



Salt Lake City  
**Main Street  
Pedestrian  
Promenade**



Conceptual Design Study



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Goldman Sachs  
Church of Jesus Christ and Latter Day Saints  
Property Reserve Inc.  
City Creek Center  
The George S. and Dolores Doré Eccles Theater  
George S. and Dolores Doré Eccles Foundation  
Fidelity Investments  
Salt Lake Chamber  
Salt Lake County  
Visit Salt Lake  
Salt Lake City Marriott Hotel  
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For more than half a century, and as first envisioned in Salt Lake City's 1962 Second Century Plan, Salt Lakers have long desired a more walkable, active downtown. The success of Open Streets over the past few years has shown how Main Street can be transformed by limiting car access and creating a more pedestrian-friendly environment for people of all generations who live, work, and play in our city.

The Main Street Promenade Conceptual Design Study aims to bring these concepts to life by reimagining Main Street as a world-class global destination. By making investments that promote economic development, support local businesses, fund visually appealing and engaging infrastructure, and activate public space, Main Street will become Main Street Promenade—a cool place where locals and visitors alike want to spend their time.

Main Street is ready for the next chapter of its historic legacy and Salt Lake City is committed to making this decades-long vision a reality.

Erin Mendenhall  
Mayor

A handwritten signature in black ink, appearing to read "Erin Mendenhall".



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# 01

## A Place for All People

Project Introduction & Purpose  
Previous Planning Guidance  
Selected Case Studies  
Executive Summary  
Key Plan Recommendations



# 01 | A Place for All People

## Project Introduction & Purpose

The 'Together on Main' Pedestrian Promenade Study is a strategy to create a more pedestrian-friendly and highly-activated Downtown Salt Lake City. Salt Lakers deserve a Downtown where residents and visitors feel comfortable and safe - a must-see destination for all who come to the heart of Mountainwest. Main Street must connect the past to the future and link together many of Downtown's cultural assets for the growing downtown population.

The work represented here is the result of a nine-month process to envision Main Street as a place that promotes community, equity, connectivity, and prioritizes the pedestrian experience. The primary study area includes the four blocks of Main Street from South Temple to 400 South and the connecting block of 100 South from West Temple to Main Street. The study process also incorporated extensive engagement with the public, key stakeholders, city department officials, and property owners. Conversations on Main Street's future addressed key inventory and analysis findings, alternative concepts, a preferred concept plan direction, supporting costs, and phasing and operation recommendation, documents which are later outlined in this study.

A Place for All Historic Main Street has been the heart of commerce, culture and community in Salt Lake City for over 150 years. Bound by Temple Square at its northern end and historic Whiskey Street at the

south, Main Street has always been a place for everyone. As Salt Lake City grows into an **international city** over the coming decades and supports an increasingly diverse and cosmopolitan downtown population, its most important corridor must be elevated to celebrate Salt Lake's authentic identity and become a destination worthy of our future as a city on the world stage.

### **Catalyze a robust downtown economy**

This vision, first-conceived in 1962 and refueled by Mayor Erin Mendenhall in 2023, was completed under the leadership of Salt Lake City's Department of Economic Development with the primary purpose of bolstering downtown business within an architecturally rich downtown district. This vision also capitalizes upon the success of the Open Streets demonstration events, which closed Main Street to passenger vehicles to expand the corridor's capacity for outdoor dining, public art, programming and events.

### **Transform Main Street into an 18-hour, 365-day destination**

For over a century, the businesses, offices, restaurants and retail along Main Street have drawn shoppers and visitors from across the region. However, as on-street parking and vehicular traffic has decreased and Salt Lake

'Phase in the permanent conversion of Main Street to a pedestrian promenade to increase positive downtown activation and support local businesses'

- 2022 SLC Mayoral Plan

City's downtown office worker population is changing, Main Street is no longer meeting its potential in its current configuration as a traditional roadway. This vision shifts the perception of Main Street from a roadway into a linear public plaza and spaces which can sustain year-round programming, better support clean, safe, and local restaurants and attract new local businesses and office tenants who seek homes on the city's most active public promenade.

Unlike many other retail centers in Salt Lake City, Main Street is a uniquely heterogeneous, eclectic, locally-rooted economy. The small storefronts and authentic character have always attracted local businesses first, which will be a key component of its future success. This plan celebrates the historic legacies of many of those businesses, while building space to incubate new local artisans and service providers in a local-first community.

### Keep Main Street cool



## Previous Planning Guidance

The current vision for Main Street builds upon many of the foundational principles of the 1962 Second Century Plan and the 2016 Downtown Plan. Although hybrid working patterns, new urban residential lifestyle choices and more sustainable methods of commuting have emerged since these previous plans were envisioned, one vision that remains is Main Street's role as the heart and soul of downtown.

**1962**

### Second Century Plan

"Main Street must be for the people"

"premier center for sustainable urban living"

**2016**

### Downtown Plan

"The goal is to make the City more walkable"

**2015**

### Plan Salt Lake

"A beautiful city that is people focused"

"Welcome: Active, Authentic and Inclusive Spaces"

**2021**

### Mayoral Plan

**2022**

### Reimagine Nature Plan

### Street



**1990**

**Urban Design Element**

“Emphasize Salt Lake City’s unique urban form”

“a place for people to live, work, grow, invest, and visit”

**1993**  
**Strategic Plan**

**2008**

**Downtown in Motion**

“the vision of a world-class Downtown”

“All streets will include space for all people and all needs”

“Salt Lake City’s urban forest is critical to our quality of life”

**2023**

**2023**

**Intersection Typologies**

**Urban Forest Action Plan**

'Main Street should be gay and colorful both day and night; it should have greenery and trees; it should have all kinds of things happening on the sidewalks – kiosks, outdoor cafes, street vendors, displays, flowers, etc... all parking and unnecessary traffic should be eliminated.

**Main Street must be for people!**

| *1962 Second Century Plan*





'Downtown Salt Lake will be the premier center for sustainable urban living, commerce, and cultural life in the Intermountain West.

2016 Vision for Main Street: ' the premier shopping street and historic heart of Salt Lake City:

**a unique pedestrian first experience** with activated sidewalks, consistent paving on the sidewalks and sidewalks that are not interrupted by driveways.'

| *2016 Downtown Plan*

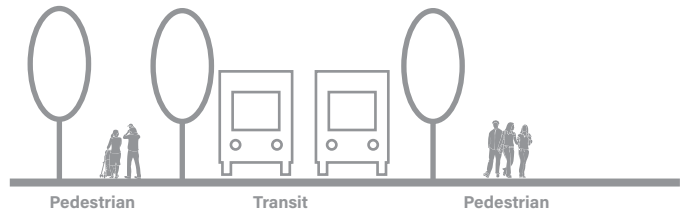


# Selected Case Studies

Main Street's large blocks and wide street scale, multi-modal configuration and commercial and office adjacencies are unique among most large urban downtown city corridors. This study analyzes several successful precedents from around the world that each provided critical insights for Main Street. These examples help to illustrate how a commercial and cultural corridor can safely support

a variety of transportation modes, enhance commerce and create vibrant and exciting urban places where people want to be. Additional analysis of other city precedent places along with management, maintenance and funding models is included in Section 03-D of this document.

## 16th Street Mall Denver, Colorado

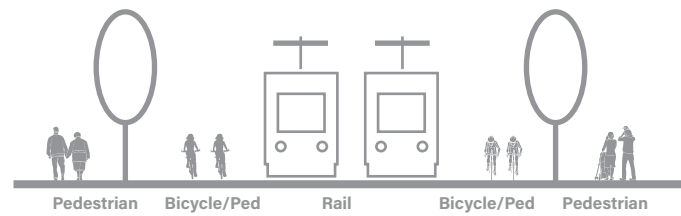


The one-mile stretch of Denver's 16th Street Mall generates over 40% of the city's total downtown tax revenue, bringing in approximately \$75 million/year (2020). (source: *Downtown Denver Partnership*)



# Bourke Street Mall

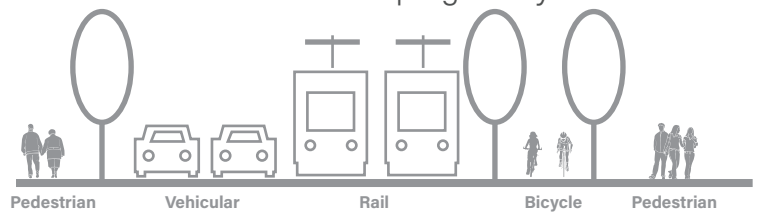
Melbourne, Australia



The retail intersection of Swanson and Elizabeth Streets is open only to pedestrian and trams. The corridor blends some of Melbourne's most historic buildings with contemporary retail destinations along with an indoor retail mall and art-drenched alleys, and hosts numerous events and programs year-round. (source: *Visit Melbourne*)

# Queens Quay

Toronto, Canada



Queens Quay is a linear park that balances a grand granite pedestrian promenade with two-way cycle traffic, light rail corridor and two-way vehicular traffic. It is a global destination as well as a daily respite for thousands of Toronto residents. (source: *Waterfront Toronto*)

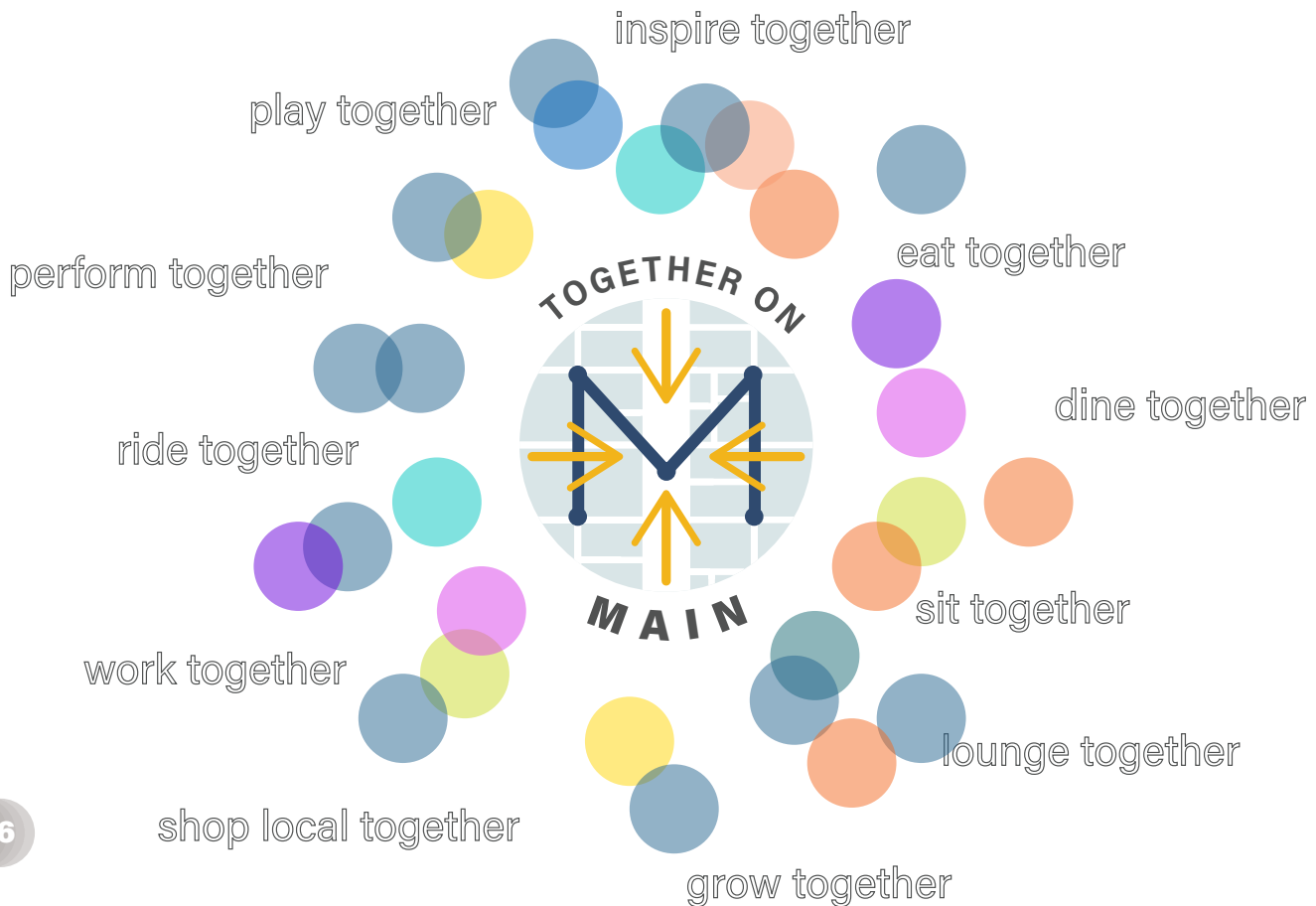
# Executive Summary

Across the United States, downtowns are evolving with increases in urban residential populations, hybrid modes of working and investment in public spaces that celebrate downtown environments and catalyze future investment. Reinvestment in Main Street is essential to keeping Salt Lake City competitive with other major cities and attracting visitors, workers, and residents. The project was charged with creating a visioning plan for a pedestrian-first environment while limiting vehicular traffic for Main Street that capitalizes upon the success of the Open Streets program. This vision, fueled by community reflections on the past and desires for the future has shaped the following project vision statement:

## *'Together on Main'*

This vision grew from the first round of community engagement. Residents and visitors to Salt Lake City cherish Main Street as a space to dine, to see performances, to attend special programs and events, to take in the winter holiday season and to shop and work in the heart of Downtown Salt Lake City. Main Street has been a place to gather together for generations, but historically many of those experiences have been limited to select hours or seasons, during Open Streets or other special events.

The **Together on Main** vision celebrates Main Street as a universal destination, 365-days/year. With spaces for all ages, all abilities and all walks of life, the future Main Street must be **welcoming, engaging, inclusive and safe to spur past** and new visitors and residents to unite together, on Main.









# Key Plan Elements

The future Main Street Promenade will provide much needed community park and play space for generations of downtown residents. It will also become a premier shopping, dining, and event experience that will propel Salt Lake City onto the world stage.

The key components of the Main Street Vision plan include:

1. Create a guiding vision plan and series of consistent design principles and strategies for Main Street and 100 South.
2. Celebrate the unique identities of each blocks character with distinct design identities.
3. Reimagine Main Street as the new heart of downtown that connects key cultural, arts and entertainment attractions of the region.
4. Transform Main Street into a community center, inviting and active 18 hours a day, seven days a week, providing enhanced work, retail, recreational, and living opportunities.
5. Make Main Street a multi-generational space to embrace, empower, and celebrate all.
6. Promote alternative multi-modal transportation up and down and through Main Street.
7. Focus on environmentally-sound planning and design principles to encourage sustainable practices and development.
8. Develop initial recommendations for operations, programming and funding to implement a vibrant, clean and safe Main Street.
9. Prepare preliminary cost estimates to reflect the design vision.
10. Develop immediate next step phasing strategies for long-term implementation.









# 02

## Together on Main

Guiding Principles  
Concept Plan



# 02 | Together on Main

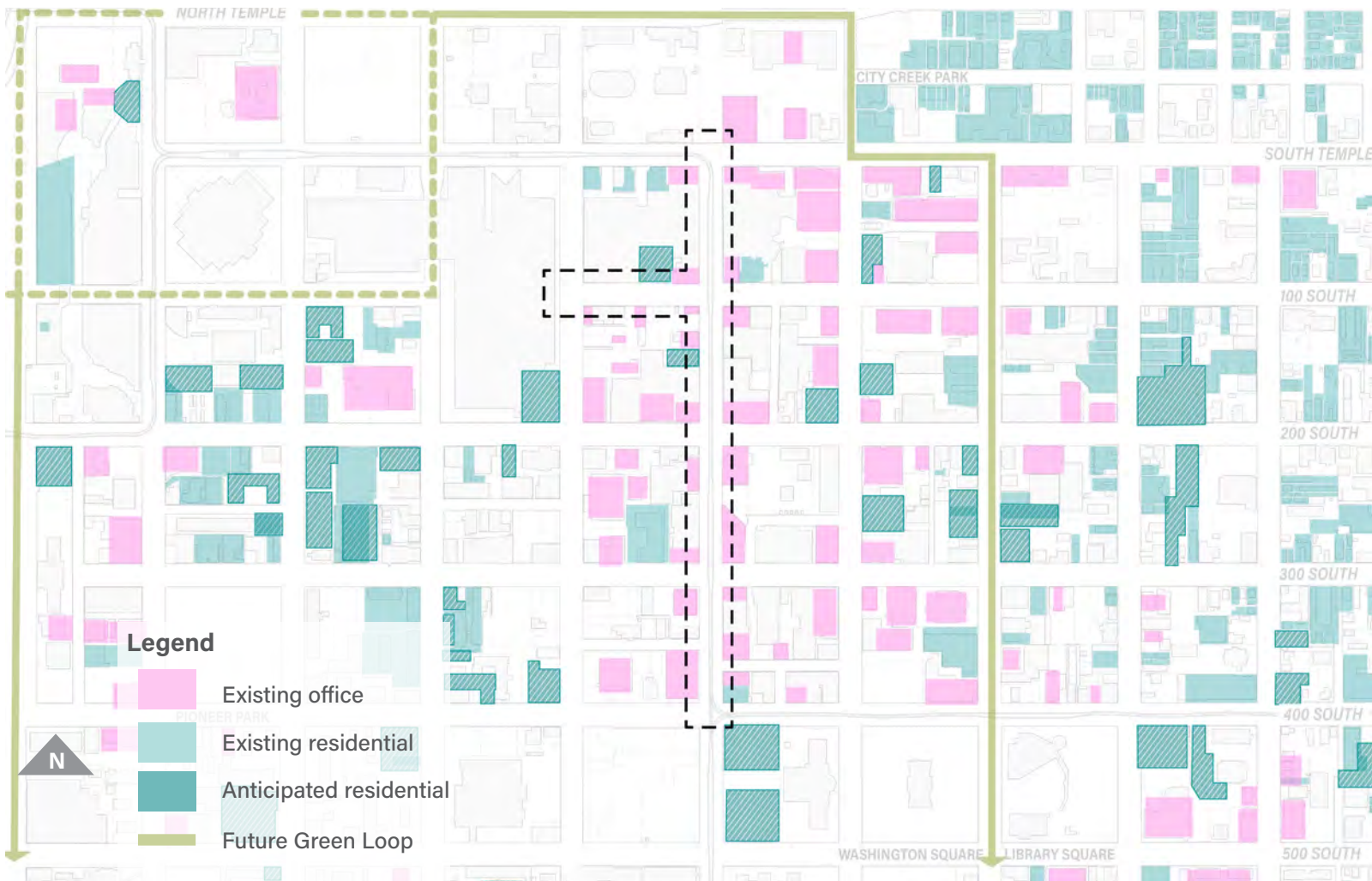
## Guiding Principles

The Together on Main Street vision is based upon the following foundational guiding principles.

### An Urban Neighborhood

The number of residents and office workers is growing rapidly, as is the demand for community-based urban amenities. Salt Lake City's downtown resident population is anticipated to double by 2025. While many cities nationwide struggle with a surplus of vacant office space following the COVID-19 epidemic, Class A office remains underbuilt and numerous local and national corporations seek to attract workers to downtown Salt Lake City.

The new Main Street Pedestrian Promenade must foster a sense of ownership for these residents and daily office users. For residents, this means that Main Street must become a shared community courtyard for empty nesters, a playground for local families, and an inviting respite for walkers or joggers. As companies seek to retain and attract workers downtown, Main Street must become an efficient outdoor collaboration space during business hours that can transform into an inviting dining and cultural destination that encourages workers to stay, dine, dance and embrace downtown as their second home.







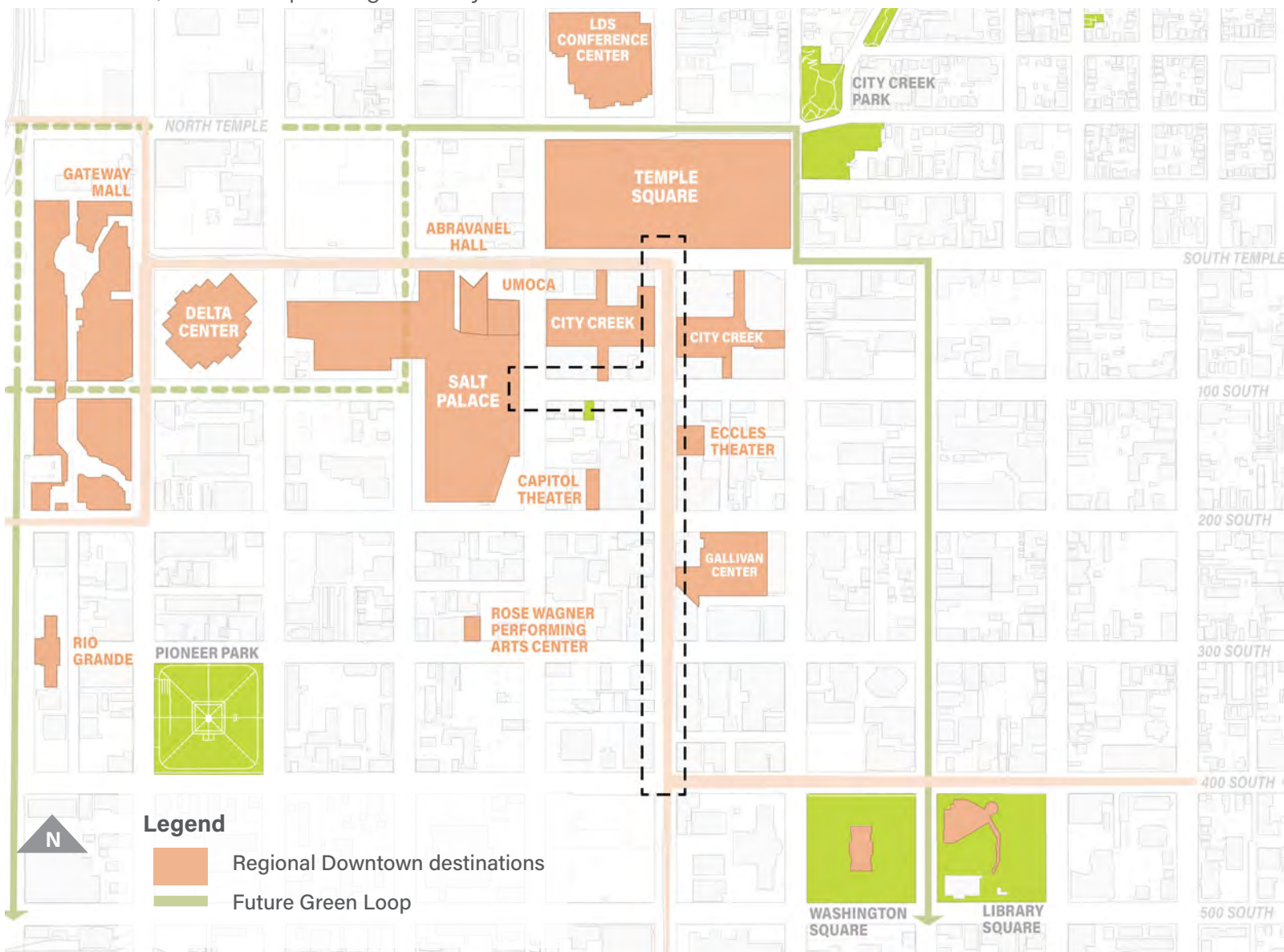


# A World-Class City Center

Historic Main Street ties together many of Utah's most important regional, national and international landmarks, easily accessed via TRAX from anywhere along the Wasatch Front, and worldwide from the Salt Lake City International Airport. The future corridor should become its own cultural and commercial icon to better link these important spaces into a single urban experience.

With its advantageous geography, and capitalizing upon international arrivals to the Salt Palace Convention Center, Temple Square, and LDS Conference Center along with regional arrivals to the cultural and commercial destinations along the corridor, Main Street is uniquely positioned to become Salt Lake City's premier center for world-class outdoor performances, permanent and rotating public art, distinctive all-ages play elements, rotating artisan craft, food and farmer's market, festivals and year-round garden displays.

The plan vision establishes block-by-block identity districts to inform these future programs, along with recommendations for infrastructure to accommodate the specific events and experiences noted, while incorporating flexibility to accommodate future needs.





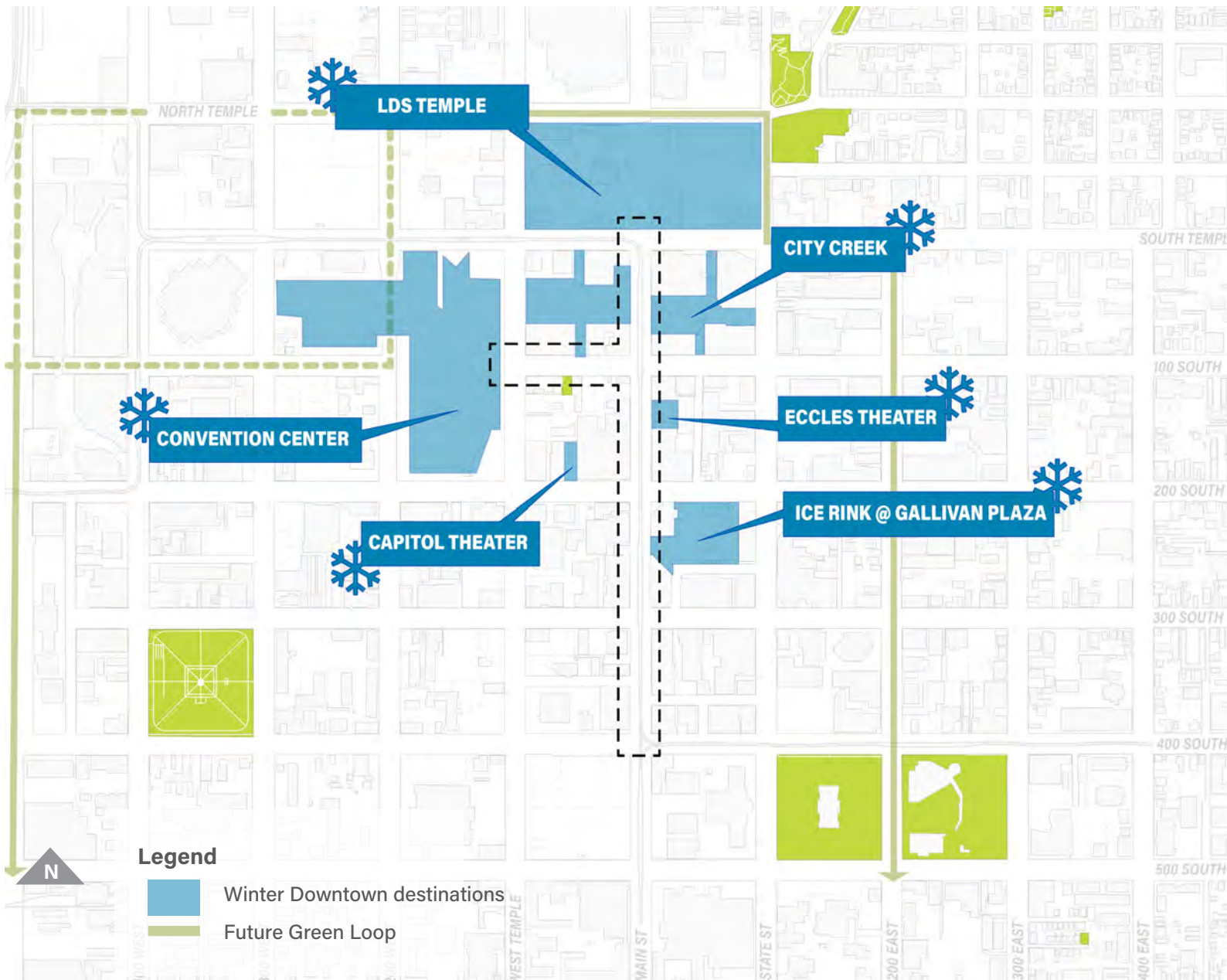




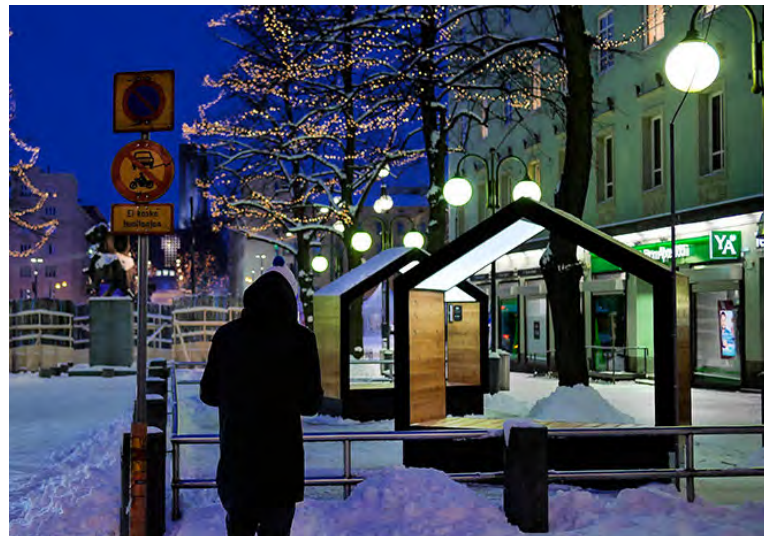
## An International Wintertime Destination

This vision capitalizes upon Main Street’s century-long legacy as a regional wintertime gathering space, and Utah’s past and potential future as an Olympic City, with plans to elevate winter programming and become an international hub for the wintertime experience. Given Salt Lake’s unique position as a bustling metropolis just a short drive from some of the best alpine experiences in the world, Salt Lake City is positioned to join other cities such as Montreal, Basel, Nagano and many others as a worldwide “Winter City” unlike any other in the country.

To support this vision, this plan incorporates infrastructure, spaces and elements to support a multi-block public light display, expanded outdoor winter garden displays on Block 1, immersive outdoor winter performance and light programs on Block 2, a season-long holiday market at Block 3, intimate warming huts, firepits and an outdoor lounge to support the restaurants along Block 4, and expanded convention center activation space and infrastructure for rotating public art on Block 5.





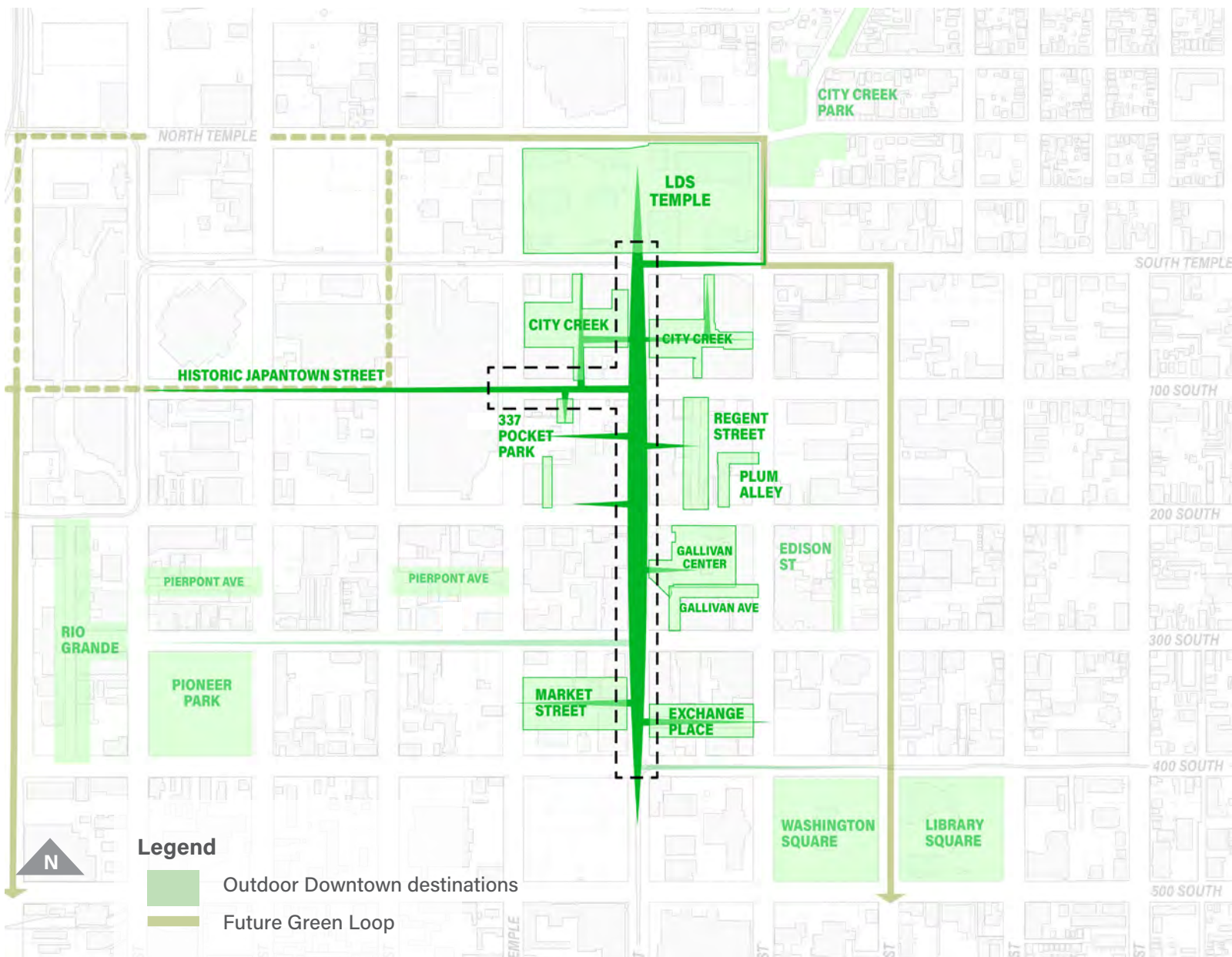




## A Link to Downtown's Most Cherished Spaces

As Salt Lake City's most historic street, Main Street binds many of the city's greatest alleys, plazas and hidden gems. Along the east side of the street, Main Street connects to Regent Street, Plum Alley (historic Chinatown), Gallivan Plaza and Gallivan Avenue, and the historic Exchange Place and Exchange Plaza. Along the west side, Market Street and the City Creek Mall plazas can be accessed, and potential future development sites are well-sited for future pedestrian links to Main Street. Along 100 South, respecting the former Japantown community, the enchanting pocket park is a well-loved destination for restaurant-goers and special events.

