



Ballpark
NEXT

SALT LAKE CITY, UTAH

BALLPARK NEXT
VISION & GUIDING PRINCIPLES

FEBRUARY 27, 2024



SLCRDA



Acknowledgments

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Table of Contents

EXECUTIVE SUMMARY	02
BACKGROUND & HISTORY	04
COMMUNITY VISIONING PROCESS	10
ENGAGEMENT ANALYSIS	18
VISION & GUIDING PRINCIPLES	28
STADIUM REUSE PRECEDENTS	31
APPENDICES	--

Executive Summary

The Ballpark NEXT Vision and Guiding Principles were developed through a Community Visioning Process for Ballpark Neighborhood residents and stakeholders. The process identified community preferences for the future of the Smith's Ballpark and parking lot to the north (hence forth referred to as the Ballpark Site). The Vision and Guiding Principles will help inform the next steps in the process to determine the future of the Ballpark Site.

The community wishes to reimagine the Ballpark Site in a way that draws people from the neighborhood, the city, and the region to gather, celebrate, and get to know each other throughout the day and year round. The Vision is a bold statement for what the Ballpark Site should encompass in the future. The Guiding Principles, when combined into a cohesive approach will achieve the vision.

THE VISION

The future Ballpark Site is an *iconic, exciting destination* for the neighborhood, city, and region. It is a catalyst for the transformation of the neighborhood, attracting people and development that *uplifts and celebrates the area* and its residents.

GUIDING PRINCIPLES

NEIGHBORHOOD SAFETY AND ACTIVATION/SAFETY IN EVERY STRIDE

CONNECTIVITY/INTERWOVEN

NATURAL GEOGRAPHY/BE GREEN

COMMUNITY-CENTERED/A SPACE FOR EVERY FACE

WELLNESS/CULTURE OF HEALTH

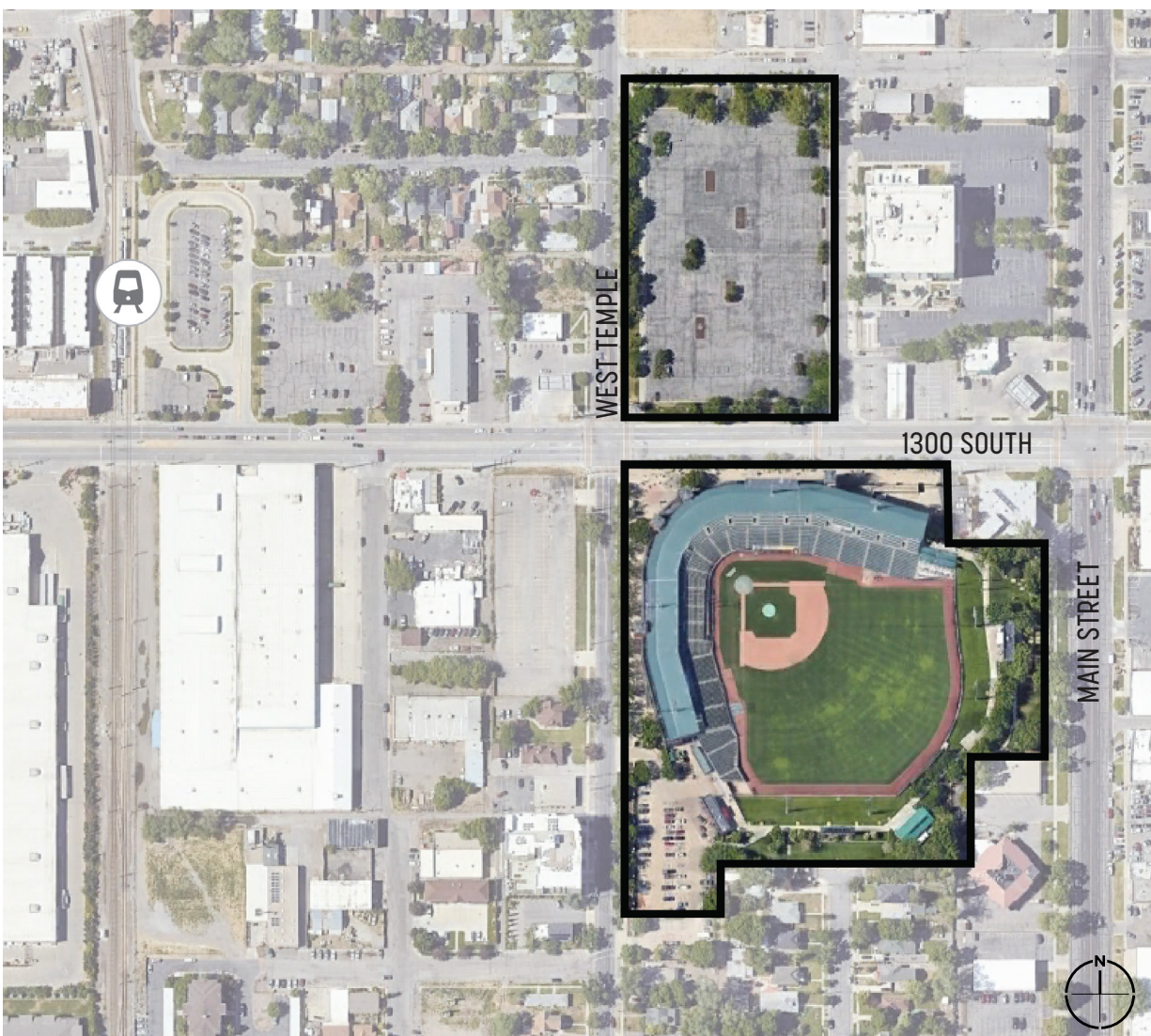
ACKNOWLEDGE THE PAST/ HONOR THE NEIGHBORHOOD'S HISTORY

BALLPARK SITE

The Ballpark Site consists of the 9-acre Smith's Ballpark Site and the 4.5-acre Salt Lake City-owned parking lot to the north. Salt Lake City Fire Station 8, located on the corner of 1300 South and Main Street is not part of the Ballpark Site. However, as the building ages, there may be an opportunity to relocate the fire station and utilize this parcel as part of the overall ballpark development.

The Ballpark Site is bisected by 1300 South, an arterial providing access to I-15 to the west and U.S. 89 to the east.

There are limited options for increasing connectivity across 1300 South; however, improving the pedestrian environment along the street frontage and finding ways to coordinate development on each side of the street were key considerations during the Community Visioning Process.

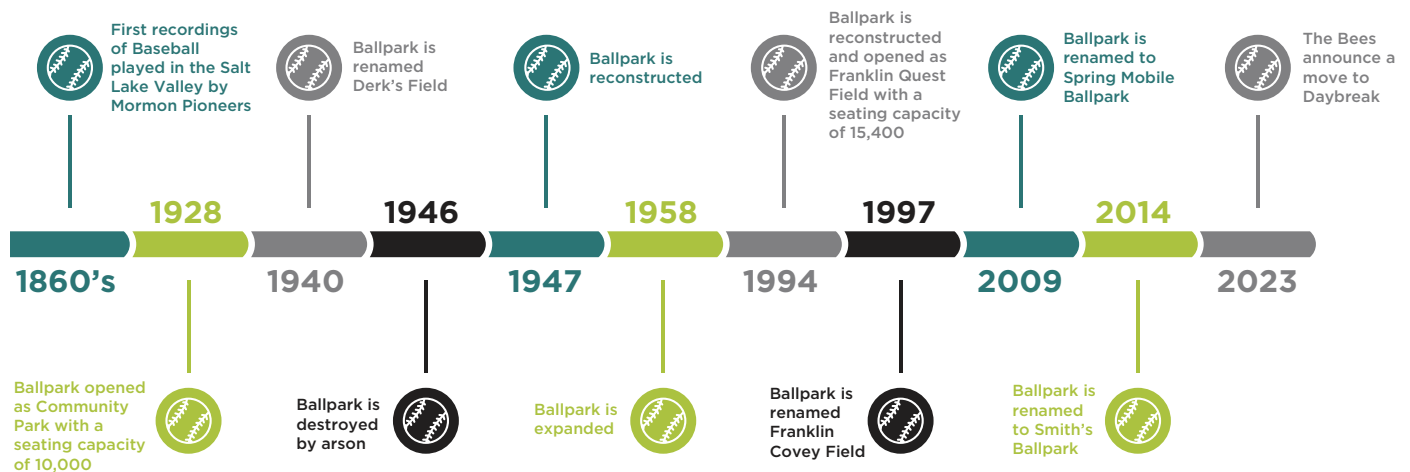


"Ballpark Site"

BALLPARK NEXT VISION & GUIDING PRINCIPLES

Background & History

Baseball has been played on or near Main Street and 1300 South for more than 100 years. Most recently, the Salt Lake Bees, the Los Angeles Angels AAA affiliate, made the Smith's Ballpark their home. The Bees' owner, Larry H Miller Company, announced in 2023 that the team will be moving to Daybreak in South Jordan, Utah in the future. Salt Lake City launched a community-based process in early 2023 to guide the future of the Ballpark Site. The process to identify the next incarnation at this site occurs within the context of the neighborhood's history and several recently completed plans, projects, and zoning processes.



NEIGHBORHOOD HISTORY

The neighborhood is a mix of single-family houses built prior to 1950 and commercial, institutional, and multi-family uses built primarily since 1981.

This neighborhood has a history of change and transformation. From its beginnings as a single-family neighborhood, it transformed in the early 20th century into a mix of residential and commercial and industrial uses served by the railroad and the interstate highway. More recently, the 300 West corridor first transitioned into a regional retail area with several big-box stores. Now, the 300 West corridor and the rest of the neighborhood is undergoing another transformation into an urban neighborhood. This includes higher density residential, a new hospital, and new restaurants and retail mixed in with single-family homes and industrial uses from its long history.

The Building Age Map from the 2021 Ballpark Station Area plan illustrates the age and lot sizes of structures in the neighborhoods. Older structures – pink, yellow, and light green – are generally on small lots. Newer structures – medium and darker green – are on larger lots, generally consolidated from original small lots or on former rail-served industrial properties. In the single-family residential areas, near the Ballpark itself, the homes open onto the street and include front yards and stoops.

Much of the newer development in the neighborhood is higher density residential. This transition to higher density housing is expected to continue as result of real estate market and regional growth pressure.

Historically, the Ballpark neighborhood has been one of the more affordable neighborhoods in the city. Current households therefore represent a variety of backgrounds and economic levels.

Preserving neighborhood livability is becoming increasingly important as this neighborhood transitions. The future development of the Ballpark Site offers the opportunity to increase neighborhood livability and support the community.



Neighborhood Building Age Map

ZONING

The Salt Lake City Planning Division has proposed a rezone of the area around the stadium in the area referred to in the Ballpark Station Area Plan. The rezone is intended to implement many of the recommendations of the plan, including requirements related to street-level activation and public amenities. The proposed zoning change will not affect the zoning of the single-family neighborhood to the south of the stadium which is lower density.

