figure 5-7 Downtown Parking Occupancy, Tuesday, First Data Collection Cycle



EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-8 Downtown Parking Occupancy, Tuesday, Second Data Collection Cycle



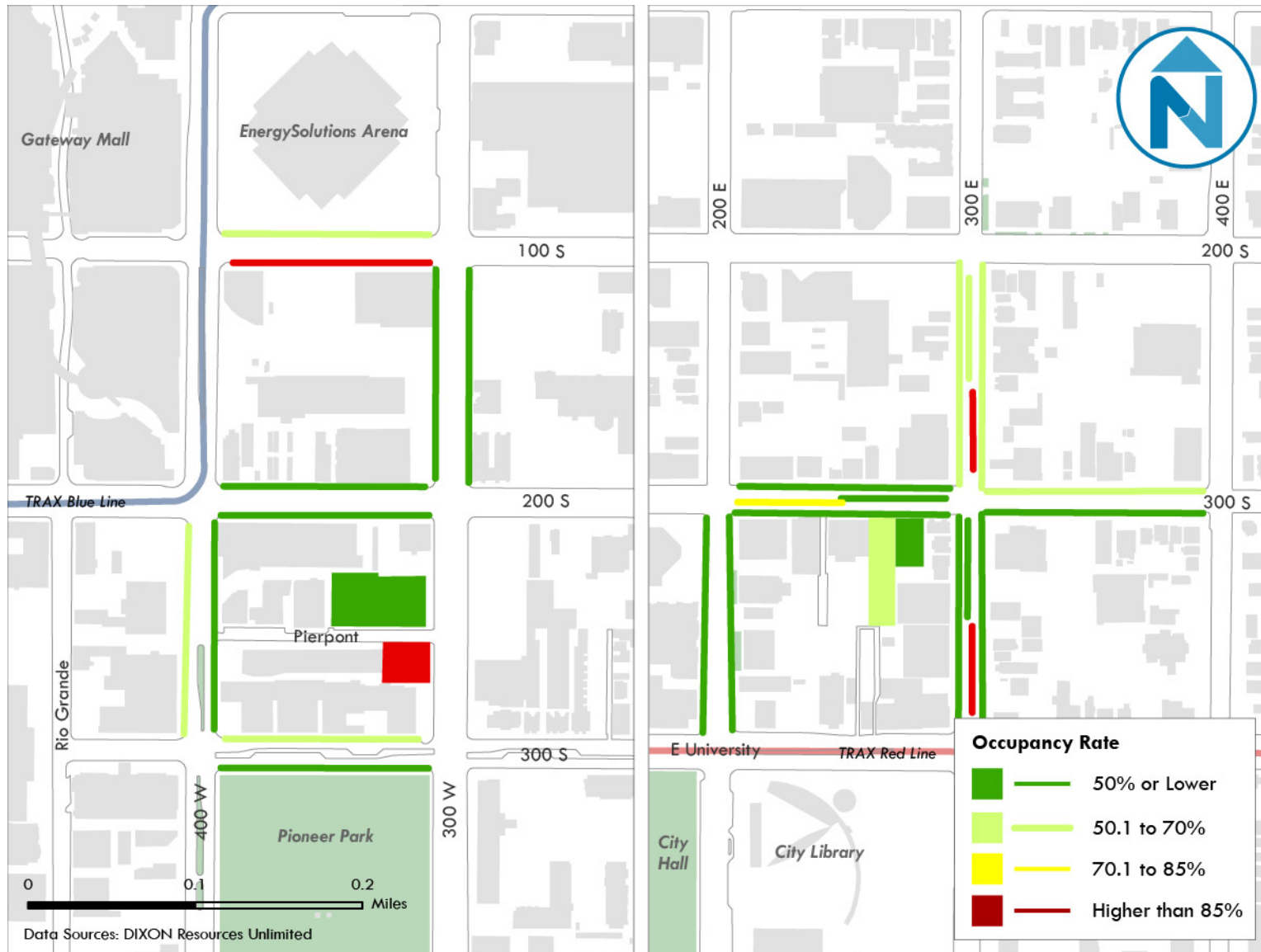
EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-9 Downtown Parking Occupancy, Tuesday, Third Data Collection Cycle



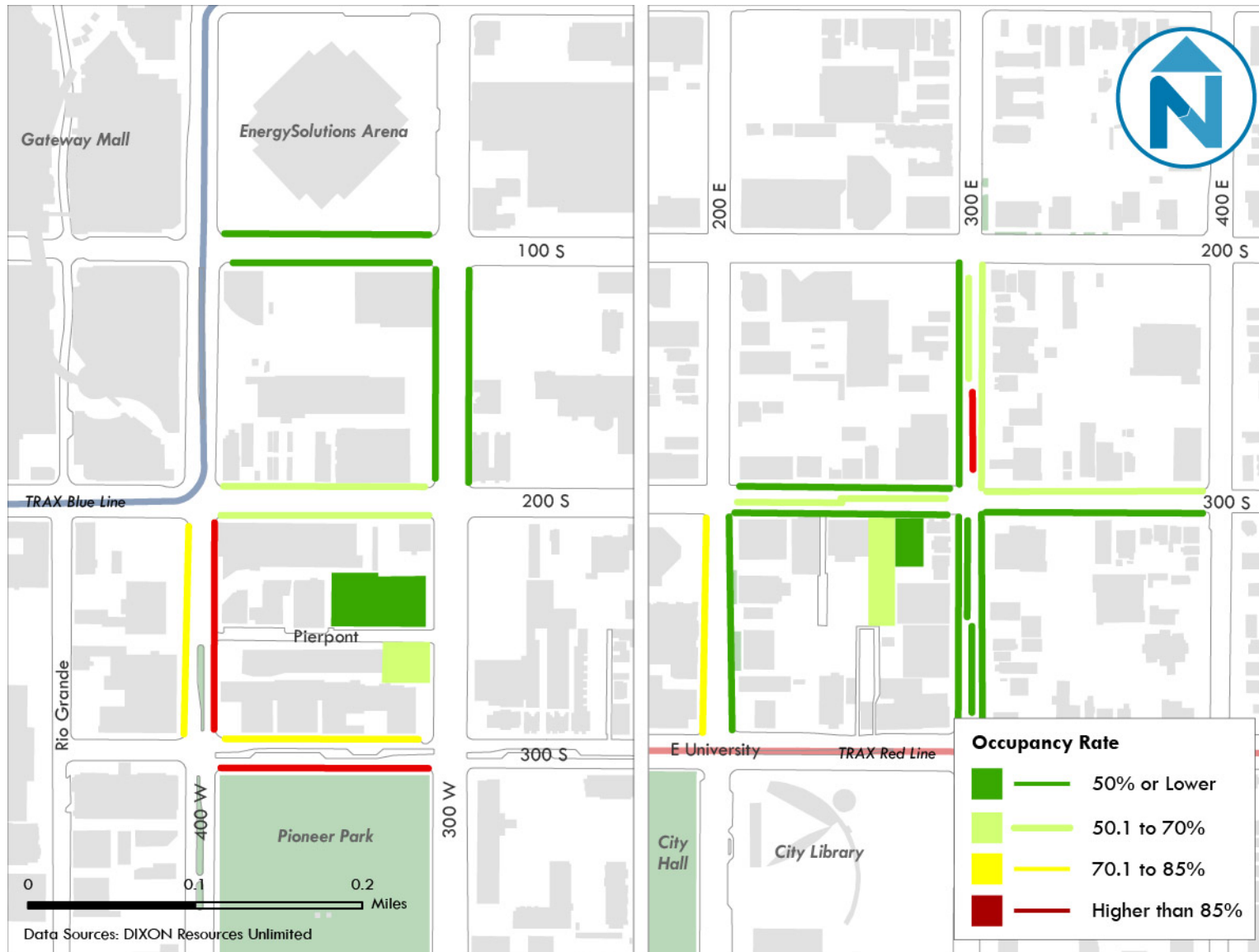
EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-10 Downtown Parking Occupancy, Tuesday, Fourth Data Collection Cycle



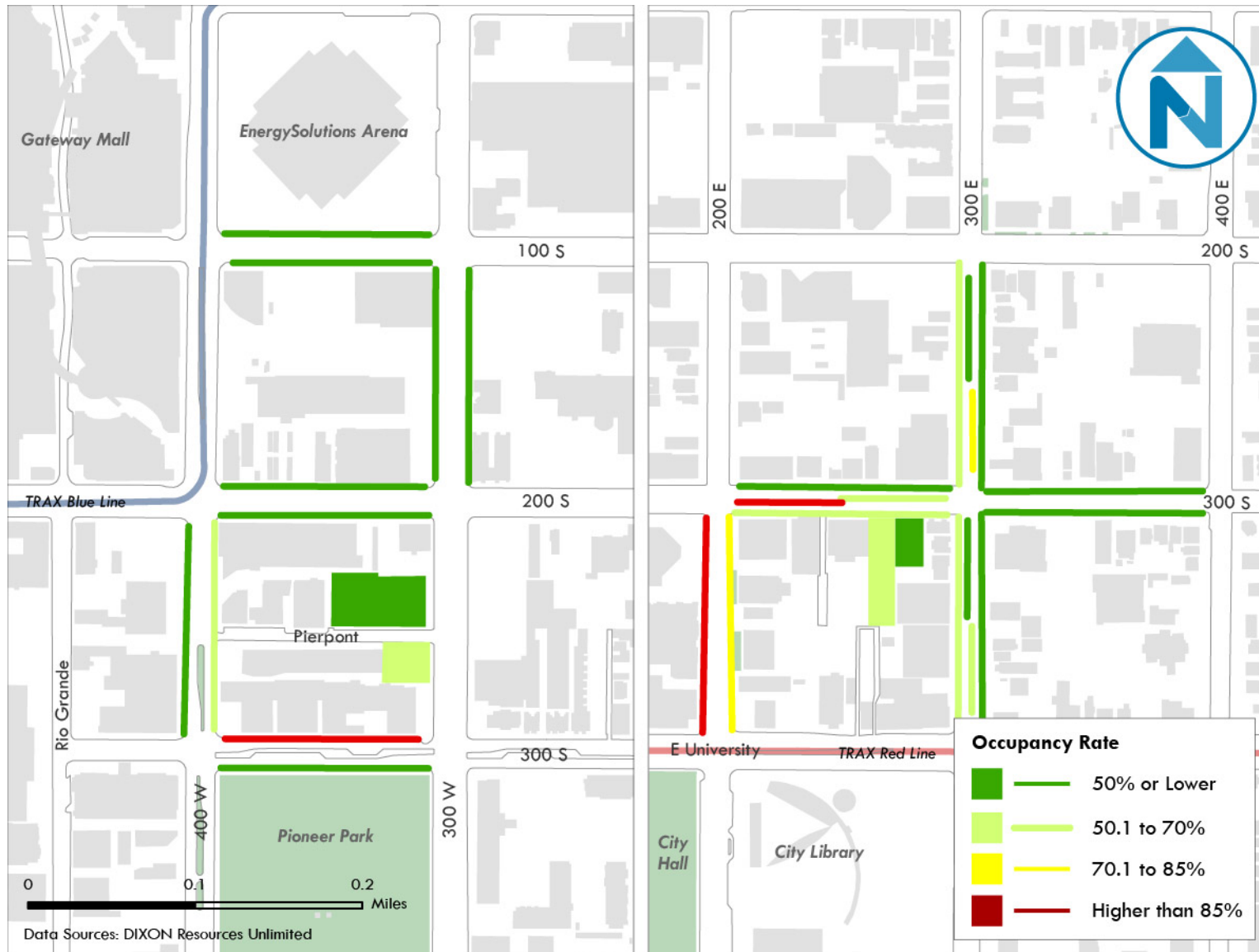
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Salt Lake City

Figure 5-11 Downtown Parking Occupancy, Saturday, First Data Collection Cycle



EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-12 Downtown Parking Occupancy, Saturday, Second Data Collection Cycle



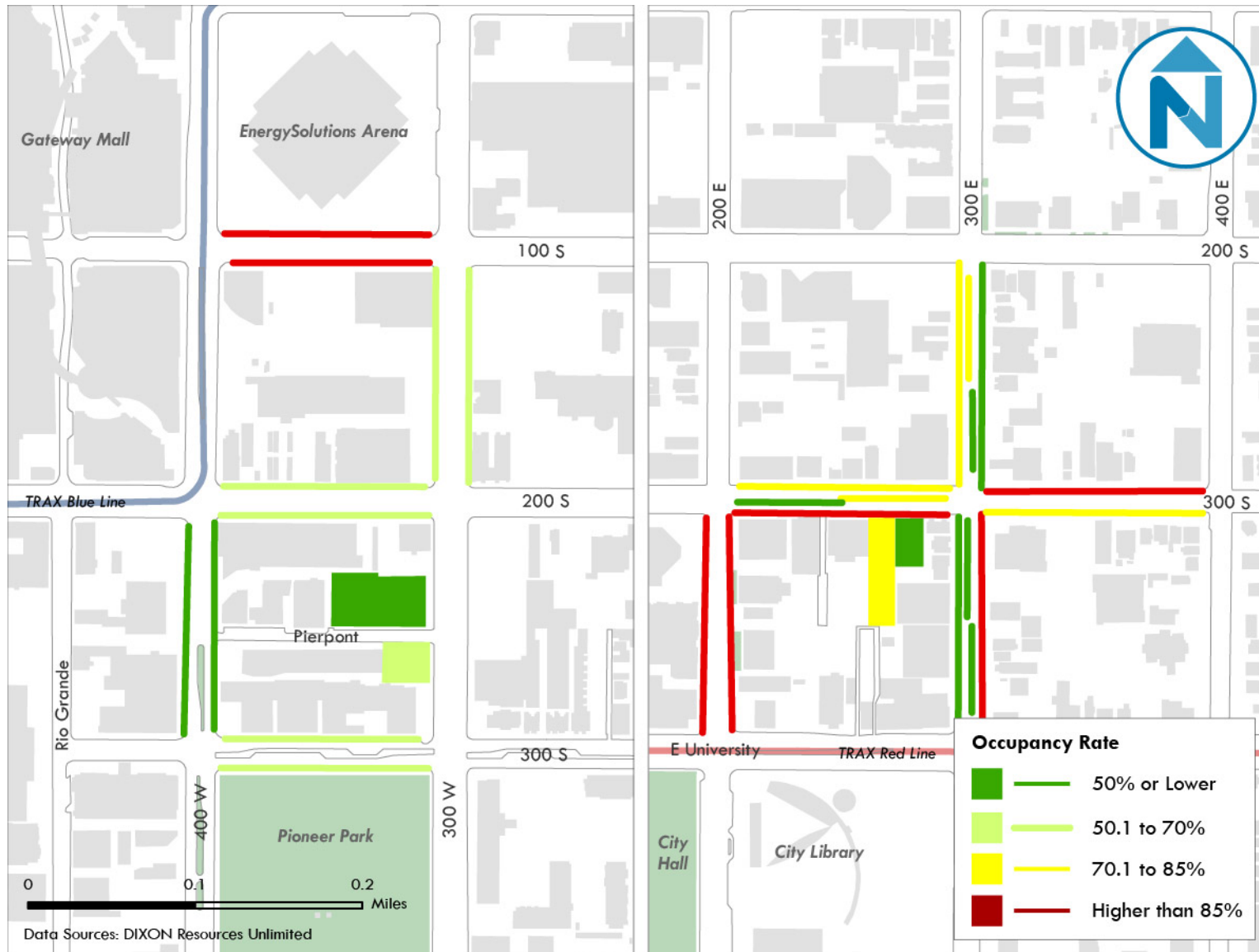
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Figure 5-13 Downtown Parking Occupancy, Saturday, Third Data Collection Cycle



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Figure 5-14 Downtown Parking Occupancy, Saturday, Fourth Data Collection Cycle



EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
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Figure 5-15 Downtown Parking Occupancy Images: North Side of 300 South, Just West of 200 East (Tuesday)

10 a.m.



12 p.m.



2 p.m.



4 p.m.



Sugar House

Tuesday

Figure 5-16 shows occupancy rates for the first data-collection period. Several block faces near residential land uses show occupancy rates over 85%, including those near single-family homes around Elm Street and a block face fronting a new high-density residential development at the corner of Highland Avenue and 2100 South. The State Liquor Store parking lot also shows an occupancy rate over 85%.

Fewer facilities showed high rates of occupancy during any other Tuesday data-collection period. Figure 5-17, Figure 5-18, and Figure 5-19 show parking demand for the last three periods respectively. Block faces around Smashburger and the Chipotle lot showed occupancy rates above 85%, though the Smashburger parking lot was less than 70% full during these periods. Two block faces adjacent to residential facilities showed occupancy rates over 85% during the last period of the day.

Figure 5-20 shows images of these parking behaviors for an equivalent weekday, Wednesday, June 3rd. As the images show, there were a number of spaces available at each time throughout the day.

Saturday

Block faces on Highland Avenue and 1100 East showed occupancy over 85% during the first data-collection period Saturday, as Figure 5-21 shows. The Chipotle parking lot again showed occupancy over 85% during the data-collection period closest to the middle of the day, while the Smith's and State Liquor Store lots each showed occupancy rates above 70%.

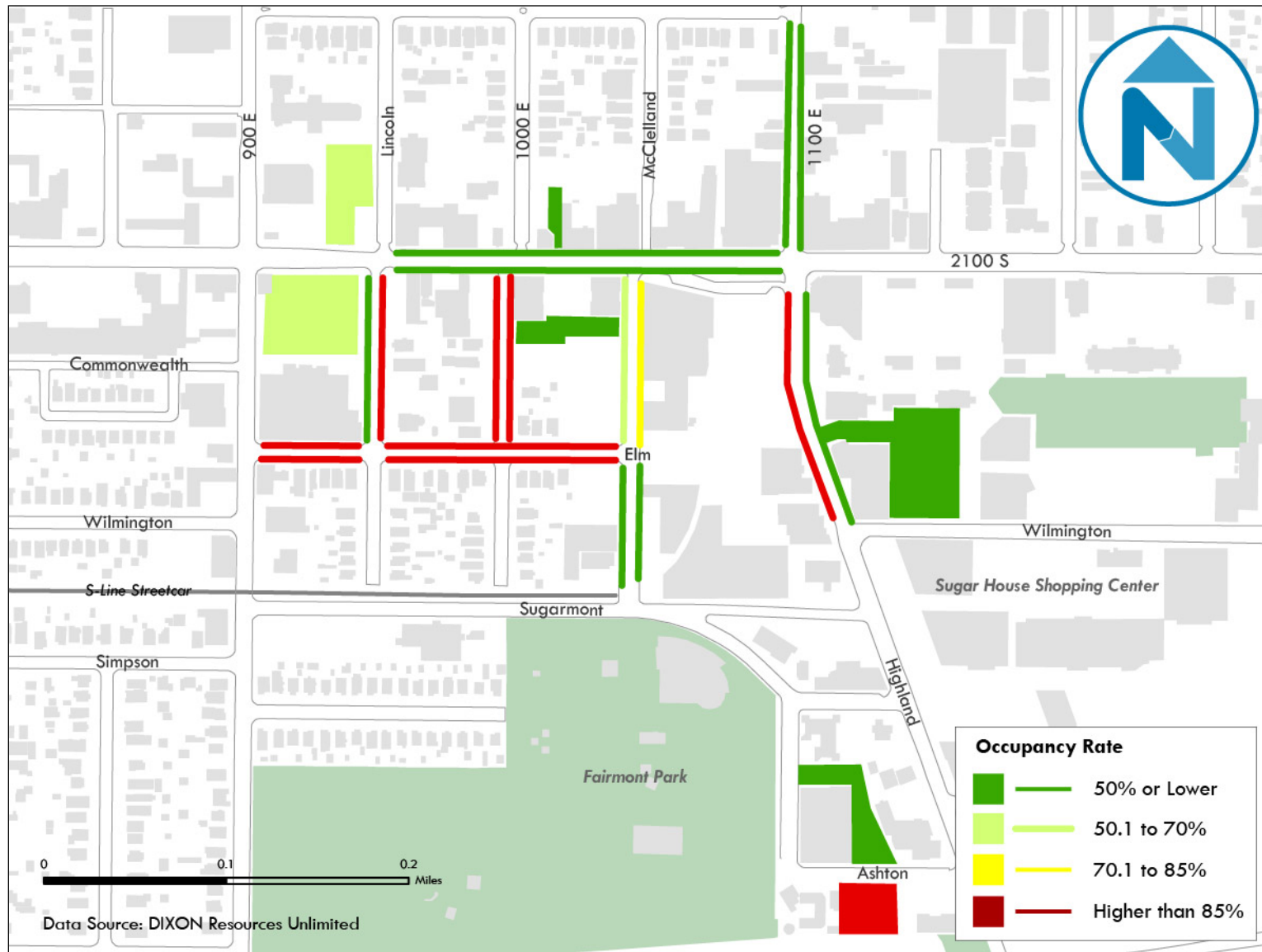
Parking demand increased in the Whole Foods lot during the second period, as Figure 5-22 shows. It stayed above 85% in the Chipotle lot and above 70% in the Smith's lot during the period, while most block faces and facilities showed occupancy rates lower than 70%.