The new Main Street vision should celebrate these special spaces through historical markets that further highlight the diversity of Main Street and enhance access and connectivity to them.









# Concept Plan

## Organizing Framework

The Together on Main Plan utilizes a series of **consistent identity features** to shape a singular sense of space with timeless materials. These elements link distinct and dynamic spaces along the corridor under one material palette. This allows experiences to evolve moment-by-moment while preserving a single holistic identity.



**An expanded canopy of trees** capitalizes upon the robust existing tree canopy by doubling it, adding two additional rows of trees against most of the TRAX corridor with stormwater infiltration gardens embracing urban sustainability planting practices. The plan accommodates most of the existing trees in raised planters using modular seat and planter walls to retrofit the existing planters, but ultimately recommends all future trees be planted at-grade to maximize accessibility, program flexibility and soil volume.



**New enhanced granite paving** references the existing granite but extends it across the width of the street and updates the prominent section to accommodate large vehicles. This solution will resolve past issues with paver movement and better accommodates passenger vehicles where necessary, along with large trucks for service and emergency access.

**Enhanced pedestrian light poles** are standardized along the corridor, with restored historic “cactus pole” pedestrian lights along both sides of the corridor and within transit stops. These lights will be upgraded to meet current technology needs and the existing housing may be able to accommodate additional infrastructure such as wi-fi and security technology.

**Streamlined service and emergency access corridors** expand existing service access to all buildings and TRAX. These are engineered with adequate infrastructure to accommodate passenger vehicle access throughout, if future city needs require Main to be drivable.

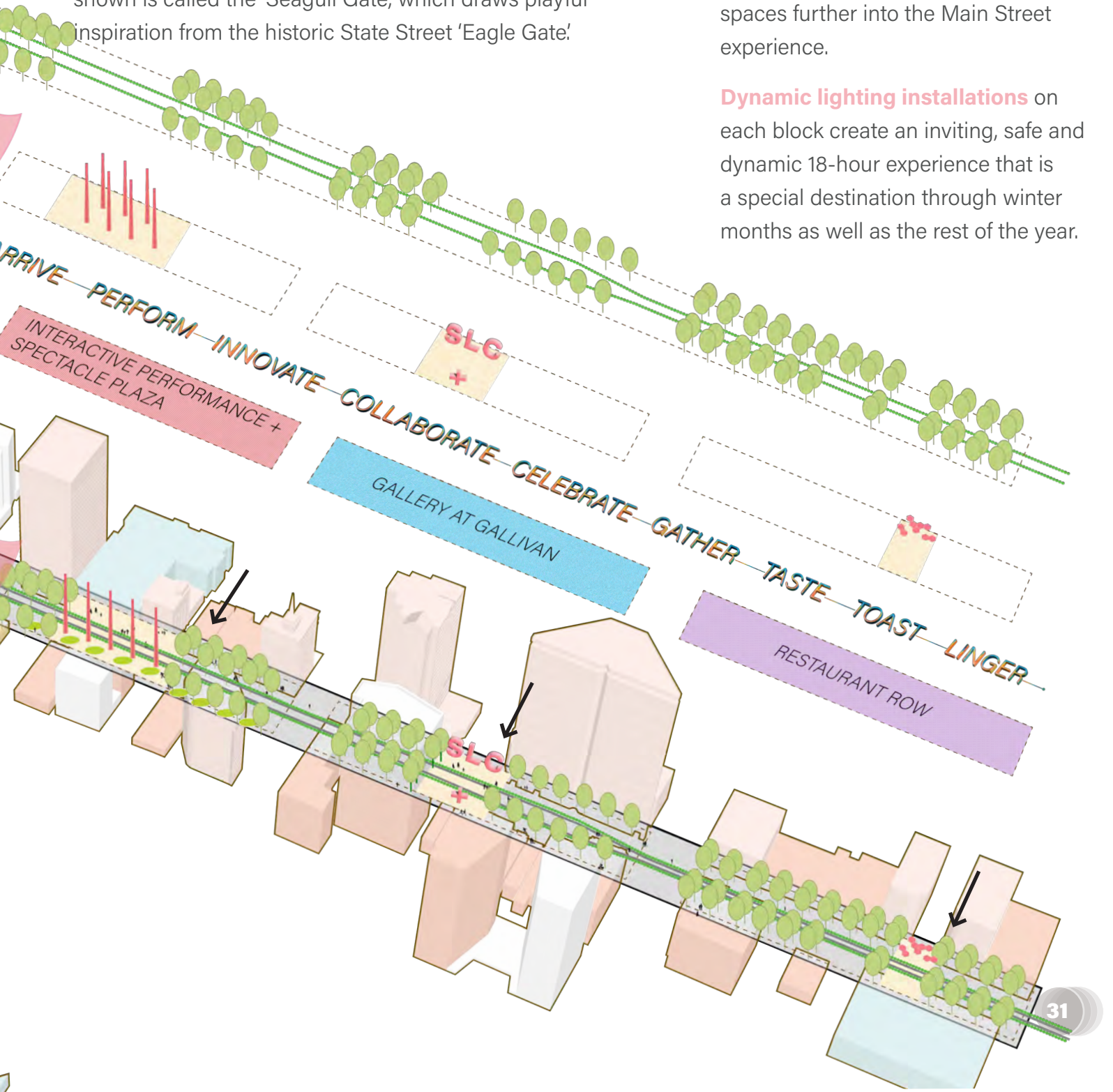


## Dynamic experience elements

These are each detailed further in the block-by-block plans on the following pages.

### Mid-block magnets and world-class sculptures

aggregate the corridor with a variety of play, performance or cultural experiences. A large overhead art canopy at 100 South and Main Street marks the “Doorway to Downtown”, as outlined in the 1962 Second Century Plan. The concept shown is called the ‘Seagull Gate’, which draws playful inspiration from the historic State Street ‘Eagle Gate’.



### Enhanced connections to adjacent plaza and park spaces

merge Main Street and 100 South with some of Downtown’s most cherished public spaces. The paving, planting, sculpture and streetscape elements change at City Creek Center, Regent Street connection, Gallivan Plaza, Exchange Place and Market Street to draw these spaces further into the Main Street experience.

Dynamic lighting installations on each block create an inviting, safe and dynamic 18-hour experience that is a special destination through winter months as well as the rest of the year.



# Comprehensive green infrastructure system

The Main Street vision prioritizes long-term resilience and sustainability to address the challenges posed by urbanization and climate change in Utah's arid climate. The design framework integrates layered innovative solutions that not only mitigate environmental impacts, adapt to storms and snow needs but also enhance the quality of life for downtown. The plan uses a holistic system of the following elements:

## Open bioinfiltration swales

Streetside stormwater infiltration planters serve as an integral component of the overall green infrastructure vision and provide expansive open soil volume to support healthy trees. These planters are predominantly aligned with the TRAX edge to capture and manage stormwater runoff while providing a natural rail buffer. By harnessing the natural processes of vegetation and soil filtration, they not only alleviate pressure on traditional sewer systems but also enhance water quality by removing pollutants and sediments. Moreover, these planters promote biodiversity and reduce the overall impervious footprint for downtown.

## Structural soil cells with integrated water quality filtration

The plan utilizes structural soil cells in high-traffic locations or areas where open infiltration planting is not feasible to preserve soil volume for trees while still providing capacity for managing stormwater runoff. Soil cells incorporate filtration layers that effectively trap pollutants and contaminants, preventing them from entering the groundwater or nearby water bodies.

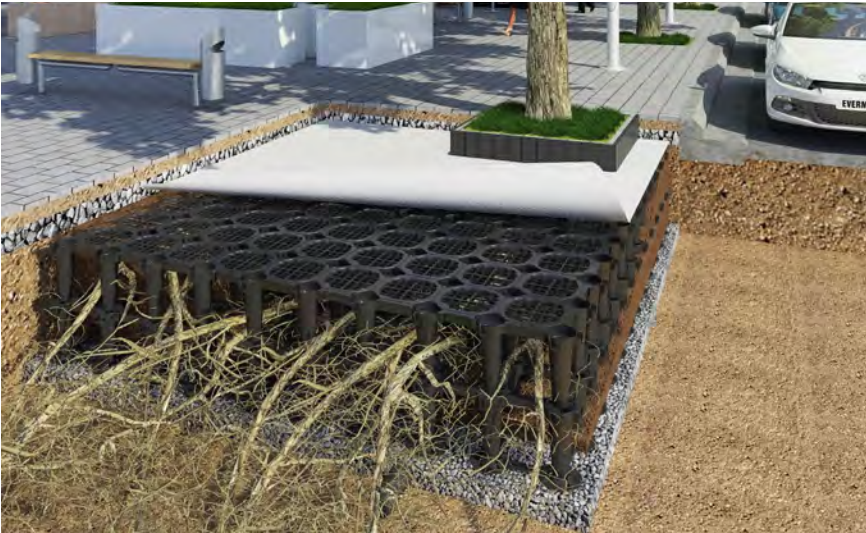
## Permeable pavers within 100 South parking zone

Within the 100 South parking zone, permeable pavers allow for the infiltration and treatment of stormwater, reducing runoff and minimizing the burden on the municipal drainage system. Furthermore, permeable pavers contribute to the overall visual appeal of the parking zone, allowing it to function as a pedestrian or event area for special events.

## Expanded urban forest

The Main Street and 100 South vision adds approximately 285 new trees to Downtown, while also extending the soil volume and longevity of many existing trees. Expanding the tree canopy within Salt Lake City's urban landscape is essential to addressing the urban heat island effect. Trees provide essential shade and evaporative cooling, helping to mitigate the adverse effects of rising temperatures in densely built environments. Trees are also utilized to enhance the pedestrian experience, slow vehicular traffic, enhance air quality, sequesters carbon dioxide, and promote biodiversity, contributing to the overall health and resilience of our urban ecosystem.



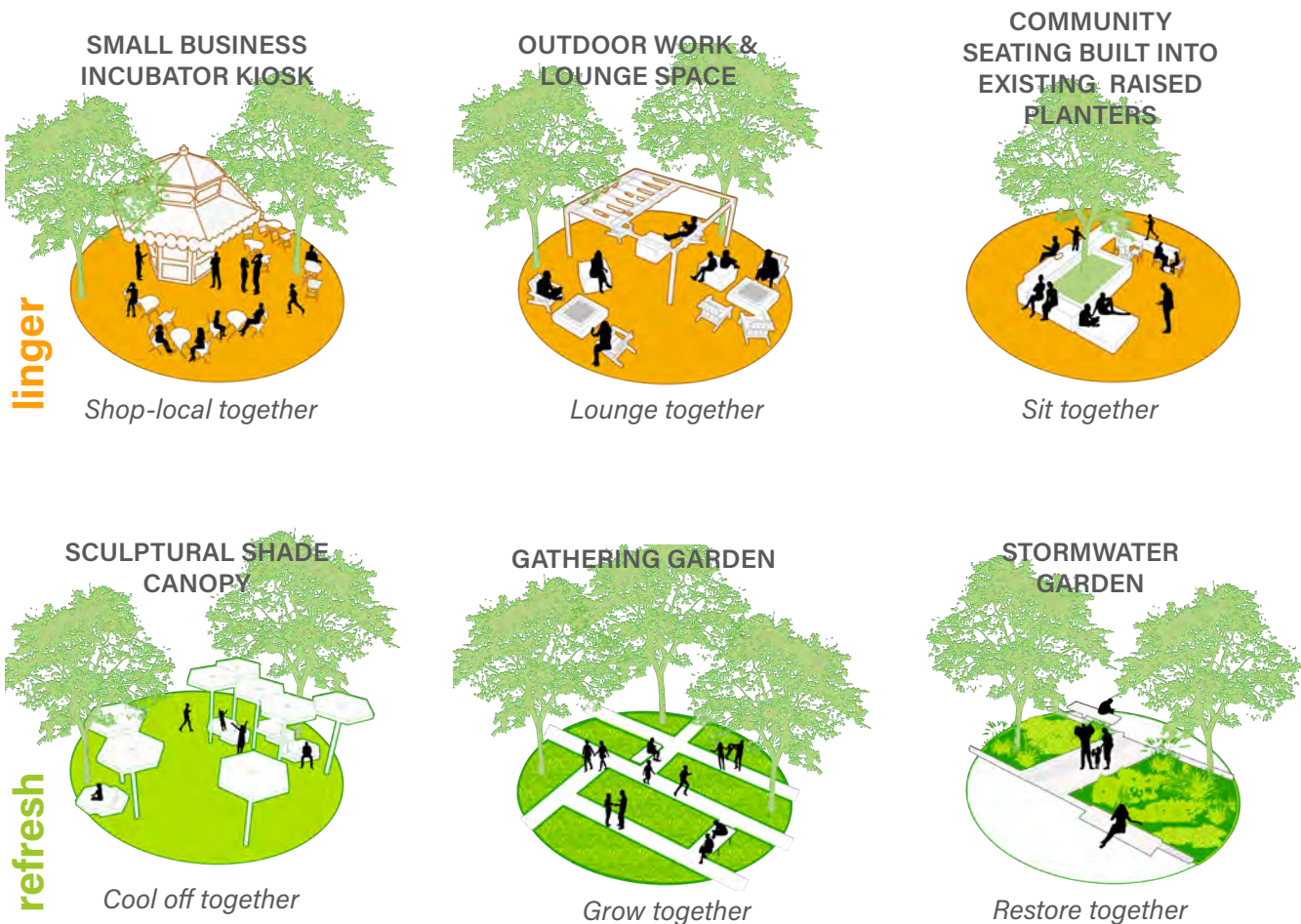


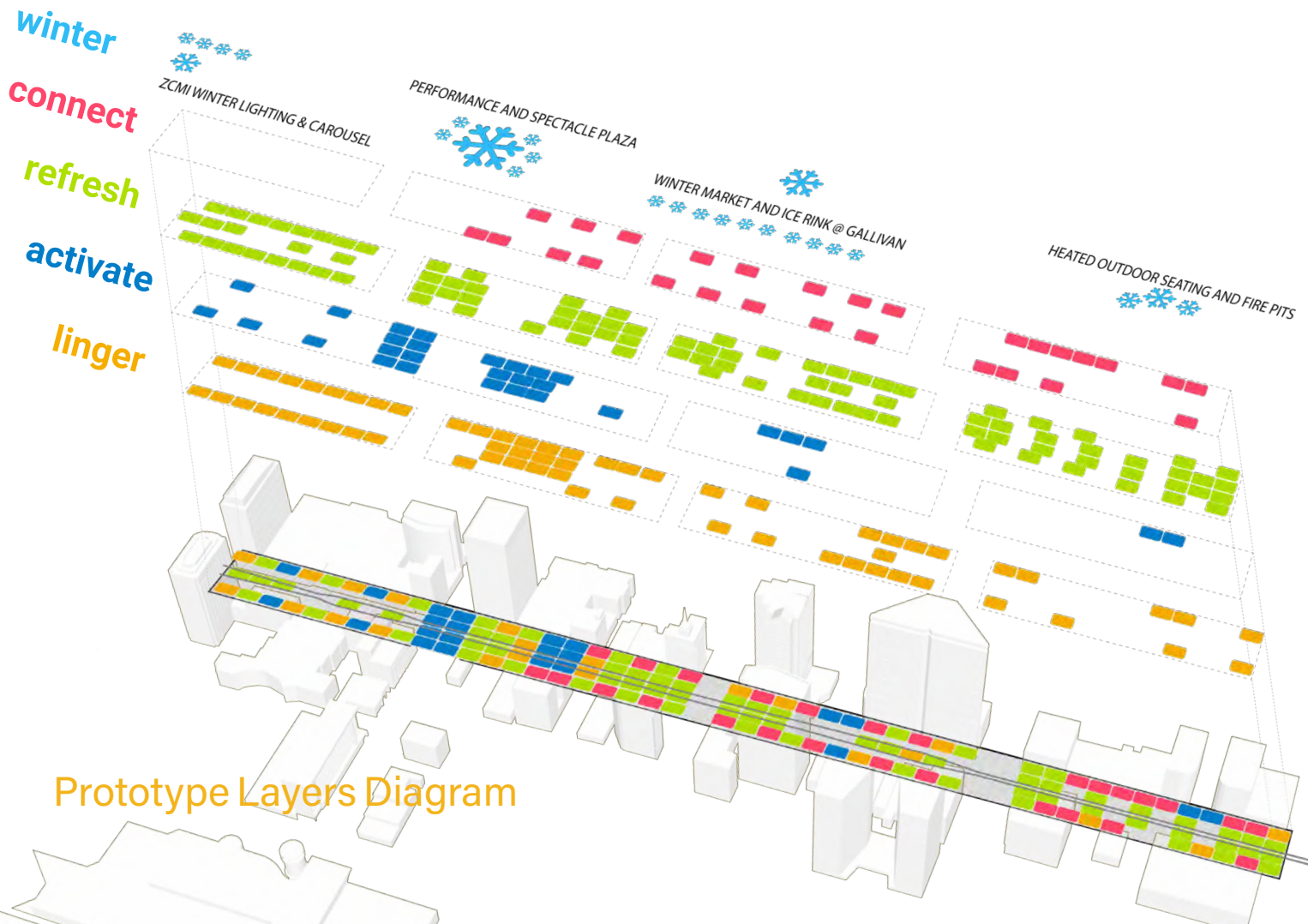


## Main Street Spaces & Experiences

The Together on Main Conceptual Design Plan has been shaped around a collection of gathering space prototypes that are designed to encourage visitors, residents and workers to **linger, refresh, connect and activate** Main Street in new and dynamic ways. These prototypes elements are applied throughout the plan based on existing adjacencies and community feedback, and distributed to create an ever-evolving downtown experience that draws energy 18 hours per day and all year round.

The application of these spaces within the plan can, and should, continue to be adjusted as the design enters future phases and is refined to capitalize upon the interests and needs of the surrounding businesses, residences and offices. Community ownership and consistent active use will be essential to the success of these spaces, and they should be deployed to best meet the needs of Main Street today and adapted over time to meet the future needs of tomorrow.





Prototype Layers Diagram

**connect**

EXPANDED  
OUTDOOR PATIO  
SPACE

Dine together

OUTDOOR WORK &  
LOUNGE SPACE

Work together

POP-UP DINING OR  
BEER GARDEN

Sip together

**activate**

PERFORMANCE AND  
BUSKING STAGE

Perform together

ALL AGES PLAY  
FEATURE

Play together

IMMERSIVE  
PUBLIC ART

Inspire together



## Transportation & Circulation

### Pedestrian-first vision

- The full-buildout vision for the Main Street Pedestrian Promenade removes on-street parking from Main Street from South Temple to 400 South and limits passenger vehicles to Block 4 (300 South to 400 South) in a southbound configuration and some limited vehicles northbound on Block 2 (100 South to 200 South).

### Phaseable for today and flexible for the future

- Main Street has evolved over more than a century, and its next iteration will evolve over time as well. The plan accommodates a phased buildout (see Phasing Strategies in Next Steps), preserving one-way traffic and on-street parking in areas slated for future-phase reconstruction. The fully built design of the Main Street corridor provides long-term flexibility to accommodate future needs and changes to modal access while making sustainable enhancements like new amenity zones, expanded bioinfiltration areas, and doubling Main Street's tree canopy. Existing delivery and drop-off access will be maintained at the cross-street corners.

## Infrastructure

### Storm Sewer

- It is assumed that the existing storm drain main lines will accommodate current and future in the concept plan and no significant main line relocations are anticipated.
- The proposed curbless design will require modifications to the existing curb inlet/catch basin infrastructure.
- The proposed concept lends itself to addressing stormwater quality via a Low Impact Development (LID) approach of rain garden/bioswale filtration in landscape areas adjacent to TRAX.

### Water

- The existing water mains within Main Street that were installed between 1998 and 2000 will be accommodated in the concept plan and no significant main line upgrades are anticipated.
- The water mains within 100 South were installed in 1908 and it's recommended that these be replaced.
- A number of fire hydrants may need to be relocated to accommodate the proposed design.

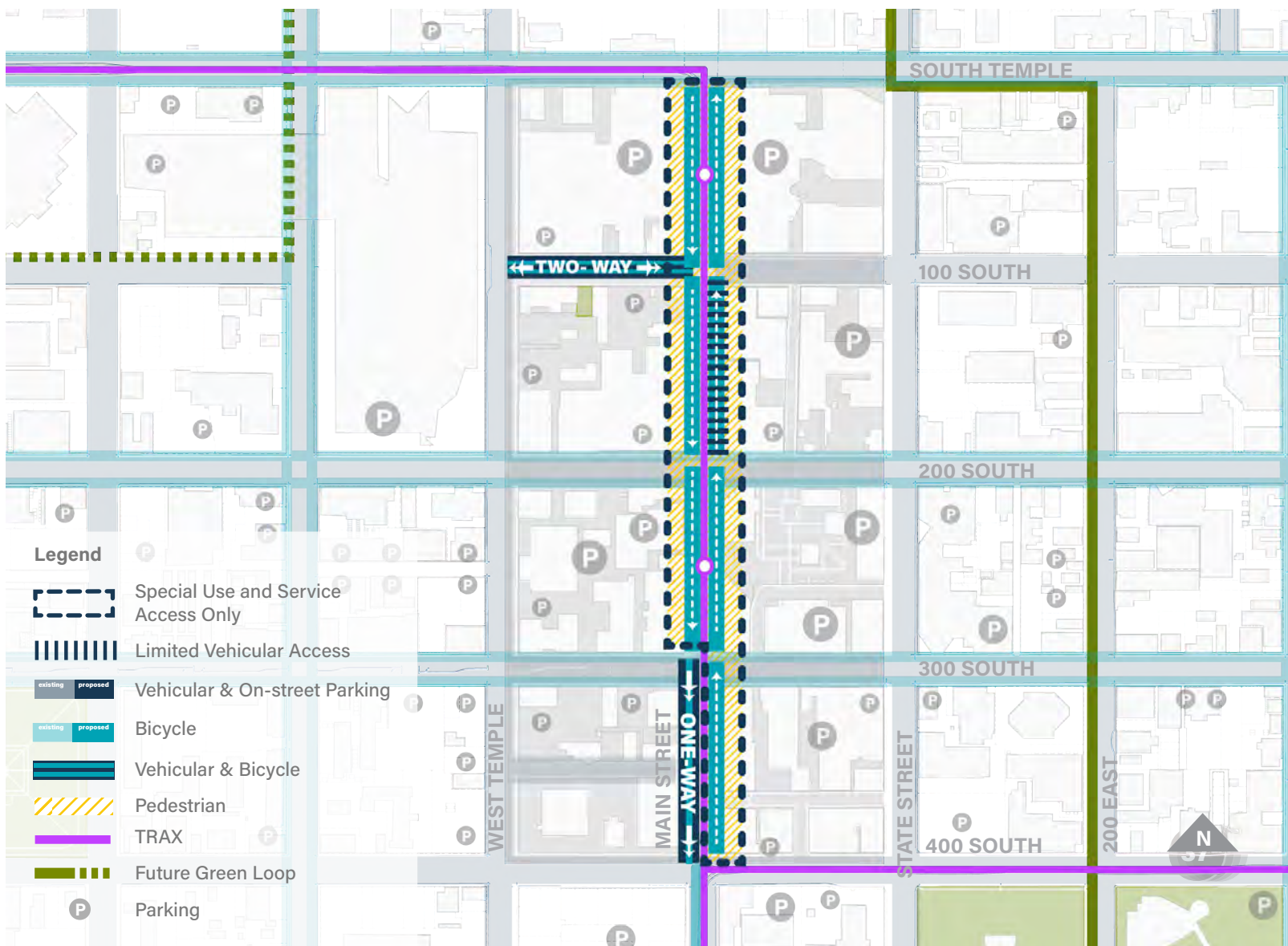
## Sanitary Sewer

- Except for the main on the east side of Main Street between South Temple and 100 South, the existing sewer mains within Main Street were installed in 1891 and lined in 1997. Due to the age, general capacity concerns in the downtown area, and conflicts with the proposed tree locations, it is assumed for the purposes of the cost estimate that these mains will be replaced.
- Although the existing 8" sewer main along the south side of 100 South was also installed in 1891, it was lined in 2018, has no contributing upstream flow, and can be accommodated by the proposed concept. Therefore, it has been assumed that this line can remain as-is.

## Subsurface Utility Engineering (SUE)

- Due to the number of both public and private utility lines, the TRAX line, and the number of proposed trees planned for the project, it is recommended that a Subsurface Utility Engineering (SUE) exploration is performed prior to advancement of the design.

## Circulation Modes on Main Street





## Block-by-Block Identities

As the heart of Downtown Salt Lake City's public realm, Main Street and 100 South must offer a variety of dynamic experiences that build upon existing programs and provide 18-hour, 365-day interest and activity. The visitor experience must provide new interest from moment-to-moment, while design character should evolve from block-to-block. The design vision for Main Street and 100 South is shaped around the following identity districts:

*Timeless, Lush, Colorful, Sentimental*

### **Block 1: All-Ages Wonderland**

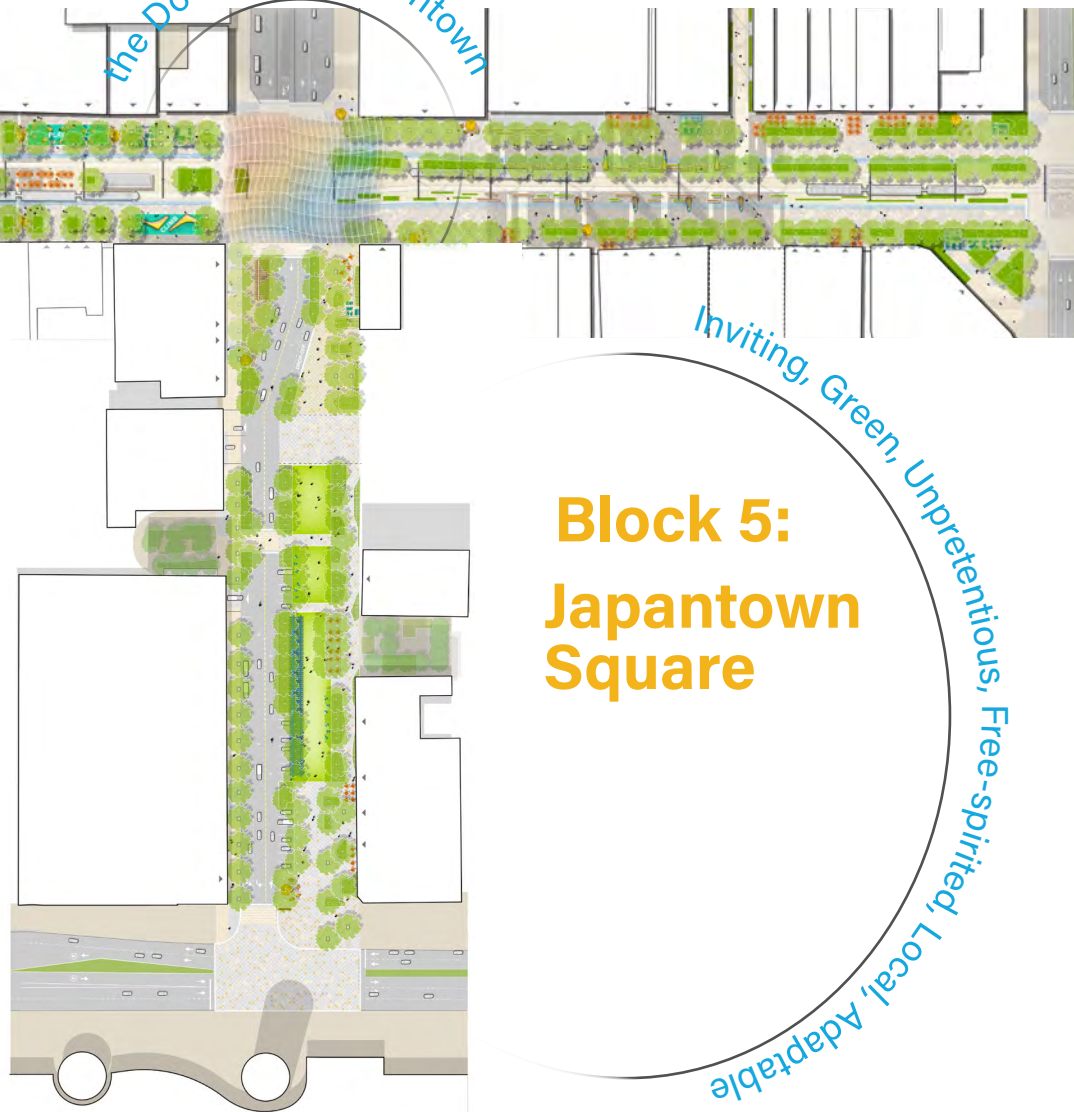
*Electric, Dramatic, Dynamic*

### **Block 2: Interactive Performance + Spectacle Plaza**

*the Doorway to Downtown*

*Inviting, Green, Unpretentious,  
Free-spirited, Local, Adaptable*

### **Block 5: Japantown Square**



*Playful, Artful, Marketplace, Eclectic, Inclusive*

**Block 3:  
Gallery at Gallivan**

*Buzzing, Found, Global, Intimate, Authentic, Historic*

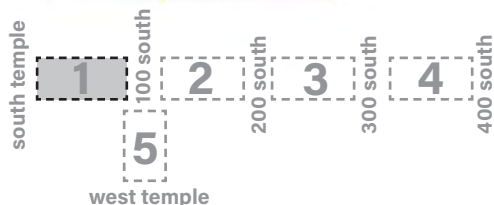
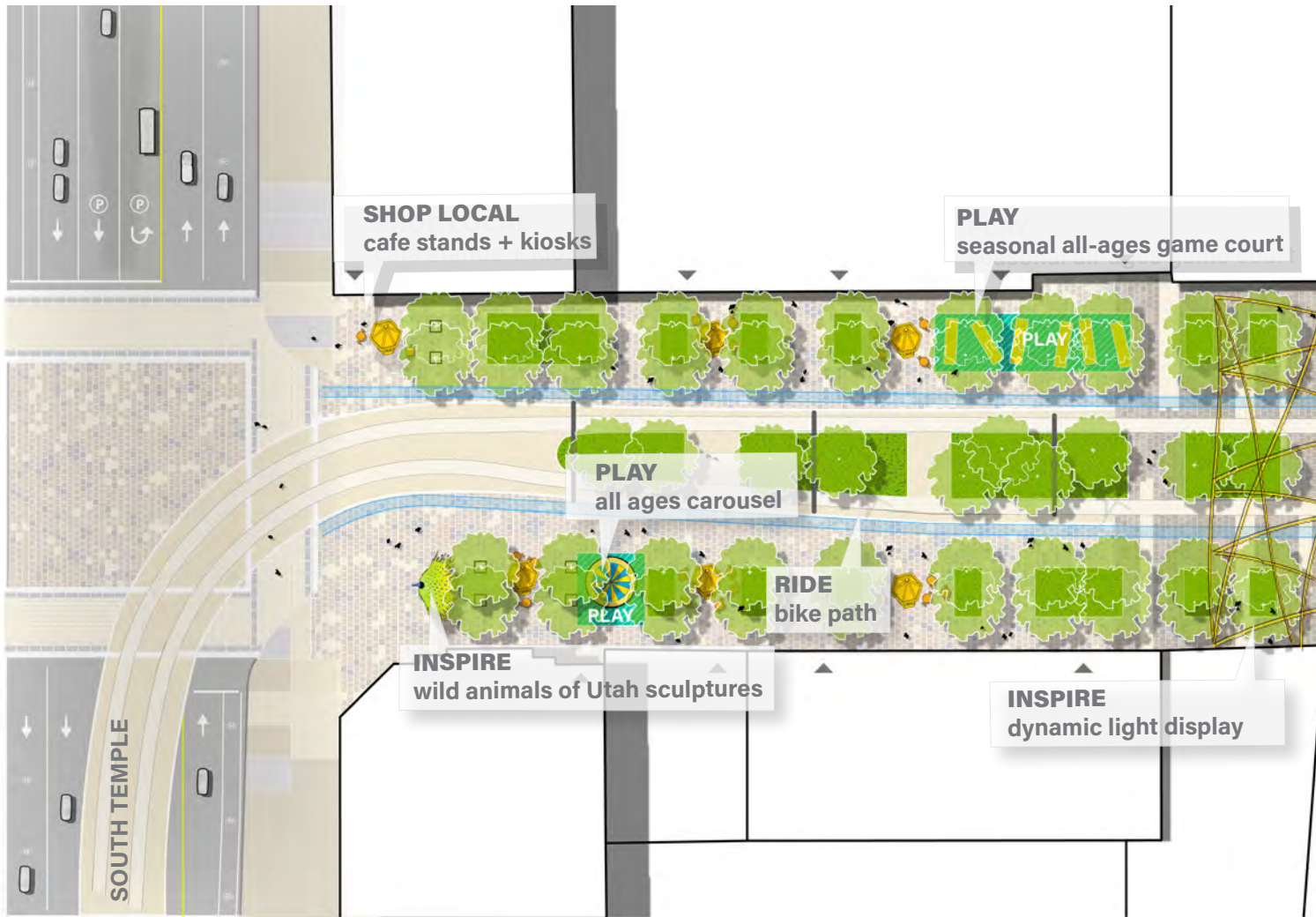
**Block 4:  
Restaurant Row**



