

CREATING TOMORROW TOGETHER



Final Report of the Salt Lake City Futures Commission

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Executive Summary

The mayor and the city council asked the Salt Lake City Futures Commission to create a community vision, and make recommendations for achieving that vision. We began work in February 1996 and delivered our final product to the city in March 1998. The seventy-five members of the commission represent every sector of the city. We tried to create a vision and make recommendations that all residents of Salt Lake City could support. Every citizen of Salt Lake City is responsible for making the dream a reality. As you read through this vision and recommendations, take a minute to think about how you can help. We hope you find our vision for Salt Lake City's future consistent with your own.

SUMMARY VISION STATEMENT

Salt Lake City is a Regional Capital City, a social, cultural, and religious center, and a model of open government.

Salt Lake City's Neighborhoods are diverse, exciting, safe, well maintained, and supportive of families and young people. Vibrant neighborhoods are fundamental to the health and vitality of the city and citizens, business owners, and local government each have a role to play in creating and sustaining ideal neighborhoods.

Salt Lake City's Urban Design is aesthetically appealing, reflects excellent standards, diversity of influence, and a commitment to making people the focus of development decisions.

Salt Lake City's Economic Base is strong and diverse, providing excellent wages and benefits for our citizens, a tax base that encourages innovation, growth, and improvement, and a commitment to complex analysis of the factors influencing economic stability.

Salt Lake City's Transportation System

- Is integrated and multimodal. It moves people and products efficiently into and through the city.
- Focuses first on pedestrian and bicyclists, second on mass transit, and third on single-occupant automobiles in planning and infrastructure support.

The 2002 Winter Olympics in Salt Lake City are well organized, environmentally responsible, and fiscally sound. Our citizens are essential to the success of the games.

On Environmental Issues, Salt Lake City

- Evaluates challenges on a regional and statewide basis, thinks of the natural environment as a series of interrelated systems, and makes policy decisions with this complexity in mind.
- Makes wise transportation and development decisions that protect and enhance the quality of our air and water.
- Protects natural areas from encroachment and degradation and provides open space as a place for recreation, regeneration, and contemplation—always mindful of the changing needs of a growing population.
- Maximizes recycling and reduces waste production through conservation, and ensures that waste management facilities are adequate for the population and environmentally friendly.
- Works to enhance the city's natural gateways and respect the relationships among mountains, valley, and wetlands, and regards the landscape with respect and reverence for history, culture, nature, and beauty in all its definitions.
- Works to establish and maintain the citizens' sense of ownership in environmental decisions and individual actions. Educates the citizens about the importance of respecting connections between city neighborhoods and the natural features within them.

On Social Issues, Salt Lake City

- Embraces pluralism and encourages diversity in population, urban design, and cultural expression.
- Encourages all citizens to feel that they have a stake in government, are connected to their neighborhoods, and can influence local governments and actions.
- Provides a safe place where all people, regardless of age, ability, or economic condition, can live with dignity and respect and without fear.
- Supports families and offers all children access to quality prenatal care, early-childhood development services, and opportunities to obtain the academic and life skills they need to succeed.
- Fosters literacy and continuing education throughout the community.
- Provides recreational opportunities in every neighborhood and to every citizen.
- Supports jobs that offer wages and benefits sufficient to support the worker and his or her dependents.
- Ensures that all people working in the city can afford to live there. Explores creative and innovative solutions to the city's housing concerns.
- Encourages neighborhoods, businesses, nonprofit service providers, churches, schools, governments at all levels, and individuals to work in partnership, educate and train our citizens, improve the work force, foster self worth, and reduce crime and violence so that all citizens can improve themselves and their communities.

In the Arts and Culture, Salt Lake City

- Recognizes cultural growth as the primary community-building force and regards cultural facilities and events as opportunities to improve the quality of life for our citizens and improve our sense of community
- Defines artists and cultural organizations broadly to mean any person, group, or organization engaged in creative activity with the intention of contributing to the cultural development of our community. Cultural activity is also defined broadly to include heritage festivals, fairs, celebrations, fine arts, performing arts, and all publicly available art and culture.
- Considers diversity in the full range of its meanings, including ethnic, cultural, facilities, form, and medium, and assures that cultural activity is accessible to all members of our diverse community.
- Creates and updates cultural plans using the existing structures, patterns, and links in the city to make the cultural organizations in the city recognizable and accessible to visitors near and far.
- Locates and preserves facilities, events, and artist's housing in ways that promote innovation, cross-fertilization between arts activities economic, and neighborhood development, and community building.
- Regards artists and cultural organizations in our community as city builders and problem solvers, and encourages artists and cultural organizations to view themselves in the same way. Maximizes collaboration and shared uses and minimizes unnecessary duplication in facilities, programs, and services.

SUMMARY RECOMMENDATIONS

Arts and Culture

- Create a “Metropolitan Cultural Plan,” developed annually and covering several years at a time. Foster genuine commitments from political leaders to support the important linkages among the arts, culture, and the health and quality of life of our citizens.
- Require a percentage for art in all public construction projects.
- Promote diversity in the full range of its meanings. Build audiences for diverse arts and cultural offerings available in the city. Make laws prohibiting censorship and removal of public art.
- Assure that all arts and cultural events are accessible and affordable to all members of the community. Create human-scale linkages to cultural institutions, including walkways and bike paths.
- Enforce preservation strategies for buildings and neighborhoods. Rehabilitate historic buildings for cultural uses wherever possible.
- Promote public education through links among artists, cultural institutions, the school systems, the University of Utah, and by expanding the public library system resources on art and culture.
- Build appropriate facilities and infrastructure in support of the arts and culture, including public and private spaces equipped with state-of-the-art technologies; decentralized cultural institutions and satellite facilities; greenspace for increased programming and audience development in and around cultural facilities; and affordable live/work spaces for the area’s artists and craftspeople.
- Promote the concept that Salt Lake City is a destination city for arts and culture. Encourage airlines, hotels, and restaurants to create arts and cultural tourist packages similar to those promoted in the ski industry.
- Assist residents and visitors in their desire to participate with our institutions and artists. Encourage location of new and expanding cultural facilities along transit corridors, and work to create extensions of established institutions.
- Coordinate marketing of all cultural activity with print media, radio, and television. Expand existing Web calendar with real-time events, criticism and review, ArtTix purchases, and so forth.
- Strengthen relationships among grantors and grantees by clarifying the roles of each organization and avoiding duplication of services.
- Encourage institutions and artists to collaborate and reach out to neighborhoods with such tools as a “Jazzmobile,” neighborhood starwatching, a Claymation bus, and the expansion of “late-night” recreational programs to include arts and cultural activities.
- Explore opportunities for area artists and cultural institutions to leave multiple community legacies and infrastructure during and after the 2002 Olympic Games.

Capital City

- Expand taxing authority for local governments.
- Distribute state tax revenues more equitably to cities where revenues are collected.

Children, Families, and Social Services

- Create a Leadership Council with a specific city charter to facilitate collaboration among, monitoring of, and improvements in social service offerings in Salt Lake City.
- Encourage legislative and policy efforts to make the city and state more family friendly by offering incentives to private organizations that promulgate good wages, flexible hours, child-care sites and other family-centered benefits.
- Offer education and social services to every child in Salt Lake City, including quality prenatal care, early-childhood programs, and continuing education opportunities
- Develop school- or community-based family and youth resource centers in every neighborhood. Wherever possible, encourage private partnerships to establish and run medical clinics and other social services at these locations.
- Encourage clustering of services to promote efficiency. Establish and evaluate pilot programs at locations like Lincoln Elementary and the Sorenson Multicultural Center, where such partnerships are already operating.
- Expand United Way’s “Success by Six” program and analogous programs of proven effectiveness citywide.
- Encourage monitoring and evaluation of social service programs for efficiency and effectiveness by objective university researchers. Provide a means for results to be published and disseminated so that business leaders, philanthropists, and government leaders will know which programs are working and should be expanded.
- Work to strengthen the Information and Referral Center of the Community Services Council. Create a central database on programs and clients to encourage collaboration and efficiency by social service providers. Assemble and widely distribute, in many languages, a directory of available social and community services.
- Provide opportunities for all residents to have meaningful volunteer experiences. Promote business mentoring programs for the unemployed re-entering the work force and other citizens in need.
- Motivate and train young people to graduate from school, go to work, and live productively in Salt Lake City.

Diversity

- Ensure that all residents feel they are an important part of our community.
- Support community festivals and events that allow citizens to interact.
- Design buildings and public places to reflect our diverse cultural, ethnic, and religious heritage.
- Provide information about the benefits of diversity to our community.
- Communicate in multiple languages and use international, universal symbols.
- Support and encourage mixed-use development.

Economics

- Develop an “Economic Development Plan” to enhance the city’s economic base.
- Encourage the construction of more downtown office space.
- Nurture and encourage small businesses and entrepreneurship. Equalize tax incentives provided to businesses to assure the retention of locally owned and operated businesses.

- Promote the travel, tourism, and hospitality industry in Salt Lake City.
- Encourage and facilitate further LDS Church investment in downtown Salt Lake City properties.
- Provide incentives to businesses to offer excellent wages and benefits.

Natural Environment

- Advocate legislative changes to implement a regional, statewide approach to controlling pollution—particularly air pollution from automobiles.
- Encourage careful monitoring of pollution by source and provide adequate staff to perform this monitoring
- Explain to the citizens the sources of pollution and the economic benefits of pollution prevention for individuals, families, and businesses.
- Adopt tax and other economic incentives for actions that reduce the overload on the current, automobile-based transportation system and encourage alternative modes of transit and more efficient, less polluting use of automobiles.
- Conserve water, protect water quality, and preserve canyon watersheds and wells through education efforts, reusing water, and providing appropriate waste disposal services.
- Promote “Reduce, Reuse, and Recycle,” and reward responsible materials management.
- Extend the life of the Solid Waste Management Facility (landfill).
- Establish an Open Space Trust Fund to acquire and protect open space in Salt Lake City.
- Emphasize natural features, native landscaping, and unifying themes in developments.
- In all city gateways (West Downtown, Beck Street, Parley’s Canyon, Emigration Canyon, State Street, and the Great Salt Lake), strive to promote a good first impression of the city by protecting and enhancing the views through appropriate landscaping, building and road design and remodeling, and where possible, preservation of the natural landscape.
- Working closely with all stakeholders, study and protect the marshes and beaches of the Great Salt Lake. Manage growth to reduce negative impacts on the Great Salt Lake and its wetlands while improving the visitor infrastructure on the south shore.

Neighborhoods

- Provide neighborhood services, including retail businesses, health care, recreation, social and community services, and cultural amenities that can be reached by walking, bicycling, or using public transit.
- Create a balanced approach to business incentives and zoning ordinances that encourages small-scale commercial and business activities.
- Maintain and improve infrastructure in all city neighborhoods.
- Encourage building designs that are human scale, promote pedestrian traffic, facilitate pleasant interaction on the street, and reflect cultural diversity.
- Promote civic responsibility, a sense of ownership, and membership in the community by developing programs that allow citizens to work together on community-

based solutions to problems in their neighborhoods. Expand programs like COOL Communities / Tree Utah and Neighborhood Matching Grants designed to promote broader participation in community-building activities.

- Encourage home ownership where possible and facilitate cooperation between landlords and tenants toward the goal of universal property maintenance and adherence to existing codes. Strengthen enforcement efforts where necessary.
- Promote local efforts to improve public safety through crime and drug-abuse prevention.
- Increase neighborhood commitments to providing sufficient open space and greenspace by strengthening the Urban Forestry Program, using and improving existing alleyways and parkways, and encouraging open space preservation through incentives to owners of undeveloped land.
- Encourage emergency preparedness as suggested by the Emergency Management Board, and strengthen the city's commitment to seismic code improvements.

Olympics

- The Futures Commission's Special Subcommittee on the Olympics began its work in September 1997. The subcommittee will issue recommendations when it completes its work.

Public Safety

- Dedicate additional law enforcement resources to the regional gang problem. Promote gang prevention programs.
- Support the new juvenile sentencing guidelines and the funding to implement them.
- Provide at least six hundred secure beds for juvenile offenders.
- Find and promote innovative options for juvenile corrections.
- Expand adult correction facilities in Salt Lake County.
- Encourage neighborhood efforts to prevent crime.
- Involve residents and business owners in public safety programs.
- Expand graffiti removal programs.
- Use Crime Prevention Through Environmental Design (CPTED) techniques to reduce crime in Salt Lake City.

Recreation

- Acquire park land, playing fields, and open space to meet the 6.25 acres per 1000 population standard promoted by the National Recreation and Parks Association.
- Provide recreation amenities and programming to all citizens of Salt Lake City.
- Provide recreation services to more residents by coordinating city and county efforts.
- Identify and remedy recreation deficiencies using public and private resources.
- Include open space areas in plans for developing large areas of vacant land.
- Distribute information on facilities and programs to ensure residents are aware of available opportunities.

Transportation

- Mitigate the negative economic impacts of I-15 (and I-80) reconstruction on the city.
- Develop a multimodal transportation system that encourages alternatives to cars, including walking, biking, and mass transit.
- Explore the use of alternative automotive fuels and the development of an infrastructure to support them.
- Design streets that are pedestrian friendly and encourage walking. Incorporate bike routes whenever possible.
- Include all transportation options in future plans by coordinating the work of planning agencies.
- Foster public support for an integrated transportation system.
- Implement the city's Transportation Master Plan of April 1996.
- Buy extra buses and revise schedules to accommodate evening and weekend workers.
- Protect the Salt Lake City Airport from encroachment by incompatible neighbors.

Urban Design

- Ensure that the city's Design Statement is in all city master plans and ensure that developers conform to or exceed all master plan requirements.
- Promote excellence in all public works by providing design workshops for decisionmakers in city, county, and state governments and encouraging them to participate.
- Promote the design of homes and buildings that are universally accessible. Encourage the adoption of "universal design" standards.
- Design and orient buildings to make neighborhoods pedestrian friendly.
- Develop higher density projects in new neighborhoods to provide more affordable housing in the city.
- Coordinate the design and implementation of public improvements to minimize the disruption to neighborhood residents.
- Use the West Downtown Gateway project as a model for innovative urban design.

SUBCOMMITTEE REPORTS

The Futures Commission was subdivided into six subcommittees. Copies of the subcommittee reports appear in alphabetical order behind this summary.

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ARTS AND CULTURE SUBCOMMITTEE



Final Report and Recommendations

February 2, 1998

Arts and Culture Subcommittee Members

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Richard Collier, Director, Salt Lake Art Center

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Nicole Guillamet, Sundance Institute

Marian Iwasaki, Capitol Theater and Abravanel
Hall

Carlie Jimenez, Art Forms

Cary Jones, Director, Children's Museum of
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Glen Leonard, Director, LDS Church Museum
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Alice Larkin Steiner, Director, Redevelopment
Agency of Salt Lake City

Bonnie Stephens, Director, Utah Arts Council

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Lake City

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 - F. Education

I. VISION STATEMENT

Salt Lake City is a city with a thriving arts, cultural and museum community that has an accessible and inviting cultural infrastructure. Our cultural institutions are responsive to their audiences and seek collaborative opportunities with other institutions. We promote the role of artists as city builders and believe that cultural activities can have a transforming effect on people, their social environments, and on the built and natural environment. We believe that art and culture contribute to our quality of life, encourage economic growth, and promote understanding in our society.

In Salt Lake City, beauty is not optional. Our cultural activities and institutions foster an aesthetic sensibility in all citizens, cultivate awareness and respect for the natural world, and build civilization. Through our cultural infrastructure, we nourish opportunities for citizens to live life as a creative process.

In Salt Lake City, artists and cultural organizations do not exist independently. There is a synergy among arts, culture, and society. Artists and cultural organizations are aware of their effect on society and are committed to improving the place where they live. A commitment to community action is vital: artists and cultural organizations see it as their role to make our city a better place for citizens to live, work, and visit.

II. GUIDING PRINCIPLES

- Define culture broadly to include heritage, festivals, fairs, celebrations, fine arts, performing arts, and all publicly available art and culture.
- Consider diversity in the full range of its meanings, including ethnic, cultural, facilities, form, and medium.
- Enlist cultural growth as the primary community-building force.
- Create and update cultural plans using the existing structures, patterns, and links in the city to make the cultural organizations in the city recognizable and accessible to visitors near and far.
- Regard cultural facilities and events as opportunities to improve the quality of life for our citizens and to build an improved sense of community.
- Locate and preserve facilities, events, and artist's housing in ways that promote innovation, cross-fertilization between activities, economic and neighborhood development, and community building.

- Maximize collaboration and shared uses and minimize unnecessary duplication in facilities, programs, and services.
- Define artists and cultural organizations broadly to mean any person, group or organization engaged in creative activity with the intention of contributing to the cultural development of our community.
- Regard artists and cultural organizations in our community as city builders and problem solvers, and encourage artists and cultural organizations to view themselves in the same way.
- Assure that cultural activity is accessible to all members of our diverse community.
- Regard the landscape with respect and reverence for history, culture, nature, and beauty in all its definitions.

III. RECOMMENDATIONS

The subcommittee made recommendations in six areas of focus:

- Funding and Public Policy,
- Facilities and Infrastructure,
- Cultural Tourism and Economic Development,
- Collaboration and Community Building,
- Information and Communication, and
- Education.

In the Community Action Plan, we have tried to identify both action steps and who might be assigned responsibility for taking them. We hope that each of the responsible parties will do their part to make our vision a reality.

A. Funding and Public Policy

1. Require a percentage for art in all public construction projects. “Public” shall be considered any building where the public may be present including
 - Government buildings,
 - Hotels,
 - Office buildings,
 - Schools,
 - Parks,
 - Sidewalks,
 - Streetscapes, and
 - Engineering Projects.
2. Promote diversity in the full range of its meanings, including ethnic, cultural, facilities, form, and media (visual, performing arts, museums).
3. Assure that all arts and cultural events are accessible and affordable.
4. Equalize tax incentives provided to businesses to assure the retention of locally owned and operated businesses, such as book, music, and video stores.
5. Enforce preservation strategies for buildings and neighborhoods.
6. Establish ordinances making censorship and the removal of public works of art a criminal act.

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7. Assure that selection committees and juries are structured with appropriate professional expertise.
8. Encourage artists and design professionals to create policies supportive of appropriate urban design elements.
9. Create easily accessible linkages between artists and cultural institutions and the school systems.
10. Establish and fund support services within cultural institutions, such as child care and the acquisition of devices for the hearing impaired and other people with disabilities, to broaden community access.

B. Facilities and Infrastructure

1. Assure that public spaces are equipped with suitable lighting, sound systems, display areas, and other amenities necessary to experience the diversity of cultural opportunities.
2. Encourage the decentralization of cultural institutions and promote the creation of satellite facilities.
3. Assure that new and renovated facilities have state-of-the-art communication access for incorporating new technologies.
4. Create greenspace for increased programming and audience development in and around cultural facilities.
5. Create state-of-the-art facilities for the expanding film industry.
6. Create affordable live/work spaces for the area's artists and craftspeople.
7. Coordinate investments in the cultural infrastructure to assure that opportunities for linkages and synergies are maximized.
8. Establish a large outdoor gathering place, well linked to public transit, for concerts, festivals, fairs, markets, and exhibitions.

C. Cultural Tourism and Economic Development

1. Promote the concept that Salt Lake City is a destination city for arts and culture. Points of arrival to our city (airport, roadways, streets, rail stations, and depots) should be gateways designed with aesthetics appropriate to this unique "oasis on the edge of a desert."
2. Create wayfinding tools to encourage and assist residents and visitors in their desire to participate with our institutions and artists.
3. Promote linkages with airlines, hotels, and restaurants to create arts and cultural tourist packages similar to those promoted in the ski industry.
4. Establish a city/county office responsible for promoting cultural tourism.
5. Encourage location of new and expanding cultural facilities along transit corridors, and work to create extensions of established institutions like Hogle Zoo, Red Butte Garden, and so forth.
6. Expand duration of Sundance Film Festival and Utah Arts Festival.

D. Collaboration and Community Building

1. Coordinate marketing of all cultural activity with print media, radio, and television.
2. Expand existing Web calendar with real-time events, criticism and review, ArtTix purchases, and so forth.
3. Develop tools and a vocabulary for encouraging collaborative activities among organizations and artists.

4. Explore unique opportunities for collaboration around the needs and interests of children and teenagers.
5. Expand late night activities to include “Late Night Science,” Late Night Filmmaking,” and other arts and cultural activities.
6. Encourage institutions and artists to reach out to neighborhoods with such tools as a “Jazzmobile,” neighborhood starwatching, a “Claymation” bus, and so forth.
7. Strengthen relationships among grantors and grantees by clarifying the roles of each organization and avoiding duplication of services.
8. Rehabilitate historic buildings for cultural uses wherever possible.
9. Create human-scale linkages, including walkways and bike paths, to cultural institutions.
10. Strengthen relationships among University of Utah and arts and cultural institutions.
11. Explore opportunities for area artists and cultural institutions to leave multiple community legacies and infrastructure during and after the 2002 Olympic Games.