The Smith's lot showed occupancy above 85% for the third period, while all other off-street facilities in which data collection was done were occupied at rates lower than 70% during the period (Figure 5-23). Several block faces near Elm Street also showed higher rates of occupancy. Figure 5-24 shows a similar spatial pattern for the last data-collection period, though with a slightly lower occupancy rate overall.

Figure 5-25 shows how parking demand played out for a portion of southbound Highland Avenue on the same day. While the first image shows slightly higher occupancy than the others, there were at least two spaces available during that period and the others, later that afternoon.

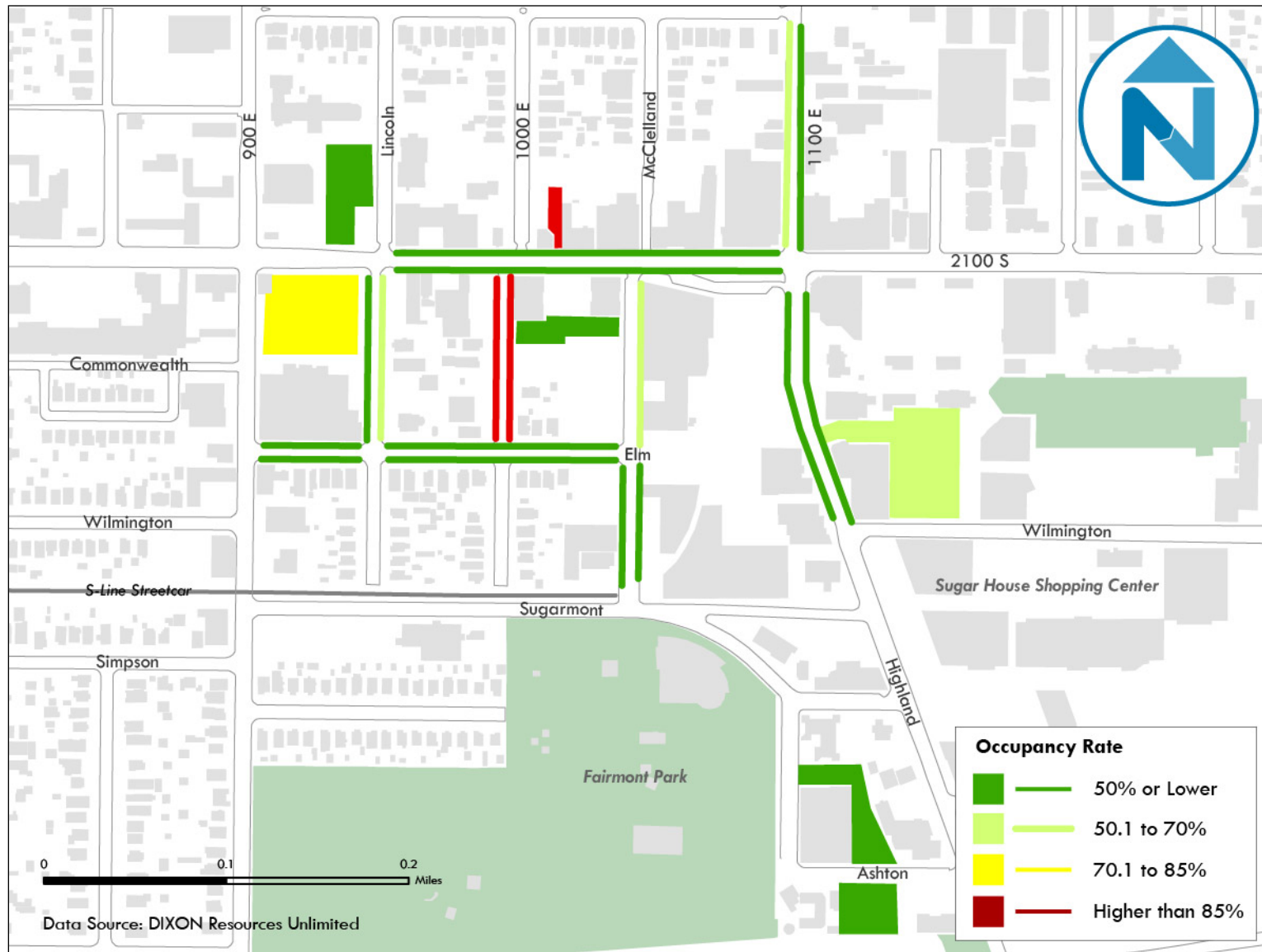
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Figure 5-16 Sugar House Parking Occupancy, Tuesday, First Data Collection Cycle



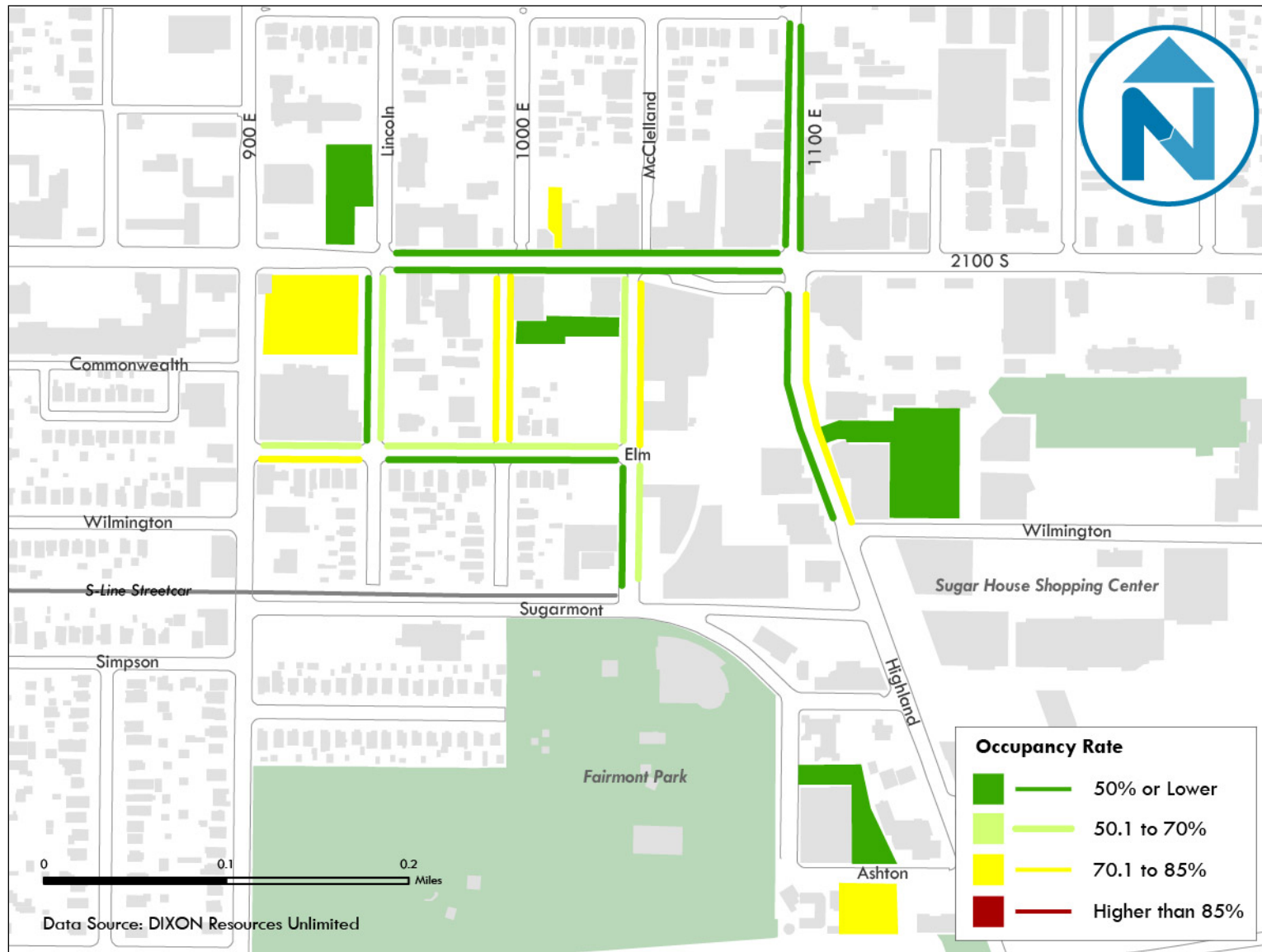
EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-17 Sugar House Parking Occupancy, Tuesday, Second Data Collection Cycle



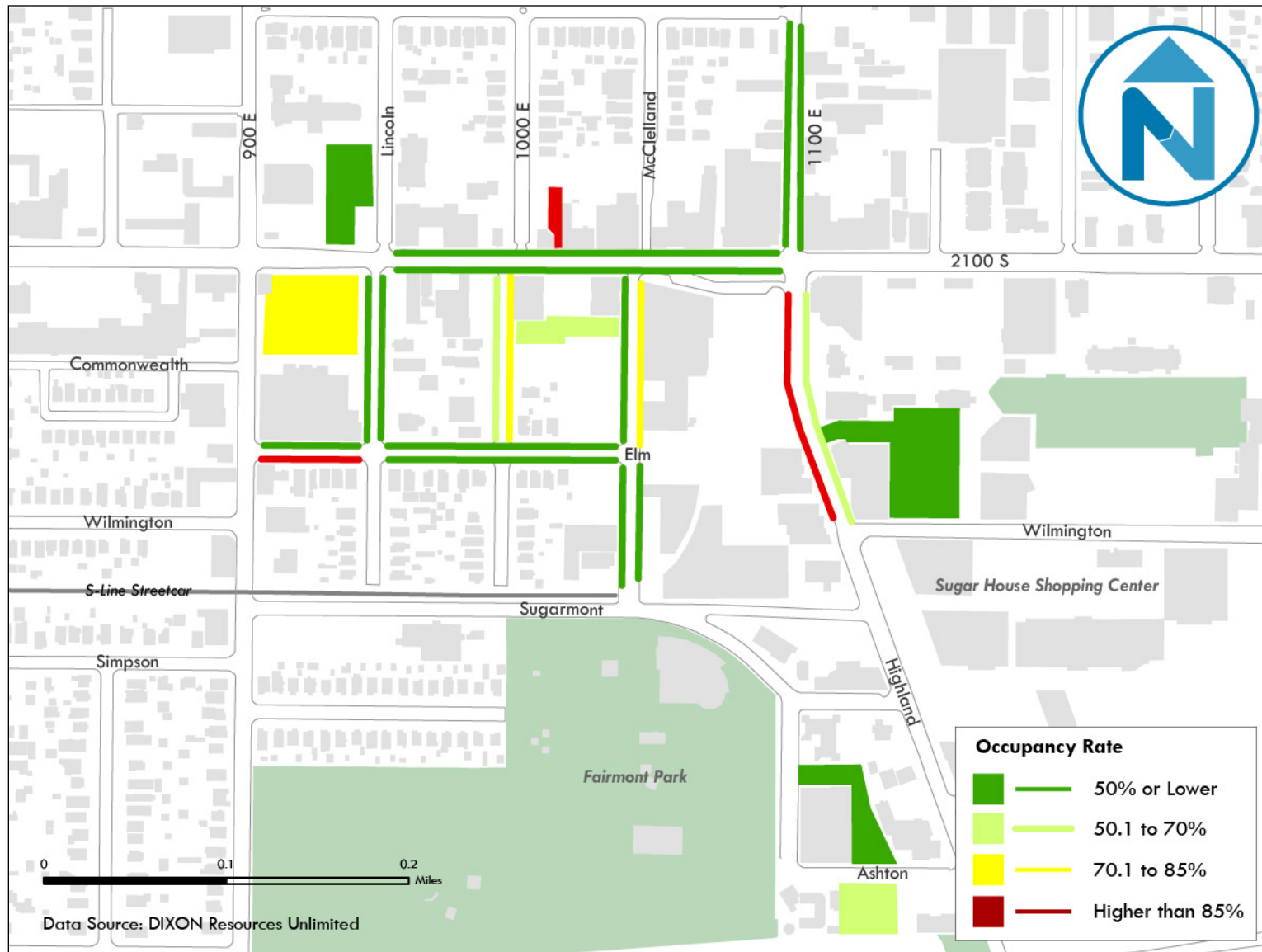
EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-18 Sugar House Parking Occupancy, Tuesday, Third Data Collection Cycle



EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-19 Sugar House Parking Occupancy, Tuesday, Fourth Data Collection Cycle



EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-20 Sugar House Parking Occupancy Images: Whole Foods Parking Lot, Wednesday, June 3rd

10 a.m.



12 p.m.



2 p.m.

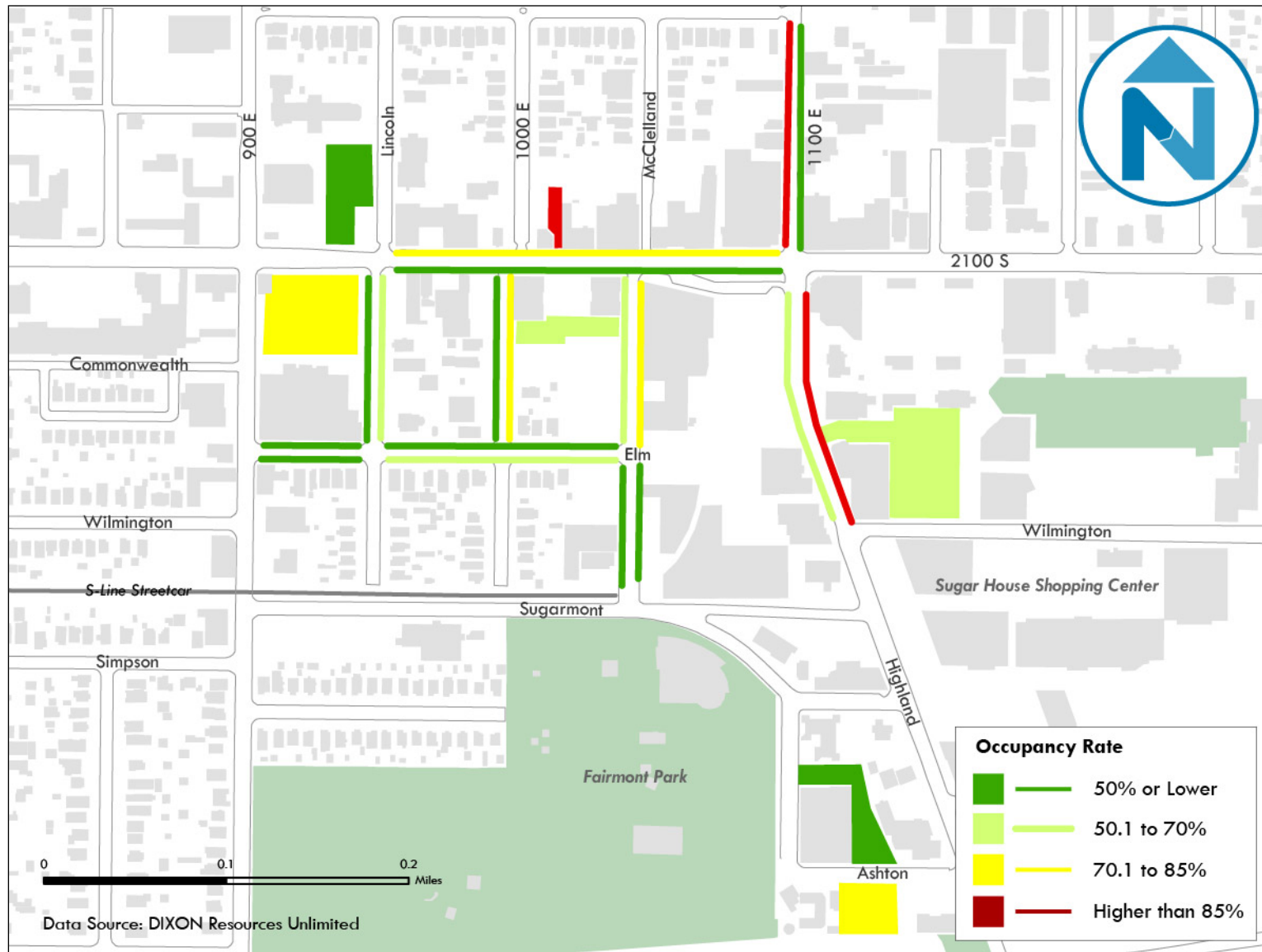


4 p.m.