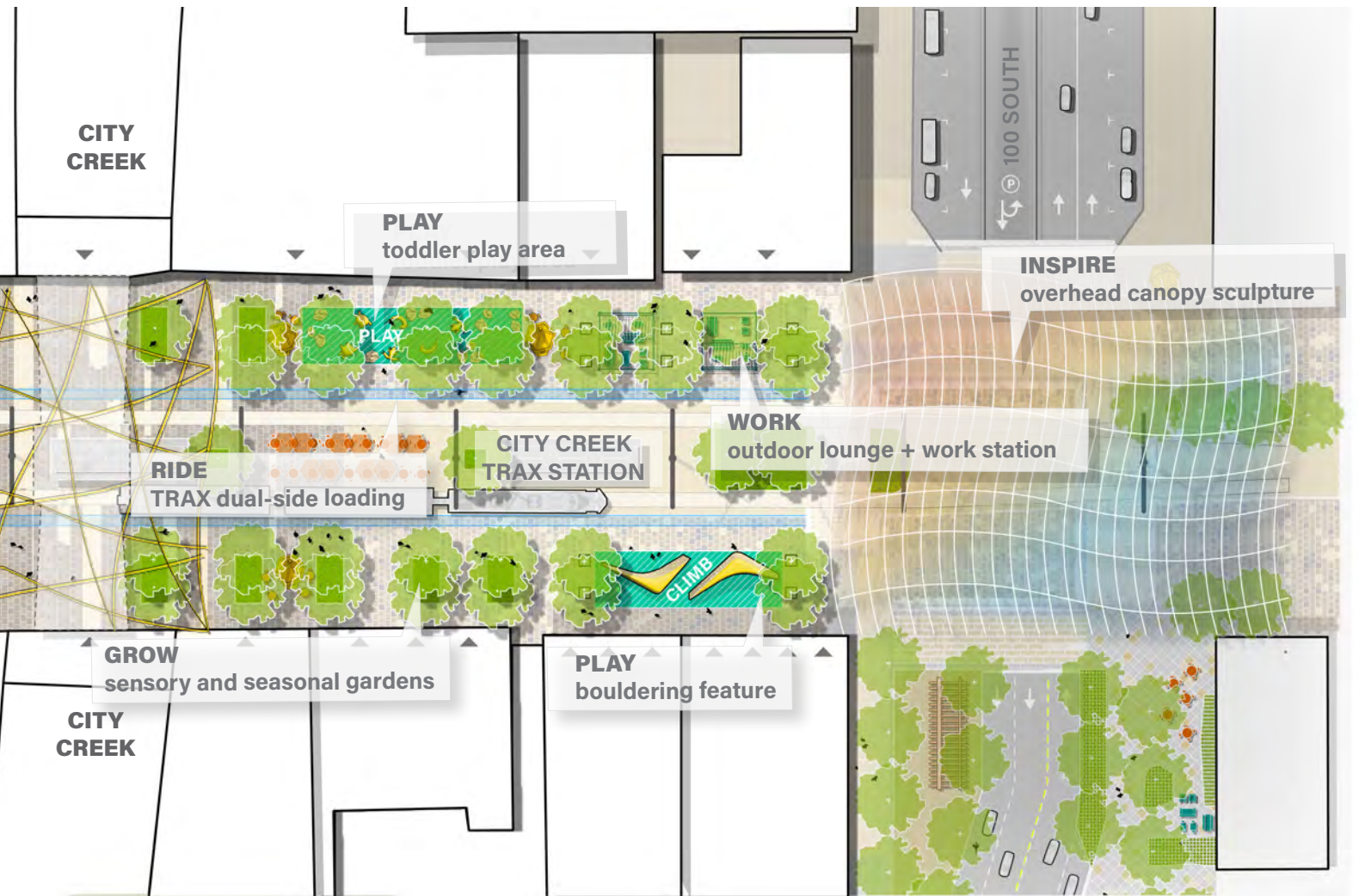
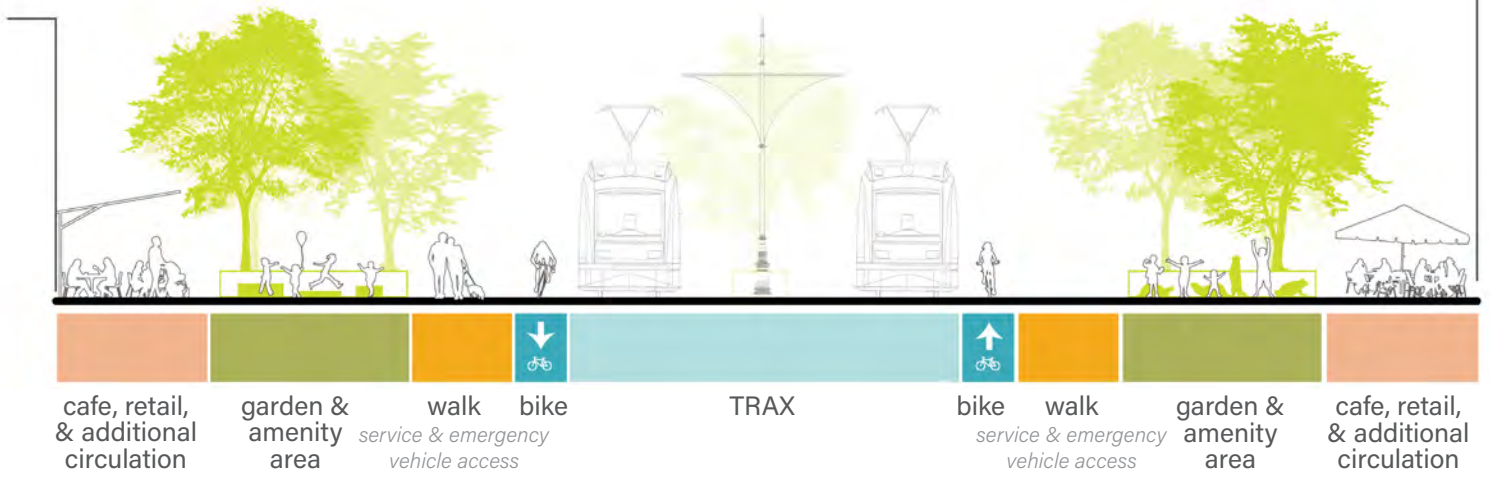


## Block 1 | All-Ages Wonderland

The South Temple-to-100 South section of Main Street embraces the gardens of Temple Square and celebrates the historic ZCMI frontage and adjacency to City Creek Center with specialty, year-round floral displays, a doubled row of trees, protected children’s garden areas for youth play and street vending. These can be adjusted around on-street dining if future tenants capitalize upon restaurant patio spaces. The mid-block magnet is an all-ages play element that reflects the Victorian architecture of ZCMI and the Temple complex, such as a carousel. Retail and dining are not currently active along much of the Block 1 corridor, so additional programmed multi-generational play areas (a seasonal game court, toddler play area and climbing wall feature) and collection of the ‘wild animals of Utah’ draw activity from residents and visitors, while expanded kiosk retail helps to bolster activity and provide dining and retail options within the public right-of-way.



# South Temple to 100 South Prototypical Section





## Block 1 | Precedent Imagery



*small-business incubator kiosk shopping and dining*



*climate-sensitive garden areas*



*dynamic light display that engages the City Creek bridge*



*seasonal all-ages games area*





*toddler play area and sculpture display*



*community bouldering feature*



*seasonal all-ages games area*



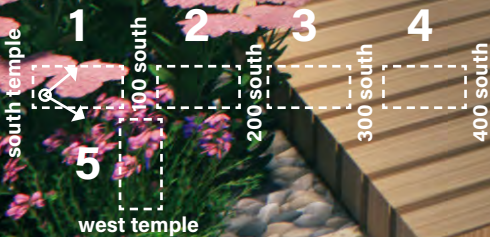
# All-Ages Wonderland

**INSPIRE**  
'wild animals of Utah' sculptures

**SHOP LOCAL**  
cafe stand + kiosk

**SIT**  
linear seating areas

Key Map





**PLAY**  
all-ages games area

**PLAY**  
all-ages carousel

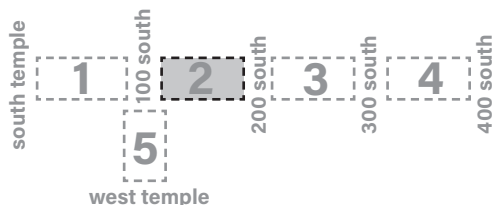
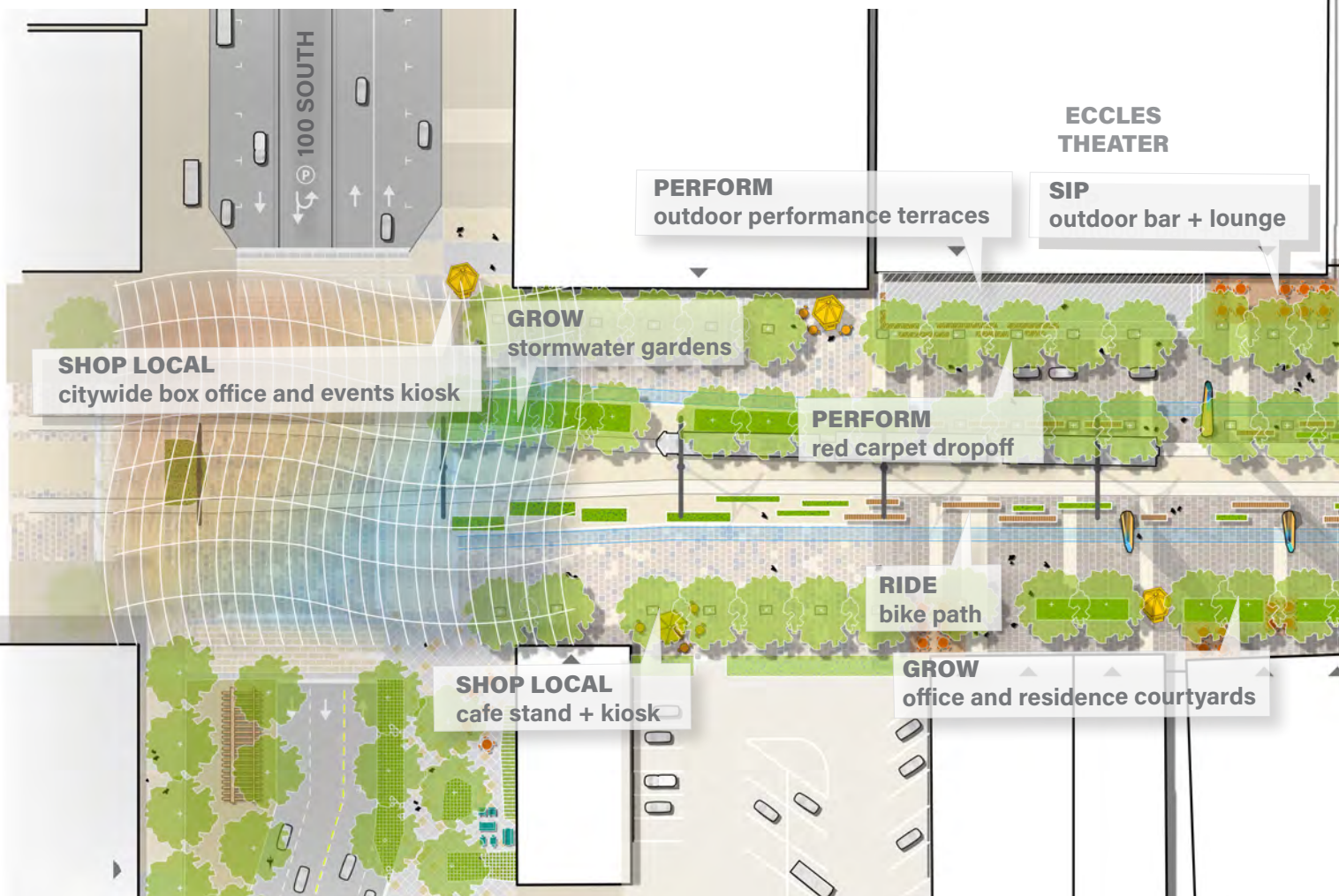
**GROW**  
sensory and seasonal gardens



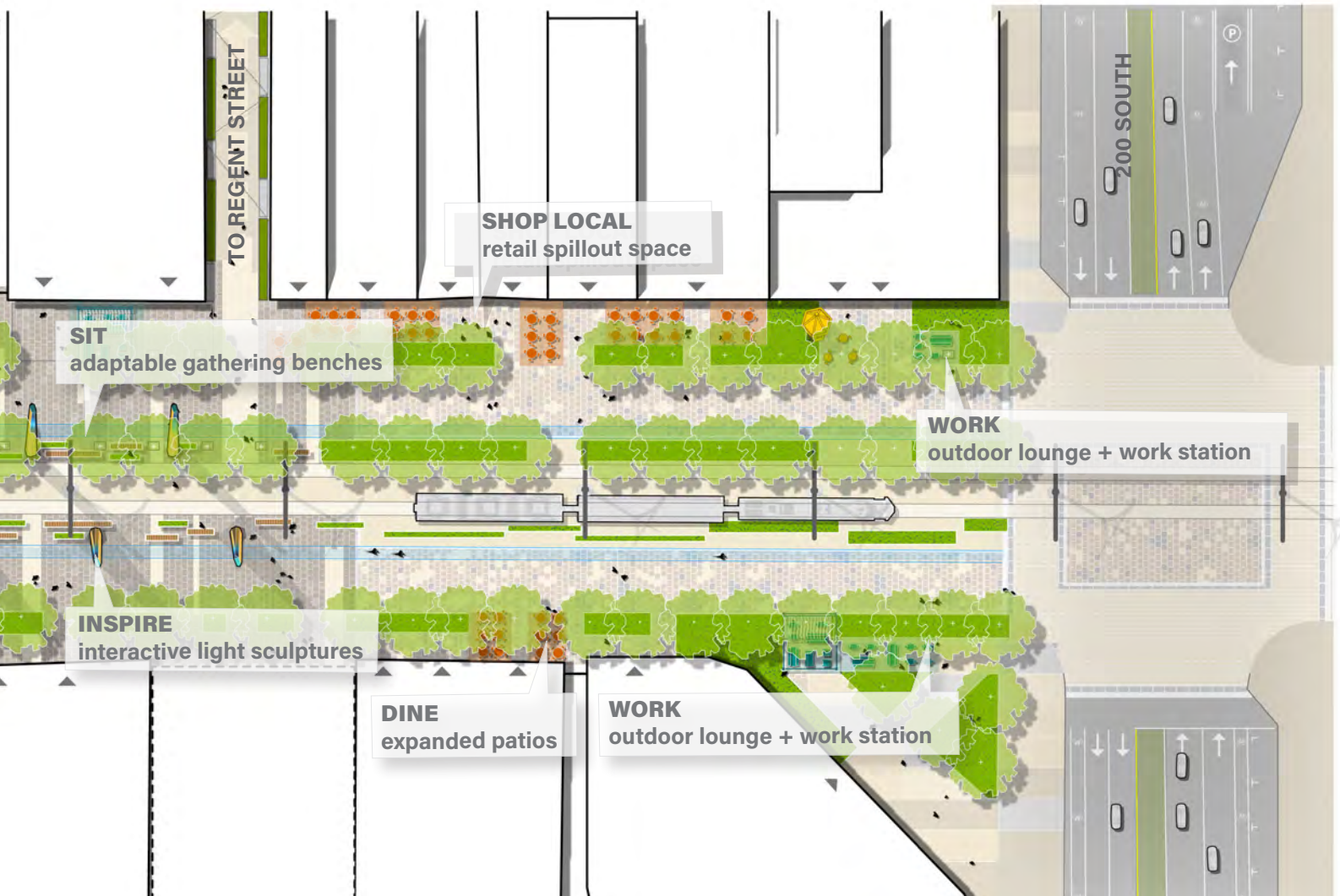
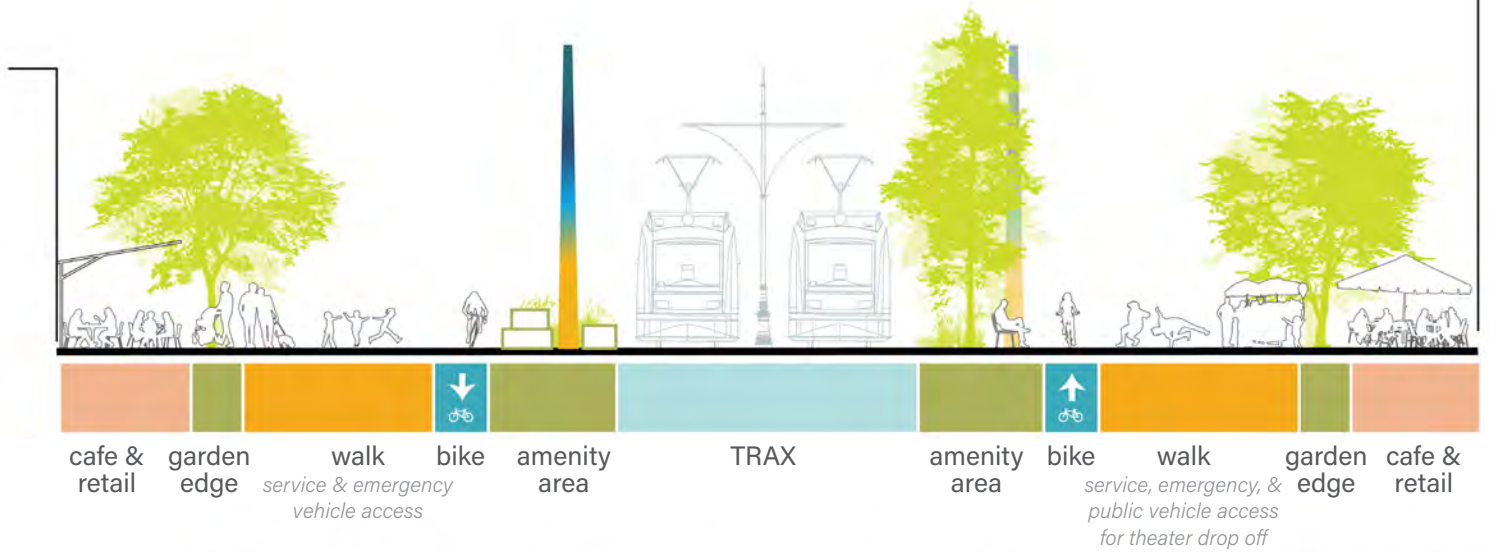
## Block 2 | The Interactive Performance + Spectacle Plaza

The block between 100 South to 200 South of Main Street is integral to the “Doorway to Downtown” at 100 South and Main Street, and draws cultural activity from the Eccles Theater and Regent Street onto the street. The plaza is centered around the ‘mid-block magnet’ - five custom overhead light sculptures which project light and image onto the enhanced paving and historic buildings around the plaza. These are designed to adapt to a variety of outdoor performance needs, staged around modular, adjustable seating terraces. On the east side, the pedestrian corridor can convert to a “red carpet dropoff” for Broadway theater arrivals, rideshare and valet. The 100 South and Main Street kiosk is a universal downtown box office, with ticket access and information for citywide events and programs.

During the day, this block includes outdoor work and meeting spaces, expanded dining and retail space and kiosk retail to provide functional outdoor collaboration space to the many office workers on the corners of this block.



# 100 South to 200 South Prototypical Section





## Block 2 | Precedent Imagery



*enhanced projection on surrounding buildings*



*overhead canopy sculpture*



*interactive light sculptures*





*small stage areas for buskers*



*expanded plaza performance space*



*enhanced seating terraces at theater entrance*



# Interactive Performance + Spectacle Plaza

**INSPIRE**  
interactive light sculptures

**INSPIRE**  
'seagull gate' canopy sculpture

**PERFORM**  
'red carpet' valet and rideshare dropoff

**PERFORM**  
outdoor performance areas

Key Map







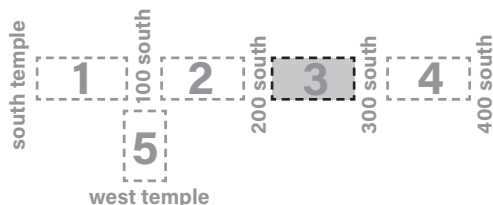
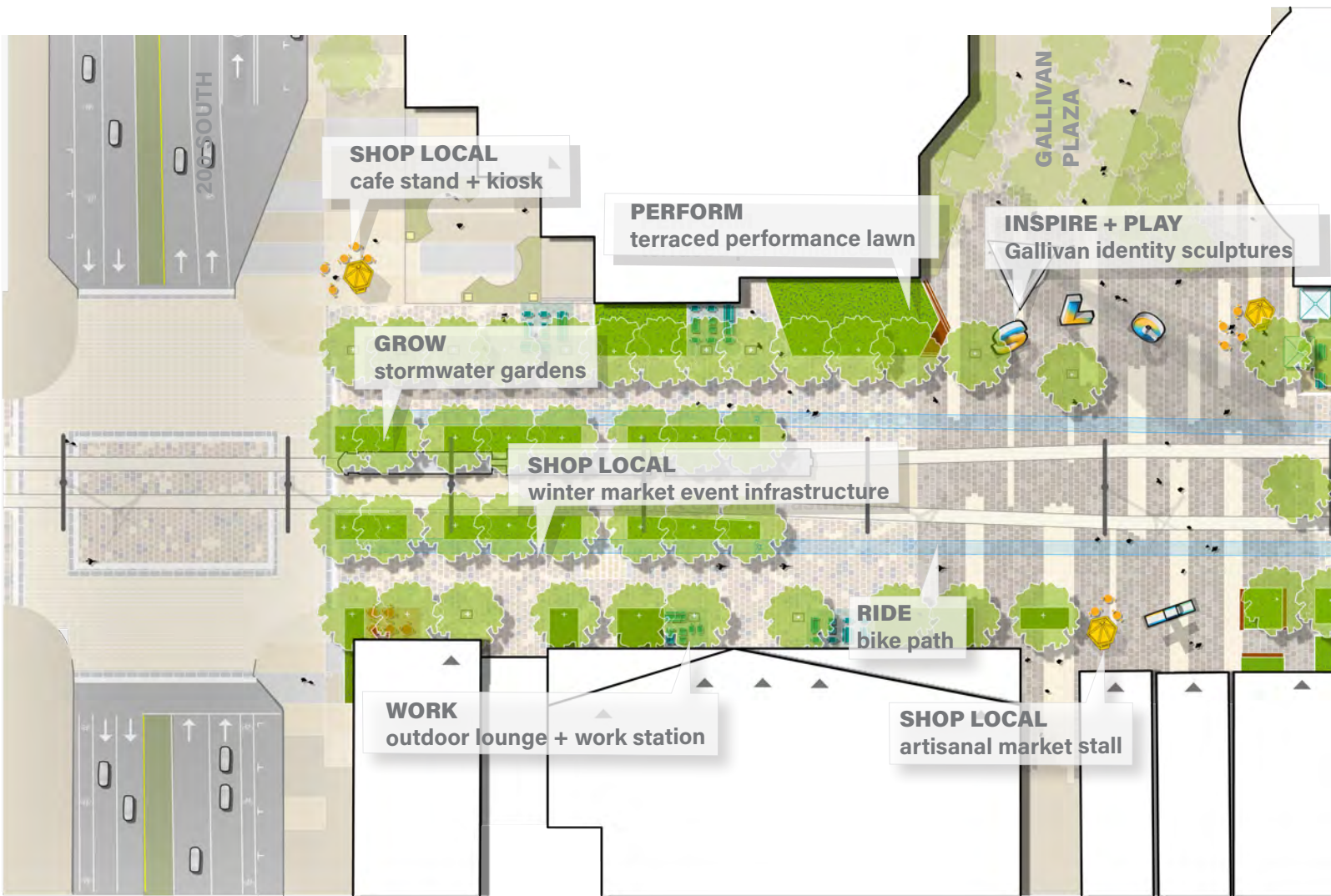
**WORK**  
outdoor lounge + work station

**SHOP LOCAL**  
retail spillout space



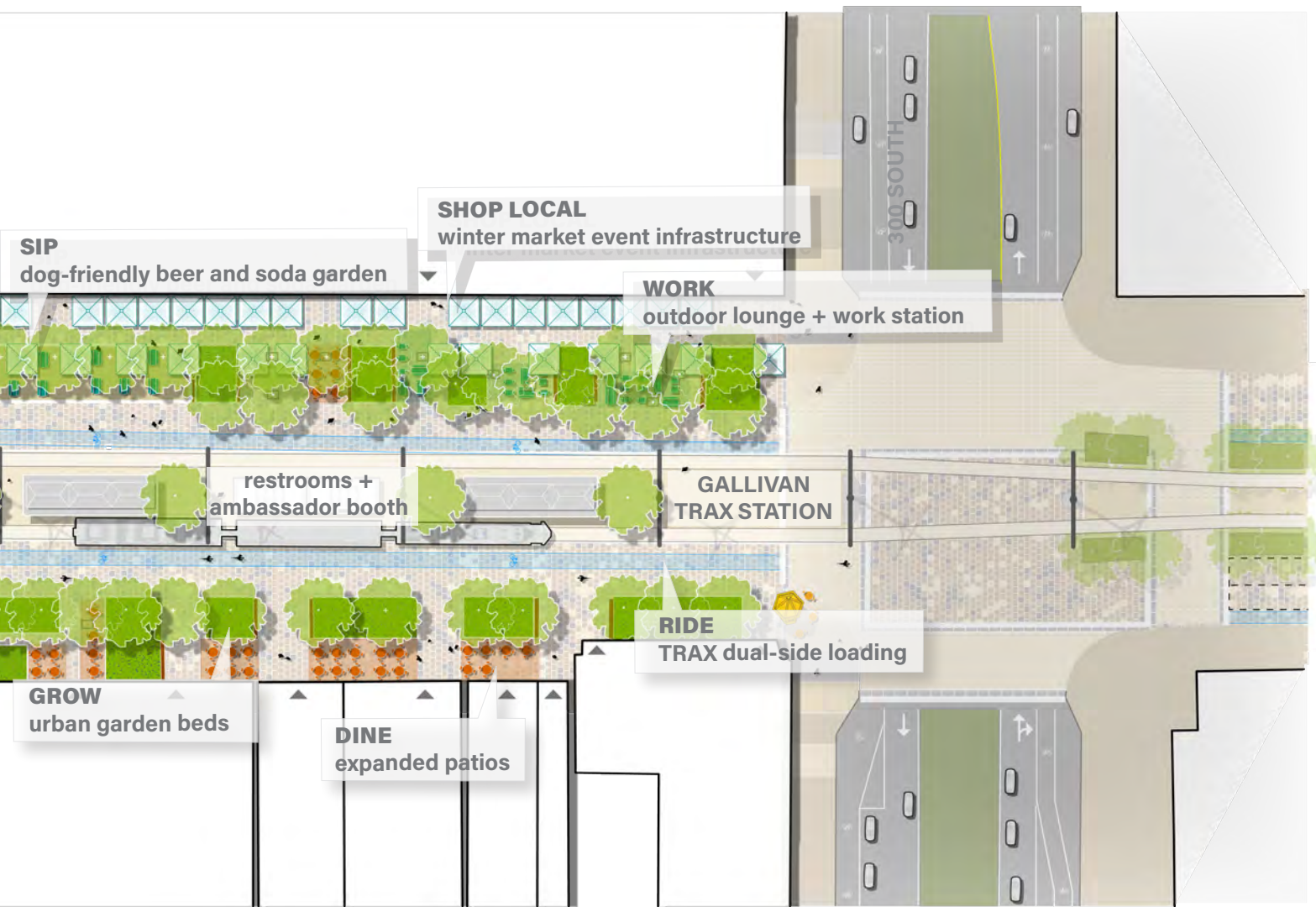
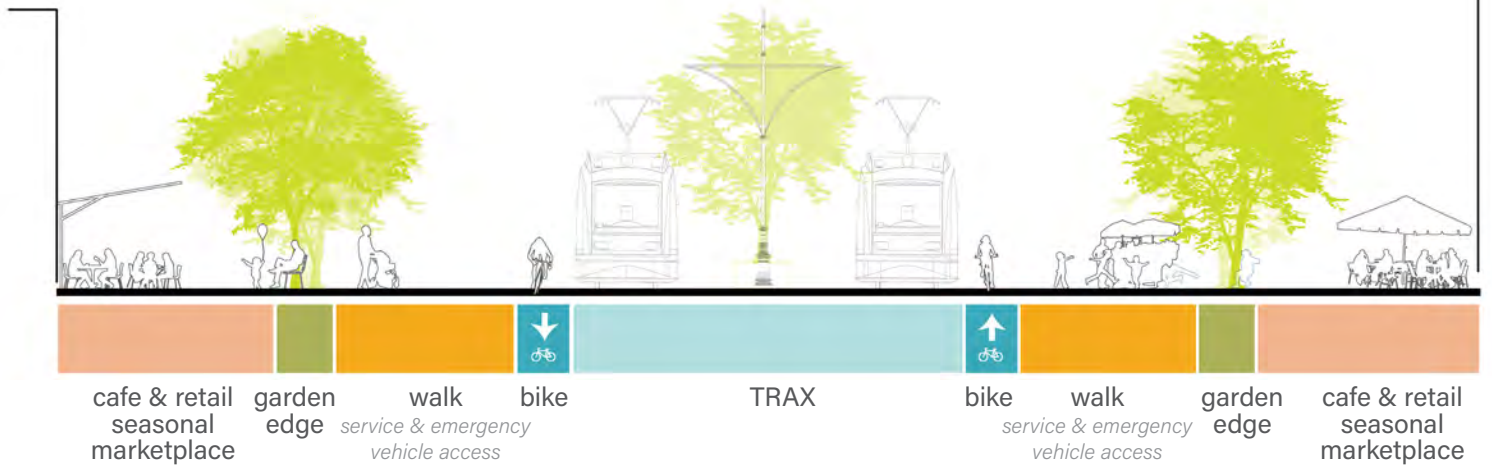
## Block 3 | The Gallery at Gallivan

The 'Gallery' is an immersive public sculpture center and a bustling community marketplace, which announces to worldwide visitors, 'you are here' in Salt Lake City. Large-scale art elements at the heart of the block link Gallivan Plaza and Main Street into a shared space. The plan includes enhanced infrastructure along the west side of Main Street and adjacent to east side office buildings for weekly farmers and craft markets and a season-long winter market. As both sides of Main Street will ultimately be car-free, trains can be loaded from both sides of the rail and the transit stop at Gallivan Plaza can accommodate a centralized staffed restroom and Downtown Ambassador office. Outdoor patio space is expanded along the historic storefronts along the southwest and outdoor work and collaboration lounges wrap the office buildings at the corners.





# 200 South to 300 South Prototypical Section





## Block 3 | Precedent Imagery



*climbable identity sculptures*



*climbable identity sculptures*



*seasonal marketplace*



*seasonal winter marketplace*





*outdoor lounge and work station*



*restroom and ambassador booth*



*restroom and ambassador booth*



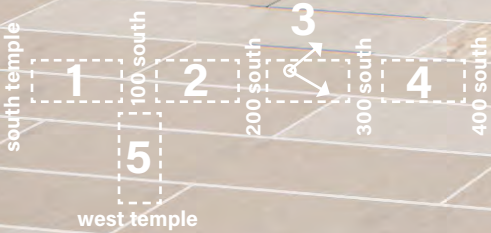
# The Gallery at Gallivan




**INSPIRE + PLAY**  
Gallivan gateway sculptures

**PERFORM**  
terraced performance lawn

Key Map





An architectural rendering of a vibrant city plaza. In the foreground, a person in a wheelchair is riding along a white-painted path on a dark, brick-patterned pavement. To the right, a long, low wooden bench is being used by several people, including a man in a suit and a young boy. In the background, a TRAX train is stopped at a station platform. The plaza is lined with trees, modern buildings, and a colorful rainbow archway. A tall black light pole stands prominently in the middle ground.