The proposed zoning change also does not affect the Ballpark Site which is proposed to remain in the Public Lands designation until after the completion of this document.

CONNECTIVITY & MOBILITY

The Ballpark Neighborhood is well-served by regional transportation infrastructure. North/south connectivity provides easy access to downtown Salt Lake City as well as the rest of the Wasatch Front. This connectivity also facilitates regional access to the Ballpark Neighborhood. North/south infrastructure includes:

- The 1300 South interchange
- 300 West
- TRAX Blue, Red, and Green lines
- U.S. Highway 89 (State Street)

East west connectivity is more limited as a result of the roadways and rail lines that are the neighborhood's north/south connections. This connectivity includes:

- 1300 South
- 1700 South
- Active transportation infrastructure includes the improved bike lanes and sidewalks on 300 West and the proposed bikeway on Main Street.

These regional transportation facilities provide significant connectivity to and through the neighborhood, but they also represent barriers to connectivity within the area. The Ballpark Station Area Plan included several recommendations to increase connectivity within the neighborhood. Many of the recommendations provide alternatives to 1300 South which, as an access route to I-15 is a high traffic road with limited multi-modal opportunities. The plan recommends additional pedestrian and bike access to the north of the 1300 South platform at Lucy Avenue to provide multi-modal access to the east and west of the line with connectivity to Main Street. The plan also recommends the evaluation of existing and possible future crossings of 1300 South to improve safety and increase neighborhood connectivity.

SOCIO-ECONOMIC DATA & DEMOGRAPHICS

The number of households in the Ballpark Neighborhood has grown faster than Salt Lake City as a whole and has smaller household sizes. The Ballpark Neighborhood is also more diverse than Salt Lake City as a whole. In 2023 roughly half of Ballpark residents were a race or races other than Caucasian, compared to 30 percent of residents in Salt Lake City as a whole. Over the last four years, the Ballpark Neighborhood has become more diverse than in 2019 and increasingly more diverse than the city as a whole.

Ballpark Neighborhood household incomes are also lower than Salt Lake City, Salt Lake County and Utah Median and Average household incomes, although growth in median and average household incomes has outpaced growth in household incomes in the city and county as a whole.

HOUSING	BALLPARK STATION AREA		TREND	SALT LAKE CITY		TREND	SALT LAKE COUNTY		TREND	UTAH		TREND
	2019	2023	2019-2023	2019	2023	2019-2023	2019	2023	2019-2023	2019	2023	2019-2023
Total Households	1,854	2,081	10.9%	82,259	88,306	7.4%	397,918	450,205	13.1%	1,050,542	1,126,203	7.2%
Owner Households	15.3%	13.2%	-2.1%	41.3%	43.0%	1.7%	61.8%	61.8%	0.0%	63.1%	64.9%	1.8%
Renter Households	78.6%	79.2%	0.6%	51.7%	45.8%	-5.9%	33.2%	32.4%	-0.8%	27.0%	27.1%	0.1%
Vacant Households	6.1%	7.51%	1.4%	7.0%	11.26%	4.3%	5.0%	5.77%	0.8%	9.9%	8.07%	-1.83%
Families	768	826	7.6%	41,258	42,028	1.9%	277,473	288,459	4.0%	781,973	821,440	5.0%
Household Size	2.20	2.09	-5.0%	2.41	2.23	-7.5%	2.99	2.85	-4.7%	3.13	3.02	-3.5%

Source: 2019 American Community Survey 5-year Estimates, ESRI 2023 Forecast

RACE	BALLPARK STATION AREA		TREND	SALT LAKE CITY		TREND
	2019	2023	2019-2023	2019	2023	2019-2023
Caucasian	72.6%	51.8%	-20.8%	67.0%	70.3%	-3.9%
African American	2.4%	10.6%	8.2%	3.2%	2.1%	-0.3%
American Indian & Alaska Native	0.0%	3.3%	3.3%	1.5%	1.1%	0.2%
Asian	4.6%	4.6%	0.0%	5.8%	4.5%	-0.4%
Native Hawaiian & Other Pacific Islander	0.6%	2.3%	1.7%	2.1%	1.9%	-0.2%
Some Other Race	18.2%	13.2%	-5.0%	10.0%	9.6%	-1.7%
Two or more Races	1.5%	14.2%	12.7%	10.5%	10.5%	6.2%
TOTAL	100%	100%	100%	100%	100%	100%

Source: 2019 American Community Survey 5-year Estimates, ESRI 2023 Forecast

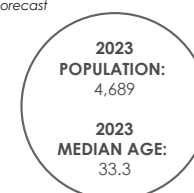
ETHNICITY	BALLPARK STATION AREA		TREND	SALT LAKE CITY		TREND
	2019	2023	2019-2023	2019	2023	2019-2023
Hispanic Origin	22.2%	28.0%	6%	21.4%	21.4%	-2.6%

Source: 2019 American Community Survey 5-year Estimates, ESRI 2023 Forecast

*The Diversity Index measures the probability that two people from the same area will be from different racial or ethnic groups.

DIVERSITY	BALLPARK STATION AREA		TREND
	2019	2023	2019-2023
Diversity Index	81.4	82.2	0.98%

Source: ESRI 2019 and 2023 Forecasts.



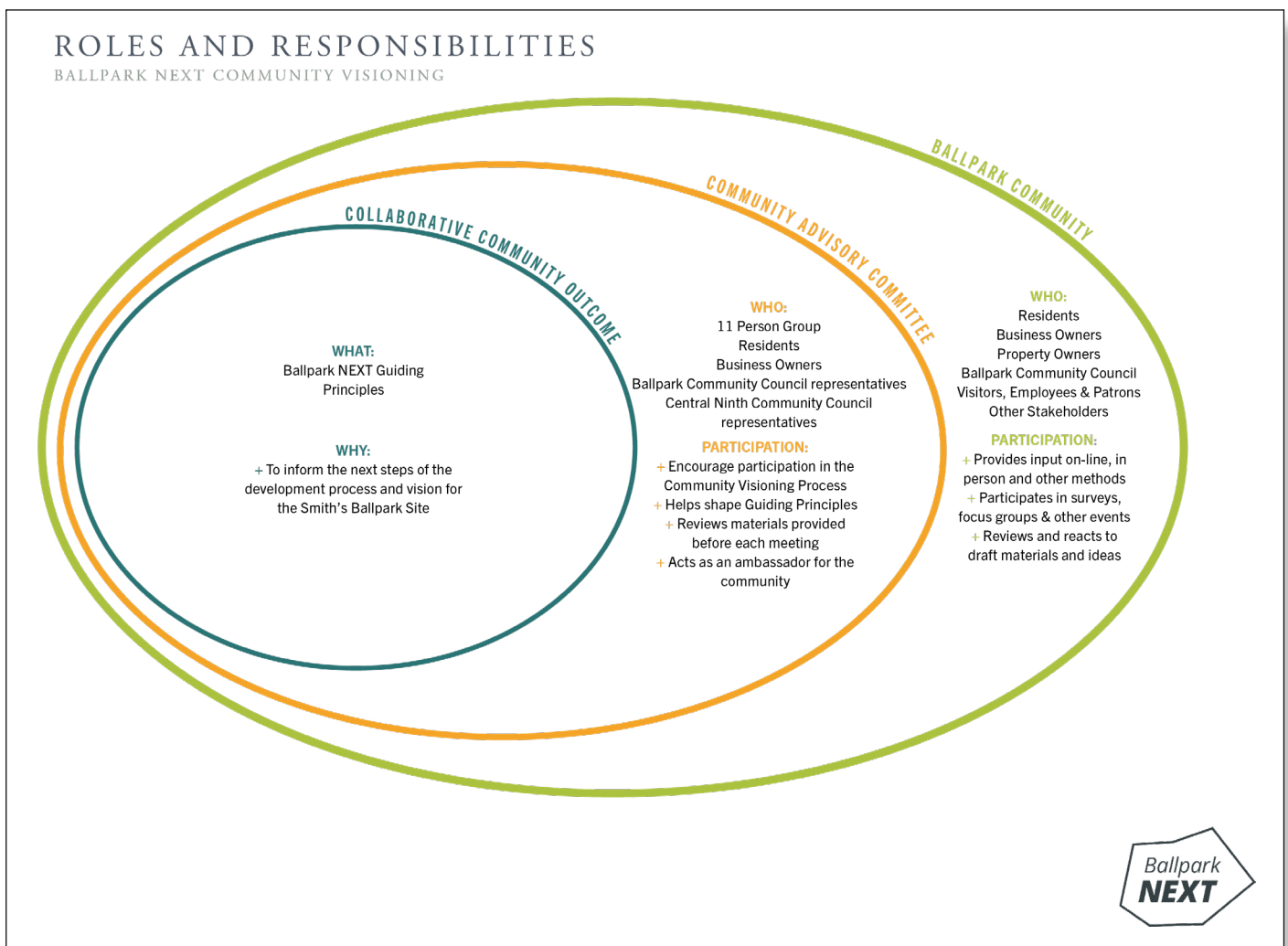
INCOME	BALLPARK STATION AREA		TREND	SALT LAKE CITY		TREND	SALT LAKE COUNTY		TREND	UTAH		TREND
	2019	2023	2019-2023	2019	2023	2019-2023	2019	2023	2019-2023	2019	2023	2019-2023
Median Household Income	\$26,047	\$ 47,655	45.34%	\$63,363	\$ 66,840	5.5%	\$ 83,076	\$ 83,076	8.7%	\$ 73,015	\$ 82,248	12.6%
Average Household Income	\$44,498	\$ 54,534	18.4%	\$91,719	\$102,519	11.8%	\$114,249	\$114,249	14.3%	\$ 92,612	\$112,041	21.0%
Per Capita Income	\$19,992	\$ 24,344	17.9%	\$37,410	\$ 44,448	18.8%	\$ 39,550	\$ 39,550	19.5%	\$ 29,227	\$ 36,562	25.1%