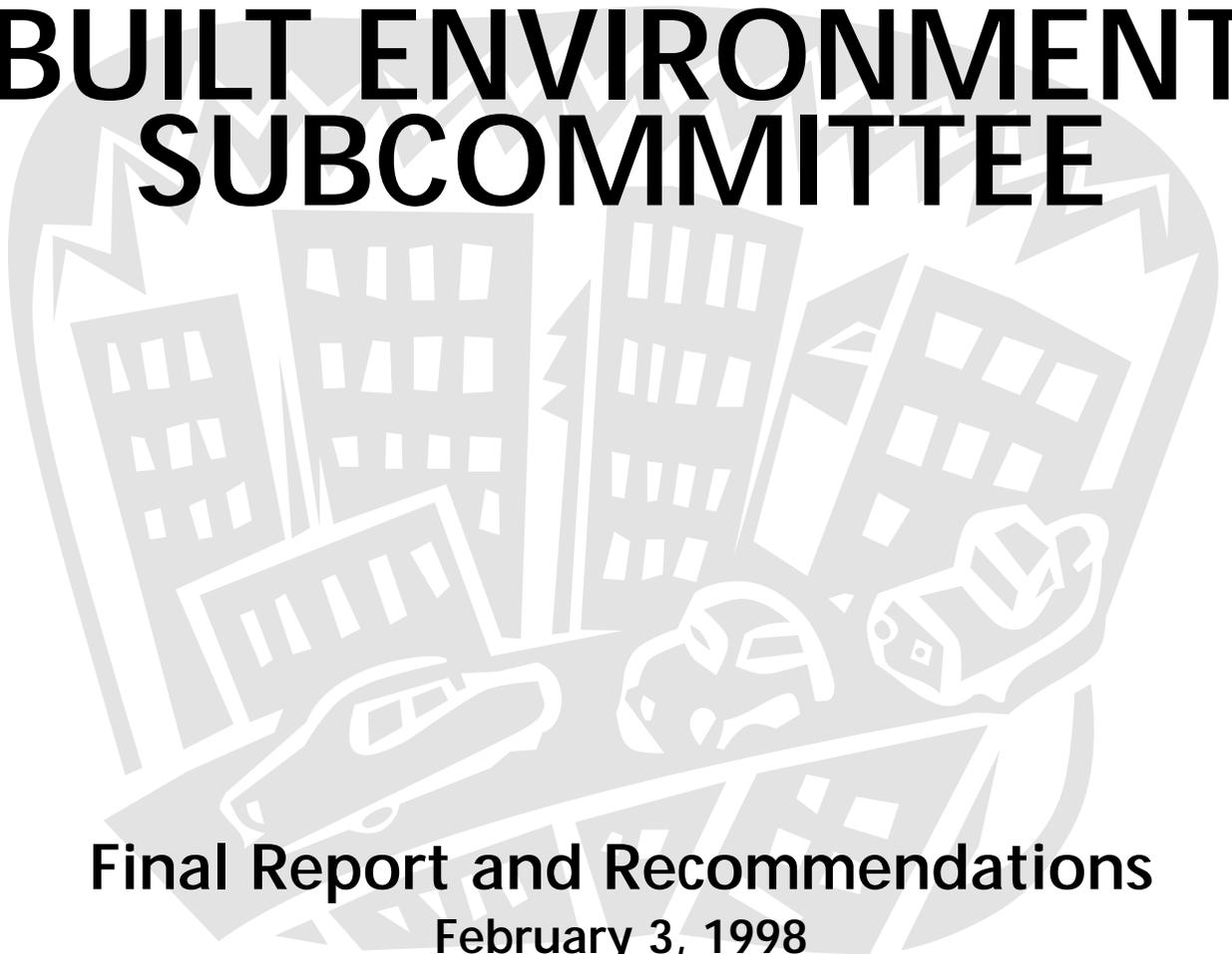
E. Information and Communication

1. Promote arts and cultural activities for children and teens.
2. Build audiences for the diverse arts and cultural offerings available in the city.
3. Foster genuine commitments from political leaders to support the important linkages among the arts, culture, and the health and quality of life of our citizens.
4. Pursue new ways to honor the community’s value of inclusivity.
5. Foster communication among neighbors and institutions on the effects of their locating in or leaving neighborhoods and their cultural and historical influences.
6. Promote the idea that artists and cultural institutions are community builders.
7. Create a climate for creativity, where artists and institutions alike feel that it is safe to take risks.
8. Create a “Metropolitan Cultural Plan.” The plan should be developed annually and it should cover several years at a time.

F. Education

1. Encourage and fund artists-in-the-schools programs.
2. Utilize cultural institutions as extensions of the “campus.”
3. Expand library system resources on art and culture.
4. Support individual artists through employment in after-school programs.
5. Promote design excellence in all public works by providing design workshops for decisionmakers of city, county, and state governments, and encouraging them to participate.

BUILT ENVIRONMENT SUBCOMMITTEE



Final Report and Recommendations

February 3, 1998

Built Environment Subcommittee Members

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I. INTRODUCTION AND VISION STATEMENT

The Built Environment Subcommittee has proposed a Vision Statement, followed by a series of assertions that expand it. Each assertion is followed with suggested implementation strategies. Members of the subcommittee recognize that there is overlap with other subcommittees' statements and strategies, but we felt that it was important for us to consider these issues as they impact the city's built environment. Our contribution to the Community Action Plan outlines both potential initiators and participants in implementing these recommendations

We believe that people must be the focus of development decisions. With people as the focus, we can assure that development patterns address a diversity of needs. Communities are built by linking people together and cities are built by linking our built environment to great streets, vibrant neighborhoods, roads and rights-of-way, well-maintained housing, and the suburban areas that surround us. Communities and cities do not exist in a vacuum. They are interrelated. Vibrant communities spawn interesting and exciting cities. Interesting cities, designed to the highest standards, attract interesting people who care about developing viable communities. People, communities, and cities come alive when conditions are right. We envision Salt Lake City as a vibrant, safe, accessible, exciting, and beautiful city where the following conditions are met.

II. ASSERTIONS AND RECOMMENDATIONS

Assertion A. An integrated transportation system, including alternative modes of transportation such as pedestrian ways, bicycles, mass transit, freight vehicles, and personal automobiles ensures the enjoyable and efficient movement of people and products into and within the city.

- Recommendation 1: Promote cooperative interface among agencies and individuals to include all transportation modes—especially bicycle and pedestrian—in future planning.
- Proposed Action: Coordinate with UTA, UDOT, Division of Planning and Zoning, and city transportation engineers to ensure cooperative effort and integrated planning. Ensure that the Salt Lake City Transportation Master Plan incorporates the necessary elements and is followed when development occurs.
- Recommendation 2: Encourage the development of pedestrian/bicycle facilities that link communities together within Salt Lake City and link the city with adjacent suburban areas.
- Proposed Action: Develop a master pedestrian/bicycle plan.
- Recommendation 3: Maintain an integrated, continuous transportation system so that private automobiles, service vehicles, and emergency vehicles can travel to, through, and around the city.
- Proposed Action: Refine the city’s Transportation Master Plan to incorporate intermodal sites and bicycle/pedestrian routes while still providing necessary services.
- Recommendation 4: Foster the development of facilities that encourage the use of modes of transportation other than the single-occupant vehicle.
- Proposed Action: Develop a system of intermodal sites within the city to transfer from one mode of transportation to another. Promote transit usage within the city and throughout the county, and rebuild the interstate highways, both Interstate 15 and Interstate 80.
- Recommendation 5: Protect city neighborhoods during rebuilding of interstate highways.
- Proposed Action: Work with UDOT to identify and mitigate potential threats to city neighborhoods from rebuilding I-15 and I-80. Ensure that community councils are informed of plans and have opportunities for input.
- Recommendation 6: Foster public awareness through the media of the desirability of an integrated transportation system.
- Proposed Action: Prepare press kits and media advisories and schedule personal briefings with reporters and editors to advocate for more media coverage.
- Recommendation 7: Consider the development of a plan and schedule for the delivery of commercial goods and services that has minimal impact on pedestrians, traffic congestion, and the environment.
- Proposed Action: Make this plan a part of the Salt Lake City Transportation Master Plan.
- Assertion B: Urban design focuses first on the needs of pedestrians and bicyclists, second on mass transit, and third on the automobile; public transit systems such as light rail are user friendly and designed with the pedestrian in mind; and all citizens have access to public transit within 1,200 feet of their homes.**
- Recommendation 1: Encourage private developers to focus on walkways and bike paths, downplaying cars as the centerpiece of residential neighborhoods and commercial developments.
- Proposed Action: Division of Planning creates an ideal model for developers to follow, stressing pedestrian priorities, and establishes a requirement that developers include schematic designs for integrated transportation as part of the development approval process.
- Recommendation 2: Promote cooperative interface among agencies and individuals to include all transportation modes—especially bike and pedestrian—in future planning.
- Proposed Action: Coordinate with UTA, UDOT, Division of Planning, and city transportation engineers to ensure cooperative effort and integrated planning. Ensure the Salt Lake City Transportation Master Plan incorporates the necessary elements and is followed when development occurs.
- Assertion C: The city is designed to the highest aesthetic standards and is pedestrian friendly, convenient, and inviting.**
- Recommendation 1: Advocate for incorporation of aesthetic standards in all master planning conducted by the city.
- Proposed Action: Amend all master plans and design elements as necessary.

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Recommendation 2: Evaluate all private and public sector planning and design in terms of how the development serves the pedestrian first.

Proposed Action: Amend master plans to include a requirement that every commercial and multifamily development demonstrate how each development project supports a quality pedestrian environment.

Recommendation 3: Educate businesses and residents on the value of having pedestrian-friendly business areas and neighborhoods.

Proposed Action: Through a partnership with the Chamber of Commerce, educate business persons about the financial benefits of good planning and design and about the financial benefits of providing convenient, inviting, pedestrian-friendly working and living environments.

Recommendation 4: Educate the public through community councils on the benefits of establishing high aesthetic standards in building, neighborhood, community, and city design.

Proposed Action: Using existing planning and design materials, (that is, printed material, video tapes, and so forth) conduct informational sessions beginning with community councils. The focus should be on the positive aspects of what can be accomplished. Successful case studies could be reviewed.

Recommendation 5: Sponsor and conduct public demonstration projects where high aesthetic standards are upheld, where pedestrians are given priority, and where elements of the city, community, and neighborhood are convenient and inviting.

Proposed Action: Initiate, obtain sponsors for, plan, design, and construct a demonstration neighborhood-scale project.

Assertion D: All neighborhoods are unique and important, supporting those who live and work in them.

Recommendation 1: Residents should work with community councils to submit a vision plan for their neighborhood.

Proposed Action: Conduct neighborhood town meetings under the direction of community councils and Salt Lake City councilmembers to identify issues and create a Community Vision Plan.

Recommendation 2: Obtain money from Neighborhood Matching Grants to begin implementing the vision plan.

Proposed Action: With the approval of local community councils, submit a funding request from money available for neighborhood grants. Supplement the grant with seed money from the neighborhood community. This money will be generated by individual donations, gifts, and sweat equity. (A model is the park built by the neighborhood at Wasatch Hollow, 1700 South and 1700 East.)

Assertion E: Streets and thoroughfares have character—each is a patchwork of culture, a destination place for visitors.

Recommendation 1: Incorporate traffic mitigation strategies to preserve neighborhoods.

Proposed Action: Expand the Salt Lake City Traffic Calming Program (adopted 12/97) and implement other traffic management options.

Recommendation 2: Plan streets that are pedestrian and bicycle friendly.

Proposed Action: Adopt pedestrian- and bicycle-friendly master plans for city neighborhoods.

Recommendation 3: Maintain all current open space and develop additional open space in all neighborhoods.

Proposed Action: Appropriate city funds for additional open space and raise private money to supplement city sources.

Assertion F: Our historical heritage, including historic buildings and neighborhoods, is recognized as a vital component of an exciting, livable city.

Recommendation 1: Preserve historic structures, streets, and other landmarks in all new development strategies.

Proposed Action: Issue a policy statement, including a list of resources available, to give developers and owners technical and/or financial assistance with preservation.

- Recommendation 2: Inventory historic structures, streets, and other landmarks.
 Proposed Action: Prioritize and publish a hierarchy for preservation efforts.
- Recommendation 3: Prioritize historic structures that, due to their uniqueness, it would be in the community's interest to reuse for public purposes (for example, City and County Building, railroad stations, and so forth).
 Proposed Action: Prioritize and publish a wish list of buildings to remain in or become a part of the public domain.
- Recommendation 4: Assist property owners with solving the challenges of adaptive reuse.
 Proposed Action: Create a guidebook outlining the challenges and possible solutions facing owners, specifically those challenges posed by the city's building and zoning regulations.

Assertion G: Urban design and building design are inseparable and excellent design nurtures a strong community.

- Recommendation 1: Require that all public and private sector developments demonstrate how the development supports the master plan for the area, neighborhood, and city. The owner of any building project must demonstrate to the city how the project improves and enhances the neighborhood (or context of the project) and its pedestrian environment.
 Proposed Action: Amend city ordinances to include the requirements of this recommendation. Formalize "developer credits" and/or "density bonuses" that will encourage the incorporation of good planning connected to good design.

Assertion H: City leaders recognize that Salt Lake City is a state and regional capital and they act accordingly. Neighborhoods and downtown work together to eliminate downtown bias and to educate our neighbors about why a vibrant downtown is important to everyone. City leaders work with neighborhoods and adjoining communities to prepare for growth on a regional level—growth that is compact and supportive of mass transit.

- Recommendation 1: Provide information to demonstrate that cities, including Salt Lake City, truly function in a regional context in terms of economy, infrastructure, demographics, and environment.
 Proposed Action: Prepare diagrams, documents, data, and analysis to illustrate interdependence of all communities in the region. We will succeed or fail together.
- Recommendation 2: Participate with leaders throughout the state in the Local Government Partnership of Envision Utah, established by the Coalition for Utah's Future and co-chaired by Governor Leavitt and Larry Miller.
 Proposed Action: Assure that city leaders have key positions on Envision Utah scenarios committees and that they make necessary contributions to these committees.
- Recommendation 3: Improve and maintain strong relationships with the downtown community, particularly associations of downtown residents, property owners, and others.
 Proposed Action: Establish effective communication with, and define the roles of the Downtown Alliance, Chamber of Commerce, community councils, city departments, and so forth.
- Recommendation 4: Strengthen ties with the State Division of Facilities Construction and Management to coordinate the development of new facilities along major city transportation and pedestrian corridors.
 Proposed Action: Link the state's planned facility development schedule with desirable development opportunities along appropriate corridors. Use these opportunities to develop other commerce, such as support services (restaurants, shops, child care facilities, and so forth) for the increased population.
- Recommendation 5: Increase city funding of events such as the Salt Lake City Arts Council's "Brown Bag Series," and encourage the underwriting of other events such as gallery strolls, farmers' markets, Wild West Side Celebration, and so forth.
 Proposed Action: Increase funding and support marketing efforts.

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Assertion I: Buildings are designed to be universally accessible to all people, regardless of physical condition or age, to the greatest extent possible, without the need for adaptation, segregation, or legal mandate. Standards for such “universal design” are readily available to those who need them.

Recommendation 1: Educate designers, architects, contractors, individuals, and businesses about the economic and social value of incorporating the principles of universal design into all buildings.

Proposed Action: Create an education program to be presented in schools, professional organizations, nonprofit service clubs, business meetings, and other forums. Make sure that standards developed by universities and architects are published and disseminated.

Recommendation 2: Incorporate universal design requirements into building codes where possible.

Proposed Action: Amend state and local building codes to include universal design principles.

Assertion J: Ethnic diversity is recognized and nurtured as an essential component of a vital community and ethnic and cultural influences on urban and building design are recognized, encouraged, and protected.

Recommendation 1: Advocate for ethnic diversity and cultural influences standards on future land and building designs.

Proposed Action: The city’s planning staff should issue a statement that one block in the Gateway Project of new building structure and ambiance must pay attention to and invite culturally influenced and ethnically diverse planning.

Recommendation 2: When this policy is polished up, it should be presented formally by the Futures Commission chair and the Built Environment Subcommittee (BESC) chair to the mayor and city council, to be finalized as an ordinance.

Proposed Action: Present policy on ethnic diversity to mayor and city council, and urge adoption of the ordinance.

Recommendation 3: The Futures Commission and BESC should conduct a contest to build a model section of the Gateway Project, showing contestants’ vision of ethnic influences on both building and grounds.

Proposed Action: Hold contest.

Recommendation 4: A statement should be written to the mayor and to the city council to the effect that “redlining” by lending and insurance establishments and any realty exclusionary practices based on ethnic, racial, religious, sex, age, or disability are and should be prohibited in Salt Lake City.

Proposed Action: Futures Commission Built Environment Subcommittee writes statement and drafts ordinance. Statement is forwarded to Salt Lake City Council for action.

Assertion K: We work to preserve and provide access to sensitive habitat, riparian zones, and high quality open space—both natural and manmade. Urban design is sensitive to and takes advantage of our spectacular natural setting.

Recommendation 1: Speed implementation of the existing Salt Lake City Open Space Master Plan. Where possible, bring the creeks above ground and develop natural watercourses and parks surrounding them.

Proposed Actions: Identify areas in the city where creeks could be brought above ground. Work with landowners to encourage developments that include above-ground creeks in natural settings. Assure public access to these areas where possible.

Recommendation 2: Acquire additional park land for city residents sufficient to meet the National Recreation and Parks Association standard of 6.25 acres of park land per 1000 population.

Proposed Action: Acquire land for community, neighborhood, and mini-parks. Develop additional funding sources to make additional park land acquisition possible.

Recommendation 3: Create an Open Space Land Trust—as described in the Salt Lake City Open Space Master Plan—to permit private land in the foothills, wetlands, or other sensitive areas to be transferred to the city in return for tax deductions.

Proposed Action: Amend relevant city codes and statutes to create this trust. If necessary, create a tax-exempt organization by following relevant tax codes.

Recommendation 4: Identify existing private open space (such as church and school yards) and ensure that the city has first option on this land if it becomes available for sale.

Proposed Action: Survey all open space, public and private. Amend zoning regulations to give city preference in acquiring private resources, such as schools and churches, for public purposes, such as recreation, if these properties become available.

Assertion L: People and neighborhoods are safe. Citizens have a sense of well being so that they feel comfortable using parks, sidewalks, and other open space.

Recommendation 1: Implement Crime Prevention Through Environmental Design (CPTED) standards throughout the city.

Proposed Action: Adopt the requirement that parks and greenspaces be designed with public safety in mind using the latest information available.

Assertion M: There is a mix of housing types, densities, and costs so that people of various economic groups can co-exist. Services for those less fortunate are seen as a positive attribute and are nurtured within our community.

Recommendation 1: Amend zoning laws to encourage mixed use in appropriate areas.

Proposed Action: Adopt amendments to city zoning ordinances that allow mixed-use development in designated areas of the city. Identify areas to be included in ordinances, define types of mixed uses allowed.

Recommendation 2: Provide incentives to developers to include housing in all developments. Incentives could include tax relief, developer credits or density bonuses, tradeoffs for other projects, and so forth.

Proposed Action: Amend city ordinances to allow for various incentives for mixed-use development. Identify incentives such as tax relief, density bonuses, and parking tradeoffs that might be included in this program.

Recommendation 3: During Gateway Project, protect the shelter and other services for homeless. Find ways to integrate these services into this new neighborhood.

Proposed Action: Protect service providers from encroachment by development. Provide incentives—tax credits or other bonuses—to developers to protect and strengthen these services as the neighborhood develops. Encourage partnerships to allow for the most efficient and effective location of these services in the neighborhood.

Assertion N: City planners encourage private development but hold steadfast to an overall vision and reject proposals that may be economically attractive to the city but do not promote the city's vision.

Recommendation 1: Ensure that Salt Lake City's Design Statement is included in all city master plans.

Proposed Action: Validate and if necessary update all city master plans incorporating appropriate recommendations that conform to the city's Design Statement. Private and public sector developments should be required to conform to, and if possible, exceed the master plan requirements.

Recommendation 2: Ensure that development in Salt Lake City conforms to or exceeds master plan requirements

Proposed Action: Develop objective and subjective criteria by which to judge the acceptability of each proposal. Include developer incentives to encourage the exceeding of minimal requirements.

Recommendation 3: Ensure that development decisions are based on a clear vision of what we want our city to be, not on short-term economic gain.

Proposed Action: Establish a clear vision, supported by well-developed master plans, of desired development based on criteria of sustainable benefit for the city's future.

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Recommendation 4: Ensure that the benefits of a vibrant downtown are clearly articulated to other city neighborhoods and to surrounding communities

Proposed Action: Make the downtown community council an integral part of the combined community councils. Integrate the downtown neighborhood with all other neighborhoods to increase understanding of mutual benefits to the total community. Share benefits of downtown with surrounding communities

Assertion O: All people of the city have a stake in the planning and building of the city. Planning and building must reflect a balanced approach in the best interest of a diverse community.

Recommendation 1: Deliver information to citizens in diverse formats and languages, accurately, and with regular updates.

Proposed Action: Utilize print, electronic, and cybermedia (Internet) to engage the community in planning and management issues. Adopt a policy for multilingual formats.

Recommendation 2: Celebrate successes.

Proposed Action: Acknowledge diverse efforts to improve the quality of life in all neighborhoods throughout the city through awards, neighborhood meetings, and media attention.

III. CONCLUSION

A city is people in motion, working together in interdependent and interconnected communities and neighborhoods. In the process of growing, building, and educating its citizens, a city must move its people and its products effectively and efficiently using pedestrian ways, bike paths, public transit, private autos, and freight vehicles. People must be able to move freely to work, school, places of worship, and government agencies for community involvement and for leisure activities. They must be able to move goods quickly and efficiently within the city and to distant markets. People must feel safe and must find their neighborhoods and their natural surroundings exciting and uplifting.

ECONOMICS SUBCOMMITTEE

Final Report and Recommendations

January 28, 1998

Economics Subcommittee Members

Subcommittee Co-Chair Bill Nelson,
Intermountain Health Care

Subcommittee Co-Chair Josie Valdez, Assistant
District Director, Small Business
Administration

Hugh Barlow, Sunnyside East Community
Council

Delmar Brewster, East Valley Chamber of
Commerce

Cheryl Cook, C² Financial

Katie Dixon, Former County Treasurer

Boyer Jarvis, Professor Emeritus of
Communications, University of Utah

Eric Jergensen, President, Premier Equity Group

Mary Kay Lazarus, MKL Public Relations

Roz McGee, Executive Director, Utah Children

The Honorable Tyrone Medley, Judge, Third
District Court

Stan Parrish, President, Salt Lake Area
Chamber of Commerce

Eric Shapiro, Shapiro Gifts

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Neil Olsen, Director of the Salt Lake City Data
Center

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Appendix A—Supporting Data and Information

I. VISION STATEMENT

Our vision of Salt Lake City's future is one in which the city is a vital place where people want to live; a city that is attractive for people to visit; a city where businesses want to locate and people want to shop; a city where people can be employed at a living wage; a city that is alive at night; a city that is safe for residents and visitors, where there is a diversity in population, and where quality education and training is available. This vision includes a clear understanding that the foundation of Salt Lake City is the maintenance and enhancement of a strong economic base.