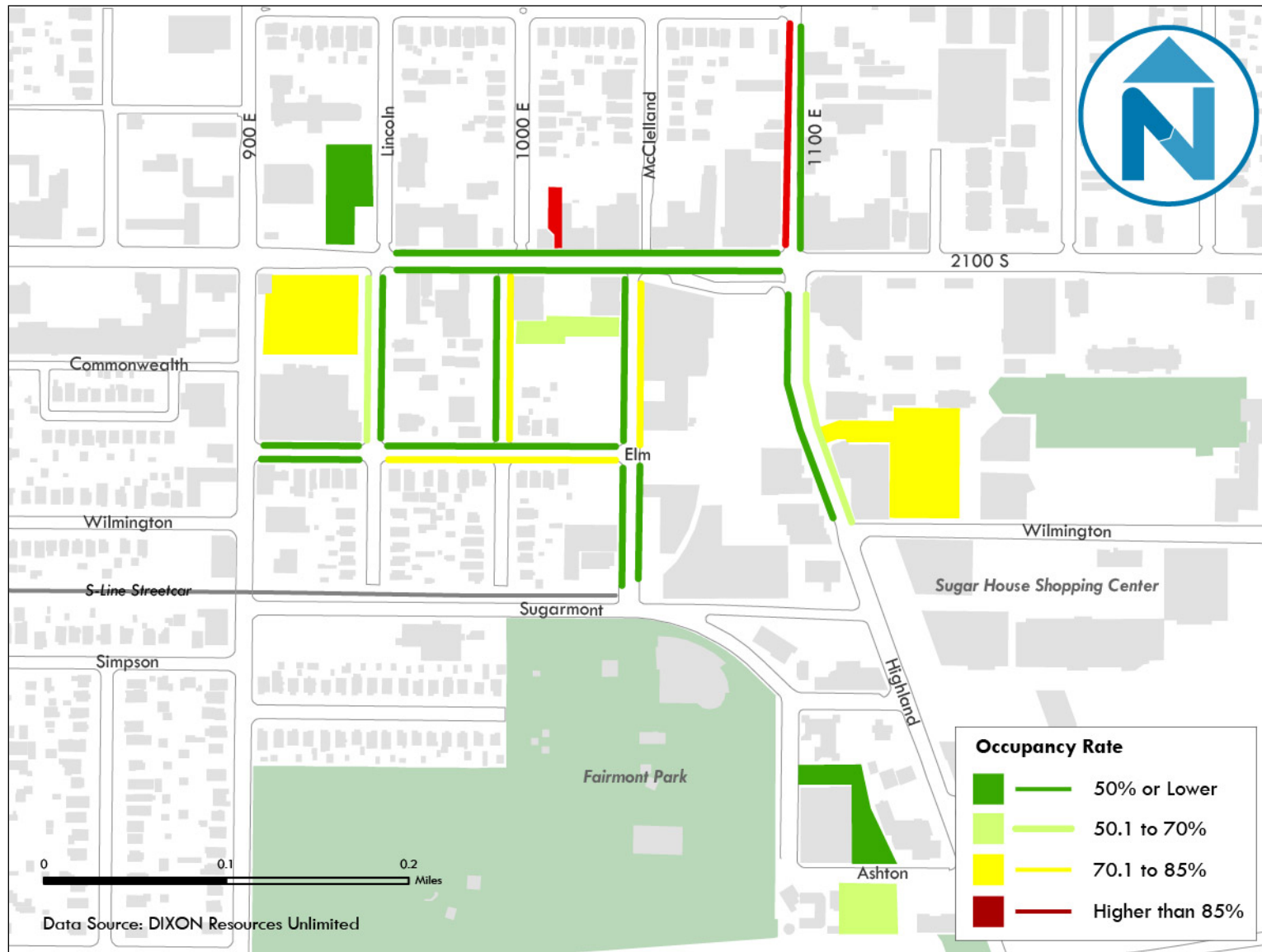
EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-21 Sugar House Parking Occupancy, Saturday, First Data Collection Cycle



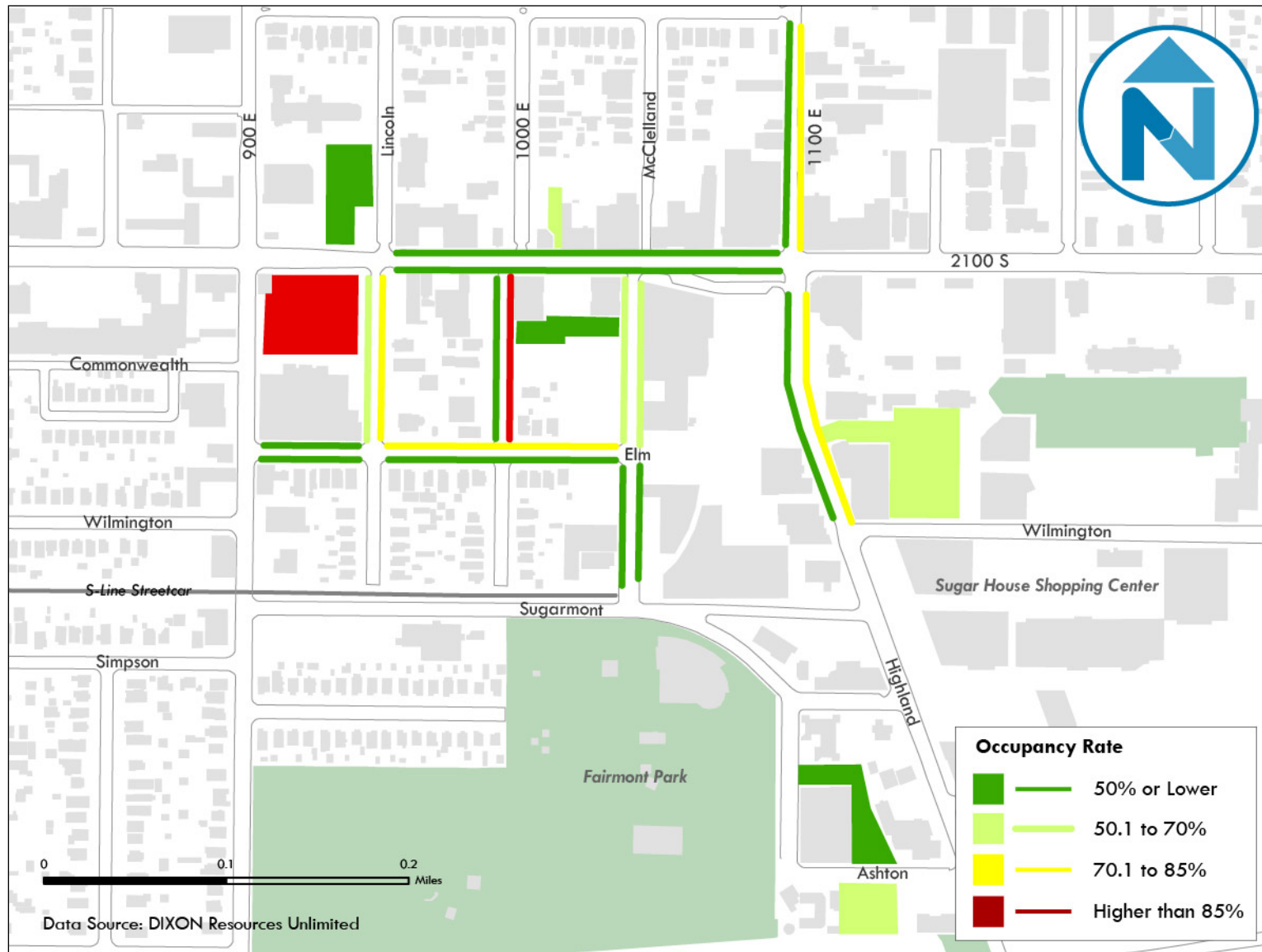
EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-22 Sugar House Parking Occupancy, Saturday, Second Data Collection Cycle



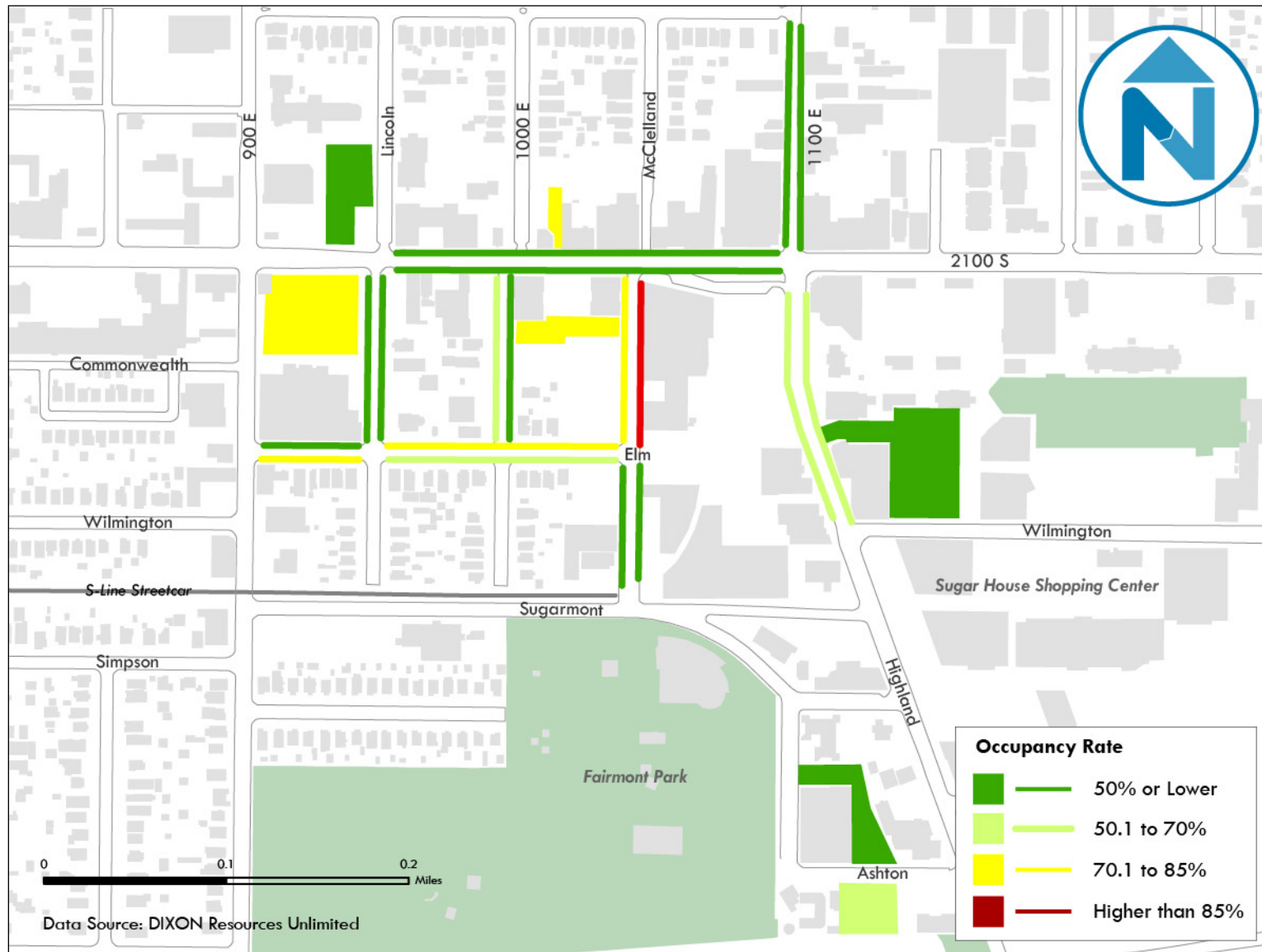
EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-23 Sugar House Parking Occupancy, Saturday, Third Data Collection Cycle



EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-24 Sugar House Parking Occupancy, Saturday, Fourth Data Collection Cycle



EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-25 Sugar House Parking Occupancy Images: Portion of Highland Avenue, Saturday, June 6th

12 p.m.



2 p.m.



4 p.m.



6 p.m.



Turnover

Figure 5-26 shows estimated turnover for the block in the Downtown study area monitored by TBOPS, and Figure 5-27 shows the equivalent data for Sugar House. The downtown block showed a slightly longer average length of stay than did three of four facilities in Sugar House. Stays in the Whole Foods lot were the shortest, averaging just over 30 minutes, while stays at the 24 Hour Fitness were longest, at just over 1.5 hours. The two tables only include parking sessions that started after 11:30 a.m. and before 6:30 p.m. to allow for turnover comparisons across monitoring locations. Appendix 1 shows the full monitoring windows for each of the TBOPS units used for the study.

Figure 5-26 Downtown Turnover Summary

Facility	Spaces Monitored	Unique Vehicles Detected	Vehicles per Space	Average Length of Stay
300 South	25	143	5.7	0:51

Source: Dixon Resources Unlimited and OSSl, 2015. For monitoring times, see appendix.

Figure 5-27 Sugar House Turnover Summary

Facility	Spaces Monitored	Unique Vehicles Detected	Vehicles per Space	Average Length of Stay
Highland Street (Weekday)	16*	68	4.2	0:36
Highland Street (Weekend)	16*	45	2.8	0:37
Whole Foods	73	438	6.0	0:32
24 Hour Fitness	52	123	2.4	1:32

*Spaces unmarked; number of spaces approximated based on length of curbside space available, using an average parking space length of 18 feet.

Source: Dixon Resources Unlimited and OSSl, 2015. For monitoring times, see appendix.

On-Street Payment Data (Downtown)

The project team also estimated curbside occupancy in the Downtown study area using multi-space meter and pay-by-phone data. Occupancy was estimated for six snapshots throughout the day on June 2nd, every two hours from 10 a.m. to 8 p.m. The analysis assumed that cars with parking sessions that extended over the snapshot time were still parked and that no cars were parked without paying on any curb-face (see the Methodology section for a discussion of assumptions and the limitations of this analysis).

Figure 5-28 through Figure 5-33 show spatial occupancy patterns estimated using the parking payment data. Pay parking occupancy was highest at 6 p.m. At 10 a.m., the data show that most curb faces were below 50% occupancy. By 12 p.m., more block faces in the middle of downtown were above 70% occupancy, with the highest occupancy levels focused between Main and West Temple streets. Parking demand declined somewhat by 2 p.m. before increasing at the two subsequent snapshot times. By 6 p.m., a number of block faces between Main and West Temple and around 300 South/Broadway were above 70% occupied. Block faces around the Convention Center and the Gateway Mall showed the highest occupancy levels at 8 p.m., but most block faces in the area were below 50% occupied.

Figure 5-28 Downtown Payment-Estimated On-Street Occupancy, Tuesday 10 a.m.

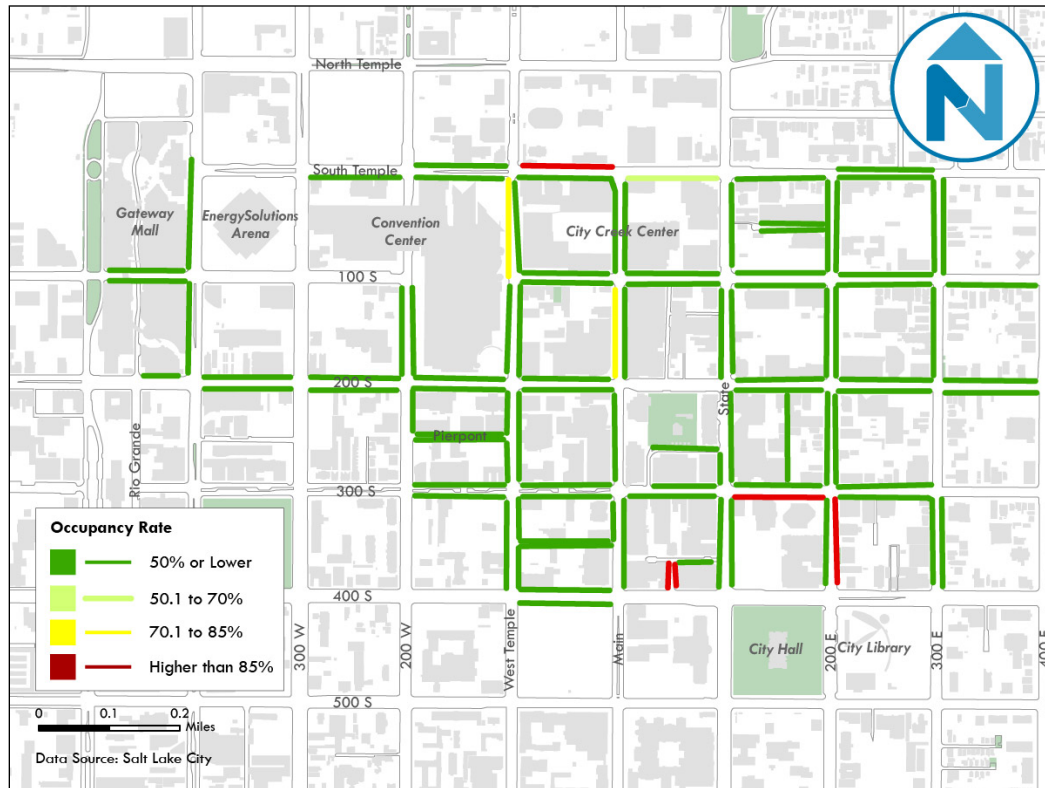
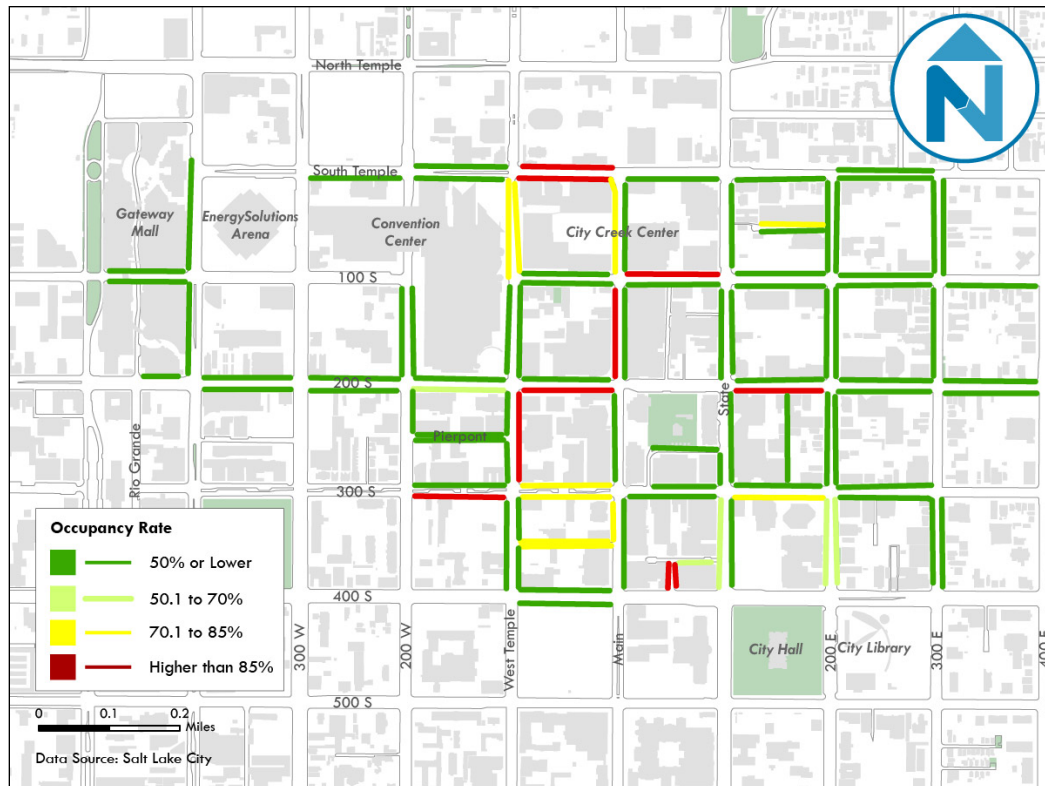


Figure 5-29 Downtown Payment-Estimated On-Street Occupancy, Tuesday 12 p.m.



EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-30 Downtown Payment-Estimated On-Street Occupancy, Tuesday 2 p.m.