Source: 2019 American Community Survey 5-year Estimates, ESRI 2023 Forecast

Community Visioning Process

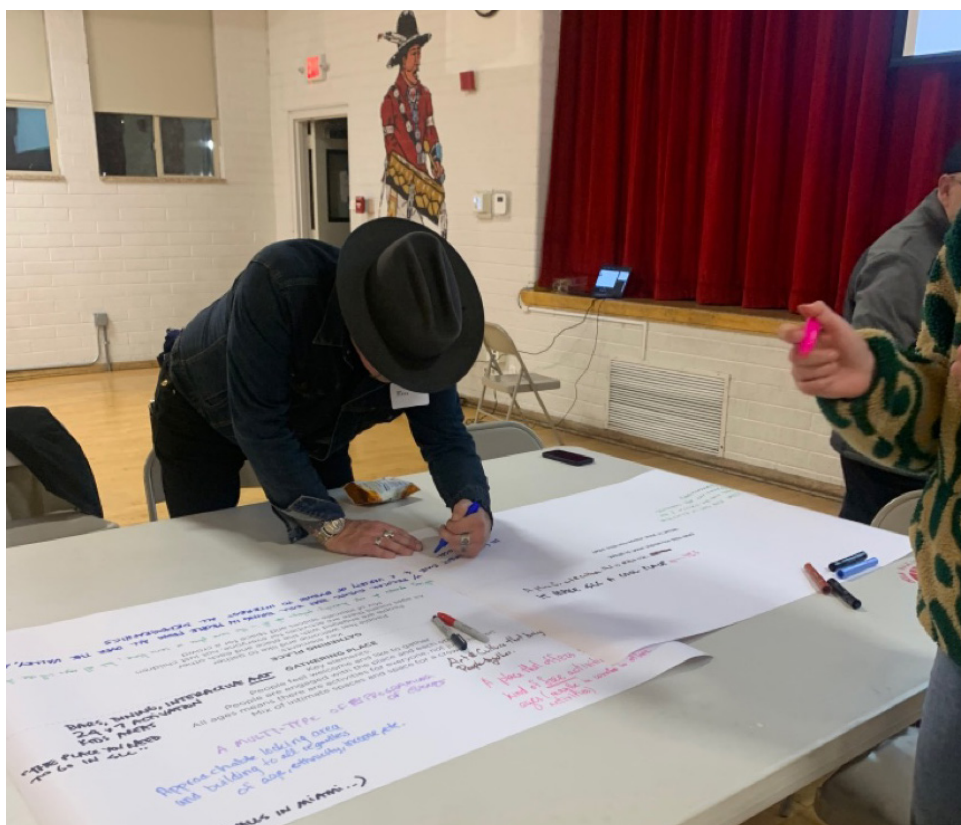
LEVELS OF ENGAGEMENT

The 6-month Community Visioning Process was structured with various levels of outreach and engagement. These engagement efforts were held both virtually and in-person to ensure that a broad range of community members were heard.



COMMUNITY ADVISORY COMMITTEE

The Community Advisory Committee included eleven members who volunteered through an online survey. Committee members were area residents, business owners, Ballpark Community Council members, and Central Ninth Community Council members. Responsibilities of the group included spreading the word of the various engagement events and opportunities, guiding the process, and providing feedback on the engagement results that inform the Guiding Principles. Three Community Advisory Committee meetings were held throughout the process, with two in-person meetings and one online meeting.

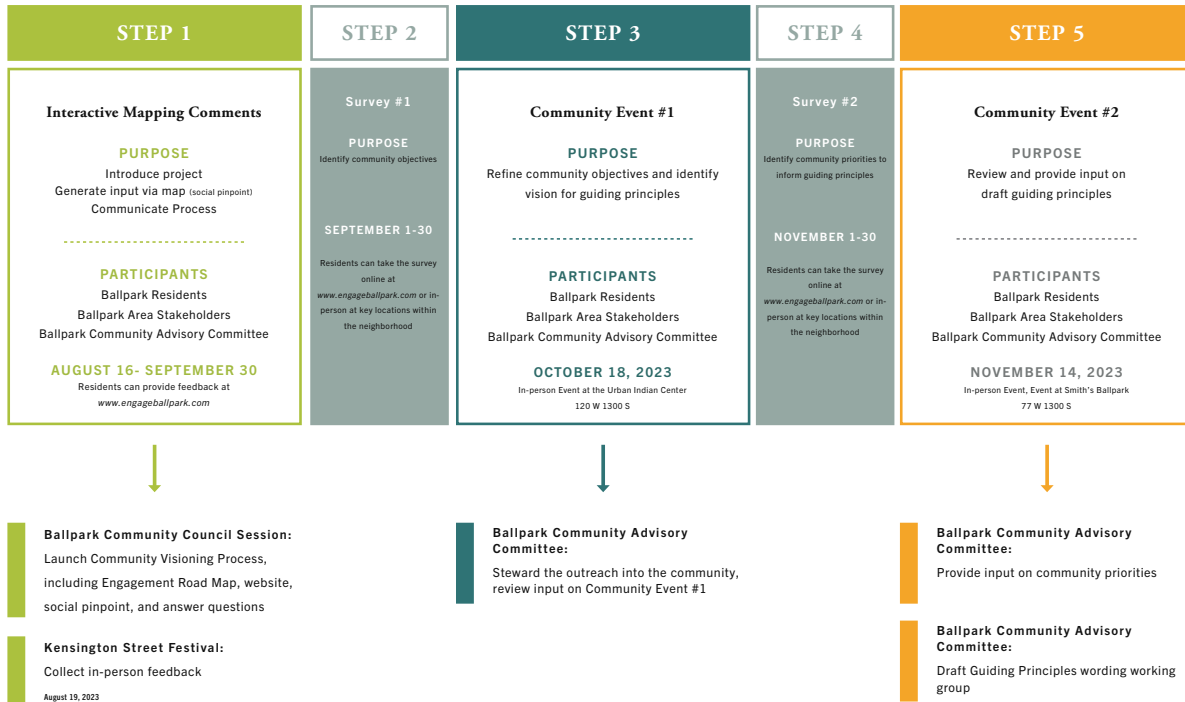


Local Business Owner and CAC member works on drafting the Guiding Principles

BALLPARK COMMUNITY

Members of the Ballpark community participated in two Open Houses, one tabling opportunity at a community event, two surveys, two Ballpark Community Council meetings, and through the website. Representatives included but were not limited to renters, homeowners, business owners, elected officials, visitors, stakeholders, local artists, and landowners.

TIMELINE



The Community Visioning Process kicked off in August 2023 and concluded in January 2024. The above figure is an overview of the Community Visioning Process and outlines the series of outreach events that took place that culminated in the development of the Guiding Principles. Each step included a community engagement event, followed by a Community Advisory Committee Meeting to guide the consultant team into the next step.

The Draft Guiding Principles were then compiled, reviewed by the Community Advisory Committee, edited based on the feedback provided by the group, and published on the website for the community to comment on. The management team also attended the January Ballpark Community Council Meeting to present the Draft Guiding Principles for the community to comment on. This process ended with the final version of the Guiding Principles in late January, 2024.

ONLINE ENGAGEMENT

Engagement events were held both in person and online. Online engagement resulted in interaction from over 1,157 users, resulting in 207 comments on the interactive map and idea wall, and 208 survey responses.

KENSINGTON STREET FESTIVAL

August 2023 | Location: 30 E Kensington Ave

Members of the Redevelopment Agency of Salt Lake City team and the consulting team had a table at The Kensington Street Festival as part of the Ballpark NEXT Community Visioning Process kick-off. Members of the community could ask questions, draw on a printed map, and share thoughts about new ideas and elements they would like to see on the Ballpark Site in the future. These comments were distilled to capture emerging themes and trends.

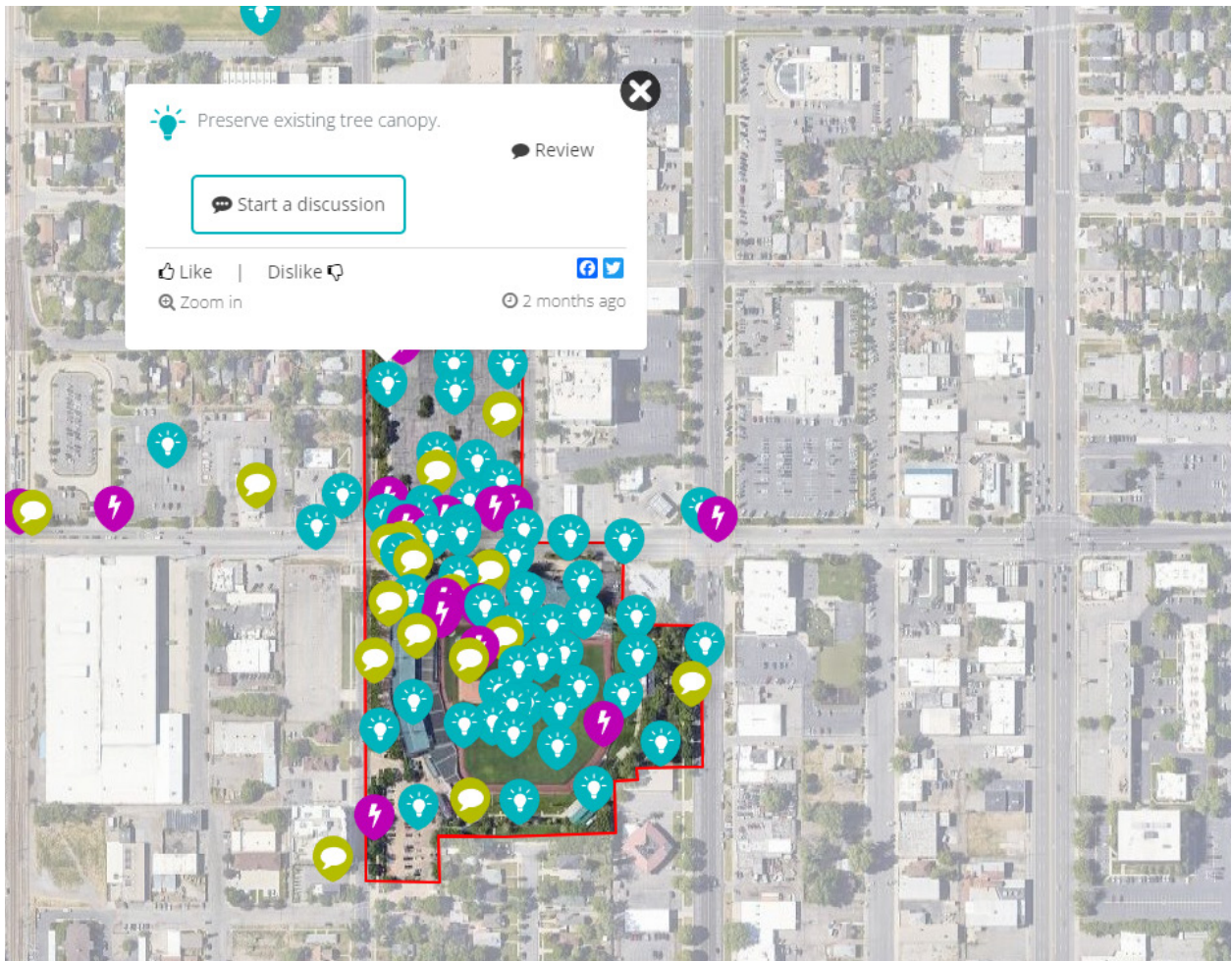


Ballpark NEXT booth at the Kensington Street Festival

ONLINE OUTREACH EFFORT #1

August 2023 | Location: Virtual

The www.engageballpark.org website provided access to resources related to the Community Visioning Process. Additionally, visitors to the site could provide feedback on various materials, such as surveys and interactive engagement opportunities. The website was launched in August with an interactive Social Pinpoint Map, allowing residents to identify specific areas of the Ballpark site with ideas, suggestions, concerns, and recognition of existing community assets. The emerging themes were analyzed alongside those from the previous plans and processes. These previous processes are defined on page 16.