Importance of Salt Lake City

Salt Lake City is a unique place. There is something very significant about downtown Salt Lake City because of the history of its settlement. It is the location of headquarters for governments and churches, and has fostered the development of learning and cultural centers making, this city special among Utah communities. The combination of the State Capitol, Temple Square, and the city's many cultural and entertainment offerings make Salt Lake City the center, if not the heart and soul of Utah. It is important to maintain this unique and special character.

Economics Subcommittee Objectives

The Economics Subcommittee believes that there must be a clear understanding that achieving the type of city environment reflected in its Vision Statement will require strengthening the economic foundation upon which the city is built. The subcommittee has therefore adopted the following primary objectives for Salt Lake City:

1. Preserve and enhance the Salt Lake City economic base, and
2. Promote coordination, cooperation, and "regionalism" in economic planning and development among public and private sector entities.

Major Components of Salt Lake City's Economic Base

(See supporting data in Appendix A.)

- Federal, local, and state government, including the University of Utah.
- International headquarters of the Church of Jesus Christ of Latter-day Saints.

- Tourism and conventions.
- Corporate headquarters of major utilities, communications firms, financial institutions, and health care companies.
- Transportation hub: I-80 and I-15, railroads, and the International Airport
- Retail shopping, recreation, and sports facilities.
- Professional services sector.
- Independent small businesses (30 percent of private sector employment).
- Industrial parks: International Center, Centennial, Pioneer, and Research Parks.

II. SUMMARY OF ISSUES IDENTIFIED BY THE SUBCOMMITTEE

1. Identify the key economic entities (public and private sector) and their role in preserving and enhancing Salt Lake City's economic base and its downtown vitality. The creation of future jobs must be appropriate for maintaining and expanding this base.
2. Identify and recommend resources, staffing, and processes the city and other key economic entities should employ in economic development initiatives (liaison, communication, and coordination).
3. Survey the impact of transportation congestion and parking limitations on business location, expansion, and retention decisions.
4. Assess the impact of technology and telecommunications on downtown employment and their relevance to decisions to relocate or expand business outside of the city's downtown.
5. Understand the short-term disruption and negative impacts of I-15 corridor reconstruction, light rail development, and other temporary growth/construction-related impacts. Recognize that negative impacts may include relocation of jobs into outlying suburban areas to minimize commuting congestion, and that the exodus of such jobs could very well be permanent rather than temporary.
6. Assess the impact of crime and other factors of public safety, along with cost-of-doing-business issues leading businesses to move away from downtown.
7. Establish affordable housing in the downtown area, particularly in support of growing number of lower wage service sector/hospitality industry jobs, and development of a healthy, integrated mix of low-, moderate-, and upper-income housing, especially within downtown neighborhoods
8. Calibrate additional office space to accommodate the trend of some businesses towards telecommuting and the needs of firms expanding locally or relocating from elsewhere
9. Recognize that the city must embrace and celebrate the concept of diversity, not only in response to the emerging requirements of the global economy and the components of its own economic base, but also in terms of welcoming and attracting increasing numbers of culturally, racially, and ethnically diverse residents.
10. Contribute to maintaining federal air and water quality standards by actively pursuing environmental mitigation strategies, such as encouraging worker flextime, carpooling, public transit, and telecommuting. Expand access to the Great Salt Lake and improve visitor amenities at the lake shore.

III. RECOMMENDATIONS

A. Economic Development and Planning

1. The city does not currently have an “Economic Development Plan” with well-articulated strategies focusing on the long-term enhancement of the city’s economic base. Such a plan should identify specific roles for the city and other key economic development entities for the attraction and retention of businesses and jobs, especially in the downtown area. It must be a plan for improving public service and public capital investments in needed improvements. All large capital projects in housing, hotels, or office buildings require both public and private capital investment. The plan would ascertain the required public costs and response required to make private investments feasible.
2. The city must establish a high-profile staff position to be responsible for developing and periodically updating the Economic Development Plan proposed above and monitoring the effectiveness of strategies aimed at enhancing the city’s economic base. This position should also play the role of point-person for coordinating private sector economic development projects with city government, and for coordinating the city’s own efforts with other economic development entities (such as the Downtown Alliance, Economic Development Corporation of Utah, area Chambers of Commerce, and others). The goal of such coordination and cooperation functions would be to protect the city’s interests while promoting consensus building, a shared vision, and regionalism among key entities involved in economic development activities, and to complement other activities in the promotion of business in the city’s downtown. Cooperative efforts could include joint sponsorship of “Target Industry” studies and other efforts focusing on business vitality.
3. The city must recognize that municipal planning and zoning functions are important economic development tools in promoting quality economic development projects.
4. We support and encourage mixed-use development. Both the 1990 East Downtown Neighborhood Plan and the 1995 Downtown Plan recommend that the city adopt policies to encourage urban neighborhoods, promoting mixed-use developments of sufficient density to foster a healthy and complementary mix of businesses and residents.
5. More downtown office space needs to be constructed. Recent strong absorption rates have left little Class “A” space, and there has been no build-to-suit construction in the central business district (CBD). However, additional office space should be carefully calibrated to respond to businesses experiencing increased telecommuting yet satisfy the requirements of firms expanding locally or choosing to relocate in the downtown area. The advantages of locating downtown must offset the higher costs of “doing business” downtown, which means the city must provide superior support services.
6. Entrepreneurship should be nurtured and encouraged. Small businesses (firms with 500 or fewer employees) comprise 30 percent of total nongovernmental employment in the city. Establishment of new small businesses and the expansion of existing ones should be facilitated by the city to maintain a healthy, vibrant economy.
7. Preparation and planning should start now in anticipation of the contraction of certain sectors of the economy (construction, trade, and services) after the 2002 Winter Olympic Games. Measures need to be taken now to prevent a post-Olympic economic slump.

B. Travel, Tourism, Convention, and Hospitality Industry

1. Travel and tourism is the second largest industry in Utah, and the convention and hospitality industry is particularly important to the capital city. Over 100 conventions have been booked by the Salt Lake Convention and Visitors Bureau (SLCVB) in the new Salt Palace Convention Center over the next six years. These groups will bring in over 700,000 visitors for a total of nearly 1.2 million room nights for a combined economic impact to the local economy of \$634 million. In order to fully capture the tremendous growth opportunities in this industry, the city must promote and facilitate the development of two or more convention hotels and other hotel accommodations downtown near the Salt Palace. Such developments should come on-line as soon as possible to help further marketing of Salt Lake City's convention business, and to help accommodate the anticipated increase in visitation stimulated by the 2002 Winter Olympic Games.
2. The city should coordinate with the SLCVB and key entities in the hospitality industry to provide world-class support services for the traveling public to maximize the economic potential of this vital industry. The city, the SLCVB, and the hospitality industry must ensure that the quality of these support services is maintained during the anticipated increases in visitation.
3. The success of the SLCVB in marketing the newly expanded Salt Palace Convention Center has already created the need for further expansion of the facility. Expansion of the facility will better enable Salt Lake City to continue to successfully compete in this growth industry. The city and others involved in the travel and tourism industry should help promote future expansion of the Salt Palace.
4. The Church of Jesus Christ of Latter-day Saints is to be commended for its commitment to ongoing and future investments in visitor attractions and amenities associated with its Temple Square Campus and Family History Library facilities. Temple Square is Utah's number one visitor attraction, drawing over five million visitors annually from all over the world. The LDS Church's presence in the north end of the downtown is a permanent anchor that significantly contributes to downtown vitality. The city, county, state, and other public and private sector components of the Utah travel and tourism industry should encourage and facilitate the Church's plans for further investment and beautification of this critically important and historically significant area of the downtown core.
5. The city, county, and state should work together to promote investment in new public attractions as well as enhancement of existing attractions. Salt Lake City's share of the metropolitan population is destined to continue to decline, and it is inevitable that the city will lose its position as Utah's largest city at some time in the future—probably within the next 25 years. Therefore, Salt Lake City must share some cultural, educational, and entertainment facilities with the rest of the greater metropolitan community. What Salt Lake City can do is maintain the high quality of those that remain with the city.
6. The Great Salt Lake is one of Utah's most widely recognized geographic features, and, historically, a heavily visited tourist attraction. Recently, however, the south shore of the lake has become a source of embarrassment due to the poor quality and appearance of visitor amenities. Antelope Island, on the other hand, has become an increasingly popular site, since the state (steward of the Great Salt Lake) has invested in upgrading facilities there. In continuing to invest in this great resource, the state of Utah should take a leadership role in forming a multidisciplinary task force to develop a "Great Salt Lake Plan." Salt Lake City should be well represented on this task force. The plan should

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include recommendations for capital improvements, public investment and management, visitor amenities, and development necessary to take advantage of the lake's natural world-renowned status. This task force could consider whether some (nonmotor vehicle) access to Antelope Island from the south shore is feasible and desirable, from an economic and environmental standpoint. It should also determine whether investment in recreation and tourism amenities be concentrated on Antelope Island while returning the southeastern shore to its natural state, or whether the dilapidated Saltair and other south shore facilities should be significantly upgraded.

C. Infrastructure Development

1. The reconstruction of I-15 and I-80 will be beneficial in the long term; however, the short-term impacts of these projects on Salt Lake City, especially on the downtown and neighborhoods adjacent to the freeways, need to be mitigated. Educational and promotional programs need to be implemented to inform the public of accessibility to the downtown, parking availability, and the continuity of business activity during the short-term reconstruction phase.
2. Light-rail transport is but one solution to public transportation and air pollution problems. Along with light rail implementation, the city should continue to be proactive in promoting alternative forms of public transportation, such as expanded bus routes and a commuter rail line from Ogden to Provo. The existing public transportation system is inadequate—especially for low-income wage earners and shift workers—due, in part, to limited schedules.
3. The Salt Lake City International Airport is now beyond its design capacity in terms of passenger usage, and is in need of significant expansion. The airport is a crown jewel in Salt Lake City's future and must be expanded regularly and maintained. Land adjacent to the airport must be preserved to allow future expansion. Skillful long-range planning and community support are needed to protect the airport's ability to serve the future needs of the region.
4. Existing public sector infrastructure (office buildings, utilities, water, sewer, curb, gutter, sidewalks, beautification, and so forth) must be maintained and expanded. Projects, such as the new Courts Building, help to stimulate adjacent private development (office space, support service businesses, and so forth).

D. Crime, Education, and Job Training

1. Public safety issues, including gang prevention, must be addressed downtown and throughout the city. There are almost 300 identified gangs with 3,100 members and associates. Gang suppression activity by the police has resulted in a 30 percent decrease in gang-related crime. Programs such as COPS Ahead, Mobile Neighborhood Watch, and the establishment of neighborhood police offices should be continued and expanded.
2. The involvement of businesses, community groups, and other nonprofits (for example, United Way) in programs such as "School to Work" should be re-examined. Currently, that project is program-driven; it should be market-driven, appropriately training personnel for professions that really need workers. In addition, the business community should develop on-site "mentoring" programs within companies to encourage and assist homeless and other previously unemployed people entering the work force.
3. Public and private educational involvement is crucial and essential to addressing public

safety issues and future career opportunities in the community. The schools, public safety agencies, and employment bureaus should work closely together to provide young people the motivation and training to graduate, work, and live in Salt Lake City. Realistically, these educational training and skill building programs are very expensive. Since labor markets do not recognize political boundaries, and no one local jurisdiction could bear the cost of such a program, the problem is beyond city control. This issue must be addressed at the state level.

4. The 1994 draft of the Visionary Gateway Plan proposes an educational campus for the Gateway area (Salt Lake City Visionary Gateway Plan, 1994, p. 27). The subcommittee supports the idea of an educational campus in the Gateway area.

E. Housing and Mixed-Use Development/Redevelopment

1. Salt Lake City has a unique opportunity to reclaim the Gateway area west of downtown between 500 West and I-15. We support redevelopment strategies for the area.
2. The city is approaching a “built-out” state in new residential development; alternative solutions must be explored, such as in-fill development, use of underdeveloped and vacant lots, housing rehabilitation, and so forth. Decreasing federal funds for housing (such as Section 8 and similar funding) necessitates creative and innovative solutions to the city’s housing issues.
3. The city must continue to be aggressively committed to integrated housing solutions within downtown and other neighborhoods. Although one-sixth of the city’s residents had incomes below the poverty level in 1989, concentration of any one land use, social group, or structural form in an area should be avoided (for example, all low-income households in one residential complex).

F. Government Finance

1. Salt Lake City, like other parts of urban Utah, faces a serious disparity in the distribution of state tax revenues collected within the metropolitan area. Existing state government policies and legislation adversely affect the city’s ability to adequately finance infrastructure expansion. The city should promote legislative changes to expand taxing authority to local units of government.
2. Additionally, the city should lobby and encourage the state legislature to distribute state revenues and programs on a more equitable basis. Let the communities that pay the taxes benefit from the revenues collected. This does not now happen and will not happen until urban legislators decide to work together to represent their constituents.

G. Environment

1. The Great Salt Lake and the Salt Lake valley are unique geographic and meteorological phenomena; together they constitute a major component in the economic development of the city and the region. The incredible vista of the Wasatch range that greets visitors in concert with the lake effect responsible for the “greatest snow on earth” drive the tourism and recreation sectors of our economy. A pristine environment in terms of human health, ecology, and quality of life for its residents is essential to tourism and economic development. Population increases are expected to adversely impact our environment in the future. Currently, episodes of poor air quality impact over a million people along the Wasatch Front. Future growth must be managed prudently, mitigating its effect on the environment.

APPENDIX A—SUPPORTING DATA AND INFORMATION

Salt Lake City's Largest Employers

Table 1 lists firms that are located within the city's corporate limits. Not all employees work within Salt Lake City but these firms control employment, which may be countywide or statewide, regional, or national. The total number of employees engaged in small businesses in the city (those with 500 or fewer employees) is included.

Table 1—Salt Lake City's Largest Employers, 2,000 or more Employees (1995-1996)

Firm Name	(SIC) Primary Business	Employment
University of Utah (including hospital)	8221; Colleges, Universities, and Professional Schools	15,262
Intermountain Health Care	8062; General Medical and Surgical Hospitals	15,000
State of Utah	9199; General Government	14,000
First Security Corporation	6021; National Commercial Banks	7,000
Pacificorp	4911; Electric Services	7,000
Church of Jesus Christ of Latter-day Saints	8661; Religious Organizations	5,000
Utah Power (a division of Pacificorp)	4911; Electric Services	4,500
Delta Air Lines, Inc.	4512; Air Transportation	4,000
LDS Hospital	8062; Health Services	3,500
US West Communications	4811; Telephone Communications	3,000
Kennecott Corporation	1021; Copper Ores	2,700
Questar Corporation	4923; Gas Transmission and Distribution	2,400
Unisys Corporation	3573; Computer and Office Equipment	2,400
Salt Lake Corporation	9199; General Government	2,400
FHP, Inc.—Utah	8081; Health Care Services	2,336
Fred Meyer	5311; Department Store	2,300
Primary Childrens Medical Center	8069; Specialty Hospital	2,100
Sinclair Oil Corporation	2911; Petroleum Refining	2,000
O.C. Tanner Manufacturing	3911; Jewelry, Precious Metals	2,000
U.S. Post Office—Salt Lake City	4311; U.S. Postal Service	1,988
Total Small Businesses (less than 500 employees)	Various	46,500

Source: Compiled by the Salt Lake City Economic and Demographic Data Center from various sources.

Table 2—Salt Lake City Principal Property Taxpayers, June 30, 1996

Taxpayer	Type of Business	Taxable Valuation in Dollars*	Percentage of Total Assessed Valuation**
U. S. West Communications	Communications	342,069,490	3.9
Pacificorp (Utah Power)	Electric utility	301,994,410	3.4
Church of Jesus Christ of Latter-day Saints	Religious	205,426,750	2.3
American Telephone and Telegraph	Communications	106,309,190	1.2
Crossroads Plaza	Retail shopping	100,084,500	1.1
Little America Hotel Corporation	Hotel	70,267,600	0.8
Questar	Natural gas	68,514,920	0.8
First Security Bank	Financial	52,262,670	0.6
Boyer Block 57	Developer	49,105,900	0.6
Union Pacific Corporation	Railroad	42,901,780	0.5

Notes: *As of December 31, 1995; **Total taxable value: \$8,834,659,776.

Source: Salt Lake City Corporation, Comprehensive Annual Financial Report for the Year Ended June 30, 1996, page S-7. Salt Lake City.

Household Income

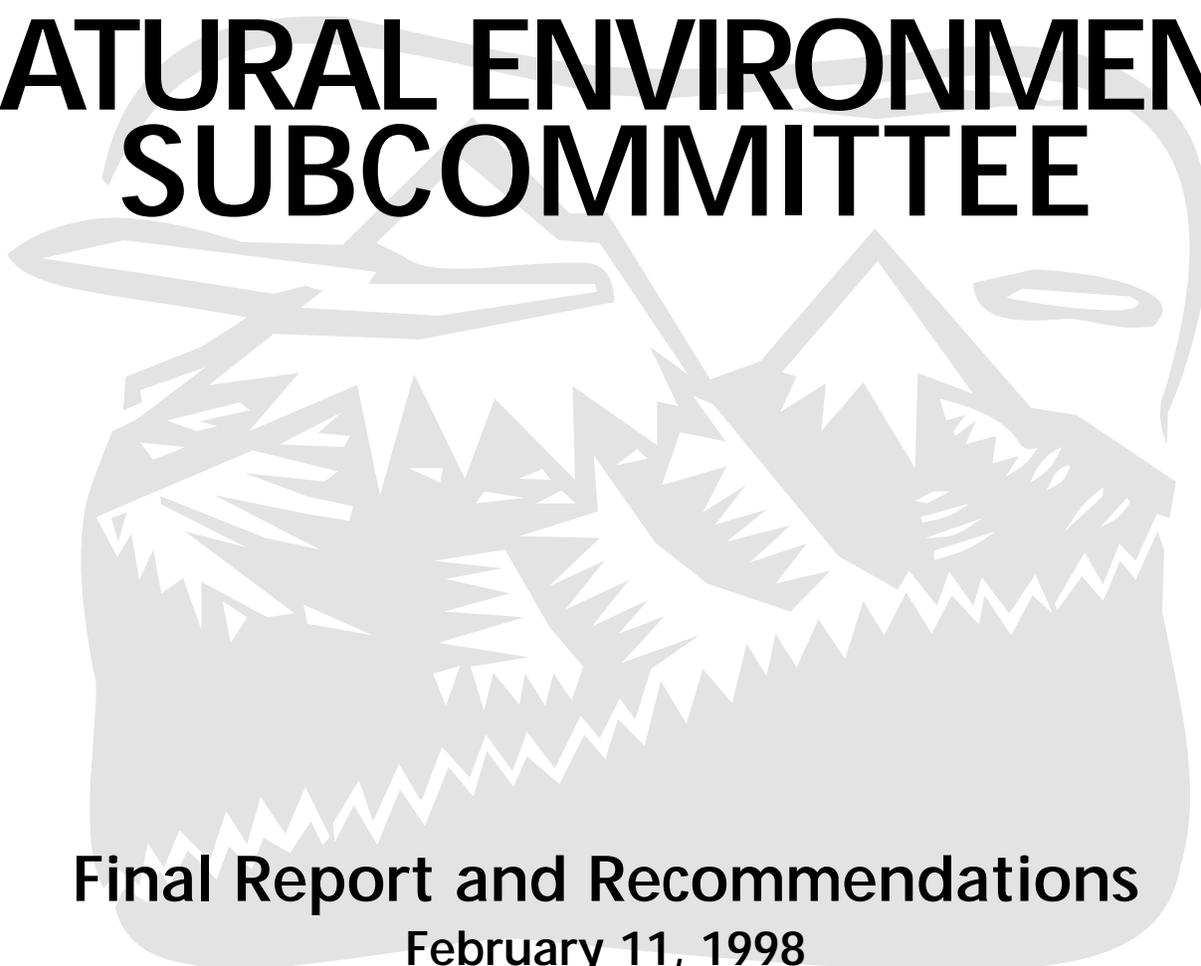
The Census Bureau defines household income as including the income of the householder and all other persons 15 years and older in the household, whether related to the householder or not. Because many households consist of only one person, average household income is usually less than average family income.

Table 3—Household Income Distribution by Number and Percent of Households, 1989

Income Range	Number of Households	Percent of Households
Less than \$5,000	4,904	7.3
\$5,000 to \$9,999	8,602	12.9
\$10,000 to \$14,999	8,519	12.8
\$15,000 to \$24,999	14,060	21.1
\$25,000 to \$34,999	10,414	15.6
\$35,000 to \$49,999	9,489	14.2
\$50,000 to \$74,999	6,318	9.5
\$75,000 to \$99,999	2,107	3.2
\$100,00 to \$149,999	1,181	1.8
\$150,000 or more	1,059	1.6
Total households	66,653	100.0

Citywide Median Household Income	\$22,697
Salt Lake County Median Household Income	\$30,149
State of Utah Median Household Income	\$29,470
U. S. Median Household Income	\$28,906

NATURAL ENVIRONMENT SUBCOMMITTEE



Final Report and Recommendations

February 11, 1998

Natural Environment Subcommittee Members

Subcommittee Co-Chair Elder Alexander
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Subcommittee Co-Chair Denise Dragoo,
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Futures Commission
Joel Paterson, Salt Lake City Planning
Department
Renee Tanner, Mayor's Environmental Advisor

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- II. Air Quality
- III. Water Supply and Quality
- IV. Solid Waste Management
- V. Open Space
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I. INTRODUCTION AND VISION STATEMENT

- A. The Natural Environment Subcommittee was asked to evaluate the current state of the city's natural environment, examine future threats to our environment, and recommend ways to protect and improve our natural environment over the next 25 years.
- B. We examined five critical elements of the city's natural environment and made recommendations for their enhancement and protection. Those five areas are air quality, water supply and quality, solid waste management, natural and developed open space, and city gateways.
- C. Salt Lake City residents strongly support protecting our environment. In a May 1996 survey of 700 Salt Lake City residents, 96 percent said that "preserving the environment and Salt Lake's natural setting" was central to their vision of Salt Lake City's future. Futures Commission members echoed this sentiment in the March 1996 Visioning Workshop Report:

"Of abiding importance in our vision is our heartfelt desire that the spectacular natural environment and beauty we have inherited will be cherished, protected, sustained, enhanced, and guarded as a focalizing backdrop for the 'city on a hill' nourishing countless future generations of residents and visitors."