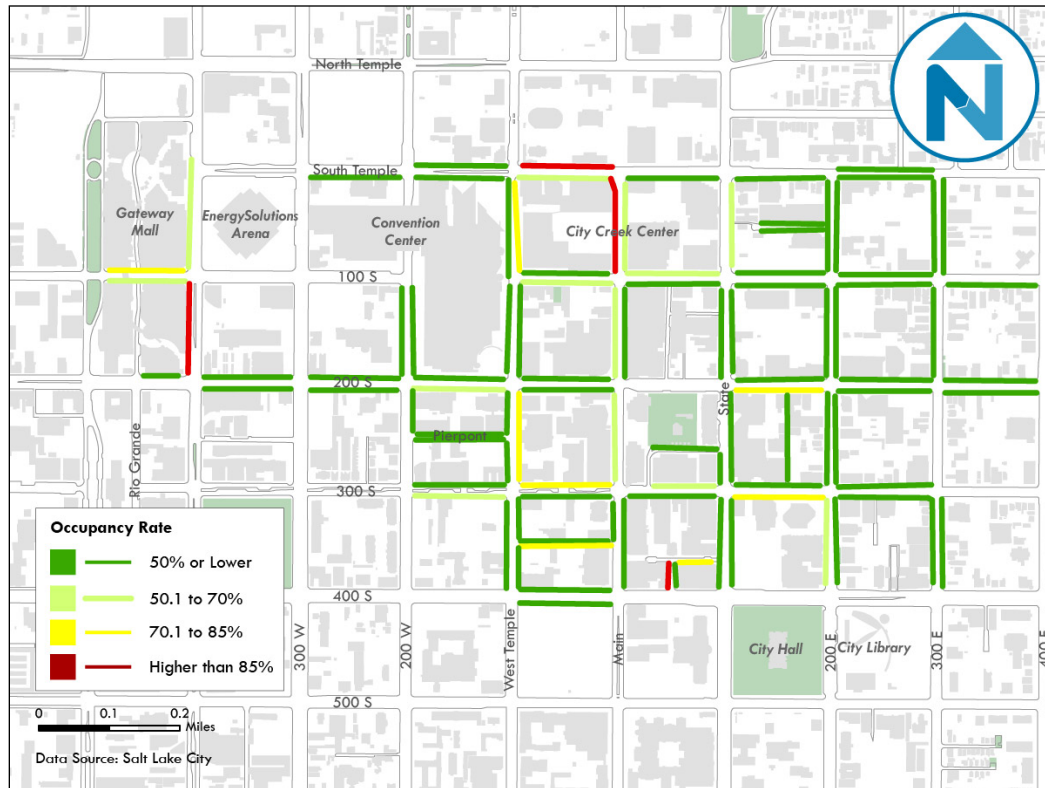
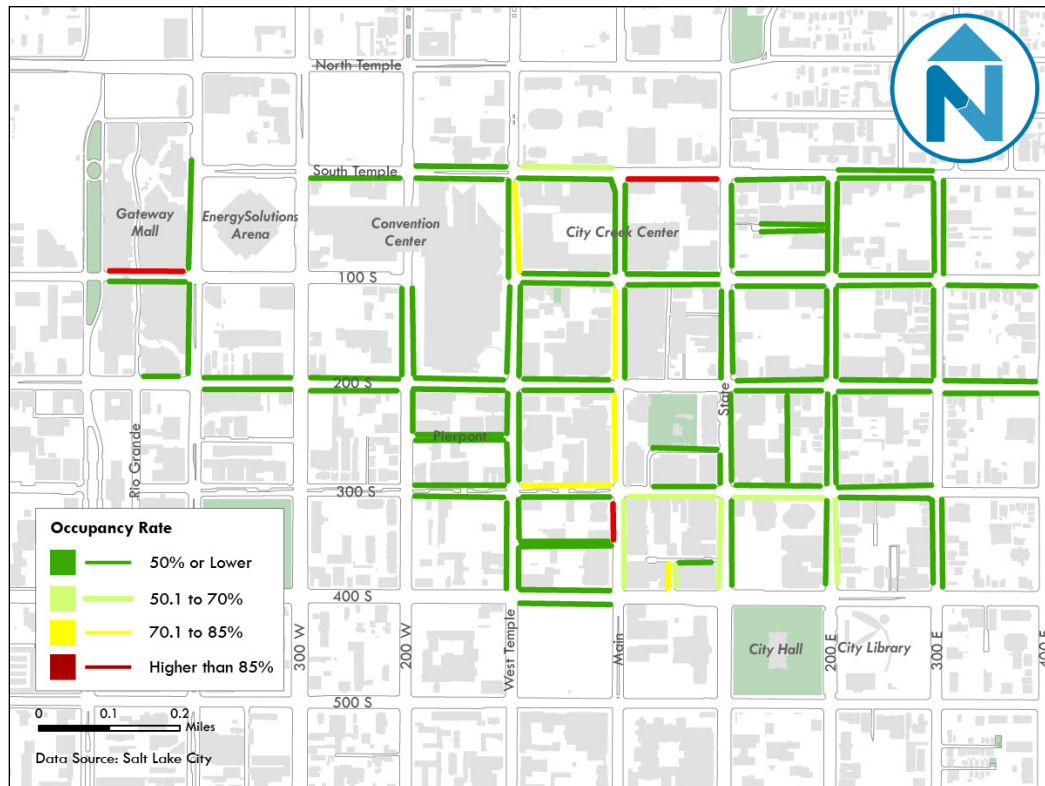


Figure 5-31 Downtown Payment-Estimated On-Street Occupancy, Tuesday 4 p.m.



EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 5-32 Downtown Payment-Estimated On-Street Occupancy, Tuesday 6 p.m.

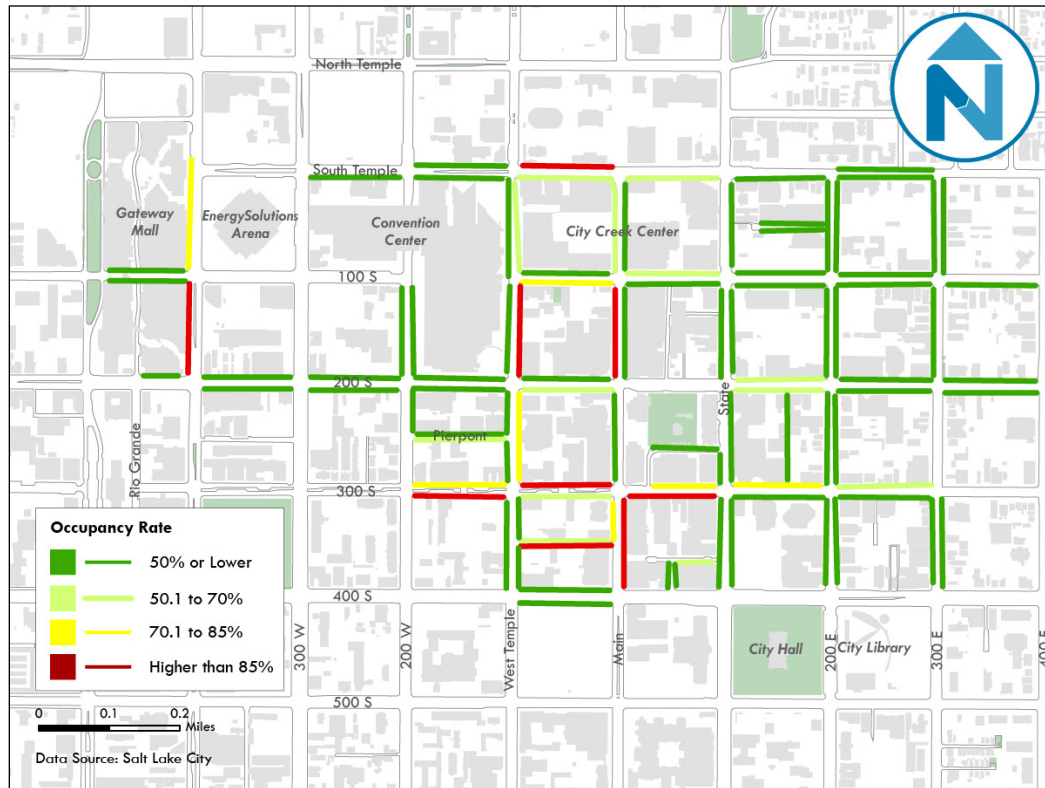
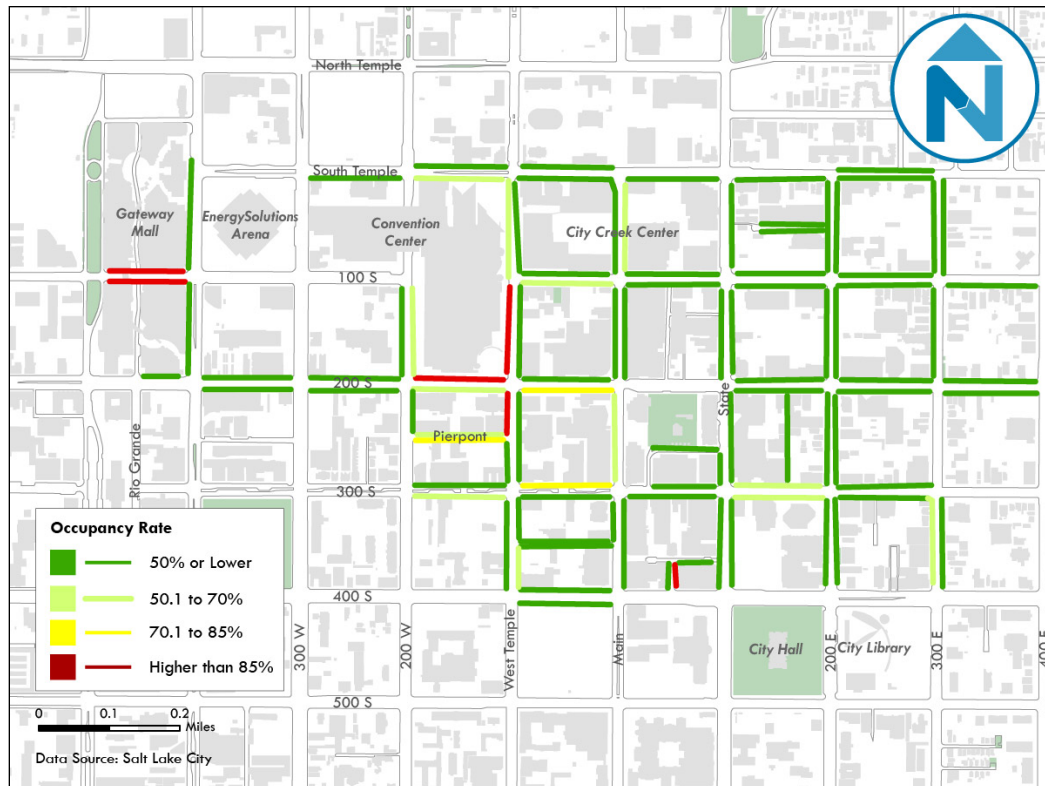


Figure 5-33 Downtown Payment-Estimated On-Street Occupancy, Tuesday 8 p.m.



Inventory and Occupancy Ratios

The project team estimated the number of spaces supplied and occupied per thousand square feet of active land uses in each sampling area, to create a rough basis for comparison to zoned parking ratios. As Figure 5-34 shows, this part of the analysis focused on core parts of each sampling area, where occupancy observations had been completed for most curb faces and at least one off-street lot.⁶

While some people using buildings in each zone likely park in surrounding blocks or off-street lots, the analysis assumed that an equal number of people from surrounding blocks park within the analysis zones, compensating for the effect. The analysis also used the conservative assumption that parking on both sides of all street segments adjacent to the zones could be attributed to land uses within the zones, though at least some cars parked on the sides opposite the analysis zones were likely attributable to land uses outside the zones.

Land-use data was gathered from the Salt Lake County Assessor's office interactive parcel map on July 6, 2015. The analysis counted retail, office, and residential land uses, assuming that each residential unit amounts to approximately 1,000 square feet. The number of off-street parking spaces was estimated based on the area of surface lots and the size of off-street parking facilities reported in the Assessor's database. Based on industry convention, the analysis assumed that each surface parking space requires a total of 300 square feet and each garage space requires 350 square feet (given the larger share of total surface area required for access and circulation in garages).

Figure 5-34 Ratio Calculation Sampling Areas

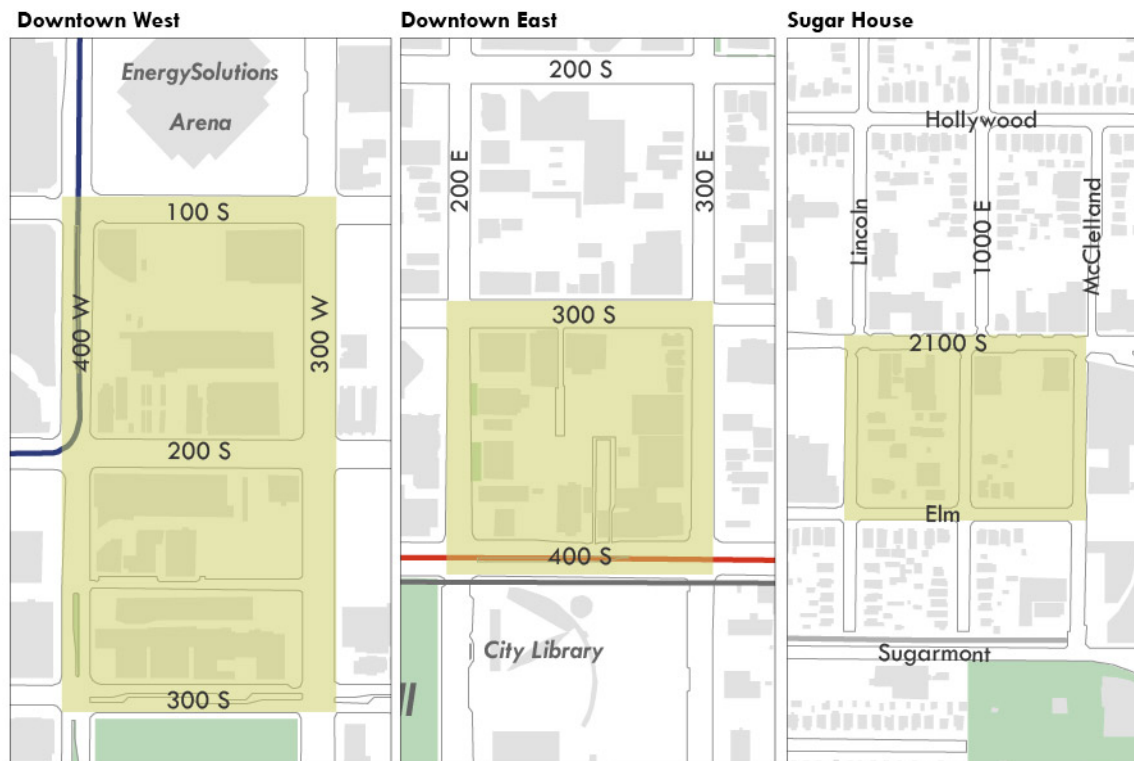


Figure 5-35 shows the results of the analysis. Supply and demand ratios are estimated to be much higher in Sugar House and Downtown East than in Downtown West. Based on the occupancy data outlined

⁶ This analysis can be enhanced with additional off-street parking and land-use data from the city.

earlier in the chapter, demand ratios were universally lower than two spaces per thousand square feet. As the previous chapter noted, Salt Lake City's zoning code currently requires two spaces per thousand square feet of retail floor area and three per thousand square feet of office space. The code also generally requires two spaces per unit for most types of residential development. Based on the assumptions used for this analysis, that amounts to two spaces per thousand square feet of built area, also higher than the demand ratios.

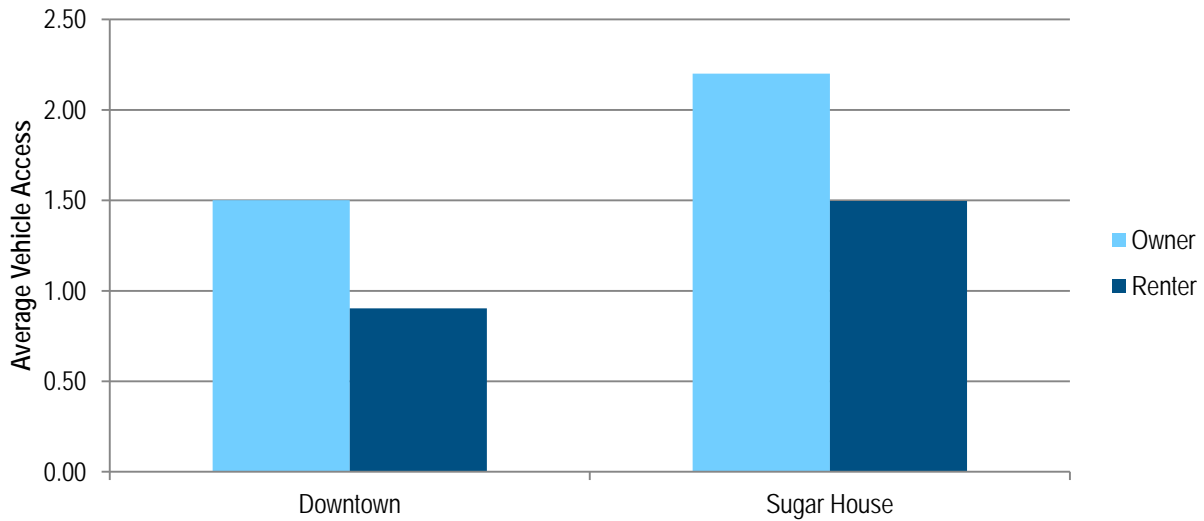
Figure 5-35 Inventory and Peak Occupancy Ratios

Area	Square Footage	Total Spaces	Supply Ratio	Weekday Peak Demand Ratio	Weekend Demand Ratio
Downtown West	813,000	1,200	1.48	0.87	0.38
Downtown East	397,800	920	2.31	1.76	1.32
Sugar House	242,900	560	2.32	1.69	1.71

Residential Vehicle Availability

Patterns of residential vehicle availability can help illustrate the amount of potential demand for parking in new residential developments. As Figure 5-36 shows, households in Downtown have lower levels of access to vehicles, on average, than those in Sugar House, according to the 2013 American Community Survey. Renters reported having less than one vehicle available, on average, which is slightly lower than the lowest zoned requirements in Salt Lake City's existing code, one space per one-bedroom or efficiency unit. Downtown households that own their units reported higher levels of vehicle availability, but the levels were still lower than the two spaces per unit requirement applied to most housing types. In Sugar House, vehicle access was higher, with owners reporting rates of access around zoned requirements and renters reporting lower rates of access.

Figure 5-36 Estimated Average Vehicle Ownership by Tenure (2013 American Community Survey)



Source: 2013 American Community Survey

6 PARKING USER ATTITUDES

The project team completed intercept surveys in both study areas to gain a deeper understanding of user experiences and attitudes with the parking system. Using a survey-response-entry app on handheld devices, surveyors collected responses from 120 people in downtown and 62 people in Sugar House.

The survey aimed to gather information on people's parking experiences and their opinions on how to improve parking in each area, in addition to basic data on their trip and demographics. Figure 6-1 shows the list of questions asked in the survey and the purpose of each question.