Interactive mapping feature from the Engage Ballpark website

SURVEY #1

September 2023 | Location: Online and at key neighborhood locations

Survey #1 was released to the public on September 1st and gathered responses until September 30th. The survey focused on goals and visions from the Ballpark Station Area Plan and the Ballpark NEXT Design Competition and gauged which goals were most important to the community to carry through on the development of the site. Zip codes were a required identification marker that the consultant team could use to identify key differences in responses from people in the neighborhood versus the broader community.

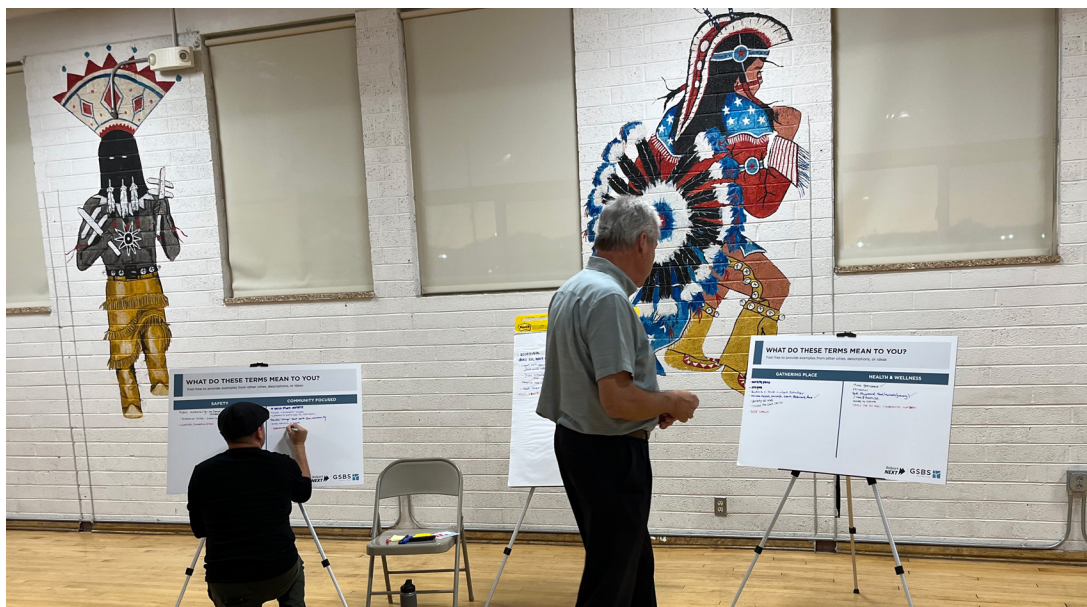
COMMUNITY EVENT #1

October 2023 | Location: Urban Indian Center

The first in-person Open House was held to generate input and begin to create clear definitions on the emerging themes heard throughout the survey and interactive map until this point. These common themes included:

- Community Focused
- Health and Wellness
- Iconic Use
- Gathering Place
- Historic Character
- Safety

Establishing a definition of these common themes was the primary focus for this engagement effort. While these themes were consistently brought up, various individuals had diverse interpretations of what these themes meant to them. A collaborative process involving the exchange of ideas began to establish a clear and unified definition of the six themes that would form the basis of the next engagement steps.



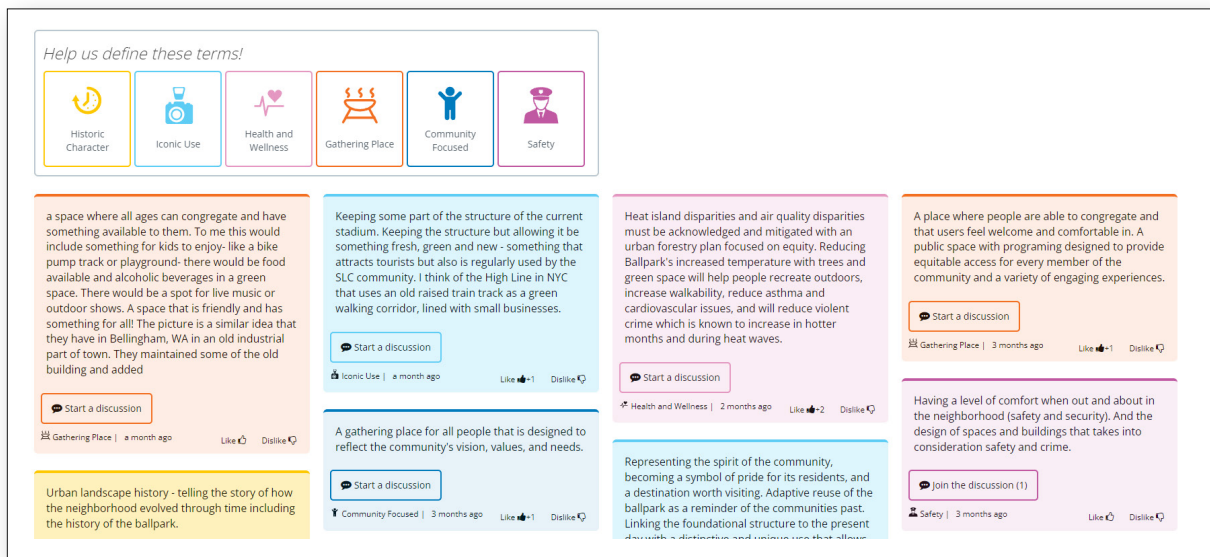
Engagement Boards from Community Event #1

ONLINE OUTREACH EFFORT #2

October 2023 | Location: Urban Indian Center

Community members were able to leave their responses on the website from October until the end of December following the Open House. Using an idea wall, community members were able to pick a common theme and write in their definition of that theme, upload a picture, and comment on another user's definition.

This resulted in a unified definition and strategies that residents favored to achieve the common themes. This directly led to the "strategies" portion of the Guiding Principles.



Idea Wall feature from the Engage Ballpark website

SURVEY #2

November 2023 | Location: Online and at key neighborhood locations

Survey #2 was broken into two parts. The first section focused on residents' experience with Social Determinants of Health (SDOH), which are environmental conditions that affect a range of health and quality of life outcomes. These questions were designed to generate input on the resident experience around housing, transit, health care, food access, and education.

The second section refined definitions of commonly heard themes in order to prioritize conflicting themes and determine the main priorities for the Ballpark Site.

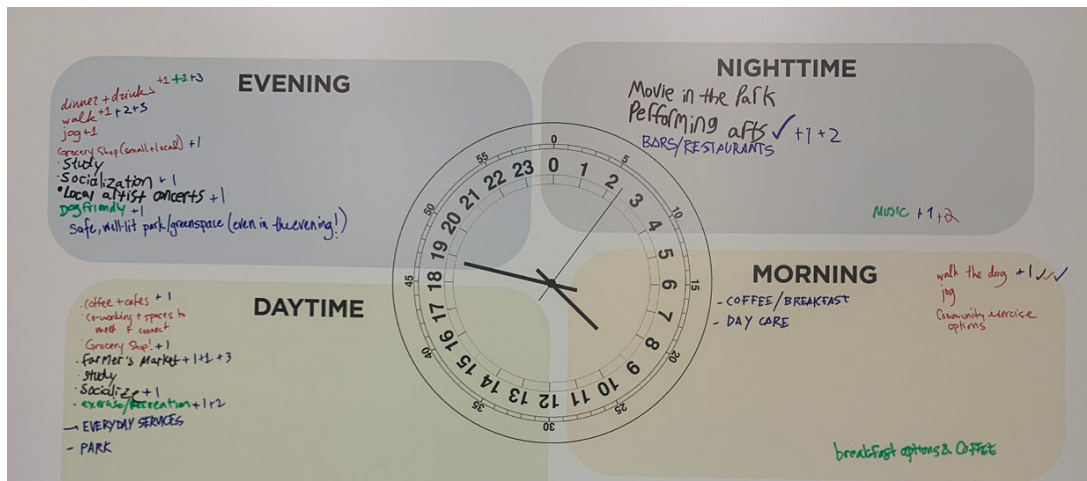
COMMUNITY EVENT #2

November 2023 | Location: Smith's Ballpark

Community members provided input on possible strategies to achieve goals and detail their future experience on the site. This community event was broken down into three stations:

1. The first station focused on the six senses and looked to gain input on what people want to see, smell, feel, touch, hear, and taste in the future. These included questions like, "What would make this area feel more safe?" and "I want my experience when I am on the sidewalk to be..."
2. The second station looked into space activation through multiple times of day and through the lens of different demographic groups
3. The third station looked at what characteristics of the broader neighborhood should be carried through to the site

The resulting comments and conversation helped to inform the possible strategies section of the Guiding Principles.



Engagement Board from Community Event #2

BALLPARK COMMUNITY COUNCIL MEETINGS

August 2023 & January 2024 | Location: Virtual

The consultant team and the Redevelopment Agency of Salt Lake City team attended two Ballpark Community Council meetings. The first Ballpark Community Council meeting the team attended was held in August, where the team introduced the community to the process, shared the website, and answered questions.

The team attended the January meeting at the end of the process to present the draft Guiding Principles for final review from the community.

Engagement Analysis

THE PROCESS

The community engagement approach included three steps, each of which helped identify community preferences and formulate the Vision and Guiding Principles.



STEP ONE- IDENTIFYING THEMES INFORMING THE PROCESS

Several plans and processes were completed for areas within or adjacent to the Ballpark Neighborhood prior to the Community Visioning Process. These ideas were incorporated into the Community Visioning Process.

Ballpark Station Area Plan

The Ballpark Station Area Plan explored options to better integrate the stadium into the neighborhood, improve connectivity particularly to the transit network, identify opportunities to improve multi-modal options, and take advantage of existing amenities and ongoing development pressures and opportunities to position the neighborhood for the future. The plan also emphasizes a need for additional greenspace in the area, as the Ballpark Neighborhood is underserved in green and gathering spaces.

The Ballpark Station Area Plan was completed and adopted prior to the Bees' relocation announcement, however the goals and strategies of the plan continue to be relevant.

Ballpark Community Council Ideas Document

In March, 2023, the Ballpark Community Council (BCC) held a meeting to discuss the future of the Ballpark Site. The outcome of the meeting was a document that contained themes and quotes from different neighborhood residents, detailing their hopes fears, and ideas for the site.