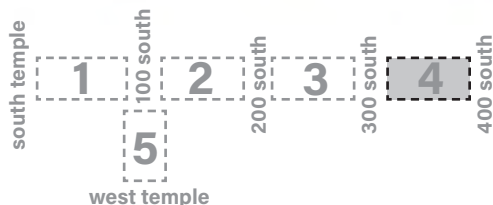
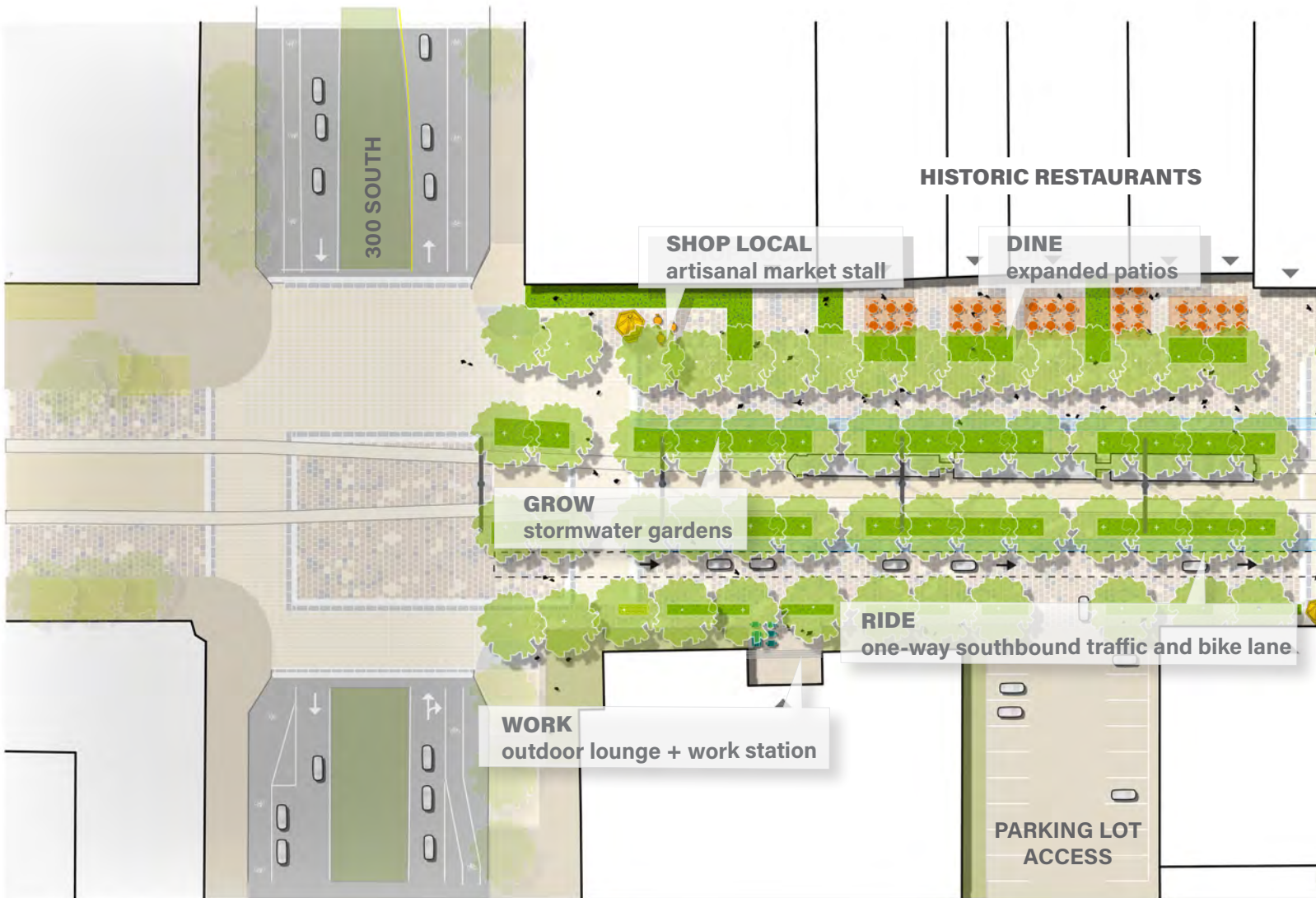
**RIDE**  
TRAX dual-side loading

**SIT**  
adaptable gathering benches



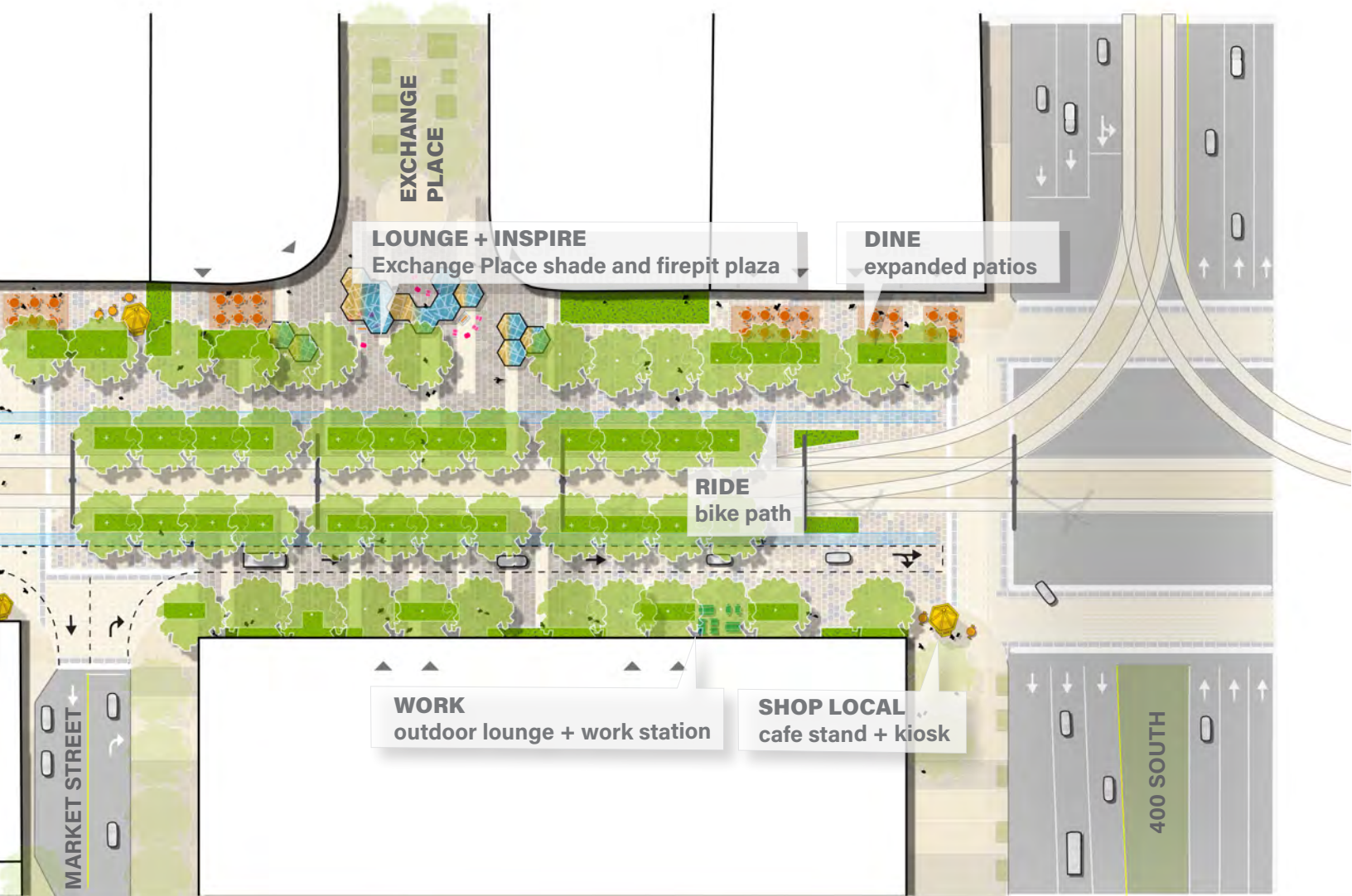
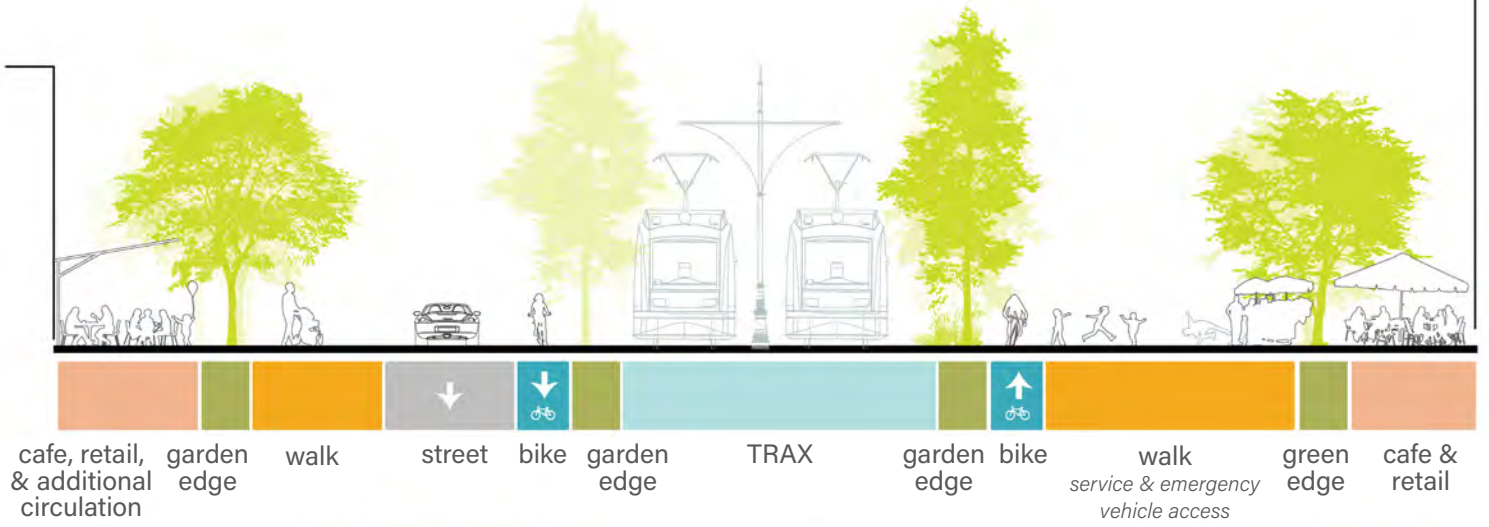
## Block 4 | Restaurant Row

Historically called “Whiskey Street”, Main Street from 300 South to 400 South has been the heart of downtown nightlife since the earliest days of Salt Lake City. The plan prioritizes expanded restaurant and patio space for historic restaurant spaces that cannot currently utilize outdoor seating due to space limitations. The plan enhances the Exchange Place connection with an architectural canopy element that provides light, shade and heat for year-round gathering and small performances, such as the string quartets that historically performed here. Specialty food kiosks provide quick lunch options for office workers as well as late-night treats to encourage restaurant customers to linger. Along the west side, southbound traffic and and bike lanes provide parking lot access and Market Street access, while enhanced roadway paving help to slow vehicles.





# 300 South to 400 South Prototypical Section





## Block 4 | Precedent Imagery



*expanded patio space for restaurants*



*overhead cafe lighting*



*late-night street goods vendors*



*wintertime firepit lounge*





*hexagonal shade and light canopy that references exchange place historic paving*

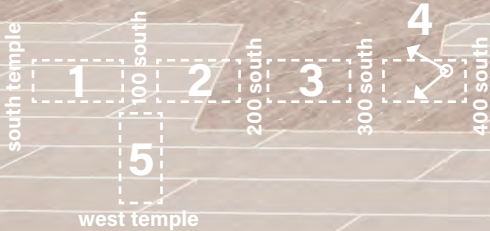


# Restaurant Row



**GROW**  
stormwater gardens

Key Map





**LOUNGE + INSPIRE**  
Exchange Place shade and fireplace plaza

**DINE**  
expanded patios

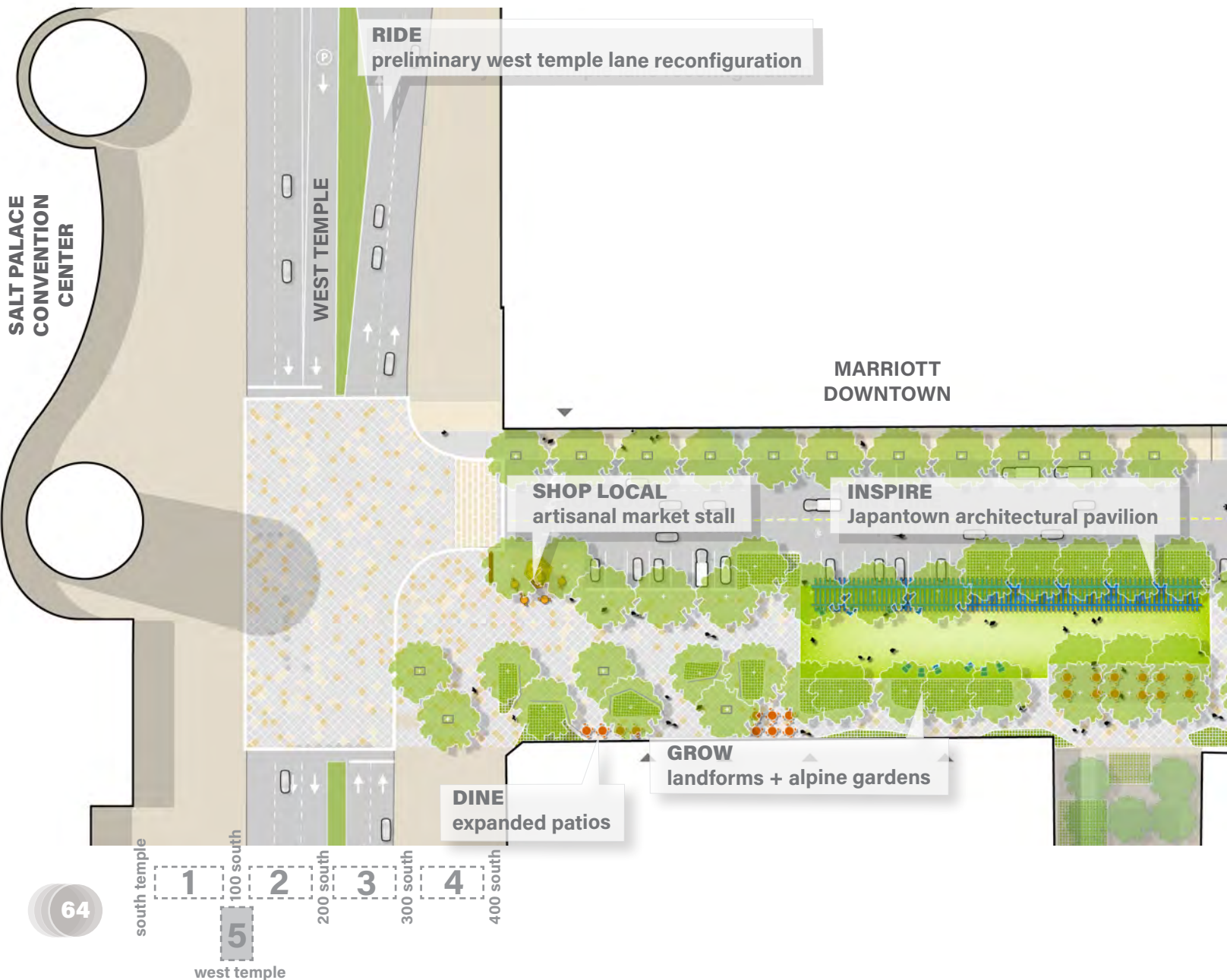
**SIT**  
adaptable gathering benches





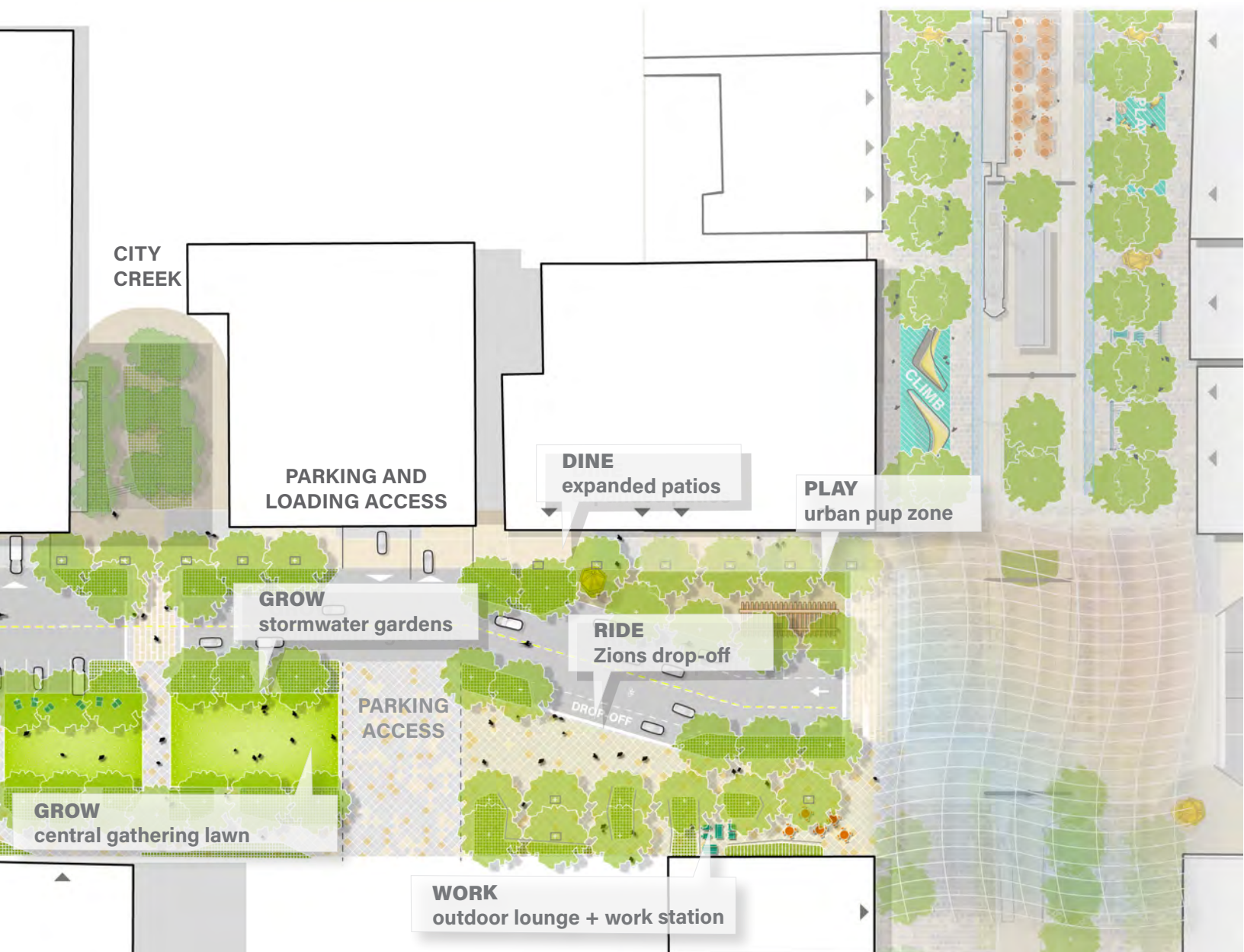
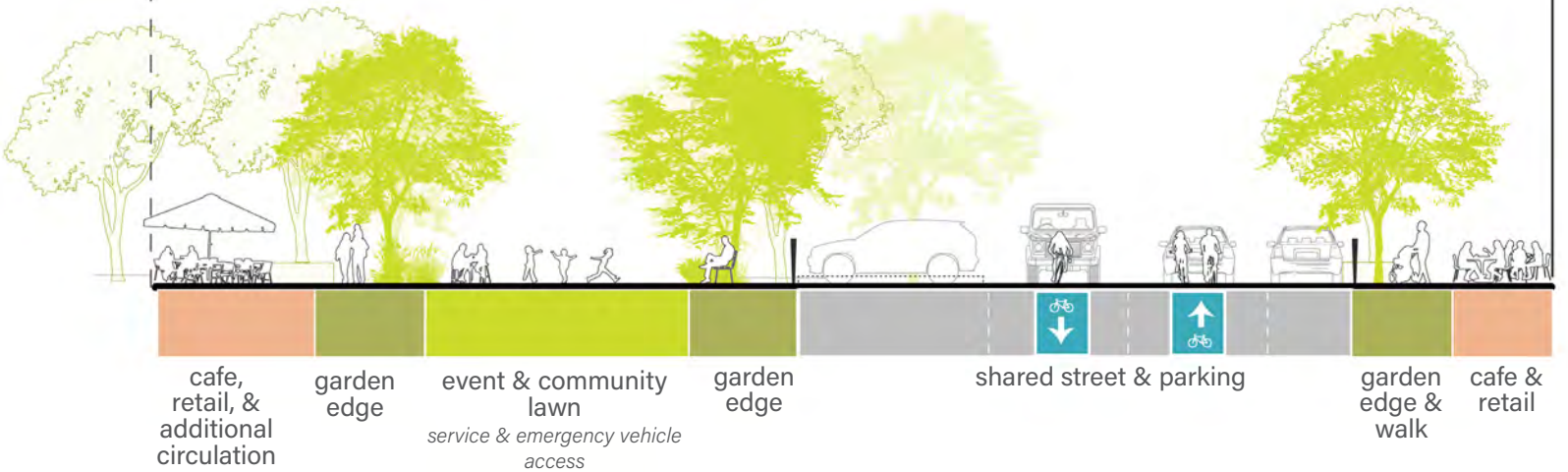
## Block 5 | Japantown Square

The 100 South link between the Salt Palace Convention Center and Main Street celebrates the street's legacy as historic Japantown in an adaptable, inviting community space. The design is centered around an iconic architectural pavilion that celebrates Salt Lake City's Japanese-American community. The square is flexible enough to be a day-to-day oasis for residents and families, while accommodating community and Salt Palace festivals, events and programs, expanded outdoor dining, on-street parking, and robust stormwater gardens. The realigned street resolves existing challenges to turning movements at West Temple and parking and service access for current and future parking garages along 100 South. The asymmetrical alignment allows events and programs to utilize the lawn space without requiring street closures for events.





# West Temple to Main Street Prototypical Section





## Revealing erased histories: Salt Lake City's 'J-Town'

This 100 South revisioning is a once-in-a-generation opportunity to re-establish one of Salt Lake's richest cultural districts at the front door of the city. Structures, kiosks, signage and wayfinding and landscape elements should all honor and celebrate this history and voices of Salt Lake City's Japanese-American community.

*"From its inception to 1966, J-town became the gathering place for Issei, Nisei and Sansei in Salt Lake and areas surrounding the city. First South was Japanese town for many who lived in the hotels and apartments on the street and for the many who visited on a regular basis. On any given day, it was not unusual to gather with friends at Aloha Fountain, or to encounter them at the California Market, Family Market, New Sunrise Fish Market and Sage Farm Market, or to dine with them at the various restaurants on First South and West Temple... This was the one place where Japanese faces were the majority and everyone felt a kinship and a sense of belonging.*

*In 1966 the move to create the Salt Palace Convention Center decimated the two major blocks that had been the center of Japanese-American residential and commercial activity."*

Source: Nagata, T. (1996). "Japanese Americans in Utah." JA Centennial Committee. p. 31.

1955 Dawn Noodle, proprietor Tomoye Morita right and Helen Utsumi.



1949, U.S. Cafe, 71 W. 100 South, SLC. Operated by the Tsuyukis.



1940, Mary Doi and Kiyoko Nishida at New Kimpa Cafe.





*landscape details that celebrate japanese-american design*



*bilingual signage and wayfinding elements*



*japantown architectural pavilion*



*gathering lawn and festival space*

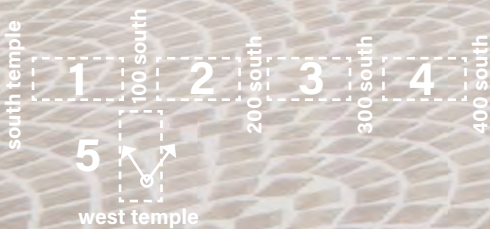


# Japantown Square



**GROW**  
central gathering lawn

## Key Map







**INSPIRE**  
Japantown architectural pavilion

**DINE**  
expanded patios

**GROW**  
landforms + alpine gardens







# 03

## Next Steps

Operations & Maintenance Options

Potential Phasing Strategies

Block-by-Block Preliminary Opinion of Probable Costs

Potential Funding Sources

What's Next?



# 03 | Next Steps

## Operations and Maintenance Options

**The current management model for downtown Salt Lake City is unique.**

In most downtowns, primary services such as street and alley sweeping, regular servicing of waste receptacles, snow removal along streets, repair of potholes and streets, damaged walkways, maintenance of street and traffic signals, street lights, forestry services, policing, etc., are typically provided by City services; whereas supplemental services like monitoring activity and conditions on the street, providing more frequent service for waste receptacles, including wiping them down, spot cleaning of spills and waste on walkways, snow removal from ADA ramps, graffiti removal, etc., are most frequently addressed via **a downtown management entity and/or a business improvement district (BID)**.

From a national perspective, downtown Salt Lake City has a unique setup whereby the city provides a variety of both primary and supplemental cleaning and maintenance services directly (i.e., CBD services), furthermore utilizing funding from City sources. Supplemental maintenance services being offered by the City is an asset for downtown. As stated above, typically these supplemental services are supported by and only made possible through BID funding. However, feedback from participants spoken to, was that the level of service does not meet the standard that is expected or needed on Main Street.

Ambassadors hired by the Downtown Alliance are now piloting a program to provide supplementary trash pickup. The addition of this added service is indicative of the fact that there is demand/need for further attention to be paid to litter removal/cleaning.

**The unsheltered challenge is a key concern to consider when evaluating Main Street's future.**

In downtowns throughout the country, a paramount challenge of the moment is a growing unsheltered population, often exacerbated by various types of disruptive behavior. Though Salt Lake City's issues are not as dire as other cities by comparison, it is also not immune. A chief concern of property and business-owners with mounting fears is that the creation of a pedestrian promenade could worsen the problem – or alternatively, the problem could further concentrate on Main Street. This is a bona fide risk to consider in light of conditions in downtowns nationally and macro-trends when it comes to houselessness in the U.S. If Main Street is pedestrianized and not activated, adequately staffed, or managed effectively and on an ongoing basis, the public space could in fact become a magnet for unsheltered and/or disruptive behavior. City staff must play a critical role in



addressing these unsheltered and safety issues moving forward.

It is critical that major anchors and visitor attractions along Main Street and nearby be key collaborators and partners in the design process moving forward. Ongoing activations and programming on this future pedestrianized Main Street Promenade will be critical to its ultimate success.

Main Street is full of dynamic uses and unique community assets, from theaters to shopping centers, restaurants, hotels, and key employment anchors. While the width and scale of Main Street presents opportunities when it comes to design of a pedestrianized space, it also increases the degree of difficulty when it comes to keeping the space active and vibrant.

**Main Street will require additional resources, collaboration, service and staffing to properly manage, operate, maintain, and activate the corridor beyond what exists today to perform as envisioned here and at the level of other historic pedestrian city centers nationwide.**

Pedestrianized spaces present a different variety of extra demands – to make that space feel special and for it to work well and remain successful. Generally, a strong collaborative partnership between City departments, downtown management organizations, and other entities is required for pedestrian promenades to succeed, as best practice case studies illustrate. Ideally, City-based staff would continue to provide what’s considered a “base level of services.” For example, there would be several police officers dedicated to a walking beat along Main Street throughout the day, evening, and weekends. The officers would regularly engage with the public and with street level businesses. Downtown streets, with a special emphasis on and adjacent to Main Street would be mechanically swept nearly every day, and regular high pressure/power washing would be provided, and all trash/recycling receptacles would be emptied at least once daily, preferably overnight or very early in the morning. City forestry would provide a comprehensive assessment for the condition of all trees, shrubs, and other more permanent type landscaping along and adjacent to Main Street, and that assessment would be reviewed and updated annually.

The business improvement district (BID) would be adequately funded to supplement the baseline services provided by SLC staff. For example, a highly visible staff of uniformed Ambassadors would roam Main Street providing hospitality, sharing information to visitors, residents, and businesses, monitoring activity, and serving as “eyes and ears” to report anything problematic to maintenance teams or to the police or other agencies as needed. Outreach Ambassadors may engage closely with the unsheltered or disenfranchised in partnership with existing service providers to ensure that everyone is kept safe and that proper referrals are made. Some of this outreach work is currently being provided by the Downtown Alliance. The other important supplementary service involves ongoing maintenance of Main Street. Uniformed Ambassadors would be responsible for “pan and broom” sweeping of trash and debris along walkways and curblines, and removal of trash and debris in tree wells, planter boxes, etc. throughout the day, evening and weekends. Spot cleaning to address spills and other issues in high traffic areas, graffiti abatement, wiping down trash receptacles, benches, high touch surfaces, etc., in addition to topping



off or emptying overflowing trash receptacles that are located along the pedestrian promenade. All Ambassadors would monitor conditions along Main Street and report issues to the appropriate entities (City, TRAX, UDOT, service agencies, etc.).

**Below is a sample matrix to provide a concise illustration of what is stated above.**

Downtown Needs	Primary City Services	BID's Supplemental Services	Service Frequency	Considerations
Downtown hospitality		X	Daily, incl. evenings	Outreach Ambassadors also be utilized
Downtown policing/ security	X		Daily, incl. evenings	
"Pan and Broom" to remove misc. trash and debris		X	Daily, incl. evenings	
High pressure washing walkways	X		At least 5 days/wk.	
Spot cleaning pedestrian areas	X		Twice weekly	
Graffiti removal		X	Daily, on an as needed basis	
Snow removal	X	X	As needed	City - major plowing along Main St. BID - remove snow from ADA ramps. Prop. owners - walkway at bldg.
Emptying trash receptacles along Main St.	X	X	Daily	City will service receptacles daily. BID will supplement by topping off/emptying based on demand
Tree maintenance	X		Annually, as needed	
Repair damaged walkways/ infrastructure	X		As needed	Accept specialty fixtures
Lighting		X	As needed	Manage independently of citywide streetlights to accommodate special needs and features

## A Range of Operations and Maintenance Options

Several case studies of various pedestrian/transit promenades around the country were evaluated to determine models for operations and management. These examples also help illustrate the level of commitment that will be required to adequately operate a pedestrianized space that is being proposed for Main Street.



As noted in the prior section, the most common O&M model for pedestrian malls (and the like) is shared responsibility between the City and a non-profit Place Management Organization, a PMO, and often the managing entity for a BID. The case studies that were evaluated include:

- Pearl Street Mall (Boulder, CO) – predominately City management with PMO/BID support
- Third Street Promenade (Santa Monica, CA) – predominately PMO/BID managed, with City support
- 16th Street Mall (Denver, CO) – predominately PMO/BID managed, with City support
- Nicollet Mall (Minneapolis, MN) – predominately PMO/BID managed, with City support
- State Street (Madison, WI) – predominately City managed, with specific PMO roles
- Church Street (Burlington, VT) – fully City managed
- High Line (New York City, NY) – foundation/conservancy-based management

The table below summarizes the breakdown of responsibilities in common categories for the different case studies. Several of these case studies are profiled in more detail below the table. For simplicity, PMO is used to capture both BIDs and place management organizations, given they are frequently one and the same.

	Boulder	Santa Monica	Denver	Minneapolis	Madison	Burlington	NYC High line
<b>Maintenance &amp; cleaning</b>	City (Parks & Rec.) supplemented by PMO	City (Parks & Rec.) supplemented by PMO	Mostly City supplemental by PMO	PMO	City (Parks Division)	Church Street Marketplace Department	FHL (Friends of High Line)
<b>Landscaping</b>	City (Parks & Rec.)	City (Parks & Rec.)	City and PMO	PMO	City (Parks Division)	Church Street Marketplace Department	FHL
<b>Policing/ security</b>	City (PD/ Park Rangers) and PMO ambassadors	City (PD/ Park Rangers) and PMO ambassadors	City and PMO		City	City PD	N/A
<b>Homeless outreach</b>	City	City			N/A	City	N/A
<b>Programming/ activations</b>	City and PMO	City and PMO			PMO	Church Street Marketplace Department	FHL
<b>Visitor engagement/ hospitality</b>	PMO ambassadors	City			PMO ambassadors	Church Street Marketplace Department	FHL
<b>Vending</b>	City	PMO	PMO	PMO	City (Economic Development)	Church Street Marketplace Department	N/A
<b>Holiday/ decor/ beautification</b>	PMO	PMO	PMO	PMO	City (Parks Division)	Church Street Marketplace Department	FHL



## Pearl Street Mall – Boulder, CO (management model: predominately City management with PMO/ BID support)

Pearl Street Mall is designated as a public city park. City of Boulder Parks and Recreation, therefore, has a central role in management, including:

- Maintaining the planter boxes
- Plants and cares for flowers and trees along the mall
- Irrigation
- Cleaning, trash, and graffiti removal
- Furniture and structure repair and maintenance
- Water feature care and maintenance
- Snow removal
- Event management
- Vending management (issues permits for vending carts on the Mall – there are 13 available locations each year)

Downtown Boulder Partnership (the PMO) Ambassadors provide complimentary services to those provided by the City. DBP contracts with national clean and safe services provider, Block by Block for its ambassador services, which are focused on the following:

- Cleaning: picking up trash and liter, removing graffiti, pulling isolated weeds, sanitizing and cleaning surfaces like benches, ensuring cleanliness and appearance of public restrooms and sidewalks, power washing, and snow and ice removal
- Hospitality: visitor engagement and assistance, directions and transportation options, locating lost items, etc. DBP also has other non-ambassador responsibilities regarding Mall management. It leads all marketing efforts for Pearl Street Mall. Also, the Downtown Boulder Community Initiatives (a 501(c)3 that is part of the Downtown Boulder Partnership) puts on a variety of events on Pearl Street throughout the year.

Additionally, the City contracts with DBP to provide the following services (DBP receives \$520,000 from City):

- The City helps sponsor many events put on by the DBP
- Management, hiring, training, and operating the Downtown Ambassador Program
- Removing trash on Pearl (and a few other streets) on a bi-weekly basis
- Marketing materials: tear-off maps, mall directories and kiosks, parking promotion and coupon, and downtown visitor guide
- Banners and wayfinding infrastructure





**Nicollet Mall – Minneapolis, MN (management model: predominately PMO/BID managed, with City support)**

The Minneapolis Downtown Improvement District (a BID) is the main organization responsible for managing Nicollet. While the DID boundaries include the whole downtown footprint, and the DID does not have management or operations staff specifically dedicated to the Mall, estimates are that the DID dedicates about 60% of its time to Nicollet Mall.

- 87% (\$488,000) of maintenance and snow removal budget dedicated to the Mall.
- 20% (\$78,000) of winter & summer greening budget dedicated to the Mall.
- 25% (3) of staff are dedicated to the Mall (due to the fact that the DID has a storefront office located on the Mall).
- The DID doubles up on clean and safe ambassadors on the Mall.
- Regarding maintenance and operational services, the DID provides the following on the Mall:
  - Maintenance and cleaning (except for the roadway that the buses use)
  - Landscaping
  - Routine programming and activations
  - Visitor engagement/hospitality
  - Vending – jointly with the City
  - Beautifications/decorations



## Church Street – Burlington, VT (management model: fully City managed)

The Church Street Marketplace is a four-block pedestrian only mall in the core of downtown Burlington. Its management model is unique in the sense that downtown Burlington doesn't have a significant place management organization, and in turn, the mall is fully City managed. Furthermore, the City has established a standalone department with its sole purpose being mall management. The entity charged with managing Church Street is the Church Street Marketplace Department, which is a department of the City of Burlington. Its 2024 budget is \$1.08 million, and it is a standalone department overseen by the Mayor. It has a staff of eight, charged with all things Mall related. Staff members include: Marketplace Director, Foreman, Project and Event Manager, Marketing Manager, Administrative and Outreach Assistant, Maintenance Specialist, Marketing Specialist, and Seasonal Event Specialist.

### The Church Street Marketplace Department is responsible for the following:

- Maintenance
- Security, in coordination with the Burlington PD
- Licensing and permits – which includes buskers and vendors
- Marketing and promotion
- Capital improvements

The Church Street Marketplace also has an oversight body called the Church Street Marketplace Commission. The Commission has nine members, appointed by City Council, comprised of business owners and citizens who set policy for the Marketplace. The Commission is also responsible for establishing common area fees charged to Marketplace property owners. The fees provide the majority of funding for the Marketplace Department operating budget.





## Models for Safety & Security

A sense of safety and security is fundamental to success for pedestrian promenades. Throughout stakeholder outreach, this was frequently brought up as a point of emphasis. The following offers details on how the different case studies above manage safety and security. Models can generally be categorized into the following, depending on level of need:

- Police-based, often with dedicated teams or bolstered patrol levels on the pedestrian mall
- Police and Ambassador-based collaboration, often with dedicated teams or bolstered patrol levels on the pedestrian mall
- The above, plus supplemental private security and/or dedicated homeless outreach workers

**Boulder:** Downtown Boulder Partnership Ambassadors (who do not have enforcement role) operate from 8am – 8pm daily. The Boulder Police Department has a dedicated Mall team with six funded positions.