Figure 6-1 Intercept Survey Questions

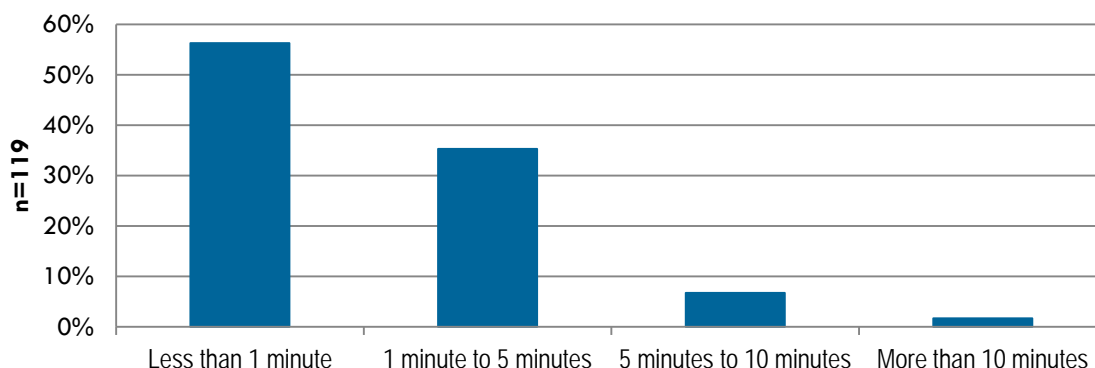
#	Question	Purpose
1	Did you drive a car here today?	Initial Screening
2	Where did you park your car?	Basic Information
3	What are the primary purposes of your visit today?	Basic Information
4	How long did it take you to find a parking space?	Parking Experience
5	Who is paying for your parking today?	Basic Information
6	How far is it/was it from your parking spot to your final destination?	Parking Experience
7	How easy was it to find a parking space today, from 1 (very easy) to 5 (very hard)?	Parking Experience
8	If you did not pay to park, how willing would you be to pay for parking if it meant you would be able to more quickly find a spot closer to your destination AND the revenue was used to directly fund transportation improvements in the area?	Attitudes
9	What do you think the city could do to make your parking experience more user friendly?	Attitudes
10	What is your 5-digit home zip code?	Basic Information
11	How many people were in your car, including yourself?	Basic Information
12	In which range does your age fall?	Demographics
13	What is your gender?	Demographics
14	In what range does your household income fall?	Demographics
15	Which category most closely matches your profession?	Demographics

DOWNTOWN

More than 90% of people parking downtown reported finding a parking space within five minutes, and more than half either found free parking or had their parking paid by a third party. Still, respondents expressed frustration with the cost and availability of parking, with 32% of respondents advocating for free parking and a number communicating the need for more parking, both on- and off-street, in response to recent reductions in the parking supply to make way for new bike infrastructure. Respondents noted time limits and methods of payment as issues of concern. More than 40% expressed a willingness to pay for parking if it would mean finding a space closer to their destination.

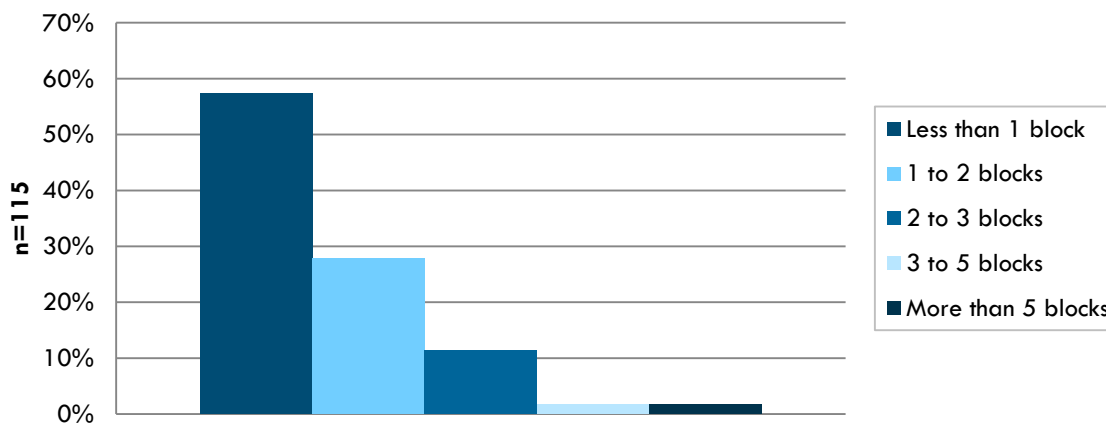
A large majority of people reported finding parking almost immediately, with 91% finding parking within five minutes (Figure 6-2). Average parking search time amounted to just over two minutes, based on a rough estimation using the midpoints of each search-time range as an average search time for that response option.

Figure 6-2 Downtown, Parking Search Time



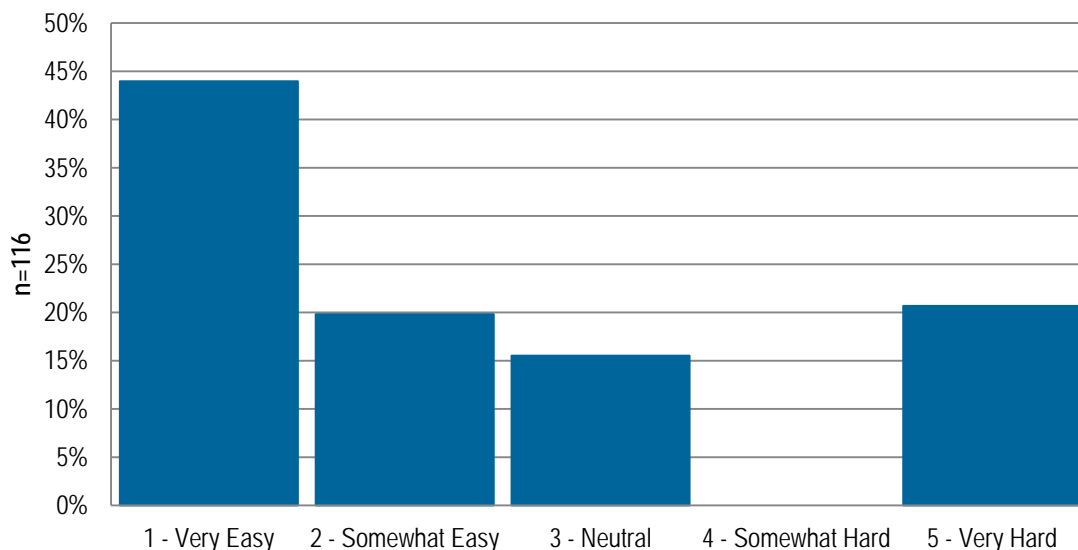
Likewise, a large majority of respondents (85%) reported finding a parking space within two blocks of their destination, with many finding a parking spot on the same block as their destination. Average distance to destination amounted to just over one block away, also estimated using the midpoints of the block-distance ranges for the response options.

Figure 6-3 Downtown, Distance from Parking Space to Destination



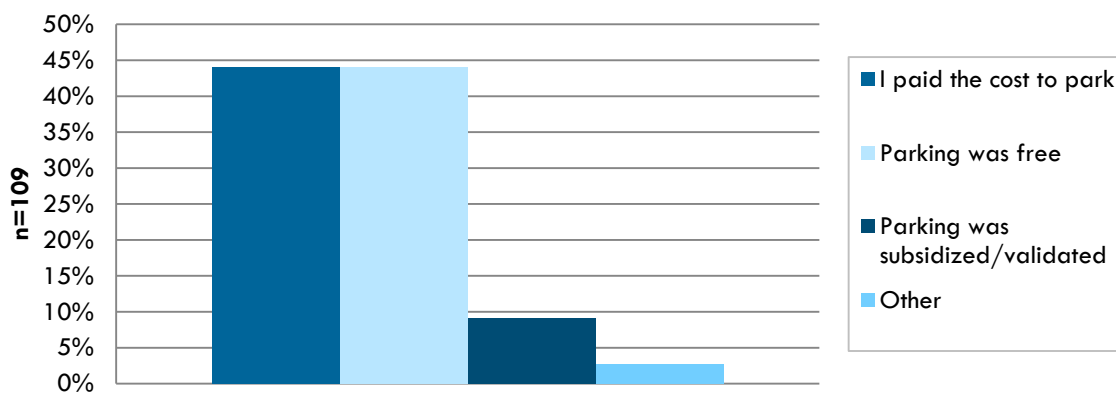
Respondents were asked to rank the ease of finding a parking spot, with "1" being "very easy" and "5" being "very difficult". As Figure 6-4 shows, the average ranking landed slightly toward the "easy" end of the scale, at 2.34, with 44% ranking it "very easy" and 21% ranking it "very difficult."

Figure 6-4 Downtown, Ease of Finding a Parking Space



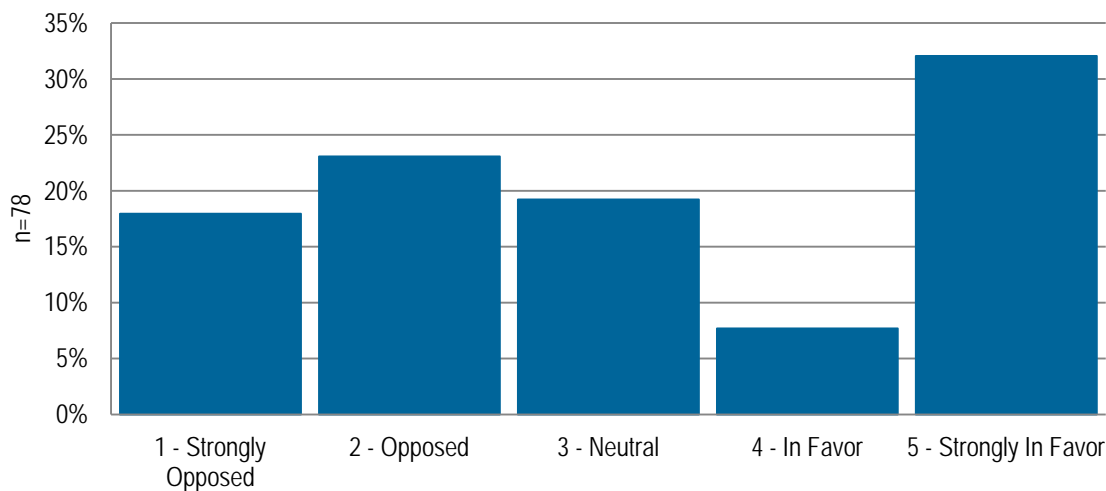
Nearly 45% of respondents reported finding free parking, and an additional 9% reported having their parking subsidized (Figure 6-5). Most people reporting the use of parking subsidies said their employer was the source of the subsidy, though a few people noted that their company's lease included free parking.

Figure 6-5 Downtown, Who Paid for Parking



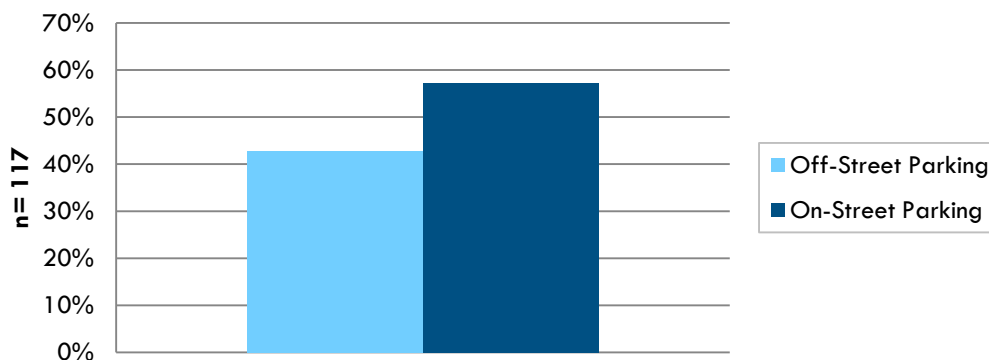
Respondents were asked to rank their willingness to pay for parking, with a rating of "1" for "strongly opposed" and "5" for "strongly in favor." As Figure 6-6 shows, while 32% of respondents indicated they would be willing to pay more for convenience, the average rating amounted to a roughly neutral 3.13.

Figure 6-6 Downtown, Willingness to Pay for Parking



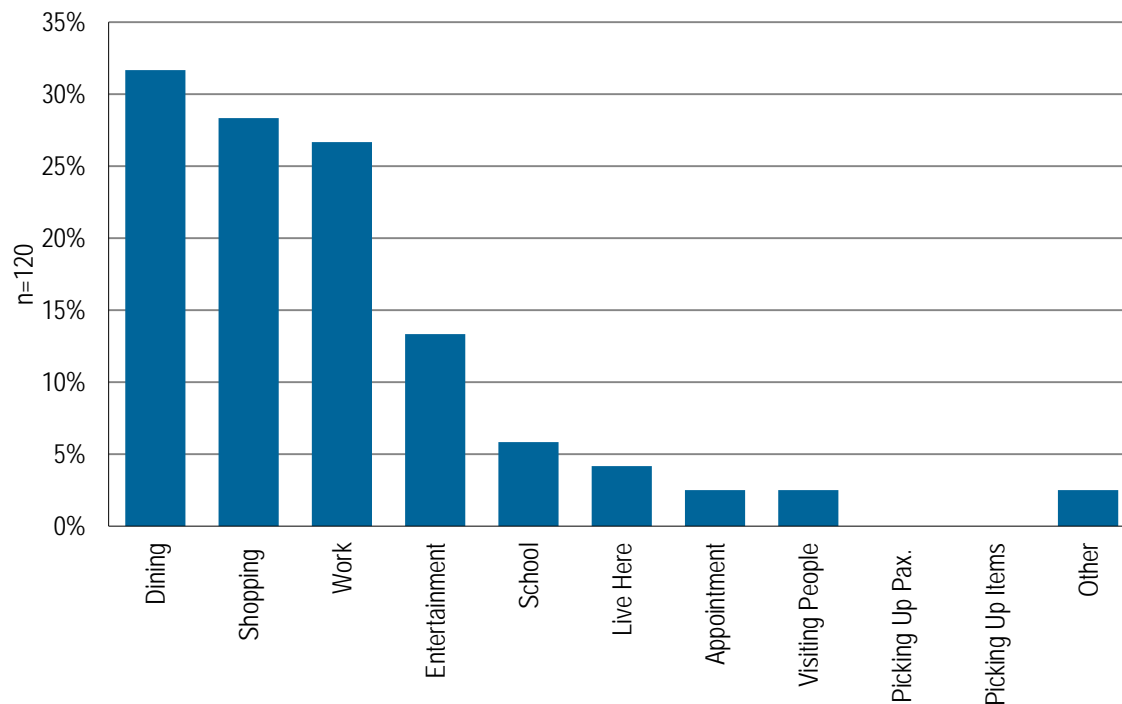
There was a fairly even split between location of respondent parking, with 57% parking on-street (Figure 6-7). Respondents traveling to the area for shopping, dining, and entertainment purposes noted that on-street parking is preferable for those activities. Of those parking in Downtown Salt Lake City for work, a majority reported parking in off-street garages or lots (65%).

Figure 6-7 Downtown, Type of Parking Spot



A large share of survey respondents reported coming downtown to shop, dine, or participate in other entertainment activities, though those coming to work also made up a large share of the sample (Figure 6-8). Few people surveyed were residents or visiting downtown residents.

Figure 6-8 Downtown, Primary Trip Purpose



Note: Percentages may not add up to 100%, as respondents were able to select multiple trip purposes.

Respondents were asked to suggest ways to improve the downtown parking system, and a majority focused on: the price of parking, the availability of parking, and communications about where to find parking and how long one can park. Among respondents, 32% advocated for more free parking, while 7% expressed an interest in new methods of payment (including new meters and mobile payment applications). Sixteen percent of individuals advocated for a larger parking supply, while 6% expressed frustration and/or confusion with the new downtown buffered bicycle lanes. Lastly, business owners and employees noted that customers felt confusion about where and when they could park downtown, and how to find and pay for parking (8% of comments). As one respondent said: “Customers are always asking if they are OK to park nearby. Customers are really confused about when and where to park when they come.”

While many noted potential improvements, 13% of individuals expressed contentment with existing parking prices, configuration, and availability. A few expressed an interest in more transit and infrastructure to discourage the dependency on automobiles.

Demographics

The average number of respondents for the optional demographic questions amounted to 65 people, or 53% of the total respondents for the remainder of the parking survey. Key demographic information:

- Vehicle occupancy among respondents averaged 1.83 people per vehicle. The majority of vehicles were occupied by one to two persons, or 52% and 28% respectively.
- The sample skewed toward a younger demographic, with the majority under age 44. Of the demographic groups, a plurality of respondents, 35%, were in the 25-34 age range.

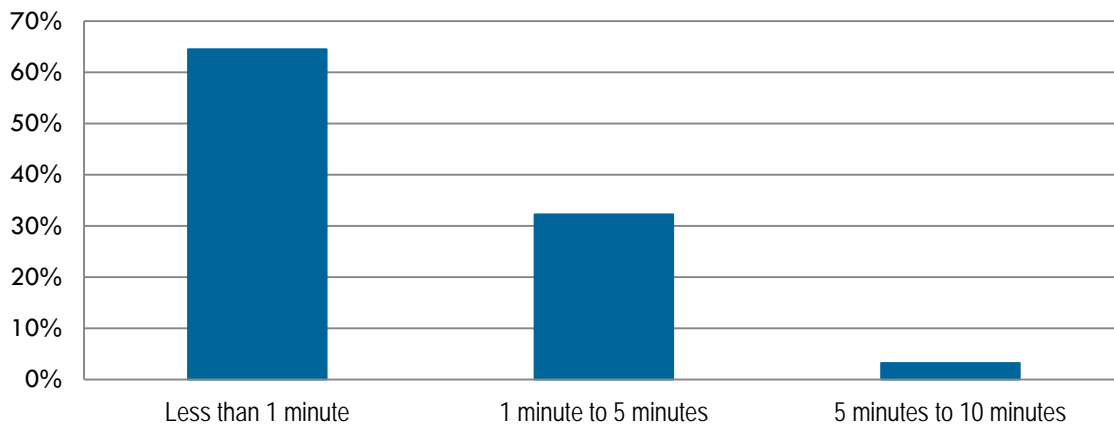
- The sample skewed toward higher income brackets, with a majority earning over \$50,000 per year. A plurality of drivers, 37%, reported earning between \$50,000 and \$74,999.
- Professions were quite diverse among respondents, with the most common professions being sales/retail (16%), student (15%), and healthcare professionals (13%). Other industries of note included professional services, such as legal or finance professions, education and social services, and technology.

SUGAR HOUSE

Individuals parking in the Sugar House area generally expressed contentment with the cost of parking (which is largely free). Some respondents suggested the need for an increase in the parking supply, particularly on-street parking closer to their destinations, though respondents generally found parking quickly and within close proximity to destinations.

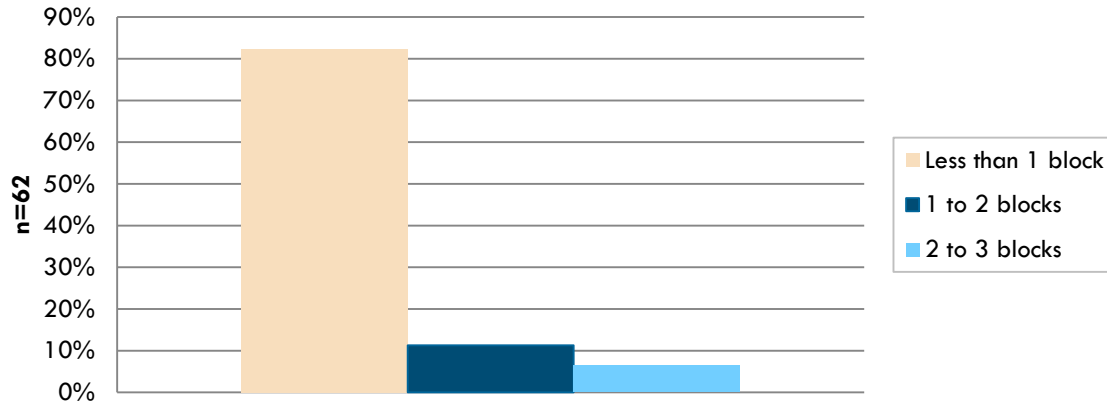
As in Downtown, a majority of Sugar House respondents reported finding parking almost immediately, and 97% reported finding parking within 5 minutes. Average parking search time, calculated in the same way as it was for downtown, amounted to just under 1 minute 30 seconds.

