

5

WELCOME: ACTIVE, AUTHENTIC, AND INCLUSIVE SPACES



Cultures of SLC are brought to life at park events like the Living Traditions Festival.

GOAL STATEMENT

Ideal parks are actively used by the community, inclusive for all ages, abilities and cultures and strive to be authentic, or reflective of the neighborhood and community's culture. Parks departments across the country struggle with balancing limited resources and many priorities with achieving these ideals. For cities, there is also a growing awareness of how green space has historically been provided and maintained for different neighborhoods. Cities are collecting data and stories to document the historic inequities in the quantity and quality of green space (e.g., nationwide studies have found that lower income urban areas typically correlate with less tree canopy, less accessible green spaces and lower quality amenities). The Public Lands Department, in alignment with the mayor's 2021 citywide vision, is committed to looking at top-down and bottom-up community-driven solutions to welcoming more people. The department will strive to reflect the diverse culture and history of Salt Lake City neighborhoods in the tapestry of parks and open spaces.

WELCOME: ACTIVE, AUTHENTIC AND INCLUSIVE SPACES

CHALLENGES TO CREATING WELCOMING SPACES

An increased awareness of the health and social benefits of living near park spaces has prompted cities across the country to close gaps in park access and attempt to provide all residents a park within walking distance of their home. Another traditional metric used to define Level of Service (LOS) for parks is to calculate the park acreage per population and try to maintain or improve on that baseline as the population grows. However, parks provide many different functions that do not always relate to their size, requiring more factors to be assessed to understand parks performance and establish targets.

The 2019 Needs Assessment survey revealed that Westside parks receive significantly less visitation than other parks throughout the city. (12-13% vs. 29-56%). One contributing factor

could be the lack of city-wide festivals held on the Westside. Additionally, Westside residents are more likely to visit east-side parks than east-side residents are likely to visit Westside parks. Equal investment in parks throughout Salt Lake City's neighborhoods does not always translate to parks that equally serve each community, nor does it make up for any historic inequities. It takes a combination of factors to succeed in the creation of thriving, active spaces, where all feel safe and welcome. Some factors of creating a welcoming park include providing park amenities that are appealing to all ages and inclusive playgrounds and spaces for all abilities that are ADA accessible. While park proximity and amenities are some ways to measure park quality, they are not a singular solution for ensuring parks are meeting the needs of the community. Salt Lake's various neighborhoods, communities, and cultures each have their own unique recipes for park success that need to be shared

and generated through robust community engagement.

Ensuring that all local community members are involved in the park planning process, with extra efforts to reach underrepresented or underserved populations, is essential to gleaning local knowledge for the right park ingredients and understanding factors that contribute to parks' use and enjoyment. The NRPA Community Engagement Resource Guide defines equitable engagement stating "An inclusive and meaningful engagement process ensures that our parks and public spaces are created by the people they are intended to serve."¹ NRPA has also published reports, such as "Design, Place and Indigenous Ways: Working with Local Communities"² and "Diversity, Equity and Inclusion in Parks and Recreation,"³ that serve as guides to learning from specific communities.

¹ Community Engagement Resource Guide | Best Practice Resources | Publications and Research | NRPA

“PLEASE PRIORITIZE THE SAFETY OF OUTDOOR SPACES FOR ALL.”

“CREATE BEER GARDENS SUPPORTING LOCAL BREWERIES, CONCESSIONS SUPPORTING LOCAL CAFES AND RESTAURANTS WITH HEALTHY AND DIVERSE FOOD.”

“MAKE PARKS ACCESSIBLE: TO ALL CULTURES, ABILITIES, & AGES.”

-COMMENTS FROM THE 2021 PUBLIC SURVEY



WELCOME: ACTIVE, AUTHENTIC AND INCLUSIVE SPACES

Partnering with local organizations provides opportunities for community-led art, education and recreation programs that integrate the character and cultures of the city's neighborhoods into park spaces. Such programs, activities and events also contribute to active spaces that increase park use and enhance safety.

Encouraging and providing support for youth grassroots movements is another way to let the community lead park advocacy and stewardship. Youth can become strong leaders who represent parks through youth city councils and youth parks boards. Creating city youth engagement plans to reach all ages can foster early appreciation for nature, civic involvement and lend a sense of belonging.

Raising kids from a young age to be future stewards requires early exposure to positive experiences in nature that fills them with wonder, curiosity, and that feeling of being part of something larger than yourself. Youth engagement can include environmental education programming and finding locations for nature exploration and play instead of the typical playground.

DESIRES AND OPPORTUNITIES FOR WELCOME

Creating active, welcoming spaces was valued by the community. During the most recent survey, 86% of respondents were satisfied with the transformative project "Reimagine Neighborhood Parks" and 83% supported "Coming to a Park Near You." Among survey participants in the west-side planning areas, which have the lowest park visitation in the city, Reimagine Neighborhood Parks was prioritized as a top urgent project that should happen right away. Enriching the discussion about creating welcoming spaces are select quotes from participants displayed to the right and on the previous page.

"I'D LIKE TO SEE THE HOMELESS NEEDS BE ADDRESSED AS PART OF IMPROVING THE PUBLIC LANDS."

"ADD PUBLIC ART FEATURES WHEN POSSIBLE."

"CONSIDER HAVING LOCAL ACTS IN PARKS AS WELL AS MORE FREE MOVIES. ADD FOOD VENUES OR TRUCKS. PLAN EVENTS THAT ARE BOTH FREE AND OPEN TO EVERYONE, INCLUDING DISABLED FOLKS IN CHAIRS AND USING WALKERS/CANES."

"EQUITY: A COMMUNITY THAT PRIORITIZES EQUITY WORKS TO ENSURE THAT ALL COMMUNITY MEMBERS HAVE ACCESS TO WHAT THEY NEED TO BE SUCCESSFUL."

-NRPA COMMUNITY ENGAGEMENT RESOURCE GUIDE

-COMMENTS FROM THE 2021 PUBLIC SURVEY



WELCOME: STRATEGIES AND POLICIES OVERVIEW

The following recommended strategies and policies are high-level guidance for Public Lands operations and maintenance that direct how Public Lands will achieve the plan goal of sustain over the next decade. The community identified two keystone, transformational

projects to support the overall goal of welcome. Working in tandem with the overall strategies and policies in this table, these projects root the 20-year vision with on-the-ground improvements that will contribute to the sustainability of Salt Lake City's quality of life for humans, plants

and animals. Additional detail for implementation is provided in Chapter 8 Action Strategies.

WELCOME: HIGH-LEVEL STRATEGIES AND POLICIES

Strategy W-1	Design and program Neighborhood Parks to highlight the unique natural, historical, cultural and economic identity of the surrounding area and community in which they are located.
Supporting Policy 1.1	Study and collect data on system-wide park use, answering questions about who, where, when, what and how park users are engaging with the neighborhood parks.
Supporting Policy 1.2	Engage the community in the visioning of our public spaces and work especially to foster engagement with under-represented groups.
Supporting Policy 1.3	Enhance sense of place and community pride within parks.
Strategy W-2	Support active programming that brings people out to their parks for art, events, programs, recreation and community. This programming should be diverse and adapted to represent the community culture and encourage creation of social connections.
Supporting Policy 2.1	Remove barriers to park activation, addressing aspects such as physical assets, public safety, and laws and ordinances.
Supporting Policy 2.2	Creative and strategic installation of diverse park amenities supports active park use by many different user groups.
Supporting Policy 2.3	Generate proactive, targeted activation of citywide parks to leverage staff resources and external partnerships and to make parks the community focal points for every neighborhood.



NYC Community Parks Initiative
Photo Source: <https://www.thehighline.org>



Philadelphia Parks Concessions
Photo Source: <https://wheelfunrentals.com/pa/philadelphia/boathouse-row/>



Guadalupe Riverfront Park, San Jose CA
Photo Source: <https://www.sanjoseinside.com>

CASE STUDIES

New York City Parks formed the Community Parks Initiative (CPI) to advance equitable distribution in park investments. The program identifies underinvested parks and incorporated community-led solutions for park redevelopment through local partnerships, park volunteer opportunities, and extended outreach efforts to engage diverse and vulnerable populations from high-needs neighborhoods. With support from the CPI, community partners are empowered to sustain ongoing park contributions, leading activities ranging from beautification projects to basketball days.

Philadelphia Parks has a concessions program providing amenities such as a pop-up beer garden and café, a permanent waterfront café on the Schuylkill River, and recreational bike rentals that rent tandem, deuce coup and surrey bikes at park locations throughout the city. The concessions program generates revenue while providing services that allow park visitors to stay and enjoy activities throughout the day.

The City of San Jose formed a program to help address homelessness in parks. Non-profits will send teams to pick up litter, maintain the park landscaping and trails, and provide outreach to unsheltered populations in the parks. The pilot program is considering other additions, such as constructing prefab modular housing nearby provided to unhoused people in exchange for park cleanup and maintenance services.

TRANSFORM PARKS INTO VIBRANT COMMUNITY SPACES THAT EMPOWER RESIDENTS AND CONTRIBUTE TO THEIR NEIGHBORHOOD IDENTITY

DEFINING FLEXIBLE OPEN SPACES FOR **INCLUSIVE** PARK DESIGN PROGRAMMING TO CULTIVATE COMMUNITY **PRIDE**



5. REIMAGINE NEIGHBORHOOD PARKS

Projects Include:

- Identify priorities for equitable park redevelopment.
- Engage neighbors in redesigning and adding activities to parks that reflect their interest, culture and the character and history of the area.
- Promote volunteerism, donation, and adopt-a-park/ friends groups.
- Formalize Neighborhood Park planning processes, design guidelines for standard features, and methods for developing tailored design.



CELEBRATE **NEIGHBORHOOD CHARACTER** IN PARKS

(Top) Artesian Well Park. (Bottom) 337 Garden. Photo Credit: Logan Sorenson

WELCOME: REIMAGINE NEIGHBORHOOD PARKS

During the Reimagine Nature public process, the community provided ideas to make neighborhood parks more safe and also more fun, reflecting the diverse communities that use each park. To address the lower visitation in Westside parks documented by the 2019 Needs Assessment, this transformative project envisions a community-driven approach to park improvements. The community can help guide physical improvements that tell the story of an historic spring or celebrate a neighborhood's artistic style in a decorative community garden gate. The construction of these physical improvements in neighborhood parks create spaces that feel authentic, genuinely representing the style, history and recreation desires of the neighborhood.

In tandem with community input, Public Lands will carefully look at the way department resources are prioritized. Creating a framework for equitable

investment will involve identifying the communities most in need of park improvements through tools such as the equity mapping on page 48. It will also entail targeted investments in historically underserved neighborhoods, such as the recently passed City capital improvement plans and bond initiatives that include:

- Investing in the Jordan River Parkway to match dollar for dollar investments in east side parks such as Liberty Park. The parkway includes over 158.3 acres of managed natural lands and is directly connected to 11 parks totaling over 440 acres.
- Improvements to three west side parks to improve the amenities and add placemaking features and community character.
- Creating the Glendale Regional Park, a destination park with event area and other unique recreational opportunities.



Community members reimagined their neighborhood park at a "Paint the Pavement" event in Poplar Grove Park.

WELCOME: REIMAGINE NEIGHBORHOOD PARKS

WHAT IS A NEIGHBORHOOD PARK?

A neighborhood park's primary function is to serve the surrounding community and respond to the need for basic recreational amenities close to peoples' homes. Ideally, these parks are geographically centered within a half mile of homes and are connected by pathways and sidewalks that provide safe walking and bicycle access.

Neighborhood parks are typically smaller in size, ranging from about two to 15-acres, and have fewer purposes than larger community parks. They are intended to provide both active and passive recreation for residents for short daily leisure periods, and should be accessible for intensive use

by children, family groups, small neighborhood gatherings, and senior citizens.

Neighborhood parks typically have a mix of large and small amenities, such as open lawns and grass play areas, pavilions, playgrounds, sports courts and/or fields. On-street parking is typically adequate. As there are not enough resources to encourage extended periods of use- neighborhood parks do not usually have facilities such as lighting and restrooms.

WHAT MAKES A GREAT NEIGHBORHOOD PARK?

The answer to the question, "what makes a great neighborhood park" varies from one park to another. Local community values,

park purpose and size, and environmental conditions can lead to different sets of criteria for evaluating park quality. The variety of park settings and community needs makes it difficult to establish baseline standards each park should achieve based on quantitative considerations such as number of amenities.

Yet a successful neighborhood park is apparent. It is full of activity and diverse people, well-loved by the community and frequently visited. Through research and engagement with parks and communities across the country, the Urban Land Institute, (ULI) has identified qualities that contribute to great parks which can be broadly applied to different park settings.¹ The graphic on the right outlines these qualities.

¹ [uli-fivecharacteristics_high-qualityparks_fin.pdf](#)

URBAN LAND INSTITUTE'S 5 CHARACTERISTICS OF HIGH-QUALITY PARKS

- 1** in excellent physical condition
well-maintained, amenities in good conditions
- 2** accessible to all potential users
all ages & abilities, people know about the facility and what they can do, free/affordable to use
- 3** provide positive experiences
diverse range of amenities and activities, all community members feel welcome and safe, comfortable place to spend time in
- 4** are relevant to the communities they serve
park design and programming reflects the culture and interest of the community members, surrounding community actively uses the park, user demographics reflect the community-based organizations are involved in park decisions and operations
- 5** flexible and adaptable to changing circumstances
park accommodates a variety of uses, features adapt to evolving circumstances, park enhances environmental sustainability/resilience



Youth Engagement Bailey Drive Gateway - Raleigh, NC



Nature Playground, Story Mill Community Park - Bozeman, MT



Youth Engagement, West Gunnison Park - Gunnison CO

Integrating input from the youth of the community is one strategy to ensure neighborhood parks serve all ages. Youth engagement can include environmental education programming or finding locations for nature exploration and play instead of the typical playground.

WELCOME: REIMAGINE NEIGHBORHOOD PARKS

PARKS BY THE COMMUNITY

High-quality neighborhood parks are reflective of neighborhood character by being culturally relevant to the communities they serve and providing a diversity of activities that represent the neighborhood. Parks can best achieve neighborhood character when they are planned and implemented with the imagination and effort of the local community.

The Reimagine Nature engagement process successfully harnessed the power of neighborhood park investment. Public Lands Staff and students from the University of Utah’s Department of City and Metropolitan Planning invited neighbors of Poplar Grove Park to join Earth Day and Paint the Pavement events in which

neighbors helped design spaces for park improvements, planted trees and painted a mural. These events resulted in a park reflective of community expression and generated input for Reimagine Nature plan efforts from a typically under-represented neighborhood.

Formalizing a process for inviting the community to shape their own neighborhood parks has helped parks staff across the country make neighborhood investment a fundamental element of park planning. The toolkit example shown in Figure 23 provides a framework outlining steps both the Public Lands Department and community members can take to engage the community holistically as long-term partners for the planning and stewardship of neighborhood parks.

CASE STUDY: A CITIZEN’S GUIDE TO IMPROVING PARKS

Livable Memphis, in partnership with The City of Memphis, created a comprehensive guide to help citizens get involved with their neighborhood park. The guide “shares ideas and practical information for park improvement projects, provides tools and resources to be a park advocate and demystifies the process of navigating government agencies.”¹ It includes worksheets for conducting park assessments and neighborhood surveys, and provides how-to guidance on the logistics of leading park events, hosting volunteer cleanups and starting a “Friends of the Park” group to name just a few.

¹ https://assets.speakcdn.com/assets/2075/guidetoimprovingyourpark_2018.pdf?1537377320428

“75% OF SALT LAKE CITY’S PARKS & PUBLIC LANDS ARE NEIGHBORHOOD OR MINI PARKS AND PLAY A KEY ROLE IN ESTABLISHING COMMUNITY IDENTITY AT THE NEIGHBORHOOD LEVEL.” – 2019 public lands Needs Assessment

STEPS TO MAKING A GREAT NEIGHBORHOOD PARK

STEPS TO MAKING A GREAT NEIGHBORHOOD PARK: (A COMMUNITY TOOLKIT)	
1. Assess needs	
o	Identify what services, activities or amenities may be missing from the community that the neighborhood park could provide.
o	Consult published research by organizations such as TPL, NRPA and ULI to understand successful elements of a great neighborhood park. Engage neighbors to understand which park criteria is most important and assess if your park is meeting needs or could use improvements.
2. Create community-led park strategies.	
o	Create a process to enable ground-up, community park planning, advocacy and stewardship.
3. Identify opportunities for community-led programming and park activation	
o	Are there local businesses, non-profits, cultural groups, religious organizations, clubs or community volunteer groups that could contribute to park educational programs, events, activities or classes?
4. Create passive and active recreation opportunities to activate the park and encourage community presence.	
o	Do park amenities and recreation opportunities serve a wide variety people and cater to all ages and abilities?
o	Are there comfortable spaces where neighbors can linger to relax and enjoy nature?
o	Are there a variety of spaces that facilitate gathering and group activities?
5. Create culturally relevant amenities.	
o	What amenities would best serve the culture and trends of the community?
6. Identify elements to create place-based park design.	
o	Are there unique characteristics of the environment, neighborhood or community that should be reflected in the park design?
o	Do natural features create possibilities for unique programming or recreation such as environmental education, water recreation, hiking, or winter sports?
7. Foster community stewardship	
o	Are there community partners with an interest in volunteerism and stewardship?
o	Is there neighborhood interest in forming Friends of the Park groups to steward and advocate for the park?
o	Are there elements of park maintenance or research that could support educational, vocational training, or internship opportunities?
8. Identify local environmental considerations.	
o	Are there natural features that are important to maintain or restore?
o	Are there opportunities for the park design to improve local environmental conditions such as noise pollution, air quality, urban heat, etc.?

Figure 23: Community Park Planning Framework Toolkit.

WELCOME: REIMAGINE NEIGHBORHOOD PARKS

CREATING EQUITABLE PRIORITIZATION AND INVESTMENT

Providing equitable parks requires evaluating park quality not just at the site scale, but at the system scale as well. System-wide prioritization of park investment begins by establishing baseline criteria and taking stock of existing conditions. Inputs such as the 2019 Needs Assessment, equity and environmental mapping, community feedback, and park amenity and conditions assessments identify gaps in the system and can help establish standards for park quality and identify areas most in need of investment. An example of local equity mapping is found on page 48.

In addition to understanding where resources are most needed, it is also important to consider how funding decisions affect equitable investment. Strategies that are

beneficial to some communities, such as “Friend’s of the Parks” groups, can put communities who do not have the time or money to spend at a disadvantage. According to the Urban Institute’s report Investing in Equitable Urban Park Systems, “All funding models have equity implications: some are explicitly designed to address equity and meaningfully engage all residents, some risk deepening inequities and fueling displacement, and most depend on how they are used.” The report examines different funding models and their implications for equity. It provides strategies for equitable investment practices such as redistributing funds from “Friends of the Parks” groups into city-wide systems, engaging community advisory committees in funding processes, and coordinating park and City planning efforts to discover cross-departmental alignment in both goals and funding.

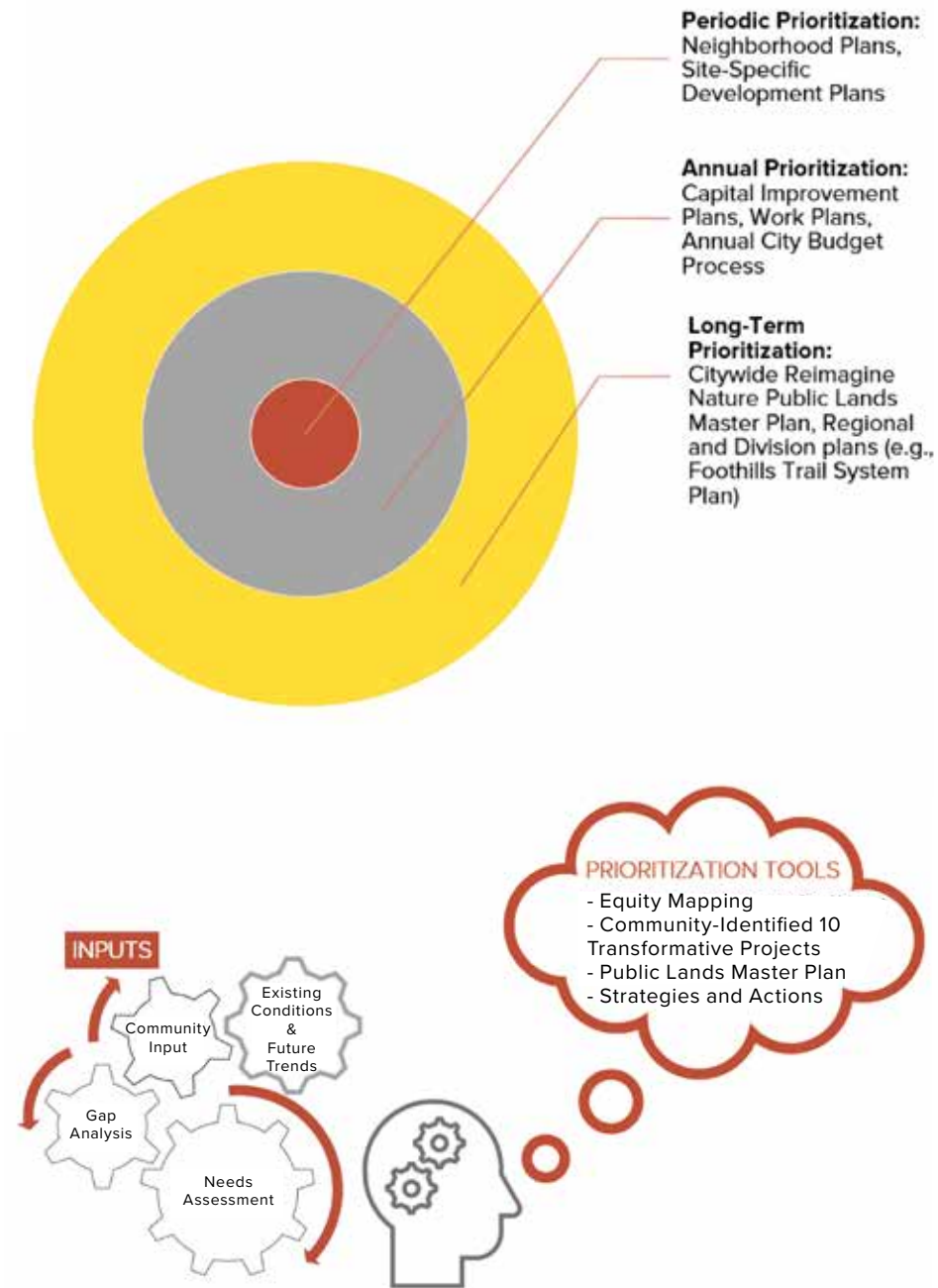


Figure 24: Plan Inputs and Prioritization Tools Graphic.

HOW ARE PUBLIC LANDS’ RESOURCES PRIORITIZED?

Long-term plans, like Reimagine Nature, and annual plans by City staff work in concert to determine how time and money is spent on Public Lands. Long-term plans inform annual work. Each ring of planning is informed by community and stakeholder input. City Council and Boards contribute to prioritization decisions.

WHAT INPUTS INFORMED THE REIMAGINE NATURE PRIORITIZATION TOOLS?

Figure 24 communicates how a combination of inputs such as feedback and findings from the 2019 Needs Assessment, community input from Reimagine Nature engagement focus groups and survey responses, and research on existing needs and desires are all inputs guiding the prioritization of master plan recommendations, such as the 10 transformative projects.

HELP OUR PARKS, LARGE AND SMALL, COME ALIVE WITH ACTIVITIES AND EVENTS THROUGHOUT THE YEAR

6. COMING SOON TO A PARK NEAR YOU

Projects Include:

- Promote partnerships for arts, music, performance, fitness, urban agriculture, and games in parks.
- Provide programming for nature-based education, volunteerism, outdoor recreation, and horticulture.
- Reenergize city parks and neighborhoods by adding concession operations that will generate revenues to reinvest.



PROMOTE PARTNERSHIPS
FOR **COMMUNITY PROGRAMS** IN PARKS

ACTIVATE PARKS BY
INCREASING THE
USE OF
PARK SPACE USING
ART, MUSIC,
AND **POP-UP**
ACTIVITIES



WELCOME: COMING SOON TO A PARK NEAR YOU

SUPPORT ACTIVITY

To take advantage of the beautiful spaces and green destinations Salt Lake City already has, this transformative project aims to increase use of public lands through events, programs, recreation and concessions. National parks and recreation organizations call this type of improvement “activating” parks and green spaces or creating vitality in parks through providing programs or physical features that invite activity.

SUPPORT EVENTS

One of the unexpected outcomes of the 2020-2021 COVID-19 pandemic safety protocols included a dramatic increase in the public visiting outdoor parks and green spaces. Events that typically happened indoors including concerts, conferences, classes and meetings transitioned to the outside. Building upon this rediscovery of outdoor venues, this transformative project welcomes partnerships with community arts, music and performance groups to look for ways to use Salt Lake City outdoor public spaces as places for events. Everyday activities like outdoor yoga, a quinceañera (celebration of a girl's

15th birthday) or picnicking under the shade of a park tree are also important activities that can be supported through investment in infrastructure (e.g., shade, picnic tables), event policy and staff services and higher levels of maintenance in city parks.

ENVIRONMENTAL ED

Keeping environmental education in mind, this transformative project welcomes opportunities to expand nature-based and volunteer programs. With training in horticulture, cultivation and nature stewardship, more public participants could volunteer and support the great need to take care of what we have in Salt Lake City parks, urban tree canopy and greenspaces.

YEAR-ROUND PROGRAMMING

Parks see the most visitation during the warmer months. Offering a diversity of activities as shown in Figure 25 can extend park-use to all four seasons, increasing opportunities for winter outdoor activity and the associated benefits that come with adequate sunlight exposure during the dark winter months.



Kids learn about relationships between soil and bugs at an environmental education event.

EXPAND PROGRAMMING TO PROVIDE SMALL-SCALE SEASONAL PARK AMENITIES TO ACTIVATE PARKS, INCREASE RECREATION AND ART OPPORTUNITIES FOR ALL AGES



Examples of park activities.