Ballpark NEXT Design Competition

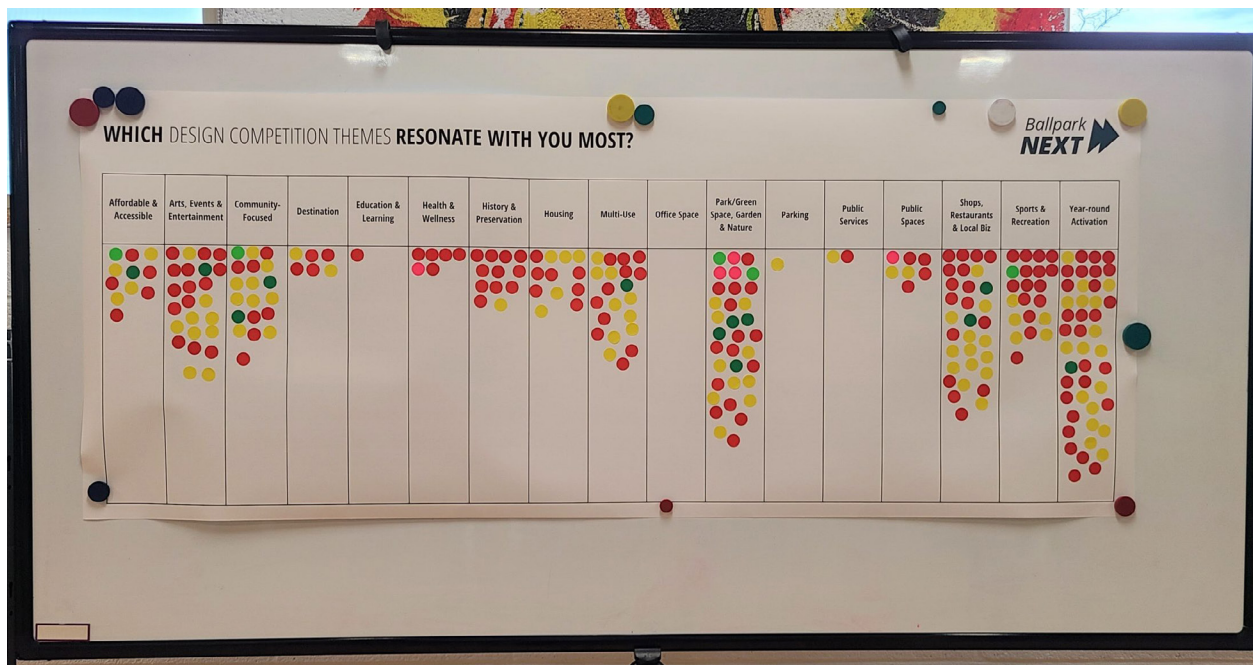
The Ballpark NEXT Design Competition was created to be an opportunity for residents, post-secondary students, and development professionals to submit their ideas for what they envision for the future of Ballpark site. The competition took place from January through May, 2023 and received 123 applications total including 92 residents, 14 post-secondary students, and 17 development professional applications.

The finalists were selected by a community-based committee, with winners determined by a public vote.

Although the winning concepts were not intended to be built specifically, the main themes that appeared throughout all submissions were collected to be used as the foundation of the next community engagement steps.

At the competition celebration event, the main themes from the submissions were displayed and community members could identify which themes resonated most with them. The themes that were rated the highest were:

- Arts, Events, & Entertainment
- Community Focused
- Multi-Use Park
- Green Space, Garden, & Nature
- Shops, Restaurants, & Local Businesses
- Sports & Recreation
- Year-Round Activation



Engagement Boards from Ballpark NEXT Design Competition Community Event

KENSINGTON STREET FESTIVAL

At the Kensington Street Festival visitors were asked to write a vision statement for the Ballpark Site. Key takeaways from this engagement event included:

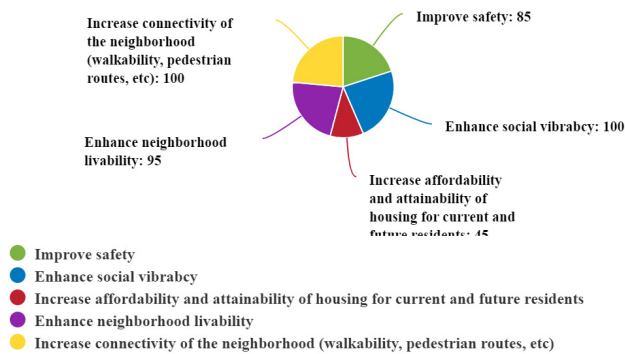
- The community wanted emphasis on how development of the Ballpark Site would tie into the neighborhood as a whole, both spatially and demographically
 - This included emphasis on the treatment of 1300 South, connection to the TRAX station and Salt Lake Community College, as well as adding services geared towards the diverse makeup of people in the neighborhood
- Difference in community opinion was beginning to appear between desired uses that were hyper-locally focused and uses that were regional attractors
 - Identifying the main audience and bridging the gap between the local and regional uses was the next step of the process
- Difference in community opinion was beginning to appear with what people associated with key terms. For example, there were questions around if greenspace only meant grassy areas, if they meant sports fields, gathering spaces, or all of the above
 - Better defining these opinion terms became a major component of the Community Visioning Process

The themes of the vision statements written by visitors at the Kensington Street Festival were compared to the themes identified in the Ballpark Next Design Competition. The next step in the community engagement process focused on ensuring that the themes were clearly defined and understood by all participants.

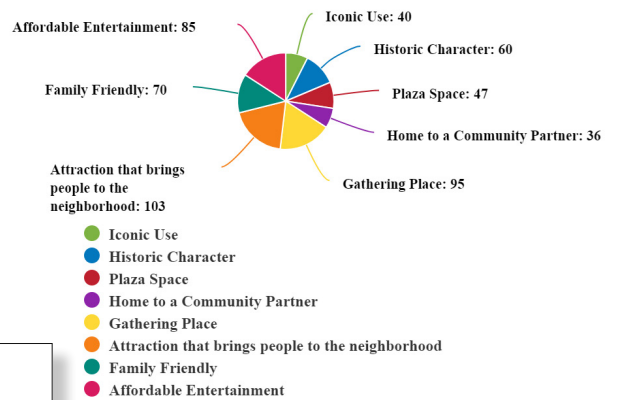
SURVEY #1

Survey #1 looked at previous plans and projects in the Ballpark neighborhood to see which goals and strategies are critical for the future of the Ballpark Site. The input from this survey further refined the materials for the next step in the Community Visioning Process.

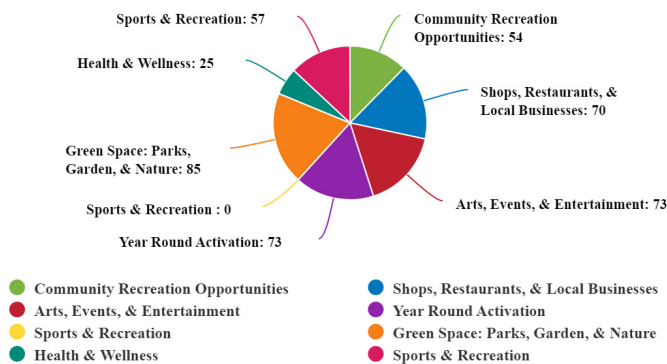
Q2. Which goals from the Ballpark Station Area Plan should be prioritized for the redevelopment of the Smith's Ballpark site and parking lot to the north?



Q3. Which key elements of the Smith's Ballpark site would you like to be retained?



Q4. In the Ballpark NEXT Design Competition, many of the proposed concepts included the following elements for the Ballpark site. Which are most important to you?

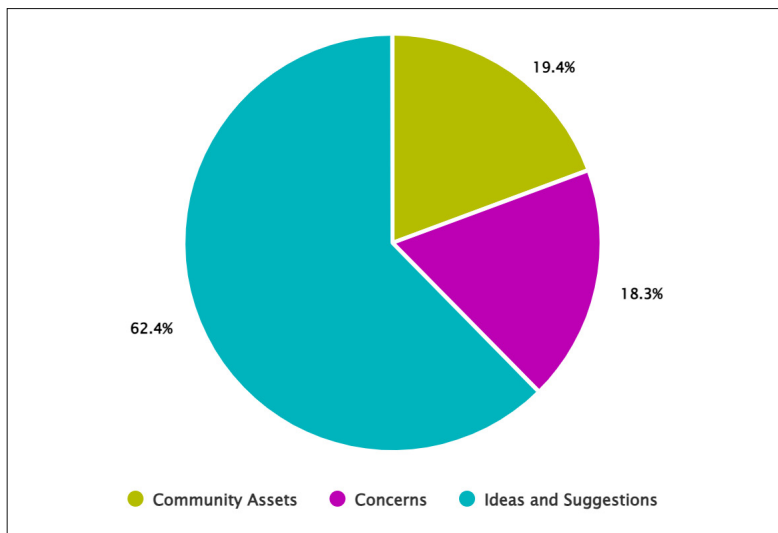


Graphs from Survey #1

OUTLINE OUTREACH EFFORT #1

The project website was launched in August, 2023. The site invited users to identify their top assets, top concerns and ideas on a map of the Ballpark Site. Comments were tied to the users zip code, in order to differentiate which comments were coming from a resident versus another party. The goal was to see if residents had the same desires for the Ballpark Site as the greater public. Of the total website comments, 93% were made by someone with a zip code that serves the Ballpark Neighborhood. It was found that comments between the neighborhood residents and the greater public did not differ.

The interactive map received 150 comments by 221 unique stakeholders. Meaning, there were 71 individuals who did not write a comment but liked/disliked comments by others. Of the comment types, 62.4% were ideas and suggestions for the Ballpark Site, 19.4% identified community assets of the neighborhood and the Ballpark Site, and 18.3% identified concerns that they would like the Community Visioning Process to consider or address.



Graph from Outreach Effort #1

Top rated community assets included the neighboring TRAX station, the buried Emigration Creek, the existing mature trees, the police substation, and the ballpark structure itself.

Top concerns included pedestrian and cyclist safety at the 1300 South and Main Street intersection, as well as down 1300 South all the way to the TRAX Station. Another major concern brought up was the effect of housing on everyday activation. Concerns were brought up about how the addition of many housing units could privatize the area and create spaces that are only for the people who can afford to live in the housing.

The most occurring ideas and suggestions focused around addition of green/gathering or recreational spaces and food options into the neighborhood.

The most commonly occurring takeaways from the online outreach was looked at along with the emerging takeaways from the Kensington Street Festival, the Ballpark Community Council document, Survey #1, and the Ballpark NEXT Design Competition to form the first rendition of the emerging themes.