Figure 6-9 Sugar House, Duration of Parking Search



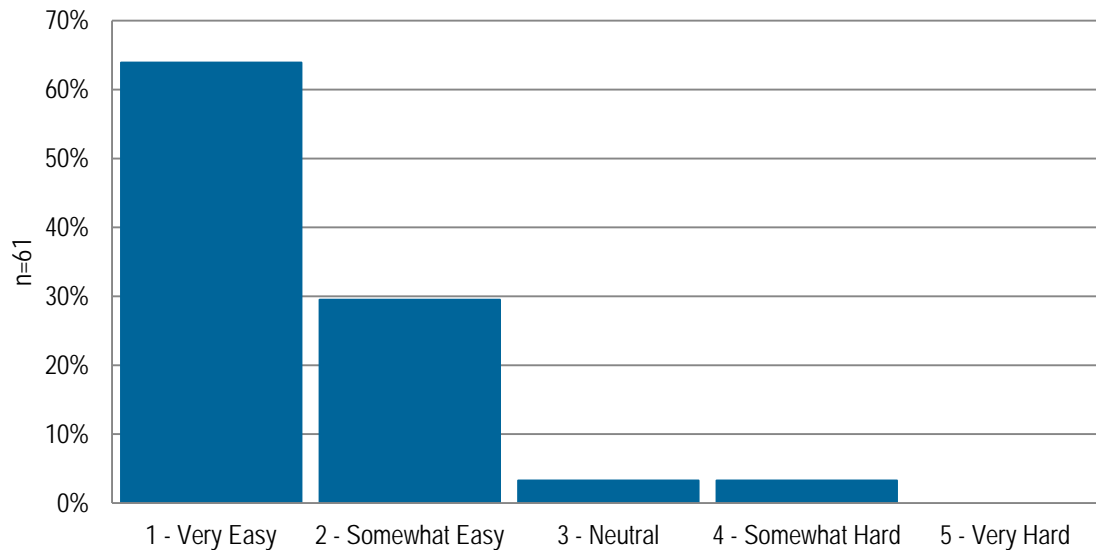
A large majority – 93% – also reported finding a parking spot within two blocks of their destination, with many finding one on the same block as their destination (Figure 6-10). The average distance reported amounted to less than one block away, calculated in the same way as noted above.

Figure 6-10 Sugar House, Distance from Parking Space to Destination



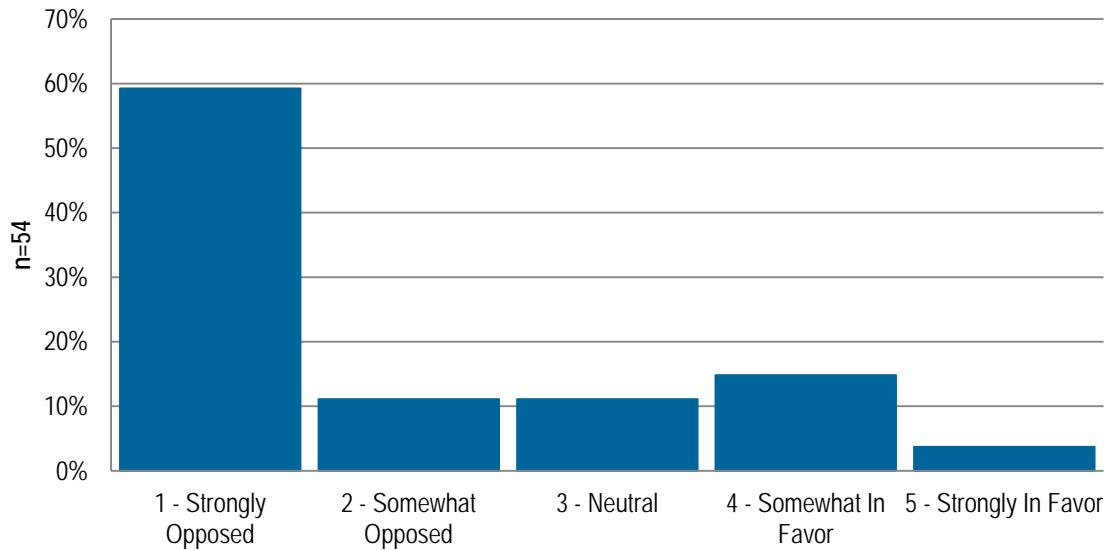
At 1.46, the average rating for the ease of finding a parking space was more toward the “easy” end of the scale than it was for the Downtown sample. As Figure 6-11 shows, 64% ranked it very easy (1) and 30% ranked it somewhat easy (2).

Figure 6-11 Sugar House, Ease of Finding Parking



As Figure 6-12 shows, Sugar House respondents were generally opposed to paying for parking, even if it meant greater convenience. Ratings on a scale with "1" as "strong opposition" and "5" as "strong support" averaged 1.93. Only 19% of respondents indicated they would be "very" or "somewhat" willing to pay more to find a more convenient parking space.

Figure 6-12 Sugar House, Willingness to Pay for Parking



A small majority of respondents reported parking in an off-street lot, as Figure 6-13 shows. The most popular trip purposes were dining, shopping, and entertainment, with few reporting that they traveled to the area for work (Figure 6-14).

Figure 6-13 Sugar House, Type of Parking Spot

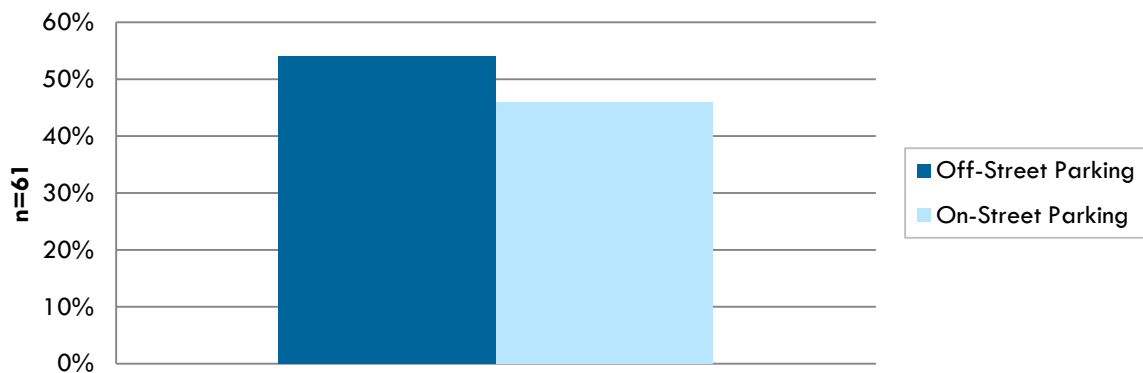
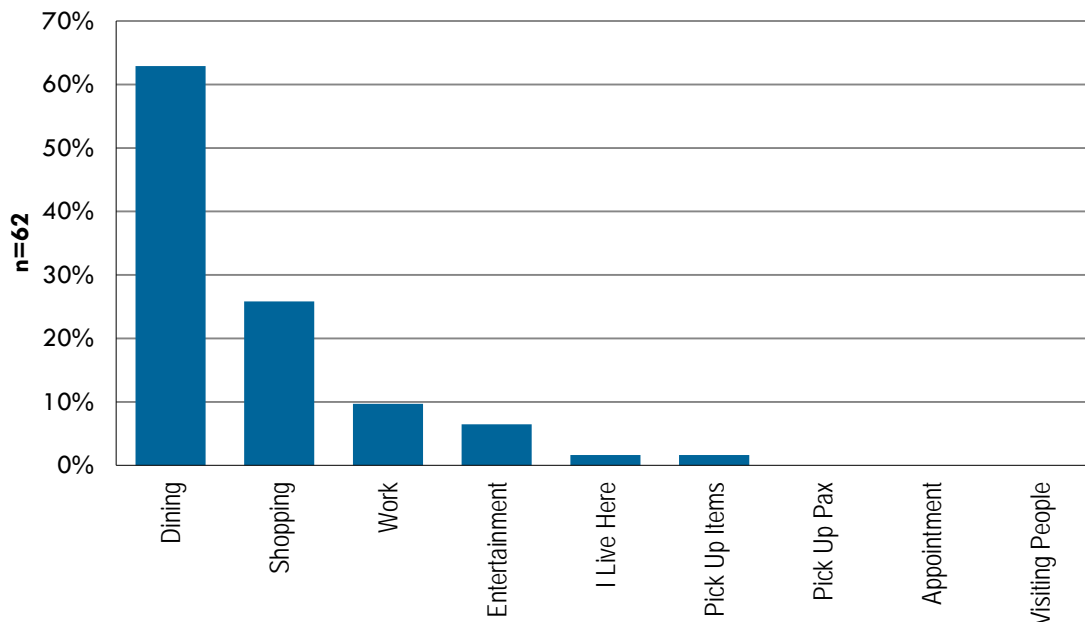


Figure 6-14 Sugar House, Primary Trip Purpose



Note: Percentages may not add up to 100%, as respondents were able to select multiple trip purposes.

While many respondents advocated for potential improvements to the parking situation in Sugar House, a plurality of respondents expressed general contentment with existing parking in the area (44%). Among open-ended comments, most fell into two categories: the price of parking and availability of parking. Seventeen percent of respondents indicated that parking should remain free, while 11% of respondents expressed a willingness to pay for more convenient parking. In addition, 11% of respondents communicated a need for increased parking supply, both on- and off- street. Six percent of respondents noted confusion related to parking regulations, with some advocating for better wayfinding and signage. An additional 6% of respondents would like to see more transit investment in the Sugar House area.

Demographics

Only a small number of those surveyed (18) responded to the demographic questions. From this limited set of responses:

- Vehicle occupancy among respondents averaged 2.11 people per vehicle.
- A plurality (37%) of drivers fall in the 35-44 age range.
- There was an even split between those earning less than \$15,000 and those earning \$50,000-\$74,999 per year.

DISCUSSION

Large majorities in both study areas reported finding a parking space close to their destination and with minimal search time. Coupled with occupancy information reviewed in previous chapters, this indicates that parking supplies in both areas are at very least sufficient to meet demand in both areas. More rigorous management and clearer wayfinding might improve overall

satisfaction in each area and could help even out demand across each study area, helping those who are unable to find a space on a given block find one nearby.

While Sugar House respondents were generally opposed to parking pricing, an evaluation of adding meters and other pricing mechanisms in the highest-demand areas is warranted to help ensure that parking supplies remain sufficient even with further development in the area.

7 STAKEHOLDER INPUT

This chapter provides a brief summary of the Nelson\Nygaard team site visit from July 28th to July 30th. Included below is a distillation of the staff and consultant discussions, stakeholder interviews, and the parking workshop. Feedback and input is organized according to key themes in order to provide a concise overview of the discussions. This information is intended for team reference and to frame the future direction of the project, including the development of recommendations. The following stakeholder groups from the Downtown and Sugar House study areas were involved in the discussions:

- Sugar House Community Council
- Business owners
- Parking operators
- Property owners
- Developers
- City staff representing Planning, Redevelopment, and Transportation

STAKEHOLDER INTERVIEWS

Customer Experience

- Parking is not a pleasant experience for visitors or customers as information is limited about where parking is available.
- There is a consistent feeling that the parking experience is punitive --> fear of getting tickets or getting towed.
- New kiosks are much better, but some still are confused, especially with the space numbering posts.
- Culture of Utah is suburban, and for many coming to downtown is the only time they will ever pay for parking. That different experience is difficult for many to overcome.
- Valet parking has been a welcome addition. More is needed.
- Use of on-street spaces for “active” uses takes away parking, but added activity is worth it for businesses.

Sharing of Parking

- Parking is not shared optimally amongst uses. For the most part, each parking lot/garage is its own “fiefdom.”
- More efforts are needed to share/lease private spaces in downtown.
- Sugar House is a particular area of concern --> more and more businesses are making their parking “private” and ticketing/booting those who park in their lot and then shop elsewhere.

Supply of Parking

- There was consistent feedback that the existing supply of parking is adequate both in Downtown and Sugar House.
- “You can find parking easily if you are willing to walk a block.”
- “People in Utah hate to walk for parking. There is an expectation that you should be able to park right in front.”
- For all but the busiest days of the year, there is a substantial amount of parking.
- SLC does not have a supply problem, but a management problem with its current supply.
- Additional bike parking is needed in Sugar House. Development community has mixed feelings about city requirements to provide more and more types of bike parking.

Wayfinding

- Wayfinding is universally disliked and identified as a major priority.
- Signage is not consistent, is confusing (sometimes intentionally), lacks adequate information, is ugly, is outdated, and is in the wrong places.
- Meter posts are confusing --> need to be assigned to each specific space.

Parking and Access

- The amount and management of parking being built is having negative impacts on walkability, especially in Sugar House. The master plan calls for “park once,” but the way the parking is managed makes people drive from location to location and discourages walking.
- Downtown has strong transit access in most cases, so it is easier to support reduced parking and shared parking. Sugar House has less access to transit --> the parking code reflects TOD, but there is no “T” in the “TOD” yet.
 - Sugar House streetcar is a great start, but it is isolated and is not time competitive with driving. More transit service is a key part of the parking solution in Sugar House.

Zoning Code

- There is a general sense that the zoning code requires roughly the right amount of parking, and maybe is even still a bit too high.
- Some indicated that the requirements are about right, but did not want to see them go any lower.
- Property owners/developers indicated that their buildings are generally overparked. For example:
 - 222 Main St. is parked at 2 per 1000 and have not run out spaces
 - Office built at 3 per 1000, but use at 2.2 and sell the remaining
 - Sugar House residential: parked at 1.36 stalls per unit used at .94 per unit
 - Liberty City: parked at .75 stalls per unit, utilization at .67 stalls per unit
- Limited use of unbundling --> not how we want to market units right now
- Growing use of TDM strategies as there is a recognition that building less parking makes a lot of financial sense

Management

- City has strong policies and plans to facilitate/encourage parking best practices, especially around shared parking and coordinated management. Those policies have not been implemented. Why?
 - Who is going to pay for it?
 - Lack of internal city staffing to lead
 - Lack of resources, especially with business/community groups that might take a lead role
 - Businesses/property owners haven't been presented with a case for why sharing and cooperation will benefit them
 - "Everyone in it for themselves."
 - Mix of business cultures, especially in Sugar House --> big box/corporate vs. smaller businesses
 - Certain property owners/businesses have a lot of power under current system and no incentive to engage

Enforcement

- Enforcement is targeted in areas where City gets significant complaints or requests. Enforcement is fairly consistent.
- PCOs are helpful and have a strong sense of customer service.
- There is a sense of more and more spillover into residential neighborhoods from new development in adjacent commercial and/or mixed use areas
- Sugar House has limited residential enforcement. City does not enforce in commercial lots.
- Not ready for meters in Sugar House. 2-hour limits seem about right for on-street spaces.
- Citations are \$25, which is low relative to many cities

Priority Solutions

- Create a unified wayfinding program. Make it easy to find parking. Use technology when possible.
- Clarify parking spot numbering for kiosks.
- Prioritize shared parking, especially with lots/garages that have underutilized spaces after office hours.
- Manage more comprehensively. Find the right entity/structure to do it.
- Address key challenges with zoning code.

WORKSHOP

On May 29th The Nelson\Nygaard team facilitated a workshop on parking for city staff and key stakeholders. The workshop included a presentation about the project goals, findings from the data analysis, and a discussion of parking best practices and precedents. The second part of the workshop included a series of tradeoff exercises asking stakeholders for their feedback on parking issues and potential solutions. The workshop concluded with a site tour of Downtown and Sugar House. Figure 7-1 through Figure 7-3 summarize the input.

Figure 7-1 Issues and Challenges

Higher Priority	Mixed Opinion	Lower Priority
Improve flexibility with parking code.	Minimums and maximums need to be adjusted.	Providing more parking.
Simplify parking code.	Amount of turnover and spillover into residential neighborhoods.	Consistency of enforcement.
More parking data is needed to improve decision making.	Attractiveness of garages/lots.	Make it easier to pay for parking.
3rd party vendors have been difficult to work with.	Safety to/from parking facilities.	
Improving accessto/use of off-street lots.	Changing 2-hour time limits.	
Internal oversight is split b/t too many departments.		
Need for improved public/private agreements.		
Amount of land dedicated to surface lots.		
Improved signage and wayfinding.		

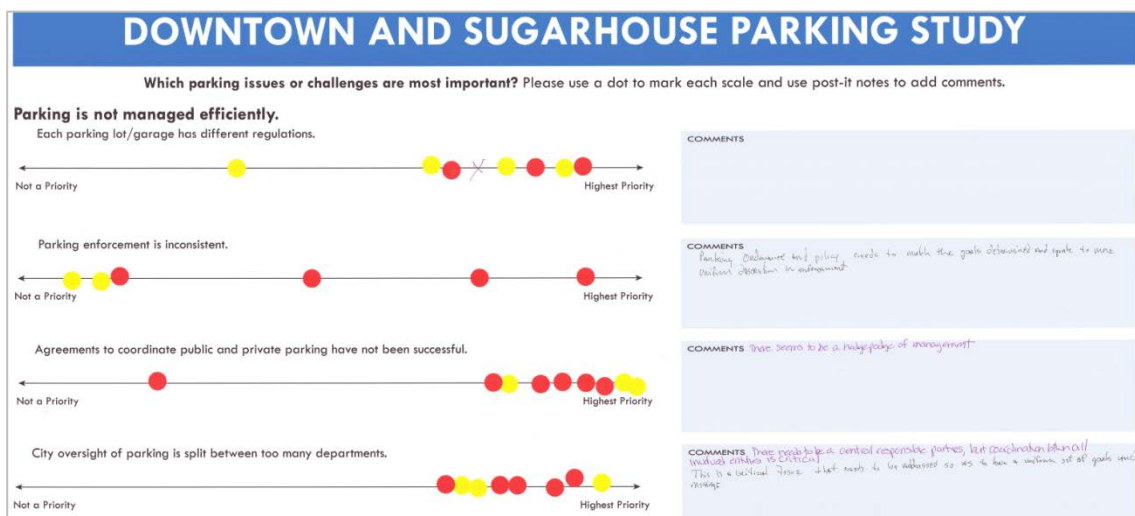
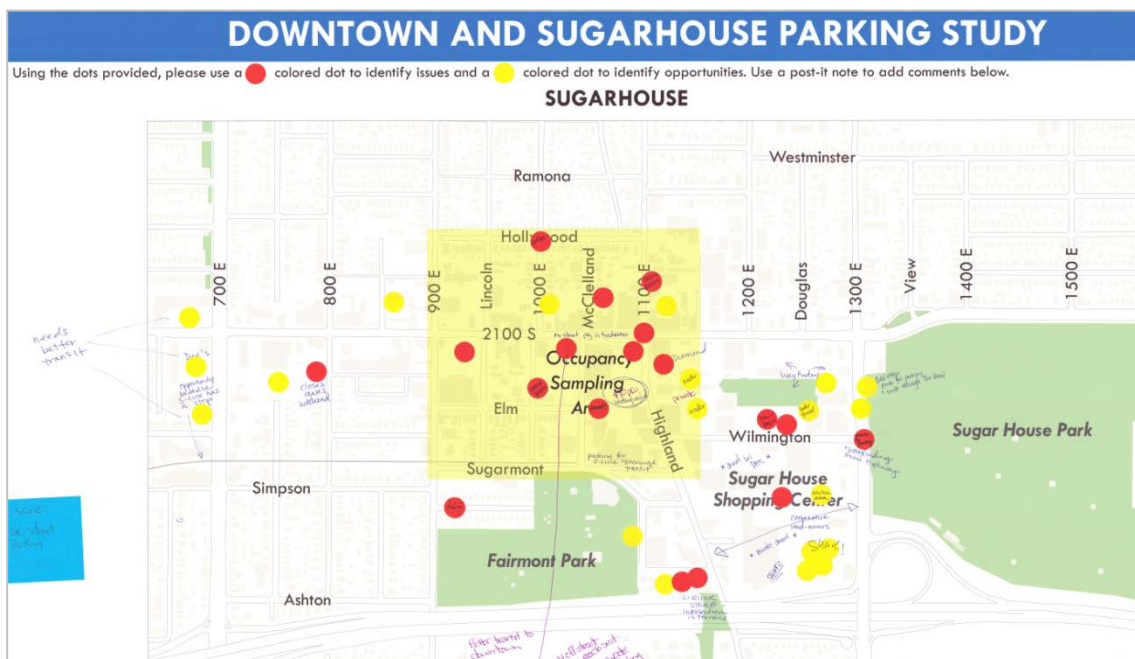
Figure 7-2 Potential Solutions

Strong Consensus	Limited Consensus
Prioritize shared parking and park once environments.	Design residential permit programs to limit parking to residents.
Improve wayfinding and signage.	Eliminate minimums and maximums.
Implement unbundling to allow residents to choose if buy parking.	Allow in-lieu fee for 100% of parking requirement.
Implement more strict design standards for parking facilities.	Parking revenue to General Fund vs. keeping revenue local.
Adjust pricing based on demand. Manage parking based on specific targets/thresholds.	
Maximize use of parking technology.	
Manage parking via a single entity.	