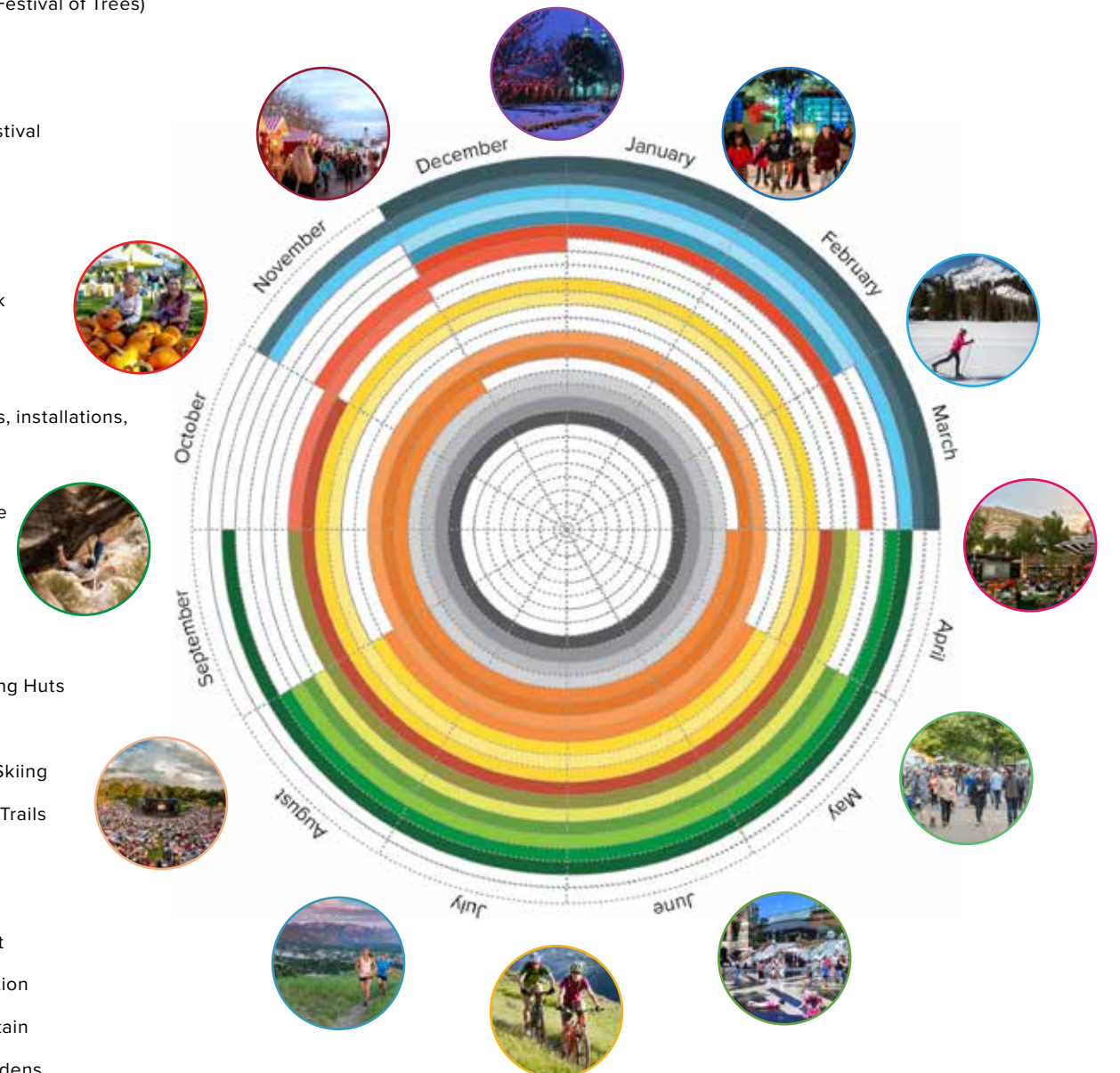
Figure 25: Seasonal Activities Graph

Culture & Entertainment

- Winter Events (Festival of Trees)
- Ice Sculptors
- Holiday Market
- Fall Harvest Festival
- Movie Nights
- Food Trucks
- Craft Market
- Yoga in the Park
- Music/Concerts
- Pop-up Events
- Public art shows, installations, competitions
- Art Walks
- Historic Signage

Community & Recreation

- Sledding
- Fire Pits/Warming Huts
- Skating Rink
- Cross Country Skiing
- Biking/Walking Trails
- Outdoor Dining
- Paddling
- Farmer's Market
- Outdoor Education
- Kid's Play Fountain
- Community Gardens
- Climbing Wall
- Urban Farming



6

PROTECT: A COMMITMENT TO STEWARDSHIP



Public Lands Staff creating wetland habitat at Fairmont Pond.

GOAL STATEMENT

Salt Lake City's urban population is growing. The Public Lands Department will balance providing safe green spaces for the public while also protecting iconic, irreplaceable natural resources that keep the city wild. Stewardship demands are profound: diminishing environmental health, increasing need for visitor management, increasing maintenance demands, increasing numbers of unhoused using open space as refuge, and increasing costs to provide infrastructure and services to a growing city. In the Public Lands' domain, the Department will lead the stewardship and care of urban green spaces. The Department will seek out opportunities to partner with advocacy groups and schools to educate on how the public can be stewards of the land and learn its history.

PROTECT: A COMMITMENT TO STEWARDSHIP

FACTORS IMPACTING STEWARDSHIP

Stewardship can be defined as taking care of public lands now and managing resources to protect public lands for future communities of people, plants and wildlife. Taking this a step further, a 2018 literature review of environmental stewardship concepts synthesized a more nuanced definition focused on local actions: “Local environmental stewardship is actions taken by individuals, groups or networks of actors, with various motivations and levels of capacity, to protect, care for or responsibly use the environment in pursuit of environmental and/or social outcomes in diverse social-ecological contexts.”¹

From this research group’s extensive review of existing management and governance practices, they identified key factors to local environmental stewardship capacity that also

resonated with findings from the Reimagine Nature community outreach. Firstly, local community assets including “social capital,” or trust in local government agencies and the ability to feel safe and welcome in public spaces is critical. Stakeholders and members of the Salt Lake City community cited “cultural capital” including a community’s understanding of place, history and practices as important to building motivation for stewardship. Additional factors supported by best practices and community feedback include “financial capital” of both the government and individuals that affords stewardship actions plus “human capital” of stewardship actors (community, volunteers, staff, etc.) and their degree of training, skill level and available time.

SOCIAL CAPITAL & HOMELESSNESS

What social capital (e.g., cues to care, stewardship actions, etc.) make Salt Lake City residents feel safe and welcome in public lands? From engagement feedback, the public expressed a deep appreciation of nature and green space that is woven throughout

the city. They expressed that well-maintained, well-lit and well-attended public space provides a sense of safety. There was divided response on the larger societal issue of people experiencing homelessness and those impacts on public spaces including parks, natural areas and trails that fall under the Public Lands Department’s operation and maintenance responsibilities.

On one end of the spectrum, some members of the public demanded more enforcement stewardship actions from the department and city agencies at large that ranged from more eyes on the park to removing unhoused individuals altogether. On the other end of the spectrum, community members called for ways to coexist with people experiencing homelessness or support those individuals with more social services in public spaces like lockers to store personal property. No matter what end of the spectrum the public may be on, the impacts to Public Lands is profound with 345 staff hours and \$23,084 of maintenance a year devoted to clean-up activities

**“RECRUIT STEWARDS, RANGERS/
AMBASSADORS, AND VOLUNTEERS
FROM MINORITY COMMUNITIES NEAR
THE PUBLIC LANDS.”**

**“RETHINK AND RESTRUCTURE OUR
NATURAL AREAS TO INCLUDE
THE CONTRIBUTIONS, LAND
ACKNOWLEDGMENTS, AND BETTER
SYSTEMS OF CARE OF THE LAND BY
INDIGENOUS PEOPLE.”**

**“REACH OUT AND LISTEN.
SPECIFIC PLACE-BASED
RESPONSES FOR ACTS OF
RESTORATION, MAINTENANCE,
AND DEVELOPMENT.”**

**-COMMENTS FROM THE
2021 PUBLIC SURVEY**

¹Bennett, N.J., Whitty, T.S., Finkbeiner, E. et al. *Environmental Stewardship: A Conceptual Review and Analytical Framework*. *Environmental Management* 61, 597–614 (2018). <https://doi.org/10.1007/s00267-017-0993-2>



PROTECT:

A COMMITMENT TO STEWARDSHIP

related to the unhoused finding no other options than using parks, natural areas and trails as their homes.

Nield and Rose, researchers from the University of Arizona and University of Utah, conducted a recent case study² on the Jordan River Parkway and the impacts of people experiencing homelessness. Their community interviews found similar responses to those cited above for Reimagine Nature. Their report also analyzed the impact of nationwide short-term, symptomatic responses to homelessness in public lands and found that those measures may appease neighboring businesses and residents temporarily, they typically prolong the issue of the unhoused in public lands and keep management departments in a seemingly never-ending cycle of ultimately ineffective solutions. Bottom line, social capital needs to be strengthened through collaborative solutions to stewardship and cues to care.

Public Lands is seeking to create more of these collaborative opportunities by expanding the

successful Trail Ambassadors program into a system-wide Public Lands Ambassadors program. The “Revive Our River” transformative project highlighted in this chapter provides for targeted, local green space in which to implement collaborative stewardship solutions, building up social capital and improving the environmental health of a riparian habitat that benefits both east and west sides of Salt Lake City while also improving conditions for birds, wildlife and aquatic creatures.

CULTURAL CAPITAL

As part of this master plan’s community engagement, Public Lands partnered with the University of Utah Planning Department Westside Studio. Students in the studio hosted a focus groups in early 2021 on the theme “Placemaking, Community Building and Equity.” Tying into the 2018 “Environmental Stewardship” research, understanding how a community’s culture and history is expressed in the landscape can help increase motivation for green space stewardship. Westside Studio students heard that the community desires to partner with Public Lands to “understand, honor and promote the knowledge and presence of rich traditions of

diverse cultures” reflected in the city’s green places, parks, natural areas, trails and golf landscapes. In placemaking workshops, students found “over 80% of participants associated natural elements and family connections with their given memory.” These local findings support this chapters second emblematic transformative project, “Sustaining Our Stories,” which can help build cultural capital that in turn inspires motivation for local stewardship actions. “Sustaining Our Stories” also seeks to protect the cultural capital found in historic assets such as the buildings and landscapes that keep the stories and cultures of the city’s past alive.

FINANCIAL AND HUMAN CAPITAL

The old adage “time is money” also relates to organization and individual capacity to implement local environmental stewardship actions. Salt Lake City demographic trends point to more households falling below the affordability threshold for living and working in Salt Lake City. North American cities with similar demographic trends struggle with balancing delivery of equal quality of life amenities (e.g., well-maintained public lands) with a greater percentage of the

population needing additional support to access those amenities equitably. Plus, any historic areas of inequity are magnified and struggle even more to catch up with quality and community stewardship of public spaces in affluent neighborhoods.

From an individual perspective to an agency perspective, the Public Lands Department also faces steep challenges to balance resources and keep up with needs.

NRPA’s 2021 Agency Performance Review finds that parks departments around the country typically provide 8.2 full time equivalent employees (FTEs) per 10,000 residents to maintain and protect resources. Public Lands would need a total of 160.7 FTEs to meet the current number of residents. Currently, Public Lands has approximately 100 FTEs, or 5.1 FTEs per 10,000 residents.

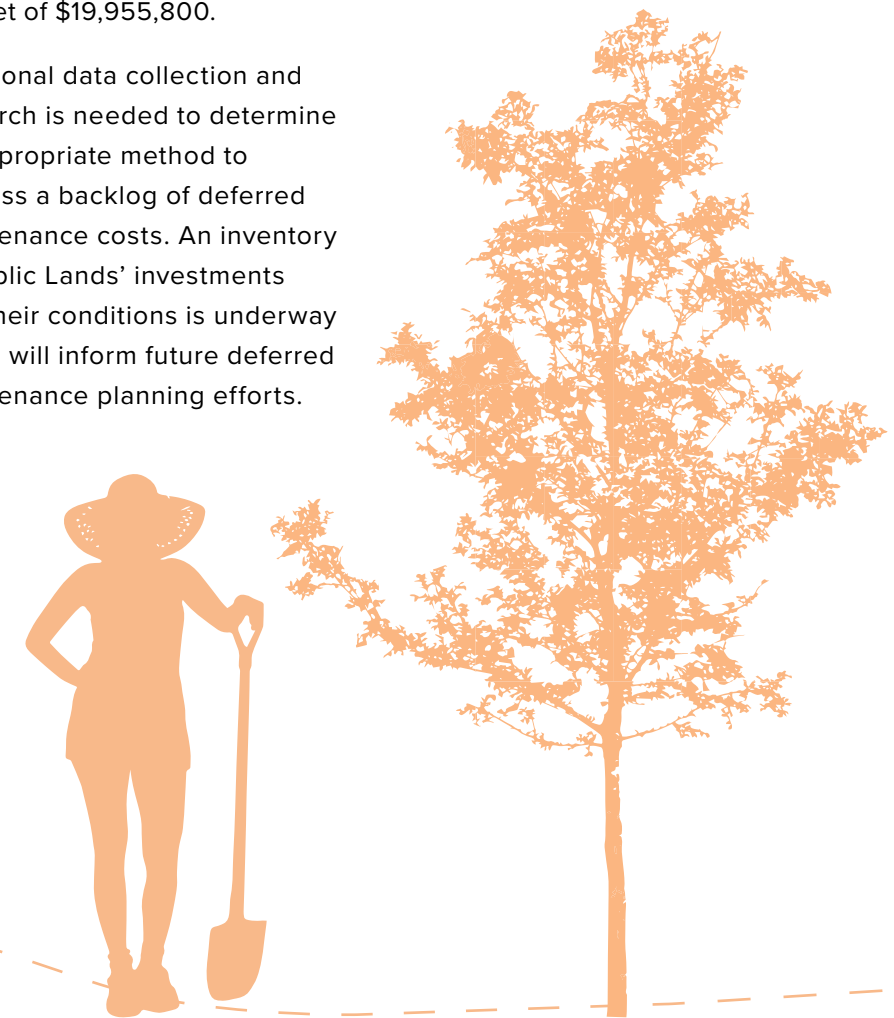
As the City continues to grow, the Public Lands service gap could continue to widen. With over 30,000 new residents expected to move to Salt Lake City by 2040, an additional 15.3 staff will be needed to maintain current staffing levels per capita. To match national averages, in year 2040, Public Lands will need 184.9 FTEs.

The Department’s current spending in 2020 was \$15,670,096, or \$79.95 per capita. US peer cities per capita annual operating budget spending averaged \$88.30. To keep up with peer cities, SLC Public Lands would need an annual operating budget of \$17,306,800, an increase of \$2-million. By 2040, Public Lands would need to have a budget of \$19,955,800.

Additional data collection and research is needed to determine an appropriate method to address a backlog of deferred maintenance costs. An inventory of Public Lands’ investments and their conditions is underway which will inform future deferred maintenance planning efforts.

“I WANT YOU TO ACT AS IF THE HOUSE IS ON FIRE, BECAUSE IT IS.”

- Environmentalist Greta Thunberg, World Economic Forum, Davos, 24 January 2019



² <https://www.nrpa.org/parks-recreation-magazine/2019/january/addressing-homelessness-in-public-parks/>

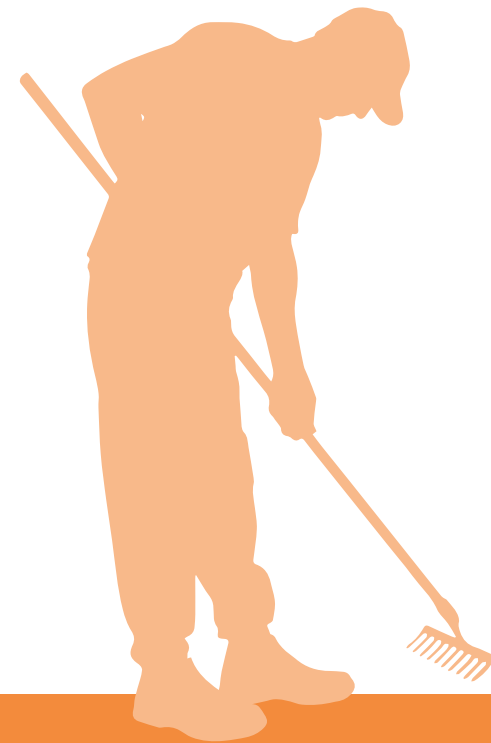
PROTECT: A COMMITMENT TO STEWARDSHIP

Local stewardship actions require human and financial capital (time and money). Looking forward over the next 10 to 20 years, it is clear that investment in Public Lands and ensuring larger, citywide efforts to keep Salt Lake City affordable will have a profound effect on local stewardship capacity for individuals and institutions.

DESIRES AND OPPORTUNITIES FOR PROTECT

In the 2020 community survey, the word “protect” most often resonated as a goal with the thousands of participants. In

reflecting on the concept and ideas from the 2021 survey, many citizens took the time to add write-in comments encouraging the planning team to prioritize ways to protect and restore nature and wildlife. Enriching the discussion about protecting nature are direct quotes from participants found below and to the right.



“I WOULD HOPE COMMUNITY INVOLVEMENT COULD BE INCLUDED IN THE PLAN. THINGS LIKE HAVING LOCAL PERFORMERS PUT ON SHOWS AT NEARBY PARKS, OR HAVING VOLUNTEERING BE MORE ACCESSIBLE. PUTTING ON A CONCERT AT A PARK MAKES ME WANT TO GO OUTSIDE AND VISIT A PARK MORE. SOMEWHERE LIKE THE PEACE GARDENS WOULD BE IDEAL FOR THAT.”

“CREATE AN ACTIVE PROGRAM TO TRAIN, SUPERVISE, ORGANIZE, EQUIP AND DEPLOY VOLUNTEER “STEWARDS” TO HELP WITH CREATION AND MAINTENANCE OF PROGRAMS.”



“SINCE MORE PEOPLE ARE USING THE OUTDOORS, EDUCATION ON HOW TO TREAT AND TAKE CARE OF IT IS ESSENTIAL.”

“CONSIDER THE WATER NEEDS OF CURRENT AND FUTURE VEGETATION; MAKE PLANS THAT REDUCE WATER USE WITH NATIVE AND ADAPTIVE SPECIES WHILE ADDING TREES AND OTHER PLANTS.”

PROTECT: STRATEGIES AND POLICIES OVERVIEW

The following recommended strategies and policies are high-level guidance for Public Lands operations and maintenance that direct how Public Lands will achieve the plan goal of sustain over the next decade. The community identified two

transformational projects to support the overall goal of protect. Working in tandem with the strategies and policies in this table, these projects root the 20-year vision with on-the-ground improvements that will contribute to the protecting the region's

landscapes, natural resources, plants and animals. Additional detail for implementation is provided in Chapter 8: Action Strategies.

PROTECT: HIGH-LEVEL STRATEGIES AND POLICIES	
Strategy P-1	Ensure iconic, irreplaceable assets are not lost or rendered less valuable due to neglect, destruction or development.
Supporting Policy 1.1	Identify and direct capital funding for acquisitions and infrastructure investment that protects iconic assets.
Supporting Policy 1.2	Improve equitable distribution of maintenance resources, with a focus on improving the condition and usability of the Jordan River Parkway and Westside parks.
Supporting Policy 1.3	Establish and expand a Park Ranger program to enforce protective ordinances, educate park users, and safeguard public land assets from damage and abuse.
Strategy P-2	Leverage the power of the community to help steward SLC's Public Lands.
Supporting Policy 2.1	Empower friend's groups and community organizations to increase stewardship capacity, add value, and maximize their contributions of expertise and resources.
Supporting Policy 2.2	Grow a robust volunteer management apparatus to empower individual residents to contribute their time, effort and knowledge to help support their public lands system.
Supporting Policy 2.3	Use targeted education campaigns to create a culture of stewardship in SLC.



Youth help volunteer for the Parley's Creek Coalition
Photo: <https://www.parleystail.org/getinvolved>



An event at the International Peace Gardens near Jordan Park.
Photo: <http://www.utah17mai.com/index.html>



Salt Lake City Public Lands Staff planting native wetland vegetation at Fairmont Park.

LOCAL STEWARDSHIP IN ACTION

Youth volunteers are a big component of the Parley's Rails, Trails and Tunnels Coalition. The organization collects donations to support the trail in addition to providing volunteer opportunities which include helping maintain the trail, planning and trail design, fundraising events.

The International Peace Gardens Academy pairs stewardship alongside educational experiences. Volunteers can learn gardening skills, help maintain and cleanup natural areas near the Jordan River and lead educational garden tours. The group also provides opportunities for members of heritage groups to share their culture and traditions through storytelling activities in the garden.

Salt Lake City Public Lands is an active steward of the city's natural and wild spaces. The Natural Lands Division works to restore and create native landscapes, such as the newly created wetlands at Fairmont Park. Public Lands also provides stewardship opportunities such as Puncturevine Pulls, Canoe Cleanup Day on the Jordan River, and a 9-Line Dig Day at the 9-Line Bike Park.

INVEST IN PROJECTS AND MAINTENANCE ALONG THE JORDAN RIVER PARKWAY THAT WILL PROMOTE EQUITY, ACCESS, SCENIC BEAUTY, DIVERSE RECREATION, AND HEALTHY ECOLOGY ALONG THE PARKWAY

Figure 26: Investing in the Jordan River Parkway.

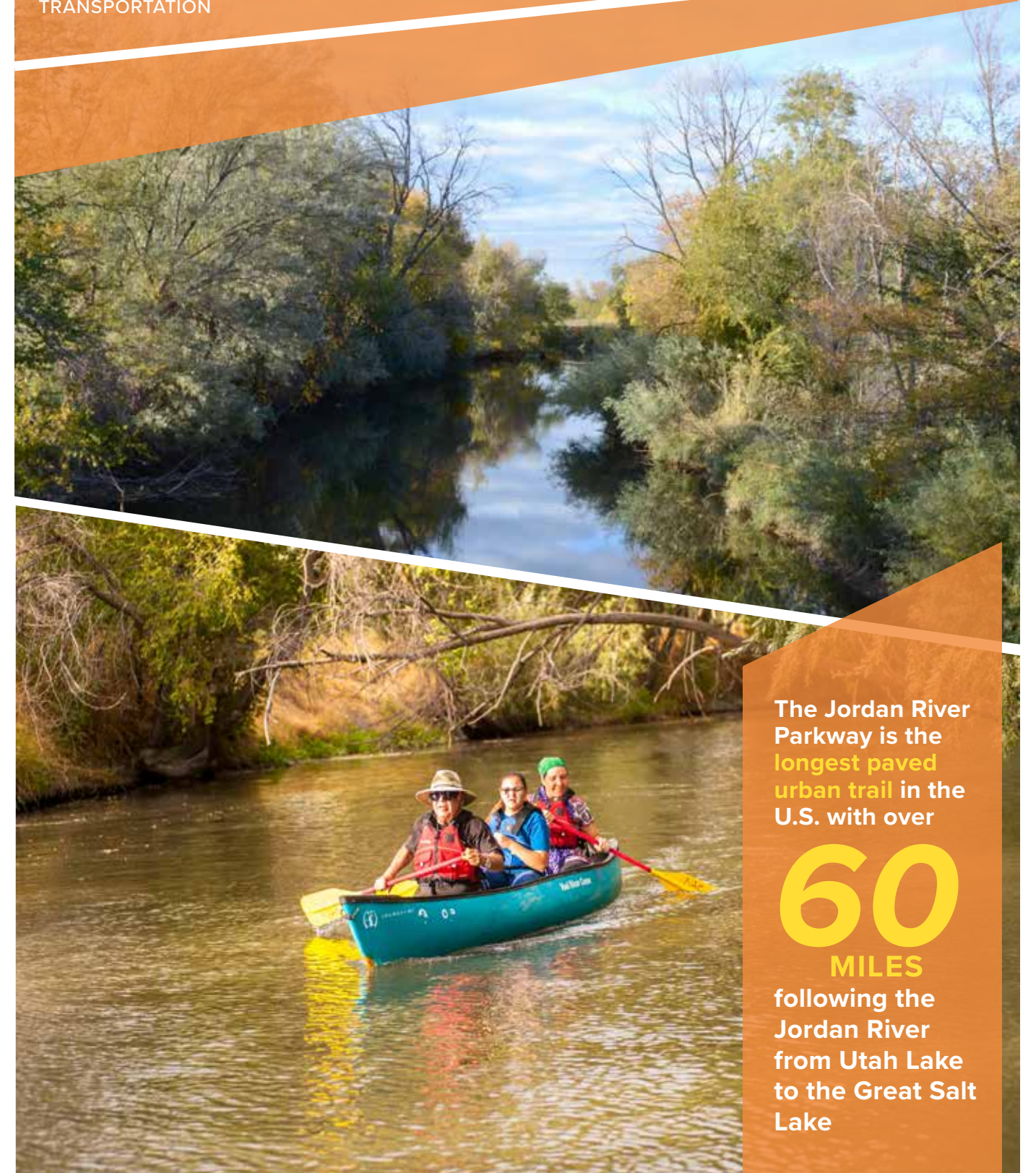


7. REVIVE OUR RIVER

Projects Include:

- Establish welcoming park spaces along the river, and further integrate Rose Park and Glendale Golf Courses into the Jordan River Parkway, to foster community gathering and bring the river into focus as one of SLC's most desirable recreation destinations.
- Establish a self-serve kayak rental program on the Jordan River, complete with multilingual signage and river-access improvements to make water recreation accessible to more people.
- Restore and enhance natural areas along the river for improved biodiversity, habitat and a healthy environment.
- Redevelop Glendale Regional Park and make improvements to Jordan Park and International Peace Gardens to create regional attractions and event space with characteristics that celebrate and preserve community culture and diversity.