**Santa Monica:** Santa Monica Police provide core policing for the Promenade. Downtown Santa Monica (DTSM, the local place management organization) contracts with a private security company to provide supplemental security and respond to non-security calls between 6am – 10pm daily. They respond to anti-social behavior, aggressive panhandling, sleeping on sidewalks, disturbing the peace, and suspicious activity.

DTSM also has an ambassador program whose safety and security role involves connecting individuals in need to social services. Lastly, DTSM has a full-time homelessness outreach coordinator, and the City and a number of nonprofits have outreach teams that work along the Promenade as well.

**Burlington:** Church Street has recently been struggling with negative perceptions around safety. Last year, the city announced a new Downtown Public Safety and Action Plan that would add new public safety resources downtown and activate downtown with more events, including along Church Street. It also included new community service officers responding to quality-of-life complaints and urban parks rangers responding to park safety.

The City increased capacity to work with people experiencing mental health challenges and homelessness through community service liaisons and working with a local shelter and service provider. The City recently used \$100,000 in ARPA funds and a foundation donation to increase security services with their contractor to provide 12pm – 12am security daily. The Burlington Police Department is also doing overtime shifts on Church Street.



# Phasing Strategies

## Gradual steps toward a visionary future

This vision is designed to be phased overtime. This phasing can grow from block-to-block, as well as east-to-west, anchored by the existing TRAX line which is to be preserved in place. Strategic phasing reduces costs and construction impacts, and allows Main Street property development, management, maintenance and programming entities to develop over time, rather than requiring the most robust model at project onset. This plan provides three alternative phasing models with one primary recommendation, but phasing options are not limited to the three options herein and can adapt based on adjacent development, investment, utility and infrastructure demands and citywide needs.

In future design phases, these phase models can be adapted to maximize the impact of integral installations of the vision - programmed spaces and event infrastructure can be shifted or prioritized to accommodate the specific phase needs. This may include relocating desirable amenities from a later phased to an earlier phased block face to maximize the daily benefit of the partial buildout.

**Cars on Main Street:** While the final vision restricts passenger vehicles on Blocks 2-3 and removes on-street parking from all blocks of Main Street, the planned cross-section and recommended paving infrastructure are adequate to support passenger vehicles within the proposed design. If needed (and assuming necessary signage and signals are provided) this vision can be phased with passenger vehicle access preserved in select areas, though on-street parking cannot be accommodated once built, as it conflicts with emergency access needs.

### Key phasing goals and drivers:

#### 1. Prioritize near-future, pending or overdue material repairs and infrastructure upgrades

- Blocks 2-4 of Main Street (most notably along the east side) face degraded materials, cracked granite paving and aging infrastructure within the right-of-way.
- The existing sanitary sewer that feeds Blocks 2-4 of Main Street (located on both sides of the street) was originally constructed in 1891 and is due for replacement as it may not be able to accommodate future development. While it was lined for reinforcement in 1997, its capacity was further reduced by the lining effort. It is also located under much of the existing tree canopy. This plan recommends it be abandoned in-place and reinstalled under the new enhanced pedestrian corridor to meet the needs of current and future development and to preserve the existing trees.



- 2. Maximize Main Street and 100 South business access to outdoor retail and expanded patio space** (*especially where patios are not currently feasible*). Many of the existing historic storefront and restaurant spaces cannot implement outdoor patios without blocking the path of travel in the street's current configuration and would rely on this vision to utilize their outdoor patio zones. Most of these are located along the east side of Blocks 3 and 4.
- 3. Define a grand arrival to Downtown for visitors and convention-goers** The 100 South (Block 5) segment of the plan provides a new link between the Salt Palace Convention Center and space and infrastructure for convention expansion into the public realm. This will become an iconic "front door" for the city based on this plan.
- 4. Prioritize outdoor space for performances, festivals, public art, convention and other community events** Block 5 is designed to support a variety of independent or convention-related events, festivals, programs and public art on 100 South. Blocks 2-3 contain the most significant venues for large events and festivals on Main Street. The primary performance plaza and 'red carpet dropoff' are on the east side of Block 2 and the primary festival and market infrastructure is concentrated along the west side of Block 3.
- 5. Capitalize upon the development potential of adjacent surface parking or vacant lots** The new improvements to Main Street will provide valuable amenities, enhanced arrivals and courtyard spaces for future office, residential and retail development. The primary parcels for future infill are located along the west side of TRAX on blocks 2-4.
- 6. Maximize linkages to public and shared spaces along both sides of Main Street and 100 South** (*City Creek Center, Regent Street, Gallivan Plaza, Exchange Place, Market Street and the 337 Pocket Park*). This plan provides new, enhanced connections to many of the most significant public spaces within Downtown. The 337 Pocket Park meets 100 South along the south side, City Creek Center meets Main Street on both sides. Regent Street, Gallivan Plaza and historic Exchange Place meet Main Street along the east side. Market Street meets Main Street along the west side.
- 7. Allow gradual phasing of passenger vehicle and street parking reduction** This allows residents and businesses to adapt to utilizing structured parking or alternate modes of transit over time. While the roadway and parking along Main Street are underutilized, they are being used daily by Main Street businesses, office buildings and residents. While adjacent streets and structured parking are well-sized to absorb Main Street traffic long-term, this will require routines be adjusted, which can challenge local business, so phasing options that allow gradual reduction rather than immediate full-closure are preferred.



**Recommended phase plan - *The Historic Main Street Promenade:***  
 Prioritize a **complete pedestrian-only promenade along the east side of Main Street** and convert the west side of the street into a **one-way multimodal street with parking**.

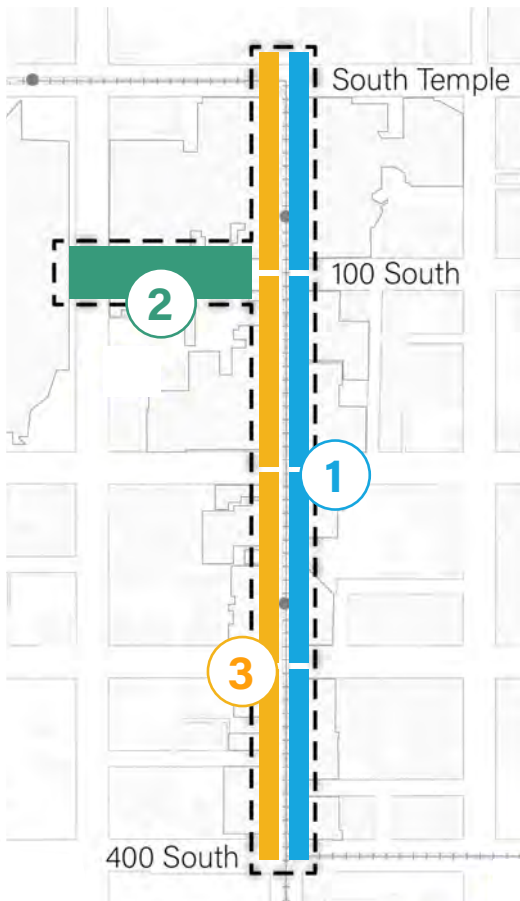
The preferred phasing approach provides full buildout of the east side pedestrian-only promenade along the entire historic length of Main Street (100 S- 400 S) while preserving passenger vehicles and on-street parking in a one-way orientation along the west side of TRAX without reconstruction.

This addresses the aging infrastructure at historic structures, replaces much of the critically-degraded paving and replaces half of the aged sanitary sewer infrastructure. This also links the Main Street Promenade to Regent Street, Gallivan Plaza, Exchange Place and preserves existing access to Market Street, and provides necessary outdoor patio and retail space to the largest concentration of historic restaurant spaces lacking adequate space for outdoor dining today. This also maintains vehicular access and on-street parking for Main Street businesses, offices, hotels and residences that still rely on these uses today. Finally, this prioritizes a doubled tree canopy over the areas with the greatest summer sun exposure.

Block 1 is incorporated into the final phase of construction. The materials and infrastructure on this block were replaced or upgraded in recent years as part of the construction of the City Creek Mall, and there is adequate space for outdoor dining and retail.

*In this plan, the east side of Block 1 and the west side of Blocks 1-4 can be retrofitted with enhanced furnishings and amenities, outdoor play elements and on-street vending in Phase 1 to provide early-phase value, without requiring immediate reconstruction or reconfiguration of the roadway.*

Full buildout of the 100 South vision is recommended shortly after Main is completed to enhance the Salt Palace connection and provide much needed park space within the downtown core.



**RECOMMENDED LONG-TERM PHASING MODEL:**

1. **Establish a strategy for Main Street management and maintenance, construct historic Main Street Pedestrian Promenade, implement Main Street kiosk small-business incubator program**
2. **Construct Japantown Square**
3. **Complete Main Street Pedestrian Promenade**

**THIS PHASE PLAN MEETS THE FOLLOWING GOALS:**

- 1. *Prioritize near-future, pending or overdue material repairs and infrastructure upgrades*
- 2. *Maximize Main Street and 100 South business access to outdoor retail and expanded patio space*
- 3. *Define a grand arrival to Downtown for visitors and convention-goers*
- 4. *Prioritize outdoor space for performances, festivals, public art, convention and other community events*
- 5. *Capitalize upon the development potential of adjacent surface parking or vacant lots.*
- 6. *Maximize linkages to public and shared spaces along Main Street and 100 South*
- 7. *Allow gradual phasing of passenger vehicle and street parking reduction*



**BIG IMPACTS IN EARLY YEARS:** *The spaces below are all provided in the first years of design based on this phasing model (Phases 1-2)*



**BLOCK 2 EAST**



**BLOCK 3 EAST**



**BLOCK 4 EAST**



**BLOCK 5**

*One-way (southbound) multimodal shared street with parallel parking (preserve existing)*

*Pedestrian promenade with all design amenities, interim northbound cycle path*



**PHASE 1 MAIN STREET CROSS-SECTION  
(LOOKING NORTH)**



**ALTERNATIVE LONG-TERM PHASING MODELS:**

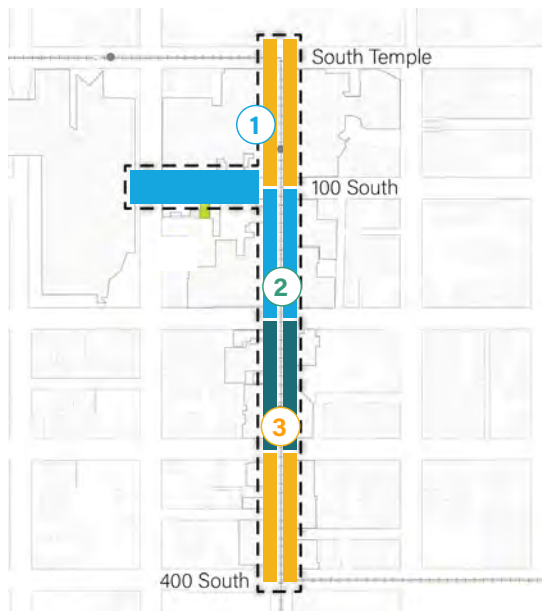
The centralized TRAX alignment and cross-street divisions allow for a number of potential phasing options that can be adjusted and adapted based on the seven phasing goals and drivers, available funds, public/private partnerships or other incentives.

**Additional opportunities for early-phase improvement:**

1. Catalyze the transformation with the central arrival canopy sculpture
2. Repair and retrofit existing raised tree planters
3. Explore opportunities for incremental implementation during future development efforts

**The Grand Arrival:**

*Prioritize full buildout of Blocks 2 & 5 to prioritize infrastructure for large events and programs and enhance the Convention Center linkage to Main Street*



The Grand Arrival option prioritizes the moment of arrival for visitors commuting via TRAX or visiting the Salt Palace Convention Center or Eccles Theater. This option includes full buildout of blocks 2 and 5, restricting passenger vehicles on Main Street from 100 South to 200 South with the exception of the northbound 'red carpet dropoff' for special events at Eccles Theater. This option prioritizes blocks with the greatest dramatic impact and includes the construction of the overhead 'Seagull Gate' canopy sculpture at 100 South and Main Street. Phase 2 of this option would implement full buildout of Block 3 to complete the pedestrian-only portion of the Main Street corridor.

**supports**

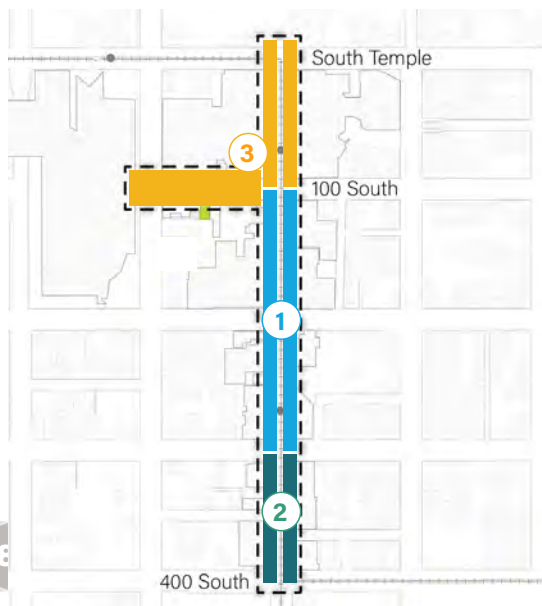
**goals:**

1.
2.
3.
4.
5.
6.
7.

*\*goals listed on previous page*

**The Pedestrian-Transit Promenade:**

*Prioritize full buildout of Blocks 2-4 to complete the Main Street Pedestrian Promenade*



The Pedestrian-Transit Promenade option would implement full buildout of Blocks 2-3 to complete the pedestrian-only portion of the Main Street corridor in the first phase, followed by implementation of the hybrid street on Block 4. This addresses essential infrastructure and material upgrades on both sides of Main Street and prioritizes event and special programming spaces along the historic corridor.

In this option, Block 5 would be implemented after Main Street is completed.

**supports**

**goals:**

1.
2.
3.
4.
5.
6.
7.

*\*goals listed on previous page*







# Potential Ongoing Funding Sources

The following section provides a menu of ten potential funding options to support ongoing operations and management for the Main Street Pedestrian Promenade. This should be considered a starting point – identifying possible funding solutions, all of which would need a detailed analysis to determine feasibility.

The most common tools nationally, by far, to generate ongoing management and operational dollars for downtowns (including key pedestrianized public spaces that are confined to the downtown footprint) – are special assessment/improvement districts. These are discussed first – in greater detail – with additional funding options following.

Multiple tools can be used collectively to support these operations – reducing the burden on individual “funders” and leveraging dollars across various sources. This may help create better buy-in, boost revenue, and could impact the delivery level of services throughout downtown beyond Main Street, as well.

While not offering recommendations, following the menu is a summary table that provides an illustrative rating for each option. As these mechanisms are further evaluated, the following criteria could help guide the evaluation. Ideal funding sources are:

- Feasible to enact, adopt, or implement
- Sustainable, reliable, and consistent sources of revenue year-to-year
- Does not place undue burden on the small business community and property owners along Main Street
- Offers a logical connection between who is paying and the services/benefits being provided

## Option 01: Utilizing and/or Adapting Existing Assessment District

The most frequently used funding tool for supporting the supplemental services required of a pedestrian mall is an assessment district. The most common assessment district is a business improvement district (BID), utilized throughout the country, often varying slightly by state but with the same core principles – i.e., a special assessment district where dollars are pooled and directed towards services and programs within the district’s boundaries.

Downtown Salt Lake City already has a business improvement district (BID) in place. It is structured as a flat rate assessment throughout its boundaries, based on property assessed value. It generates roughly \$1.6 million annually. It only assesses commercial property and therefore is not allowed to assess the growing body of residential properties throughout the



district. (Note: Amending law to allow for multifamily residential assessments is being evaluated locally and some consider that this change could be feasible with growing support.)

A majority of the case studies reviewed for this report use a BID to provide funding for pedestrian/transit mall services. These include Denver, CO, Santa Monica, CA, Minneapolis, MN, and Boulder, CO. While they all utilize assessment districts, the methodology varies widely, as demonstrated below.

## Assessment District Case Studies

### 16th Street Mall, Denver Colorado

Downtown Denver has the most granular assessment model, oriented towards its 16th Street Mall, a pedestrian mall that also has transit (shuttles) running the 1.25 mile length of the corridor. The assessment district was initially created specifically for the Mall in 1982, as the Mall Management District (MMD). When the MMD sunset, the BID was formed in 1992, expanding the service area and putting in place the current assessment structure.



BID assessments are broken into 12 zones.. Properties closest to the 16th Street Mall pay at a higher assessment rate, with a stair-step down in rate as one gets further from the Mall. For context, Zone 1 properties pay a rate approximately 3 times that of Zone 12 properties. Assessments are based on land and building square footage, with consideration also for zoning and land use. Multifamily residential properties pay, but at a discounted rate.

In sum, the justification for the Denver BID’s assessment model is as follows: Assessment calculations reflect a separation of BID activities into (a) 16th Street Mall-related activity and (b) District-wide activity. Assessments are allocated to benefit zones based on benefits received from both types of activity. Benefits received from Mall-related activity decrease as distance from the Mall increases, whereas benefits from District-wide activity are constant across the District.



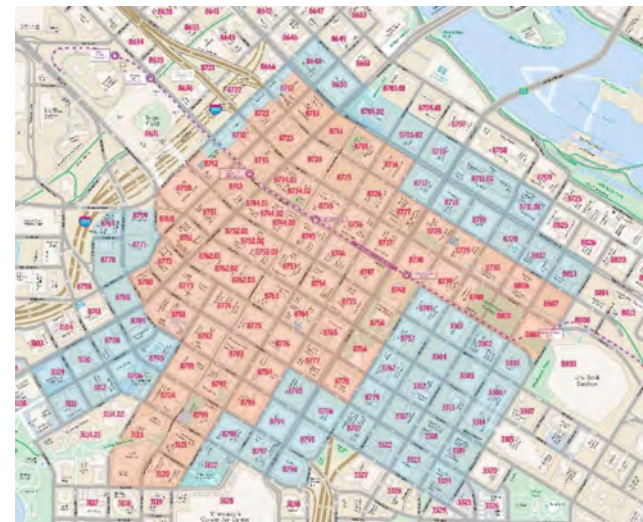
### 3rd Street Promenade, Santa Monica California



Downtown Santa Monica has a three-block pedestrian promenade. The assessment methodology, like Denver, also is tiered and oriented towards its pedestrian mall. The district is divided into three zones, as illustrated in the map to the right. Zone 1 includes properties immediately adjacent to the pedestrian mall and has the highest assessment rates (roughly three times higher than Zone 3). Like Denver, rates are determined based on services and benefits received in each part of the district.

### Pearl Street Mall, Boulder Colorado

Downtown Boulder has a long-standing pedestrian mall located on Pearl Street in the center of its BID. Unlike Denver and Santa Monica, Boulder’s BID has a flat universal rate structure. With a BID assessment model based on the property’s assessed value, the reasoning is that the assessor is factoring in location when setting a property’s value. Therefore, innately, properties along the Pearl Street Mall – some of the most valuable in the district – in turn pay proportionately higher BID assessments.



### Nicollet Mall, Minneapolis Minnesota

Nicollet Mall – a 10+ block pedestrian and transit mall – runs through the core of downtown Minneapolis. The Minneapolis BID has a hybrid model – it has two tiers, premium (orange) and standard (blue) colored in map shown. However, these zones are not determined specifically based on Nicollet Mall (although Nicollet is within the Premium Zone). This is due in part to the fact that downtown Minneapolis destinations and activity centers are dispersed, the district is large, and Nicollet is not necessarily the epicenter of activity.



Nicollet Mall is the focal point for many BID services and programming, and the BID has considered a Premium-Plus Zone in the past specifically for properties fronting the Mall.

### Overall factors to consider:

- Some of the highest BID ratepayers in downtown are commercial office buildings, which are currently struggling with office leases and property valuations, and likely have little appetite for rate increases
- Any zonal treatment should be supported by clarity in terms of service delivery. Rents should also be evaluated prior to zone consideration to ensure rents align with zone structure (i.e., highest rents in zones that have highest assessment rates).
- The most promising and realistic way to generate additional BID revenue may be amending the law to bring multifamily residential into the assessment. There is clear justification for this, and it is a common practice nationally. Downtown residential properties benefit from BID services in the same way other commercial properties do. Furthermore, this is a growing issue as a greater amount of the downtown real estate footprint becomes residential.

## Option 02: Creating a New Assessment/Improvement District

A similar option to amending the existing BID is creating a new assessment or improvement district, specific to the Main Street pedestrian/transit mall, that would overlay on top of the existing BID. This would allow the existing BID structure to remain as-is. Utah allows for a variety of special assessment districts and improvement districts that could be evaluated further for feasibility. In this case, the improvement district could be built from scratch and structured specific to the unique needs of Main Street. This option should be evaluated in tandem with the option to amend the existing BID that's discussed above.

## Option 03: Parking Revenue Share

There are more than 30,000 parking spots in garages, lots, and on-street in downtown Salt Lake City. Revenue is generated primarily via fees (i.e., paid parking), supplemented via fines (i.e., parking tickets). Parking is a mix of public and private spaces, and rates vary based on this amongst other factors. The utilization of a share from parking revenue to help cover Main Street operations could take various forms, but generally falls into two main formats – either (1) tapping existing revenue, or (2) increasing hourly rates to generate additional revenue that could be directed back to supplemental Main Street services. For example, if on-street parking rates are \$2.25/hour, rates could be increased to \$3/hour with the additional \$0.75 increment going towards supplemental services in downtown. This could happen downtown-wide, or within a confined area surrounding the improved portion of Main Street.



There is a logical connection between downtown-focused services and operations (that are being discussed for Main Street), and a revenue source that is predominately generated in downtown (paid parking).

## Option 04: Hotel Tax Share

Support from the visitor market could take various forms, several of which are shared below. In all cases further evaluation and collaboration will be required with Visit Salt Lake and other key tourism industry partners. There is a logical and strong tie between the Main Street pedestrian mall project and tourism industry. The Salt Palace Convention Center is located within one block of Main and the project includes stitching Main Street to this downtown destination via an improved 100 South block. Tourism is a major industry for Salt Lake City year-round, and downtown is the lodging epicenter in the region, with 8,000 (and growing) hotel rooms. The industry continues to expand, with strong growth over the last five years.

The Transient Room (Hotel) Tax rate in Salt Lake City is 13.82%. This applies to temporary lodging stays of less than 30 consecutive days, and is charged in addition to other applicable taxes, over and above the nightly room rate. While this funding is already fully allocated, the City could explore a modest revenue share from hotel tax to help fund operations and management on Main Street, given the clear ties noted above.

## Option 05: Salt Lake County Convention and Tourism Assessment Area (SLCo CTAA) Revenue Share

Salt Lake County created its first tourism improvement district (the SLCo CTAA) in June 2023. This assessment district, similar in concept to a BID, uses special assessments to raise revenue for tourism-oriented expenses. The general goal of these districts is to promote and increase tourism.

Participating hotels in the new CTAA will levy a 2% assessment (surcharge) on overnight room stays. Collection began in October 2023, so revenue levels are still unknown, but it is expected to generate more than \$7 million per year. Downtown is one of the sub-areas that's included in the CTAA. Raised funds are intended to provide services benefiting the hotel businesses within the district. Traditionally this includes expenditures on domestic and international marketing campaigns, advertising, visitor discount programs, and efforts to attract large conferences, conventions, and sporting events.

The CTAA is currently in a five-year pilot phase, where it will be reevaluated at the end of its term. This makes it a good time to explore if visitor-boosting downtown operations and management could be a fit for a share of this revenue.



## Option 06: Creating a New Standalone Localized Hotel Fee

As noted above, there are approximately 8,000 hotel rooms in downtown Salt Lake City. A unique, targeted district could be established to provide downtown-centric services, like Main Street operations and management. A standalone nominal per-night flat fee for downtown hotels, for example, could raise a significant amount of funding. This concept is similar to the CTAA, discussed above, but with a smaller footprint, impact, and targeted focus. (For instance, a \$1 per night fee on booked rooms, if applied to all 8,000 hotel rooms could generate well over \$1 million dollars assuming 60% occupancy levels.)

Feasibility, appetite, and legislative hurdles would need to be determined and could be significant, given this is a new tool and that the CTAA was just implemented. However, this has potential to raise significant revenue, and there's a clear and logical connection between the source of income and the services that would be provided with these dollars – to make downtown a more attractive and vibrant place to visit.

## Option 07: RDA/TIF Support

The Redevelopment Agency (RDA) utilizes tax increment financing (TIF) within its project areas to fund projects and programs that improve livability, create economic opportunity, and foster authentic and equitable communities. Much (but not all) of the Main Street pedestrian mall project's footprint falls within the Central Business District Project Area, one of RDA's TIF districts. While TIF funding typically is spent on physical improvements, opportunities to use this tool to support operations and management on Main Street could be further explored.

## Option 08: Federal Grants

With significant stimulus bills and spending at the federal level by the current administration, there continues to be a large amount of funding trickling down to the state and local level.

There are several challenges that lie with relying on federal dollars, however. Overall, there is little precedent for federal grants supporting ongoing operations and management of public spaces. More commonly, federal grants are focused on capital improvements. Furthermore, any federal grant money wouldn't be a sustainable source of revenue, and instead should only be sought as a short-term, supplemental source. More likely, federal grants could be utilized for construction and initial build-out of improvements.

### **For example:**

The Consolidated Rail Infrastructure and Safety Improvements (CRISI) Program funds projects that improve the safety, efficiency, and reliability of intercity passenger rail. Given TRAX, this Main Street effort could qualify as an eligible project. However, it is more likely to qualify for capital



expenses related to rail line improvements. There could be overlap with Main Street operations and management in two categories of eligible projects: the development and implementation of a safety program, or measures to prevent trespassing. Nevertheless, this is a competitive grant program and qualifying for general Main Street operations is unlikely.

### **Note on the Olympics**

*Salt Lake City (likely) playing host to the 2034 Winter Olympics is a huge boon to the city and downtown. While the Olympics isn't a funder itself, it can serve as leverage to access other funding sources and/or expedite components of the project which will benefit the event.*

*Infrastructure costs for hosting the Olympics broadly range from \$5 billion to over \$50 billion. But the International Olympic Committee (IOC) doesn't contribute funds for capital investments and general infrastructure. These are all incurred by the host city and country.*

*Alternatively, federal funds are typically available for host-city improvements. Given precedent, this would likely be for supporting build out rather than ongoing operations and management of capital improvements.*

*The Utah Transit Authority, which built the TRAX system, didn't receive funds directly from the Olympic Committee, but the Federal Transit Administration provided partial funding for the build out because of the City's successful bid to host the 2002 games. In total, the Salt Lake games received over \$400 million from the federal government to support varied improvements.*

## **Option 09: Salt Lake County Support**

The County is a key partner in this project and its ultimate success. The County is the owner/part-owner of two key visitor anchors adjacent to this project – Salt Palace Convention Center and Eccles Theater (with the City and RDA). County support could take varied forms and come from various sources within the County budget.

## **Option 10: Philanthropic/Institutional Support**

At times, major local institutions, corporations, and/or foundations fund a large portion of downtown program operations. When this occurs, it is typically for downtown-wide core services, such as Ambassador Programs. This is often the case when these entities are civically minded and longstanding community anchors, when they are located in or adjacent to downtown (or the area where services will be provided), and when they see the direct benefit of these services for their employees/students/constituents and properties. However, this requires direct fundraising to the private sector and the capacity to accomplish this. A second challenge is that this type of funding would likely have term limitations and is unlikely to be a sustainable long-term source.



Source	Primary burden placed on:	Sustainability/reliability rating (1 to 5 stars)	Precedent
Utilizing and/or Adapting Existing Assessment District	Commercial property owners	5 (out of 5)	5
Creating a <i>New</i> Assessment/Improvement District	Commercial property owners	5	4
Parking Revenue Share	Drivers	4	3
Hotel Tax Share	Tourists – visitor sector	3	2
Salt Lake County Convention and Tourism Assessment Area (SLCo CTAA) Revenue Share	Tourists – visitor sector	3	2
Creating a New Standalone Localized Hotel Fee	Tourists – visitor sector	4	2
RDA/TIF Support	General – public sector	2	2
Federal Grants	General – public sector	1	1
Salt Lake County Support	General – public sector	4	4
Philanthropic/Institutional Support	General – private sector	1	1



# Potential Capital Funding Sources

## Capital Funding Case Studies

*Prepared by Salt Lake City staff*

### 16th Street Mall, Denver, Colorado

**Funding:** 16th Street is Denver's main street and a pedestrian mall. In 1985 the 1.75 mile long stretch was transformed into a pedestrian mall with a free shuttle bus. The city has invested \$172.5 million into upgrading 16th street in a three phased project taking place from 2022 – spring 2025. As of February 2024, 85.5 million of this funding has been spent.

The city is funding the project via state and local taxes and federal funding. Local funding of the project is provided through the Elevate Denver Bond Program, a \$937 million infrastructure package approved by voters in 2017. This general obligation bond dispenses the bond in five rounds over the course of 10 years. According to the 2022 Elevate Denver Annual Report (page 15), the project has received \$28,196,000 in funding from the bond for the project. In the 2024 budget, the mayor allocated 21.5 million for the project. Federal funding for the project comes from the American Rescue Plan Act and patronships with federal agencies. In 2020 the City and County of Denver and The Regional Transportation District approved an intergovernmental agreement with the Regional Transportation District (RTD) for \$12, 828,834. The INVEST in America Act secured \$6,530,000 for the Denver Department of Transportation and Infrastructure to revitalize 16th street. In 2022, the city received 2.4 million from the American Rescue Plan Act.

**Design and construction:** The city has partnered with PCL construction in a \$149 million dollar contract to design and construct the new 16th street.

**Lessons learned:** Discovery of old pipes below 16th street delayed the project a year and increased the budget from 149 million to 172.5 million. This demonstrates the need for careful planning and being prepared for unexpected roadblocks. Project delay has many local businesses located along the construction route worried about their survival. To help alleviate their concerns, the city offers two different grants to alleviate the financial challenges affected businesses face. Implementing a similar grant program in Salt Lake would help the small businesses located along the construction route.

## Pearl Street Mall, Boulder, Colorado

**Funding:** Pearl Street Mall, completed in 1977, was funded through federal grants and the community. The City received roughly one third of it's funding for the project, \$650,000, from a 1974 Community Housing and Development Act grant. The remaining \$1.2 million was acquired after property owners assessed themselves in a graduated system.

**Design and construction:** Compared to the other cities explored, Boulder's Pearl Street Mall was largely a community led project. Local business owners were inspired by the pedestrian malls popping up around the country to advocate for one in their community. All community members were welcome to join the planning process. A Boulder architectural firm, Carl A Worthington and Associates, designed the mall.

**Lessons learned:** Pearl Street Mall serves as a valuable site of historical and community importance in Boulder. Many of the old buildings along the route have been restored and altered to retail spaces. Additionally, there are a variety of street activations to fit the needs of visitors of all ages. For example, there are play areas for kids and benches for older individuals.

## Nicollet Mall, Minneapolis, Minnesota

**Funding:** The Nicollet Mall Reconstruction project transformed 12 blocks of Downtown Minneapolis from 2015 to 2017. The project was funded with \$50 million dollars acquired through a combination of state, local, and federal funding. Their State Legislature provided a \$21.5 million dollar grant. The city of Minneapolis itself allocated \$3.5 million using revenue from project closeouts. Downtown property owners paid the remaining \$25 million via a special assessment. The amount businesses were responsible to pay depended on their proximity to the mall and the property types. The 7,100 affected businesses will contribute via monthly payments from 2017 to 2037. Payments range from \$10 to \$1.3 million.

**Design and construction:** the city partnered with SHE as the construction management team during the preliminary design phase. They provided cost estimating, constructability and durability review, staging, and utility coordination. The city then contracted with Meyer Contracting for roadway and streetscape. The work they provided pertained to pavement, curb and gutter, storm sewer, street lighting, streetscape, traffic signals, signage, soils, irrigation, and site furnishings. Activation of the area is done via a \$183,000 partnership with Minneapolis Downtown Improvement District.



## Potential Philanthropic Opportunities

Certain elements of the design are ideal opportunities for philanthropic investment from individuals or institutions due to their potential cultural and/or architectural significance. In particular these include:

- The animal sculptures or play areas in Block 1
- The signature overhead "Seagull Gate" canopy sculpture over 100 South and Main Street
- The interactive light sculptures on Block 2
- The Gallivan gateway sculptures on Block 3
- The Exchange Place shade sculpture on Block 4
- The Japantown architectural pavilion on Block 5
- This project will contribute hundreds of new trees to the downtown tree canopy. Individual trees can be dedicated to project donors

# Block-by-Block Preliminary Opinion of Probable Cost

## A multi-generational investment in the most iconic and historic heart of Salt Lake City and the Mountainwest region.

The consultant team has prepared the enclosed opinion of probable costs based on comparable projects and preliminary conceptual design but remain highly subject to change. This estimate has been prepared to support future analysis and strategic planning, and does not reflect a complete construction cost estimate.

Unit costs and utility assumptions are derived from historical data, industry benchmarks, feedback from project team members and stakeholders and current market conditions.

Numerous unforeseen variables and market fluctuations are likely to impact final costs. Assumptions regarding utilities and infrastructure, project boundaries and grading and drainage are based on high-level map-based resources and do not incorporate site surveys nor subsurface utility analysis, which will be essential resources in future phases of design.

While these estimates offer valuable insights, they are preliminary and will evolve as the project progresses. Additional pricing exercises should continue through the next phases of design as additional site and phasing information becomes available.

Cost estimates do not reflect phasing, shared investment nor fundraising opportunities, ongoing lifespan nor management or maintenance costs.

***COMPLETE COST BREAKDOWN PROVIDED  
IN THE APPENDIX OF THIS DOCUMENT***



# What's Next?

## This vision is only the beginning

The Main Street Pedestrian Promenade and 100 South Japantown Square plans require additional analysis and refinement and extensive coordination across multiple city, county and state agencies, property owners and other stakeholders. Additional needs must also be addressed (noted below) based on feedback from downtown property owners and other stakeholders.