—Salt Lake City Futures Commission Visioning Workshop Report, March 26, 1996
- D. The above statement reflects values the subcommittee believes we must maintain:
 - Protect and enhance the quality of our air and our water.
 - Respect the natural beauty that surrounds us and find ways to connect our neighborhoods and our citizens with the natural world.
 - Provide open space for our citizens as a place for recreation, regeneration, and contemplation. Protect natural areas from encroachment and degradation.
 - Enhance the city's natural gateways and respect the relationship between mountain, valley, and wetland areas.
- E. Against the background of these environmental values, we identified the following principles to guide our committee's work:
 - Preserve air and water quality through wise decisions on transportation and development.
 - Consider environmental problems on a regional or even statewide basis.
 - Think of the natural environment in terms of "sheds"—airsheds, watershed, etc., and devise policy options that can apply throughout these "sheds."
 - Minimize the environmental impact of growth and development through appropriate education and regulation.
 - Ensure individual, neighborhood, and community ownership and participation in environmental decisions and actions.

- Maximize the efficiency of the transportation system and reduce its environmental impact by creating a balanced, multimodal infrastructure.
- Shape and define neighborhoods in ways that preserve open spaces, including parks, wetlands, foothills, and recreational areas for our citizens to enjoy.
- Preserve open space by developing land at a rate consistent with population growth.
- Maximize recycling and reduce the production of waste through conservation. Ensure that waste disposal facilities are environmentally friendly.
- Re-establish the connections between city neighborhoods and the natural features, such as creeks and gullies, that traverse them. Educate citizens about the importance of developing these connections as part of a livable, people-friendly city.

II. AIR QUALITY

- A. The Wasatch mountains, the Great Salt Lake, and the Oquirrh mountains provide a unique and dramatic backdrop for Salt Lake City. However, the city’s geographic setting creates challenges for air quality, as the “bowl” created by the mountains can often trap pollution in the area. This situation will only get worse as our population, and with it the number of automobiles and other sources of pollution, increases. Population in Salt Lake County, including Salt Lake City, is expected to increase from 800,000 in 1995 to 1,171,500 in 2015.

Source: Presentation by Mick Crandall, Wasatch Front Regional Council—June 4, 1996

- B. The Salt Lake valley violates U.S. Environmental Protection Agency air quality standards several times each year for some or all of the following criteria pollutants:
- Particulate Matter (PM10, particulate matter smaller than 10 microns diameter).
 - Summer Ozone (product of reaction between volatile organic compounds in the air, or VOCs, and sunlight).
 - Carbon Monoxide (CO).

Poor air quality has significant impacts on public health, the natural environment, and economic interests such as tourism and business expansion/attraction.

Source: Presentation by Dr. Stephen Packham, Utah Division of Air Quality—June 4, 1996

- C. A significant portion of the following pollutants in the Salt Lake valley is produced by on-road vehicles:

Nitrous Oxides	52%
VOC (Volatile Organic Compounds)	39%
CO (Carbon Monoxide)	72%
PM10 (Small Particulate matter/less than 10 microns)	22%

Federal funds to assist in the construction of transportation infrastructure may be withheld from areas that cannot demonstrate how air quality standards will be met now and for the next 20 years.

Source: Presentation by Dr. Stephen Packham, Utah Division of Air Quality—June 4, 1996

- D. Technological improvements in vehicle emission controls have resulted in decreased pollution per vehicle in recent years. However, emission control technology cannot keep pace with the rapid increase in numbers of vehicles and the miles those vehicles travel. In addition, the U.S. Environmental Protection Agency is considering more stringent ambient air-quality standards.

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- E. Table 1 illustrates the anticipated increase in vehicle miles traveled over the next 20 years in Salt Lake City and Salt Lake County.

Table 1—Vehicle miles of travel (VMT) in Salt Lake City and County over the next 20 years

Year	City	County
1995	5,000,000 VMT	18,000,000 VMT
2015	7,500,000 VMT (+33%)	29,500,000 VMT (+38%)

Source: Presentation by Mick Crandall, Wasatch Front Regional Council (6/4/96)

- F. Table 2 shows recent increases in the number of cars per household, the number of individuals commuting alone to work, and predicts future increases in the number of cars registered in Salt Lake County.

Table 2—Number of cars per household, percent of workers commuting alone, number of cars registered in Salt Lake County

Year	Percent commuting alone
1980	66.78%
1990	76.3%
Year	Autos per household
1962	1.2
1993	1.9
Year	Cars registered in Salt Lake County
1990	450,454
2015	722,558

Source: Presentation by Mick Crandall, Wasatch Front Regional Council (6/4/96)

- G. Average peak speeds are decreasing and will continue to decrease, resulting in more idling vehicles emitting more pollutants (see Table 3). In the short term, the ambitious 4.5-year reconstruction schedule for I-15 will significantly increase congestion and slow traffic throughout the valley.

Table 3—Average peak speeds in Salt Lake and Davis counties, 1990–2015

Year	Average peak speeds
1990	25 MPH
2015	14 MPH

Source: Presentation by Tim Harpst, Director, Salt Lake City Division of Transportation (6/4/96)

- H. Table 4 demonstrates average daily transit trips and transit's decreasing percentage of work trips.

Table 4—Public transit ridership in SL County, 1995–2015; percentage of commuters, 1980–1990

Average daily weekday trips on UTA, 1995–2015	
Year	Daily weekday trips
1995	63,000
2015	107,000
Percentage of commuters using public transit, 1980–1990	
Year	Percentage of commuters
1980	5.6%
1990	3.4%

In Utah, only 1 percent of the total surface transportation funds go for mass transit.

Source: Presentation by Mick Crandall, Wasatch Front Regional Council (6/4/96)

Air Quality Recommendations:

1. Advocate legislative changes to implement a regional approach to the monitoring and implementation of pollution controls related to automobiles. This regional approach should be coordinated by the state.
2. Emphasize the economic benefits of pollution prevention for individuals, families, and businesses:
 - Demonstrate the savings of products that cost more initially but that have significant long-term savings for both the company and the environment, such as paint guns that use less paint and emit fewer fumes.
 - Demonstrate that there is an increase in disposable family income derived from owning fewer automobiles and using them less frequently, especially for commuting. Expose all the costs of automobile use such as car payment, tires, gas and oil, repair costs, insurance, and taxes paid to build and maintain roads.
3. Adopt incentives for actions that reduce the overload on the transportation system. These include
 - Increasing the number of high occupancy vehicles,
 - Encouraging carpooling,
 - Providing additional mass transit (light rail, heavy rail, additional buses),
 - Adding High Occupancy Vehicle (carpool) lanes on freeways, and
 - Improving incentives for conversion/purchase of cleaner fuel vehicles.
4. Encourage alternative ways to reduce the use of the automobile. These include
 - Staggered and/or flexible work hours and telecommuting,
 - Pedestrian malls that reduce downtown vehicular density, and
 - Attractive and safe pedestrian and bicycle facilities. UDOT should incorporate sidewalks and bike lanes into all road and rail projects it completes.
5. Improve the transportation system's efficiency by encouraging
 - Clean fuel vehicles (natural gas, propane, electric, and so forth),
 - Coordinated traffic signals to reduce delays,
 - Reversible lanes,
 - Technology that facilitates smooth traffic flows, including ramp metering and incident management to respond to traffic accidents quickly, and
 - Additional capacity on freeways.
6. Encourage employers to re-examine policies that encourage automobile use and to provide incentives for alternative transportation:
 - UTA "Ecopasses" (bus passes),
 - Preferred parking spaces for car-poolers,
 - 15-passenger vans from UTA rideshare, and
 - Employer-designed flexible benefit packages (for instance, employees could choose between a parking stall and a bus pass plus a cash bonus).

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7. Increase citizen education/awareness of the sources and impacts of air pollution in our area. Stress the economic, environmental, and social benefits of moving people and not cars. Encourage city residents to bike, walk, or use transit to get to work.
8. Encourage careful monitoring of industrial and point-source (gas stations, dry cleaners, and so forth) emissions. Provide adequate staff to perform this monitoring.
9. Strengthen policies, on a countywide or regional basis, that discourage the use of single-occupant vehicles. Such policies include
 - Increased auto-related taxes and fees (gas tax, registration fees, and so forth),
 - More stringent inspection and maintenance standards for automobiles,
 - Increased parking costs,
 - Regional toll roads,
 - Tax incentives for transit use, and
 - Urban design elements that encourage transit use, bicycling, and walking.
10. Design all programs in a way that minimizes economic impacts on lower income families.

III. WATER SUPPLY AND QUALITY

- A. The Wasatch Front canyons provide the vast majority of Salt Lake City's water resources in the form of annual snowfall. The canyons also act as reservoirs for that water supply. Since water running in canyon streams today comes out of city taps tomorrow, inappropriate canyon recreation and development can pose a significant threat to water quality. Due to effective planning in the past, Salt Lake City and its service areas have adequate water to meet projected demand for the next 20 years.
- B. Good water quality is vital to Salt Lake City's continued economic prosperity and the well being of our residents. Presently, our water quality is very good. However, increased use of the Wasatch Front canyons for recreational, commercial, and residential purposes threatens the integrity of our vital watershed areas.
 - U.S. Forest Service officials report that the Wasatch-Cache National Forest had more than 10 million visitors last year—more visitors than any other national forest.
 - More people visited the Wasatch canyons last year than visited Yellowstone National Park.

Water Quality Recommendations:

1. Conserve water:
 - Promote an environmental ethic in the community to preserve and protect our water resources.
 - Support the development of a comprehensive long-range plan for wise water usage.
 - Encourage low water-use landscaping practices.
 - Reduce outdoor water usage during the summer months.
 - Utilize reclaimed water (that is, treated wastewater) for nonpotable uses.
 - Reduce runoff from hard surfaces by using natural drainage systems and by modifying landscaping.
2. Protect the watershed:
 - Support canyon watershed management programs that protect the environment and water quality.

- Control stock grazing in watershed areas.
 - Educate the public about canyon watershed protection programs.
 - Assure that recreational facilities in canyon watersheds are consistent with watershed management objectives.
 - Coordinate between Salt Lake City, the Forest Service, and Salt Lake County to adequately fund watershed management programs.
 - Discourage land use development that increases canyon usage and has cumulative adverse impacts on water quality.
3. Protect the groundwater:
- Support measures to protect water quality in wells throughout the county.
 - Provide convenient disposal options for harmful chemicals and wastes.

IV. SOLID WASTE MANAGEMENT

- A. Salt Lake City and Salt Lake County jointly manage the Salt Lake Valley Solid Waste Management Facility, the busiest landfill in the state. At current disposal rates, the facility has 24 years of capacity remaining.
- B. Rapid growth and limited amounts of land pose challenges for the future of solid waste disposal. A number of steps are being taken to extend the life of the facility: 303,000 tons of waste were diverted from the landfill in 1995 through a number of recycling and composting programs, including
- A commercial-scale compost program to direct as much green waste as possible from the waste stream,
 - A soils regeneration project,
 - A household hazardous waste facility that makes disposal of household hazardous wastes easier for county residents, and
 - Curbside recycling in Salt Lake City. Over 55 percent of eligible city households are currently participating. Recyclable items include steel, aluminum, newspaper, magazines, phonebooks, cardboard, and plastics.

Waste Disposal Recommendations:

1. Promote “Reduce, Reuse, and Recycle”:
- Expand outreach and educational efforts to reduce, reuse and recycle throughout the community.
 - Recognize businesses and individuals in Salt Lake City that make a significant effort to reduce, reuse, and recycle.
 - Attract recycling industries.
 - Maximize the diversion of “green waste” (grass clippings, leaves, and so forth) from the residential waste stream.
 - Implement a pay-by-the-pound program for residential garbage service.
 - Enforce illegal dumping ordinances and encourage citizens, businesses, and government employees to report illegal dumping.
 - Encourage construction and demolition practices that promote the recycling of construction waste and the use of construction materials with recycled content.
 - Provide continued funding from waste disposal fees for Salt Lake City and County residential recycling programs.

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- Stimulate local markets for recycled products to increase the number of products that can be collected for recycling and to protect against market fluctuations—both of which threaten the viability of recycling programs by making recycling less profitable.
2. Extend the life of the Solid Waste Management Facility:
- Transfer some waste to sites outside Salt Lake County.
 - Adjust disposal fees at the facility to follow regional market rates.
 - Site and build a transfer station to reduce transportation costs and expedite exporting a portion of our solid waste to other areas.

V. OPEN SPACE

- A. Salt Lake City has a long history of commitment to parks, playing fields, and natural open space. In addition to city parks and playing fields and city-owned natural open space areas such as upper City Creek Canyon, residents can access hundreds of thousands of acres of National Forest, Bureau of Land Management, and Utah State Parks lands. Many residents cite access to outdoor recreation as a benefit that makes living in Salt Lake City especially attractive.
- B. The subcommittee looked at two types of open space: (a) parks and playing fields and (b) natural open space such as the foothills and wetlands. Both types of open space are essential to a livable community.
- C. By the measure of accepted national standards, Salt Lake City clearly lags behind comparable cities in the amount of open space dedicated to parks and recreation. Table 5 provides an overview of current park and recreation systems within the boundaries of the city.

Table 5—Overview of Salt Lake City open space and trails

72 formal parks in three categories for a total of 766.5 acres of park land:

- 10 community parks, 20–100 acres
- 19 neighborhood parks, 3–20 acres
- 43 mini parks, less than 3 acres

Approximately 1200 acres of undeveloped open space land.

- Seven golf courses:
- Four 18-hole courses
- One 36-hole course
- Two 9-hole courses

Linear open space trails like the Bonneville Shoreline Trail, and the Jordan River Parkway.

Under standards developed by the National Recreation and Parks Association, Salt Lake City should have 6.25 acres of parks and playing fields for every 1000 people. (See Table 6 for comparison with other western cities.) The city currently provides 4.45 acres per 1000 people.

Table 6—Comparison of numbers of parks and playing fields per 1000 population

Colorado Springs, CO	25
Boise, ID	10
Eugene, OR	6.3
Reno, NV	5
Salt Lake City, UT	4.45

Source: Salt Lake City Public Service Department (11/18/96)

As these tables demonstrate, Salt Lake City faces a significant deficit of parks, playing fields, and recreational amenities. Salt Lake City needs a minimum of 400 additional acres of parks and playing fields. Table 7 offers a breakdown of these deficiencies.

Table 7—Breakdown of recreational deficiencies in SLC based on NRPA standards

Football/soccer fields	25
Softball/baseball fields	25
Gymnasiums	11
Swimming pools	3

Source: Salt Lake City Public Service Department (11/18/96)

- D. Threats to natural open space from development and overuse need to be addressed. Continued development of our hillsides threatens public access to public lands, diminishes the beauty of the mountains surrounding our city, and increases fire and erosion hazards. City officials have taken steps to restrain further development in the foothills, but more efforts are needed to protect public access to foothill trails and to preserve the mountain vistas for all to enjoy. Preserving public access to the foothills should be a top priority for Salt Lake City recreation planners.
- E. The Great Salt Lake and its surrounding wetlands support literally millions of birds. The area is of hemispheric importance to migratory waterfowl, and should be protected from inappropriate development pressures. Trails, visitors centers, and interpretive materials are needed to provide better access to these areas for both recreational and educational purposes.
- F. Many mountain streams have been buried and run underground all the way to the Jordan River. Bringing the streams back above ground and providing public access to them offers great promise as a way to provide quality open space resource to our citizens. We commend the city and the LDS Church for bringing City Creek above ground at the corner of North Temple and State streets. Other opportunities to bring creeks above ground and to improve the Jordan River as a recreational amenity should be vigorously pursued.
- G. The Jordan River Parkway, trails at the Great Salt Lake, and greater public access to urban streams can help alleviate pressures on the Wasatch canyons by providing a natural recreation opportunity in the valley. The Jordan River Parkway is a tremendous recreation resource that can provide significant opportunities for outdoor recreation right in our own back yard. City leaders should make every effort to improve the Jordan River Parkway within city limits, and work with other jurisdictions to complete the parkway from Utah Lake to the Great Salt Lake.

Open Space Recommendations:

- 1. Acquire and protect additional natural open space:
 - Establish an Open Space Trust Fund to consolidate public ownership and promote open space land acquisition.
 - Coordinate and partner with public entities and private groups such as the Audubon Society and the Nature Conservancy to protect additional open space around the Great Salt Lake, along the Jordan River, and in other parts of the city and the county.
 - Organize local groups to aid in open space land protection and acquisition efforts.
 - Educate the public about the value of acquiring and protecting natural open space.
 - Coordinate local, state, and federal open space and environmental mitigation policies to protect the maximum amount of open space. Locate open space in accordance with the city’s Open Space Master Plan.

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- Develop natural open space resources in the Salt Lake Valley to reduce recreation pressures on the Wasatch canyons, wetlands, and other natural open space. Give special attention to preserving access to the foothills, developing and improving the Jordan River Parkway, and protecting and preserving the wetlands surrounding the Great Salt Lake.
 - Protect existing open space from encroachment by development and from degradation by abuse or overuse.
2. Develop additional parks, playing fields, and recreational facilities in Salt Lake City, while making them safe and accessible to all citizens:
- Modify zoning ordinances to require parks and playing fields in all new developments.
 - Acquire and develop sufficient land to meet National Recreation and Parks Association standard of 6.25 acres of parks and playing fields per 1000 population.
 - Acquire and develop additional football, soccer, baseball, and other playing fields, and recreational infrastructure.
 - Encourage parks to minimize costs by employing energy and water conserving strategies.
 - Encourage better public transportation options to parks, playing fields, and recreational amenities.
 - Develop linear parkways connecting parks, playing fields, and recreational amenities in the city to provide access for pedestrians and bicycles.
 - Design parks, playing fields, and recreational amenities that embody crime prevention principles.
 - Protect current parks and playing fields from encroachment by incompatible uses and ensure that we increase the number of acres of park land in the city.

VI. GATEWAYS

- A. Gateways welcome visitors to our beautiful city. We are very concerned about the appearance of the natural gateways to the Salt Lake City, particularly west downtown's gateway area, Beck Street, Parley's Canyon, State Street, and the Great Salt Lake. These gateways form an interface between the natural world and the urban city. Efforts to improve the design of the urban features, and to re-establish the connection between the natural and the man made will improve the feel, look, and livability of Salt Lake City and assist in welcoming visitors to our beautiful and unique city.
- B. West Downtown Gateway Project: The west gateway area is formed by railroad tracks and rail yards. Its buildings are often attractive, but hidden by the grime and industrial nature of the area. As the railroads consolidate service in the corridor, we will have an opportunity to build an entirely new neighborhood in this area.
- C. Beck Street: The northern gateway to our city is a highly industrialized corridor with numerous industrial and mining activities. At current extraction rates, it is estimated that sand and gravel operations along Beck Street can continue to operate for up to fifty years.
- D. Parley's Canyon: This scenic gateway must be protected as development plans, like the I-80 renovation, progress.
- E. Emigration Canyon: This canyon is the historic gateway to our city. The natural park land and the historic and cultural assets being developed at the canyon mouth should be protected and enhanced.

- F. State Street: This southern gateway suffers from dislocation between the natural and the built environment.
- G. The Great Salt Lake: The lake is one of the defining features of the area. Despite its appeal to visitors, it is currently underutilized as a tourist attraction and educational resource. Visitor amenities along the south shore are few and primitive, making it difficult to enjoy the lake, its ecology, and its spectacular beauty.

Gateways Recommendations:

1. In all city gateways, strive to promote a good first impression of the city:
 - Implement provisions of the Salt Lake City Urban Design Element and other master planning efforts to protect visual corridors.
 - Remove overhead power transmission lines along streets in gateway areas.
 - Encourage development that takes advantage of natural features such as topography, vegetation, water elements, and so forth.
 - Unify street light fixtures, equipment, and other public improvements into a consistent design theme.
 - Redefine the allowed land uses adjacent to principal gateways. Prohibit activities such as open storage, auto wrecking, and junk yards along gateways.
 - Require yard areas of properties adjacent to gateways to be treated as front yard space with landscaped setbacks and appropriate screening of unsightly uses.
 - Landscape freeway no-access areas with native, drought tolerant species. Actively work with the Utah Department of Transportation to secure funding for freeway and highway landscaping.
2. In the West Downtown Gateway Project:
 - Provide parks, watercourses, and other open space amenities as this new neighborhood develops.
 - Reuse existing buildings, where possible, to prevent air pollution and reduce trips to the landfill.
3. On Beck Street:
 - Provide landscaping to screen unsightly industrial and mining operations.
 - Require that sand and gravel companies restore and revegetate mined areas to ensure that they are aesthetically pleasing, prevent erosion, and minimize pollution from mining wastes.
4. In Parley's Canyon:
 - Provide visitor amenities, overlooks, parks, and other developments along Foothill Boulevard and Parley's Way.
5. In Emigration Canyon:
 - Protect the unobstructed visual corridor from the canyon mouth to downtown. The views from the canyon mouth are currently unobstructed and these historic views should be protected.
5. On State Street:
 - Require developers to provide landscaping, open space, and other connections to the natural environment in all new developments along State Street.

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6. At the Great Salt Lake:

- Work closely with State Parks, Kennecott, the Audubon Society, private landowners, and other entities and stakeholders.
- Recognize the global significance of Great Salt Lake as a wetland.
- Obtain United Nations recognition of the lake and its surrounding wetlands as areas of international significance.
- Protect the lake and its wetlands from inappropriate development or overuse.
- Develop trails, turnouts, visitor information, and other amenities at the Great Salt Lake to aid the visitor experience while maintaining the ecological integrity of the area.
- Develop visitor infrastructure at the Great Salt Lake State Park, Kennecott mitigation site, and other access points to provide opportunities for visitors to access the unique ecology of the lake.
- Support an integrated interpretive and recreation plan for the entire south shore being prepared as part of Central Utah Project.