PROMOTE THE
JORDAN RIVER PARKWAY
AS AN *ALTERNATIVE* AND *ACTIVE* FORM OF
TRANSPORTATION



The Jordan River Parkway is the longest paved urban trail in the U.S. with over

60
MILES

following the Jordan River from Utah Lake to the Great Salt Lake

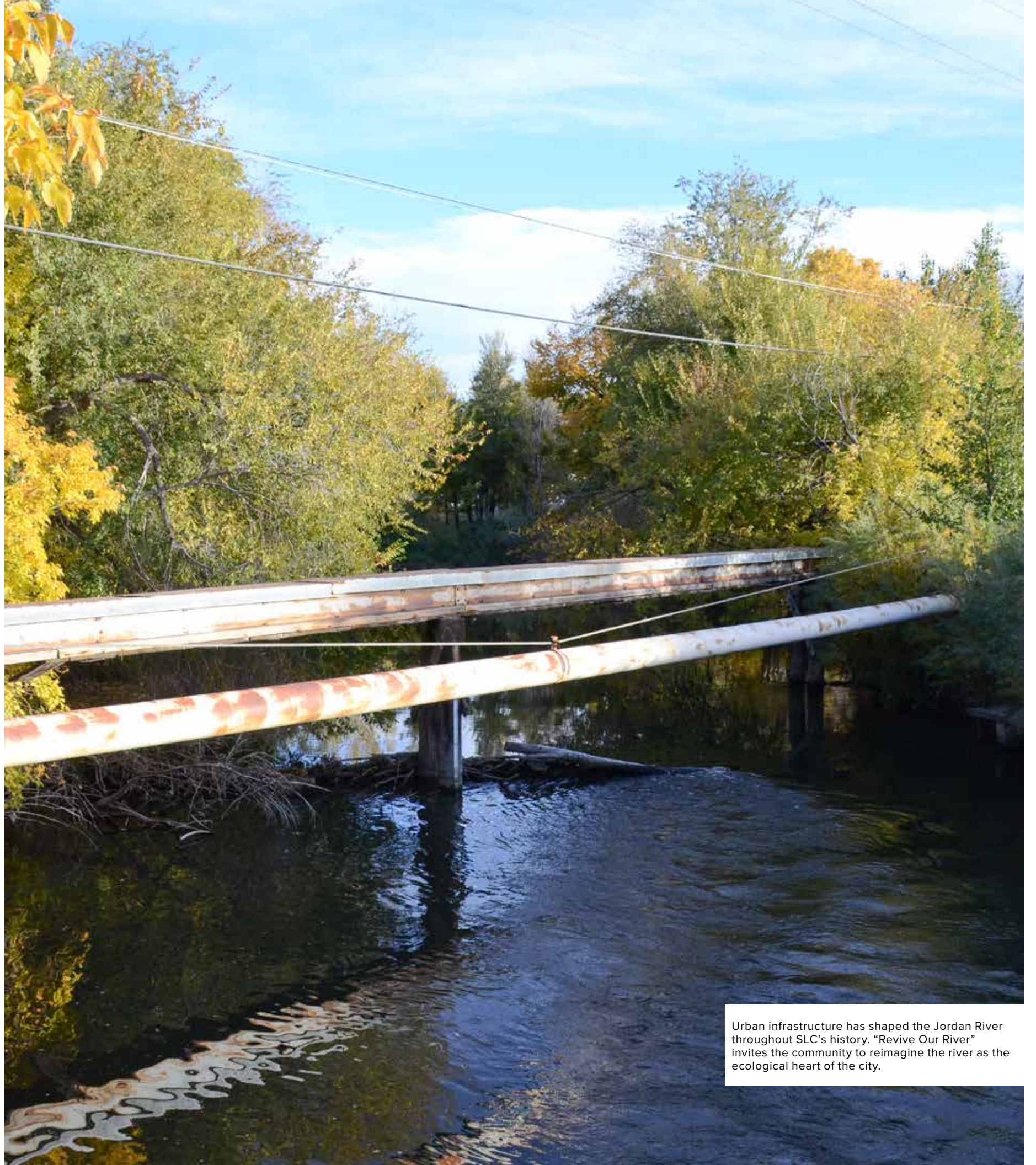
PROTECT: REVIVE OUR RIVER

Salt Lake City's iconic Jordan River took its name from the historic river in the Middle East, a sacred landscape and threshold to the "Promised Land" in Judaism and Christian traditions. For other cultures, fertile river valleys have also played a critical role in civilization, agriculture and are also seen as sacred landscapes. Native American groups recognize the life-giving qualities of rivers: "If there's water nearby, I'll go there for solace.... Both the river and I have changed, but our course remains the same" (from "River Sonnet" poem by Tacey M. Atsitty, Diné).

For many North American cities, the form of development and attitude towards city rivers range from embracing portions of the river for recreation and commerce, to using the river for stormwater and waste management and to "turning our backs" on city rivers as areas full of insects, pests and flooding. In Salt Lake City, the community has voiced a strong desire to protect the Jordan River as a natural asset by expanding and improving ecosystem health and recreational experiences along the 60-mile Jordan River

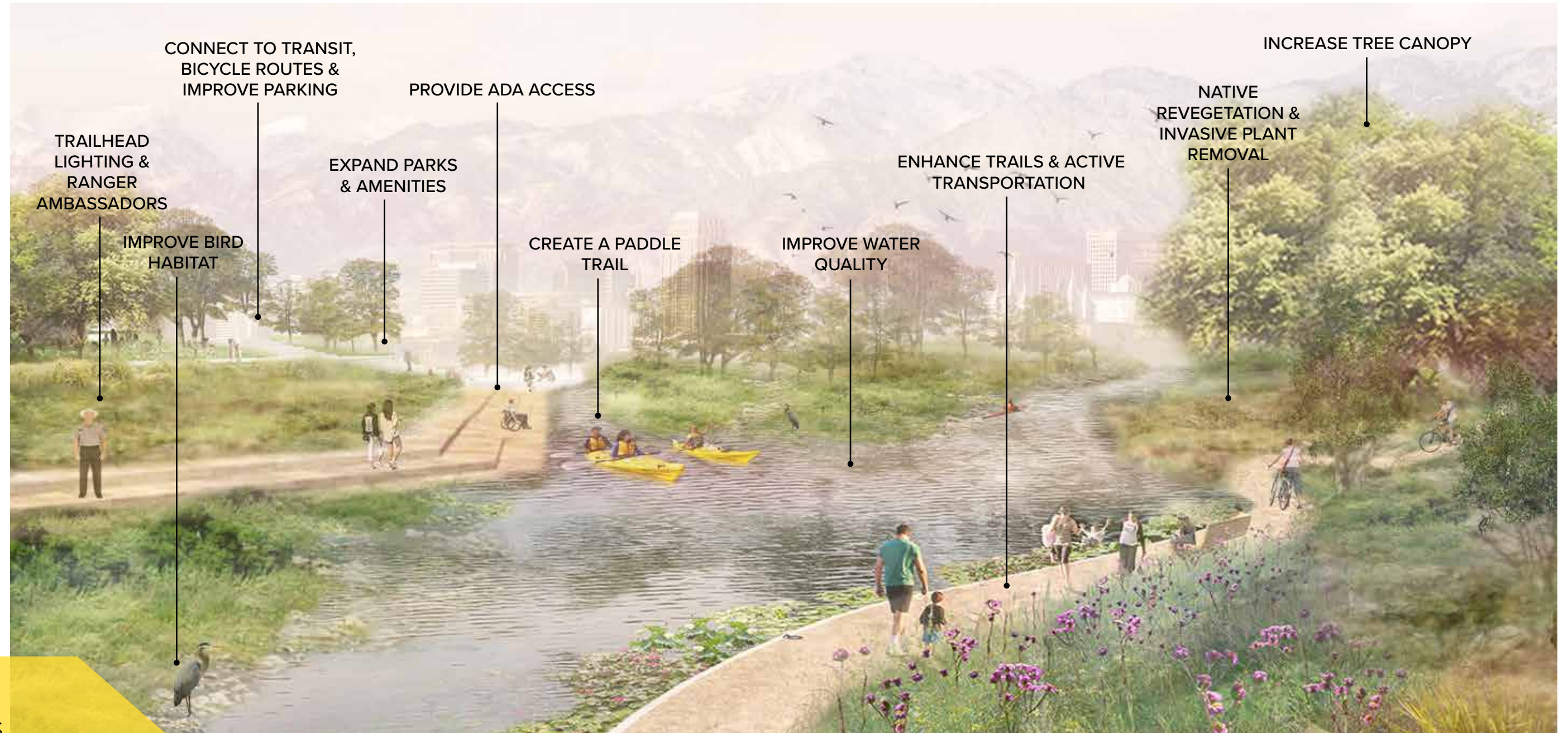
Parkway Trail. For improved recreation, the public shared that additional maintenance and safety amenities like trail lighting would make the Jordan River Parkway experience more welcoming. Additionally, the Jordan River lands are adjacent to many underserved communities and investment in high quality maintenance and recreation infrastructure can help bring more equitable service to Westside neighborhoods.

A key opportunity for ecosystem health is that the scale of available land along the Jordan River Parkway provides an opportunity to greatly increase tree canopy in an environment that can support long-term growth of healthy, mature shade trees. These lands offer a consolidated opportunity to protect and enhance the tree canopy as the urban forest declines through impacts of climate change, insufficient stewardship (e.g., irrigation of young trees) by adjacent landowners, and the illegal removal of trees during construction as the city population grows and redevelops.



Urban infrastructure has shaped the Jordan River throughout SLC's history. "Revive Our River" invites the community to reimagine the river as the ecological heart of the city.

Figure 27: Revive Our River Concept Illustration.



BIG MOVES & STRATEGIES

ACTIVATE SPACE

Invest in tree canopy, grounds maintenance, a recreational paddle trail, and park development, renewal and expansion from Glendale Regional Park to the Regional Athletic Complex.

IMPROVE SAFETY & PERCEPTIONS

Implement a robust, citywide Ranger-Ambassador program in the City's parks, natural areas and open spaces that focuses equally on resource protection and enriching the experience for all Public Lands visitors.

ACTIVE TRANSPORTATION & CONNECTION

Connect our parks and natural spaces to the city's human powered transportation network.

IMPROVE THE ENVIRONMENT & WATER QUALITY

Focus first on reducing abundance and occurrences of high-priority invasive non-native species present, then reduce the frequency and cover of low-priority non-native species, whenever

possible. Focus restoration on riparian areas and creation of wetlands as they are one of the most degraded ecological systems.

CASE STUDY:

The city of Seoul uncovered and restored a 3.6-mile portion of the Cheonggyecheon Stream in the center of the city, creating a connected green way for walkers, cyclists and wildlife. The Landscape Architecture Foundation features this project in their Landscape Performance Series¹ and documented that the final protects the city from the impacts of 200-year flood events, increased overall biodiversity by 639%, reduced the urban heat island effect on stream temperatures by 2-degrees Celsius and reduced air pollution by 35%. Beyond these successes, the project team also had costly lessons learned by not fully including access considerations for those with visual and physical disabilities in the initial design.

¹ <https://www.landscapeperformance.org/case-study-briefs/cheonggyecheon-stream-restoration>

Those were added later after protests and were more costly. A technical follow-up study also cited the following suggestions to better support plants, fish and invertebrates:

- Consider using low-flow retaining walls rather than stone or concrete;
- Install spur dikes to increase water depth and slow flow;
- Utilize variation in river bottom profile to support invertebrates; and
- Create plant-based filter strips for cleaning the stream from hardscape and street pollutant runoff.

BEFORE & AFTER EXAMPLES:



Photos credits 1) Cheonggyecheon Stream, <https://www.landscapeperformance.org/case-study-briefs/cheonggyecheon-stream-restoration>; 2) <https://www.pressdigital.com>; 3) <https://www.itdp.org/2021/04/02/leapfrogging-past-the-urban-highway/>

REVEAL PAST AND PRESENT STORIES FROM OUR DIVERSITY OF EXPERIENCES THAT HAVE SHAPED THIS VALLEY, GIVING FOCUS TO UNDERREPRESENTED AND INDIGENOUS PEOPLE. EXPRESS THESE STORIES THROUGH LANDSCAPES, STRUCTURES, PLACEMAKING, AND ART



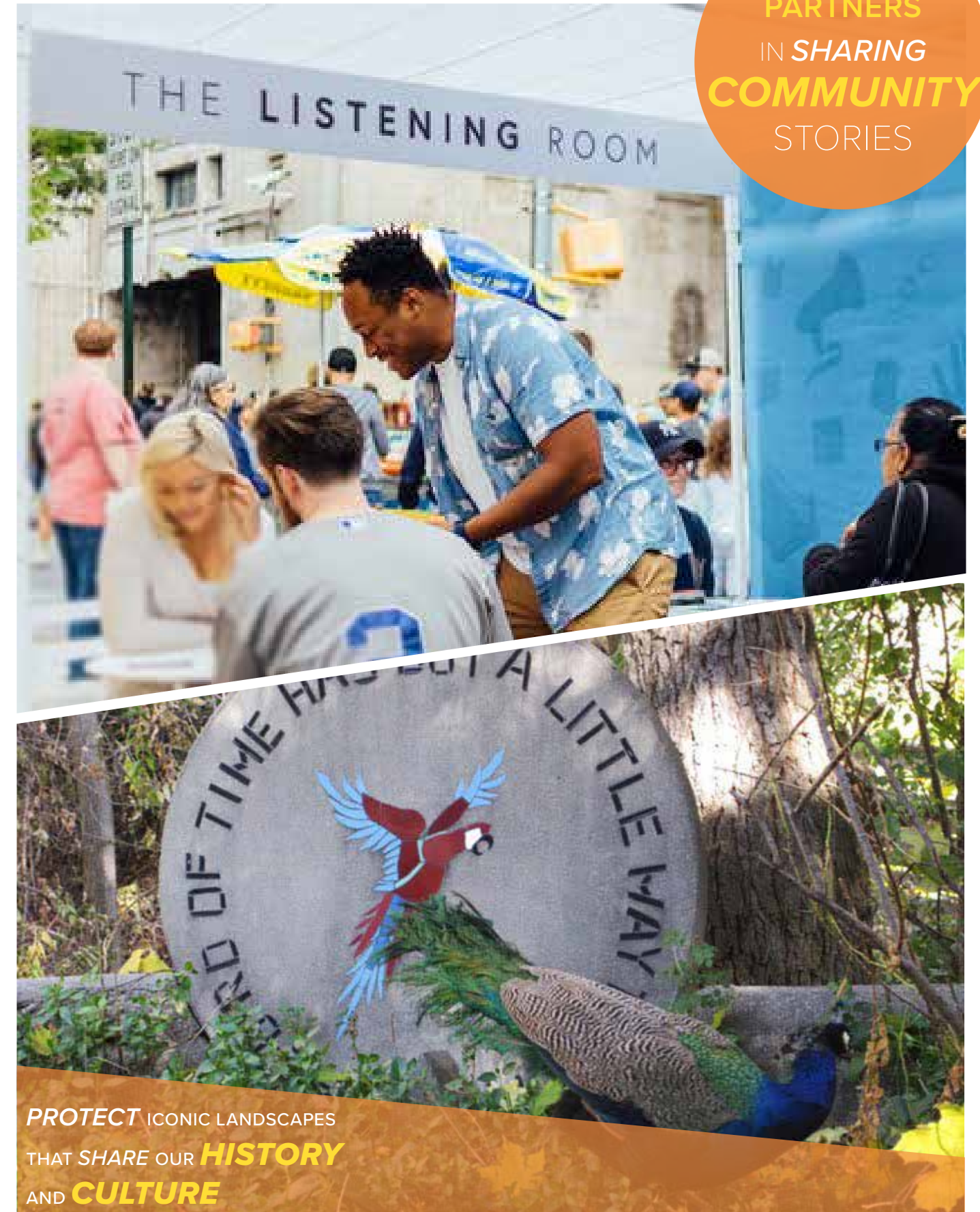
Photo: Above) Midtown Park, Design Workshop; Top Right) Place, credit; Bottom Right) Allen Park, SLC Public Lands

8. SUSTAINING OUR STORIES

Projects Include:

- Initiate a storytelling project with partners to collect, share, and display stories relevant to public lands.
- Engage our communities in identifying more meaningful names for our local parks.
- Invest in restoring and interpreting iconic structures and landscapes such as Allen Park, Fisher Mansion, and Warm Springs Park.

ENGAGE
PARTNERS
IN *SHARING*
COMMUNITY
STORIES



PROTECT ICONIC LANDSCAPES
THAT SHARE OUR **HISTORY**
AND **CULTURE**

PROTECT: SUSTAINING OUR STORIES

Landscape architects Matthew Potteiger and Jamie Purinton write in “Landscape Narratives: Design Practices for Telling Stories” that storytelling is “fundamental to the way people shape and make sense of experience and landscapes.” The trees, material of paths, recognizable businesses around a park’s perimeter and other physical qualities of parks and natural areas are the setting where the city’s collective and individual stories “take place.”

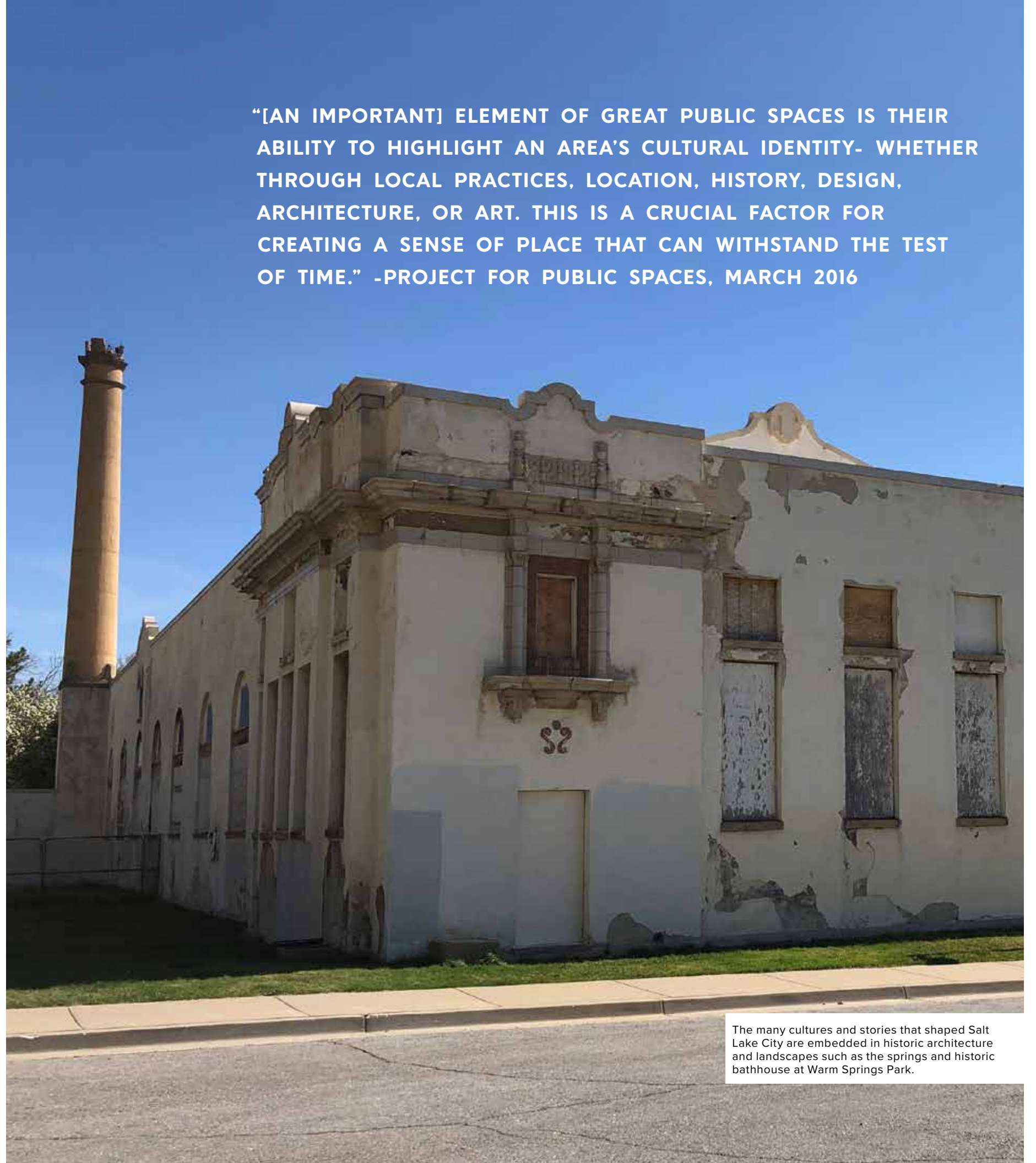
As Salt Lake City grows and welcomes more people, important historic stories and origin stories of parks and public lands are at risk of being lost in the passage of time and dynamic changing of place. As cities reconcile the recent history of colonization by Westerners, Native American stories and ways of creating shared places become important. For youth these stories can add an additional path to understand and appreciate green space and civic commons.

The humanistic practices of art, literature, community advocacy,

history, drama, music, street arts, architecture and landscape architecture all have methods and means to design and tell stories of the land and cultures both past and present. This transformative project aims to create landscape “canvasses,” both by preserving historic, cultural assets and their stories and by creating opportunities for storytelling with partner groups and the community. In documenting and “Sustaining Our Stories,” Public Lands preserves and protects the cultural threads that create a sense of place in Salt Lake City’s nature.

Restoring and interpreting structures within Public Lands, such as Allen Park, Fisher Mansion, and Warm Springs Park are sizable investments of this Transformative Project.

“[AN IMPORTANT] ELEMENT OF GREAT PUBLIC SPACES IS THEIR ABILITY TO HIGHLIGHT AN AREA’S CULTURAL IDENTITY- WHETHER THROUGH LOCAL PRACTICES, LOCATION, HISTORY, DESIGN, ARCHITECTURE, OR ART. THIS IS A CRUCIAL FACTOR FOR CREATING A SENSE OF PLACE THAT CAN WITHSTAND THE TEST OF TIME.” -PROJECT FOR PUBLIC SPACES, MARCH 2016



The many cultures and stories that shaped Salt Lake City are embedded in historic architecture and landscapes such as the springs and historic bathhouse at Warm Springs Park.



Public Lands can help communities share their stories by serving as a venue, such as the Temporary Museum of Permanent Change, a collection of rotating artistic exhibits Downtown that highlight the stories of the people of SLC.

PLACE NAMES

Places are shaped by the names they are given, stories that are told and histories that are taught. Over time, unshared stories become at risk of being lost, forgotten without a place in the historical narrative. The Native Lands Map to the right, highlights indigenous tribal landscapes around and in the Salt Lake Valley that were home to the Ute, Goshute and Shoshone for thousands of years. It demonstrates place before European settlers structured and claimed the land with borders, names and property. It strives “to map Indigenous lands in a way that changes, challenges, and improves the way people see the history of their countries and

peoples.”¹ Similarly, Public Lands can provide an opportunity to keep indigenous histories alive by recognizing and sharing important place names and stories.

¹ <https://native-land.ca/>

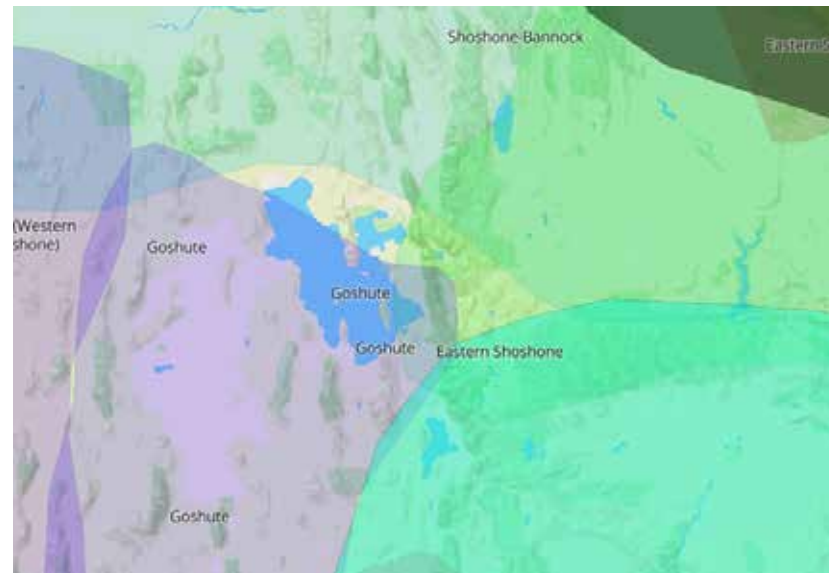


Figure 28: Native Lands Map. Source: <https://native-land.ca/>

CASE STUDY- RENAMING ADVOCACY

Over the last decade, the National Parks Conservation Association had advocated changing the names of several of landscape features in National Parks to reflect indigenous names (e.g., proposal to change Hayden Valley

in Yellowstone to Buffalo Nations Valley). Similar efforts are met with support and detractors. There are sentimental attachments to place names or others may not resonate with current trends towards what some people call a “cancel” culture. This case study reflects the potential opportunities and challenges Salt Lake City Public Lands could face in the process

of “Sustaining Our Stories.” A good way to provide space for the community to brainstorm, respectfully disagree and come to consensus would be to leverage the Reimagine Nature engagement tactics and partnerships with community groups like the University of Utah staff and students.

“IF HISTORY CAN BE READ IN THE NAMES ON THE LAND, THEN IT IS VERY PARTIAL AND VERY FRAGMENTED,”

-Lauret Savoy, author of “Trace: Memory, History, Race, and the American Landscape”



Blackfeet leaders Bird Rattler (far left), Curly Bear (second from left) and Wolf Plume (third from left) meet with Stephen Mather, soon-to-be Park Service director (sitting) and other officials to respectfully protest the use of English-language names in Glacier National Park in 1915.¹

Photo Source: <https://www.npsa.org/articles/2189-naming-matters-photo-credit-copyright-Marian-Albright-Schenck/The-Collections-of-Horace-Albright>

CASE STUDY- THE “ACTIVATION” AT BUCHANAN MALL

In September 2018, the City of San Francisco began their partnership to re-envision and renovate Buchanan Mall. The City and other partnerships engaged in an intensive engagement with the community to develop and discuss the plan. Once the concept plan was complete, the City selected

one block to fully design and build to show the community the possibilities of their shared spaces. One attraction in the developed block was the installation of the “Activation”. The Activation is a temporary installation of gardens, benches, archways, historical photos, lighting, and two “audio-

domes” providing stories from the neighborhood. The community worked together to design prototypes of the Activation dome and were hired to help build the installment. This created a sense of ownership over their space and fostered conversations among community members.



Community Storytelling at Buchanan Mall, San Francisco.
Photo Source: <https://www.exploratorium.edu/publicspaces/projects/buchanan-mall>.