EXISTING CONDITIONS ANALYSIS | DOWNTOWN/SUGAR HOUSE PARKING STUDY

Salt Lake City

Figure 7-3 Example of Workshop Activities



POTENTIAL SOLUTIONS

- Exempts permit holders from on-street parking restrictions

- Minimizes long-term, spillover parking from adjacent land uses and promotes turnover

- On-street spaces are perceived as "private" spaces
- Permit costs should be set to recoup program costs and/or incentivize reduced vehicle ownership
- Number of permits issued should correlate to on-street inventory

- Use of the parking supply by all uses via a centralized and common pool of shared, publicly-available spaces

- Reduced congestion related to parking
- Reduced parking supply and development costs
- Improved walkability - motorists are now pedestrians

- Requires a shift in mentality about parking
- Requires strategic placement and pricing of parking

- Signage that helps locate parking and provides relevant parking information

- Reduces search time by directing motorists to available parking spaces. Improved user experience.

- Installation and operational costs, especially with real-time

[illegible]

Each use has parking, more VMT, less peds

Shared parking, more peds, less direct parking access

COMMENTS

Singer thesis needs a generalised shift and education on role of parenting + kindergarten
"they love food" of Singer thesis but don't realise that since the scope of
"what's wrong"

Enth: BT + exp. set paid significant public + private participation research investment
in research due below.

ok to proceed for General policy. It's stated that it is a national
committee (or not) to find out how to have a different policy development
for the Singapore schools could be provided.

COMMENTS

Sampling from bootstrap the start and keep some splitting + shuffling.

Sampling + shuffling are critical ingredients for both DT + RF (After almost 2000 trials)
to "simulate" the user experience (for all modes), + create a *different* experience.

Help and + have tried to look for some precise specifications. Could be clearer and more precise.

8 APPENDIX

Appendix 1 TBOPS Monitoring Times

Study Area	Camera Number	Date	Earliest Data Point	Latest Data Point
Downtown	1	June 2	11:17 a.m.	9:08 p.m.
	2	June 2	11:26 a.m.	9:08 p.m.
Highland Street (Tuesday)	1	June 2	9:02 a.m.	9:03 p.m.
	2	June 2	9:35 a.m.	8:57 p.m.
Whole Foods	1	June 3	7:06 a.m.	9 p.m.
	2	June 3	7:02 a.m.	7:17 p.m.
	3	June 3	7:02 a.m.	8:11 p.m.
	4	June 3	1:06 a.m.	4:30 p.m.
24 Hour Fitness	1	June 4	2:12 a.m.	10:29 p.m.
	2	June 4	4:09 a.m.	10:06 p.m.
	3	June 4	7:04 a.m.	9:52 p.m.
	4	June 4	7:05 a.m.	6:44 p.m.
Highland Street (Saturday)	1	June 6	2:50 a.m.	11:50 p.m.
	2	June 6	7:25 a.m.	11:37 p.m.



MEMORANDUM

To: Cris Jones, Salt Lake City

From: Nelson\Nygaard Team

Date: September 11, 2015

Subject: Downtown and Sugar House Parking Study – Leading Practices
Review

Improving parking management and coordination is a key strategy Salt Lake City can use to enhance oversight and the customer experience at the same time. This memorandum describes the components of a more unified parking management approach and points to case studies that illustrate various strategies utilized in other cities.

In Salt Lake City today several city departments manage different aspects of the parking system, and private operators have direct control over the vast majority of off-street parking. The current framework leads to several problems, outlined in the Existing Conditions Analysis

In response to these challenges, Nelson\Nygaard has compiled case studies highlighting best-practice elements of a parking management framework the city could collaborate with the private sector to implement. Concepts detailed include:

1. **Streamline Management.**
2. **Facilitate Shared Parking.**
3. **Unified Wayfinding and Branding.**
4. **Transparency and Coalition Building.**

The following section provides detailed overviews of these concepts, including their advantages and potential implementation challenges. The memorandum closes with a series of case studies, each illustrating one or more of these concepts. Note that no case study can be fully representative or applicable, but there are elements of each that can translate to Salt Lake City's unique context.

OVERVIEW OF CONCEPTS

Streamlined Management

In a streamlined parking management system, parking oversight and management functions would be integrated under one city department. While other departments may be charged with

executing a portion of the parking program (i.e. the civil enforcement division for parking enforcement), the new internal department would have decision-making authority over the city's parking strategy as a whole, setting policies, monitoring inventory and utilization, managing residential permit programs, and overseeing other parking-related activities. In some cities, these functions are integrated into a larger transportation department, with oversight and/or management responsibilities for other modes. In others, the functions are administered by a separate department or authority, with a board appointed by elected leaders. Figure 1 shows several examples of management structures in central cities across the United States.

Figure 1 Parking Management Structures in U.S. Central Cities

City	Public Functions Consolidated?	Structure	Management
Albuquerque ⁱ	Yes	Division of the Department of Municipal Development	Executive Department
Denver ⁱⁱ	Yes	Office in the Department of Public Works	Executive Department
Omaha, Neb. ⁱⁱⁱ	Yes	Division of the Department of Public Works	Executive Department
Philadelphia ^{iv}	Yes	Philadelphia Parking Authority	Majority of board appointed by the governor of Pennsylvania
San Francisco	Yes	Parking and Enforcement under SFMTA	One division in SFMTA, board appointed by Mayor

Advantages

Advantages of a streamlined parking management system, regardless of form, include the consolidation of responsibility from multiple city divisions into one entity responsible for setting and implementing parking policy and regulations. This can enable more effective negotiations with private operators, more intuitive and coordinated pricing to incentivize behaviors aligned with broad transportation policies, better monitoring and data-collection, and more efficient policy implementation.

Potential Implementation Challenges

Implementing either of these strategies requires, at the very least, restructuring government functions. Establishing a quasi-independent parking authority likely requires legislative action and institution building. Any changes in this direction will require strong political leadership and reallocation or augmentation of city resources to parking management.

Shared Parking

When two or more uses are in close proximity to each other and have different peak usage periods, they can share a smaller number of parking spaces than they would build if they were

required to separately accommodate each use's peak demand. The Salt Lake City zoning code allows for a reduction in parking requirements where shared parking is possible, but the city can further incentivize the use of existing parking supplies and reduce the need for expensive structured parking in developing areas like Sugar House by adjusting the shared parking provisions of the code and facilitating shared parking agreements.

Some cities have maximized shared parking by facilitating the public use of private parking during a given building's off-peak hours (i.e. the evening in a parking lot associated with an office building). Increasing the share of parking in a given area that is open to public use can also help justify reduced accessory parking requirements, which can in turn ensure that more land is reserved for active uses.

There are multiple ways of executing shared parking, including:

- Negotiate shared parking agreements with owners of existing private supplies (as in Sacramento)
- Require or encourage new developments to open a portion/all of parking to public use (as in Arlington)

Many privately built garages are designed to keep the public out, and physical improvements might be required to allow public access or separated public/private access. In these cases, the city can finance or implement the improvements for the owner and pay itself back through parking fees. This kind of agreement can make the shared parking arrangement more attractive for the lot owner.

Advantages

Shared parking can help maximize the use of land in commercial districts and other areas by rationally reducing parking requirements associated with individual uses and opening up existing supplies to public use, thereby reducing the need for the city to independently build and manage parking. Where shared parking agreements call for the city to manage a given set of parking spaces, they can also open new revenue streams in the form of parking fees. In addition, land that would have gone to parking can be freed up for development, public space, or other more active and/or economically productive uses. Finally, shared parking agreements increase coordination between parking operators and the city, improving the customer experience by making management of a larger share of an area's supply consistent.

Potential Implementation Challenges

Shared parking requires individual agreements with parking owners and operators, and it can be a labor-intensive process to engage individual owners to reach agreements. Parking owners' needs and facilities will likely differ, and as a result, one-size-fits-all agreements are typically not possible. In addition, parking owners may be weary of liability issues inherent in members of the public using their facility. In some cases, the municipality has covered liability for public users. Finally, once shared parking agreements are in place, the city will likely need to invest in a database of facilities and create resources and technical assistance for entering into these agreements and successfully managing shared parking.

Unified Wayfinding and Branding

Clear and consistent wayfinding and branding can help guide motorists to the parking space that is most appropriate for them, given desired length of stay, destination, and willingness to pay for parking. This can improve parking management by distributing parking demand across a larger share of the supply, ameliorating the uneven demand patterns that are evident today. A wayfinding and branding program typically includes both static and dynamic signs that have a consistent set of colors, fonts, and directional cues reflective of the character of the neighborhood. This visual identity can extend to smartphone apps and websites that describe transportation options, detail parking costs and regulations, and lay out where parking facilities are located.

Advantages

Wayfinding and branding can improve the customer experience and reduce driver frustration by decreasing time spent circling for parking and setting appropriate expectations for the cost and availability of parking in a given area. Consistent signage and branding can also help reinforce the character of a given area while providing motorists with clear visual cues. It can also clarify discrepancies between actual and perceived parking conditions (i.e. by showing the significant number of available off-street spaces when on-street spaces are near capacity).

Implementation Challenges

A comprehensive wayfinding and branding program requires a significant up-front investment in infrastructure and technology and a commitment to maintenance and consistency in communications after the program is implemented. Getting the private sector to adopt the new approach will likely require changes to signage regulations and/or incentives.

Transparency and Coalition Building

Using new parking revenue streams to directly finance parking management and improvements, as well as local streetscape and other public space improvements can help build public support for effective parking management. This approach is typically executed through an official parking benefit district or authority. Streetscape improvements could include wider or more accessible sidewalks, lighting, bicycle lanes, art, and wayfinding signage. Such improvements can draw additional visitors to an area and improve business conditions.

Execution of this strategy typically requires:

- Adoption of a city ordinance
- Creation of a governing/oversight body
- Implementation of paid parking
- A clear expenditure plan with input from local business owners, property owners, and community members
- Ongoing evaluation and management

Advantages

This strategy can help the public and local businesses embrace effective parking management by explicitly reinvesting revenues in the community, instead of opaquely mixing them into a city's general budget. It can create a dedicated funding source for local improvements that might not otherwise be made, while also bringing all of the benefits of effective parking management, including preventing parking spillover, encouraging the efficient use of curbside spaces, and reducing the need for new parking structures.

Implementation Challenges

Challenges include additional administrative and management costs. The strategy also diverts parking revenue from a city's general fund or transportation budget, where parking revenues typically go. Revenue may also fluctuate annually, depending on seasonal demand or health of the local economy. As such, the ability to finance local improvements may change year to year.

CASE STUDIES

Omaha, NE

Example of: Streamlined Parking Management

Omaha's Parking Division manages nearly 5,000 metered on-street parking spaces and more than 4,500 off-street spaces in the city's downtown. The department also manages parking enforcement, the residential permit parking program, and parking studies, bringing all parking-related functions under the same roof. The division sits in the city's Department of Public Works and was established recently, based on a 2011 Parking Management Plan.¹

The city's parking functions used to be spread across five executive departments, including the Police, Public Works, Finance, Planning, and Parks, Recreation, and Public Property departments. The 2011 report recommended that all functions be brought under a single parking manager, housed in the Department of Public Works, that would oversee all parking-related functions. The division now aims to support itself, "generating enough revenue to support operations, maintenance and necessary improvements while balancing parking supply and demand within the City of Omaha."²

There are some private off-street lots in the city's downtown, but much of the off-street supply is owned and operated by the Parking Division. A downtown parking map, linked from the Parking Division's website, shows both public and private supplies and lists the number of spaces in each facility. The map also indicates curb-site regulations.

¹ Walker Parking. "Omaha Downtown Improvement District Parking Management Plan." City of Omaha and Metropolitan Area Planning Agency, November 8, 2011.

² City of Omaha. "Parking." Retrieved from <http://www.cityofomaha.org/pw/index.php/residents2/parking?highlight=WYJwYXJraW5nIl0=> on 9/11/15.

Sacramento, CA

Example of: Negotiating parking agreements for existing private facilities

The City of Sacramento has actively sought shared parking agreements with private lot owners, with the support of the city managers and elected officials. The city offers parking management services and offers to partner with private owners to “maximize parking accessibility, minimize some of the challenges that may exist, and maximize revenues.”³ As of November 2012, the city has agreements with seven parking lots. Each shared parking agreement is designed for the specific situation, and covers revenue sharing, time restrictions, and the portion of a given private supply that the city will help manage.

These shared parking agreements offer the city a number of advantages. It helps improve parking management by making more of existing parking supplies publicly accessible. This can be particularly helpful in areas with high levels of on-street demand or low levels of publicly accessible off-street supply.

The city also sees several financial advantages to shared parking arrangements. Although the agreements vary from one lot owner to another, they generally involve the City assuming the enforcement and liability aspects of parking with the understanding that the majority or all of the spaces are then publicly available (some 24/7, others during non-peak hours). Initially, the city may take on the cost of upgrading the facility to meet regulations. As soon as the lot becomes profitable, the City begins paying itself back for the up-front investments, and once the lot has broken even financially, the city may share the profits with the lot owner (depending on the agreement). The City typically also pays labor costs over the life of the agreement.

Revenue for these types of programs typically come from parking fees and enforcement. The City sets parking rates based on demand in a given area; with the exception of the city’s popular Midtown neighborhood, demand at this time is not high enough to support fees in excess of the point at which the city breaks even from an agreement.

As part of its shared parking policy,⁴ the City generally discourages (but does not prohibit) developers from building stand-alone parking in certain areas. However, if proposed parking is in an area with good current and future commercial activity, the Parking Services department is generally brought into the discussion early in the process. The city is willing to share the cost of parking in exchange for public use, and is actively discussing this with projects that are in the early phases.

³ City of Sacramento. “Parking Management Services.” Retrieved from <http://www.cityofsacramento.org/Public-Works/Parking-Services/Parking%20Management%20Services> on 9/11/15.

⁴ Sacramento Zoning Code, Section 17.608.060, “Alternatives to standard parking requirements; other modifications.” Section A(1)(d): “Shared parking. Required off-street parking facilities may be shared between two separate land uses upon demonstrating that the uses utilize the parking spaces at different times.”

Arlington County, VA

Example of: Facilitating shared parking through regulations and direct engagement with developers

Arlington County's efforts to facilitate the creation of shared parking has focused on incentives via the development process.

The private sector provides most of the public, off-street parking in Arlington County, and county planners have been reluctant to develop stand-alone public parking facilities, in part because minimum parking requirements have created a consistent surplus of parking in most of its transit and mixed-use commercial corridors. In most cases, the "market" for parking has independently led the owners of underutilized facilities to find ways to open up their parking to the public — either during off-peak hours, or even during peak hours when there has still been capacity. County planning staff has further encouraged, incentivized, or even required such practices as a means of generating well-distributed public parking across its key commercial corridors without investing in new facilities. More than 60 private garages are open to public use in the Rosslyn-Ballston Corridor, the county's most densely developed area.⁵

Within site plan agreements for new development within its Metrorail corridors, the county often requires that some or most on-site parking be shared and open to the general public during specified times. The county has also used parking development agreements, in conjunction with joint-development projects, to ensure public parking is included within facilities providing accessory parking to private development. The Columbia Pike District form-based zoning code goes as far as to outline minimum requirements for shared-parking for all private development.⁶

The county encourages the following types of shared parking:⁷

- **Complementary Hours:** Allow access to parking spaces by different users with different usage hours. Residential and office users are an example of user types with complementary hours.
- **Off-site Agreements:** Garages or parking lots with consistently unused spaces or more spaces built than required can enter shared parking agreement contracts that open portions of the supply up to a set of users with similar peaking characteristics.
- **Public Parking:** A garage or parking lot with excess spaces can open access to the public during all hours.
- **Unreserved Spaces:** A parking lot avoids reserved spaces to ensure wider use of individual stalls.

⁵ County of Arlington, VA. "Arlington Master Transportation Plan: Parking and Curb Space Management Element." November 2009.

⁶ From the form-based code: For residential sites larger than 20,000 square feet in land area, "A minimum of 1/8 of a parking space per unit must be provided as shared parking." There is no parking minimum for sites under 20,000 square feet. For commercial sites, one space per 1,000 square feet of gross floor area must be shared parking. Source: "Columbia Pike Neighborhoods Special Revitalization District Form Based Code," Page 7.17.

⁷ County of Arlington (2009).

In each case, the county's parking manager must try to ensure that as many management issues (including pricing and physical and operational issues) are addressed as early as possible in order for shared public parking to properly function. Facility access issues, including operating hours, staffing, configuration, and access management, are challenges the county tries to overcome by encouraging adequate use of wayfinding and security strategies. The county itself has invested in a number of wayfinding systems, including on-street signage and online maps showing parking locations and rates. The county "accommodates restrictions on parking necessitated by unusual security needs," and the county's Master Transportation Plan notes that the potential for these restrictions is "part of the reason for encouraging public parking in many alternative locations."