NEIGHBORHOODS SUBCOMMITTEE

Final Report and Recommendations

February 4, 1998

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 - C. Safe, Crime-, and Drug-Free Neighborhoods,
 - D. Well-maintained Property
 - E. Well-maintained Infrastructure
 - F. Access to Open Space
 - G. Traffic Management
 - H. Access to Services

Appendix A—List of Services, Programs, and Projects

I. VISION STATEMENT

The Neighborhoods Subcommittee vision of the ideal neighborhood for Salt Lake City is a neighborhood that is well designed, family and youth friendly; where diversity is promoted, including mixed income levels and mixed uses; where citizens are safe and where crime and drug activity is not tolerated; where property is well maintained; where landlords, tenants, homeowners, and businesses take responsibility for their properties; where home ownership is encouraged; where the infrastructure is properly maintained and is able to accommodate increased growth; where residents have close and easy access to open space; where a good traffic management system provides adequate access to all modes of travel; where appropriate and adequate off-street parking conducive to the characteristics of the neighborhood is available; and where all residents have good access to services. This vision recognizes that strong vibrant neighborhoods are fundamental to the health and vitality of the city and that citizens, business owners, and local government each have a role to play in creating and sustaining ideal neighborhoods.

Importance of Salt Lake City Neighborhoods

The Neighborhoods Subcommittee believes that strong neighborhoods are essential to the health and well being of Salt Lake City. All of the city is divided into neighborhoods. Each neighborhood has unique qualities and attributes that, when combined with others, creates a beautiful and dynamic city. The Neighborhoods Subcommittee has identified a number of recommendations that should be addressed in order to strengthen and support existing neighborhoods. The overall objective of the Neighborhoods Subcommittee is to encourage policies and programs that will support stability, development, and growth in Salt Lake's various neighborhoods.

II. RECOMMENDATIONS SUMMARY

Design. Homes, businesses, and public properties should be designed to be universally accessible to everyone. Building design and orientation will promote pedestrian traffic. Homes will focus attention on street activity by encouraging front porches and parking would be located to the rear of lots or on the street. Areas that are undeveloped should be designed to promote sections of higher density homes amidst areas left as open space. Neighborhoods should offer a range of housing types, which in turn, offer residents of various income levels choices as to where they might live. Crime Prevention

Through Environmental Design (CPTED) improvements should be encouraged to inform property owners how their structures may be improved to reduce the incidence of crime in their area. The design of public improvements should be coordinated so that streets, sidewalks, curbs, gutters, and drainage systems are improved uniformly, decreasing the disruption that such improvements can cause to neighborhood residents. Neighborhoods should allow for the incorporation of various services and businesses that neighborhood residents can reach by alternate modes of transportation, such as busses, bicycles, or walking.

Recreation. Within neighborhoods there should be a range of easily accessible recreational activities for residents. Open space planning should be encouraged when large areas of vacant land are developed. Recreational services offered by Salt Lake County should be coordinated with opportunities offered by the city itself. Information on public recreational facilities should be continuously promoted using a variety of media to ensure that residents are aware of available programs and facilities. Land for developed and undeveloped recreational opportunities needs to be acquired in order to meet the needs of current and future residents.

Diversity. The subcommittee recognizes that vibrant neighborhoods require that all residents believe that they are a part of the community. Community events that allow citizens to interact with people of differing heritage and encourage greater tolerance of cultural differences among participants should be supported. Activities that promote participation and cultural awareness among the city's diverse population should be continued and expanded. Where feasible, recognition of our diverse heritage should be reflected in the design of public places, such as the Gateway project. Churches, schools, and service organizations should be encouraged to provide programs that share with residents the benefits diversity brings to our community. To provide visitors with a feeling that "the world is welcome here," public signage should communicate information in multiple languages, and the use of international, universal symbols for communication should be encouraged.

Transportation. The transportation improvements outlined in the city's Transportation Master Plan of April 1996 should be carried forward. To promote a more comprehensive transportation policy, the Wasatch Front Regional Council (WFRC), the Utah Transit Authority, Utah Department of Transportation, and city and county planners should work together to allow for greater public oversight and input into transit issues, especially the reconstruction of I-15 and I-80, which impact all of the city's neighborhoods, as well as all communities within the state. Parking requirements should be flexible and take into account the use and nature of particular properties as well as the "characteristics" of the neighborhood itself. Traffic calming devices should be installed on city streets where automobiles create hazardous conditions for other street users. These devices can make streets more friendly for pedestrians, bicyclists, and other users and improve the safety and ambience of the neighborhood. Improvements should be made to the transportation system to encourage and promote alternate means of travel, such as walking, buses, bicycles, light rail, and heavy rail. Improvements need to be made to the public education effort, outlining the benefits of choosing nonautomobile transportation. Transit schedules should be expanded to serve the evening and weekend transportation needs of workers and other travelers. Additional buses should be acquired to permit this schedule expansion.

Safety. Neighborhoods should be crime and drug free and improvements to public safety should be ongoing. Prevention strategies such as neighborhood watch and youth recreational activities must exist and be encouraged. Interventionist strategies, including a visible police presence and adequate detention facilities, must be expanded. Salt Lake City police, citizens, business groups, and community organizations should work together to develop funding sources for educational initiatives that promote resident and business involvement in public safety programs. Graffiti removal programs should be expanded and prevention efforts increased.

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Social and Community Services. Agencies that offer community/social services need to be easily accessible to neighborhood residents. Information on community services should be readily accessible to citizens and available in multiple languages. Information on services needs to be available in all forms of media, including alternate media such as Web sites and Public Access television channels. Directories of available programs need greater distribution and service providers need to keep abreast of available programs to better serve their clientele. Information needs centralization, cross referencing, and continual updates so that the list of services remains valid. Services for senior citizens need to be coordinated between agencies to ensure that program referrals and requests for assistance are handled efficiently.

Civic Responsibility. Public education efforts on the responsibilities of all community sectors to sustain and improve Salt Lake City neighborhoods must be increased. Ideal neighborhoods are the result of neighborhood residents, business owners, public officials and employees, and social service and nonprofit agencies working in conjunction with each other. Citizens must take an active role in improving their neighborhoods and municipal government needs to support community initiatives through ongoing programs. Property owners should keep their property free of debris and their lawns, walks, and structures well maintained. Landlords and renters should properly care for their dwellings, avoid damaging the property, and keep outside areas free from trash. Business owners must be good neighbors and adhere to local codes and ordinances. Social service and nonprofit agencies should continue to serve their clientele in the most effective manner possible and strive to find ways to increase their capacity through innovation. Government agencies at all levels should continue to improve infrastructure, take public input into account when making planning decisions, increase and improve access to services, penalize those in noncompliance, and support programs that increase public participation in neighborhood activities.

In the following section, the subcommittee lists eight specific goals and the recommendations related to achieving them. The subcommittee also realizes that a multitude of programs, projects, and agencies currently contributes to the welfare of the city's neighborhoods. To emphasize existing tools that can help achieve our goals, we include an appendix of available resources at the end of this report.

III. GOALS AND RECOMMENDATIONS

Goal A: The ideal neighborhood will be family and youth friendly.

Neighborhoods will offer a variety of opportunities to residents including recreational programs, community events, and community services. Residents will be provided ways to increase public safety with the support of public agencies.

Recommendations:

1. **Housing Design**—Encourage “neighborhood-friendly housing design” where homes are oriented to the street, parking is placed in the rear, and front yards and porches encourage people to use the street side of their homes for activities.
2. **Accessibility**—Encourage developers to include one entrance in a home that is a no-step entrance and encourage all doorways to be 36 inches wide. All homes should be built in such a way that anyone can freely access them during each stage of life.
3. **School Facilities**—Explore the use of school buildings as community centers, encouraging more recreational activities to be offered after hours. Activities need to be coordinated with other programs such as those offered by the county recreation department. Using schools to accommodate child care services should be studied.
4. **Employers**—Encourage flextime and telecommuting for employees to enable parents to

- spend more time at home with their families. This must be balanced against the economic needs of downtown businesses that rely on the physical presence of workers in surrounding office buildings.
5. County Recreation Programs—Encourage better promotion of county recreation programs and create better, stronger partnerships with city programs.
 6. Transportation—Ensure that all city programs are public-transportation friendly, allowing youth better access to them.
 7. Churches—Encourage churches to open their facilities and programs to community residents, regardless of their religious affiliation.
 8. Neighborhood Coalition Building Programs—Continue to develop programs, such as the Neighborhood Matching Grant Program, which allow citizens to work on community-based responses to problems in their neighborhoods. Programs such as “Night Out Against Crime” must continue to be developed and supported by city administrators.
 9. Child Care—Create an incentive program (such as a tax-credit program) for private industry and local business to participate in child care programs, especially on-site centers. Create local neighborhood plans that incorporate more child care options into development scenarios.
 10. Libraries—Encourage expansion of library programs where possible.
 11. ZAP (zoo, arts, and parks) Tax—Ensure that the imposed ZAP tax continues to be collected.
 12. Recreation/Open Space—Support the recommendations of the Futures Natural Environment Subcommittee. Give high priority to moving toward park standards developed by the National Recreation and Parks Association: 6.25–10.5 acres of developed park land per 1,000 population. (SLC adopted standard, 1977: 5 acres/1,000; current SLC acreage: 4.45 acres; proposed SLC standard: 6.25 acres /1,000). Also actively promote the development of sports facilities such as football/soccer fields, softball fields, baseball fields, gymnasiums, and pools.
 13. Universal Design—The city should educate/encourage members of the construction industry to incorporate “universal design” standards for accessibility into buildings being designed, constructed, or refurbished. Universal design incorporates features such as wider doorways and ramping, thereby accommodating people with a variety of needs.

Goal B: The ideal neighborhood will be diverse.

Neighborhoods will encourage persons of different incomes, ages, cultures, races, religions, genders, lifestyles, and familial statuses to be active community stakeholders. Families of various size and composition can be well served through a variety of programs and services. Service organizations will also be available to special-needs populations.

Recommendations:

1. Gateway Project— Develop ways to celebrate the diversity of the city during the planning process for the Gateway Project. Create additional areas where cultures can be visibly recognized and promote the creation of park venues where residents can participate in community events.
2. Information Distribution—Encourage information on events and programs to be distributed in several languages. Have public signage displayed in major languages other than English, in alternate languages (Braille), and in international symbols. Make such information available electronically, through the Internet and in city kiosks.
3. Fair Housing—The Capital Planning Division recently completed the Impediments to Fair Housing Plan. Implement programs that address the recommendations outlined in the plan. These programs will be aimed at reducing the incidence of discrimination in housing for all people.

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4. Community Events—Continue the promotion of neighborhood/community events such as neighborhood fairs, Living Traditions Festival, Utah Arts Festival, First Night, “Night Out Against Crime,” and the farmers markets. Such events allow people of different heritages to interact and encourage greater tolerance of cultural differences.
5. Flexible Zoning—In the city master planning process, diversity must be encouraged through zoning for appropriate land uses. The mixed-use residential zoning district encourages a “24-hour city concept” for the urban core. Additional flexibility in planning and zoning land must be considered to encourage a mix of housing types, as well as local neighborhood-oriented businesses. Retail establishments should be encouraged in high-profile office buildings so that employees are encouraged to shop and participate in the community. Service organizations that assist residents having unique needs should continue to be located in neighborhoods where local residents can easily access available programs. The city should promote opportunities for regular large-scale shopping centers in existing commercial areas where this type of development is needed (especially on SLC’s west side where no such opportunity exists within the city limits).

Goal C: The ideal neighborhood will promote public safety and be crime and drug free.

Neighborhoods will provide recreational opportunities for residents, especially youth so that alternatives to unwelcome activity exist. Programs such as Neighborhood Watch will become a part of the neighborhoods’ norm. Residents will take a zero tolerance attitude to criminal activities. Strong emphasis will continue to be placed on the importance of education. Residents will become and stay involved in neighborhood activities. The community will support the enforcement of laws and, when possible, assist police efforts to investigate criminal acts. Treatment programs for abusers and offenders need to be expanded to deter recidivism. Graffiti removal programs will be continued and expanded. SLCPD should organize and train block captains for the Neighborhood Watch Program.

Recommendations:

1. Consolidated Information Directory—Currently all programs, projects, and facilities are listed in a variety of directories distributed by different organizations. These directories need to be combined and consolidated into one resources guide that is divided by topic heading, cross referenced, and includes the cost of listed services.
2. Police Utilization—Increase community policing efforts and place greater emphasis on the “bike patrol.” Incorporate community education programs into the training of police officers, especially patrol officers. Officers should be provided a resource guide (available in multiple languages) and a training program showing when and how to use it.
3. EYES Program—Institute the Salt Lake City Crime Watch “Employees Yielding for Emergency Situations” (EYES) Program on a broader scale. The police train employees to become aware of suspicious activity and properly report it to the authorities. Expanding the program would allow field employees to become aware of possible criminal activity, thereby expanding the capacity of the police patrols to use citizen resources.
4. Infrastructure Improvement/Investment—The city must continue to invest in infrastructure improvements such as streets, sidewalks, and street lighting as a public safety issue. Inadequate lighting and broken sidewalks make neighborhoods appear degraded.
5. Legislation—Citizens and elected representatives must continue to advocate stiffer penalties for drug crimes. Increase the budget for education and training for ex-offenders and incarcerated individuals. Detention facilities need to be expanded to prevent release of prisoners for lack of adequate jail space.

6. Training for Incarcerated and Ex-prisoners—Reinstitute programs that provide education and job training for offenders while they are in prison. Ensure that programs focusing on education and training provide inmates with work skills they can use once they leave prison.

Goal D: The ideal neighborhood will be well maintained. Landlords, tenants, and homeowners will share responsibility for keeping properties in good condition. Home ownership will be encouraged where possible.

Neighborhoods should contain a variety of housing types, but more units should be owner occupied than renter occupied. This leads to longer term residents and stabilizes property values. Owners of rental units will be responsible and will maintain their properties. Mechanisms need to be in place to address problems caused by owners/renters who fail to maintain their properties. Landlords must screen tenants to ensure that they will be responsible renters. Landlords must also make repairs to their housing units to keep them as viable assets in the neighborhood. Housing should be designed for the changing needs of our current and future population.

Local conditions for an ideal neighborhood include tree-lined streets, walks that are shoveled in winter, houses that are structurally sound and painted, and properties that are well landscaped. Broken windows, gutters, or sidewalks would not be visible, nor would properties be littered with weeds or junk. Boarded-up buildings would not be found. Landscaped parking strips enhance the aesthetics of the community. Partnership-generated nuisance ordinances allow citizen enforcement in order to maintain the quality of life in every neighborhood.

Recommendations:

1. Public Improvements—Publish and distribute, in advance, a prioritized list of capital improvement projects, planned by the city. This would allow citizens a chance to properly plan for disruptions and offer public comment.
2. Housing Improvements—The city, local nonprofits, and other local agencies operate programs that assist in the rehabilitation of homes occupied by lower income people. Assist, Inc., Life Care Services, and the city’s Housing Rehabilitation Program, as well as community events such as “Paint Your Heart Out” and “Christmas in April” all assist qualified homeowners in improving their properties. Programs that offer improvement assistance need to be supported and expanded when possible.
3. COOL Communities / Tree-Utah—The COOL Communities program should be promoted with the goal of increasing community participation. Salt Lake was designated as a COOL Community in November of 1996. COOL Communities is a national energy and environmental improvement program supported by the Utah Office of Energy Services and operated through Tree Utah, a nonprofit tree planting and earth stewardship organization. The program was established to combat the “urban heat island effect,” lower cooling costs, and significantly reduce electrical power consumption by (a) strategically planting trees, and (b) using lighter building and street surface colors. The program involves citizens, businesses, organizations, and governments.
4. Neighborhood Matching Grants—The subcommittee recommends that the Neighborhood Matching Grant Program be continued. Neighborhood Matching Grants are used by community groups to finance permanent, public improvements in their neighborhoods. Residents must match grant funds with either cash or donated labor. Grants cannot exceed \$5,000 per project. Monies (from the city’s General Fund) have been used for decorative street lighting, trail signage and tree planting. Public response to the program has been very positive.

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5. Urban Forestry Program—In order to properly care for new and existing trees, the Urban Forestry Division should be expanded. The division operates as a self-funding activity, ensuring that the city's trees are properly maintained. Other programs supported by the city encourage planting additional trees. They will need to be supported by expanding the division. In addition, programs that use volunteers for tree maintenance need to be reinstated through staff expansion in order to reduce the costs of tree maintenance.
6. Code Enforcement—Continue to support code enforcement as a means of maintaining and upgrading properties.
7. Renters/Landlords—Create awareness on the part of apartment owners and tenants to accept responsibility for the condition of properties they own and/or occupy. Landlords should keep their rental units well maintained and they should adhere to all building, health, and fire codes. Renters need to keep their apartments in good condition. They should neither damage nor abuse their landlord's property and they should abide by local ordinances regarding the storage of cars and personal property items.
8. Property Owners—Further educate property owners to ensure that they keep their properties free of weeds and debris. They must make sure their buildings comply with local building codes, are structurally sound and painted, their walks are shoveled in winter, and their property is adequately landscaped.
9. Homeownership Education—An educational clearinghouse for information on home ownership advantages and opportunities should be created. Such information should be gathered from programs offered by schools, banks, mortgage lenders, and so forth.
10. Home Builders Association and other representative organizations—The city should increase home ownership opportunities by continuing to pursue and establish working relationships with federal, state, and local organizations involved in housing.
11. Credit Unions and Mortgage Companies—Encourage instituting the same federal Community Reinvestment Act (CRA) regulations for credit unions and mortgage companies that currently exist for banks.
12. Tax Incentives—Tax incentives should be given to landlords who provide mixed-income housing opportunities in well-maintained and/or newly developed housing projects.
13. Historic Properties—Find ways to educate and assist homeowners who live in historic properties or districts with information and resources that allow them to maintain the historical integrity of the structure and area, yet upgrade the property for better livability. Continue to support tax credits for historic properties.
14. Recreational Vehicle Storage—Ensure that the storage of recreational vehicles (RVs) and boats does not negatively impact residential areas. Enforce existing codes on the improper storage of RVs and boats. Encourage residents to store such vehicles in private storage facilities.

Goal E: The ideal neighborhood will have a well-maintained infrastructure that meets the needs of current and future citizens.

The Neighborhoods Subcommittee recognizes that the physical infrastructure of a community is extremely important to its citizens because it directly impacts the health, safety and appearance of an area. Neighborhoods should have accessible streets that are well maintained; sidewalks and curbs that are free from defects; and water, sewer, and storm drains that work properly. Driveways should be in good repair and adequate off-street parking should be available. The ideal neighborhood ensures that

the public is aware in advance of improvements planned by utility companies that may disrupt travel patterns. Utility lines will be placed underground in new projects and factored into major building renovations. Public areas will be designed to be graffiti resistant by utilizing new building methods and materials. Projects will be designed to withstand damage from earthquakes.

Recommendations:

1. **Utility Poles and Structures Installation**—Utility companies should increase public information efforts regarding the installation of utility structures that impact residential areas. The city should provide published information on the city's ability to regulate height and location of utility poles and communication towers based on Federal Communication Commission and/or Federal Aviation Administration regulations.
2. **Streets and Sidewalks**—The Engineering Division should computerize their street, sidewalk, curb, gutter, and drainage system improvement schedule to ensure that each system is installed or improved at the same time and in a coordinated manner to avoid traffic disruption and reduce costs.
3. **Earthquake Preparedness**—The subcommittee supports the recommendations received from the city's Emergency Programs Manager, Mike Stever. See the bibliography at the end of this report for information about how to obtain printed copies of these recommendations.

Goal F: The ideal neighborhood will have close and easy access to open space.

The ideal neighborhood should have some form of open space easily accessible to residents (one-quarter mile from "my house"). Open space takes many forms, including parks, school yards, median islands, church yards, cemeteries, and golf courses. The majority of open space areas have trees and are landscaped. Open space not only needs to be available, it must be well maintained so that it adds beauty to the neighborhood. Citizen input must be taken into account prior to adopting or changing open space policies.

Recommendations:

1. **Urban Forestry**—To increase the effectiveness of the Urban Forestry Program, personnel should be expanded. Better maintenance of trees within the city will enhance property values and reduce costs incurred by storm damage. Increasing staff will allow the volunteer street tree maintenance program to be reinstated. Education efforts must include informing the public as to why trees need to be inspected and what citizens can do to help maintain the city's trees.
2. **Alleyways**—Alleyways should be utilized as an inner-city trail system for walkers and bikers. Identify alleys that can be connected to offer pedestrian access to city parks or recreation facilities. Eliminate alleys that have no practical purpose or are underutilized, so that vandals will not have access to rear properties. Lighting should be encouraged in alleyways to deter crime.
3. **Jordan River Parkway**—Implement the recommendations of the Jordan River Master Plan. Increase public interest in the river by opening communication with local citizens groups. Resolve ownership and maintenance issues with the state on areas of the river where jurisdiction and responsibilities are ambiguous. Ensure that the state gives maintenance, enhancement, and improvement of the river a high priority.

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4. Development Alternatives—Develop incentives that encourage open space protection. These would include flexible zoning codes, tax reductions, and/or land trusts to encourage owners of undeveloped land to consider alternatives.
5. Linear Greenways (Parkways)—Support the development and maintenance of linear parkways described in the Salt Lake City Open Space Plan.

Goal G: The ideal neighborhood will have good traffic management that provides an adequate system for all modes of travel. Appropriate and adequate parking will be available to meet the needs of residents and be designed to fit the characteristics of the neighborhood.

Transportation goals identified by the subcommittee include improving and expanding the public transportation system, including light rail, heavy rail, and more express buses. Create readily available and visible parking for alternate vehicles, such as motorcycles and bicycles. Accessible mass transit and better bus routes should be available and routes should better accommodate weekend travelers and workers. Traffic patterns in neighborhoods should be controlled through proper design (traffic calming devices) and traffic lights should be synchronized.