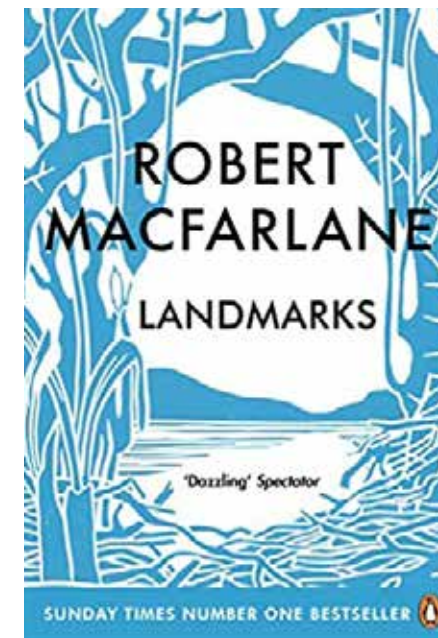


Features in parks, such as this chalk wall, can provide opportunities for people of all ages to tell their stories.

Photo: Midtown Park, Design Workshop

CASE STUDY- LANGUAGE OF LANDSCAPE

Over the last decades, several writers have compiled compendiums of lost landscape words that help describe the ecological phenomena of nature. “Sustaining Our Stories” is also about getting out in nature and expanding our language of landscape. Three books speak eloquently on this topic.

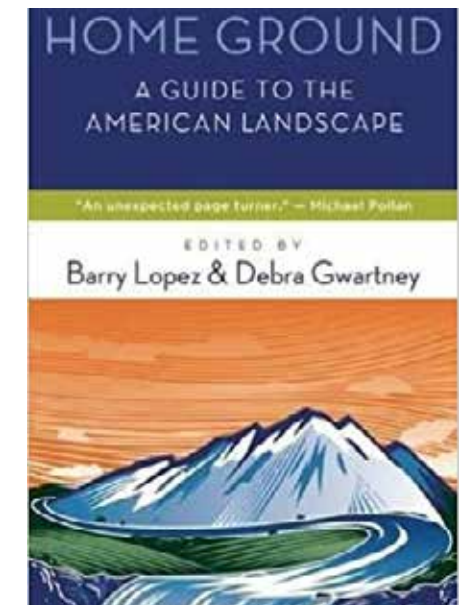


As Robert McFarland writes in his 2015 book *Landmarks*, which collated thousands of words describing the landscapes of Britain and Ireland, “this is a book about the power of language—strong style, single words—to shape our sense of place.” In addition to the cultural histories of people who have lived in the Valley’s landscapes, there are words all of us are unfamiliar with or as McFarland writes, “we have forgotten 10,000 words for our landscapes.”

The 2006 book *Home Ground: A Guide to the American Landscape* compiles over 800 fading landscape words from 45 poets and writers. In this book edited by Barry Lopez and Debra Gwartney, words such as “blind creek” are defined:

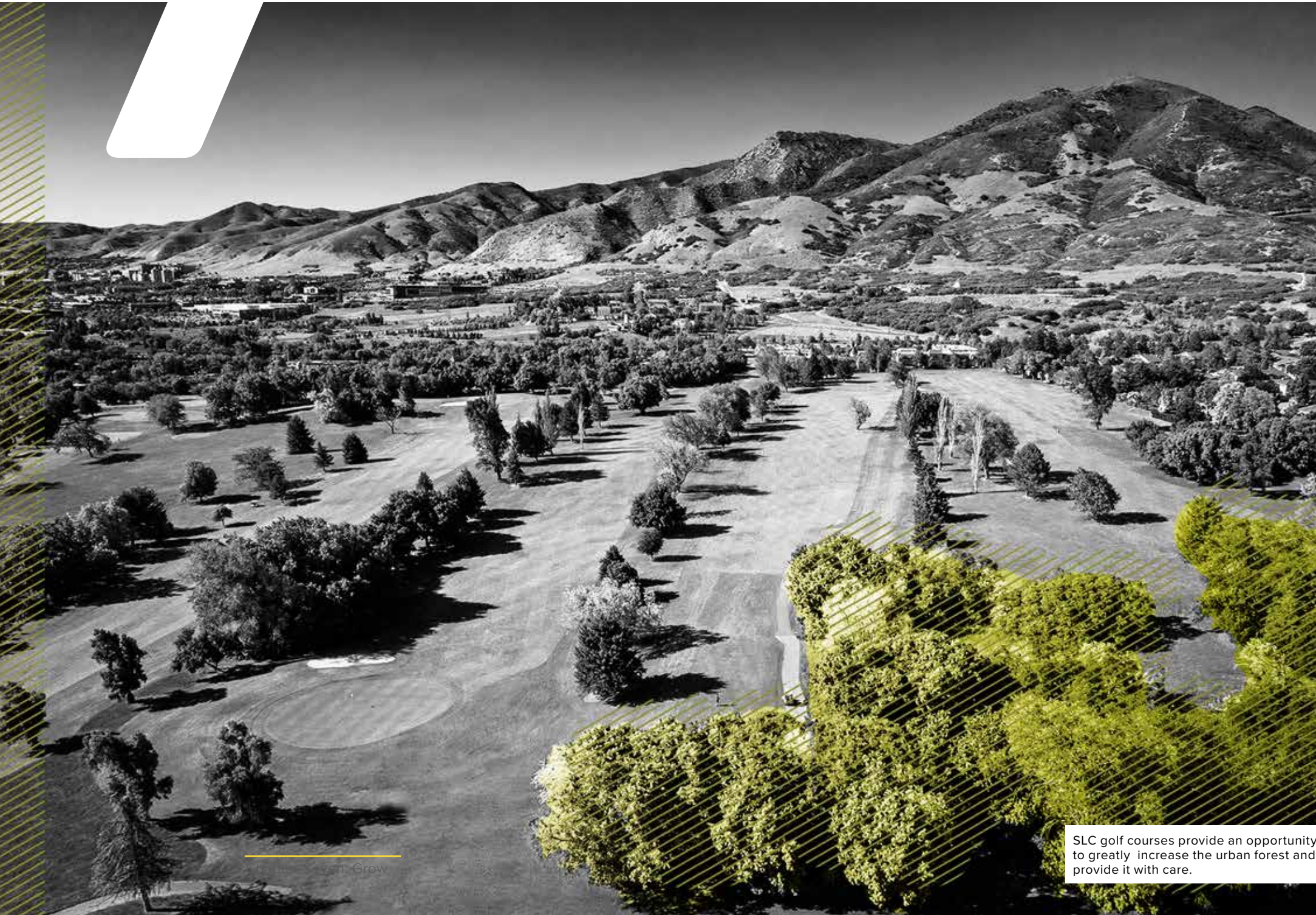
“To most eyes a dry creek is a place where a creek once flowed and after a rain will likely flow again. Such a waterway is an ephemeral creek, technically. But by another way of seeing,

some such creeks never entirely disappear. A ghost, if you will, holds the creek’s place, moving slowly in darkness below the dry, sun-baked surface. In the mind of a local resident finely attuned to such things, you’ve come upon the invisible but real when you stand above a blind creek. Dig, and the water will come to light, like the blind floor revealed when the carpenter’s floor is taken up.”
-Barry Lopez



7

GROW: EXPAND OUR PUBLIC LANDS SYSTEM



SLC golf courses provide an opportunity to greatly increase the urban forest and provide it with care.

GOAL STATEMENT

As the Salt Lake City population increases, our public lands receive more visitation and work harder to reduce negative impacts of more “footprints” on our landscapes and public amenities with increased maintenance and renewal. Providing the amount of public properties in relation to population growth needs is increasingly challenging in a city reaching maximum expansion build-out with limited opportunities to acquire large natural areas or small parks in areas of dense development with high land prices. City departments and partners work together to provide green space and recreation opportunities in our rapidly re-developing downtown. We innovate and make smart use of the public properties we have, being strategic with our resources and creating funding sources to expand our urban forest, trails, park system, and natural areas.

GROW: EXPAND OUR PUBLIC LANDS SYSTEM

EXPANDING THE PUBLIC LANDS SYSTEM

2020 Census data shows that Utah is the fastest-growing state in the nation.¹ Over 30,000 people are expected to move to Salt Lake City by 2040. In order to maintain the current level of park space provided to the population, as of the 2019 Needs Assessment, the city would have to add 94 additional acres of park space to Public Lands. That's roughly equivalent to adding another Liberty Park to the city. This acreage is a shifting metric as parks, such as the new Allen Park, have been added to the system yet the population of the city has grown faster than predicted in 2019. Like other North American cities with expanding population, challenges to growing or acquiring more green space include rising land prices, limited resources for taking care of current lands and competing land use needs. In terms of walking distance to green spaces, *Plan Salt Lake* sets a 2040 aspirational target of every

¹ <https://gardner.utah.edu/census-2020-utah-fastest-growing-state-in-u-s/>

resident living within a half-mile of public lands. While most residents meet this criteria, the denser urban communities of Downtown, Sugar House and the Central Planning Area still have gaps in walkable access to parks.² In addition to public parks for recreation, expansion of Natural Lands and trail corridors for land and water conservation, wildlife habitat, and other ecological or scenic character purposes is also of high importance. The *2010 Salt Lake Open Space Acquisition Strategy* identified many key opportunities and since then area plans have highlighted urban to wilderness opportunities for expanding Public Lands holdings.

RISING LAND PRICES AND GROWING POPULATION

The Deseret News³ recently reported that 2020 saw double-digit percentage home price increases and classifies the

² *Salt Lake City Parks and Public Lands Needs Assessment, (2019)*

³ <https://www.deseret.com/2021/5/13/22412416/utahs-place-in-the-west-raging-housing-market-salt-lake-city-rising-housing-prices-record-breaking>

Salt Lake metro as one of the hottest housing markets in the West. Salt Lake City's Downtown Alliance⁴ found that real estate and construction costs are at an all-time high and there are insufficient green spaces downtown. Most cities offer three times more green space to downtown residents than Salt Lake City. The 2019 Needs Assessment⁵ also found that the downtown core is especially lacking in green space compared to the rest of the city and identified the Depot District, Central Business District, East Downtown and 400 South as population growth areas of the city that will require additional open space to meet the needs of future residents.

RESOURCES TO MAINTAIN AND ACQUIRE

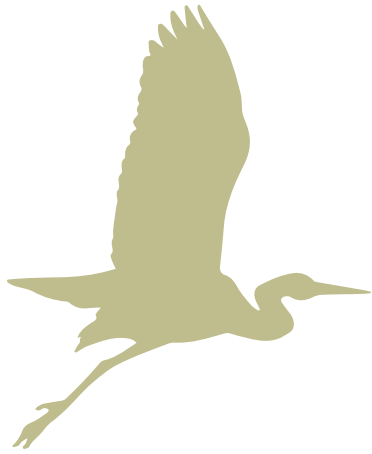
Acquiring additional land for parks, natural lands, and trails is costly and maintaining new spaces will add resource burden to the existing deferred maintenance of existing public lands.

⁴ https://www.downtownslc.org/images/pdfs-doc/2020_State_of_Downtown_v10.pdf
⁵ *Salt Lake City Parks and Public Lands Needs Assessment, (2019).*



**“OPEN SPACE AND THE
NATURAL ENVIRONMENT ARE
DEFINING FEATURES OF SALT LAKE CITY.
OUR BEAUTIFUL CITY PARKS AND OPEN
SPACES, PAIRED WITH THE DRAMATIC
VIEWS OF AND PROXIMITY TO THE
WASATCH AND OQUIRRH MOUNTAINS,
MAKE SALT LAKE CITY A BEAUTIFUL PLACE
TO LIVE AND VISIT. THESE AESTHETIC AND
RECREATIONAL QUALITIES ATTRACT NEW
RESIDENTS, VISITORS, EMPLOYERS, AND
INVESTMENTS TO OUR CITY.”**

- PLAN SALT LAKE, 2014



“MOST CITIES OFFER THREE TIMES MORE GREEN SPACE TO DOWNTOWN RESIDENTS THAN SALT LAKE CITY.”

Some municipalities utilize developer contributions as one mechanism, that when property tuned, contributes to parks provision for new residents. The 2010 Open Space Acquisition Strategy lists a number of conservation tools including: bargain sale of land, parkland/trail dedications, zoning for conservation, trail easements, conservation easements, purchase of development rights, transfer of development rights, conservation subdivisions, deed restrictions, wildlife property tax valuation, partnerships for funding leverage and stewardship. Criteria for new open space includes evaluating benefits of scenic assets, ecological health and the neighboring community, and connection to other public lands.

Other mechanisms, such as Community Reinvestment Bonds for capital improvements, will act as another resource for improving public lands, with funding allotted to major projects which include: creating a regional park at Glendale, restoring historic buildings and landscapes in parks such as Allen Park and

Warm Springs Park, continuing implementation of the Foothills Trails System Plan, creating a wood re-utilization plan for the Urban Forestry division and improving the Jordan River.

COMPETING LAND USE GOALS

Affordable housing and supporting commercial businesses and utilities are high needs for a growing city. Also important is public lands infrastructure. University of Chicago psychologist Marc Berman states, “natural spaces are not an amenity, they’re a necessity—we have to have it. Just like clean water or clean air, we have to have natural spaces in our environment for people to function well.”⁶ Given Downtown and the Central Planning Area’s lack of adequate greenspace, in addition to a growing population, protecting and enhancing SLC’s existing parks and open space and efforts to increase the provision of greenspace are of top importance. While other land uses such as affordable housing provide a worthy cause for urban

⁶ <https://www.discovermagazine.com/health/green-spaces-are-a-necessity-not-an-amenity-how-can-cities-make-them>

development and infill, public greenspace is an irreplaceable asset within the city. Not only is it crucial to protect the few remaining slices of greenspace in the city for wildlife and ecosystem benefit, it is economically a valuable asset for the City to retain. Based on the average land value of SLC planning areas that contain homes today, if the 3,699 acres of existing parks and golf courses were overcome by development, replacing those acres – and the essential associated environmental and health benefits - would cost approximately 1.4 billion dollars.⁷ However, in some situations nonperforming lands could be swapped for those that better serve Public Lands mission.

⁷ *Calculated with GIS data from the Salt Lake County Assessor’s Parcels and Salt Lake City planning areas.*

DESIRES AND OPPORTUNITIES FOR GROW

In reflecting on one word that sums up the public’s vision for the next 10 years of public lands, “grow” came in as the second most popular. Digging into the hundreds of comments made from the public, many people reflected on the need to invest in green spaces on the Westside of the city and from a citywide perspective to add spaces where plants and wildlife needs come first. Ideas on how to grow public lands from the public include:

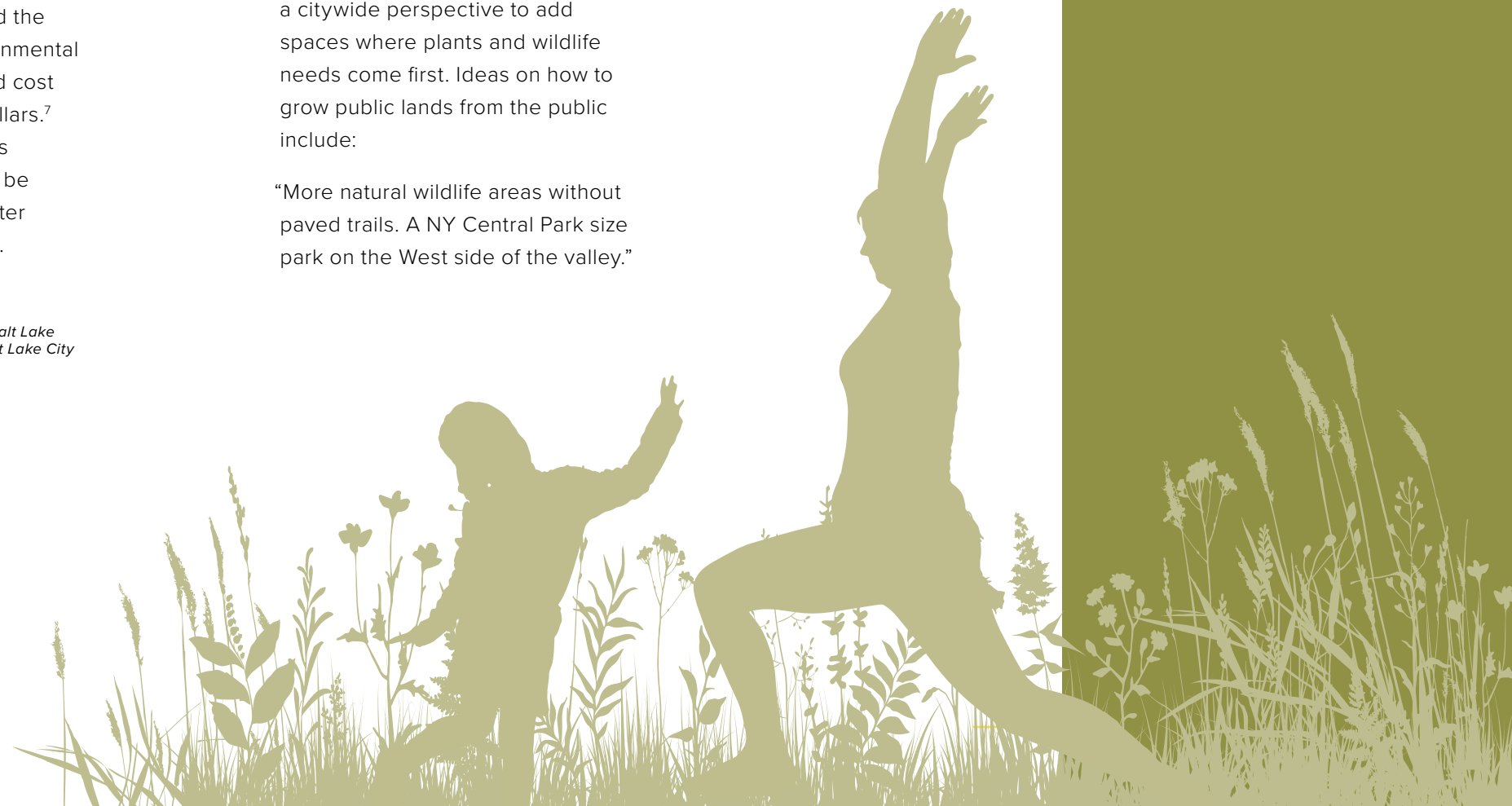
“More natural wildlife areas without paved trails. A NY Central Park size park on the West side of the valley.”

“Require that all new apartment building complexes have green spaces as part of their design.”

“[Experiment with] a planting of some native species, you know, the little copses of oaks and maples and box elders that exist in that Golf Course are really needed and actually harbor quite a bit of wildlife.”

“94 ACRES OF NEW PARK LAND WILL BE REQUIRED BY 2040 TO MEET FUTURE NEEDS AT THE SAME LEVELS OF SERVICE AS TODAY.”

- 2019 SLC PUBLIC LANDS NEEDS ASSESSMENT



PARK CLASSIFICATIONS AND STANDARDS

General standards for different park types (classifications), shown in Figure 29, helps to provide parameters for creating equitable park investments and expectations. For example, Neighborhood Parks are unlikely to include restrooms as this expense is better reserved for Regional, Community, and Special Use Parks that may require greater

travel and duration of visitation. However, these classifications do not dictate aesthetics and allow for selection of a variety of features- such as types of sports courts, community garden, or play features. Upgrading parks to include amenities listed for their categories,

such as Glendale to be a regional park, is one way that park capacity to support a growing population can be met. As the city nears build-out and it becomes even more challenged to acquire additional park acreage it will be important grow within existing parks to do more to meet needs.

Figure 29: Near Term Investments By Planning Area Map.

PARKLAND CLASSIFICATIONS AND STANDARDS			
Size and Service Area	Purpose and Function	Characteristics and Amenities Expectations	Location Examples *not a complete list
Regional Park			
25+ Acres. 1.5 mile local service & city and regional service	Provides facilities and recreational amenities intended to serve city residents as well as the surrounding region. These parks should provide a large variety of recreational opportunities to be both a regional destination and surrounding community attractor. These parks are likely to support a combination of passive and active interests such as water play, playgrounds, shelters, trails, and athletic facilities.	Park amenities, events and landscape make them regional attractions. Special site features such as streams, lakes or historic sites may add to the park's character. Amenity expectations may include restrooms, parking, lighting, concessions, facilities for rental/reservation, and expression of history, art and culture.	Liberty Park Future Upgrade: Glendale Park, Jordan Park/ Peace Gardens, Riverside Park, Rosewood Park, Sunnyside Park.
Special Use Park			
Size Varies 1.5 mile local service & city and regional service	Parks that mainly serve one specific purpose or community need. Examples include the three downtown special events parks that provide a plaza experience for passive recreation and host festivals and events. Examples include bike parks, horticultural centers/ working farms/community gardens, arboretum/botanical garden, sports complexes or parks dedicated to similar sports tournaments and groupings, environmental education centers, performance areas, urban plazas, festival walkways, civic parks, or other specialized activity or recreation interests.	Characteristics and amenities vary based on special use purposes. For example, special events parks may include vendor space, venues for entertainment such as permanent or temporary stages and seating, and access to electrical hook-ups.	Regional Athletic Complex, Library Square, Washington Square, 9-Line Bike Park, Sorenson Multi-Cultural Center, Artesian Well Park, Model Port, Allen Park.

Size and Service Area	Purpose and Function	Characteristics and Amenities Expectations	Location Examples *not a complete list
Community Park			
10-25 acres 1-mile service area to account for people walking, biking, or driving to parks	Focused on meeting the major parks and recreation needs of the city. Serves as a focal point for community-wide activities and group gatherings. Provides facilities that serve a broad purpose, balancing active and passive recreation needs. Allow for group activities not feasible nor desirable at the neighborhood level due to noise, lights, traffic, etc. Often adjoining other community-oriented facilities (libraries, community centers, schools, etc).	Portions of the site should have gentle topography to accommodate active sports fields and open turf areas. Unique landscapes should be preserved, celebrating features such as streams, lakes or historic sites to express park character. Community Parks have facilities such as lighting and restrooms. May include special amenity or recreation facilities, such as athletic complexes or sports fields, large swimming pools, or play areas, although not the only purpose of the park. Likely to include playground equipment or large play structures, informal and formal play fields, paved areas for court games, pathways, picnic shelters, and community buildings. Portions of land may include areas of natural quality for outdoor recreation, such as walking, viewing, picnicking. May include natural features such as water bodies or features and gardens.	11th Ave. Park, 1700 South River Park, Cottonwood Park, Fairmont Park, Herman Franks Park, Memory Grove Park, Pioneer Park, Washington Park, Warm Springs Park.
Neighborhood Park			
2-15 acres Neighborhood, ½ mile walking distance.	Generally serves neighborhood needs with fewer purposes and smaller size than Community Parks. Intended to provide both active and passive recreation for residents for short daily leisure periods. Should be accessible for intensive use by children, family groups, small neighborhood gatherings, and senior citizens. Accessible to neighborhood population and geographically centered with safe walking and bicycle access. May be developed as a park-school facility.	Mix large and small amenities, such as open lawns and grass play areas, pavilions, playgrounds, sports courts and fields. On-street parking is typically adequate. Ideally, these parks are linked by pathways and sidewalks and respond to the need for basic recreational amenities close to peoples' homes. Do not have facilities such as lighting and restrooms.	Poplar Grove Park, Sherwood Park, Popperton Park, Ensight Downs Park, Jefferson Park, Meadows Park, Wasatch Hollow Park, 900 South River Park, and more*. Upgrade: Taufer Park
Mini Park			
2 acres or less Neighborhood, 1/4 mile walking distance.	Specialized facilities that serve a limited area, concentrated or limited population or specific group such as children or seniors. Could be provided by public or private sector.	May have elements such as small playgrounds, seating or picnic areas and shade. Do not have facilities such as lighting and restrooms. In dense, urban areas, may be highly designed to serve more people in a small space.	600 East Park, Almond Park, Guadalupe Park, Victory Park, Silver Park, Ron Heaps Park, and more*.

PARKLAND CLASSIFICATIONS AND STANDARDS, CONTINUED

Size and Service Area	Purpose and Function	Characteristics and Amenities Expectations	Location Examples <i>*not a complete list</i>
Natural Lands, Non-Urban			
Varies City or broader region	These areas are generally maintained in their natural state with ecological systems management and help preserve significant views, provide wildlife sanctuaries, and conserve natural resources. These areas may also support scientific research and trail equestrian and bicycle use. Depending on site conditions, public access can be limited. Emphasis is on achieving a balance between re-source protection and public use.	Natural land areas with environmentally sensitive habitat and features, and riverfront areas and floodplains and creek corridors. Often provide connections with other public lands. Site features such as streams, scenic views, rock outcrops, or historic sites may add to the natural area's character. May include above or below grade utility infrastructure so long as land remains predominantly natural in character.	Foothills Natural Area, Parleys Historic Nature Park, Lower Jordan River Wetlands, and more*.
Natural Lands, Urban			
Varies City or broader region	Urban natural lands are natural spaces which are typically surrounded by urban development or adjacent to manicured parks and often serve a park-like function.	Similar to Non-urban Natural Lands but require a higher level of maintenance, facilities and/or infrastructure to manage human activities and adjacency to the built environment. May support opportunities for passive recreation through recreational trails, interpretive facilities, historic and cultural exhibits, nature observation, photography, orienteering, kayaking, canoeing, floating, and fishing.	Miller Park, Wasatch Hollow, Hidden Hollow, Fife Wetland Preserve.
Greenways			
N/A Neighborhood, city or broader region	Linear parks, greenways and paved and unpaved surface within a designated open space corridor allowing for pedestrian and bicycle commuting and recreation use. Trails are measured by linear distance, not land area.	Linear green spaces, parkways, trail corridors, stormwater infrastructure, and green interventions along public thoroughfares which add aesthetic value and may encourage pedestrian and bicycle use. May include associated natural or manicured landscape with paved and unpaved trails. May include ornamental plazas, special features like gardens, bike parks and trailheads, stormwater infrastructure and urban forest enhancements.	9-Line, Folsom, Green Loop, Jordan River Parkway, planted medians.
Golf Courses			
100 – 250 acres for 9 to 18-hole course. City or broader region	Large expanses of turf grass, trees, and small water features that are maintained for the game of golf. May include trails or trail access within non-playable portions of the property so long as golf activity remains unencumbered by trail access.	Rolling terrain without overly steep sections. Appropriate soils, drainage, and water availability to support turf grass. Small water features and other natural elements add to the complexity and difficulty of the game while also providing habitat for urban wildlife and potential for stormwater retention.	Nibley, Forest Dale, Bonneville, Rose Park, Glendale, Mountain Dell.