### Validate the concept

1. Select and develop a **District Funding, Management, Maintenance, Operations, Security and Programming Model** (potential models addressed in Section 03-D).
2. Prepare a comprehensive **Multimodal Traffic, Parking, Wayfinding and Signal Plan** for both early-phase and final-phase design configurations based on the conceptual design. Plan should incorporate TRAX signalization, loading and unloading, headways and stop times with consideration for anticipated changes as the larger rail network expands. This plan should verify trip count needs for both current and future Main Street and 100 South development, project future TRAX usership along Main Street based on other transit destination precedents, and incorporate downtown on-street and publicly-accessible parking lots and parking garages. This study area should extend at least two-blocks beyond the project area in all directions.
3. Conduct Additional Utility Analysis and Planning:
  - Conduct **Subsurface Utility Engineering (SUE) Analysis** and complete survey of the project area to provide an accurate basis of design for utility and infrastructure planning
  - **Convene and coordinate with private utility agencies** early in the validation phase to identify strategies for private utility upgrades and relocation
  - **Assess and model flows within the existing sanitary sewer corridor** (constructed 1897) to assess capacity, volumes, flows and prioritize upgrades.
4. Protect and enhance small business presence downtown:
  - Develop a plan for the **Main Street Kiosk Small Business Incubator Program** and explore opportunities to implement kiosks ahead of and during construction to draw additional activity to Main Street prior to project completion.

- Develop a **Main Street and Japantown Square Identity and Signage Plan** that can be utilized to communicate the long-term district identity, encourage private partnership and investment, and provide early-phase wayfinding, signage and construction-phase information for visitors, residents and retailers. This should include a plan for Downtown-Wide Parking Signage to encourage the use of available on-street, garage and lot-based parking near Main Street.
5. Prepare a Refined 40% Design Package for the Main Street Pedestrian Promenade and 100 South Japantown Square that incorporates the above-mentioned planning and analysis.

**Additional recommendations based on community feedback:**

6. Continue collaboration with property owners through regularly-scheduled worksessions
7. Develop a **Refined Construction Phase Plan** that addresses multimodal access, wayfinding and signage, mobilization and closure plans throughout construction to maintain access to Main Street businesses throughout construction to prevent business-loss during construction.
8. Develop a **Security and Safety Plan** for the district that addresses strategies to enhance lighting, encourages expanded community use of the district during business and evening-business hours, improves accessibility and wayfinding and mitigates waste, vandalism and after-hours loitering.







# 04

## Appendix

A. Vehicle and Bicycle Access Plan

B. Detailed Opinion of Probable Cost

C. Departmental SWOT Analysis

D. Site Inventory - What We Found

- Building Use and Permeability
- Architectural Character
- Environment Drivers
- Infrastructure
- Emergency Access
- Transportation/Circulation/Multi-modal
- Ingress/Egress Accessibility
- Arts and Cultural Opportunities

E. Site Analysis

- Summary of Opportunities & Challenges

F. Case Studies

G. Design Alternatives

H. Public Engagement and Community Input - What We Heard

- Engagement Process and Sequence
- Summary of Key Feedback



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**A**

# **Vehicle and Bicycle Access Plan**



## Vehicle & Bicycle Access Plan

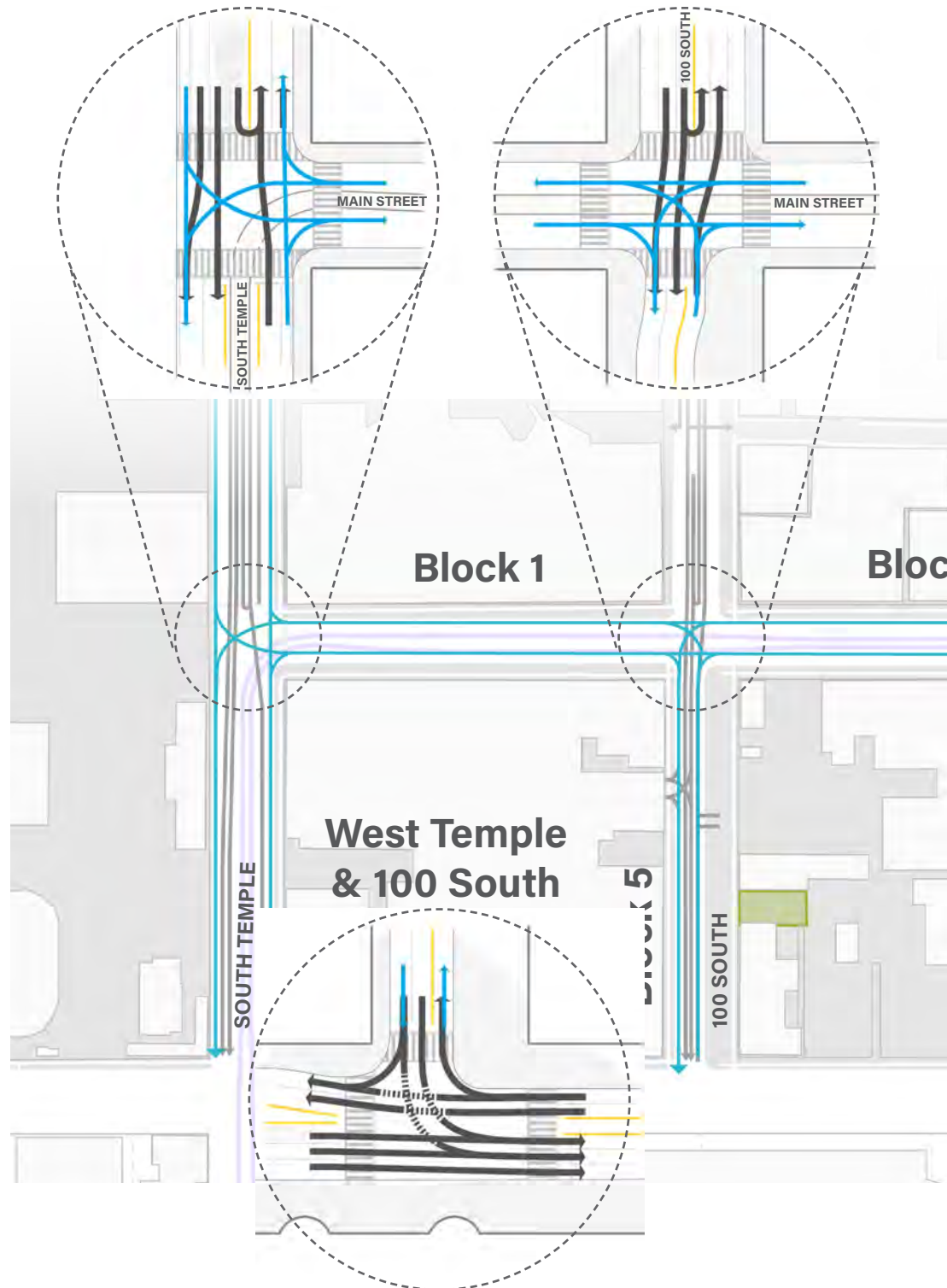
This Vision Plan for the Main Street Promenade addresses the vehicular/pedestrian/bike movements at the following key intersections.

### South Temple & Main Street

### 100 South & Main Street

#### Legend

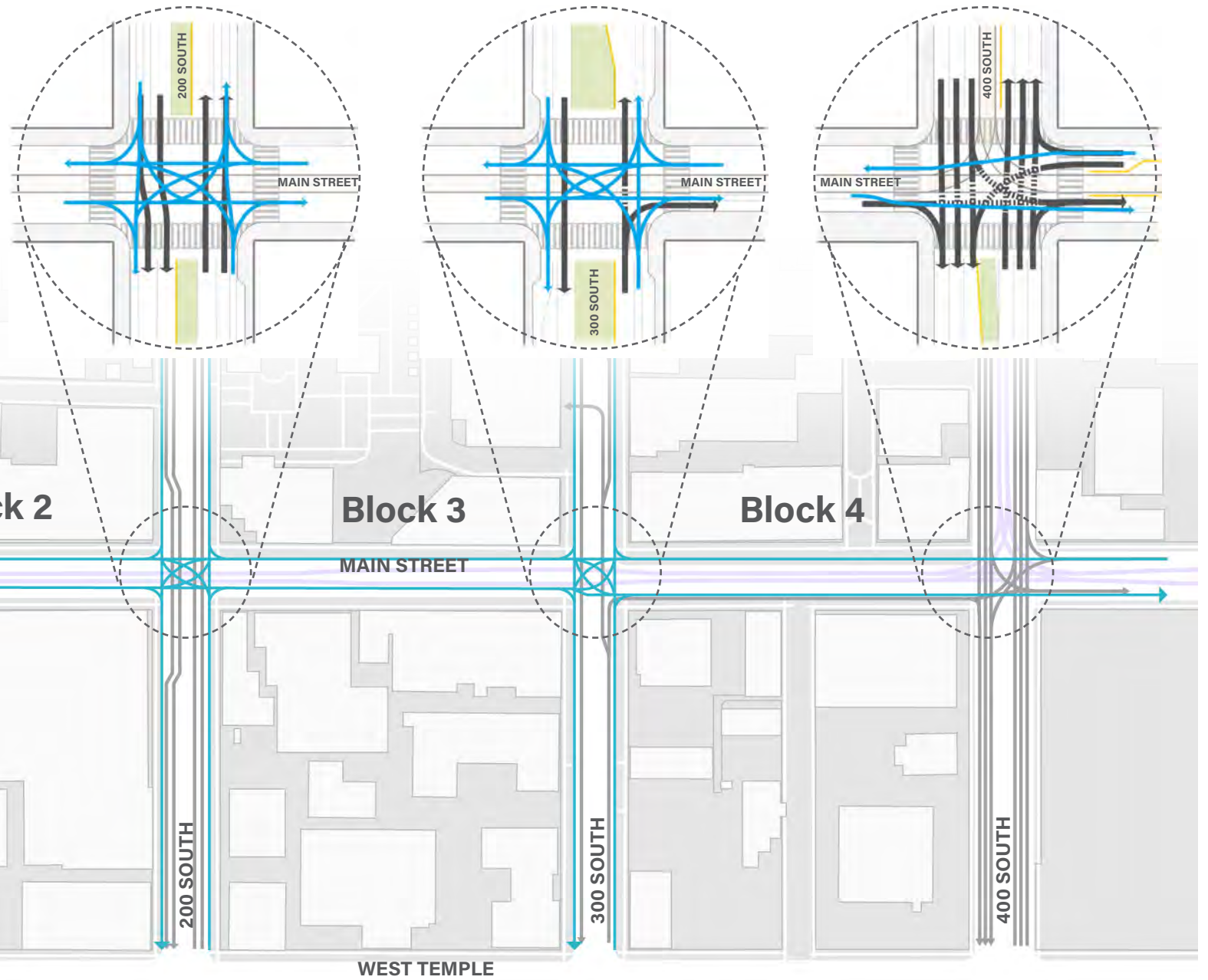
-  Vehicular
-  Bicycle



### 200 South & Main Street

### 300 South & Main Street

### 400 South & Main Street





**B**

**Detailed Opinion of Probable  
Cost**

# Block-by-Block Preliminary Opinion of Probable Cost

## A multi-generational investment in the most iconic and historic heart of Salt Lake City and the Mountainwest region.

The consultant team has prepared the enclosed opinion of probable costs based on comparable projects and preliminary conceptual design but remain highly subject to change. This estimate has been prepared to support future analysis and strategic planning, and does not reflect a complete construction cost estimate.

Unit costs and utility assumptions are derived from historical data, industry benchmarks, feedback from project team members and stakeholders and current market conditions.

Numerous unforeseen variables and market fluctuations are likely to impact final costs. Assumptions regarding utilities and infrastructure, project boundaries and grading and drainage are based on high-level map-based resources and do not incorporate site surveys nor subsurface utility analysis, which will be essential resources in future phases of design.

While these estimates offer valuable insights, they are preliminary and will evolve as the project progresses. Additional pricing exercises should continue through the next phases of design as additional site and phasing information becomes available.

Cost estimates do not reflect phasing, shared investment nor fundraising opportunities, ongoing lifespan nor management or maintenance costs.



Item	Unit	Unit Price
<b>SCHEDULE 1 - GENERAL REQUIREMENTS</b>		
Mobilization, traffic control, etc	L.S.	30% of Const. Costs

**DIVISION SUBTOTAL :**

<b>SCHEDULE 2 - SURFACING AND HARDSCAPE CONSTRUCTION</b>		
Granite paver (vehicle) (includes/assumes concrete sub-slab)	S.F.	\$100.00
Granite paver (pedestrian) (includes/assumes concrete sub-slab)	S.F.	\$75.00
Concrete unit paver (vehicle)	S.F.	\$40.00
Concrete unit paver (pedestrian)	S.F.	\$30.00
Intersection improvements	S.F.	\$40.00
Remove/replace UTA trax ramp	Each	\$20,000.00
Excavation	C.Y.	\$60.00
Remove curb and gutter	L.F.	\$13.00
Remove PCCP/pavers	S.F.	\$5.00
Curb and gutter	L.F.	\$35.00
Asphalt pavement	S.Y.	\$40.00
Concrete flatwork	S.F.	\$24.00
Fill/excavation/grading	C.Y.	\$75.00
Untreated base course	C.Y.	\$80.00

**DIVISION SUBTOTAL :**

<b>SCHEDULE 3 - SIGNAGE &amp; STRIPING</b>		
2% of construction costs		

**DIVISION SUBTOTAL :**

<b>SCHEDULE 4 - UTILITY - GENERAL</b>		
Storm drainage infrastructure	S.F.	\$2.00
Hydrant (abandon ex & install new)	Each	\$15,000.00
Adjust to grade, utility cover	Each	\$1,500.00
Subsurface utility engineering (SUE)	Each	\$60,000.00

**DIVISION SUBTOTAL :**

<b>SCHEDULE 5 - LANDSCAPING</b>		
Remove tree and root cut	Each	\$1,500.00
Tree protection	Each	\$750.00
New trees	Each	\$2,500.00
Expanded existing raised planter	Each	\$5,000.00
Tree grate	Each	\$5,000.00
Open planting	S.F.	\$25.00
Open planting (LID)	S.F.	\$30.00
Trees under pavers (silva cells) (6x20/tree min.)	S.F.	\$175.00
Open planting (new raised Planter- 100 S only)	S.F.	\$35.00
Reinforced turf (100 South)	S.F.	\$35.00
100 S pet area (gravel, underdrain, irrigation, fencing, features)	S.F.	\$50.00
Games area surfacing (South Temple - 100 S)	S.F.	\$0.00
Sand play surfacing (South Temple - 100 S)	S.F.	\$0.00
Climbing area surfacing (South Temple - 100 S)	S.F.	\$0.00
Irrigation (new)	S.F.	\$4.00
Root barrier	L.F.	\$20.00

**DIVISION SUBTOTAL :**

**South Temple - 100 S**

Quantity	Total Amount
	\$3,703,998.00
	<b>\$3,703,998.00</b>

Quantity	Total Amount
27,549	\$2,754,864.00
34,641	\$2,598,106.50
11,523	\$460,925.20
2	\$40,000.00
4,672	\$280,330.43
1,500	\$19,500.00
84,099	\$420,495.65
0	\$0.00
0	\$0.00
0	\$0.00
7,200	\$540,000.00
1,829	\$146,334.33
	<b>\$7,260,556.12</b>

Quantity	Total Amount
0	\$242,091.37
	<b>\$242,091.37</b>

Quantity	Total Amount
104,000	\$208,000.00
5	\$75,000.00
100	\$150,000.00
1	\$60,000.00
	<b>\$493,000.00</b>

Quantity	Total Amount
3	\$4,500.00
54	\$40,500.00
30	\$75,000.00
17	\$85,000.00
8	\$40,000.00
7,432	\$185,812.00
0	\$0.00
0	\$0.00
0	\$0.00
0	\$0.00
1,385	\$24.00
1,568	\$18.00
0	\$18.00
7,432	\$29,729.92
796	\$15,910.60
	<b>\$476,512.52</b>

**100 S - 200 S**

Quantity	Total Amount
	\$4,853,998.00
	<b>\$4,853,998.00</b>

Quantity	Total Amount
37,652	\$3,703,998.00
28,479	\$2,138,106.50
9,610	\$384,522.00
0	\$0.00
5,038	\$302,330.43
1,500	\$19,500.00
90,684	\$453,247.65
0	\$0.00
0	\$0.00
0	\$0.00
7,200	\$540,000.00
1,880	\$150,334.33
	<b>\$7,260,556.12</b>

Quantity	Total Amount
0	\$242,091.37
	<b>\$242,091.37</b>

Quantity	Total Amount
104,000	\$208,000.00
6	\$90,000.00
100	\$150,000.00
1	\$60,000.00
	<b>\$508,000.00</b>

Quantity	Total Amount
23	\$34,500.00
20	\$15,000.00
70	\$175,000.00
1	\$5,000.00
34	\$170,000.00
6,511	\$162,778.00
3,217	\$96,510.00
5,215	\$913,500.00
0	\$0.00
0	\$0.00
0	\$0.00
0	\$0.00
0	\$0.00
0	\$0.00
14,943	\$59,771.92
1,200	\$24,000.00
	<b>\$1,655,280.00</b>

	<b>200 S - 300 S</b>		<b>300 S - 400 S</b>		<b>100 S</b>		<b>TOTAL</b>
Amount	Quantity	Total Amount	Quantity	Total Amount	Quantity	Total Amount	
53,857.12		\$3,947,123.47		\$3,574,523.36		\$6,100,096.67	\$22,179,598.62
<b>53,857.12</b>		<b>\$3,947,123.47</b>		<b>\$3,574,523.36</b>		<b>\$6,100,096.67</b>	<b>\$22,179,598.62</b>
Amount	Quantity	Total Amount	Quantity	Total Amount	Quantity	Total Amount	
55,234.00	29,593	\$2,959,266.00	37,936	\$3,793,551.00	0	\$0.00	\$13,272,915.00
35,916.00	31,500	\$2,362,500.00	23,578	\$1,768,320.75	0	\$0.00	\$8,864,843.25
34,402.80	8,564	\$342,553.20	11,341	\$453,634.40	6,076	\$243,049.20	\$243,049.20
\$0.00	2	\$40,000.00	0	\$0.00	23,090	\$692,704.50	\$692,704.50
02,279.33	4,775	\$286,487.07	4,897	\$293,803.93	9,221	\$368,830.40	\$2,010,346.00
19,500.00	1,500	\$19,500.00	1,500	\$19,500.00	0	\$0.00	\$80,000.00
53,419.00	85,946	\$429,730.60	88,141	\$440,705.90	5,438	\$326,288.10	\$1,489,188.87
\$0.00	0	\$0.00	0	\$0.00	2,300	\$29,900.00	\$107,900.00
\$0.00	0	\$0.00	0	\$0.00	97,886	\$489,432.15	\$2,233,783.30
\$0.00	0	\$0.00	0	\$0.00	1,463	\$51,207.80	\$51,207.80
40,000.00	7,200	\$540,000.00	7,200	\$540,000.00	2,833	\$113,321.07	\$113,321.07
50,360.49	1,729	\$138,281.03	1,808	\$144,628.64	10,470	\$251,287.44	\$251,287.44
<b>1,111.62</b>		<b>\$7,118,317.90</b>		<b>\$7,454,144.63</b>	7,200	\$540,000.00	\$2,700,000.00
					1,845	\$147,607.83	\$727,212.32
						<b>\$3,253,628.49</b>	<b>\$32,837,758.75</b>
Amount	Quantity	Total Amount	Quantity	Total Amount	Quantity	Total Amount	
17,245.56	0	\$257,981.93	0	\$233,628.98	0	\$398,699.13	\$1,449,646.97
<b>17,245.56</b>		<b>\$257,981.93</b>		<b>\$233,628.98</b>		<b>\$398,699.13</b>	<b>\$1,449,646.97</b>
Amount	Quantity	Total Amount	Quantity	Total Amount	Quantity	Total Amount	
08,000.00	104,000	\$208,000.00	104,000	\$208,000.00	104,000	\$208,000.00	\$1,040,000.00
90,000.00	6	\$90,000.00	6	\$90,000.00	5	\$75,000.00	\$420,000.00
50,000.00	100	\$150,000.00	100	\$150,000.00	100	\$150,000.00	\$750,000.00
50,000.00	1	\$60,000.00	1	\$60,000.00	1	\$60,000.00	\$300,000.00
<b>0,000.00</b>		<b>\$508,000.00</b>		<b>\$508,000.00</b>		<b>\$493,000.00</b>	<b>\$2,510,000.00</b>
Amount	Quantity	Total Amount	Quantity	Total Amount	Quantity	Total Amount	
34,500.00	20	\$30,000.00	6	\$9,000.00	57	\$85,500.00	\$163,500.00
15,000.00	33	\$24,750.00	43	\$32,250.00	7	\$5,250.00	\$117,750.00
75,000.00	45	\$112,500.00	65	\$162,500.00	86	\$215,000.00	\$740,000.00
\$5,000.00	7	\$35,000.00	3	\$15,000.00	0	\$0.00	\$140,000.00
70,000.00	21	\$105,000.00	7	\$35,000.00	39	\$195,000.00	\$545,000.00
52,769.00	11,124	\$278,095.00	6,382	\$159,552.75	0	\$0.00	\$786,228.75
96,502.50	2,426	\$72,774.90	7,345	\$220,352.70	3,414	\$102,406.80	\$492,036.90
12,625.00	2,740	\$479,500.00	1,560	\$273,000.00	1,502	\$262,850.00	\$1,927,975.00
\$0.00	0	\$0.00	0	\$0.00	3,803	\$133,110.60	\$133,110.60
\$0.00	0	\$0.00	0	\$0.00	11,471	\$401,490.60	\$401,490.60
\$0.00	0	\$0.00	0	\$0.00	3,342	\$167,093.00	\$167,093.00
\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$24.00
\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$18.00
\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$18.00
9,770.04	16,290	\$65,158.52	15,287	\$61,148.80	23,532	\$94,126.96	\$309,934.24
24,000.00	1,100	\$22,000.00	1,100	\$22,000.00	700	\$14,000.00	\$97,910.60
<b>1,166.54</b>		<b>\$1,224,778.42</b>		<b>\$989,804.25</b>		<b>\$1,675,827.96</b>	<b>\$6,022,089.69</b>



SCHEDULE 6 - ELECTRICAL/SIGNALS			
Restoration of existing lights	Each		\$5,000.00
Remove/relocate light Pole	Each		\$1,500.00
Tree or sculpture uplight	Each		\$750.00
Specialty lighting (enhanced wayfinding light)	Each		\$25,000.00
Catenary lighting	L.F.		\$200.00
Plaza light with speaker	Each		\$18,000.00
Spectacle lights (Block 2 projection lights)	Each		\$75,000.00
Specialty lighting (light column)	Each		\$10,000.00
City Creek bridge light display	Each		\$750,000.00
Traffic signal system	L.S.		\$100,000.00

DIVISION SUBTOTAL :

SCHEDULE 7 - PUBLIC UTILITIES			
Sewer main (West)	L.F.		\$550.00
Sewer main (East)	L.F.		\$550.00
Water main (100 South - North & South)	L.F.		\$750.00

DIVISION SUBTOTAL :

SCHEDULE 8 - AMENITIES			
Kiosk	Each		\$80,000.00
Enhanced event infrastructure	L.F.		\$300.00
Fixed bollards	Each		\$2,500.00
Removable bollards	Each		\$3,000.00
Raised planter retrofit seating	Each		\$3,000.00
Specialty furnishings and structures allowance (KOP)	Each		
Standard site furnishings allowance (by block)	Each		
Overhead canopy sculpture (Between Blocks 1-2)	Each		\$3,000,000.00
Gallivan entry monument sculptures	Each		\$200,000.00
Block 3 restroom and downtown ambassador office	Each		\$750,000.00
Exchange Place structure	Each		\$650,000.00
Block 5 Japantown architectural pavilion	Each		\$12,000,000.00
Specialty play allowance (by block)	Each		
Block 1 animal sculptures	Each		\$55,000.00
	Each		

DIVISION SUBTOTAL :

SCHEDULE 1 - GENERAL REQUIREMENTS	\$3,703,998.00	\$4,853,000.00
SCHEDULE 2 - SURFACING AND HARDSCAPE CONSTRUCTION	\$7,260,556.12	\$7,751,000.00
SCHEDULE 3 - SIGNAGE & STRIPING	\$242,091.37	\$317,000.00
SCHEDULE 4 - UTILITY - GENERAL	\$493,000.00	\$508,000.00
SCHEDULE 5 - LANDSCAPING	\$476,512.52	\$1,655,000.00
SCHEDULE 6 - ELECTRICAL/SIGNALS	\$1,050,000.00	\$738,000.00
SCHEDULE 7 - PUBLIC UTILITIES	\$192,500.00	\$880,000.00
SCHEDULE 8 - AMENITIES	\$2,632,000.00	\$4,330,000.00

**SUB TOTAL**

CONTINGENCY (30%)

**TOTAL (BOTH SIDES OF EACH STREET, PER BLOCK)**

MAIN STREET PHASE 1 RANGE  
(EAST SIDE BUILDOUT ONLY)

Quantity	Total Amount	Quantity	Total Amount
12	\$60,000.00	12	\$60,000.00
0	\$0.00	0	\$0.00
40	\$30,000.00	20	\$30,000.00
2	\$50,000.00	2	\$50,000.00
0	\$0.00	0	\$0.00
0	\$0.00	1	\$18,000.00
0	\$0.00	5	\$37,500.00
6	\$60,000.00	12	\$120,000.00
1	\$750,000.00	0	\$0.00
1	\$100,000.00	1	\$100,000.00
	<b>\$1,050,000.00</b>		<b>\$738,000.00</b>

Quantity	Total Amount	Quantity	Total Amount
350	\$192,500.00	800	\$400,000.00
0	\$0.00	800	\$400,000.00
0	\$0.00	0	\$0.00
	<b>\$192,500.00</b>		<b>\$880,000.00</b>

Quantity	Total Amount	Quantity	Total Amount
6	\$480,000.00	4	\$320,000.00
0	\$0.00	420	\$126,000.00
36	\$90,000.00	12	\$36,000.00
16	\$48,000.00	16	\$48,000.00
23	\$69,000.00	2	\$6,000.00
0	\$200,000.00	0	\$0.00
0	\$250,000.00	0	\$0.00
0	\$0.00	1	\$3,000.00
0	\$0.00	0	\$0.00
0	\$0.00	0	\$0.00
0	\$0.00	0	\$0.00
0	\$0.00	0	\$0.00
0	\$1,000,000.00	0	\$0.00
9	\$495,000.00	0	\$0.00
0	\$0.00	0	\$0.00
	<b>\$2,632,000.00</b>		<b>\$4,330,000.00</b>

<b>SUB TOTAL</b>	<b>\$16,050,658.01</b>	<b>\$21,033,380.84</b>
CONTINGENCY (30%)	\$4,815,197.40	\$6,310,014.25
<b>TOTAL (BOTH SIDES OF EACH STREET, PER BLOCK)</b>	<b>\$20,865,855.41</b>	<b>\$27,343,395.09</b>

LOW (50%)	HIGH (75%)	LOW (50%)	HIGH (75%)
10,432,928	15,649,392	13,671,698	20,507,546

Amount	Quantity	Total Amount	Quantity	Total Amount	Quantity	Total Amount	
\$50,000.00	12	\$60,000.00	12	\$60,000.00	10	\$50,000.00	\$290,000.00
\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$0.00
\$15,000.00	20	\$15,000.00	10	\$7,500.00	20	\$15,000.00	\$82,500.00
\$50,000.00	2	\$50,000.00	2	\$50,000.00	2	\$50,000.00	\$250,000.00
\$0.00	0	\$0.00	660	\$132,000.00	0	\$0.00	\$132,000.00
\$18,000.00	1	\$18,000.00	0	\$0.00	2	\$36,000.00	\$72,000.00
\$75,000.00	0	\$0.00	0	\$0.00	0	\$0.00	\$375,000.00
\$20,000.00	12	\$120,000.00	6	\$60,000.00	12	\$120,000.00	\$480,000.00
\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$750,000.00
\$0,000.00	1	\$100,000.00	1	\$100,000.00	1	\$100,000.00	\$500,000.00
<b>\$0,000.00</b>		<b>\$363,000.00</b>		<b>\$409,500.00</b>		<b>\$371,000.00</b>	<b>\$2,931,500.00</b>

Amount	Quantity	Total Amount	Quantity	Total Amount	Quantity	Total Amount	
\$40,000.00	800	\$440,000.00	800	\$440,000.00	0	\$0.00	\$1,512,500.00
\$40,000.00	800	\$440,000.00	700	\$385,000.00	0	\$0.00	\$1,265,000.00
\$0.00	0	\$0.00	0	\$0.00	1,450	\$1,087,500.00	\$1,087,500.00
<b>\$0,000.00</b>		<b>\$880,000.00</b>		<b>\$825,000.00</b>		<b>\$1,087,500.00</b>	<b>\$3,865,000.00</b>

Amount	Quantity	Total Amount	Quantity	Total Amount	Quantity	Total Amount	
\$20,000.00	4	\$320,000.00	4	\$320,000.00	2	\$160,000.00	\$1,600,000.00
\$26,000.00	420	\$126,000.00	0	\$0.00	320	\$96,000.00	\$348,000.00
\$30,000.00	36	\$90,000.00	0	\$0.00	0	\$0.00	\$210,000.00
\$48,000.00	16	\$48,000.00	16	\$48,000.00	16	\$48,000.00	\$240,000.00
\$6,000.00	7	\$21,000.00	9	\$27,000.00	0	\$0.00	\$123,000.00
\$0,000.00	0	\$400,000.00	0	\$250,000.00	0	\$250,000.00	\$1,500,000.00
\$50,000.00	0	\$250,000.00	0	\$150,000.00	0	\$250,000.00	\$1,150,000.00
\$0,000.00	0	\$0.00	0	\$0.00	0	\$0.00	\$3,000,000.00
\$0.00	3	\$600,000.00	0	\$0.00	0	\$0.00	\$600,000.00
\$0.00	1	\$750,000.00	0	\$0.00	0	\$0.00	\$750,000.00
\$0.00	0	\$0.00	1	\$650,000.00	0	\$0.00	\$650,000.00
\$0.00	0	\$0.00	0	\$0.00	1	\$12,000,000.00	\$12,000,000.00
\$50,000.00	0	\$200,000.00	0	\$50,000.00	0	\$250,000.00	\$1,650,000.00
\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$495,000.00
\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$0.00
<b>\$0,000.00</b>		<b>\$2,805,000.00</b>		<b>\$1,495,000.00</b>		<b>\$13,054,000.00</b>	<b>\$24,316,000.00</b>

\$8,857.12	\$3,947,123.47	\$3,574,523.36	\$6,100,096.67	\$22,179,598.62
\$1,111.62	\$7,118,317.90	\$7,454,144.63	\$3,253,628.49	\$32,837,758.75
\$7,245.56	\$257,981.93	\$233,628.98	\$398,699.13	\$1,449,646.97
\$0,000.00	\$508,000.00	\$508,000.00	\$493,000.00	\$2,510,000.00
\$1,166.54	\$1,224,778.42	\$989,804.25	\$1,675,827.96	\$6,022,089.69
\$8,000.00	\$363,000.00	\$409,500.00	\$371,000.00	\$2,931,500.00
\$0,000.00	\$880,000.00	\$825,000.00	\$1,087,500.00	\$3,865,000.00
\$0,000.00	\$2,805,000.00	\$1,495,000.00	\$13,054,000.00	\$24,316,000.00

**\$17,104,201.72**      **\$15,489,601.21**      **\$26,433,752.25**      **\$96,111,594.03**  
 \$5,131,260.52      \$4,646,880.36      \$7,930,125.67      \$28,833,478.21

**\$22,235,462.23**      **\$20,136,481.57**      **\$34,363,877.92**      **\$124,945,072.23**

LOW (50%)	HIGH (75%)	LOW (50%)	HIGH (75%)
11,117,731	16,676,597	10,068,241	15,102,361



**C**

**SWOT Analysis**

# Strengths, Weaknesses, Opportunities, and Threats

City officials across Salt Lake City's departments developed a comprehensive analysis of Main Street before this conceptual study. These SWOT analyses provided guidance for this conceptual plan.

## Department/Division: Public Utilities

Name: Jason Draper

### Strengths

- Well Graded Infrastructure
- Water System mostly in 1999- - pre Olympics
- Sewer system has functioned in much of the project area for more than 125 years

### Weaknesses

- Limited space for infrastructure under roadways
- Very limited budget for major relocation or improvements
- Trenchless technologies are expensive and may not be an option in all cases.
- Dozens of water meters and sewer services in the project area.

### Opportunities

- New sewer mains – up-size and replace
- Green infrastructure – stormwater planters, rain gardens etc. used as part of the site improvements. Maintained and managed by business alliance or other?
- Street lighting updated to pedestrian lighting and dark sky compliant.

### Threats

- Reduced access for maintenance and repair of mains and infrastructure
- Reduced access for meter service, reading and repair.
- Reduced access for private owner repair and maintenance of water and sewer connections, storm drain, grease interceptors etc.
- Conflict with Trees, planters, boxes, permanent improvements above the utility infrastructure
- Fire protection – will the plaza have fire access? If not, additional hydrants may need to be added on the cross streets.
- Impact and conflict with existing street lighting.



Name: Felicia Baca

## Department/Division: Economic Development/Arts Council

### Strengths:

This project already capitalizes on the Cultural Core assets and program that the Arts Council contract manages with the County. It would be a great opportunity to maximize that promotion and activation. We're pleased to hear this endeavor has arts at the forefront.

### Weaknesses:

There seem to be competing ideas or visions for "Festival Streets" or "Open Streets" that have been discussed in varied areas of the City. A cohesive strategy and analysis of the impacts of other potential sites should be considered as well as the resources to create infrastructure and activation. The McCarthy Plaza example of vision vs. product demonstrates the many barriers to the usage of the space for arts and cultural activation and affordability for programmers despite best intentions.

### Opportunities:

This could really enhance some wayfinding and connectivity in the remainder of the Culture Core for all stakeholders. Additional activation that is event based/performative-rather than static public art or physical objects-could gain some important real estate/traction to attracting people to the area.

### Threats:

The Cultural Core funding is highly leveraged and maximized, but has limited capabilities to execute on the vision plan in a rapidly growing City. A concertation on programming on Main Street should ensure that entire Culture Core is not neglected, but rather enhanced to provide connectivity to the Main Street endeavor. Adequate programming dollars and increases from the tax increment should be considered to increase the funds to the Cultural Core.

City ordinances for street performance and activation should be carefully considered with the Arts Council so as not to create additional barriers to execution of creative programs. Infrastructure that supports this type of activation should also be considered for the arts.