Recommendations:

1. Transportation Master Plan—The city completed its Transportation Master Plan in April of 1996. The Community Action Plan from the Futures Commission should be carried forward, and recommendations for transit improvements implemented. The plan specifically calls for the city to create a multimodal transportation system. Dependence on the automobile as a primary mode of transportation should be reduced by emphasizing other modes. The city should take a leading role in addressing regional land use issues and their links to transportation impacts along the Wasatch Front.
2. Parking Requirements—Zoning requirements for residential projects should be flexible. The code should address the characteristics of the neighborhood as well as the residents occupying particular housing projects. Elderly projects, for example, should require less parking than other forms of housing targeted to larger families. Expand resident parking programs for areas where high-activity land uses have negatively impacted residents.
3. Education—Increase educational efforts to inform the public of the connection between auto traffic, air quality, and health.
4. UTA—The Utah Transit Authority should allow for public oversight and greater public input. Some worthwhile ideas follow:
 - Use smaller buses on routes where ridership is lower and/or during off-peak hours.
 - Encourage more “user friendly service,” such as a full seven-day schedule, expanded hours, more express routes, and more direct east-west and north-south routes.
 - Expand system eastward to connect more readily with Summit County.
 - Expand the recreational bus program.
 - Create additional incentives for businesses to encourage employees to use mass transit.
 - Encourage UTA to better coordinate with other local associations of municipal and county governments.
 - Encourage UTA to develop a public transportation system that serves communities throughout the state.
 - Continue to educate local and state legislators on the need to enhance mass/public transit.

5. Freight—Encourage better utilization of rail for freight transportation.
6. Alternative Fuel Vehicles:
 - Encourage government agencies to purchase alternative/clean-burning fuel vehicles.
 - Encourage the creation of incentive programs for fleet owners to purchase alternative/clean-burning vehicles.
 - Encourage citizens, through tax incentives, to purchase alternative/clean-burning vehicles.
 - Create an alternative fuels distribution system with adequate public information as to where services can be obtained.
7. Housing Design—Encourage housing designs that set garages back on the property, so as to focus more on the home and less on the garage.
8. High Occupancy Vehicle Lanes—Support the installation of High Occupancy Vehicle Lanes (HOVs) on high-traffic corridors.
9. Heavy Rail Passenger Service—Encourage the creation of heavy rail passenger service to and from Ogden and Provo. Study using such a service to connect Salt Lake to St. George, Cedar City, and other distant Utah cities.
10. Neighborhood / Home-based Businesses—Where possible, encourage small, local businesses to locate within neighborhoods allowing residents easy pedestrian access to services. Traffic patterns must be maintained and home-based businesses must not significantly impact them due to deliveries and customer traffic.
11. Clear Sidewalks—By code, residents are required to shovel sidewalks after a snowfall, clearing the entire walkway. Most residents shovel only a path. At a minimum, residents should shovel a path at least 32 inches wide for wheelchair access. Failure to shovel a 32-inch path should result in an increased fine.
12. Employer / Employee Incentive Programs—create or encourage the creation of incentive programs for employers to encourage their employees to utilize mass transit systems, car pooling, and other trip/car-reduction strategies. Provide secure bicycle parking for employees and patrons.
13. Expansion—Do not support the construction of the Legacy Freeway/Highway, but rather support the development of a heavy rail transportation system previously listed. Make transportation systems compatible with each other (for example, light rail should have bike racks).
14. Northwest Quadrant—Homes constructed in the northwest quadrant of the city (northwest of the airport) should be connected with pedestrian and bike trails.
15. Neighborhood Friendly Road Projects—All the major interstate highways in Salt Lake City are being, or will shortly be, rebuilt. The subcommittee recommends that these projects, rebuilding I-15 and I-80, be done in a way that protects the integrity of existing neighborhoods and enhances service for city residents. This goal can best be accomplished by soliciting more public input into plans, consulting neighborhood organizations and community councils early in the process so that plans are not drawn up before the community has had a chance to comment, and ensuring that officials from the city are aware of plans and have adequate chance to comment.

Goal H: The ideal neighborhood will allow easy access to services for all residents.

The ideal neighborhood should have shopping and recreational opportunities within easy access of residents, and public transportation services should be readily available. Neighborhoods should offer opportunities for residents to worship at their church of choice, access adequate medical and dental services, and partake in community activities that foster a sense of place and belonging. Consumer information on services, programs, and civic opportunities should be readily available through a multitude of venues including multilingual information kiosks, print media, radio, television, and the Internet.

Recommendations:

1. **Zoning Flexibility**—City ordinances should encourage small-scale commercial and business activities. Large, box-like megastores should be located in areas outside of local neighborhoods. Create a balanced approach to business incentives that does not support large-scale developments that conflict with small-scale, neighborhood-based business development. The city should promote opportunities for regular large-scale shopping centers in existing commercial areas where this type of development is needed (especially on SLC’s west side where no such opportunity exists within the city limits). The city should also encourage mixed-use developments in neighborhoods to reduce dependence on automobiles, and provide a variety of housing types. Revitalize distressed neighborhood areas through economic approaches that encourage entrepreneurial businesses and the hiring of local residents. Public support for large businesses—through tax incentives, redevelopment agencies (RDAs), and so forth—must be balanced against the impacts of this support on other, smaller businesses competing in the same market.
2. **The 2002 Winter Olympics**—Ensure that facilities constructed for the Olympics enhance the long-term interests of the community and are built based upon “local needs” criteria. Communication between Olympic organizers and community groups must be kept open and the planning of Olympic activities must take local citizen concerns into account.
3. **Senior Centers**—Create additional senior centers in areas where large numbers of seniors live.
4. **Gateway Project**—Homes and businesses planned for the Gateway Project area should be developed using the recommendations and suggestions provided in the Final Report of the Futures Commission.
5. **Child Care** (see Goal A).

APPENDIX A—LIST OF SERVICES, PROGRAMS, AND PROJECTS

This section lists services, programs, and projects currently available to neighborhood residents. The list is not comprehensive and only a portion of the services available to local citizens are included. Nevertheless, each section addresses the goals previously outlined in this report. Each service, program, or project is coded by the particular organization or agency responsible for it.

Each organization or agency is also coded by type:

PUB	Public Agency
StGA	State Government Agency
CnGA	County Government Agency
CtGA	City Government Agency
PVT	Private Agency
NPT	Nonprofit
RES	Residents
PNP	Private Nonprofit
FED	Federal Program

Goal A: The ideal neighborhood will be family and youth friendly.

Programs and Services in Place:

- (CtGA) Neighborhood Watch—Community Mobilization Specialists from the Police Department teach neighborhood safety to local citizens focused on knowing your neighbors and looking out for each other’s property. It will analyze individual properties to review how safe they are from intruders and make recommendations as to how to improve property safety through design changes.
- (CtGA) Mobile Neighborhood Watch—Is a nonprofit, volunteer, public service organization that serves as extra “eyes and ears” for the Salt Lake City Police Department. The organization currently has 15 subgroups that cover the entire Salt Lake City area and benefit all people of the city. Community Development Block Grants can purchase or replace equipment such as telephones, scanners, and magnetic signs.
- (CtGA) Police Department—Community Support Division and Community Oriented Policing.

Community-Based Organizations:

- (PNP) Boys and Girls Clubs of Greater Salt Lake—Provide a variety of youth-oriented services ranging from recreation and general prevention to targeted programs for high-risk youth and families. The Job Placement Mentoring Program (JPMP) offers employment preparation including job skill development, job placement, and employment tutoring for teens.
- (PNP) YWCA—Teen Home for pregnant and parenting girls.
- (PUB) Color of Success Program—Interacts with youth and family specialists in the public schools.
- (PUB) Salt Lake City School District Community Peace Services—Salt Lake City School District, the Mayor’s Office, and the City Prosecutor’s Office provide assessment, referral, and problem-solving programs for city residents. Programs include Teen Tobacco Reduction Program, Fresh Start Tobacco Reduction Program for Adults, HARMONY (family conflict resolution program), the “Living Free” Series “Choices” program coordinated by the YWCA, Citizenship Skills, Mediation Services for resolution of community conflicts, and Peer Court.
- (PNP) Churches—Most have youth guidance and recreation programs.

Parks and Recreation:

- (CtGA,PUB) Steiner Aquatic Center—Open to the public for swimming programs.
- (CtGA) Sorenson Multicultural Center—Offers Midnight Basketball, Girls Night Out, Swimming Program, Boxing Program, Computer Center, Career Center, and other recreational opportunities. A wide variety of programs and services are offered including parenting classes, after-school, and summer programs.
- (CnGA) County Recreation Department—Provides a majority of the recreational programs throughout the county, including soccer, basketball, baseball, equestrian center, and so forth.
- CtGA) The John W. Gallivan Utah Center Plaza—Provides year-round activities for residents. The center offers ice skating in the winter, art classes for youth, and other events throughout the year.
- (CnGA) Salt Lake County—Operates a number of sports facilities where recreation programs are conducted. These centers include

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- Central City Community Center—615 South 300 East,
- Kiwanis-Felt Recreation Center—440 South 900 East, and
- Northwest MultiPurpose Center—1300 West 300 North.

The county also operates a number of swimming pools including the year-round pool located in the Northwest MultiPurpose Center. These seasonal facilities include

- Central City Outdoor Swimming Pool—615 South 300 East,
- Jordan Park Outdoor Swimming Pool—1000 South 900 West, and
- Liberty Park Outdoor Swimming Pool—950 South 500 East.

(CtGA) Park Sites—The city has 72 formal park sites comprised of

- Community Parks (for example, Liberty and Sugarhouse parks),
- Neighborhood Parks (for example, Tanner Park and Wastach Hollow), and
- Mini Parks (for example, Taufer and Laird parks).

(CtGA) Park Land—The city has 766.5 acres of developed park land.

(CtGA) Swimming Pools—There are nine swimming pools:

- Six outdoor pools (Steiner, Fairmont, Jordan, Northwest, Liberty, and Central City), and
- Three indoor pools (Steiner, Sorenson/Steiner, and Northwest).

(CtGA) Golf Courses—There are seven:

- Four 18-hole courses (Wingpointe, Bonneville, Rose Park, Glendale),
- One 36-hole course (Mountain Dell), and
- Two nine-hole courses (Forest Dale and Nibley Park).

(CtGA) Other Open Space—Approximately 1200 acres of undeveloped open space land:

- Parley's Nature Park,
- Upper Memory Grove Park, and
- Linear open space trails, including the Bonneville Shoreline Trail and Jordan River Parkway.

(CtGA) Senior Centers—Offer recreational programs to older citizens.

(CtGA) Neighborhood Programs—Programs such as the Neighborhood Matching Grants and Self Sufficiency Grants encourage neighborhood groups to work on community programs and projects and neighborhood events such as the “Night Out Against Crime.”

(PUB) Libraries—Local community libraries offer a variety of services including community group meeting space, information exchange, media support, and education programs.

(PUB/PNP) Comprehensive Communities Program—Youth and family specialists work with Boys and Girls Clubs. Case management includes coordination of services for youth and families targeted to early intervention.

(CtGA) Weed and Seed Program—Targets Glendale, Poplar Grove, and Fair Park areas with family counseling, elementary sports league, urban scouting, and music programs.

Goal B: The ideal neighborhood will be diverse.

Programs and Services in Place:

(CtGA) Fair Housing—The Capital Planning Division recently completed the Impediments to Fair Housing Plan, which promotes ways to address discrimination in housing programs and projects.

(CtGA/NPT) Special Community Events—The city and local organizations should continue to promote, support and develop local events that celebrate the city's community spirit, and the uniqueness and unity of all residents:

- Living Traditions,
- Cultural Arts Day,
- Farmers Markets and Other Community Gatherings,
- First Night,
- Gallivan Center,
- Neighborhood Fairs, and
- “Night Out Against Crime.”

(CtGA) Housing Programs—The Housing Division of the city, as well as a number of local nonprofits and private entities promote diversity in neighborhoods by financing and/or constructing housing in neighborhoods that is affordable to moderate and lower income residents. They offer first-time homebuyer programs as well as housing rehabilitation programs throughout the city to income eligible people.

(NPT) Education Programs—Local nonprofits provide information to community groups on diversity

- and empowerment, homebuyer education, and coalition building.
- (CtGA) Zoning For Different Housing Types—Through the city master planning process, diversity is encouraged by zoning for appropriate land uses. The R-MU (mixed-use) residential zoning district encourages a “24-hour city concept” for the urban core.
- (NPT) Service Organizations—Organizations that aid citizens with unique needs (refugees, low-income, people with disabilities) will remain in neighborhoods, thus helping neighborhoods remain and become diverse. Such organizations include
- International Rescue Committee, 530 East 500 South (328-1091),
 - Alliance House, 1724 South Main (486-5012),
 - New Hope Refugee Center, 1102 West 400 North (363-4955),
 - Transitional Living Center, 1025 South 700 West (978-2452),
 - Catholic Community Refugee Resettlement, 2300 West 1700 South (977-9119),
 - Neighborhood House, 423 South 1100 West (363-4593),
 - Homeless Children’s Foundation, 455 East 400 South (596-9366), and
 - Asian Association of Utah, 200 East 2100 South, #102 (467-6060).

Goal C: The ideal neighborhood will promote public safety and be crime and drug free.

Programs / Services in Place:

- (CtGA) Neighborhood Watch—See Goal B above.
- (CtGA) Mobile Neighborhood Watch—See Goal B above.
- (CtGA) Jails—A new jail is being built that will address current overcrowding conditions at detention facilities. Plans for future detention facilities need to be developed to meet anticipated population increases.
- (CtGA) Drug Abatement Response Team (DART) of the Police Narcotics Squad—Assists neighborhoods in the control of narcotics dealers.
- (PUB) Drug Abuse Prevention Coalition—University Of Utah and Neighborhood Action Coalition—Creates organizations, leadership, and belonging in communities and neighborhoods to improve efforts to stop drug abuse. Includes technical assistance to the community in the areas of training, legislative/policy, evaluation, needs assessment, and media. Provides funds for prevention services for at-risk populations. Assists at-risk communities in planning substance abuse prevention activities. Increases networking and collaboration of prevention providers, health services, law enforcement, and communities. Also coordinates prevention programs to prevent overlap and identify gaps in services.
- (PNP) Drug Free Community Program at the Redwood Multipurpose Center—Provides all chemical dependency education and treatment services on an outpatient basis, both to court-ordered adults and those seeking treatment voluntarily.
- (PNP) Utah Federation For Drug Free Youth—Services include (1) resource and referral center; (2) consultant services; (3) coordination of statewide training for youth and adults; (4) statewide newsletter, “Substance Abuse Prevention Scene”; (5) speakers bureau; (6) coordination of statewide activities (Parent and Youth Conference, “Just Say No” activities, Red Ribbon Week, and Project Teamwork/Youth Network); (7) network of community task forces; (8) network support for state organizations, institutions, and businesses through the advisory board; (9) help develop prevention programs for multicultural groups within the state; (10) lobbying and legislative activities; and (11) law enforcement support.
- (PUB/PNP) Adolescent Substance Abuse Project (ASAP)—Coordinates substance abuse referral, assessment and treatment between member services (Outreach Unit, Community Counseling Center, Salt Lake Valley Mental Health, Odyssey House Adolescent Unit, Youth Support Systems, Asian Association, and Great Basin Family Support).
- (PNP) University Medical Center Alcohol and Drug Abuse Clinic—Evaluation and treatment for alcohol and drug abuse.
- (PNP) The Cottage Program International, Inc.—Prevents alcohol and drug abuse through community and family education and early intervention.
- (PNP) Rocky Mountain Consultants—Provides outpatient drug and alcohol treatment services to anyone needing help.
- (PNP) Teen Challenge Utah—Offers a positive cure for drug addiction in concert with other drug and alcohol rehabilitation agencies in the state by offering a change of life through the love of Jesus Christ.

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- (PNP) Youth Support Systems—Outpatient drug and alcohol abuse treatment for adolescents.
- (PNP) Drug Abuse Resistance Education (DARE)—Operated by the SLC Police Department. Provides education in schools.
- (CtGA) Nuisance Law—A Salt Lake City law whereby enforcement of drug activity is documented. Property may be seized.
- (PNP) Boys and Girls Clubs—Recreation/guidance and youth development programs for youth ages 5–17.
- (PNP) Salt Lake County Division of Substance Abuse Prevention Services—Contracts with 13 school- and community-based organizations to provide tobacco, alcohol, and other drug prevention and education services to city/county residents. Member organizations include Asian Association of Utah; Big Brothers/Big Sisters of Utah; Centro de la Familia de Utah; Community Counseling Center (Living Skills Project, Sixth Sense Project, and Peer Leadership Team Project); Granite School District; Jordan School District; Murray School District; Neighborhood Action Coalition; Odyssey House; Project Reality; Salt Lake City School District; Salt Lake County Aging Services (Healthy Aging, Healthy Aging Minority/Hard to Reach Project); and Neighborhood Housing Services, Youth Works Project.
- (CtGA) Salt Lake City Police Department—Provides enforcement making neighborhoods safe. Crime prevention training for residents. COP Offices in neighborhoods. Sponsors “Night Out Against Crime” program and “Block Watch” neighborhood programs.
- (CtGA) Public Works—Operates the graffiti program. Currently they are promising a 24-hour turnaround in removing reported graffiti. Provides street lighting in neighborhoods. Maintains sidewalks to ensure safe access for pedestrians.
- (CtGA) Transportation—The city coordinates services that promote traffic patterns to facilitate both pedestrian and vehicular traffic. These services include traffic calming measures that promote safety within the community by forcing traffic to move at reasonable speeds through residential areas.
- (RES) Property Owners—Have the responsibility of making sure their property is free of weeds and debris, making sure their homes are structurally sound and painted, their walks shoveled in winter, and their yards landscaped.
- (CtGA) SLC Fire Department—The installation of free smoke detectors in residential properties occupied by lower income elderly residents is run by the department.
- (CtGA) SLC Building Services—Enforcement of code violations. Civil penalties for code violations have increased. Under Ordinance 21A, land use violations for residential properties carry a \$50 per day penalty after a 28-day warning period. Nonresidential penalties are \$200 per day. Storage of Junk violations carry the same penalties and warning periods. Noncompliance with the Board of Adjustment Orders under Chapter 21A.18 carry the same penalties as land use violations. After an appropriate waiting period, fines are also levied against properties that fail to comply with parking, landscaping, public way accessibility, fences, signs, historic landmarks, and dimensions/encroachments. Under the city’s Boarding Ordinance, a vacant, unsafe building will be boarded and the owner billed for the cost. For every year that a building remains boarded, the owner will be required to pay a fee for annual inspection, a mitigation fee, and an administrative fee. A rental inspection ordinance was passed in June 1996. The phased-in ordinance requires that owners of nearly all residential rental units in the city to pay an annual business-license fee and be subject to inspections. (State legislation is currently pending that may impact this ordinance.)
- (CtGA) SLC Housing Division—Provides loans for housing rehabilitation, focusing on safety issues first.
- (CtGA) SLC Waste Management Division—Provides weekly collection, landfill, recycling, snow removal, street sweeping, neighborhood cleanup, and leaf pickup.
- (RES) Homeowners—Residents may utilize safety barriers, such as security systems, locks, lights, barking dogs, fences, landscaping, and alarms. Using CPTED concepts, homeowners can change the way their homes are designed. Simple items can improve the safety of private property. Examples include chain-link rather than solid-wood fences, planting bushes or shrubs rather than trees near entrances, putting front porches or decks on homes rather than backyard patios.
- (PNP) Community Councils—Distribute information and receive input on neighborhood activities. The city’s 29 community councils allow residents to offer direct input into projects and programs that could affect them. Each council elects its own chair, vice-chair and secretary. The mayor convenes a monthly meeting with the chairs of the community councils to discuss issues, receive input, and

answer questions on neighborhood issues.

(CtGA) Neighborhood Matching Grants—Can be used to install street lighting in underserved areas. These grants from the city’s General Fund (up to \$5,000) are available for programs that residents agree to match at 100 percent. Projects are designed and overseen by the individual neighborhood groups that apply for them.

(FED) Comprehensive Community Program (CCP)—Under the program, five action teams have been created that include members with specialized skills: police officers, community mobilization specialists, prosecutors, Mayor’s Office of Community Affairs representatives, probation officers, pre-probation officers, youth and family specialists, code enforcement workers, health department workers, and concerned residents. Problem-solving teams address crime-related issues proactively.

Goal D: The ideal neighborhood will be well maintained. Landlords, tenants, and homeowners will share responsibility for keeping properties in good condition. Home ownership will be encouraged where possible.

Programs and Services in Place:

(CtGA) Salt Lake City Housing Services Division—Provides housing through new construction, rehabilitation, and mortgage lending.

(CtGA) SLC Building Services—Enforcement of code violations. See Goal C above.

(CtGA) Weed Abatement Program—Under Chapter 9.16, Weeds and Clearing of Property, the city has the authority to ensure that properties are kept relatively free of excessive weeds and vegetation that would pose a fire, environmental, or health risk.

(NPT) Operation Paintbrush—Is a city program whereby owners or tenants meeting certain income guidelines may obtain free paint and supplies for the exterior of their houses.

(PNP) Tree Utah / COOL Communities— COOL Communities is a national energy and environmental improvement program supported by the Utah Office of Energy Services and operated through Tree Utah, a nonprofit tree planting and earth stewardship organization. Initiated by the U.S. Department of Energy, American Forests, and the Lawrence Berkeley Laboratory, the program was established to combat the “urban heat island effect,” lower cooling costs, and significantly reduce electrical power consumption by (a) strategically planting trees, and (b) using lighter building and street surface colors.

(CtGA) Urban Forestry—The city’s Urban Forestry Division operates as self-funding program to ensure proper maintenance of trees in an urban environment. Residents benefit from urban tree programs as they increase property values, cleaner air, and cooler summertime temperatures. Much of the Urban Forestry program includes removing and disposing of tree limbs and spraying trees to increase urban quality.

(CtGA) Neighborhood Watch—See Goal B above.

(NPT) Mobile Neighborhood Watch—see Goal B above

(CtGA) Community Development Block Grants (CDBG)—Allocated to the city by the federal government based upon a funding formula. The funds are used to address the needs of lower income people, or alleviate areas of slum and blight. The city funds a number of projects and programs with CDBG dollars, including capital improvements, housing rehabilitation programs, and special needs projects. The program also finances sidewalk, street improvements, and street lighting in lower income neighborhoods.

(CtGA) SLC General Fund—Supports neighborhood improvements in a variety of ways, including directly funding capital projects, supporting special programs such as Neighborhood Matching Grants, and paying off municipal bonds.

CtGA) SLC Capital Improvement Programs—Develop and maintain the city-owned public infrastructure, parks, streets, sidewalks, and public buildings such as the police department and fire stations. Responsibilities include building public facilities such as recreation, waste management, and the streets department. Funded through CDBG, General Funds, State Gas Tax Funds, Private Funds, and the Federal Highway Tax.