EXAMPLES OF TYPES OF PUBLIC LANDS SPACES IN SLC



Neighborhood Park: Wasatch Hollow



Regional Park: Liberty Park



Community Park: Fairmont Park



Mini Park: Imperial Park



Special Event Park: Library Square



Natural Lands: Fife Wetland



Trailhead: Ensign Peak



Parkways: Jordan River Parkway



Golf Course: Bonneville

GROW: EXPAND OUR PUBLIC LANDS SYSTEM

INCREASING LEVEL OF SERVICE AND FUTURE INVESTMENTS

The National Recreation and Park Association (NRPA) finds that city parks departments on average offer one park for every 2,777 residents and 9.9 acres of parkland per 1,000 residents. While this is a national benchmark average, NRPA acknowledges that park agencies are as diverse as the landscapes and people they serve. There is no one, standard way of measuring level of service that works for every city. The people, staff and stakeholders of a city must provide input on the values and needs of their own communities for access to the urban outdoors and environmental services provided by parks, urban forests and green spaces.

Level of service is often measured by acres of parks and open space per person. Yet many measures

such as park investment and availability of park amenities contribute to the level of park service each neighborhood receives. Due to limited available space, areas of the city with higher densities will need to find creative solutions to increase park level of service to meet the demands of a growing population. At the same time other planning areas contain substantial acreage of parks and natural lands which are in need improved maintenance and the addition of amenities to equally serve the community.

Figure 30, the map to the right shows near-term Public Lands' investments that seek to improve the level of service of parks and amenities across the city. Significant near-term investments are broken down by planning area on the following pages, highlighting major improvements and transformative projects that will serve each community.

FUTURE PUBLIC LANDS INVESTMENTS

LEGEND

NEAR-TERM CAPITAL IMPROVEMENT PROJECTS

- HIGH EQUITY PRIORITY
- MEDIUM EQUITY PRIORITY
- LOW EQUITY PRIORITY

TRANSFORMATIVE PROJECTS

- HIGH EQUITY PRIORITY
- MEDIUM EQUITY PRIORITY
- LOW EQUITY PRIORITY
- PROPOSED TRAILS

EXISTING ELEMENTS

- PARKS AND NATURAL LANDS
- GOLF COURSES
- CEMETERY
- EXISTING TRAILS

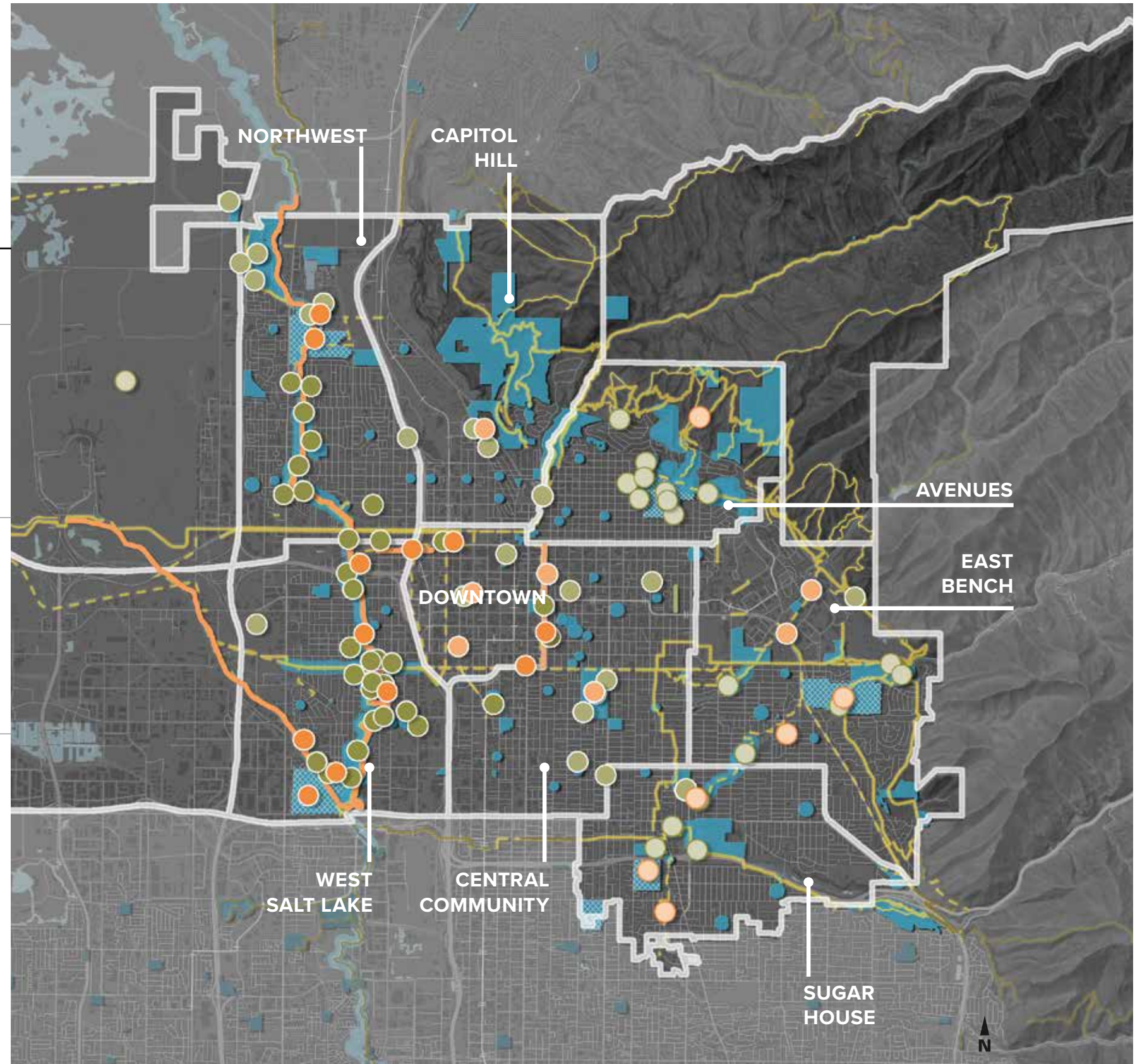


Figure 30: Future Investments By Planning Area Map.

GROW: EXPAND OUR PUBLIC LANDS SYSTEM

NORTHWEST AND WEST SALT LAKE

The westside has a higher level of service in terms of park and natural land acreage than the citywide average, and is connected by the Jordan River. Increasing park service in these communities will involve investing in existing public spaces to enhance environmental quality and increase park amenities.

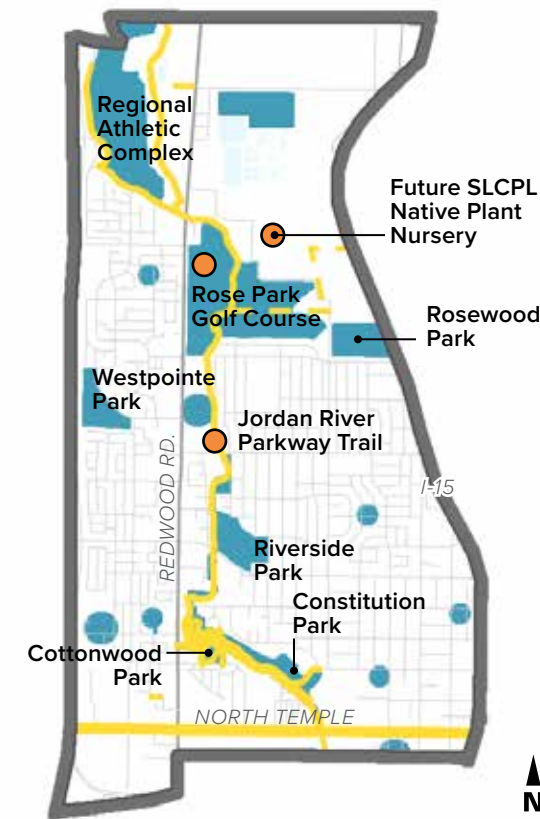
There is a very high need for investments in these two planning areas to achieve citywide equity goals. Population is growing in this area and residents are concerned about rising housing costs, gentrification and seeing their cultural identity disappearing from these places. NRPA and other

park researchers are working to expand a list of recommendations for parks-related anti-displacement strategies that should be employed for this area.¹

Providing existing parks with amenities that serve the needs of the community will be important to incorporate into future investments. There is also a high percentage of children, youth and seniors compared to the rest of the city's population and park investments should make extra consideration for these groups.

¹ <https://www.nrpa.org/parks-recreation-magazine/2019/december/greening-without-gentrification/>

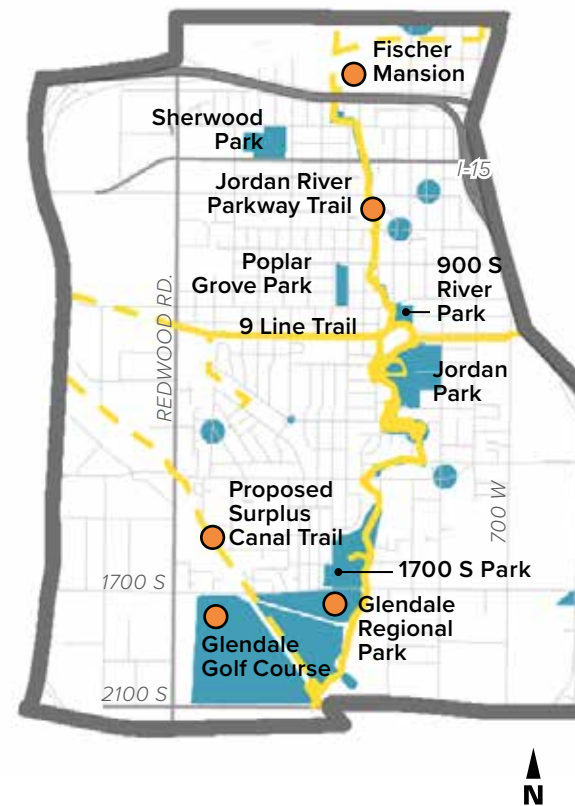
NORTHWEST



● Near Term Investments:

- » Invest in the Jordan River and the Jordan River Parkway Trail
- » Identify opportunities for separated bike lane/multiuse paths to close gaps
- » Add uses to Rose Park Golf Course to make it more accessible to the community.
- » Invest in 2200 West – Urban Farm
- » Create a future Public Lands Native Plant Nursery
- » Improve west side park amenities, placemaking and programming.

WEST SALT LAKE



● Near Term Investments:

- » Invest in the Jordan River and the Jordan River Parkway Trail
- » Invest in Fisher Mansion
- » Invest in Glendale Regional Park
- » Identify opportunities for separated bike lane/multiuse paths to close gaps
- » Implement the Surplus Canal Trail
- » Add uses to Glendale Golf Course to make it more accessible to the community.
- » Improve westside park amenities, placemaking and programming

GROW: EXPAND OUR PUBLIC LANDS SYSTEM

CAPITOL HILL, DOWNTOWN AND CENTRAL CITY

These areas of the city are experiencing an extremely high degree of change. They have the least amount of park space and are the fastest-growing, adding both population and density at a rapid rate. Downtown in particular has a very high percentage of surface parking lots that are quickly converting to high density housing, office, and retail.

Buying and developing land for park space in the city's center is

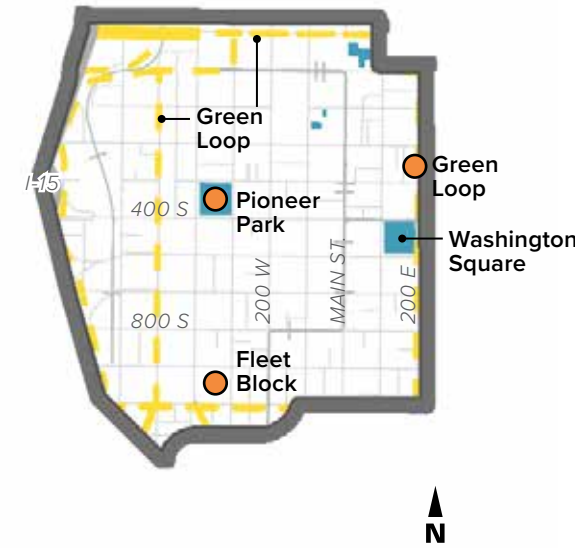
expensive but is critically needed. A multi-varied and aggressive approach which includes public and private strategies as well as public-private partnerships is needed to address the need for more green space in the heart of the City.

The City should identify ways to reinvent city streets, taking advantage of the wide right-of-ways to create linear green space. Other ways to provide green space could involve allocating space for parks on City-owned blocks. Additionally, the City could encourage developers to include

outdoor green space assets for their residents to provide respite from the urban environment.

Strategies could also include expanding sidewalks and park strips to create space for more outdoor dining and pedestrian activity. Expanding the park strips provides permeable surfaces for stormwater collection and adequate growing space for trees, cooling the hot, paved urban environment. Identifying space for community gardens, which are in high demand in these neighborhoods would also provide needed urban green space.

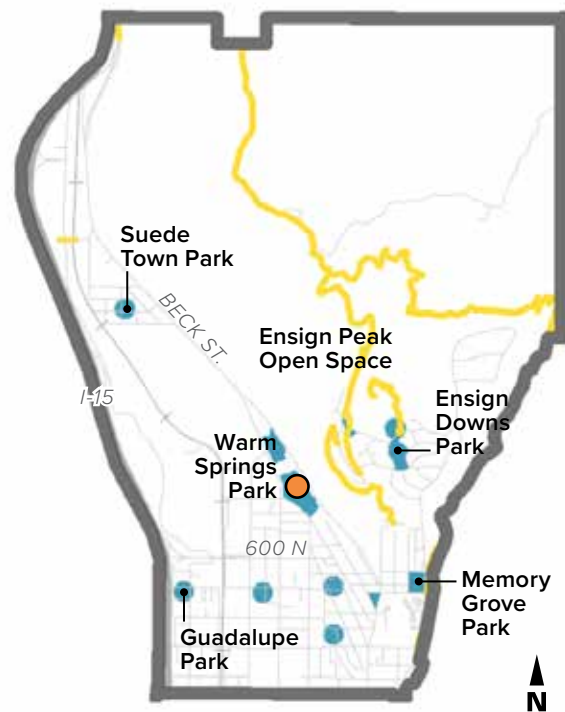
DOWNTOWN



● Near Term Investments:

- » New Park in Granary District (Fleet Block!) at least 25% of the block or 3 acres on the corner
- » Green Loop to create new green space downtown, 8 acres along the green loop segment on 200 E
- » Invest in Pioneer Park to make it a flagship downtown park
- » Identify opportunities for separated bike lane/multiuse paths
- » Encourage developers to create park space as part of their development for their residents, at a minimum
- » Invest in the Civic Campus (Washington Square) and Library Square to bring more uses and programming to the site
- » Look for community garden and pocket park opportunities

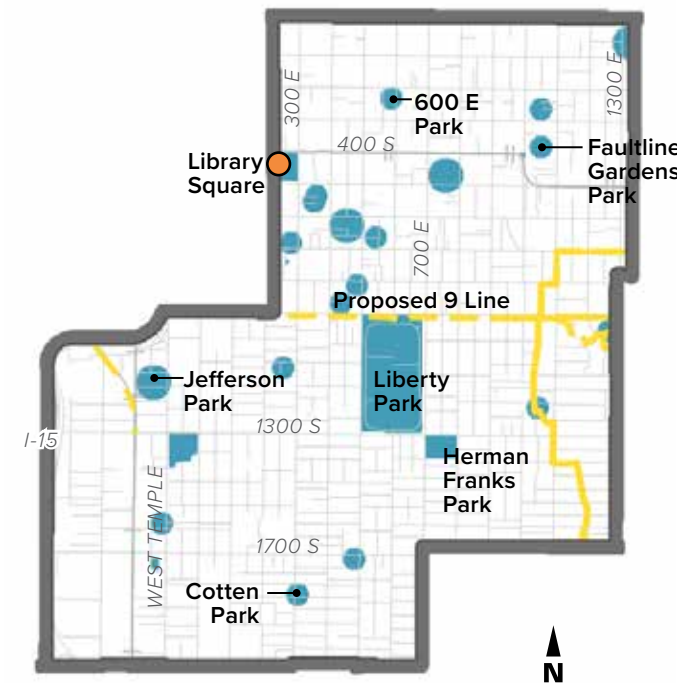
CAPITOL HILL



● Near Term Investments:

- » Invest in Warm Springs Park and the historic bath house property
- » Create on and off-street multi-use trail connections to the Foothills Natural Area, Ensign Peak Open Space and the City Creek Natural Area
- » Identify opportunities for separated bike lane/multiuse paths
- » Encourage developers to create park space as part of their development for their residents, at a minimum
- » Look for community garden and pocket park opportunities

CENTRAL CITY



● Near Term Investments:

- » Invest in the Civic Campus (Washington Square) and Library Square to bring more uses and programming to the site.
- » Identify opportunities for separated bike lane/multiuse paths
- » Encourage developers to create park space as part of their development for their residents, at a minimum.
- » Look for community garden and pocket park opportunities

GROW: EXPAND OUR PUBLIC LANDS SYSTEM

AVENUES, EAST BENCH AND SUGARHOUSE

These areas are relatively stable and are experiencing less change and growth compared to other parts of the city. The neighborhoods are built out and the street development pattern is of a more suburban character, consisting predominantly of single

family homes. The population consists of a relatively older group than is found throughout the rest of the city.

While these planning areas have a small percentage of park acres compared to other parts of the city, they have the greatest access to natural lands due to their proximity to the foothills.

Investments in linear recreation, and multi-use paths that connect neighborhoods to existing natural lands and the Foothills Natural Area will be key to improving park service in these neighborhoods.

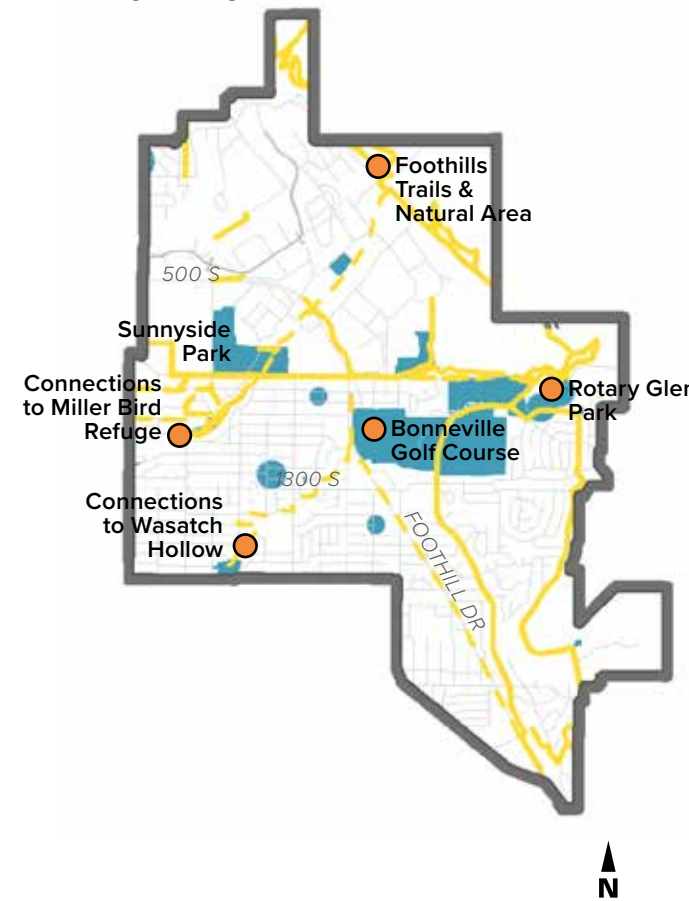
Utilizing or adding multiple uses to other greenspaces such as the City Cemetery and golf courses are also top strategies to improving access.

AVENUES



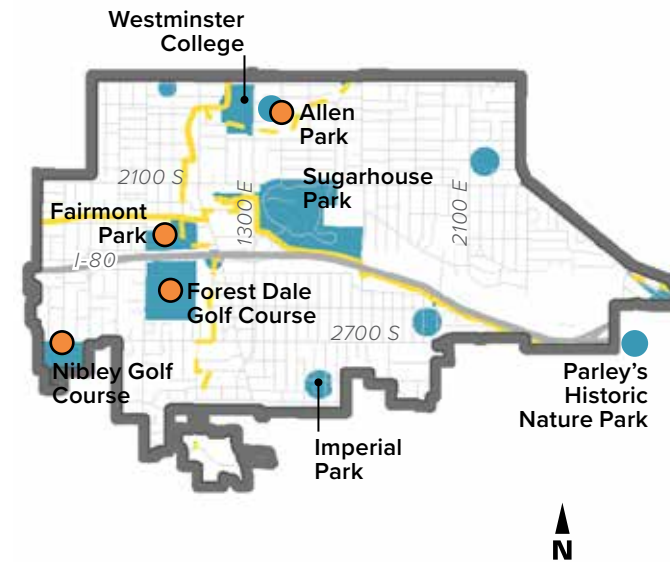
- Near Term Investments:
 - » Invest in the City Cemetery to make it an open space resource. Utilize the roads for multiple use
 - » Continue to invest in trails and linear recreation to reduce gaps as well as create connections between neighborhoods and the rich trail network in the City Creek Foothills Natural Areas

EAST BENCH



- Near Term Investments:
 - » Continue to invest in trails and linear recreation to reduce gaps as well as create connections between neighborhoods and the rich trail network in the Foothills Natural Area
 - » Create on and off-street trail connections to link the neighborhoods with urban natural areas such as Wasatch Hollow and Miller Bird Refuge
 - » Invest in Rotary Glen Park
 - » Invest in Bonneville Golf course to expand uses

SUGARHOUSE



- Near Term Investments:
 - » Continue to invest in Fairmont Park
 - » Investments in Forest Dale Golf course to expand uses
 - » Invest in Nibley Golf Course to expand uses
 - » Invest in Allen Park

GROW: STRATEGIES AND POLICIES OVERVIEW

The following recommended strategies and policies are high-level guidance for Public Lands operations and maintenance (O&M) that direct how Public Lands will achieve the plan goal of “Grow” over the next decade. The community identified two

transformational projects to support the overall goal of “grow.” Working in tandem with the overall strategies and policies in this table, these projects root the 20-year vision with on-the-ground improvements that will expand and optimize the use of public lands,

aligning the growth of Salt Lake City’s public lands system with the growth of the City. Additional detail for implementation is provided in Chapter 8 Action Strategies.

GROW: HIGH-LEVEL STRATEGIES AND POLICIES

Strategy G-1	Be proactive and strategic about growth of the Public Lands System.
Supporting Policy 1.1	Investment of resources into new lands, new assets and amenities is driven by policy and informed by data and public engagement.
Supporting Policy 1.2	Tax increment or other dedicated funding sources for O&M are established so that additional maintenance resources keep pace with new capital asset funding and projects.
Supporting Policy 1.3	Integrate growth planning for public lands with economic development initiatives and community planning and zoning. Inventory and develop long-range plans for City-owned land that is not currently in the Public Lands’ system in order to make strategic planning, zoning and land use decisions which utilize existing spaces with parks and open space characteristics.
Strategy G-2	Overcome difficult obstacles to growth needs through creativity and through leveraging external assets and resources.
Supporting Policy 2.1	Maximize usability of public outdoor spaces, including golf courses, right-of-way, and public/semi-public spaces (such as library grounds) outside the Public Lands inventory.
Supporting Policy 2.2	Leverage innovative public-private partnerships and collaborations with developers to help address the growth needs of the Public Lands system.
Supporting Policy 2.3	Position Public Lands to take advantage of private contributions, including ‘adoption’ of amenities, corporate partnerships and philanthropic giving.



Photo: Lafitte Greenway, New Orleans Louisiana, Design Workshop



Photo: Ann Arbor Adopt-A-Park Volunteer Program, <https://www.a2gov.org/departments/Parks-Recreation/administrative/adopt-a-park/Pages/Adopt-A-Park.aspx>



Photo: Downtown Seattle Association art in public spaces, <https://downtownseattle.org/art-projects/come-play-westlake-park-occidental-square/>

CASE STUDIES

The Lafitte Greenway, a 54 acre multi-use trail and linear park system, utilizes a former shipping canal and railroad right-of-way to create a network of shaded green space which connects people and communities in seven historic New Orleans neighborhoods. The planning process accompanied a community-led revitalization strategy for each neighborhood, showcasing neighborhood character and integrating the desires of local residents. The greenway “incorporates sustainable design through green stormwater infrastructure, native plantings, adaptive re-use of existing buildings and the reduction of impervious surfaces.”

The City of Ann Arbor, Michigan provides stewardship opportunities for residents to help maintain local parks through their Adopt-a-Park volunteer program. The program allows neighborhood associations, individuals, or group organizations to customize their own program for volunteering by setting their own maintenance regiment, schedule and plan for what they would specifically like to work on. Volunteers are able to foster a sense of park ownership while learning about topics of interest.

The Downtown Seattle Association (DSA) creates partnerships to activate Downtown parks and public spaces. The group collaborates with the Seattle Parks department, friends-of-the-parks groups, and local artists to enliven Downtown spaces with events and art installations. Artists and organizations are invited to host an array of activities in parks such as “fitness classes, arts and crafts, children’s activities, dance and pet events.”¹ The DSA also facilitates projects that include adding flowers, vibrant, artistic crosswalks and creative lighting and wayfinding to Downtown spaces.

¹ <https://www.a2gov.org/departments/Parks-Recreation/administrative/adopt-a-park/Pages/Adopt-A-Park.aspx>

INCREASE THE PROVISION OF GREEN AND ACTIVE SPACES DOWNTOWN THAT WILL CONTRIBUTE TO LIVABILITY AND ECONOMIC VITALITY



9. DOWNTOWN COMES ALIVE OUTSIDE

Projects Include:

- Invest in Downtown SLC's Pioneer Park to create a vibrant destination that is welcoming to all, with daily activities for the neighborhood and events that serve the region.
- Initiate creative projects and partnerships to integrate a network of large and small green areas and plazas into a mosaic of public outdoor spaces that become the foundation of an activated downtown.
- Grow SLC's Downtown and Central Community Park access, where future growth is expected to be the highest in the City yet has the least access to parks and trails.
- Reimagine the Downtown SLC's wide streets in key locations to create a Green Loop with trees, a multi-use recreational trail, linear park space and places for outdoor seating.
- Create festival streets in key locations that provide comfortable spaces, amenities and infrastructure to support events and pop-up festivals.