STEP TWO- REFINING THEMES

EMERGING THEMES

The most commonly identified themes in Step 1 of the process were:

- Community Focused
- Health and Wellness
- Iconic Use
- Gathering Place
- Historic Character
- Safety

These emerging themes became the basis of the Guiding Principles. Defining and understanding of these emerging themes became the next step to give clear direction of the Guiding Principle goals and strategies.

COMMUNITY ADVISORY COMMITTEE MEETING #1

The emerging themes were presented to the Community Advisory Committee (CAC). The CAC was a focus group to share community perspectives, the six emerging themes were checked by the committee to make sure that these themes aligned with what the community had been saying, and to make sure that there weren't any other themes that rose to the top. As part of this process, the CAC and Management Team began to dive into definitions and what falls under these terms. The work done by the CAC started the work that eventually became the basis of the next step in the process.

COMMUNITY EVENT #1

The emerging themes were the basis of the Open House event. Boards were created for the community to have discussions of their thoughts of what the themes meant to them.

Community Focused was identified as diverse activities that can be utilized year-round by the community. Community members were split on what was "community"—the Ballpark Neighborhood, Salt Lake City, or both.

Health and Wellness was identified as proactive health and wellness rather than reactive health and wellness. Proactive health and wellness focuses on activities such as eating healthy, exercising, and living in a healthy environment where reactive health care is going to health care facilities to treat illnesses.

Iconic Use was identified both by use and by design. For an iconic use, the community highlighted the fact that the ballpark is a place where people from all over the region travel to. For iconic use through design, the community highlighted the identifiable landmark and regal appearance of the current stadium.

Gathering Spaces were identified as both places where you can gather for free, as well as gathering spaces that one pays to be at, including restaurants and event spaces.

Historic Character was identified as the sport of baseball being played on the site for over 100 years. There was discussion on whether the stadium itself was of historical importance, with some citing the history of the site, and some noting that the existing stadium was built in the 1990's and is not significant itself.

Safety focused on two sections—the feeling of personal safety on the site and pedestrian safety. Both these elements of safety were identified by the community as a necessity.

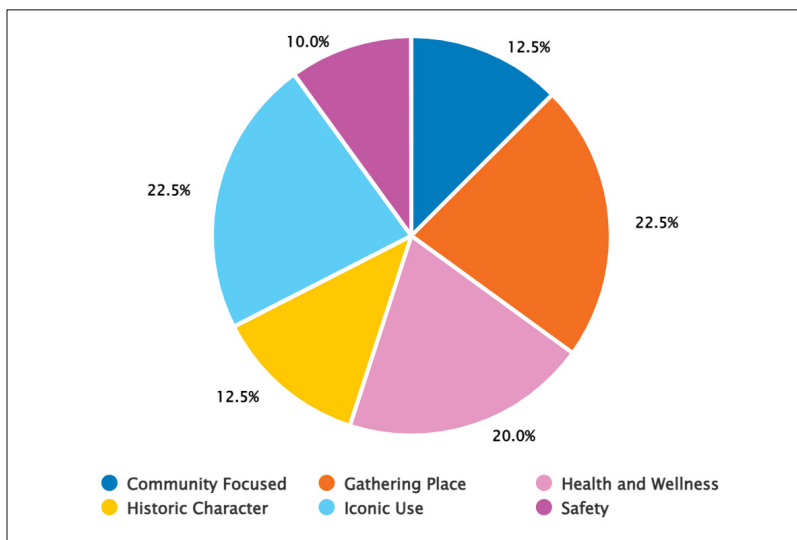
ONLINE OUTREACH EFFORT #2

The online outreach effort mirrored the objective of Community Event #1, with the public being able to post on the idea wall on the Ballpark Next website for over a month. Many of the terms reflected what the community said at Community Event #1. However some of the terms were further defined as:

Iconic Use was identified both by use and by design. For an iconic use, the community called out the fact that the ballpark is a place where people from all over the region travel to. For iconic use through design, the community called out the identifiable landmark and regal appearance of the current stadium.

Gathering Spaces were discussed further and a preference for public spaces over private spaces was identified.

Historic Character was expanded past the Ballpark Site and looked at the character of the Ballpark Neighborhood. It was important to the community that the character of the neighborhood be thoughtfully reflected and/or integrated into the redevelopment of the Ballpark Site. Reflective elements could draw from the shorter grid streets, the materiality of the existing houses, porches, and the mix of uses throughout the neighborhood.



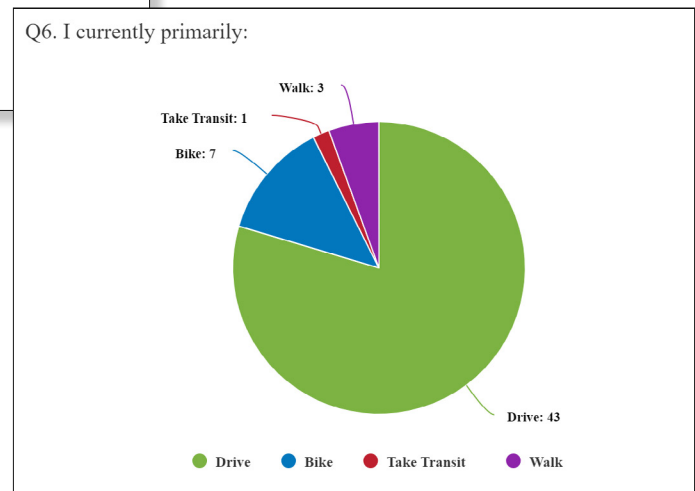
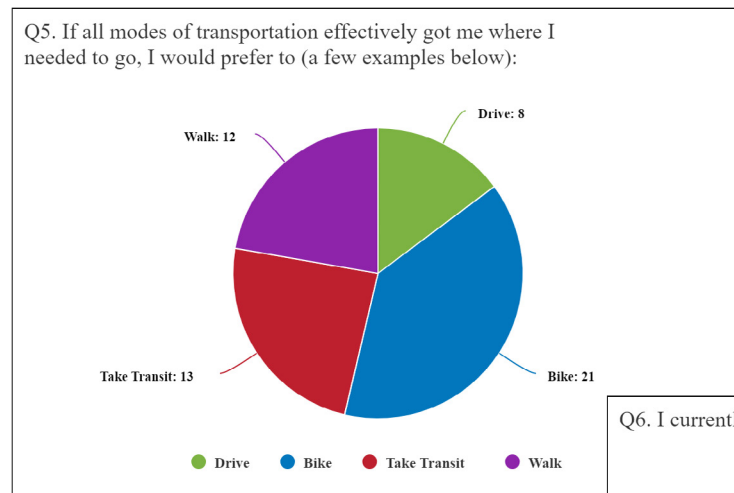
Graph from Outreach Effort #2

SURVEY #2.

Survey #2 dug into Social Determinants of Health (SDOH). SDOH are made up of five groups: Economic Stability, Education Access and Quality, Health Care Access and Quality, Neighborhood/Built Environment, and Social/Community Context. These groups affect people's health and quality of life.

The survey found that:

1. Community members feel that they have adequate access to health care, dental, financial, and internet services.
2. Community members would like to own a home, preferably within the neighborhood.
3. Community members would like more safe and effective multi-modal connectivity options in the neighborhood, even though most have access to a private vehicle.
4. Many community members feel that they have adequate access to education services, but would like to see more education services available.
5. Community members would like more places to exercise, to gather, to celebrate, and obtain fresh produce.



Graphs from Survey #2

COMMUNITY ADVISORY COMMITTEE MEETING #2

At CAC meeting #2, members took a deeper dive into priorities for the area. Engagement showed many community members were interested in seeing more bars and restaurants as well as public greenspace and other community locations. Utah laws have proximity restrictions (32B-1-202) where alcoholic beverages cannot be granted within 300 feet by pedestrian travel or 200 feet in a straight line of a community location. These community locations include churches, public or private schools, public parks, public playgrounds, and libraries. With these restrictions in mind, the CAC looked at which uses would fit best in the space. Ultimately, it was CAC recommendation that bars and restaurants be prioritized, with community spaces to include those that do not fall into what is defined as a “community location” in state statute. These include non-profit areas, green and gathering spaces that are not public parks, infant daycare centers, and other uses.

This meeting also confirmed the emerging themes as the basis of the Guiding Principles.

COMMUNITY EVENT #2

As the Guiding Principle concepts were cemented, Community Event #2 focused on the strategies to achieve the Guiding Principles. This engagement event also incorporated some other themes heard throughout the process, including multi-generational and year-round activation.

STEP THREE- COMMUNICATING THEMES

COMMUNITY ADVISORY COMMITTEE MEETING #3

The Community Advisory Committee was given a draft of the Guiding Principles and Vision Statement to markup and edit. Ultimately, the committee decided a larger emphasis was needed on the following terms in the Guiding Principles and Vision Statement:

- Regional draw/destination
- Innovation
- Iconic use
- Unique
- Sense of pride
- Game changing
- Transformative

The final Guiding Principles and Vision Statement were given to the Committee for final review before the final was shown to the public for comment.

ONLINE REVIEW

The final Guiding Principles were posted on the project website for visitors to the online site to provide feedback. Results showed the majority of visitors supported what was expressed in the final Guiding Principles.

Vision & Guiding Principles

The Vision statement and Guiding Principles will help to provide direction for decision-making and the next steps of the development process. Each of the Guiding Principles include possible strategies to implement the concept. The strategies are intended to provide guidance and spur creativity, not limit options. Together, the Guiding Principles work to achieve the vision for an iconic, activated space. The Vision and Guiding Principles will be incorporated into next steps of the development process and will play an important role in determining what takes place at the Ballpark Site.

The goals of all six Guiding Principles should be incorporated in order to achieve the vision.

The Guiding Principles contain two statements. The first statement is the principle itself, while the second statement is a slogan used to represent the statement. These statements can be used interchangeably.

WELLNESS/CULTURE OF HEALTH

Statement 1

Statement 2

THE VISION

The future Ballpark Site is an *iconic, exciting destination* for the neighborhood, city, and region. It is a catalyst for the transformation of the neighborhood, attracting people and development that *uplifts and celebrates the area* and its residents.

GUIDING PRINCIPLES

NEIGHBORHOOD SAFETY AND ACTIVATION/SAFETY IN EVERY STRIDE

CONNECTIVITY/INTERWOVEN

NATURAL GEOGRAPHY/BE GREEN

COMMUNITY-CENTERED/A SPACE FOR EVERY FACE

WELLNESS/CULTURE OF HEALTH

ACKNOWLEDGE THE PAST/ HONOR THE NEIGHBORHOOD'S HISTORY

NEIGHBORHOOD SAFETY AND ACTIVATION/SAFETY IN EVERY STRIDE

GOAL

Welcoming; visible; secure; pedestrian-first approach; enliven the heart of the neighborhood; year-round activation

POSSIBLE STRATEGIES

Design streets and public spaces with clear sightlines, effective lighting, and Crime Prevention through Environmental Design (CPTED) principles; prioritize walkability and pedestrian friendly circulation; designate community gathering spaces and event areas; activate ground floors with a mix of uses to create diverse and active spaces throughout the site.