Seattle, WA

Example of: Wayfinding and Branding

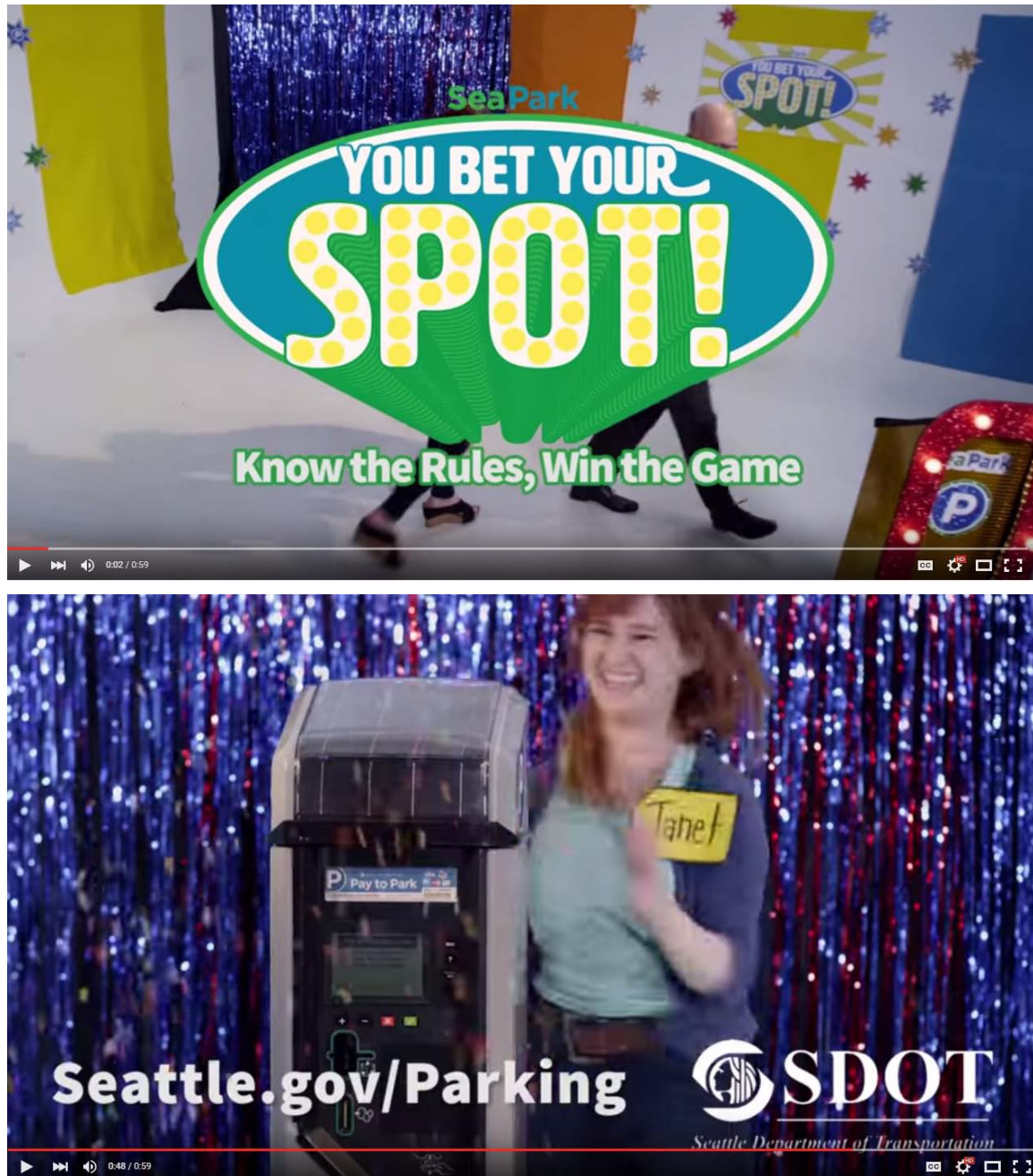
Since 2010, the City of Seattle, under the program brand SeaPark, has annually adjusted on-street parking rates, time limits, and paid hours of operation with the goal of maintaining one to two parking spaces open on each block face throughout the day. The program applies to all metered curb parking spaces in the city (approximately 12,000 spaces across 31 different rate areas).

The goals of the program include helping customers reliably find parking within easy walking distance of their destinations, while ensuring spaces are well used. To achieve this, the SeaPark program has used messaging, branding, and educational videos to engage the public about the new approach to parking.

Public outreach and marketing has been a core element of the SeaPark program since its inception. In addition to public meetings and advisory committees, rate changes are explained to users through the "Play Like A Parking Pro" media campaign which features a collection of humorous educational videos and graphics to inform users of new parking policies.

Figure 2 shows an example of a video introducing the city's new IPS multi-space meters. The video uses a fake game show as a way to build excitement for the new meters and share some of their key features, including the fact that they adapt “based on demand” with changes in price.

Figure 2 SeaPark Marketing Video for New Multi-Space Meters



The marketing strength of the program is also shown in signage used to inform and educate users about parking options. The use of large green “Best Value” signs on blockfaces with less expensive parking and/or longer time limits is among the strategies used to encourage parkers to shift from high-demand blocks to underutilized blocks at the periphery of paid parking areas (Figure 1). An “After 5” makes clear where meters are operational after normal business hours (Figure 2).

Figure 3 “Best Value” Sign in Seattle



Figure 4 “After 5” Sign in Seattle



Image Sources: SDOT

Santa Monica, CA

Example of: Streamlined Management and Wayfinding

The City of Santa Monica owns and operates most shared on- and off-street parking downtown and manages the area's parking system through demand-based pricing and a comprehensive wayfinding, information, and branding system. By ensuring that most downtown properties do not need to provide accessory parking and by strategically locating facilities, the program has been a major reason for the revitalization of the Third Street Promenade, as it has allowed active uses to occupy as much land as possible in the area.

The city manages a large share of the parking system, and a number of private off-street lots participate in the overall shared parking program, as Figure 5 from the city's draft Downtown Specific Plan shows. City staff were able to encourage these private lots to open evenings and weekends, offer parking at market rates, and display city-created parking signs.⁸

The city is also able to share nearly comprehensive real-time information on downtown parking availability and parking prices on its website and on a third-party mobile app called ParkMe. Once visitors are in the area, wayfinding signage, some providing dynamic space-availability information, helps users find off-street facilities with an open space. Figure 3 shows the web display.

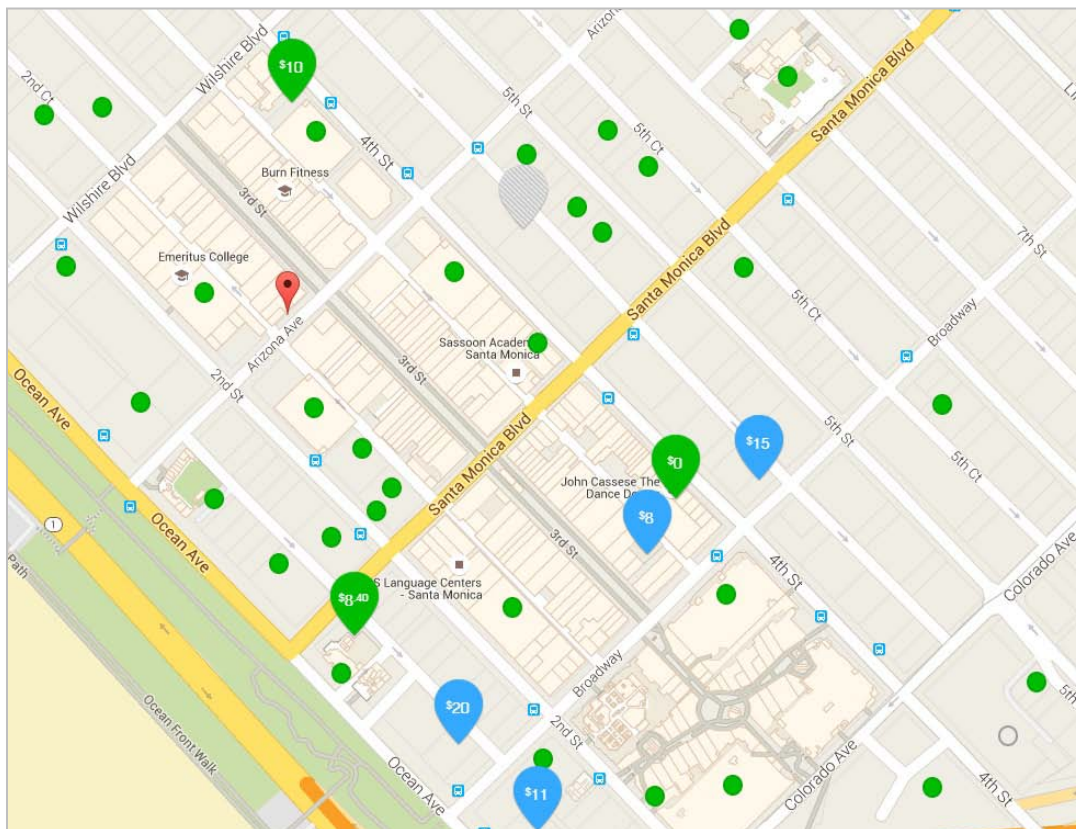
⁸ City of Santa Monica. *Draft Downtown Specific Plan*. February 2014. Page 173.

Figure 5 Downtown Private Lot Shared Parking Participation



Source: City of Santa Monica, *Draft Downtown Specific Plan*, February 2014.

Figure 6 Santa Monica Interactive Web Parking Map



Source: ParkMe via City of Santa Monica website.

San Francisco, CA

Example of: Streamlined Management and Branding

San Francisco established a single brand for its paid on- and off-street parking facilities through the *SFpark* pilot program, which was mainly aimed at testing the effects of coordinating on- and off-street parking prices and adjusting prices based on demand. The visual identity of *SFpark* was applied to wayfinding signage directing people to public off-street facilities as well as metered parking information and the program's website and smartphone app.

Figure 2 shows the program's logo, which serves as the foundation for its visual identity. Signage displaying parking rates, time limits, and other information uses the same basic colors and a consistent set of fonts and styles to create familiarity for users, no matter which city-owned off-street facility they use.

Figure 7 SF Park Signage and Branding



Image Sources: SFMTA

SFpark staff initiated a host of parking management strategies and programs during the course of the pilot program in addition to demand-based pricing for on- and off-street parking facilities and branding efforts. These included:

- Establishing special event parking rates (and extended meter hours) in key areas around the city's Major League ballpark
- Motorcycle parking policies and programs
- Tour bus parking policies and programs
- The "Parking Census" project (a comprehensive inventory of all parking spaces in the City)

The demand-based pricing portion of the pilot ultimately allowed the city to reduce average public-parking prices, both on- and off-street (by 10 cents on-street and approximately 40 cents off-street).⁹ Parking search time declined by 43% in pilot areas, compared to a 13% decrease in control areas, which did not switch to demand-based pricing. As a result, greenhouse gas emissions related to parking search behavior were also estimated to decrease by 30%. Citations also went down with changes that made it easier to pay for parking and by lengthening time limits. Citations per meter in pilot areas went down by 23%, while they went down by only 12% in control areas.

The city's parking functions were previously brought together with transit and roadway operations departments in the late 1990s through Proposition E. Having parking under the same department as other transportation functions has allowed the city to coordinate efforts like parking pricing and bus speed and reliability efforts.

Montgomery County, MD

Example of: Transparency and Political Support

Montgomery County's Parking Lot District (PLD) program is a leading example of streamlining and maximizing the value of area-wide parking supplies by incorporating as many spaces as possible into a common pool of shared, managed, publicly-available spaces. Program revenues are then used to invest in managing the program and expanding the parking supply as needed. At the heart of this strategy is the provision of managed, cost-effective, and strategically located public parking facilities to serve as an alternative to small private facilities.

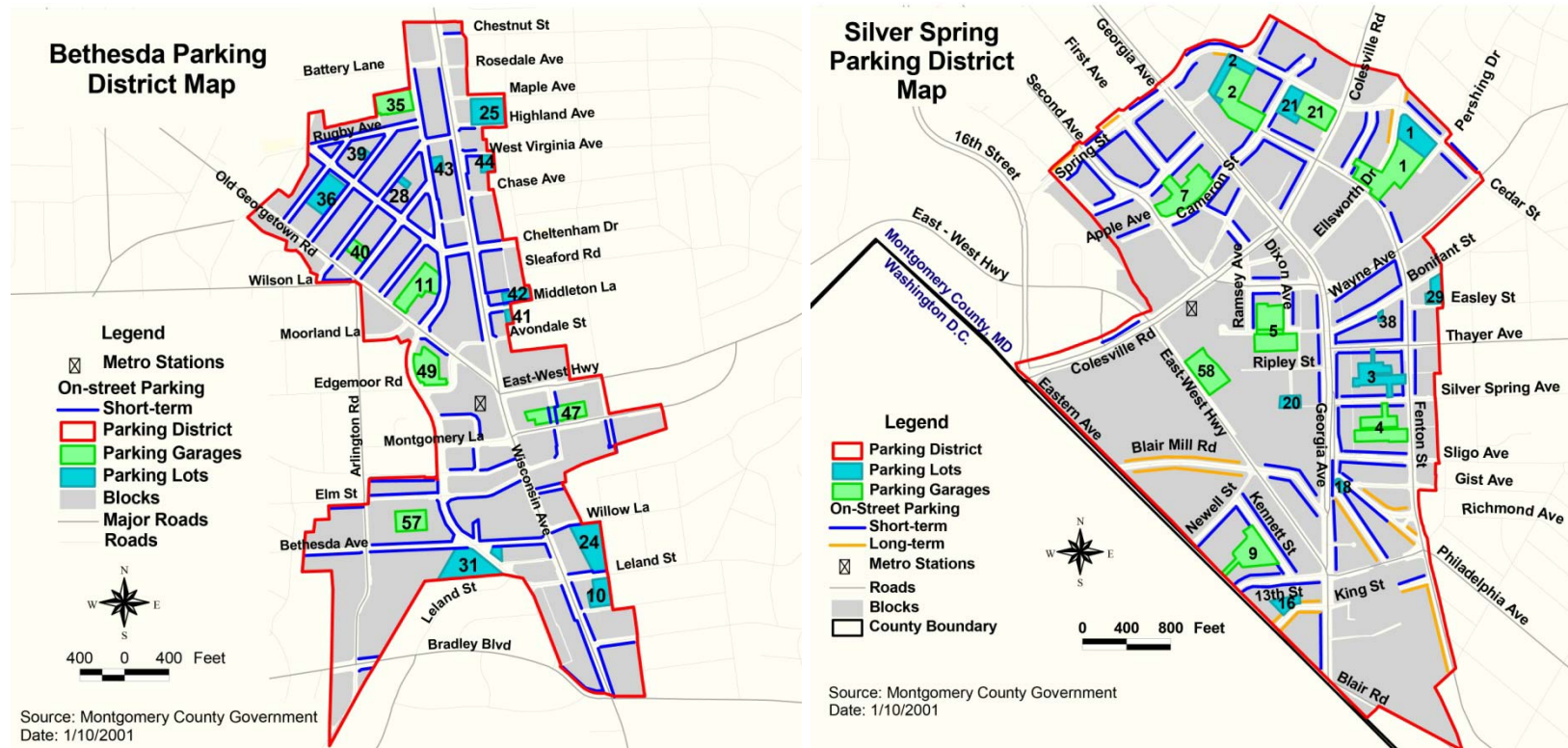
In 2012, program-wide revenue was \$41.5 million, which was primarily used to acquire, build, improve, pay debt-service on, and/or operate parking facilities. There are four PLD districts in Montgomery County, including Bethesda, Montgomery Hills, Silver Spring, and Wheaton. Each of them control a significant share of the overall parking supply in the areas. Silver Spring is the biggest district, with control of more than 11,500 on- and off-street spaces, while Montgomery Hills is the smallest, controlling 129 spaces.¹⁰ Figure 8 shows maps of on- and off-street facilities in two of the districts.

⁹ SFMTA. *SFpark Pilot Project Evaluation Summary*. June 2014.

¹⁰ Office of Legislative Oversight. "Parking Lot District Fiscal Management and Budgeting." January 27, 2015. Report 2015-5, Page 3.

LEADING PRACTICES | DOWNTOWN AND SUGAR HOUSE PARKING STUDY
Salt Lake City

Figure 8 Bethesda and Silver Spring Parking District Maps



Beyond parking investments and program administration, PLD funds can be used to finance parking in mixed-use development projects. PLD funds are also used to support additional county programs that provide and promote transit services, alternative mode benefits, and lighting and streetscape improvements. The districts operate as “enterprise funds,” which aim to cover all expenditures with district revenues.

The combination of managing shared parking supplies, using program revenues to expand supplies as needed, and investing revenues in streetscape and other improvements has helped build political support for the program. Developers and building owners in PLD areas generally trust that the districts will provide adequate parking, enabling them to reduce accessory parking and increase the amount of economically productive building area, with yet further benefits for commercial districts’ economic health and livability.

LEADING PRACTICES | DOWNTOWN AND SUGAR HOUSE PARKING STUDY

Salt Lake City

Summary of Case Studies

City	Decision-Making	Financing	Technology
Omaha, Neb.	Parking Division is under the city's Department of Public Works, which is managed as part of the city's executive branch.	Parking Division aims to cover all costs with parking meter and enforcement revenues.	N/A
Sacramento	City pursues shared-parking agreements; requires private buy-in; city assumes liability and enforcement; city parking dept. brought into development processes early to avoid stand-alone garages	City upgrades private facility to meet regulations; parking revenues pay off city first; enforcement and parking fees provide revenue stream; city saves money from avoiding construction	N/A
Arlington County	County Planning Department encourages, incentivizes, or requires shared-parking (varies by location); utilizes site plan agreements or parking development agreements; in some areas, utilizes form-based code	Parking fines, fees, and meters provide revenue; for some garages, the county pays a parking contractor to manage operations	
Seattle	Municipal Code adoption required, which now provides Director of Transportation authority to change parking rates; SDOT set targets for occupancy which influence parking rates; close coordination with Seattle Police Department for enforcement and Department of Planning and Development for off-street parking	Parking improvements and technology are funded through SDOT; most of the department is funded through general fund; parking fees and commercial parking taxes are revenue sources	Smart parking meters (multi-space)
Santa Monica	City of Santa Monica and Downtown Parking Task Force led separate demand studies, which led to the development of lower parking supply ratios; municipal code allows for in-lieu fees, parking facility taxes, and parking maximums; municipal code set occupancy targets for on-street parking	City paid IPS to install 6,000 smart meters; meter revenue increased annually with smart meters; in-lieu fees and parking tax	ParkMe (app and website); smart parking meters; real-time parking availability displays at garages
San Francisco	SFMTA Board of Directors identified project parameters; SFMTA manages the SF <i>park</i> program; SFMTA also considers community input, trip generation destinations, high parking demand, and transit corridor information prior to making parking management decisions; SFMTA adjusts parking meter rates	Federally-funded three-year pilot program from US DOT's Urban Partnership Program; program maintained by SFMTA budget, which includes parking revenues	Smart parking meters; pay-by-phone; integration with mobile applications (pilot only)
Montgomery County	Montgomery County zoning ordinance allows for shared parking for specific purposes; county responsible for Parking Lot District program	Funded primarily by <i>ad valorem</i> tax and user fees	N/A

- i <https://www.cabq.gov/department-listing/documents/city-of-albuquerque-organization-chart> and <https://www.cabq.gov/municipaldevelopment>
- ii https://www.denvergov.org/content/dam/denvergov/Portals/344/documents/Budget/Citizens_2013_Budget.pdf, page 113
- iii <http://www.cityofomaha.org/pw/index.php/about-us>
- iv <http://www.philapark.org/about-ppa/>