Enhancing **Urban Greenspaces** at Downtown locations such as **Pioneer Park** and **Fleet Block** would combat **urban heat island effects**

GROW: DOWNTOWN COMES ALIVE OUTSIDE

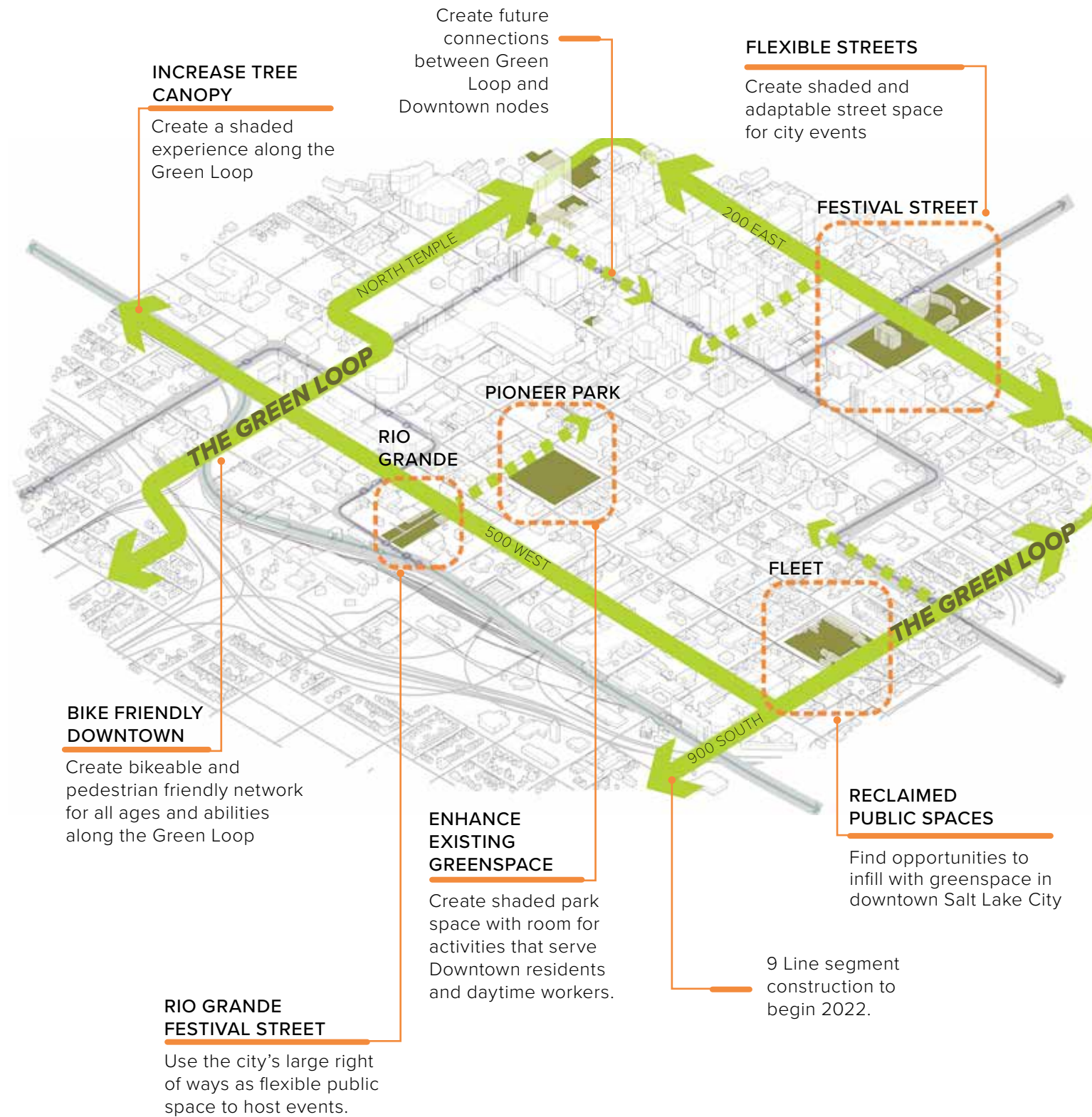
This transformative project aims to help meet the gap in amount of greenspace available to downtown residents and commuters. With Pioneer Park as the downtown's only greenspace, creative ways to relook at urban space and add green amenities and recreation is needed.

Working with private landowners and businesses, this transformative project calls all hands on deck when it comes to providing green space downtown as well as supporting urban trees with irrigation and care. An example of this is Fleet Block, a city-owned property, that is currently being imagined to include public greenspace to meet needs for recreation, socialization, and nature within the urban area.

Planning experts have cited the city's "Mormon Grid" and large 660'x 660' blocks as originally having multiple uses in mind from agriculture to streets that primarily served as unpaved green space around minimal roads. Recreation and natural areas in the traditional right of way inform big ideas like "The Green Loop," which aims to add 60 acres of park space to the urban core. Additional green space and tree canopy coverage will provide a cooling effect to counter the urban heat island warming of the primarily hardscaped city.

In addition to street trees and green stormwater management, Public Lands should creatively invent ways to infuse recreation and public gathering spaces as mini-parks that take pressure off the few downtown parks. The Green Loop will be a considerable investment in the city in coordination with City Planning and Engineering Departments.

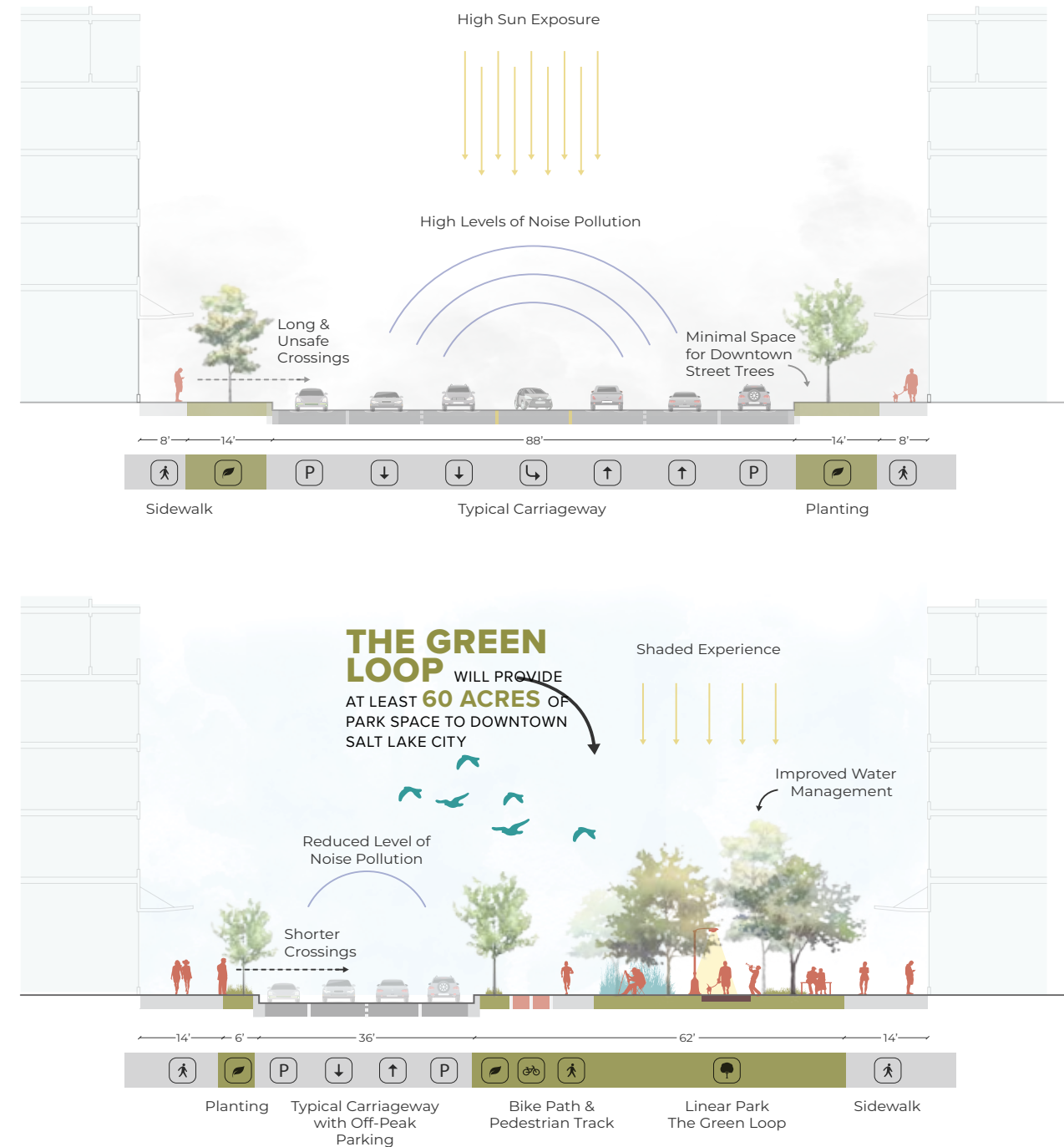
Figure 31: Activating downtown SLC diagram.





SLC's wide streets provide opportunities to create green space downtown in key locations.

Figure 32: Before and after Green Loop sections. One possible configuration.

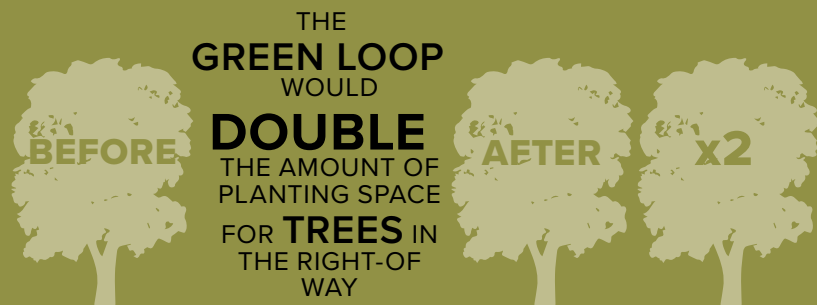


FUTURE GREENING OF DOWNTOWN

INCREASE TREE CANOPY

Downtown's urban forest is limited compared to other neighborhoods in SLC. Trees struggle in the developed, paved environment.

Adding to Downtown's urban forest in parks and the proposed Green Loop linear park would reduce higher temperatures created by the urban heat effect and clean the local air.



INCREASING PARK ACCESS DOWNTOWN

10 ACRES OF PARKSPACE NOW
80 ACRES OF PARKSPACE AFTER GREEN LOOP & FLEET BLOCK

With only one park to serve 9,685 residents and a daytime population of 41,072 people,¹ Downtown is identified as a High Needs Area for additional park space.

Finding underutilized spaces, such as the paved and abandoned Fleet Block, and taking advantage of SLC's large right-of-ways can help infill with needed green space.

¹ U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.

BIKE-FRIENDLY DOWNTOWN

0 MILES OF MULTI-USE PATHS DOWNTOWN NOW
8 MILES OF MULTI-USE PATHS AFTER GREEN LOOP

While Downtown has bike lanes, they require a confident cyclist, comfortable navigating busy traffic.

The Green Loop would create a low-stress option for all ages and abilities to bike, jog and walk to Downtown destinations.



INVITE APPROPRIATE ALTERNATIVE USE OF OUR PUBLIC GOLF COURSES FOR GREATER BENEFIT



10. WELCOME TO THE GREEN

Projects Include:

- Introduce alternative recreation and activities on golf courses for general public recreation as appropriate to not conflict with golf. This may include walking paths/trails, concessions, off-leash dog walking, frisbee golf, running races, cross country skiing or groomed sledding.
- Incorporate additional environments benefits through tree plantings, diversifying vegetation, stormwater management, and nature centers in our golf courses.
- Re-wild courses with biodiverse and native plants, creating wildlife sanctuaries outside of playable golf areas.
- Expand golf's involvement in environmental protection by incorporating constructed stormwater wetlands in unplayable areas of our courses.
- Incorporate water-efficient irrigation practices such as revising the irrigation system and redesigning holes to reduce the amount of manicured turf, substituting drought-tolerant grasses where appropriate.

NATIVE PLANTS AND GRASSES PROVIDE NATURAL BORDERS AND CONTOUR AND MITIGATE THE EFFECTS OF STORM EVENTS



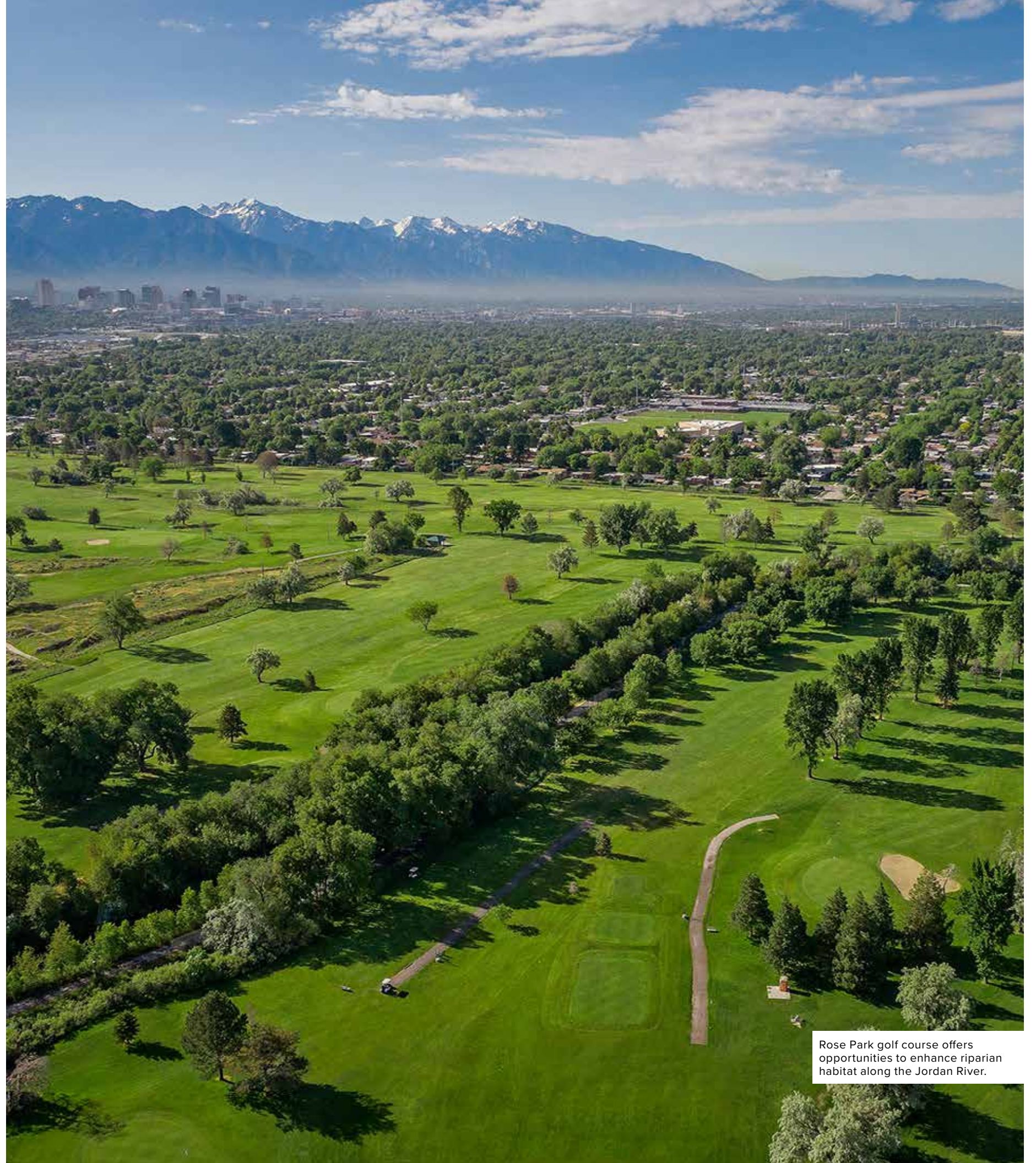
Integrate golf courses into neighborhoods by *inviting* the **community** to enjoy clubhouse amenities such as **dining**

GROW: WELCOME TO THE GREEN

In 2021, City Golf joined the Public Lands Department along with City Parks, Natural Areas and Urban Forestry. At first glance, this consolidation has received comments during the Reimagine Nature process on the value of golf lands to the green spaces and natural areas of the city. Public survey results can be broadly categorized into the following topics:

- Community members who want to keep golf for golf play;
- Community members who state that golf needs more investment;
- Community members who would like golf courses to be more open to other recreational uses;
- Community members who want golf courses to support the environment or have more natural ecosystems; and
- Community members who want to replace golf with other uses.

The planning team conducted extensive case studies looking at best practices that address the community's feedback topics and these are explored in the "Welcome to the Green" transformative project. The most promising examples that align with the core value expressed by the public to protect the city's environment include telling the story of how important existing golf lands are to biodiversity and providing ecosystem services including improving air quality. Exciting precedents and environmental certifications show how future improvements could support the environment even further.



Rose Park golf course offers opportunities to enhance riparian habitat along the Jordan River.

CITY GOLF TRANSFORMATION CONTINUUM

A literature review of best practices in golf - both for cost recovery ideas and complementary uses of golf courses - revealed a continuum of options Salt Lake City Public Lands can consider to help offer golf while providing more green space to the growing population over the next 20 years. The options below could be used individually or in tandem to help provide open space more equitably, improve stewardship of the environment and enrich the city's livability.

FLEX OPERATIONS ADD RECREATION ENVIRONMENTAL STEWARDSHIP TRANSFORMATION LAND USE



OPERATIONS AND COURSE RECONFIGURATION

Description: Offering different types of golf play or reconfiguring courses (18-hole to 9-hole).

Pros: Offers less time intensive play options for today's lifestyle.

Cons: Mid to long-term implementation and large investment.

Recommended Direction: Leverage learnings from recent pandemic pivots and staff recommendations for courses that could offer more flexible play.



ADD DIFFERENT TYPES OF RECREATION PROGRAMS AND/OR AMENITIES

Description: Adding different types of recreation into existing golf courses (e.g., trails, cycle paths, etc.).

Pros: Maximizes space and offers use of golf courses to other constituents.

Cons: Safety and liability considerations. Could also add "nuisance" complaints from area neighbors with increased public use/parking.

Recommended Direction: Monitor recent perimeter trail project and identify other potential areas in future golf master plan.



WATER EFFICIENT IRRIGATION UPGRADES

Description: Update old irrigation infrastructure to be more water efficient and more reliable.

Pros: Saves water and time for staff to focus on innovation areas.

Cons: High initial cost and potential temporary closures of courses for construction.

Recommended Direction: High priority to fund and implement as this investment would benefit golf operations and create opportunities for additional native plantings.



AUDUBON SANCTUARY CERTIFICATION

Description: Pursue certification or other program that rigorously captures baseline condition and provides strategic plan to make golf landscapes more ecologically diverse.

Pros: Supports plants and wildlife.

Cons: Investment of time and resources.

Recommended Direction: Pursue pilot project and potential for implementation as part of Golf Master Plan.



STORM WATER QUALITY INFRASTRUCTURE

Description: Add storm water ponds or other green infrastructure features to golf courses that also act as a landscape amenity.

Pros: Helps allow for more adjacent density around golf courses. Potential to treat quantity and quality of runoff and support ecosystems.

Cons: Loss of some space for water quality features. Cost of implementation and ongoing maintenance.

Recommended Direction: Partner with Public Utilities and Planning departments to assess feasibility in golf master plan.



ENVIRONMENTAL BENEFITS

Description: Keep golf courses as essential open spaces that provide environmental benefits rather than transferring them to other land uses such as affordable housing developments.

Pros: Retains permeable, planted landscapes that absorb stormwater and reduce urban heat island effects.

Cons: Other solutions for affordable housing must be explored.

Recommended Direction: Protect golf and open space from development to retain environmental benefits to the city, and conserve space for wildlife and plants. Maximize the opportunity for golf to provide ecological services.

REIMAGINING GOLF FOR PUBLIC LANDS

Public Lands is anticipating undertaking a comprehensive Golf Master Plan to strategically plan for operations and future improvements. During the Reimagine Nature planning process, the planning team took the first steps toward this process by assessing the Golf Division's staffing, funding, and operations and maintenance to identify challenges and opportunities. Resulting major topics to be addressed in a future Golf Master Plan include assessing funding mechanisms and strategies, possibilities for concessions and clubhouse improvements; and improvements to deteriorating irrigation systems.

IRRIGATION AND RESOURCE SAVINGS

Maintaining the current irrigation systems at the golf courses is one of the most maintenance intensive and expensive tasks. Maintaining faulty irrigation systems consumes a majority of staff's time and resources. Additionally, inefficient irrigation systems can contribute to higher water bills, which currently make up 81% of Golf's annual utility budget. It is uncertain how much a new irrigation system would reduce utility costs, but using the City of Spokane as an

example, they estimate that their new irrigation system reduced water use by one-third. Assuming SLC Golf could see a comparable reduction in both staff time dedicated to repairs, we can assume an overall potential saving of almost \$500,000 annually.

It is recommended that SLC Golf develop a prioritized irrigation repair and replacement plan. While it is not expected that irrigation systems can be replaced fully in all golf courses, additional methods are being implemented to reduce water costs such as replacing turf grass with low-water species in strategic areas. Prioritizing such investments will help address the cost of water, support ongoing conservation of water, and align with the City's Water Conservation Plan by reducing water leaks and water use.

ENVIRONMENTAL BENEFITS

Golf courses are predominately greenspaces of grasses, shrubs and trees that provide environmental services to Salt Lake City such as cleaning and managing storm water runoff, reducing urban heat island effect, and providing habitat for pollinator species. Innovations in contemporary course management can leverage all these services to provide more environmental benefits to the surrounding city.

FUNDING STRATEGIES

During the Reimagine Nature engagement, one main point of community feedback expressed that City golf courses are valued assets that need increased investment and upkeep. Similarly to municipal courses in other cities, 1/3 of which operate with a deficit,¹ SLC Golf has not been able to generate enough revenue to meet annual operating costs and maintain a reserve for capital repairs and upgrades, resulting in a backlog of deferred repairs and increased maintenance costs.

Golf is an Enterprise Fund while the other divisions within the Department receive their funding from the General Fund. As an Enterprise Fund, Golf does not receive any supplemental funding as do other departments funded by the General Fund and is required to cover its annual operating costs and capital repairs with revenue from golf activities.

Despite being a city municipal service, Golf is does not generally receive City support, either direct or shared services, from other City departments and divisions such as:

- Funding for engineering services ("discounted services");
- Cost of vehicle replacement or new equipment programs;
- Urban Forestry with tree care services;

¹ <https://www.thengfq.com/2019/06/better-understanding-municipal-golf/>

- and Equipment from other divisions within Public Lands.

The ability to use and share other division resources (and at the same rates as other City divisions) and expertise within the department would lower some operating costs and help Golf fund capital improvements to keep up with maintenance needs.

SLC Golf should explore additional revenue opportunities to generate funds for capital improvements such as special packages, branded merchandise, sponsorships and tournaments, and winter-uses such as groomed cross-country skiing. Improving Golf clubhouses and associated amenities to act as community centers and event space would both generate funds and better serve the community. Partnerships options with local restaurateurs or other third-party concessionaires could be one way to fund added amenities such as a restaurant or meeting space.

CASE STUDIES: FUNDING STRATEGIES

SPOKANE, WASHINGTON: CAPITAL IMPROVEMENT PROJECT

The City of Spokane conducted a survey in 2017 that sampled 1,200 golfers. The results showed 40-68% of golfers felt the city should invest in capital improvements and repairs to remain competitive. Spokane Parks and Recreation borrowed \$7.5 million from the city to pay for the capital

projects and implemented a Facility Improvement Fee at all golf courses to repay the \$7.5 million loan for capital investments that was secured in 2018. The collected fees are deposited into a dedicated fund used to pay back the loan.

BOISE, IDAHO: GENERAL FUND MODEL

The Boise Golf Division, while part of the Parks and Recreation Department, is funded entirely by the General Fund, unlike Salt Lake City and Spokane. For every tax dollar collected, the Parks and Recreation Department receives 12-15%, making Parks the third highest funded department, after only Police and Fire.

FORT COLLINS COLORADO: ENTERPRISE FUND MODEL WITH SHARED CITY SERVICES

Similar to Salt Lake City, the Golf Division at Fort Collins is an Enterprise Fund. However, it is important to note that while the budget identifies the Golf Division's expenditures as its own line item (Enterprise Fund), there are other "hidden" costs that Golf shares with other city departments throughout the budget (General Fund). Golf shares many resources with the City and is included in a number of City-wide programs that are funded by the General Fund such as Community Services Administration and Technology Support, the Park-Ranger program, the Horticulture Crew and Fleet fuel and equipment.



Indian Hills Golf Course in Spokane.
Photo Source: <https://www.golfcourseranking.com/courses/washington/spokane/usa/indian-canyon-golf-course/3076/>



Dining and events rentals are offered as amenities at Boise, Idaho's Quail Hollow Golf Course.
Photo Source: <https://www.quailhollowboise.com/dining/banquets/>



Fort Collins, Colorado's Southridge Golf Course is a Certified Audubon Cooperative Sanctuary.
Photo Source: <https://www.fcgov.com/southridge/>

CASE STUDIES: FIRST TEE YOUTH PROGRAM

First Tee, a national program with a Utah chapter, provides programs to make golf “accessible and affordable”¹ to youth. First Tee

¹ <https://firsttee.org/about>

partners with youth organizations such as the YMCA and the Boys & Girls Club to bring golf curriculum to kids that may otherwise not have the opportunity to learn and play the sport. The curriculum also teaches life skills and values. The Utah chapter hosts summer camps at the Glendale golf course taught

by volunteers coaches from the SLC Police Department, building community and relationships on the green.



First Tee Summer Camp at Glendale Golf Course, Photo Source: <https://www.firstteeutah.org/glendale/>

CASE STUDIES: TONY FINAU FOUNDATION

The Tony Finau Foundation was started by the local golf legend, Tony Finau, who grew up golfing at Salt Lake City’s municipal golf courses. The foundation “aims to empower and inspire youth and

their families to discover, develop, and achieve the best of their gifts and talents through the game of golf, educational funding, and core family values”¹ and focuses on fostering underprivileged youth.

¹ <https://tonyfinaufoundation.org>

The foundation is an example of how golf can be utilized to bring together community and promote educational opportunities.