Name: Council Member Ana Valdemoros

## Department/Division: City Council Office

### Strengths:

- This section of Main streets has so much potential to grow to an amazing piece of downtown. What does success look like? What metrics are we using to declare this a success and how are we tracking this? Does this mean sales tax receipts or foot traffic what indicators are we using to measure what success looks like?
- What metrics can we report to our residents showing a positive gain to them based on the investment the public made toward the project?
- What is the criteria for determining if the road would be closed permanently?

### Weaknesses:

- The unintended consequences are always the scariest part of any project. Will anyone be looking at the impacts this project will have on existing businesses in the area? And not just traffic but also the impacts to deliveries to and from downtown.
- Given the impact of homelessness are there plans to mitigate and address security in the area? During winter are there plans that account for inclement weather or would the street then re-open?
- Given street and road closures what are the potential impacts for parking to the surrounding streets from Main Street?
- Vacant buildings on Main Street are there any plans to push for activation of empty spaces along Main Street?

### Opportunities:

- What are the plans for partnerships with large stake holders like the LDS Church, City Creek retailers and UTA etc.?
- What kind of public engagement plans will be in place to is there focus on a farmers market local type vendor experience or is this more of innovative new and exciting vendors nationwide?

### Threats:

- Are there any contingency plans for security and safety for the public in case of a threat, emergency, or severe weather?
- What plans are in place to help or support businesses that might see any negative impacts?
- What coordination is being planned with the Downtown Alliance and surrounding community councils?



Name: Wynn Pead

## Department/Division: Public Services/Facilities Central Business Districts

### Strengths

The Central Business Districts has 13 employees dedicated to the beautification of the Downtown Business District, part of which includes the historic Main Street corridor. These employees have skills and background experience performing various tasks such as electrical, masonry and concrete, irrigation, landscaping, trash removal, trash can repair, bench repairs, graffiti removal, snow removal, pressure washing, operation of the auto-scrubber, and general litter and debris removal.

### Weaknesses

**Manpower:** With the increase of those experiencing homelessness in the downtown area and a substantial increase in vandalism to city assets, the increased workload is overloading the current CBD staffing levels. In the past 15 years CBD has experienced staffing cutbacks and are presently operating on one less irrigation tech, one less landscaper, and two less beautification workers while adding 92,000 square feet of landscape area to maintain from years past. Presently CBD personnel work Monday thru Friday 7:00am to 3:30pm with a reduced crew on Saturday's and Sunday's. Much of the promenade activity would occur at times such as nights and weekends which are not supported by CBD personnel.

**Equipment:** Although the current CBD equipment has been serviceable, the advancements in new equipment technologies such as the Bucher CityCat V20 or CityCat V20e (electric) could greatly increase and enhance the abilities and efficiencies of CBD personnel. An advancement to electric vehicles and carts for CBD equipment would reduce noise and diesel fumes to the dining public.

### Opportunities

With the scope of this project, it would be a welcome opportunity to renew aging and deteriorating Main Street assets. The project could possibly provide the opportunity for expanded and enhanced CBD services in the Main Street corridor. All of which would continue to promote Salt Lake City as a top tier destination for visitors and local and regional residents.

### Threats

The closure of the Main Street roadway would limit the CBD refuse truck and maintenance trucks access to waste receptacles, power panels, irrigation systems, and landscaped areas and may require a reevaluation of the CBD fleet needs. Additional carts may be required.

A pedestrian corridor could have an impact upon snow removal on Main Street. Especially heavy snowfall amounts. A viable alternative may be to install an under-pavement snow melt system as part of this project.

Name: Jaron Robertson, Alex Beim, Eric Callison, Matt Gray, David Steadman, Travis King

## Department/Division: Utah Transit Authority departments - Planning, Safety

### Strengths

- Improved walkability on Salt Lake City's Main Street is beneficial for transit ridership, as TRAX stations are more accessible.
- Increased transit ridership as more people are drawn to the area.
- Safety improvements:
  - With automobile traffic removed from Main Street between 400 South and South Temple, that would eliminate the automobile vs. train accidents caused by illegal left turns and illegal U-turns in that area.
  - With a barrier to separate the pedestrian area from the train tracks (cubing and bollards similar to at City Center TRAX Station), j-walking would be significantly reduced and pedestrians would be channeled to marked crossings where there are safety controls and devices.
- Improved viability, synergy and energy in the downtown area (SLC Open Streets has demonstrated a significant benefit to the businesses in the area during as Main Street has been converted into a pedestrian mall and more people are drawn to the area).
- Demonstration of a workable concept that could be implemented elsewhere in UTA's service area, e.g. as part of a station area plan or transit master plan.

### Weaknesses

- Without separation/barrier between pedestrian and light rail movements, project could mean slower rail speeds on Main Street, which would make the project unfeasible cost-wise.
  - Slowing train speeds on Main Street would add extra travel time to both the Blue and Green TRAX Lines.
  - The TRAX Green Line already has the minimum amount of required turn-around time on both ends, and the Blue Line turn-around time is tight and is currently not sufficient during heavy holiday ridership periods (Christmas Light season from Thanksgiving to New Year's Eve).
  - Adding in any additional travel time would require adding at least one more train to each line. That would require the purchase of 7 light rail vehicles (LRVs) at a cost of \$4.8 million each (\$33.6 million total).
  - There would also be ongoing O&M costs for the additional trains:
    - The extra train per line would require an additional 4 TRAX Operators per day.



- Maintaining 7 additional LRVs would require hiring additional vehicle maintenance personnel.
- Any increase in travel time to the trains may require additional trains to be needed on the Blue and Green Lines (e.g. if trains have to wait longer for proceed signals at intersections, if there are any adjustments that slow the trains or cause the travel time to be longer, etc.).

#### Opportunities

- Opportunity to improve pedestrian, automobile and train safety along Main Street.
- Opportunity for separate facilities for transit, cycling, and walking.
- Opportunity to encourage more walking and transit ridership in the downtown area, while reducing automobile traffic and congestion.
- Opportunity to provide improved connections and wayfinding between buses and trains at 200 South/Main
- Opportunity to install a barrier (possibly similar to the one at City Center TRAX Station – curbing and bollards) for the full 4 block area that would improve pedestrian safety, and also reduce the need for the use of the train horn (fewer illegal crossings and track protected from unsafe actions by pedestrians, bicycle couriers, skateboarders, automobiles).

#### Threats

- If no barrier is included to separate the tracks from the pedestrian area, and large numbers of pedestrians are introduced into the current travel lanes immediately adjacent to the trains, this is very likely to result in pedestrian fatalities and critical injuries, even if train speed is reduced.
- Any fatality or critical injury to a pedestrian resulting from a pedestrian vs. train incident would likely reduce overall public and stakeholder support for a pedestrian mall on Main Street.
- If there is no separation/barrier between pedestrian and light rail movements, trains would be sounding their horns on an exponentially increased frequency – any time a pedestrian is within fouling distance of the tracks or walking towards the tracks, any time the Train Operator perceives a safety hazard, etc.
  - The increased use of the train horns is likely to result in noise complaints from residences and offices along Main Street.
  - Significant increased use of the train horns could reduce public, resident and stakeholder support for a pedestrian plaza on Main Street.
- If there is no barrier included, trains would be at a higher risk of having to make an emergency stop. Injuries on the train (usually from passenger falls) have occurred when a train makes an unexpected abrupt emergency stop, even at low speeds.

Name: Blake Thomas

## Department/Division: CAN (Building Services, Planning, Real Estate Services, Transportation)

### Strengths

#### Building Services

- Building Services controls the Development Review Team (DRT) process. This multi-disciplinary team is comprised of technical experts from several city departments and divisions, including Planning, Fire, Engineering, Public Utilities, and Transportation. Any proposed changes in the area can be vetted in a DRT meeting once the area and scope of the project have been identified.

#### Planning

- Adopted Plans - The City Council adopted Plan Salt Lake in 2015 and The Downtown Plan in 2016. We hold many research files that may inform this project.
- Downtown Building Heights - All parcels on Main Street are zoned D-1. Planning is running a Downtown Building Heights text Amendment (PLNPCM2022-00529) to increase building heights, require design features and public space activation within this area. The amendments aim to accommodate growth and respond to new development pressure to improve the livability of downtown. Proposal includes allowing encroachments into mid block walkways (balconies, awnings, colonnades, staircases, sky bridge, and architectural elements. There are public benefit options proposed in process that may allow more height in a project, those include ground floor uses exceeding requirements, restrictive covenants for buildings 50 years or older that aren't protected on the City's historic register, or a restrictive covenant for 500 SF open space with a shade canopy. Other notable parts of the proposal are to rework design standards pertaining to building articulation and materials and standards for midblock walkways and sidewalks at least 10 feet in width. The proposal addresses the need to increase height and implement more effective pedestrian activation requirements in the Downtown Plan area. This is supported by Plan Salt Lake & The Downtown Plan.
  - The proposal is also supported by this Downtown SLC objective: "Intensifying the Core Brings More Choice: The Central Business District (CBD) will continue to develop, increasing in intensity over time as opportunity sites are redeveloped. The scale of development in the CBD will be the greatest in the region but will respond to the human scale at the ground level. Development intensity will be greatest along the core's main streets and scale down towards the middle of the blocks. The CBD will offer the most urban living in Utah – a unique option in the region."



- On August 24, the Planning Commission forwarded a positive recommendation to the City Council.
- Retention of historic buildings - Several Local and National Landmark Sites on Main Street or adjacent. Local Landmarks are subject to the Historic Preservation Overlay and their alterations and demolition controls are managed by our division. National Landmark sites are not protected.
- Closing/vacating a street - The process to close/vacate a public street or portion of a public street would need to go through a Subdivision Amendment process, which is run through the Planning Division. The process includes a public outreach process, likely requires a traffic impact study by the City, collaboration with UTA, etc. A final plat process would also be required.

### Transportation

- Councilmember Valdemoros is very supportive of the project. We should look to her as a champion. (She texted Jon right after she was sworn in to see if we could close Main Street.)
- The RDA may be a great resource on transforming ROW into active community space. Lessons learned on Regent Street, research they've done for 300 S Festival Street, etc.
- Having Andrew Johnston and the Housing Stability Division advise could be a real strength. There is high utilization of the area by people who are unhoused, and he may have insights about their needs and impacts.
- There will be a downtown Police substation in the near future. The issues that inspired this would (hopefully) mean the presence of support services rather than just enforcement.
- It should result in fewer pedestrian/bicyclist conflicts/crashes with vehicles.
- It will be a great tourist attraction.
- It will add life to downtown.
- It will attract new businesses.
- Roadway pavement maintenance will decrease with fewer vehicles using the road.
- Provides another transformational transportation element to Downtown.

### Real Estate Services (RES)

- RES manages the online encroachment application process, consisting of the Encroachment Review Team (ERT) to review all applications received for use of the right of way. The ERT includes a representative from Engineering, Transportation, Public Utilities, Zoning, and Fire.
- All application requests for encroachments consisting of outdoor dining, landscaping, retail spaces, etc., in the right of way can be reviewed and authorized by the City through an agreement or permit if deemed to meet City policy and procedures.

## Weaknesses

### Building Services

- Processes to change zoning as well as change of use of buildings on private property is time consuming. Change of use in specific buildings can be expensive and time consuming.
- Adding additional restaurant uses may require extensive remodeling in existing buildings. In the target area, many restaurants are not built to modern standards and increasing their size may require updating ADA access, exiting, and fire suppression.

### Planning

- Downtown Building Heights text amendment haven't been adopted, although we hope they will be by the end of the year.
- Possible demolition of unprotected but historic buildings along this corridor, degrading SLC's cache of architecture, which is a draw, and integrating historic fabric with new development. There is no National Register district created which could be a valuable economic tool for cultural retention and job creation. There is no commercial tax credit in the state of Utah which would also incentivize rehab, create jobs, and protect cultural assets, which generally characterize CBD pedestrian malls.
- The downtown area is one of the highest paved areas in the City and growing conditions for trees can sometimes be difficult. New developments often want to remove existing trees and replace with new ones, which reduces the overall canopy coverage and increases heat effects. Planning is currently working on an Urban Forest Action Plan.

### Transportation

- Our current approach to safety (especially around transit) could undermine the potential benefits of the project. In the past, UTA's stance on streetcars, for example, has been that extensive safety infrastructure is needed where cars are not present with the idea that when people are looking out for cars, they will also be looking out for transit. This might be the biggest concern.
  - Because LRT functions like a streetcar in this corridor, the study should consider safety data and design considerations from streetcar/tram systems that operate in-street without extensive fencing/bollards/barriers, warning signage, etc. The Community Streetcar Coalition tracks most projects in the US that are in development or have been implemented. See <https://www.streetcarcoalition.org/wp-content/uploads/2022/05/2022-Streetcar-Summit-Book-v1.0-Mobile.pdf>. APTA may be a good resource, as well.
- Maintenance and other considerations have limited the effectiveness of design treatments that enhance walkability. These range from how we design elements such as ADA requirements, drainage, hostile street furnishings, etc. Internal discussions that explore issues of maintenance, especially of "little orphan assets", will be important with the CBD Maintenance team. I am not sure whether the



City has had internal discussions about how we create welcoming places and mitigate concerns related to homelessness. Looking for examples of how other cities have handled transitional areas in terms of ADA compliance could be of value. Talk with Marion about green infrastructure? All this assumes we'll tackle a variety of design elements.

- This has the potential to actually decrease activity on Main Street. Refer to the K Street Mall example from Sacramento, CA – K Street was converted to a ped mall in the 70s and then converted back to allow vehicles in 2012/13. I believe there are also examples of other cities that have converted their downtown street(s) into “malls” only then to find that they aren't attracting the visitors they expected and open them back up to vehicles. My take on this is that there is a lot more than just lack of cars that make a place desirable (especially since lots of great ped mall examples exist in the US).
- Need to accommodate pick-up/drop-off and deliveries elsewhere, on nearby streets.
- The adjacent Downtown grid network isn't as robust as in other areas (for vehicle circulation).
- SLC Transportation doesn't control the intersection of Main Street/400 South (UDOT does).

#### Real Estate Services (RES)

- The policies and process for coordination with DABC and authorizing alcohol concession agreements for events/situations that are atypical of special events as defined by City code.
- Potential considerations regarding the quantity, selection process, and permitting of street vendors, artists, and entertainers.
- Ongoing considerations regarding what is “art” for sidewalk vendors.
- RES does not have the capability or staffing to make sure permittees/lessees are complying with their sidewalk permits or encroachment agreements.
- RES cannot enforce and is not designated as the enforcer for those issues arising because of non-compliance with the use of the right of way. RES has relied on Civil Enforcement as the enforcer in the right of way; however, not always successful due to staffing limitations.

#### Opportunities

##### Planning

- Downtown Building Heights increases may result in the private sector providing a great deal of pedestrian amenities. The project also proposes reduced in review process in some instances.
- Main Street study area is flanked by the headquarters of the Church of Jesus Christ of Latter-day Saints Temple Square and the Exchange Place historic district. Temple square is a landmark site and among SLC's top attractions relating to heritage and religious beliefs. The temple is supposed to be finished with a major structural renovation in 2024. There will likely be festivities to celebrate the renovation. The campus is a destination and attraction to the CBD and near the Conference Center.
- Opportunities for more family friendly atmosphere in the CBD.

- The Urban Forest Action plan will be going to the Planning commission on October 26th and if well received we are hoping for adoption by the council the beginning of 2023.

### Transportation

- There seems to be a high degree of stakeholder support. There is also a rapidly growing residential presence in the area, which can increase the odds of having an active corridor outside of normal visitor times. People think of Main as a destination and business hub, but it is also home to a lot of people who can take real ownership of Main as a community space.
- Potential to create a great transit space at the intersection of Main & 200 S, where TRAX intersects with all the 2nd S bus routes.
- Are there connections to this part of Main Street that also make little sense to be vehicle-first roads? For example, 100 South between West Temple and Main Street could be downplayed as a vehicle route (although it does provide access to a parking structure).
- Could provide a great north-south bike connection to the bike lanes on Main Street starting at 700 South.
- Could be a catalyst for doing something similar to the blocks from 400 South to 800 South.
- More outdoor dining.
- Appropriate street vendors.
- Learn from other cities that have already done something similar.
- More public art.

### Real Estate Services

- An opportunity for businesses to apply for a permit/lease to take advantage of the increased pedestrian traffic resulting in increased business revenue.
- Also, an opportunity for individuals to apply for a sidewalk permit for vendor cart, artist, or entertainer to increase their income.
- Through the issuance of sidewalk permits and encroachment agreements along Main Street, it creates the opportunity for additional outdoor dining patios and entertainment; as a result, will attract a vibrant and pedestrian friendly atmosphere.

### Threats

#### Building Services

- Highly recommended that we get the Fire Departments comments on the proposal. Main Street in that area has difficult FD access requirements as most of the buildings cannot provide FD access to the rear or sides of existing buildings so they are constrained to fight fires from Main, which is complicated by TRAX line, trees and landscape/hardscape planters and seating areas. Many of the



buildings on Main Street are substandard for fire protection and egress as they were built under antiquated codes.

### Planning

- Downtown Building Heights text Amendment may not be adopted or there could be an unanticipated delay.
- Proximity to a Church Headquarters that is opposed to alcohol. Lack of available liquor licenses.
- A 2016 figure is that 27% of all developable land downtown is a surface parking lot, 24% is tax exempt.

### Transportation

- There are examples of pedestrian malls that have failed; while this is outside the City's control, an honest assessment of whether we have the right conditions for success should be a part of this study.
- Every project has opponents, and that should be expected here. I think that while the project runs through a part of the city where the relative risk and level of opposition are low. Bill Knowles should be really plugged in on who we should work with early & often.
- A major stakeholder – City Creek – may have concerns, especially during the window between Oct 1 – Jan 15 or so. The holiday season generates a lot of traffic. Timing of when you talk with them may matter; they will be concerned but less panicked if you talk with them in the Spring.
- Thinking about how this space is differentiated from and complements Washington/Library Square will be important. Is there sufficient community capacity to support both spaces? What about when we add the 300 S Festival Street? Because we tend to focus on projects independently, it can be easy to forget the big picture. If we create too many festival streets (or similar concepts), we could risk spreading community resources too thin and have an ill-defined City center of activity. This doesn't have to be a threat if we're thoughtful about it.
- UTA may want to require fencing between the pedestrian plaza and their tracks. This would likely not be attractive/wanted. See the Parleys Trail along the Streetcar line as a good example of not using fencing while still maintaining safety.
- Deliveries to businesses will need to be worked out.
- Emergency services access will need to be worked out.
- UDOT will view this as another way SLC is reducing vehicular capacity in the Downtown.
- The public will view this as an attack on vehicles in favor of bikes.
- The project won't be implemented and successful in one election cycle and the elected officials pushing for this might not be the ones receiving credit for it.

### Real Estate Services

- The use of the right of way without an agreement could pose as a concern with fairness, legal liabilities/obligations, and compliance.

Name: Jorge Chamorro

## Department/Division: Public Services

### Strengths

- Capable internal Engineering Team.
- CBD Maintenance structure is well established and scalable.
- Snow removal ready.

### Weaknesses

- Limited maintenance budget and staff.
- Certain issues with high maintenance designs, such as trench trains and pavers.

### Opportunities

- Create and leverage additional special assessment.
- Reduction in traffic signals.

### Threats

- Additional pedestrian and safety concerns.
- Added barriers and narrowing may limit snow removal access.
- Service vehicle access limitations.

### Public Services questions and concerns:

- Restricted access installation and maintenance of equipment.
- Need end goals that will inform design and thus operations.
- Need access for business hours.



Name: Grant Farnsworth, Jim Webb, Jim Golden, Tyler Schmidt, Heidi Goedhart, Matt Luker, Mark Taylor

## Department/Division: Utah Department of Transportation

### Strengths

- Many destinations along Main St with Trax stations serving 2 rail lines.
- Parallel corridors on State St and West Temple and the grid network.
- High pedestrian traffic and Low existing traffic volumes on Main Street.
- Reduced vehicle traffic and enhanced bike/ped/micromobility appeal.
- Lessons learned from previous pilot projects.

### Weaknesses

- 400 South currently has very limited existing green time available with train, auto, ped and bike times already in place. Encouraging more pedestrian crossings, and therefore time, is going to be challenging. Work closely with UDOT signal group (Matt Luker and Mark Taylor).
- I asked about Mid block signals or more of walkable environment - they did not have definitive answers here but I know UTA will not desire any more signalized crossings along this stretch as it affects most of their core lines and slows the train significantly. They seemed aware of the concerns here.
- Understand impact of diverting traffic away from Main St to parallel corridors and impact of displaced parking, especially if closing any E-W connectivity to maintain a continuous N-S pedestrian experience.

### Opportunities

- Granary District alternative that would basically transform half grand at 400 S/main into a full grand union (depending on how they expect train movements), which UTA is anticipating in future buildout. This may simplify some signal timing, but the ped mall may change that dynamic, they seemed aware of the granary district extension alternative.
- Economic Development
- simplified turning movements/signal timing on 400 S to accommodate all movements.

## Threats

- Include operations group from UTA as they are operating agency for these four blocks. Safety will be key in this corridor balancing all the travel modes, especially ped/bike safety as we are inviting more walkable modes in this corridor near trains.
- Mitigate confusion by drivers so the design is clear to vehicles that they should not enter the corridor unintentionally.
- If E-W connectivity across the pedestrian mall is limited, parallel routes (North & South Temple, 400 S) may not be able to handle the excess demand. Existing bottlenecks at State St. If there is no E-W vehicle connectivity across this stretch of Main St it will be a significant barrier for commercial deliveries, emergency services, and downtown residents, workers, and visitors.
- Safety/barriers may limit emergency response.



Name: Austin Taylor

## Department/Division: Redevelopment Agency

### Strengths

- The RDA has experience working in this area and on street infrastructure projects.
- This project is within the RDA's CBD project area and the RDA is a property owner in the area.

### Weaknesses

- The RDA has no authority over street design.
- The RDA's available CBD project area funds are limited because they are claimed by many other projects.

### Opportunities

- The pedestrianization of Main Street may increase its desirability, land values, and tax increment income that goes to the RDA.

### Threats

- The construction period could impact RDA projects, including the Main Street Tower (Hines development) and the Eccles Theater.
- The new street design could reduce accessibility to the Eccles Theater, which the RDA owns.

Name: Anthony Allred

## Department/Division: Fire Department

### Threat

- Main Street serves as both the Fire Access Road and Aerial Access Road for all buildings in the project area. In general, International Fire Code as adopted by SLC requires 20 feet of unobstructed access for Fire Access Roads and 26 feet of unobstructed access for buildings requiring Aerial Access roads.
- Surface materials would need to be rated for the weight of fire apparatus.
- Access for medical and other emergencies. This includes fire apparatus, ambulances and light fleet vehicles.
- The periods of Open Streets during the Summer months have been informative for us regarding these challenges. I look forward to discussing solutions during the upcoming process.



Name: Kristen Lavelett & Jessica Thesing

## Department/Division: Downtown Alliance

### Strengths

- Open Streets brought a half million visitors to Downtown SLC in both the 2021 and 2022 season, and results in significant gains in sales tax revenue for businesses within the project area (2022 tax data pending), which is a strong projection for the economic impact a Main Street Pedestrian Promenade would have on Downtown.
- Supports creative placemaking initiatives and with programming from THE BLOCKS, a promenade would enhance the Downtown's artistic ecosystem.
- Defines Downtown SLC as a one-of-a-kind destination. The Downtown Alliance has experience with operationalizing this project as a special event. Our team has been at the center of this project since its pilot in 2020. We've operationalized the concept, collected data, collaborated with our regulatory partners, and documented feedback from stakeholders.
- The Downtown Alliance are a team of implementers, we are experts at convening stakeholders, operationalizing complicated community activation projects, advocating, and policy guidance.
- Open Streets as "proof of concept" initiated the training process for the public in navigating downtown while Main Street was closed to vehicles.
- This project as a special event and long term transition to a pedestrian first corridor is supported by 60 plus years of adopted policy guidance.

### Weaknesses

- Open Streets was born as a result of certain COVID-related emergency declarations. With those emergency declarations lifted, the return to business as usual (and the necessary permitting & licensing processes) will make it more difficult for businesses to participate in a future version of Open Streets, or expand their premises along a Main Street Promenade.
- The Downtown Alliance is not a regulatory agency so projects we implement are subject to all regulatory requirements. So no matter how beloved a project is to the community, we rely on our regulatory partners to assist with regulatory burdens and policy work.

### Opportunities

- Creates a marquee destination for arts, entertainment, and commerce for regional, national, and international visitors, with the intention to connect the cultural assets of Historic Temple Square,

performance venues, City Creek.

- Center and 80 restaurants and social establishments.
- Decrease in vacancy rates on Main Street as it transforms into a premier destination.
- Improve infrastructure, landscaping and lighting, and safety.
- Creates a pedestrian first approach to the historic commercial center of our capital city that will redefine the economic engine for present day and future generations.
- This is an opportunity to implement years of adopted public policy through a thoughtful planning process that includes flexible design techniques that address drainage, our urban forest, comfortable walking, biking, shopping, and seating areas, etc. We have an opportunity and obligation to do this right.
- Implementation guides that are derived from a thoughtful planning process can be aligned with CIP project timelines for Main Street.
- Aside from just Main Street, the Open Streets project allowed the public to experience a pedestrian first approach downtown. This experience can be used to align with other general livability and equity initiatives including:
  - East/West Connection
  - Light Rail-slow trains in downtown corridor to streetcar speeds (this is an idea that's been floated, not an actual plan or promise)
  - Urban Forestry Action Plan
  - Parks & Open Space Initiatives-GO Bond
  - Implementation of the Downtown Plan
  - SLC Grand Boulevards Plan

#### Threats

- The DTA carries the primary operational, reputational and financial burden of implementing Open Streets. While SLC has provided funding in 2021 and 2022, the experience of uncertainty surrounding the provided funds jeopardized the project in 2022.
- Economic impact of construction delays on a neighborhood that earn a significant amount of Downtown's sales tax revenue.
- The likely time frame for implementation of any adopted planning efforts could jeopardize public opinion. Out of sight, out of mind. If this proof of concept (special event) is not continued through the planning process, our window to gain public support and confidence could be lost.



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**D**

**Site Inventory**



# Building use and Permeability

*Diagram A-1 (enlarged on the following pages) identifies observed and discussed challenges and opportunities relating to building use and permeability, as observed by the planning team and identified by city and local stakeholders.*

The primary issues identified (arranged by level of impact on pedestrian experience) are listed below:

- Historic small-scale restaurant spaces provide engaging spill-out into the public realm, most notably those with dedicated sidewalk cafes and/or operable frontages.
- Financial and/or office uses anchor each intersection, limiting in-building public activation.
- Between South Temple and 100 South, numerous historic or contemporary entries are inaccessible or utilize 'false-front' doors, providing back-of-house access for inward-facing retail and do not engage with Main Street.
- Vacancies in both contemporary and historic structures are a strain on the street experience. Some spaces appear usable for temporary activation during tenanting process.

## LOCAL BUSINESSES



## ACTIVE FOR LEASE SPACES



## 'BACK DOOR' CONDITIONS OR CONTROLLED-ACCESS DOORS



# LEGEND

## GROUND FLOOR USE

- ACTIVE RETAIL, F&B OR CULTURAL (PUBLIC)
- ACTIVE FINANCE, RESIDENTIAL (SEMI-PUBLIC)
- INACTIVE / APPEARS VACANT (LIMITED ACCESS)
- EMPTY / PARKING LOT

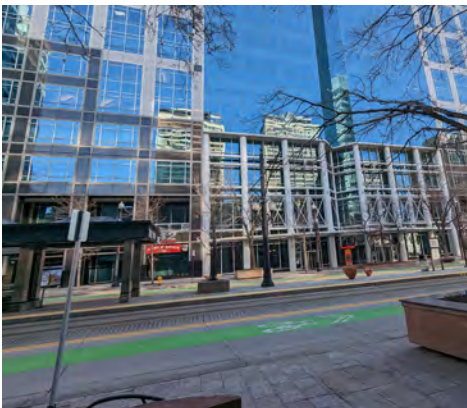
## HISTORIC 'WHISKEY STREET'



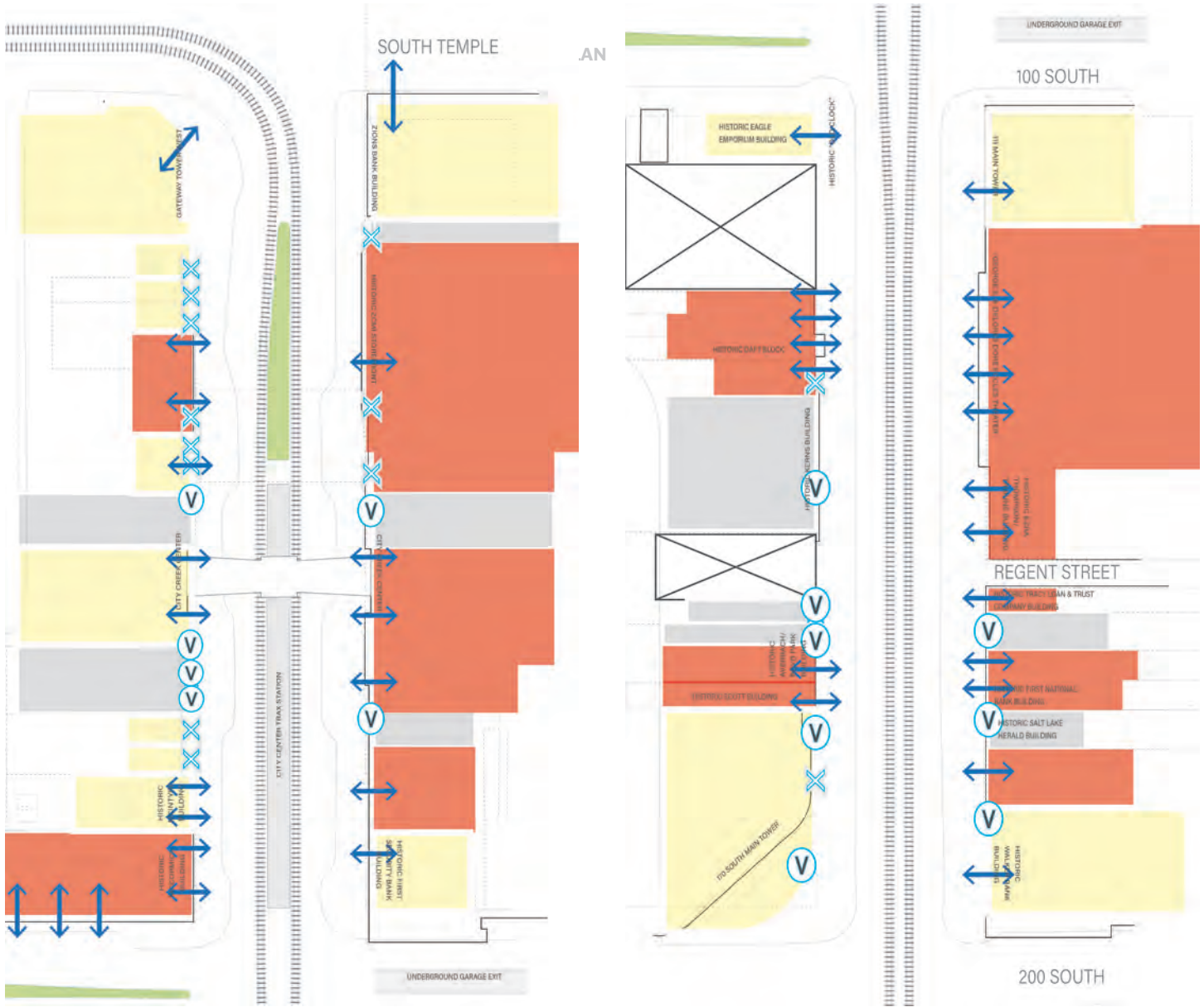
## FINANCIAL INSTITUTIONS



## LIMITED-ENTRY OFFICE FRONTAGE







**BLOCK 1**

**BLOCK 2**

**04 | BUILDING USE & PERMEABILITY ENLARGEMENTS**

**LEGEND**

- GROUND FLOOR USE**
- ACTIVE RETAIL, F&B OR CULTURAL (PUBLIC)
  - ACTIVE FINANCE, RESIDENTIAL (SEMI-PUBLIC)
  - INACTIVE / APPEARS VACANT (LIMITED ACCESS)
  - EMPTY / PARKING LOT
- BUILDING ACCESS**
- V VACANT / APPEARS VACANT
  - X RESTRICTED (FALSE OR MAINTENANCE) ENTRY
  - PUBLIC ENTRY

**KEY MAP**







# Architectural Character

*Diagram B-1 (enlarged on the following pages) identifies challenges, opportunities or desires relating to architectural character, as observed by the planning team and identified by city and local stakeholders.*

The following findings reflect on site assessment and feedback received from City and Downtown stakeholders.

- Existing historic buildings are facing disrepair and vacancy - it is critically important that these buildings be restored and activated with public-facing uses and the Main Street vision should encourage reinvestment in these properties.
- New construction should emulate the Eccles Performance Center corner with contemporary, world-class architecture and should not try to replicate historic structures.
- Micro-retail frontage should be reactivated and celebrated (as seen at the historic McKay diamonds walk-up).
- Historic Exchange Place frontages and alley connection are underutilized and should be better-activated to celebrate the history.
- Historic programs (holiday lights, horse-drawn-carriages, etc) should be considered for the future.