CONNECTIVITY/INTERWOVEN

GOAL

Connected; established; interactive; discovery

POSSIBLE STRATEGIES

Incorporate material and textures of the adjacent residential neighborhood; provide clarity of entry and sense of arrival and procession; design massing and wayfinding that supports movement throughout the space; periphery is connected to neighborhood sidewalks, bikeways, roads, and transit; emphasize connections between the two parcels across 1300 South.

NATURAL GEOGRAPHY/BE GREEN

GOAL

Incorporates unique and historic natural features

POSSIBLE STRATEGIES

Incorporate design around green spaces and mature trees; incorporate natural view corridors to the Wasatch Mountain Range; acknowledge natural history of area and explore options to incorporate or reinstate natural elements.

WELLNESS/CULTURE OF HEALTH

GOAL

Culture of proactive physical health and wellbeing

POSSIBLE STRATEGIES

Attract retail and dining; incorporate areas for physical activity and social cohesion in public spaces or parks; incorporate areas for programming of physical activities; incorporate design that ensures accessibility for all abilities; integrate greenspace that helps to alleviate urban heat island.

COMMUNITY-CENTERED/A SPACE FOR EVERY FACE

GOAL

Supportive of daily needs of residents; fosters community interaction and involvement

POSSIBLE STRATEGIES

Incorporate uses that serve the neighborhood and foster community collaboration and participation; encourage a mix of local businesses and non-profit organizations; provide spaces for local cultural expression.

ACKNOWLEDGE THE PAST/HONOR THE NEIGHBORHOOD'S HISTORY

GOAL

Future visitors understand the history of the site and the neighborhood

POSSIBLE STRATEGIES

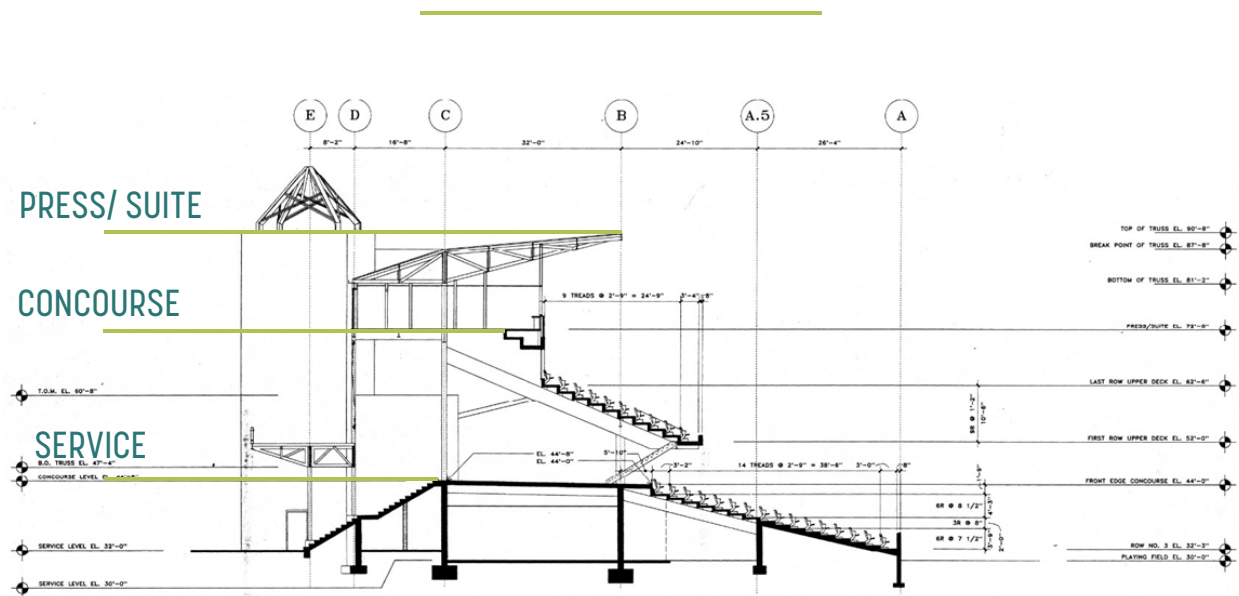
Explore adaptive reuse of primary structure or preservation of distinct design elements; incorporate the history of the ballpark and neighborhood at the site.

Preliminary Overview of the Smith's Ballpark Structure

A basic evaluation of the adaptability of the stadium structure was completed based on a walk-through and reviews of as-built drawings of Smith's Ballpark.

There are three levels to the stadium:

1. The Service Level, or ground floor of the building
2. The Concourse Level, or first floor
3. The Press/Suite Level, or top floor



Upon walking the facility and reviewing the as-built drawings, the following takeaways were identified:

- 1.** The Service Level aligns with the street and public plaza space on the northwest corner of the ballpark. Reconfiguring this level with commercial, retail, or food/beverage uses is desirable from an urban and pedestrian activation perspective.
- 2.** Reconfiguring the Service Level into a different layout or use will be difficult and likely expensive because of the number of existing masonry walls, many that are part of the primary structural system of the building.
- 3.** The Service Level has a variety of floor heights throughout that pose an additional challenge for commercial, retail, or food/beverage use. Some of these access lower service corridors under the stands. There is also a sump area for the storage of excess ground water.
- 4.** The vertical height of the Service Level is not conducive to commercial or retail uses. Typical commercial and retail heights are 14'-18' tall. The vertical distance between the floor of the Service Level and the floor of the Concourse Level is only 12'-8". The structural framing of the Concourse Level, and the mechanical, electrical, and plumbing infrastructure, further reduces the usable height of the Service Level.
- 5.** The Concourse Level has limited access and connection from the street level, but the volume and layout of the open space has potential for commercial, retail, or food/beverage. The Concourse Level's clear, open layout offers potential for reconfiguration to other uses, such as a public market or event space.

Next steps should include evaluation of the following:

- 1.** The existing structure to determine if any of the masonry walls can be removed or changed in the Service Level to better accommodate commercial or retail use.
- 2.** The existing vertical height and floor levels of the Service Level to determine if the height can be increased or if any of the steps can be eliminated.
- 3.** A variety of different uses and the different locations for those uses in the existing building.

Stadium Reuse Precedents

The consulting team examined previously repurposed stadiums, assessing the extent to which the original structures were preserved and how the land use changed. Looking at such precedents in other communities serves as valuable insight into successful stadium reuse approaches. The following pages give examples of other former stadiums or arenas that retained some or all of the structure during redevelopment. Should it be determined that part or all of the Smith's Ballpark structure be used, these examples can shed some light on uses, process, and lessons learned.

STADIUM LOFTS | INDIANAPOLIS, IN

1 THE PROJECT TYPE AND USES

- a. Residential (1 & 2 bed apartments)

2 WHAT PUBLIC BENEFITS WERE PROVIDED TO THE LOCAL RESIDENTS AND CITY OVERALL

- a. Modest rental prices (\$699/mo or \$1199/mo)
- b. Preservation of certain historic architectural features
- c. Does not appear to have amenities or open space for public use

3 HOW THE REDEVELOPMENT WAS FUNDED

- a. 5 million (38%) city funded
- b. 8 million (62%) privately funded

4 HOW THE REDEVELOPMENT INCREASED ACTIVATION

- a. Amenities for tenant use (volleyball, disc golf etc.)
- b. Pedestrian trail to connect to a local university campus

5 HOW THE REDEVELOPMENT INCREASED ECONOMIC VALUE

- a. Residential space within the 16 Technology Park offers proximity to high-paying tech jobs and 1 million SF of development/redevelopment opportunities



Views of the original Bush Stadium



Stadium Village as it looks like today

Source | All photos from Kelly Wilkinson

Bush Stadium was the former site of the Indianapolis Indians Minor League Baseball Team. The stadium opened in 1931 and played minor league baseball until 1996, when the baseball team moved to Downtown Indianapolis.

In 2010, developers worked with the city to create a plan to give the stadium new life without being demolished. The project ended up costing a total of \$13 million, with the city funding \$5 million of the cost. What resulted was 282 one- and two-bedroom housing units.

Parts of the stadium that remained in the conversion include the columns and ironwork of the main entrance, the scoreboard, and the baseball field, whose dirt infield was paved over with concrete. The interior also plays homage to its past-with the lobby seating hosting the stadium seats from the 1960s and baseball memorabilia incorporated throughout the apartments.

Added amenities include a sand volleyball pit, disc golf course, storage units, and a golf swing cage for use by tenants.



Balconies of the housing units overlook the preserved field



The scoreboard was preserved and updated to provide wayfinding for the development

Source | All photos from Kelly Wilkinson

HIGHBURY SQUARE | LONDON, UK

1 THE PROJECT TYPE AND USES

- a. Residential (725 condos) & 'communal services'

2 WHAT PUBLIC BENEFITS WERE PROVIDED TO THE LOCAL RESIDENTS AND CITY OVERALL

- a. Preservation of historic architecture
- b. Public footpath to improve daytime pedestrian connectivity
- c. Sustainable design (rainwater harvesting for the landscape, solar heating/power)

3 HOW THE REDEVELOPMENT WAS FUNDED

- a. Funded by the Arsenal football club via bank loan (125 million pounds), units sold to repay loan and fund new stadium

4 HOW THE REDEVELOPMENT INCREASED ACTIVATION

- a. Public footpath to improve daytime pedestrian connectivity
- b. Exterior spaces other than the footpath are not for public use

5 HOW THE REDEVELOPMENT INCREASED ECONOMIC VALUE

- a. Residential space



Plan view of the development project



The new Arsenal stadium versus the redeveloped stadium site

Source | All photos from Amusing Planet

Highbury Stadium was home of the Arsenal Football Team for 93 years until 2006 when the team moved to a bigger stadium. The team was unable to expand the stadium due to being surrounded by residential areas immediately adjacent. From 2006 to 2010, the stadium was redeveloped into 650 high-end condos and communal services. The project is incredibly sustainable with solar heating and other technology to reduce carbon emissions.

The site of the playing field was replaced with public gardens with the player's tunnel turned into a hallway leading to the middle of the development. Parts of the stadium stands remained while other portions were removed. The frontages of the stadium also remained and maintained the original signage. While the front proudly shows the past, the property no longer provides any opportunities to play soccer.