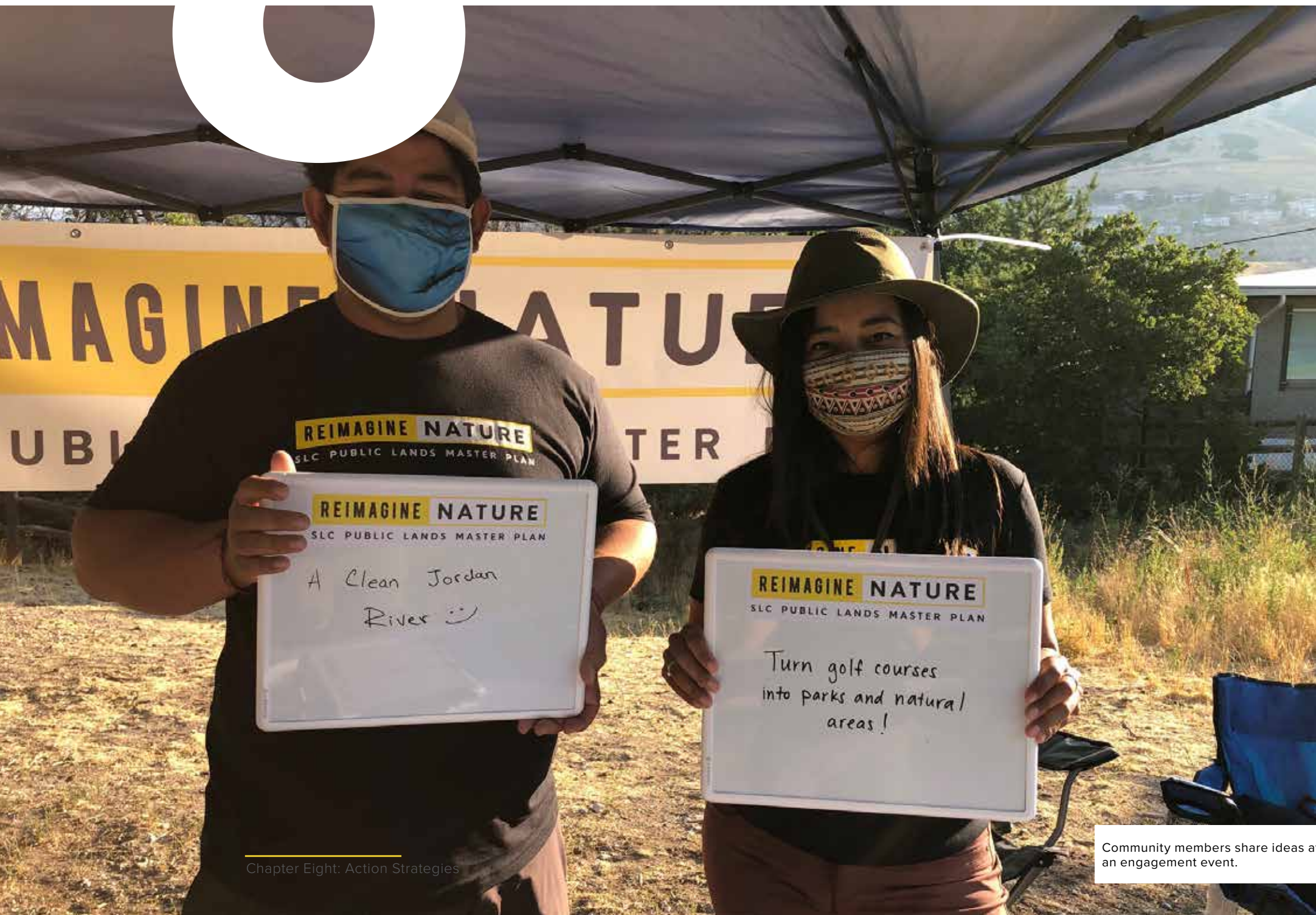
Photo: Tony Finau Foundation, Photo Source: <http://tonyfinaufoundation.org/events/>

8

ACTION STRATEGIES

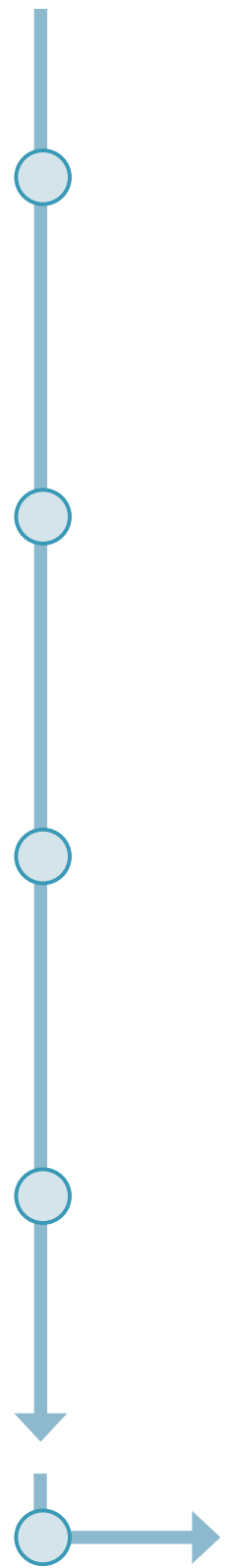
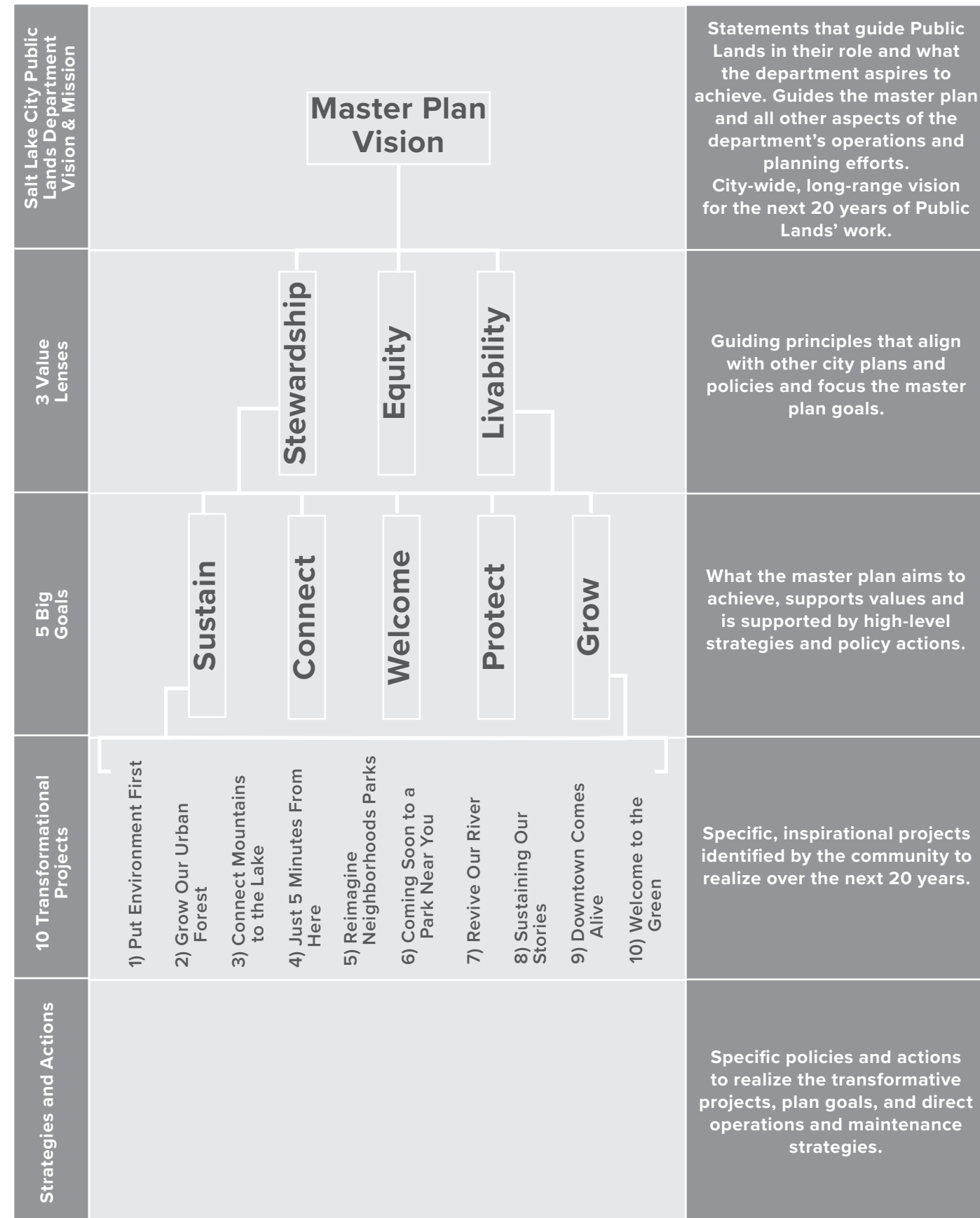
FROM IMAGINATION TO REALIZATION

Reimagine Nature is a culmination of the collective imagination of the community. Their efforts have laid out bold, innovative ideas that will truly transform Public Lands into working natural assets that provide environmental and social benefits. The community envisions a Public Lands system that is climate resilient, provides habitat, promotes healthy lifestyles and increases equitable access to nature in the city. Realizing these goals will take concentrated effort by Public Lands Staff, and collaborative support and contribution from City departments and the community. This chapter serves as a playbook, outlining steps and actions to achieve plan goals and re-emphasize nature as a centerpiece of Salt Lake City.



Community members share ideas at an engagement event.

Figure 33: Master Plan Framework and Definitions

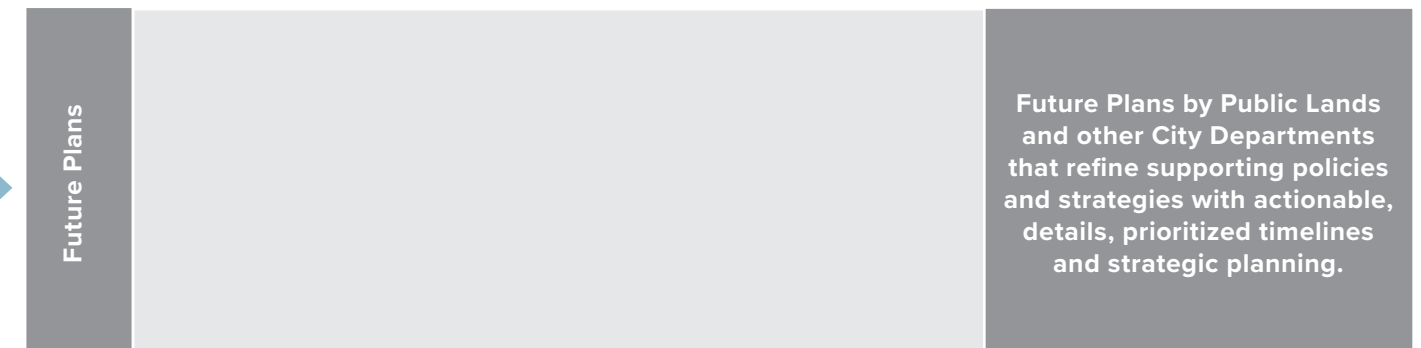


NEXT STEPS

The Reimagine Nature master plan lays out an inspiring, community-driven vision for the next twenty years that addresses complexities that face public lands from aging infrastructure to climate change. Throughout the listening to over 12,000 stakeholders, the planning team has captured not only the community's vision for the future but implementation steps. The next step in the process is to create a Public Lands 5-Year Strategic Plan, which will be updated annually by staff.

Initial implementation steps have been woven into each of the goal chapters (Sustain, Connect, Welcome, Protect and Grow) as high-level strategies and

policies to guide the Public Lands Department over the next decade. Working in tandem with the overall strategies and policies, the plan also lays out ten community-supported transformational projects to root the 20-year vision with on-the-ground improvements. More detailed approaches for action and future planning efforts are included in this chapter, organized by the five goals. Figure 33 summarizes the relationship of master plan elements from vision to implementation components (projects, strategies/policies, plans).



IMPLEMENTATION ELEMENTS

The strategies, policies, transformational projects, future plans and approaches for action create a web of interconnected implementation tools to ensure the plan does not sit on the shelf and is reflective of high-level values of the Public Lands Department and community. Figure 34 visualizes how the three value lenses of stewardship, equity and livability are woven into the implementation elements.

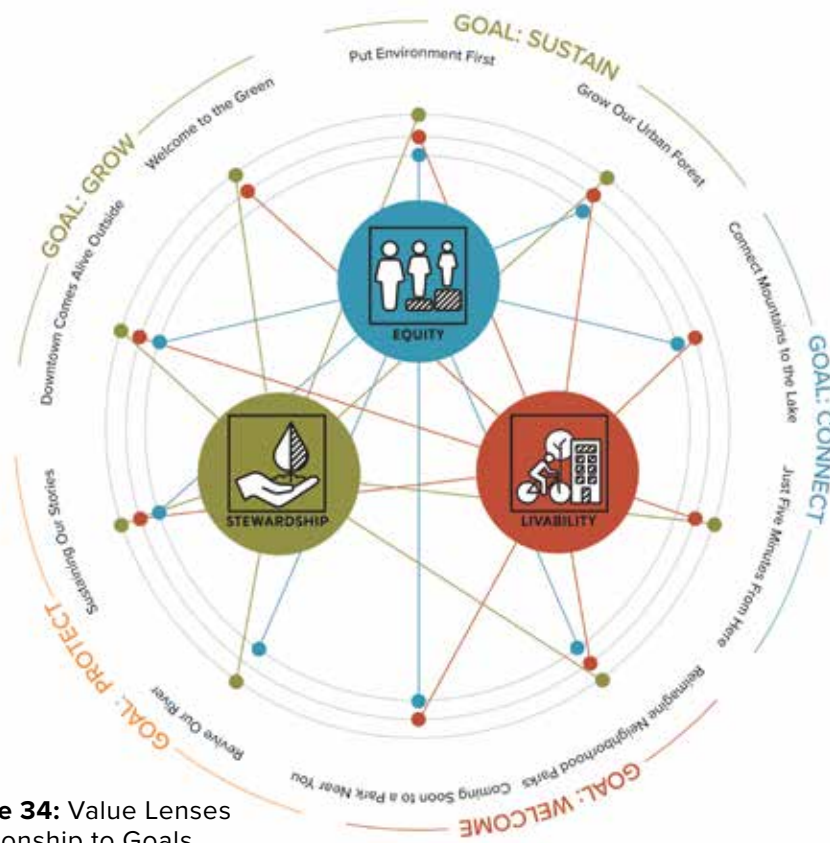


Figure 34: Value Lenses Relationship to Goals Diagram.

FUTURE PLANS

The list below provides guidance for future planning efforts that the citywide Reimagine Nature effort identified as crucial next steps.

RECOMMENDED PLANS FOR PUBLIC LANDS TO LEAD:

- » Public Lands 5-Year Strategic Plan
- » Public Lands Strategic Acquisition Plan
- » Asset Management Plan
 - » Cartegraph
 - » Capital Replacement Projects
 - » Irrigation Renovation Plan
- » Capital Facilities Plan
- » Financial Plan
 - » Fiscal Management Procedures
 - » Impact Fee Spending Plan
- » Urban Forestry Master Plan
- » Golf Master Plan
- » Climate Resilience Plan
 - » Drought Management Plan
 - » Water Budget Plan
- » Operations Management Standards/Plan
- » Development Standards
- » Public Outreach and Communications Plan

RECOMMENDED PUBLIC LANDS COLLABORATION WITH OTHER CITY DEPARTMENT PLANNING EFFORTS:

- » Area Master Plans/Neighborhood Plans
- » Long-range Planning Efforts
- » Homelessness Response Plan



Sculptural Seating at Imperial Park.



SUSTAIN:

APPROACHES FOR ACTION

Strategy S-1	Position Public Lands to increase the ambition of Salt Lake City's climate-resiliency goals.
Supporting Policy 1.1	Create a Climate-Resilience Plan which establishes environmental metrics combined with robust data collection and monitoring to guide adaptive management that benefits climate resiliency.
Action 1.1 A	Identify a staff position or positions responsible for data collection and monitoring, visitor use data collection, and data management.
Action 1.1 B	Develop written management plans for all significant public land properties, including Community, Regional & Special Event Parks, and Natural Areas, which incorporate data collection and adaptive management goals.
Action 1.1 C	Work with community partners like Sageland Collaborative to identify Public Lands that serve as habitat corridors, linkages, biodiversity hot-spots, or valuable intact habitat. Identify select acquisition priorities based on the same data.
Action 1.1 D	Collaborate with the Sustainability Department to develop and monitor environmental / climate metrics & strategies related to carbon emissions and carbon capture.
Action 1.1 E	Work to secure funding for full-time positions and research assistantships and grants to fill expertise gaps in restoration ecology and native horticulture, along with funding for part-time positions or specialized volunteer roles in wildlife management, botany, and climate science.
Supporting Policy 1.2	Emphasize water conservation and stormwater management in Public Lands capital projects and infrastructure upgrades.
Action 1.2 A	Create an Irrigation Renovation Plan which develops new standards for waterwise/drought-tolerant irrigation infrastructure across all public lands properties, including underground irrigation to support flexible naturalized planting patterns and landscape evolution, in collaboration with Red Butte Garden.
Action 1.2 B	Work to quickly secure funding for upgrades to aging, malfunctioning and inflexible irrigation systems across SLC Public Lands to reduce water waste.
Action 1.2 C	Innovate to develop functional, low-cost/low-maintenance stormwater LID infrastructure standards for public lands and the public streetscape, in collaboration with SLCDPU.
Action 1.2 D	Create a Drought Management Plan for Public Lands. As part of the plan, test, pilot and develop new standards for low-water landscape interventions in low-traffic areas of parks and golf courses.

Action 1.2 E	Identify and pursue opportunities to restore natural floodplain functionality along stream corridors, through strategic implementation of streambank regrading and natural channel design projects, streambank bioengineering, riparian planting projects, and implementation of Beaver-dam analogues (BDAs) and similar techniques, in collaboration with Public Utilities, SLCo Flood Control/Watershed Restoration, and other partner
Supporting Policy 1.3	Develop an Operations Management Standards Plan which continues to reduce the climate impact of Public Lands operations through efficient practices, equipment upgrades, and staff training.
Action 1.3 A	Develop an urban wood re-utilization program to reduce carbon footprint and increase sustainability of operations.
Action 1.3 B	Update Public Lands' 2012/2016 Invasive Pest Management Plan (IPMP) to include current best practices for invasive species control in natural areas, as well as current functional practices for low-pesticide/no-pesticide parks, golf courses, gardens, farms & orchards.
Action 1.3 C	Work with the Sustainability Department to fund and collaboratively manage the development of a Climate Adaptive Strategies Plan for Public Lands, including an audit of PL's operations practices, fleet and equipment.
Action 1.3 D	Appoint a PL staff representative to take a leadership role on the cross-departmental Sustainable Infrastructure Steering Committee, with the goal of improving coordination and resolving barriers around green infrastructure improvements in the city.
Action 1.3 E	Provide education, training and support so parks and golf operations can successfully improve climate resiliency and biodiversity of landscapes without ballooning O&M costs.
Strategy S-2	Position Public Lands as a City leader for driving improvements in environmental health and environmental justice.
Supporting Policy 2.1	Develop an Urban Forestry Master Plan that will increase tree canopy across the city, with a focus on equitable distribution of tree cover.
Action 2.1 A	Change City code to make tree protection ordinances enforceable and effective at deterring intentional violation. Engage the Police Parks Squad or create a Tree Protection Officer position to assist in enforcing tree protection ordinances.
Action 2.1 B	Develop a citywide information and education campaign to encourage residents to request street trees, and develop a framework to ensure residents understand their obligations in terms of ensuring adequate water to street trees, and reporting on tree condition in order to mitigate tree mortality

SUSTAIN:

APPROACHES FOR ACTION

Action 2.1 C	Train, educate and support field staff to appropriately protect and maintain trees in parks, golf courses and other open spaces.
Action 2.1 D	Identify and take advantage of unrealized tree planting opportunities in public spaces such as retention basins, trail corridors, medians, etc.
Action 2.1 E	Fund citywide adaptation of irrigation systems in public lands to provide independent watering for trees to improve drought resiliency.
Supporting Policy 2.2	Increase the scope and capacity of the Native Plants & Biodiversity Program and incorporate biodiversity and native plants into every compatible city project.
Action 2.2 A	Identify and secure funding for the creation of an innovative native plant center to expand native plant production capacity and native plant restoration research, and advance public education and volunteer engagement in native plants and biodiversity efforts.
Action 2.2 B	Develop sustainable funding solutions to strengthen financial resources of the native plant program, such as capital campaign, revenue generation from native plant sales, fiscal partnerships, etc.
Action 2.2 C	Integrate the Public Lands Native Plant Program with the Parks Division's Horticulture Team, and secure funding for key roles including a Horticulture Program Manager, Lead Restoration Ecologist, Native Plant Center Manager, Monitoring Coordinator and Part-Time restoration technicians.
Action 2.2 D	Conduct a system-wide inventory and prioritization of restoration opportunities in the public lands system, and establish regular opportunities for education, training and support for field teams to increase internal capacity for installing and maintaining resilient/biodiverse landscapes.
Action 2.2 E	Conduct research and experimentation in collaboration with institutional and agency partners to establish successful techniques for dryland restoration tailored to Salt Lake City environments and lands.
Supporting Policy 2.3	Collaborate across jurisdictional boundaries to restore the quality of SLC's land, water and air.
Action 2.3 A	Improve coordination and collaboration with SLC Public Utilities, Planning, Economic Development, Sustainability, Transportation, and the Office of the Mayor to identify and collaborate around mutual objectives for environmental health and climate resilience.
Action 2.3 B	Engage in collaborative management and control of state- and county-listed noxious and invasive species, in partnership with Salt Lake County, the Utah DNR, the Watershed Restoration Program, SLC Public Utilities, regional weed cooperatives, and national efforts like 'Clean, Play, Go.'

Action 2.3 C	Coordinate with Public Utilities, State DNR and other jurisdictions to secure in-stream water rights to maintain year-round baseflow in urban creeks for habitat, and springtime water releases into the lower Jordan River to simulate natural floodplain function.
Action 2.3 D	Lead through efforts with the Jordan River Commission, Utah Lake Commission, and state, county and municipal governments and water quality management agencies to continue to improve water quality in Utah Lake and Jordan River upstream of SLC.
Action 2.3 E	Engage in dialogue on the Inland Port development, in collaboration with the Office of the Mayor, SLC Planning, SLC Public Utilities, local community leaders, Economic Development and business interests, landowners, and state officials, to advocate for establishment of robust green infrastructure in the Northwest Quadrant, including an urban forest, park spaces, stormwater green infrastructure, and trails.
Supporting Policy 2.4	Prioritize investments to address equity and environmental justice as guided by equity mapping, such as Figure 15 Equity Map.
Action 2.4 A	Continue to refine and develop equity maps that evaluate park asset management and investment to direct resources to environmental justice causes.



CONNECT:

APPROACHES FOR ACTION

Strategy C-1	Connect people to information about their park system to increase visitation.
Supporting Policy 1.1	Help the public navigate to and around their public lands system with intuitive physical wayfinding and digital information.
Action 1.1 A	Coordinate with internal and external partners to develop multi-lingual wayfinding in key areas of SLC that aligns with public information on events, public spaces, trail systems, business districts, art, libraries, restrooms, bikeways and neighborhood byways, economic/community hubs, and public transportation.
Action 1.1 B	Improve wayfinding, regulatory and educational signage for the Jordan River Parkway and Foothills Natural Area.
Action 1.1 C	Conduct a professionally-driven overhaul the Public Lands website, with a focus on user-friendly access to information about the public lands system. Consider models from other cities' successful web platforms for public lands, and evaluate alternative web platforms.
Action 1.1 D	Develop a professionally-driven comprehensive and cohesive brand identify for SLC Public Lands, including strategic sub-identities for specific divisions, programs, events and amenities that remain connected to the SLC Public Lands brand.
Action 1.1 E	Develop printed and digital "handout" materials that can be made widely available to visitors and residents via local businesses, organizations and institutions, which provide helpful information about accessing and enjoying significant parks, trail systems, and amenities.
Supporting Policy 1.2	Provide information that helps the public interpret and appreciate their parks and natural lands, with the use of diverse, interesting programming and activities, education and messaging, physical and digital interpretive content, and park ambassadors.
Action 1.2 A	As part of a Public Outreach and Communications Plan, integrate internal coordination of all forms of Departmental public engagement, including activities & events, PR/media coordination, visitor use information, donor development, partner coordination, education and content development, volunteerism & stewardship, digital communications (web/social media) and marketing, service requests and visitor information services, and establish clear communication channels with Public Lands administration and operations teams.

Action 1.2 B	Invest in interpretive content creation for the park system, with system-wide expansion of interpretive signage, informational videos, audio-tours, informational / educational brochures and pamphlets, and social media posts. Content on wildlife and natural history, park history, public art, recreation and educational programming opportunities, stewardship and advocacy opportunities, calls to action, and similar items of broad interest should receive special attention.
Action 1.2 C	Develop robust educational programs in the parks, hosted by Public Lands staff, partner organizations and/or volunteers, with established content related to history and natural history, stewardship, outdoor skills, and cultural awareness.
Action 1.2 D	Expand the use of ambassadors, hire seasonal Park/Trail Ambassadors, and/or enlist the support of a volunteer Ambassador program to spread education and stewardship information to visitors at heavily-used sites.
Action 1.2 E	Explore the establishment of a City-sponsored conservation corps program that engages under-represented groups in environmental stewardship, environmental education, public engagement, park improvement and data collection.
Supporting Policy 1.3	Facilitate access to information about use of SLC's public lands by people experiencing homelessness, including available services and resources, hotlines, community partners, and opportunities to engage in cross-community dialogue to help make SLC parks welcoming and safe for sheltered and unsheltered alike.
Action 1.3 A	Provide quarterly training to Public Lands staff and park maintenance workers regarding homelessness resources, understanding of homelessness and appropriate engagement with people experiencing homelessness.
Strategy C-2	Increase the ease of access to public lands, making it easier to travel to, between and within them.
Supporting Policy 2.1	Promote walking and active transportation by connecting our parks & natural spaces to the City's active and public transportation networks, including bus, TRAX, SLC Green Bike, and on-street / off-street trails.
Action 2.1 A	Integrate the recommendations of the SLC Pedestrian & Bicycle Master Plan into Capital Improvement project prioritization for Public Lands.
Action 2.1 B	Map active and public transportation connectivity to all city parks, and identify gaps in connectivity and barriers and prioritize adding or enhancing parks and trails within walking distance of transit and bus stops.