(CtGA) Neighborhood Matching Grants—See Goal C above.

(PNP) Churches—Local area churches often sponsor community improvement projects that provide services or develop a project that benefits local neighborhood areas.

(PNP) Assist, Inc.—A nonprofit community design center that provides architectural design, community planning, and development assistance to nonprofit and community groups. Also provides housing and accessibility design assistance to low-income households of persons with disabilities. Assist’s main program is the Emergency Home Repair Program. The program provides no-cost home repairs for low income households, if the problems threaten the health, welfare, or safety of the home’s occupants.

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- (PNP) Youth Organizations—Local organized youth groups, such as the Boy and Girl Scouts, are often sponsored by local churches. These groups perform community services such as clearing snow, roadway cleaning projects, and other activities that benefit community residents.
- (CtGA) Redevelopment Agency of Salt Lake City (RDA)—Although the Redevelopment Agency is technically a separate legal entity, its board of directors is composed of the city council and its chief administrative officer is the mayor. The mission of the RDA is to invest property tax revenue generated from limited geographical areas of the city back into those areas to eliminate blight, encourage economic development, and encourage housing development. The agency encourages private investment in its project areas by making infrastructure improvements, by assisting with land acquisition, and by lowering the cost of development through land write-downs or low-interest loans. The agency follows the procedures outlined in the Utah Relocation Act when relocating existing businesses and tenants so that the new development may proceed.
- (PNP) Lifecare Services—A program of the Community Services Council that includes Senior/Handicapped Home Improvement Program (SHHIP), providing minor household repairs, appliance repair, and interior/exterior painting for low-income older persons and people with disabilities; Senior Nutrition Assistance Program (SNAP), providing supplemental food boxes delivered by volunteers to low-income, home-bound older persons and people with disabilities; and Volunteer Ventures, providing some home repair, maintenance, and yard work.
- (CtGA) Salt Lake County Aging Services—The county sponsors a variety of programs for seniors including the Chore Service Program for yard work and snow removal services for senior persons (487-1415).
- (GA) Housing Authority of Salt Lake City—Family Investment Centers and Family Self Sufficiency Program—Under a federal grant used to fund the Family Investment Center Project, the construction of a family support center will be completed in April 1997. The center, located at 800 South 221 East, will offer support programs for public housing residents currently officed in a number of existing housing authority facilities. The overriding goals of the family investment center program is to encourage public housing / lower income residents to increase their incomes and move toward greater self sufficiency.
- The Housing Authority also owns and maintains housing units for income qualified renters. It administers the Family Self-Sufficiency Program (FSS) for both public housing and Section 8 participants. Under this five-year program, as a family's wage increases, their rent also increases. The difference between the base rent and the new higher rent is placed in an escrow account. The escrow account may then be used for the tenant's future purchase of permanent housing. The Housing Authority also offers the FIC program (Family Investment Center Program). This five-year program allows residents who increase their earnings not to pay a higher level of rent. The intent of the program is to encourage individual savings.
- (PNP) Salt Lake Community Development Corporation (CDC)—Provides \$2,000 grants to first-time homebuyers. Also is in the process of building 40 new homes.
- (PNP) Neighborhood Housing Services (NHS)—Proposes to stabilize and revitalize older neighborhoods through a creative partnership of residents, lenders, and city officials. NHS works in a designated geographical area, 500 West to the Jordan River and North Temple to 600 North; 250 South to 950 South and 800 West to Redwood Road. Services include low-interest home rehabilitation loans, technical assistance on home rehabilitation, first mortgages for first-time homebuyers, loan counseling, homebuyer orientation classes, neighborhood advocacy, and youth works.
- (FED) State, City, And County Home Funds—Available for providing affordable and special-needs housing.
- (PNP) Habitat For Humanity—Provides housing for low-income people. Owner and volunteers provide sweat equity labor to build a home and sell it to a lower income person.
- (PUB) Utah Housing Finance Agency (UHFA)—Established by the Utah Legislature in 1975 to provide decent, safe, and sanitary housing for low- and moderate-income residents of the state. UHFA provides funding to developers and financial agencies. The agency also provides very low mortgage interest rates, down payment and closing cost assistance through the CHAMP mortgage program. The agency also administers the CROWN lease/purchase program and the state, and the federal Low-Income Tax Credit Program.
- (PVT) Community Reinvestment Act (CRA)—Requires that banks make a concerted effort to involve underserved populations in lending programs and to offer competitive services for such populations. There are a number of measurements used to determine the level of CRA performance. The

lending test evaluates the institution’s record of making loans in its assessment area, the distribution of lending activity across borrower income levels in its assessment area, the number and amount of “community-development” loans, and its use of innovative and flexible lending practices to address the credit needs of low-and moderate-income individuals or geographies. The investment test measures the financial institution’s level of “qualified” investments, including grants, particularly those that directly affect credit needs and are not routinely provided by public investors. Responsiveness to credit and community economic development needs, and the use of innovative and/or complex investments to support community development initiatives, are also important factors in this test. The service test evaluates a financial institution’s delivery of retail banking services and innovation of “community development services.” Community development services include, but are not limited to, technical assistance to nonprofits serving low-to moderate-income housing needs or economic revitalization and development; lending executives to organizations facilitating affordable housing construction and rehabilitation or development of affordable housing; providing credit, homebuyers, or home maintenance counseling, and/or financial planning to promote community development and affordable housing; and providing financial services with community development as the primary purpose.

(CtGA) Partnership in Home Ownership Program—The city has entered into agreements with 13 local entities who have committed to increasing the home ownership rate within the city through a variety of incentives. These include promoting minority home ownership, reducing the rate of mortgage interest through creative financing, and subsidizing the construction of units for first-time homebuyers.

(PVT) Federal Home Loan Bank of Seattle (FHLB)—A private, wholesale bank serving lenders in the 12th District. It promotes housing finance and community development by extending mid- and long-term, AAA-rated credit to its stockholder financial institutions. Bank programs provide recoverable grants for predevelopment assistance, direct subsidies, and reduced-rate loans. They also offer technical assistance to financial institutions, local governments, and housing developers.

(PNP) Artspace, Inc.—Provides low- and moderate-income housing and work space for artists and craftsmen. It is now working on mixed-use developments available to all residents.

Goal E: The ideal neighborhood will have a well-maintained infrastructure that meets the needs of current and future citizens.

Programs and Services in Place:

(CtGA) Crime Prevention Through Environmental Design (CPTED)—Emphasizes physical environment, behavior of people, productive use of space, and crime/loss prevention. Members of the city police department have received specialized training in CPTED design principles and offer design review services.

(CtGA) SLC Engineering Division—Plans for the installation and improvement of streets, sidewalks, curbs, gutters, and drainage systems. See also Goal G below.

(FED) Community Development Block Grants (CDBG)—See Goal D above.

(CtGA) SLC Capital Improvements Program—See Goal D above.

(CtGA) SLC General Fund—See Goal D above.

(CtGA) SLC Building Services—See Goal C above.

(CtGA,RES) Graffiti Program “Off the Wall”—The city council passed a resolution to support the removal of all graffiti from public and private properties within the city as soon as it is spotted and allocated money to hire a removal team. They also supplied funds to buy trucks, equipment, and supplies, and a soda blast machine. City crews will remove graffiti on a business or private property if the owner signs a release waiver. The city provides paint and paint supplies to all residents and businesses who suffer graffiti. Property owners are able to keep leftover supplies to address future incidents. The city uses youth graffiti removal crews who are required by the courts to complete community service. The city staffs a 24-hour hotline where property owners and residents can notify Salt Lake City Public Services of graffiti in their neighborhood.

(CtGA) Curb Cuts—American With Disabilities Act (ADA)—The city is working to improve accessibility to citizens with mobility problems by cutting curbs to accommodate wheelchairs. Funding for ADA improvements comes from a variety of sources including CDBG and the General Fund.

(CtGA) SLC Planning and Zoning Department— Provides a comprehensive link between the master plan goals, zoning designations, and development approvals. The city’s urban design goals are established and implemented within the Planning Division. Planning staff provides environmental reviews of proposed development projects. Through the master planning process

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and the development of zoning ordinances the city is able to guide development to accommodate the needs of the citizens. The public hearing process enables residents to express their views about proposed developments that impact their neighborhood(s) and/or the city as a whole. Plans should incorporate a variety of land uses to be placed within residential areas.

(CtGA) SLC Public Services Department—Provides administrative oversight and maintenance to public park properties, greenspace, the urban forestry, public streets, sidewalks and curbs, cemetery, and golf courses. They are also responsible for such services as refuse collection and disposal, street lighting, parking enforcement, traffic systems, general engineering, snow removal, fleet replacement and maintenance, and the maintenance of city-owned buildings. This department plans for logical growth of new parks and recreation facilities and planning, designing, constructing, and maintaining the city's infrastructure.

(CtGA) SLC Transportation Division—Under Salt Lake City's Public Services Department, the division (1) provides direction and support to carry out the division's goals and policies; (2) plans and designs transportation systems for Salt Lake City; and (3) reviews developers' plans affecting the city's right-of-way. Parking meter bagging and residential parking services are provided, as well as computer data entry of parking tickets to enable the city treasurer's office to perform collection duties.

Goal F: The ideal neighborhood will have close and easy access to open space.

Programs and Services in Place:

(CtGA) SLC Planning and Zoning Department—See Goal E above. The city adopted an Open Space Master Plan in 1992 in a citywide planning document. The plan designates 16 pedestrian and bike corridors that link the city together to provide alternative transportation, recreation, and aesthetic greenways between the mountains and the Great Salt Lake. Subdivisions under planned developments allow for greater flexibility in design, including provisions for including open space areas and other unique development features to enhance a project.

(CtGA) SLC Public Services Department—See Goal E above.

(CtGA) SLC General Fund—See Goal D above

(CtGA) SLC Capital Improvement Program—See Goal D above

(FED) Community Development Block Grants (CDBG)—See Goal D above.

(CtGA) Urban Forestry—See Goal D above.

(PNP) Tree Utah / COOL Communities—See Goal D above.

(CtGA) Cleanup Days—The city sponsors neighborhood cleanup days where city crews remove large amounts of debris that have been placed on the street. The program allows property owners the opportunity to clean their yards and properties of unsightly materials, therefore improving the safety and appearance of the neighborhood.

Goal G: The ideal neighborhood will have good traffic management that provides an adequate system for all modes of travel. Appropriate and adequate off-street parking will be available and will meet the needs of residents and the characteristics of the neighborhood.

Programs and Services in Place:

(CtGA) Municipal Ordinances—According to Chapter 21A.08, an application for a zoning certificate is required if a property owner proposes a change in land use on his/her property. The nature of the change will dictate the type and amount of information that must be filed with the certificate. Other city ordinances dealing with parking are found in Chapters 12.56, 12.64, 12.68 and Chapter 21A.

(CtGA) SLC Public Services Department—See Goal E above.

(CtGA) SLC Transportation Division—See Goal E above.

(CtGA) SLC Engineering Division—Reviews private development projects, oversees of work in the public right-of-way, including engineering, surveying, mapping and record services, and proper design and maintenance of city-owned buildings and facilities. The division ensures that public improvements constructed as part of private developments, subdivisions, and street excavations are accomplished in accordance with generally accepted engineering standards.

(PUB) Utah Transit Authority (UTA)—Provides public transit services in Utah. In cooperation with the Wasatch Front Regional Council, the Mountainland Association of Governments, and the Cache Metropolitan Planning Organization, UTA is working to develop a program of transit service and facility improvements to meet the goals of their strategic plan. The Wasatch Front Regional

Council has, in their Transportation Improvement Program, provided a detailed description and financial analysis of the transit development program as it relates to the Salt Lake and Ogden urbanized areas.

(StGA) Utah Department Of Transportation (UDOT)—The state is divided into four regions. The regions and districts coordinate the construction, road maintenance, snow removal, encroachment permits, and many other functions within their respective jurisdictions. Salt Lake City is located in Region Two, which covers Salt Lake, Summit, Tooele, and southern Davis counties. Region Two offices are located at 2060 South 2400 West, Salt Lake City, Utah 84104; (phone: 975-4900).

(StGA) UDOT Transit Team—Administers Federal Transit Administration (FTA) dollars on a competitive basis to assist local agencies in purchasing rolling stock (vans, buses, and related equipment). The team coordinates with representatives from urbanized areas who receive Subsection 5307 capital and operating funding directly from FTA and compete nationally for Subsection 5309 discretionary funds for capital purchase; administers federal Rideshare, Specialized, Rural, and Small Urban Public Transportation grant programs, State and MPO Planning funds; distributes Federal Transit Administration funds to eligible recipients statewide and provides transit operation management and planning assistance to transit operators, local government agencies, and planning organizations; encourages consideration of transit use to establish quality and efficient community transportation and environments of breathable air; and maximizes transportation investments by maintaining training programs for staff and transit operators.

(CtGA) Planning and Zoning Division—See Goals E and F above.

Goal H: The ideal neighborhood will have good access to services for all residents.

Programs and Services in Place:

(CtGA) Planning and Zoning Division—See Goals E and F above.

(PUB) Utah Transit Authority (UTA)—See Goal G above. UTA seeks to provide mobility for the general public as well as disabled and senior persons. Services provided by UTA include reduced fares for persons who are over 65 and to persons with disabilities. Flextrans offers a combination of fixed route accessible and curb-to-curb demand responsive transportation for persons whose disability prevents them from using the regular bus system.

(StGA) UDOT Transit Team—See Goal G above.

(CtGA) Access Salt Lake City—Established as a resource to assist in the mainstreaming of the disabled community by allowing businesses, nonprofit organizations, governments, and individuals the opportunity to contribute funds and purchase permanent advertising as a show of support for making the city accessible. Brass medallions stating the name or logo of the contributor are inset into the concrete on curb cuts, crosswalks, and sidewalks within the predetermined boundaries of Salt Lake City. The medallions will be recognized as a show of support for making the city the most accessible urban city in America.

(CtGA) Senior Centers of Salt Lake County Aging Services—Offer recreational programs to older citizens. The city has five senior centers.

(PVT) Private Industry/Businesses—Private businesses should incorporate ADA requirements into their business designs. Such features can often increase business while lowering insurance costs in some cases.

(CtGA) Salt Lake City Public Services Department—See Goal A above.

(CtGA) Salt Lake City Parks and Recreation Division—See Goal A above.

(CnGA) Salt Lake County Recreation Department—See Goal A above.

(CtGA) The John W. Gallivan Utah Center Plaza—See Goal A above.

(FED) Intermodal Surface Transportation Enhancement Act (ISTEA)—Legislation passed by Congress to provide funding for municipalities to improve various transportation modes, improve access, and enhance the appearance of roadways and transportation corridors.

(CtGA) City Kiosks / City Net—Located in various public places throughout the city (library, Capitol Building, and so forth), they allow citizens to access information about Salt Lake City and Utah through a computerized workstation. Individuals can also use the Internet to access the city's Web page (www.ci.sl.c.ut.us) to find information on the city and its services.

SOCIAL ENVIRONMENT SUBCOMMITTEE



Final Report and Recommendations

February 5, 1998

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I. INTRODUCTION

What is the Social Environment? What does a Social Environment Subcommittee do? These are good questions. We hope this report answers them.

The Social Environment is everything in our society that improves our lives, expands our minds, and helps us to be healthy, caring, educated, and productive citizens. For us, it is health care, recreation, housing, education, and so forth. It is a very broad topic, perhaps too broad for one commission or group to grasp. For this reason, we believed it was critical to focus on those areas of our social environment that will have the most impact on our future.

Great minds think alike. On April 24, 1997, President Bill Clinton, Former Presidents George Bush, Gerald Ford and Jimmy Carter, General Colin Powell, and many others assembled in Philadelphia, PA, for a President’s Summit on Volunteerism. Like us, they were concerned about the serious problems facing every city, town, and village in America, and like us they want to mobilize Americans around a set of goals and values that would lead to a society that fulfills the promise of our great democratic experiment.

The State of Utah and Salt Lake City both sent delegations to the summit. The summit focused on five goals, which if implemented, will improve life in our great nation for millions of our children. Summit organizers asked the delegations from across the nation to take these goals and work on them in their states and cities. The summit’s five goals are

- Every child should have a meaningful relationship with a significant adult.
- Every child should have a healthy start.
- Every youth should have marketable skills.
- Every city should have safer neighborhoods for its children and all its citizens.
- Every citizen should have the opportunity to volunteer in a meaningful way, and every city should have a functioning volunteer center to make this possible.

While we were working independently of the summit, The Social Environment Subcommittee arrived at many of the same goals for the future. Like summit participants, we focused on creating a better society for our children. This is appropriate for a group like the Futures Commission since our children will be the inhabitants of the future. We focused on children because we believe that if we make our city a great place for kids, it will also be a good place for their parents, grandparents, and indeed for all citizens. That is ultimately our goal.

The Futures Commission is a positive call to action, an effort on the part of Salt Lake residents to define, and therefore shape the future of our city. Each of us must be willing to accept this call when it comes and join together to shape a great society for our kids and our grandchildren. This report is our call to action. We hope that all Salt Lake City residents will work together to create the kind of city we envision. We can have the city of our dreams if we work together. The time is now.

II. VISION STATEMENT

We envision Salt Lake City as the best place in America for families. We stress the importance of children to our communities. When the needs of our children, all children, are properly addressed, the needs of the entire community are met. We also stress the importance of the elderly, the disabled, and in fact, we stress the importance of all our citizens. The best place in America for families must be a place where everyone is valued for the unique strengths they bring to our community.

Core Values: Salt Lake City should be a place where

- Pluralism and diversity are fully embraced by all segments of society and people of different ethnic, social, or religious heritage feel welcome and valued for the contribution they make to the life of our city.
- All citizens have a stake in government, feel connected to their neighborhoods, and feel they can influence local government decisions and actions.
- All children have access to quality early-childhood development services and prenatal care, and families are supported.
- Children are raised in a safe, crime-free environment, feeling loved and supported in all they do, and all people, regardless of age, ability, or economic condition, can live in safety with dignity and respect.
- Literacy and continuing education are fostered throughout our community.
- Neighborhoods, businesses, nonprofit service providers, churches, schools, governments at all levels, and individuals work in partnership to educate and train our citizens, improve the work force, foster self worth, and reduce crime and violence so that all citizens can work together to improve themselves and their communities.
- All families, children, and youth are provided opportunities to obtain the academic and life skills they need to succeed.
- Recreational opportunities are provided in every neighborhood, and every citizen has equal access to recreational facilities and programs to serve their own needs and those of their families.
- Affordable housing is a reality for those people working and living in Salt Lake City.
- All people are employed at jobs that provide wages and benefits sufficient to support themselves and their dependents.

III. RECOMMENDATIONS

A. Create a Leadership Council

The committee recommends the establishment of a Leadership Council for social service issues to foster collaboration and partnerships with health providers, community and nonprofit organizations, churches, businesses, schools, and individuals to deliver services to those in need. This council will be composed of the mayor of Salt Lake City, president of the United Way or chair of the United Way “Success by Six” Leadership Council, a Human Services Representative from Salt Lake County, super-

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intendent of Salt Lake City Schools, the Salt Lake City chief of police, a representative from Salt Lake County Aging Services, a state legislator representing Salt Lake City, religious leaders, and a business representative. The business representative is vital in leveraging private resources with the support of the Leadership Council, and the work of the various social service organizations. To be effective, the council should meet quarterly, have an official city charter, and be given specific responsibilities and tasks, such as the following:

- Facilitate collaboration among social service organizations in Salt Lake City.
- Work to increase efficiency and effectiveness of programs, and to stretch scarce resources as far as possible by reducing duplication of services and improving management of service organizations. We recognize, however, that some duplication may be necessary to provide services to all who need them.
- Develop clustering opportunities so that clinics and other services can serve a number of schools and neighborhoods.
- Monitor and report on successful programs. Offer hard data to service providers to help them improve their programs.
- Work to increase public awareness of critical needs in the social service arena.
- Strengthen the Information and Referral Center at the Community Services Council so that it can be more effective as clearinghouse of information about services available in Salt Lake City.
- Strive to ensure that legislation, workplace, and public policies are family friendly.
- Develop contacts with the business community to increase funding for needed services.
- Identify and perform other duties as needed.

The following numbered points in this section expand on ways in which the Leadership Council might act to accomplish the tasks and responsibilities listed above.

1. Encourage collaboration between service providers, government agencies, and others. Programs that encourage collaboration between service providers—like United Way’s “Success by Six” program—should be expanded and other efforts at collaboration developed. Collaboration helps reduce duplication and increase effectiveness of programs. Collaboration should include sharing information on clients to make it possible to track those receiving services and ensure that their needs are met in a timely manner.
2. Encourage clustering of services to promote efficiency. Access to all services for those in need will be improved by promoting “one stop” facilities and contacts. Currently, clustering is occurring at Lincoln Elementary School, and is planned for the Sorenson Multicultural Center. Clustering services at facilities like these will make them more accessible to those who need them. IHC is committed to a second clinic at the Sorenson Multicultural Center. Clustering should become a model for delivering social services.
3. Encourage monitoring of social service programs for efficiency and efficacy. In the current environment, where private money must substitute for public money, demonstrating efficacy of programs is critical to continued support. For this reason, outcomes of social service programs must be measurable and programs should be monitored to develop hard data on their performance, so that we can build on successes and avoid pitfalls as we plan for the future.
 - Programs such as “Success by Six” and the Polynesian community’s after-school activities are examples of collaborative efforts that enable children to learn in a safe, nurturing environment. Careful monitoring of the outcomes of these programs is

needed as they expand throughout the city.