Interior greenspace



The portion of the outside that was preserved

Source | All photos from Amusing Planet

STADE DU RAY/LE RAY | PARIS, FR

1 THE PROJECT TYPE AND USES

- a. Residential (350 apartments)
- b. Green space
- c. Commercial space (6000 ms)
- d. Parking

2 WHAT PUBLIC BENEFITS WERE PROVIDED TO THE LOCAL RESIDENTS AND CITY OVERALL

- a. Large public greenspace

3 HOW THE REDEVELOPMENT WAS FUNDED

- a. Unknown

4 HOW THE REDEVELOPMENT INCREASED ACTIVATION

- a. Public green space
- b. 6000 ms commercial space providing opportunities for shopping and places to eat

5 HOW THE REDEVELOPMENT INCREASED ECONOMIC VALUE

- a. Residential space
- b. 6000 ms of commercial space



Historic photograph of the old stadium



Rendered plan view of the development site

Source | All Photos from OGC Nice

Originally constructed in 1927, Stade du Ray was the home stadium of OGC Nice Football Club for 85 years until the Club's new stadium was completed in 2013. Being located within the city center made Stade du Ray a popular destination for team supporters and visiting tourists. The stadium underwent many renovations throughout its existence until its final upgrade in 1997. Efforts to plan for the construction of a new stadium began in 2002 and were met with push back from local politicians regarding the functionality and necessity of a new stadium. As a result, OGC Nice chose a different site for their new stadium, Allianz Riviera, completed in September 2013 about 10 miles away from the former Stade du Ray.

OGC Nice's departure for a new stadium provided a unique opportunity for the city to assess the future of the former stadium's land area within the core of the city. In the years following 2013, Stade du Ray was mostly replaced by the Parc du Ray, a 7.4-acre green space open to the public in 2020. Parc du Ray constitutes more than half of the space that the former stadium occupied, with notable integrations to the park being the preservation of the stadium's south stands and the addition of hundreds of tree and plant species.

In addition to Parc du Ray, commercial and residential development is currently being constructed as well. The development, "Le Ray" will provide housing for 250 first-time home buyers, around 65,000 square feet of commercial space, and 16,000 square feet of communal spaces, referred to as "dojos." The development intends to be a green lung for the city by incorporating facades that can support greenery and bridge the urban environment to the natural environment. While the Parc du Ray incorporates a preserved element of the former stadium, renderings of the development as a whole reveal a new area that looks vastly different from its past.



Aerial photograph of the development site



Preservation of the stands

Source | All Photos from OGC Nice

NATIONAL AQUATICS CENTER | BEIJING, CN

1 THE PROJECT TYPE AND USES

- a. Reused of an Olympic swimming facility
- b. Water Park
- c. Ice sports venue (including reuse for Olympic ice sports)
- d. Event venue
- e. Modest exhibit spaces
- f. Minor shopping & restaurant space supporting other uses

2 WHAT PUBLIC BENEFITS WERE PROVIDED TO THE LOCAL RESIDENTS AND CITY OVERALL

- a. Sustainability-focused design (exterior material selected to reduce heating costs, water recycling)
- b. Conversion to a water park allowed some public use of the facility outside of event times

3 HOW THE REDEVELOPMENT WAS FUNDED

- a. 940 million yuan provided through donations

4 HOW THE REDEVELOPMENT INCREASED ACTIVATION

- a. Partial conversion to a water park allowed people to come to the space daily
- b. Partial conversion for ice sports events (winter Olympics - used for curling)
- c. Functions as event space
- d. Some shopping

5 HOW THE REDEVELOPMENT INCREASED ECONOMIC VALUE

- a. Addition of a water park to draw more visitors to restaurants/shops
- b. Event hosting as source of revenue
- c. Shopping/restaurants (commercial opportunities)



Interior view of the venue during the Olympics



Outdoor night view of the venue

Source | All Photos from ARUP.com

Built from 2004-2008, this was the former aquatics center for the 2008 summer Olympics. When built for the Olympics, the stadium could host 17,000 people and took up 7.9 acres. After the 2008 games, the venue was split in half—one side becoming a 130,000 square foot water park and the other side still hosting water-based events. The event side was also renovated in 2019 to host the 2022 curling events for the winter Olympics that were held in Beijing. The outside of the building is the same as it was in 2008, with interior changes.

The water park side features a wave pool and various rides and slides. Along with the water features, there is also an area for changing room, a food court, and some small retail shopping. The water park is open from 10:00am to 9:30 pm daily and there is separate admission for the water park side, or users can use the Olympic training pool. Admissions to the water park cost \$22.25 for kids and \$27.75 for adults.

This is another sustainability-focused project, with the facade bringing in light to save up to 55% of the lighting energy needed. Beijing also suffers from water shortage, like Salt Lake City, and recycles 80% of the water from roof catchment areas and pool backwash systems.



A portion of the venue was redeveloped into a waterpark



A portion of the venue was redeveloped into a waterpark

Source | All Photos from ARUP.com

HARTFORD HEALTH CARE AMPHITHEATER | BRIDGEPORT, CT

1 THE PROJECT TYPE AND USES

- a. Concert/event venue supported by high-end restaurants/bars open during events

2 WHAT PUBLIC BENEFITS WERE PROVIDED TO THE LOCAL RESIDENTS AND CITY OVERALL

- a. Used for paid events – does not appear to provide public benefit or use outside of events
- b. Adaptive reuse of existing structure carries environmental benefits; more sustainable approaches than total demolition/new construction

3 HOW THE REDEVELOPMENT WAS FUNDED

- a. 12 million (38%) city funded
- b. 18+ million (62%) privately funded

4 HOW THE REDEVELOPMENT INCREASED ACTIVATION

- a. Reuse of existing structure; theoretically better utilization due to lack of baseball team success; high-end suites/restaurants cater to income level of the local community
- b. Addition of roof structure extended seasonal usability.

5 HOW THE REDEVELOPMENT INCREASED ECONOMIC VALUE

- a. Change of use from poorly performing baseball venue to active concert venue
- b. Addition of new restaurants/food options to further support operating concept as a high-end concert venue
- c. Support for food trucks to provide additional commercial opportunities and wider range of price points/options for food



Previous life as a Minor League stadium



Parts of the stadium remained

Source | Left: Venue Snow, Right: Nick Goldsmith

This old stadium held the minor league team, the Bridgeport Bluefish for 23 years since 1998. After the team's move to North Carolina, the city worked with a developer to convert the building into a 5,700 person amphitheater. The parking lot accommodates 5,000 vehicles for the venue.

The developer approached the city about the project in response to the declining performance of the minor league baseball team using the stadium. The city issued an RFP and the developer was selected over the baseball team and one other proposal to build a small soccer venue.

The developer was initially considering another city for the project but selected the stadium due to central location within the state.

The City gave \$12 million to the \$30 million-plus project.

The old stadium had structural damage from the harsh New England winters, so the exterior structure had to be stabilized. There is another key difference between the stadium and the new amphitheater—there is a roof. The roof is to allow for concerts to happen in each season, regardless of weather. The theater also has an extensive greenroom and a suite for headliners to stay.

The concessions were turned into higher-end food options, including a 400-person tasting pub, region-attracting restaurants, and three breweries. In total there are 70 bars and areas for food trucks. Across the river from the amphitheater is a new mixed-use development going in with entertainment-supporting businesses.



Venue view during the daytime



Venue lit up at night

Source | Nick Goldsmith

OAKLAND COLISEUM | OAKLAND, CA

1 THE PROJECT TYPE AND USES

- a. Mixed-use
- b. Public space
- c. Event hosting
- d. Residential/low-income housing,
- e. Possible professional sports (WNBA)
- f. New cultural center

2 WHAT PUBLIC BENEFITS WERE PROVIDED TO THE LOCAL RESIDENTS AND CITY OVERALL

- a. Affordable housing
- b. Public space
- c. Cultural center

3 HOW THE REDEVELOPMENT WAS FUNDED

- a. Development by AASEG and other African-American groups

4 HOW THE REDEVELOPMENT INCREASED ACTIVATION

- a. Diversifying uses, adding green space and additional commercial/retail opportunities

5 HOW THE REDEVELOPMENT INCREASED ECONOMIC VALUE

- a. Potential for new retail and commercial opportunities, providing affordable housing



Existing site



Existing aerial of the site

Source | All Photos from BIG Design

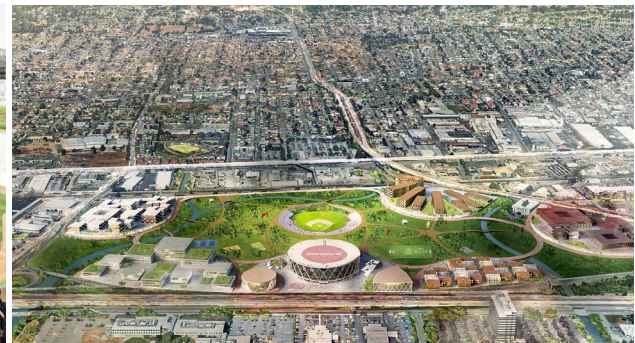
The Oakland Coliseum broke ground in 1964 and was opened in September 1966. The multipurpose stadium served as the home of the Oakland Raiders until 2019 and still hosts the Oakland Athletics baseball team today, however, the latter will relocate to Las Vegas in the next couple of years. Following the Athletics' imminent departure from Oakland, the city will be left without a primary tenant for the Oakland Coliseum. Initial proposals and development ideas for the future of the site have begun to take form as many anticipate the adaptive reuse of the site. No proposals for a complete demolition of the site have been revealed and current proposals are aligned in a desire to preserve at least some portion of the Oakland Coliseum to acknowledge its role in the city's history.

As of May 2023, the city of Oakland has entered into an exclusive negotiating agreement with African American Sports & Entertainment Group (AASEG) for the purpose of purchasing development rights for the Oakland Coliseum site. Bjarke Ingels Group (BIG) revealed a proposal to convert the current Coliseum stadium site into a sunken amphitheater at the core of a new municipal park, calling it a "21st Century Ruin." BIG's proposal includes the establishment of a tech campus, mixed housing types, education spaces, and a business park. The proposal aims to generate new economic, cultural, and recreational opportunities with the goal of integrating East Oakland communities through a series of new trail and road connections.

The Oakland Athletics are currently declining to sell their stake in the property, creating a roadblock in the full redevelopment of the site. The A's had previously proposed their own redevelopment plan circa 2018 prior to the decision to move the team to Las Vegas; it is possible they want to develop the site similar to the way Arsenal developed their previous stadium.



Renderings of the future site



Renderings of the future site

KEY TAKEAWAYS

- 1.** Most of the stadium reuse examples fall into three categories: a change into housing, a change from professional users to amateur users of the same sport, and a change to a civic/cultural institution.
- 2.** Few stadium reuse examples keep the entire stadium when repurposing. Instead, specific elements are retained. The stadiums that have the most original structure retained include former Olympic venues.
- 3.** Many of the reuse examples have been achieved because of a monetary subsidy from the city.
- 4.** Many of the reuse examples have a portion of land set aside for the public use in the form of greenspace or cultural space, even when the primary reuse of the former stadium is private.