CONNECT: APPROACHES FOR ACTION

Action 2.1 C	Advocate with state and NGO partners for expansion of active and public transportation options that improve accessibility of parks and public lands amenities, such as SLC Greenbike station expansion, dedicated bus routes that service parks and trailheads, and improved wayfinding that directs people between transit routes and transit stops, and public spaces.
Action 2.1 D	Pursue projects that overcome barriers to non-motorized transportation, such as over/undercrossings of major roadways and railways, bridges, protected bike lanes, and off-street trail corridors, with a focus on projects that break down barriers to west-east connectivity.
Action 2.1 E	Engage UDOT, State Parks, Salt Lake County and other key agencies in planning for regional trail connections to the Great Salt Lake Marina, the Oquirrh Mountains, and up Parleys Canyon to the Wasatch Back.
Supporting Policy 2.2	Invest in greening the urban trail network through tree plantings, stream daylighting, and other methods to interconnect parks with park-like trails.
Action 2.2 A	Provide leadership in the planning, public engagement, design and implementation of major greenway projects such as the Folsom Trail Project and Downtown Green Loop.
Action 2.2 B	Investigate viability of community land trust and/or other creative models to gradually acquire and assemble public property over urban stream corridors with potential for future daylighting.
Action 2.2 C	Explore and pilot low-maintenance/no-maintenance landscaping concepts for linear trail corridors, including tree-specific irrigation infrastructure, solar-powered lighting, xeriscape, artwork, single-species vegetation massings, and similar techniques.
Action 2.2 D	Explore no-maintenance shade structures and artworks in place of irrigated/manicured vegetation for trail corridors in industrial areas.
Action 2.2 E	Collaborate with SLC Planning, Mayor and community partners to achieve planning and zoning guidance for restoration of the Jordan River corridor between 200 South and the State Fairpark, in advance of the area undergoing redevelopment.
Supporting Policy 2.3	Incorporate careful consideration of physical limitations, language barriers, and other accessibility accommodations into all Public Lands projects.
Action 2.3 A	Audit ADA accessibility of all public land sites, including curb ramps, sidewalk / path condition, accessibility of park features, amenities and signage.
Action 2.3 B	Survey SLC trail systems (including natural surface trails and water trails) for barriers to accessibility - including wheeled cycles; identify and remove prioritized barriers.

Action 2.3 C	Explore use of a multi-lingual translation service to provide online versions of most signage, newsletters and other information available in many languages.
Action 2.3 D	Make bilingual (english and spanish) information, or language-neutral information (i.e. widely-recognizable icons), standard practice for all physical and digital communications, including signs, social media, web content, newsletters, etc. Consider use of a translation service or staff translator.
Action 2.3 E	Request an audit of Public Lands facilities, practices and procedures by the Mayor's Office of Equity, including the Mayor's Accessibility Advisory Council.

WELCOME:

APPROACHES FOR ACTION

Strategy W-1	Design and program Neighborhood Parks to highlight the unique natural, historical, cultural and economic identity of the surrounding area and community in which they are located.
Supporting Policy 1.1	Study and collect data on system-wide park use, answering questions about who, where, when, what and how park users are engaging with the neighborhood parks.
Action 1.1 A	Update the SLC Needs Assessment Study to reflect 2021 census data and park land provision on an ongoing basis, timed with release of new census data.
Action 1.1 B	Audit the physical accessibility of all park amenities to inform a feasibility study to consider opportunities for improvement (Universal and Inclusive Design Audit and Feasibility Study).
Action 1.1 C	Create and acquire data on an ongoing basis to evaluate equity of investment in resources in parks and recreation assets and programming, use the information to address identified inequities through targeted and strategic resource investments.
Action 1.1 D	Identify a ‘Chief Data Officer’ for SLC Public Lands with broad responsibility for collection, storage, organization, analysis and reporting on park usage data.
Action 1.1 E	Install widespread visitor counting devices in SLC’s key public spaces to better understand and track visitor use trends, combined with a widespread surveys of park users through standardized, quantifiable survey that can be conducted at scale with the support of volunteers, interns, youth corps, etc. and incorporate data into resource prioritization.
Supporting Policy 1.2	Engage the community in the visioning of our public spaces and work especially to foster engagement with under-represented groups.
Action 1.2 A	Enhance the Park Board’s understanding of and attention to equity and work to engage them in development of Public Lands policy, tools and approaches to help address inequities in the Public Lands system.
Action 1.2 B	Identify and empower community relations managers for Public Lands who support planning and project development efforts, track and coordinate regular communication with key organizational partners and community leaders, and work to strengthen relationships and strategically-valuable partnerships, including engagement with plans and projects.
Action 1.2 C	Diversity the methods used to engage with members of the public, increasing the efficiency of communications via Community Councils and traditional forms of communication, while also using more creative intercept engagement, meeting community members where they are and ‘on their terms’, and leaning on collaborative relationships with community leaders.

Action 1.2 D	Work to expand representation of, and support for, people of color in the Public Lands organization, including positions of leadership and positions on the citizen advisory board.
Action 1.2 E	Invest significant ongoing staff attention and resources to Diversity, Equity & Inclusion in the PL organization and its work in the City.
Supporting Policy 1.3	Enhance sense of place and community pride within parks.
Action 1.3 A	Engage the community and volunteers in mapping significant cultural, historical, natural or economic features of their parks or of the surrounding community which could be used for placemaking efforts, including opportunities for collaborative partnerships with nearby businesses, institutions, nonprofit organizations, and others. Develop innovative, inclusive community engagement and placemaking strategies to direct improvements in neighborhood park design and programming that help parks reflect and serve the community identify and demographics of the surrounding neighborhood.
Action 1.3 B	Engage the community and the Planning Division to develop or update holistic Community/Neighborhood Master Plans which include community priorities for park and public space investment and redesign, and which manage the impacts park renewal can have on the immediately adjacent community (i.e. gentrification) by developing innovative partnerships (such as with housing providers), considering impacts, using a community-led approach to design and management, and advocating for planning and policy that reduces displacement.
Action 1.3 C	Develop master plans for all Regional and Special Event parks, and improvement plans for community, neighborhood/mini-parks, and nature parks and natural open spaces, with standardized processes but flexible methods for public engagement and design. Improvement plans for multiple smaller parks could be developed simultaneously.
Action 1.3 D	Work with community partners to rename some parks with names more meaningful to the community, including indigenous names for places, names that celebrate community leaders, and similar approaches.

WELCOME:

APPROACHES FOR ACTION

Action 1.3 E	Display beautiful, well-maintained, sustainable horticulture by integrating Public Lands' separate horticulture programs, undertaking a comprehensive review of horticulture throughout the public lands system and establishing service level standards including areas for horticulture expansion, waterwise and biodiversity standards, and standard design and maintenance strategies. Work to increase horticultural staffing while also creating opportunities to enhance horticultural beauty through volunteerism, friends groups and 'adoption,' and identify funds to reconstruct the aging greenhouse infrastructure at Jordan Park and Liberty Park to expand capacity and efficiency and elevate public engagement with the horticultural program.
Strategy W-2	Support active programming that brings people out to their parks for art, events, programs, recreation and community. This programming should be diverse and adapted to represent the community culture and encourage creation of social connections.
Supporting Policy 2.1	Remove barriers to park activation, addressing aspects such as physical assets, public safety, and laws and ordinances.
Action 2.1 A	Map event infrastructure for all parks, and work to develop appropriate event infrastructure for neighborhood and community larger parks throughout the system, including as appropriate, seating, power, lighting, etc. Engage event planners in updating and improving the usability of existing event infrastructure as well.
Action 2.1 B	Revise SLC ordinances that create barriers to park activation, including changes to facilitate beer gardens, food trucks, markets and vendors in public spaces, busking and entertainment, and updated park hours to allow later-activities in parks with well-lit and safe spaces, such as basketball courts, where legitimate late-night activities can occur.
Action 2.1 C	Revise SLC protocols around field fees and reservations, to ensure that community groups with limited means can access field space and that groups providing social and community benefits beyond league sports can retain access to some spaces.
Action 2.1 D	Evaluate potential to collaborate with unsheltered service providers in new and innovative ways to improve safety and comfort of unsheltered people using park spaces during park hours, such as lockers and quiet areas/napping areas. Hire and place ambassadors in park spaces experiencing crime and illicit uses, to increase the real and perceived safety of using the space, including safety for unsheltered individuals.

Action 2.1 E	Support community art, entertainment and performance in public spaces, by establishing low-cost programs that provide temporary access to facility space (such as Allen Park, Fisher Mansion, Warm Springs and similar facilities), and the use of open hours for informal use of performance spaces.
Supporting Policy 2.2	Creative and strategic installation of diverse park amenities supports active park use by many different user groups.
Action 2.2 A	Establish a pilot program to hire community members and temporary "fellows" who are embedded with Public Lands and who lead community engagement efforts around public space design and improvement, and who help manage city-funded mini-grants to engage diverse community groups and individuals to engage and assist with park improvement and activation.
Action 2.2 B	Improve opportunities for donations, sponsorships, adoptions, memorial asset programs (trees, benches, etc), foundations and "Friends Of" groups to support public lands investment and operations & maintenance costs. Update policies and processes, collaborate with the Finance Department, and identify or securing funding for a staff position that can commit significant resources to development of private funding.
Action 2.2 C	Expand programming to provide small-scale seasonal, pop-up park amenities such as picnic tables, lounging chairs, games and other colorful, joyful additions to parks.
Action 2.2 D	Include (a) in-person qualitative and/or quantitative surveys of park user demographics and (b) analysis of demographics of the neighborhood surrounding a park, as part of the process of engaging in park design, and consider the types of park features and amenities that would benefit those demographics.
Action 2.2 E	Utilized the Project for Public Spaces model and Crime Prevention through Environmental Design (CPTED) standards for thinking about the factors that influence active and safe public spaces.
Supporting Policy 2.3	Generate proactive, targeted activation of citywide parks to leverage staff resources and external partnerships and to make parks the community focal points for every neighborhood.
Action 2.3 A	Collaborate with neighborhood community leaders to address community-building needs through park events and park improvement, including ways for neighbors to volunteer/steward their spaces, with resources and assistance from Public Lands.

WELCOME: APPROACHES FOR ACTION

Action 2.3 B	Expand engagement of young people and older adults, including educational and service learning opportunities, recreation and arts opportunities, and programming that caters to a wide range of interests and fosters connection across age groups.
Action 2.3 C	Develop a programming & activation guide for different park types, including appropriate uses and guidelines for activation for all spaces, even mini parks, nature parks and golf courses. Share the guide with the community, to encourage community activation of diverse park spaces.
Action 2.3 D	Deepen collaboration with key activation partners and forge new partnerships around the activation of underutilized park spaces.
Action 2.3 E	Expand Public Lands' public engagement resources, including resources for expansion of education and interpretation programs, health & wellness and community-building activities, arts and entertainment events, and administration and engagement program management.



PROTECT: APPROACHES FOR ACTION

Strategy P-1	Ensure iconic, irreplaceable assets are not lost or rendered less valuable due to neglect, destruction or development.
Supporting Policy 1.1	Identify and direct capital funding for acquisitions and infrastructure investment that protects iconic assets.
Action 1.1 A	Pass a Parks Improvement Bond to fund the restoration, improvement and redevelopment of the Fisher Mansion, Warm Springs Plunge, Raging Waters, Fleet Block, Jordan Greenhouse, Liberty Greenhouse, Fairmont Caretaker's Residence, George Allen Home, the City Cemetery, and other iconic spaces and structures to enrich our parks. If feasible, acquire interests in SLC properties like SLCDPU campus and Old PSB if these could serve park expansion needs.
Action 1.1 B	Develop a new Public Lands Strategic Acquisition Plan to direct capital investment in new properties. Make the plan along with a list of associated planned, ongoing and completed projects available to the public by publishing it on the Public Lands' website.
Action 1.1 C	Develop a cyclical 30-year capital asset replacement plan for all Public Lands assets, using data from Cartegraph, with generalized costs, inflation, and accommodations for the expansion of the Public Lands system, to project annual capital replacement costs into the future.
Action 1.1 D	Identify solutions to effectively conduct capital campaigns for iconic assets, including the creation of O&M endowment funds for the perpetual maintenance and protection of certain spaces and features.
Action 1.1 E	Hire full-time, part-time, or volunteer positions to manage and oversee specific assets that require specialized knowledge and attention.
Supporting Policy 1.2	Improve equitable distribution of maintenance resources, with a focus on improving the condition and usability of the Jordan River Parkway and Westside parks.
Action 1.2 A	Provide additional maintenance, activation and improvement resources to west-side parks in order to promote a similar degree of attractiveness and usability compared to east-side parks (equity, not equality). Secure park maintenance funding for the Jordan River Parkway equivalent to those resources allocated to Liberty Park and other regionally-significant assets, on a per-acre basis.
Action 1.2 B	Prioritize improvements for west-side parks, natural areas and trail corridors by including an equity measure in funding request prioritization which identifies whether an project is located in Council Districts 1 & 2.

Action 1.2 C	Hire community leaders on a part-time/temporary basis to lead deep community engagement around placemaking and design.
Action 1.2 D	Engage with the Planning Division, Housing & Neighborhood Development, Economic Development Department, and other City entities to further community goals for housing, business development, community health and livability through collaboration with Public Lands.
Action 1.2 E	Secure funding for and initiate Cultural Landscape Reports for all historic properties in the Public Lands inventory, and use the reports to guide maintenance and management decisions that protect culturally-significant landscapes.
Supporting Policy 1.3	Establish and expand a Park Ranger program to enforce protective ordinances, educate park users, and safeguard public land assets from damage and abuse.
Action 1.3 A	Change SLC ordinances to make protective park and urban forest rules enforceable by SLC Parks Police squad and others (compliance, Forestry, etc)
Action 1.3 B	Complete the transformation of the SLCPD Parks Squad to a dedicated ranger program, with ranger uniforms and enhanced coordination with Public Lands staff. Grow the program to include one or more trail rangers for the SLC Foothills, and an administrative support position to route calls and complaints, track call-outs and reports, and investigate cases of encroachment and property damage.
Action 1.3 C	Invest in training and education for the Ranger Program and engage rangers/officers in leading education activities for the public, including stewardship education.
Action 1.3 D	Create and grow a seasonal-employee & volunteer-based Ambassadors Program, with uniformed volunteers and seasonals providing public education on park interpretation (history, natural history, culture, etc) and visitor etiquette/stewardship, supported by a full-time administrative lead position.
Action 1.3 E	Expand the use of ambassadors in park spaces experiencing significant crime, misuse and/or abuse, to improve public safety and to deter abuse of park resources, such as late-night partying, break-ins and vandalism.

PROTECT:

APPROACHES FOR ACTION

Strategy P-2	Leverage the power of the community to help steward SLC's Public Lands.
Supporting Policy 2.1	Empower friend's groups and community organizations to increase stewardship capacity, add value, and maximize their contributions of expertise and resources.
Action 2.1 A	Integrate a Community Partnership Coordinator position into the PL Public Engagement Team, with a focus on supporting community organizations and enhancing the scope and quality of the work they do to benefit public lands. Creation of formalized partnership agreements will help clarify respective roles and responsibilities. Integration into the Public Engagement team supports cross-collaboration with staff dedicated to communications, fundraising, volunteerism, and other aspects of engagement highly relevant to maximizing the contributions of community organizations.
Action 2.1 B	Use Public Lands facilities like Allen Park, the Fisher Mansion and the Warm Springs Plunge to help provide a venue for under-resourced community organizations to engage with their audience in public spaces and activate public lands.
Action 2.1 C	Establish an annual "Friends of SLC Public Lands" gala to thank and celebrate those organizations that contributed to the success of SLC Public Lands and encourage additional contributions and cross-collaboration, as well as shared identity and enthusiasm.
Action 2.1 D	Actively work to seek out new and creative partnerships that strategically benefit SLC Public Lands, through connections to underserved communities, connections to resources, capacity and expertise, etc.
Action 2.1 E	Identify opportunities to adapt procurement policies to hire partner organizations to perform skilled work for SLC Public Lands that would otherwise be outsourced to private contractors or consultants.
Supporting Policy 2.2	Grow a robust volunteer management apparatus to empower individual residents to contribute their time, effort and knowledge to help support their public lands system.
Action 2.2 A	Establish dedicated funding for volunteer management support staff and volunteer program resources (tools, materials, uniforms, management software, vehicle and trailer), to compliment and expand capacity of the existing Volunteer & Education Coordinator position.
Action 2.2 B	Identify key roles, responsibilities and supervisory staff for dedicated volunteers who can lend time and skills as unpaid staff members for appropriate positions, and work to seek out and cultivate these dedicated volunteers.

Action 2.2 C	Secure and deploy resources for enhanced volunteer education, training and skillbuilding, as well as volunteer appreciation and retention efforts.
Action 2.2 D	In collaboration with the Office of the Mayor, develop a seasonal conservation corps program focused on stewardship education, data collection and public engagement, as well as job skill development for key groups, potentially including veterans, native american youth, refugees, BIPOC teens, and unsheltered teens.
Action 2.2 E	Analyze and identify aspects of Public Lands administration and operations which could benefit from incorporation of volunteerism to expand capacity, fill gaps in professional skills and knowledge, increase public access and transparency to decisionmaking, and offset costs. Work to incorporate volunteers in these areas.
Supporting Policy 2.3	Used targeted education campaigns to create a culture of stewardship in SLC.
Action 2.3 A	Launch a PR campaign to improve public perceptions of the Jordan River and Jordan River Parkway, in coordination with the Jordan River Commission, Jordan River Foundation, Seven Canyons Trust, and Get to the River Festival.
Action 2.3 B	Work to establish dialogue and partnership with representatives of the Ute, Goshute, and Shoshone tribes to understand, honor and promote knowledge of ancestral lands. Make tribal land acknowledgement standard practice, work to empower Native American voices to influence land management decisions, and develop programs to engage tribal members in stewardship and cultural education.
Action 2.3 C	Cultivate future stewards of SLC's public lands by facilitating early exposure to positive experiences in nature that inspire wonder, curiosity, and connection to place. Expand place-based environmental education and nature-discovery programming that build on the successes of the Salt Lake City Children's Outdoor Bill of Rights. Collaborate with Youth & Family Services and other providers to engage youth in park planning/design, volunteerism and stewardship, nature-based curriculum development, nature and outdoor adventure clubs and camps, and other strategies that give SLC youth a voice at the table. Encourage the creation of youth boards and grassroots organizations, and fund grants and projects for university students, that place young leaders in positions to have a tangible impact on their public lands. Celebrate the role that these young leaders play in public lands.

PROTECT:

APPROACHES FOR ACTION

Action 2.3 D	Work with partners and other government jurisdictions to create and sustain an ongoing media campaign to help SLC residents identify with a culture of public lands stewardship, connected to a sense of local pride and ownership of public land resources.
Action 2.3 E	Expand the Public Lands Communications team to elevate the Public Lands brand, and the professionalism and effectiveness of PL communications, messaging and marketing. Identify resources to expand key roles and skillsets, especially graphic design and content development.



GROW:

APPROACHES FOR ACTION

Strategy G-1	Be proactive and strategic about growth of the Public Lands System.
Supporting Policy 1.1	Investment of resources into new lands, new assets and amenities is driven by policy and informed by data and public engagement.
Action 1.1 A	Increase staffing to meet capacity demands of planning & projects team, achieve reasonable project loads for Public Lands PMs, and free up capacity for the many policy and programmatic planning documents recommended as action items.
Action 1.1 B	Use the PL Master Plan, Needs Assessment, Impact Fee Facilities Plan, Community Master Plans, Strategic Acquisition Plan, and other city plans to guide new development, including prioritization of funding applications. Establish clear, transparent policies for ranking and prioritizing funding Capital Improvement and Impact Fee funding applications, including the incorporation of feedback from the Public Lands citizen advisory board.
Action 1.1 C	Create a Capital Facilities Plan based on cyclical asset renewal projections and asset condition inventory data from Cartegraph and other sources. Ensure the plan is adaptable to accommodate new data as well as growth in park lands and assets. Use this plan and associated data to guide funding applications for asset renewal and replacement.
Action 1.1 D	Identify and secure resource needs for continual, regular updating of needs assessment asset maps, user satisfaction surveys, demographic mapping, park plans, and other documents to ensure Public Lands planning guidance does not become so outdated as to become invalid.
Action 1.1 E	Engage community members in ongoing robust data collection program on park use statistics, demographics, and basic user feedback about public lands, through internships, volunteer positions, conservation corps, and community partnerships, and communicate to achieve transparency in how the data is incorporated into Public Lands planning.
Supporting Policy 1.2	Tax increment or other dedicated funding sources for O&M are established so that additional maintenance resources keep pace with new capital asset funding and projects.
Action 1.2 A	Commission analysis of anticipated growth of maintenance and capital replacement costs as new assets are added to system and inflation impacts O&M and construction costs, and incorporate into budgetary increase requests and budget planning.
Action 1.2 B	Aggressively pursue alternative funding mechanisms to make up gaps in General Fund capacity to accommodate growing costs.

Action 1.2 C	Evaluate opportunities for revenue generation to benefit specific sites and assets where user fees, parking fees, event and activity fees, or other revenue generation methods may be appropriate.
Action 1.2 D	Evaluate opportunities to use local revenues, levees, fees or income streams to fund growing park operations needs, similar to the model employed by Salt Lake County Parks & Recreation.
Action 1.2 E	Identify desired standards for operations and maintenance level of service standards, including per-acre maintenance budgets and staffing for different categories of parks and public spaces, and identify and address areas in the public lands system where desired service level standards are not being met.
Supporting Policy 1.3	Integrate growth planning for public lands with economic development initiatives and community planning and zoning. Inventory and develop long-range plans for City-owned land that is not currently in the Public Lands' system in order to make strategic planning, zoning and land use decisions which utilize existing spaces with parks and open space characteristics.
Action 1.3 A	Modify city development codes to simplify park improvement projects and mitigate technical obstacles like inaccurate park zoning or internal property subdivisions within park spaces.
Action 1.3 B	Engage the community in visioning for major park expansion opportunities, such as the Green Loop, the Fleet Block, the Public Utilities Central 9th Campus, SLC Public Lands Campus, the Northwest Quadrant, and the Jordan River - North Temple Redevelopment Area.
Action 1.3 C	Integrate the work of Planning & Public Lands; actively engage Public Lands staff in future Area and Neighborhood Master Plans, and engage Planning staff in future park master plans and improvement plans.
Action 1.3 D	Identify and pursue collaborative projects with Economic Development, and establish the role of Public Lands in advancing concepts like Tech Lake City and economic development programs like Visit Salt Lake.
Action 1.3 E	Incorporate Economic Development tracking and metrics into aspects of Public Lands annual reporting, similar to the model employed by the Regional Athletic Complex.

GROW: APPROACHES FOR ACTION

Strategy G-2	Overcome difficult obstacles to growth needs through creativity and through leveraging external assets and resources.
Supporting Policy 2.1	Maximize usability of public outdoor spaces, including golf courses, right-of-way, and public/semi-public spaces (such as library grounds) outside the Public Lands inventory.
Action 2.1 A	Map public and semi-public green spaces outside the Public Lands inventory to better understand level of service in communities.
Action 2.1 B	Collaborate with Salt Lake School District and local churches, especially for compatible access to playable/programmable field space.
Action 2.1 C	Develop a Golf Master Plan which will evaluate golf courses for opportunities to expand urban forest, ecological restoration, trails, and public programming.
Action 2.1 D	Work with Library System to diversify and activate public green space surrounding library campuses.
Action 2.1 E	Work with Transportation Division to map opportunities for linear parks along streets and right-of-way eligible for lane reduction. Identify opportunities to put streets and parking lots underground to create or connect important park spaces.
Supporting Policy 2.2	Leverage innovative public-private partnerships and collaborations with developers to help address the growth needs of the Public Lands system.
Action 2.2 A	Work with local businesses and educational institutions to collaborate on job development and training, improve professional development opportunities for Public Lands staff, and provide pipelines for training and careers that benefit Public Lands hiring goals and job placement for prospective employees.
Action 2.2 B	Explore partnerships with the Utah Outdoor Recreation Industry, Tourism Industry, and Healthcare Industry to collaboratively plan, fund and develop recreational infrastructure, land adoption and acquisition, and youth education & recreation programming.
Action 2.2 C	Establish communications and collaboration with development, in particular in areas of very active redevelopment such as Central 9th, Downtown, Sugarhouse, East Bench, North Temple @ Jordan River. Improve coordination with the SLC RDA and identify mutual/overlapping objectives.
Action 2.2 D	Explore opportunities to trade underperforming green space to development for equivalent or higher-performing green spaces elsewhere in the City, with an eye to service gaps, stream daylighting opportunities, and walkable neighborhood access to park spaces.

Action 2.2 E	Pursue private support and funding for urban forest improvements and wetland mitigation projects in large industrial areas - and in particular, the Inland Port and industrial parks west of Redwood Road - that provide environmental services while also improving the livability / workability of office parks, contain heat-island effects, and reduce maintenance costs for businesses.
Supporting Policy 2.3	Position Public Lands to take advantage of private contributions, including 'adoption' of amenities, corporate partnerships and philanthropic giving.
Action 2.3 A	Strengthen relationships with Friends-Of organizations and help empower them to fundraise for specific improvements and maintenance.
Action 2.3 B	Facilitate the development of a Friend of Salt Lake City Parks 501c3 organization to oversee the funding and management of specific components of PL responsibilities, such as fundraising for transformative projects in excess of \$10M.
Action 2.3 C	Enlist the services of contractual fund management and capital campaign firms to help SLC Public Lands navigate the legal and accounting challenges of capital campaigns.
Action 2.3 D	Formalize and simplify adoption and sponsorship programs like memorial tree adoption and bench adoption, reducing PL's long-term financial commitments and increasing revenue from adoptions.
Action 2.3 E	Identify or add a development coordinator role within the Public Lands admin team to manage capital campaigns for expendable and endowed funding for projects and properties, manage and facilitate major gifts, and oversee donor development as well as contractual capital campaign management, fund management, and coordination with SLC Finance.

REIMAGINE NATURE

SLC PUBLIC LANDS MASTER PLAN