- Measuring the outcomes of many programs is inherently difficult; nevertheless, we are convinced that measurement is not only possible but critical to accessing additional private funding.
 - Monitoring programs should be developed by working with service providers to establish standards and determine what should be measured and how. Measurement standards should not be imposed on service providers without their input and participation.
 - Monitoring should be conducted by impartial and unbiased university researchers. Universities in Utah have already been contracted to measure outcomes of existing programs: IHC and the State of Utah have contracted with Utah State University to study the efficacy of the Lincoln Elementary Clinic. The University of Utah is looking at other social service programs. The outcome measurements done by these researchers will reveal the successful programs. We must use this data to reduce duplication, and support the most effective programs available.
4. Promote public awareness of critical needs. Use United Way's Community Needs Assessment information, along with secondary data from the U.S. Census Bureau, the State of Utah, Salt Lake County, and Salt Lake City. Utahns will respond to critical needs in their community, if they are informed of those needs. Many media outlets use the public airwaves; consequently, they should take special responsibility to report on critical community issues. The Leadership Council, city agencies, service providers, public officials, churches, the media, and other organizations must be enlisted to help get the word out. Media coverage expands the impact of the message and helps create additional partnerships:
- The needs truly are critical and pervasive. For example, in 19 of the Salt Lake City School District's 27 schools, 60–90 percent of students live below the poverty line.
 - A public statement about the need to address this problem through public/private partnerships would be most useful. In addition, a public information campaign—including print and broadcast advertising, a speakers bureau, and other aspects—should be initiated to provide ongoing information about critical community needs. United Way's advertising campaign for "Success by Six" is an example of a successful public information effort. We must lay more responsibility on the media (television, radio, print) to bring more coverage of issues to the public.
 - Technology and communication need to be used effectively to educate the community and encourage additional volunteers to assist those in need. Computers and other technology can also be used to direct existing resources where they can be most effective.
5. Work to strengthen the Information and Referral Center at the Community Services Council. We believe that this organization should receive significant technical assistance so that it can perform two very important functions:
- Tracking those receiving services and matching them with appropriate programs and
 - Tracking volunteers to provide training and match them with agencies that need their help.

A comprehensive, high-tech clearinghouse will help improve management and efficiency of programs, reduce duplication of services and "double-dipping," match

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volunteers to the programs that need them and allow all the service providers in Salt Lake City to be more efficient and effective.

6. Strive to ensure that legislation, workplace, and public policies are family friendly. Every public policy, business decision, and personal choice should be made with its impact on the families of all city residents in mind. It is in all our interests to
 - Support more family-friendly legislation. The Leadership Council, businesses, churches, schools, service providers, and interested citizens should work together to advocate for legislation that provides needed services and support to families, especially working families. Public, private, and individual parties should be encouraged to scrutinize their own legislative proposals to determine whether they enhance or detract from the interests of families and children.
 - Promote family-friendly workplaces. Businesses, government agencies, churches, schools, labor unions, and nonprofit service providers facilitate business support for working families by encouraging businesses to pay good wages and provide family-friendly benefits such as flexible hours, child-care sites, time off for school activities, and so forth. Whenever possible, businesses should also support funding for recreational activities, infrastructure, service providers, and volunteers to assist community organizations in supporting Salt Lake City families.
 - Encourage and facilitate programs that help businesses bring volunteers and resources to bear on problems facing children and families. Businesses have technical expertise, highly trained and motivated people, and financial resources that could help address problems in our community. Businesses will help if they are informed of needs and if they can see how their efforts and resources will be used to solve problems. A well-designed, monitored program, with measurable results, will attract significant support from the business community.

B. Establish Neighborhood Resource Centers

The subcommittee recognizes that schools are emerging as hubs of community activity in many neighborhoods. Providing social services of all types has become common in many schools. This partnership between education and social service providers needs to expand. We therefore recommend that school-based or neighborhood-based family/youth resource centers be developed in every neighborhood (zip-code area) to deliver necessary services and support to members of the community.

1. Increase access to school facilities and grounds. Because schools are a natural hub of community activity, community access to school facilities, grounds, and buildings must increase to provide additional recreational, social, and community infrastructure to address the serious problems facing Salt Lake City neighborhoods.
2. Develop partnerships to provide clinics in neighborhood resource centers. Clinics or family health centers should become part of the school/neighborhood social service system. A model of public/private partnership is the school-based clinic currently operated at Lincoln Elementary by Intermountain Health Care. Such clinics must provide services to all neighborhood residents, and not merely to the students in the school.

While clinics cannot be provided in every school, health care and other services can be offered in every neighborhood by locating a clinic in an appropriate school, community center, or other public building in each neighborhood.

The Leadership Council, government, and private providers, should explore additional health care partnerships with entities other than IHC. For example, where hospitals or clinics

already exist in neighborhoods, partnerships should be developed that provide greater access to those services for those in need.

3. Devise pilot programs through the Sorenson Multicultural Center. IHC and the city have created a model for clustering and collaboration at the Sorenson Multicultural Center. The clinic currently being constructed at the center is an excellent model for the provision of health services to underserved neighborhoods. This Sorenson Clinic will serve families within the boundaries of six schools: four elementary schools, a middle school, and one high school. It needs to be monitored carefully to insure that it is providing measurable positive outcomes to the community and the patients who use it. Other service providers should be encouraged to come to Sorenson as well. This center could become a one-stop facility providing recreation, health care, and other services—all in one place. Similar partnerships could be sited at other city and county recreation centers citywide.

C. Promote Volunteerism and Community Involvement

The subcommittee recognizes the need to provide opportunities for all residents to have meaningful volunteer experiences through social service agencies, churches, or community organizations. We recommend that a quality Volunteer Center be established to provide training for volunteers and other support services to social service agencies. This is a critical need in our community.

1. Involve communities and individuals at the grassroots to expand the volunteer base. The Polynesian community has done an excellent job of mobilizing citizens and leaders in their community to reach out to their children. The dreams became reality because parents came together to help secure their childrens' education. There are other populations in the city who could develop similar programs. All social service agencies, governments, churches, and nonprofit service providers should work with community groups to help them succeed in these grassroots programs.
2. Support and strengthen community councils and other community-based organizations. Within the geographic boundaries of Salt Lake City there are 29 recognized community councils. In addition, there are many other community-based organizations designed to address community or neighborhood problems and concerns. These include neighborhood watch groups, mobile watch groups and many others. These councils, and other organizations, composed of community representatives, have the potential to help the city identify and find solutions for problems. Service in these community organizations is an excellent way for Salt Lake City residents to volunteer.

Salt Lake City needs to develop the capacity of community councils, and other community organizations, to deal with problems within their communities. Salt Lake City should consider allocating resources that would help accomplish the following:

- Training community organizers in skills such as organization, community outreach, problem identification, and community involvement.
- Providing written information as to the services available within given areas and in the city as a whole to assist community organizations in dealing with local problems.
- Identifying a liaison in Salt Lake City government who can serve as a contact for the community organizations.
- Meeting with all community councils, and other community organizations, to explain the Futures Commission recommendations and the expected involvement of community councils and community organizations in implementing those recommendations and in getting community support for them.

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- Training community leaders on how they can interface with the Leadership Council recommended by this subcommittee.
 - Assessing the needs of the community organizations and the geographic areas they represent.
 - Making the city's liaison to the community organizations a liaison as well to other state, local, and private providers who offer services in each community area.
 - Recognizing community organizations for their efforts in identifying needs and solving problems in their communities and neighborhoods.
3. Encourage and collaborate with the community and local churches in their efforts to provide services to families and to promote public awareness of family concerns. Our religious institutions are a great asset to Salt Lake City. Churches provide values, education, common goals and purpose, fellowship, and other benefits for their members. They also teach people to care about others and provide a source of willing volunteers that can be harnessed to address important social needs. If they are to be effective partners in meeting social service needs,
- Churches must be informed of and active in program creation and implementation. Many churches already provide volunteers, funds, and other resources to address community needs. Working through the Leadership Council and ecclesiastical organizations, these efforts can be coordinated to reduce duplication and provide real help to community service programs. If church groups understand community needs, they can bring formidable resources and creativity to the process of addressing those needs.
 - Churches can help address deficits in recreational facilities. Community churches have excellent cultural and recreational facilities that are often underutilized. If these facilities were made available to community groups, and if programming and supervision were provided by the city or nonprofit organizations, churches could address the immediate need to increase recreational opportunities for all our citizens. The LDS Church and others, have already expressed support for this idea, if the supervision and programming can be provided.

D. Expand "Success By Six" and Similar Programs Citywide

The subcommittee recommends citywide adoption or expansion of innovative and proven pilot programs. The key is to expand good programs and create a spirit of collaboration among the programs to reduce duplication, track those receiving services, and measure outcomes. All programs designed to improve academic performance, promote better health, or reduce teen pregnancy, gang activity, and violence must demonstrate measurable results. If programs are ineffective, they will not attract long-term support from businesses, parents, schools, and youth. Resources should go to programs that work. We also need to diligently research programs that have been developed in other cities and reproduce effective programs. Some local programs that seem to be effective prompt the following recommendations:

1. Use "home visitors" to expand services and locate individuals in need. United Way uses local people trained by United Way to assess service needs in their communities by visiting homes and speaking with residents. Well-trained home visitors can provide case management for families receiving services, assess needs of the families they visit, and refer families to needed services.

Home visitors can be very effective. For example, the United Way's "Success by Six"

program home visitors canvassed 9,708 homes, interviewed 4,370 families, provided 1100 service referrals, participated in 887 private-sector collaborations, 40 training collaborations, 80 human service partnerships, and 12 educational partnerships in 1997. The costs of training and the high demand for home visitors in areas already being served are major barriers to expanding “Success by Six” to other areas of Salt Lake City. The Leadership Council should work with United Way and businesses to develop additional funding for expanding this program as quickly as possible.

2. Expand “Success by Six” into other schools and neighborhoods. Currently the program is in the Lincoln, Jackson, Rosepark, and Sorenson areas. “Success by Six” should also be expanded to include programs for young people up to age 18.
3. Support and expand programs to reduce teen pregnancy, gang activity, drug use, and violence. These may include
 - Prevention programs that empower children to see that they have options and the ability to make healthy choices. Examples are the Sorenson Center programs and school mentoring programs.
 - Recreational opportunities for children during after-school hours, before their parents return from work. This is where church or other community buildings might be used most effectively. A recent survey of teenagers indicated that many teens have sex simply because they are bored. They should be offered clear and healthy alternative ways to fill their time.
 - Partnerships between schools, the police department, the health department, churches, service providers, parents, and others to provide services to teenagers. Partnerships allow us to bring together all the programs serving youth in one place and give teens a choice of recreational, social service, educational, or training options to keep them occupied and provide the skills and support they need to thrive.

E. Expand Recreational Opportunities in Salt Lake City

If Salt Lake City is to be the best/safest place in the nation for families, the county and city must put aside their jurisdictional disputes and outmoded agreements and work together to provide improved recreational opportunities for children, youth, adults, and the elderly. A community that values families and children must demonstrate that commitment by investing in programs and facilities that provide a wide variety of involving and engaging activities for people of all ages. Fine arts, recreational, vocational, and technical activities must be included. Recreational programs can provide opportunities for people of all ages to develop lifelong skills and to feel connected to each other and the community. For the elderly, physical recreation can mean the difference between independent living and a dependent life in an institution. Recreational programs can demonstrate our community’s willingness to embrace pluralism and diversity by building programs that meet the needs of various populations.

Government alone cannot provide enough recreational opportunities. Schools, churches, and businesses must join together with government, neighborhoods, and other grassroots organizations to provide recreational opportunities. Businesses can provide mentoring to youth and funding for equipment, thus helping to make recreational programs accessible to all members of the community. When schools, private clubs, athletic associations, and churches share their recreational facilities and expertise during otherwise unused times, they reduce the need for other public funding. The subcommittee

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recommends that the city and county recreation departments immediately establish appropriate partnerships to accomplish these goals. Specific strategies are outlined below.

1. Improve the partnership between government, schools, and private organizations to increase recreation options in Salt Lake City.
 - Granite, Jordan, and Murray school districts have a close working relationship with Salt Lake County Recreation officials. Unfortunately, Salt Lake County, Salt Lake City and the Salt Lake City School District have been slow to form the mutually beneficial partnerships available in other areas of the county. These partnerships allow county recreation staff to provide programs in school facilities after hours. For example, Granite District high school pools are open to the public in the evenings and on weekends. Salt Lake City residents lack a similar opportunity at city high schools, which do not have pools. Similarly, county school yards are often better utilized for community recreation purposes than city school yards.
 - City and county recreation officials need to develop partnerships with churches, community organizations like the YMCA, and private athletic clubs to take advantage of private recreation resources for the good of the community. For example, it may be possible to use private tennis courts and instructors for public programs if the Utah Tennis Association and private tennis clubs were contacted and if these programs were conducted at off-peak hours. Perhaps the city could start a “Midnight Tennis League” for interested youth, or work with an athletic club to provide “Midnight Aerobics” or “Midnight Racquetball.”
 - Early afternoon and evening programs could be established in church halls or gymnasiums if an effective partnership could provide supervision and programming.
2. Change recreation investment priorities. Community leaders and recreation professionals must be clear and specific about the needs and priorities. There will never be enough resources to provide every desirable program or facility. Public resources must go for high-priority infrastructure. The subcommittee recommends that city and county recreation spending priorities in Salt Lake City be changed to provide more parks, playing fields, gymnasiums, and other infrastructure for residents. In the past, we have invested in entertainment facilities (stadiums, convention centers, concert halls), and golf courses, rather than in parks, playgrounds, playing fields, pools, and gymnasiums. This investment in spectator sports (like the Buzz and Jazz facilities) and golf programs (eight city golf courses compared to only two city-owned indoor swimming pools) has exacerbated recreation deficits in other areas, such as indoor pools, ice sheets, and cultural activities for seniors and others.
3. Dedicate county recreation tax revenue to ameliorating recreation deficits in underserved areas of the city: The new county recreation tax will provide Salt Lake City with some additional funds. These funds should be dedicated to addressing recreation deficits in currently underserved areas of the city such as Sugarhouse and Capitol Hill. In particular, the city and county currently operate three year-round pools (two on the west side and one on the east side). The southeast area of the city and many adjoining county neighborhoods would benefit from a covered pool in that area. Also, the closure of the Deseret Gym has left a huge hole in the recreational facilities available to people in the Downtown/Capitol Hill/Avenues area. Some funds must be allocated to address these critical needs.
4. Acquire additional greenspace. Only 4 percent of our city is greenspace. The national standard is 10 percent or more. Based on the National Recreation and Parks

Association standard of 6.25 acres of parks land per 1000 population, Salt Lake City needs 16 multipurpose fields, 4 swimming pools, 33 baseball fields, and 47 outdoor basketball courts. The city should commit to meet the NRPA standard as soon as possible, and should look for innovative funding options to accomplish this goal. In addition, funds, programming, and support are needed for community-based recreation programs, upgraded parks, an ice sheet, operations and maintenance of current and future facilities and programs, expansion of partnerships with schools and churches for off-hours use of facilities, partnerships with businesses to sponsor teams and provide equipment, and continued requirements to developers to include greenspace.

5. Re-examine the city/county recreation agreement that says that the city is responsible for the facilities and the county is responsible for the programming. Currently, this agreement seems to work to the disadvantage of Salt Lake City residents versus residents in other parts of the county.

F. Improve the Criminal Justice System, Especially in Youth Corrections

Gang membership, crime, and activity has increased drastically over the last few years. In 1992, there were around 1,400 gang members in Salt Lake County and 1,741 reported gang crimes. By the end of 1996, there were over 3,599 identified gang members in the county, and 6,611 reported crimes. Salt Lake's gang culture is largely influenced by the gangs of Los Angeles and Chicago. While most local gang members have never even visited these areas (outside the television screen), local affiliations include LA-style Crips, Bloods, and Surenos, and Chicago-style Folks and People. Of 288 gangs in the county, between 100 and 150 are criminally active at any one time. Salt Lake County's largest gang is QVO with over 300 members. Other large gangs include Tongan Crip Gang, Surenos 13, Black Mafia Gangsters, Diamond Street, Original Laotian Gang, Avenues, 21st Street, Lay Low Crips, and Surenos 38th Street.

It appears that the tremendous growth in the gang culture has its origins in family disintegration, poor family management practices, and widespread media glorification of gangs (particularly in music and movies). Also, as the gang culture moves from the inner city into the suburbs, intact nuclear families are being affected by it at a greater rate. The following recommendations seek to address issues of crime and punishment, especially as related to gangs and juvenile offenders.

1. Dedicate more law enforcement resources to the growing gang problem. In 1989, when the gang unit was created, we had four officers specifically assigned to it. In 1996, the city had 12 officers assigned to Salt Lake City gangs and four assigned to a multijurisdictional squad. These, along with a one lieutenant and three sergeants, brought our total law enforcement commitment to 15. The city should continue support for law enforcement by increasing the numbers of officers assigned to the gang problem to secure the initiatives being advanced by the police department. Recently reported success in reducing gang-related crime through the city's law enforcement efforts (see the report of the Economics Subcommittee) argues that more resources should be committed to this effort.
2. Promote gang prevention. More opportunities must be available to children in our community. Offering kids scholarships, loans, mentoring, and empowerment opportunities lets them know they have options. The prevention must start at a young age.
3. Monitor sentencing guidelines for juvenile offenders. The state legislature recently enacted new juvenile sentencing guidelines proposed by the Juvenile Sentencing Commission. The effects of these guidelines should be monitored to determine if they result in decreased juvenile crime. Thirty percent of Utah's children are referred to the courts

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annually: 50 percent of these never come back into the justice system and 35 percent are free of it after three or four incidents. Two percent of these kids produce 60 percent of the juvenile crime.

4. Increase the number of secure beds for juvenile offenders. Under new guidelines, around 300 youth per year will be sentenced to a secure-care facility. By the end of 1997, projections are that there will be approximately 150 secure beds, and by the end of 1998 there will be 220. Currently, there is not enough secure bed space to detain youngsters who commit serious offenses. This inhibits the police and judges from deterring youth in their progress toward more violent and dangerous criminal activities. Additional secure facilities for juvenile criminals must be built. At present time, 600 secure beds for the state of Utah would be sufficient. In years to come additional beds will be necessary.
5. Find and promote innovative options for juvenile corrections. Less expensive secure options are needed. There is a 90 percent recidivism rate out of secure-care facilities. Of 187 youth sent to secure care in one study, all but 24 were re-arrested and 19 of those could not be located.
6. Ensure that funds are available to fully implement new juvenile justice programs. This means working with the legislature and local governments to obtain appropriate revenues.
7. Adult facilities must be expanded to secure the arrested persons in Salt Lake City. Two-thirds of the gang members in Salt Lake County are over the age of 18. As our gangsters move into adulthood, we see an increasing need to stop the "second generation" of gangs in Salt Lake City.

Source of these figures: Salt Lake City Police Department via Deputy Chief of Police Steve Chapman

IV. POSTSCRIPT: WHAT WE BELIEVE

The efforts of the Futures Commission are based on the belief that we can solve our city's problems and improve the society we all share. There are those who doubt our ability to make a difference when faced with the overwhelming problems of the poor and powerless. We take a different view. We believe that the community, acting together, can address the problems of the uneducated, the poor, even the abused. Societal problems created through misuse of drugs, alcohol, and sex, and through a failure of some to exercise prudence, delay gratification, and embrace the work ethic are not insoluble, but if they are not solved, they can fester and infect future generations with a cycle of despair and failure. Once this virulent cycle has been established, it reproduces, both figuratively and literally, into subsequent generations.

We ask you to answer two critical questions:

1. Given the glaring imperfections in our society, in families, and especially the rise in out-of-wedlock births and absentee parents, can the larger community create programs that will protect helpless children and give them a fighting chance to escape, rather than replicate, the disadvantages of the men and women who brought them into the world?
2. Can the effect of these programs be measured and monitored in terms of positive outcomes so as to give confidence to the larger society that money and effort is well spent?

We propose that these questions can be answered affirmatively. If we do not or cannot answer affirmatively, then American society as we know it is doomed to despair, cynicism, and selfishness on the one hand and inevitable social disarray, if not dissolution, on the other hand. Giving in to these impulses will destroy the foundation and success of our glorious experiment in democracy and capitalism.

There is no lack of money, only a lack of conviction that there is something well-meaning people can do. We have proposed some solutions in this report, and a process for implementing and monitoring the success of these efforts. We ask for your support and your help in making Salt Lake City the best place in America for children, for families, and for the elderly and the disabled. We want our city to be the best place to live, work, and play. Working together we can make it happen.

—The Social Environment Subcommittee

APPENDIX A—PLEDGE TO OUR CHILDREN

The subcommittee wishes to add its voice to those who support our children. We accept the challenge and take the pledge.

A Pledge to our Children—Prepared by Utah Children

We pledge to ensure that our children

- Are loved and nurtured,
- Are nourished and sheltered from harm,
- Grow and flourish in safe places among those who care,
- Live free of exploitation, abuse, and neglect,
- Receive health care and comfort,
- Are educated in mind and spirit and developed in body,
- Are prepared to assume responsibility and accept the consequences of their actions, and
- Are prepared to assume productive roles in society,

Finally, we pledge to guard our children's liberty, rights, and dignity.

BIBLIOGRAPHIC LIST

Contact the following offices and individuals for more information about documents and programs mentioned in this report. See also Appendix A—List of Service, Programs, and Projects at the end of the Neighborhoods Subcommittee Report (pages 49–57).

Documents

- Salt Lake City Transportation Master Plan (Transportation Division, 535-6630)
- Salt Lake City Traffic Calming Program (Transportation Division, 535-6630)
- Salt Lake City Open Space Master Plan (Planning Division, 535-7757)
- Salt Lake City Design Statement (Planning Division, 535-7757)
- 1990 East Downtown Neighborhood Plan (Planning Division, 535-7757)
- 1995 Downtown Plan (Planning Division, 535-7757)
- Salt Lake City 1994 Visionary Gateway Plan (Planning Division, 535-7757)
- Salt Lake City Impediments to Fair Housing Plan (Housing Division, 535-7777)
- Jordan River Master Plan (Planning Division, 535-7757)
- Earthquake Preparedness Plans (Emergency Programs Manager, Mike Stever, 535-6038)

Programs

- Coalition for Utah's Future—Envision Utah: A community program to develop growth scenarios for the Greater Wasatch 10-County Region. (Project manager, Ryan Davies, P.O.B. 30901, SLC, UT 84130; telephone: 973-3352)
- Neighborhood Matching Grants Program (Capital Planning Division, 535-6150)
- Urban Forestry Program (Parks Division, 972-7818)
- Neighborhood Watch Program and Crime Watch (EYES) Employees Yielding for Emergency Situations (Salt Lake City Police Department, Community Support Division, 799-3448)