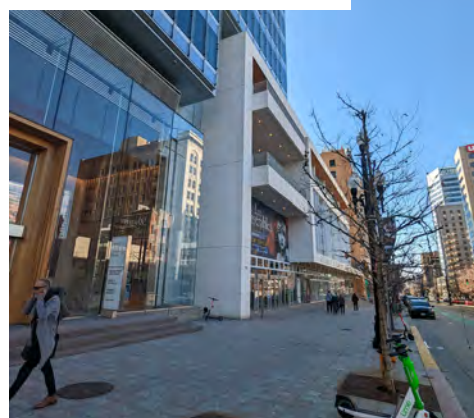
**BELOVED LOCAL HISTORY**



**ADAPTIVE RE-USE**



**CONTEMPORARY ICONS**



**CREATIVE ACTIVATION**



# LEGEND

## ARCHITECTURAL CHARACTER

-  HIGH ARCHITECTURAL DISTINCTION / STREET INTERFACE
-  MEDIUM ARCHITECTURAL DISTINCTION / STREET INTERFACE
-  LOW ARCHITECTURAL DISTINCTION / STREET INTERFACE

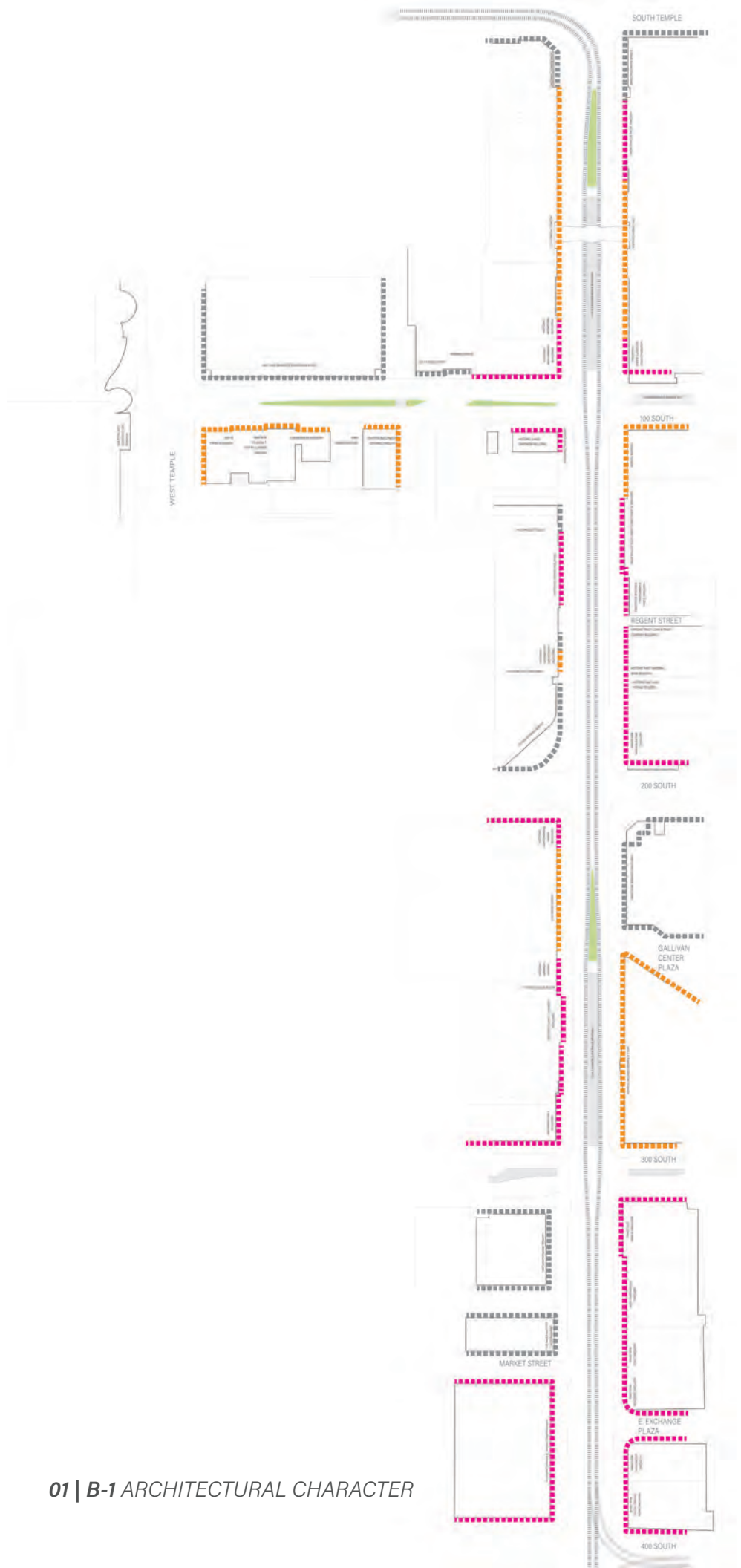
### VACANT HISTORIC ASSETS



### DISREPAIR AND DAMAGE



### EXCHANGE PL HISTORIC DISTRICT





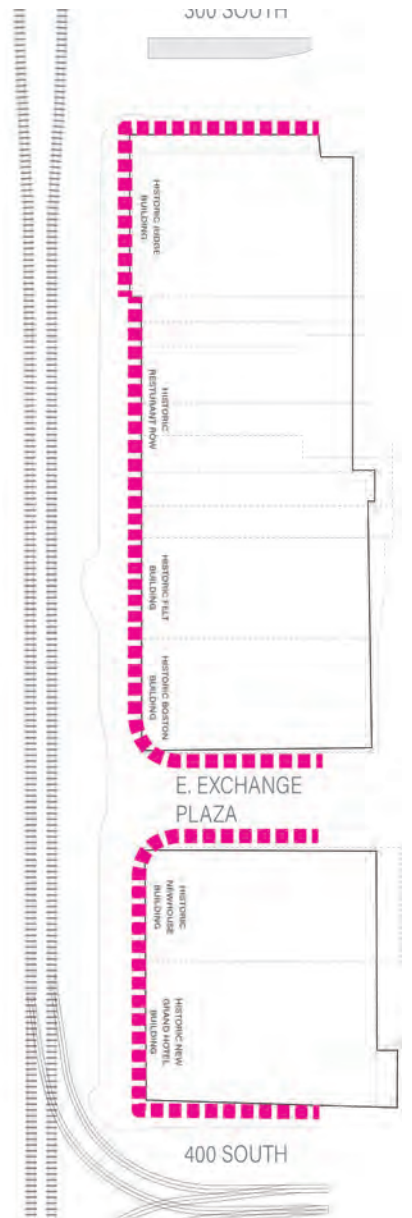




**BLOCK 3**



**BLOCK 4**



**BLOCK 5**





# Environment

## Solar Exposure

*Diagram C-1 illustrates seasonal sun exposure on Main Street (South Temple to 400 South) and 100 South (West Temple to Main Street) based on recorded building heights.*

Salt Lake City's existing heat island reduces pedestrian comfort along both the Main Street and 100 South corridors. Salt Lake City's unique air quality and climate challenges demand a thoughtful approach that uses natural elements to limit solar exposure and reduces high-albedo reflective and impervious ground plane surfaces.

Seasonal summer heat exposure is exacerbated by:

- Significant impervious surface area.
- High building reflectivity within the urban corridor.
- Expansive areas lacking tree canopy (existing parking and roadways, TRAX corridor).

**Main Street:** both the east and west sides of Main Street receive comparable periods of sun exposure, but the east side receives higher-intensity afternoon sun, while the west side of the street is limited to morning-to-midday direct exposure.

**100 South:** The north side of 100 South receives consistent sun exposure, while the south side is frequently shaded in both morning and afternoon. However, building heights on the west side of the block are low.

Future design should seek to:

- *Reduce overall impervious area (expand planting areas and reduce hardscape).*
- *Expand the tree canopy across both Main Street and 100 South.*
- *Prioritize shade density along the east side of Main Street to mitigate impacts of direct afternoon exposure.*
- *Expand tree canopy on both sides of 100 South.*
- *Accommodate longer summer-season uses (play, dining, etc) on the south side of 100 South over the north side.*

**FALL**



8:30 AM



12:30 PM



5:30 PM

**WINTER**



8:30 AM



12:30 PM



5:30 PM

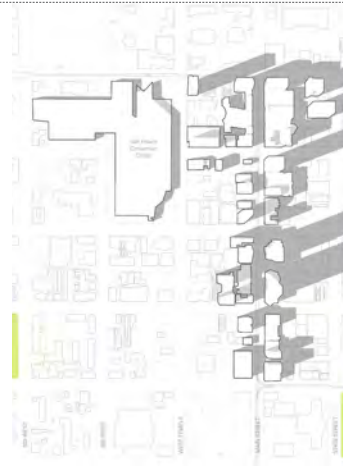
**SPRING**



8:30 AM



12:30 PM



5:30 PM

**SUMMER**



8:30 AM



12:30 PM



5:30 PM



## Tree Canopy

*Diagram 06-A identifies the observed condition of each tree along Main Street and 100 South.*

A number of existing trees conflict with aerial apparatus extension zones for fire access. The design plan should provide emergency services access but seek to accommodate existing healthy, established trees wherever possible. Sub-grade conditions are not known and should be assessed in future design phases.

### Overall canopy condition

- The design team met with SLC Forestry in July 2023 to discuss the Main Street and 100 South canopies. SLC staff encouraged long-range visioning for a more contemporary planting details (integrated stormwater management, suspended pavement, etc) should take precedent over preservation of the existing canopy if needed, but where possible the existing trees should be preserved.
- Independent site observation revealed that many of the existing trees are in excellent condition, and provide significant shade and habitat value. However, numerous tree grates, planting beds, planters and irrigation systems are in disrepair due to the length of use and heavy impacts of the urban condition.

**IN-GROUND ROOT ZONES**



**EXISTING RAISED PLANTERS**







**PARTIAL CURB AT PLANTER -  
(PRECEDENT AT ECCLES THEATER)**



## LEGEND

### CONDITION OF EXISTING TREES

-  EXCELLENT  
PURSUE PRESERVATION
-  MODERATE  
PRESERVE IF POSSIBLE - SMALL STATURE OR IN NEED OF  
SIGNIFICANT CARE, EXPLORE TRANSPLANT OPTIONS
-  POOR  
TREE IS NEAR OR AT END-OF-LIFE - REPLACE
-  TREE IN RAISED PLANTER

## Raised planter assessment

- A significant number of existing trees (noted in the diagram on the following page) are planted in large raised-planters. These planters will likely ultimately limit lifespan due to root ball constriction and should not be utilized in the future unless necessary to accommodate utility corridors.
- However, trees in existing planters that appear to be in good condition should be kept in-place until they reach the end of their life, at which time in-ground planting is recommended.
  - *Assuming a conversion to a curbless cross-section is pursued, the planters at Eccles Theater provide an attractive interim solution which preserves the grade immediately surrounding the planter with a curb at the planter only, and curbless grading surrounding the planter.*
- The size, scale and shapes of existing planters vary widely, with some in poor condition and few are well-scaled for seating or other uses. The future designs should explore retrofit strategies to make the existing planters more inviting and visually consistent and expand available soil volume wherever existing trees are to be preserved.





# Infrastructure

Main Street is among Salt Lake City's oldest and most heavily used streets. As such, each block exhibits a variety of utility conditions and alignments, building interfaces and other built conditions. Future design will require a full corridor site and utility survey prior to construction. Additionally, stakeholder input has revealed potential structural weaknesses within the sidewalk cross-section, notably along the east side of Main Street where the sidewalk sits over vaults or basements. These conditions have not been documented nor surveyed but must be identified, assessed and addressed in any future design.

The findings below reflect observed site conditions, utility alignments (as provided by Salt Lake City engineering and local utility companies) and conversations with City engineering and CBD staff.

## Stormwater

### BLOCK 1 - South Temple to 100 South




- A 15" main line flows south from the intersection of Main Street & South Temple on the east side of Main Street. An 18" main line begins mid-block on the west side of Main Street. North of 100 South, the 15" main feeds into the 18" main and a 12" collector begins on the east side of Main Street and flows into the 18" main line.

### BLOCK 2 - 100 South to 200 South

- The 18" main line continues flowing south on the west side of Main Street. A 15" collector on the south side of 100 South flows west and proceeds south in Main Street on the east side until approximately mid-block, then flows south-west to tie into the 18" main line. A 15" collector on the north side of 200 South ties into the 18" main north of the intersection of Main Street & 200 South.

## LEGEND

### DRAINAGE

-  SURFACE FLOW
-  INLET
-  STORMWATER CORRIDOR

### BLOCK 3- 200 South to 300 South

- The 18" main line continues south on the west side of Main Street. Three 12" collectors from the east side of Main Street flow into the 18" main.

### BLOCK 4 - 300 South to 400 South

- Just north of the intersection of Main Street & 300 South the 18" main feeds into a 36" main. A 16" collector feeds into the 36" main from the east side of Main Street at mid-block. A 12" collector from Exchange Place runs west to tie into the 36" main. North of the intersection at Main Street & 400 South, the 36" main deflects to the middle of the street under TRAX, and proceeds south-west through the intersection to continue south in Main Street.

### BLOCK 5 - 100 South (W Temple to Main Street)

At the west end of 100 South there are two storm lines, a 15" pipe on the north side and a 10"x24" reinforced concrete culvert on the south side, that both tie into a 27" main running south in West Temple.





## Domestic Water

### BLOCKS 1-4 - South Temple to 400 South

- There are two main lines that run south from the intersection of Main Street & South Temple to 400 South. A 16" ductile iron pipe (DIP) on the east side of Main Street and a 12" DIP line on the west side. According to Salt Lake City Public Utilities (SLCPU) data, both mains were installed between 1998 and 2000. The two mains proceed south through the project area.

### BLOCK 5 - 100 South (W Temple to Main Street)

- There are two main lines in 100 South, an 8" cast iron pipe (CIP) on the north side and a 16" CIP line on the south side. Both mains were installed in 1908.

## Sanitary Sewer

### BLOCK 1 - South Temple to 100 South

- There are two sanitary sewer main lines that begin mid-block and flow south to the intersection of Main Street and 100 South, where they tie into an 18" sewer main that flows west. The sewer main on the east side of Main Street is an 8" PVC pipe installed in 2011. On the west side, the main line is an 8" vitrified clay pipe (VCP) installed in 1891 and lined in 1997.

### BLOCKS 2-4 - 100 South to 400 South

- Two sewer mains begin south of the intersection of Main Street and 100 South and flow south through the project area in Main Street. Both lines are 8" VCP installed in 1891 and lined in 1997. There are approximately 80 known service laterals that feed the main lines between 100 South and 400 South.

### BLOCK 5 - 100 South (W Temple to Main Street)

- In 100 South, two sewer mains flow east to west, one on the north side and one on the south side. The main on the north side is an 18" PVC line that was installed in 2010-2011. The main on the south side is an 8" VCP that was installed in 1891 and lined in 2018.

## Dry Utilities

### Electricity

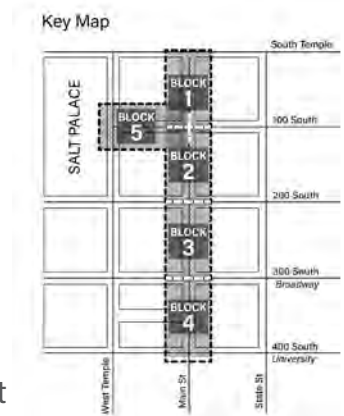
- Pacificorp/Rocky Mountain Power is the primary electricity provider for Salt City, with its infrastructure located underground on the east and west side of Main Street. In 100 South, infrastructure exists on the north and south sides of the street.

### Gas

- Dominion Energy is the primary gas provider for Salt Lake City, with infrastructure located throughout the project area. A 10" line is located on the east side of Main Steet from South Temple to 100 South. Between 100 South and 300 South, there is one line on the west and one on the east side of Main Steet. The western line is 2" and the eastern line varies in size from 4" to 8". An 8" line runs on the east side of Main Street between 300 South and Exchange Place. A 2" line continues south from Exchange Place and terminates north of the intersection of Main Street and 400 South. There are multiple lines in 100 South, primarily on the south side of the road. The line sizes include 2", 3", and 4". The only line that connects to Main Street is a 2" line on the north side, although according to Dominion's mapping, a 4" connection is currently proposed.

### Communications

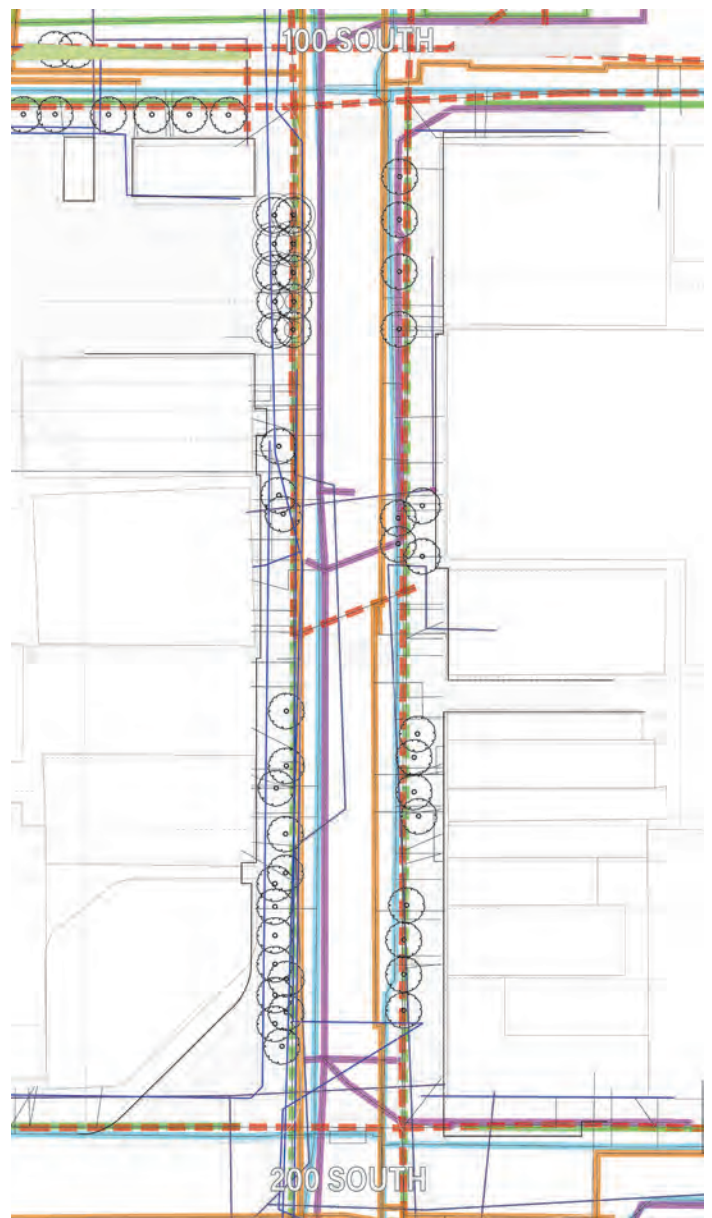
- A variety of communications infrastructure belonging to several companies exist throughout the project area. Such companies include but are not limited to:
  - AT&T
  - Centracom
  - Comcast
  - Emery Telecom
  - First Digital
  - Google Fiber
  - Lumen
  - Syringa
  - Utopia Fiber
  - Zayo







**BLOCK 1**



**BLOCK 2**

**D | APPROXIMATE UTILITY CORRIDOR ENLARGEMENTS**

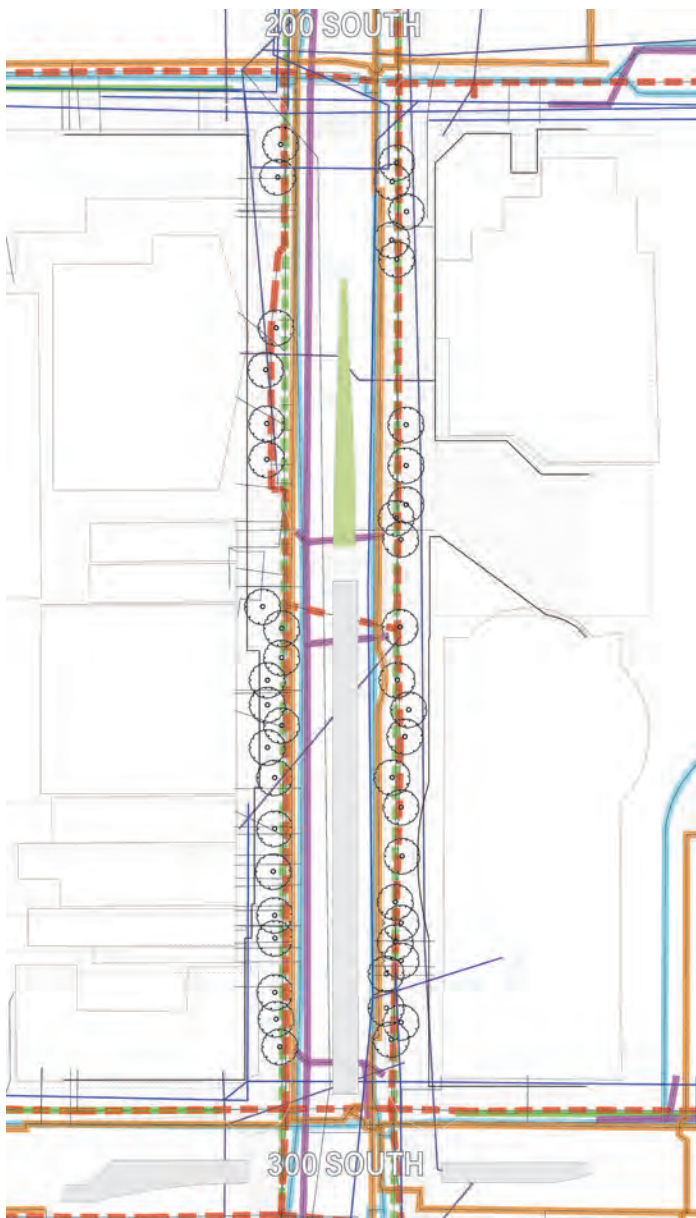
**LEGEND**

**UTILITIES**

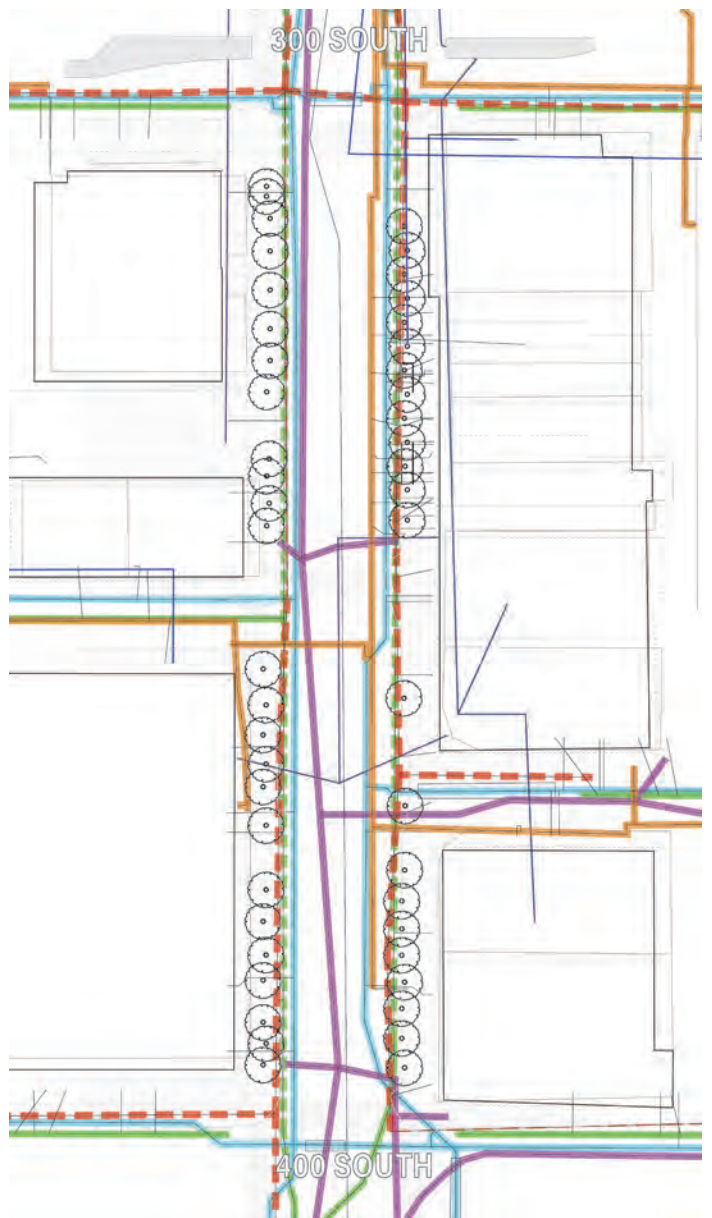
-  WATER MAIN
-  STORM MAIN
-  SANITARY SEWER MAIN
-  1891 SANITARY SEWER MAIN (POTENTIAL REPLACEMENT)
-  ELECTRIC (UNDERGROUND)
-  ELECTRIC (OVERHEAD)
-  GAS
-  FIBER OPTIC
-  TELEPHONE

**KEY MAP**

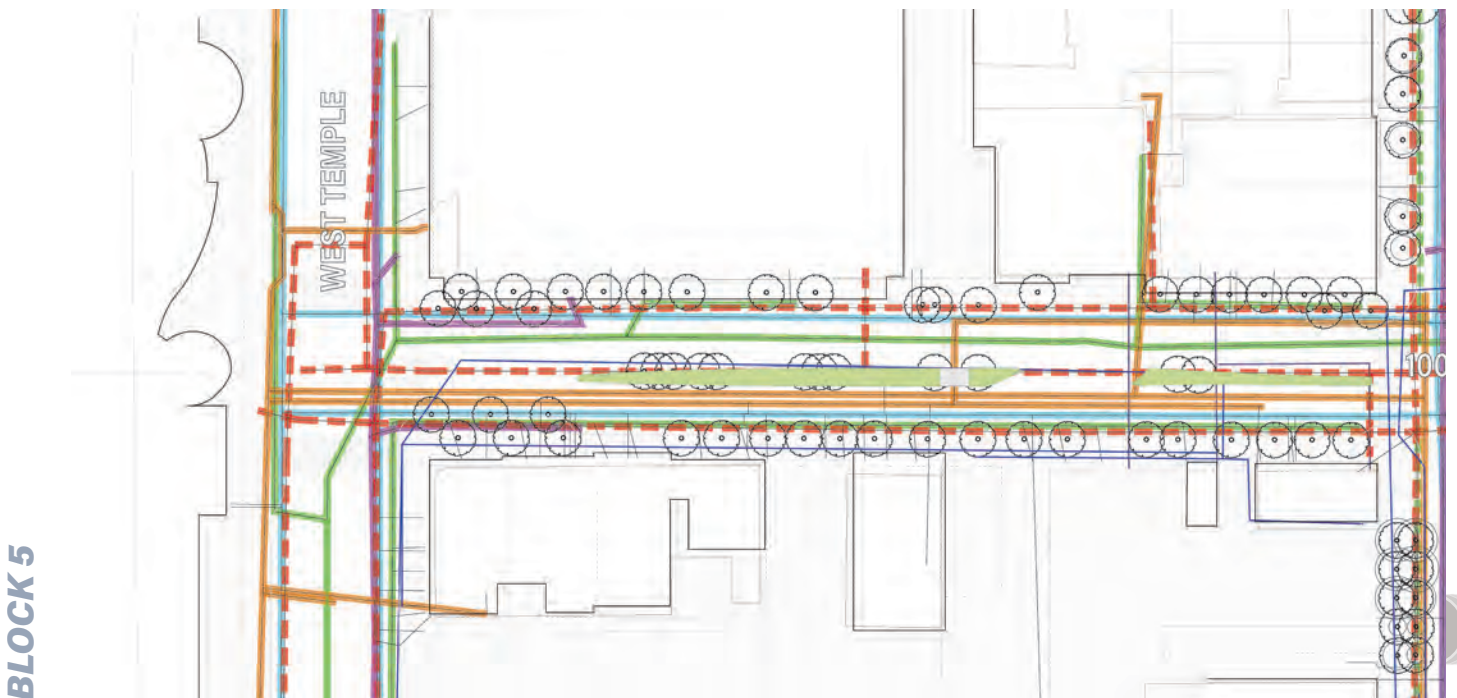




**BLOCK 3**



**BLOCK 4**



**BLOCK 5**



# Emergency Access

Emergency access is essential to providing a safe Main Street corridor. The design team attended a site walk with Salt Lake City Fire on August 3, 2023 to discuss existing challenges and opportunities for emergency service access and mobilization on Main Street.


*Diagram 04-A identifies fire access assumptions for each building face based on conversations with SLC Fire.*

- Per Salt Lake City ordinance, a 20' fire access corridor must be provided to all buildings. For buildings over 30' / 2 stories in height, at least one building face for each building must provide 26' clear area for aerial apparatus mobilization. This should sit between 15'-30' from building face (typ), but may be reduced to 10'-30' for sprinklered structures.
- The current Main Street design makes fire access a challenge. As the existing sidewalks cannot support the structural load of any vehicle, operations utilize the TRAX corridor and drive lane to access the buildings. Due to the width of the street, this is further from the building face than the fire department would typically request, and limited if a TRAX train is blocking access.
- While rail overlap may continue to be necessary at TRAX stop locations (as the rail locations are centered within the street), future design should seek to dedicate a separate fire access corridor adjacent to the rail lines wherever possible.
- It was clarified that for buildings with cross-street frontage, those cross-streets appear to meet aerial apparatus mobilization needs (and would be preferable for aerial apparatus use over Main Street) so fire access corridors at these buildings can be reduced to 20'.

## LEGEND

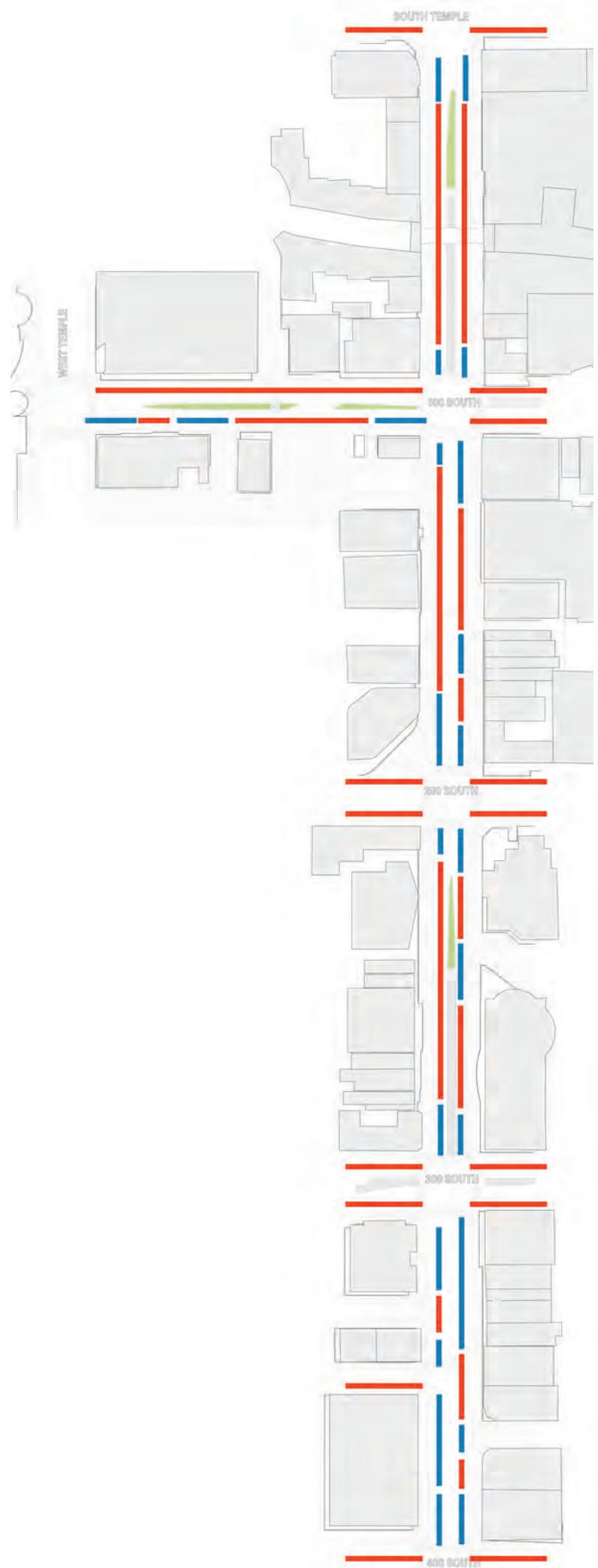
### EMERGENCY SERVICE ACCESS NEEDS

 CURRENT OR ANTICIPATED BUILDING HEIGHT EXCEEDS 2 STORIES (26' CLEAR ACCESS REQUIRED, 15'-30' FROM BUILDING FACE ON AT LEAST ONE SIDE FOR AERIAL APPARATUS MOBILIZATION)

 CURRENT OR ANTICIPATED BUILDING HEIGHT DOES NOT EXCEED 2 STORIES (20' CLEAR ACCESS REQUIRED ON AT LEAST ONE SIDE FOR EMERGENCY ACCESS)

 ESTIMATED BUILDING HEIGHT (OBSERVED, NOT SURVEYED - MAY VARY FROM ACTUAL CONDITION)

- Additionally, historically-designated buildings less than 30' in height can be assumed to need 20' clear only, as they will not increase in height as Main Street continues to develop, due to their historic designation.
- The fire access corridor (20'-26') can also be designed to provide service access to Main Street, and select amenities and elements (that are flush with the grade and/or movable/destroyable by a fire truck if needed) can be added to those spaces, but they will need to be reviewed by SLC fire prior to use.





# Transportation

## Vehicle Traffic

- For the defined corridor one lane of traffic exists in each direction. The majority of the corridor has on-street parallel parking, the exception being near the TRAX stations. The speed limit for cars is 20 miles per hour (mph). In 2019 the recorded annual average daily traffic (AADT) was 8,500 on this segment of Main Street.
- There are no intermediate cross streets or driveways along the corridor except for Market Street and a roughly 30-stall parking lot, both of which are on the West side of Main Street between 300 and 400 South. The parking lot is accessible via internal drives that connect to the North, South, and West.

## Public Transit

- The TRAX line that runs along the corridor has rails in each direction. Currently the TRAX cars operate at around 25 mph. The Utah Transit Agency (UTA) stated that this could be lowered to 20 mph without serious disruption to the schedule for the TRAX system. If lowered to 20 mph the operators may realistically drive at 18 mph being cautious of pedestrians and illegal left turns. UTA predicts that lowering speeds below 20 mph could cause large system disruptions. If a delay is caused it could take 4-6 hours to get the whole TRAX system back on schedule, and therefore they (UTA) would not be comfortable dropping the running speed lower than 20 mph. The City Center Station has 7,262 daily riders boarding and alighting from the Green and Blue lines. Other TRAX stops near the project corridor can be seen in Figure 1 below.



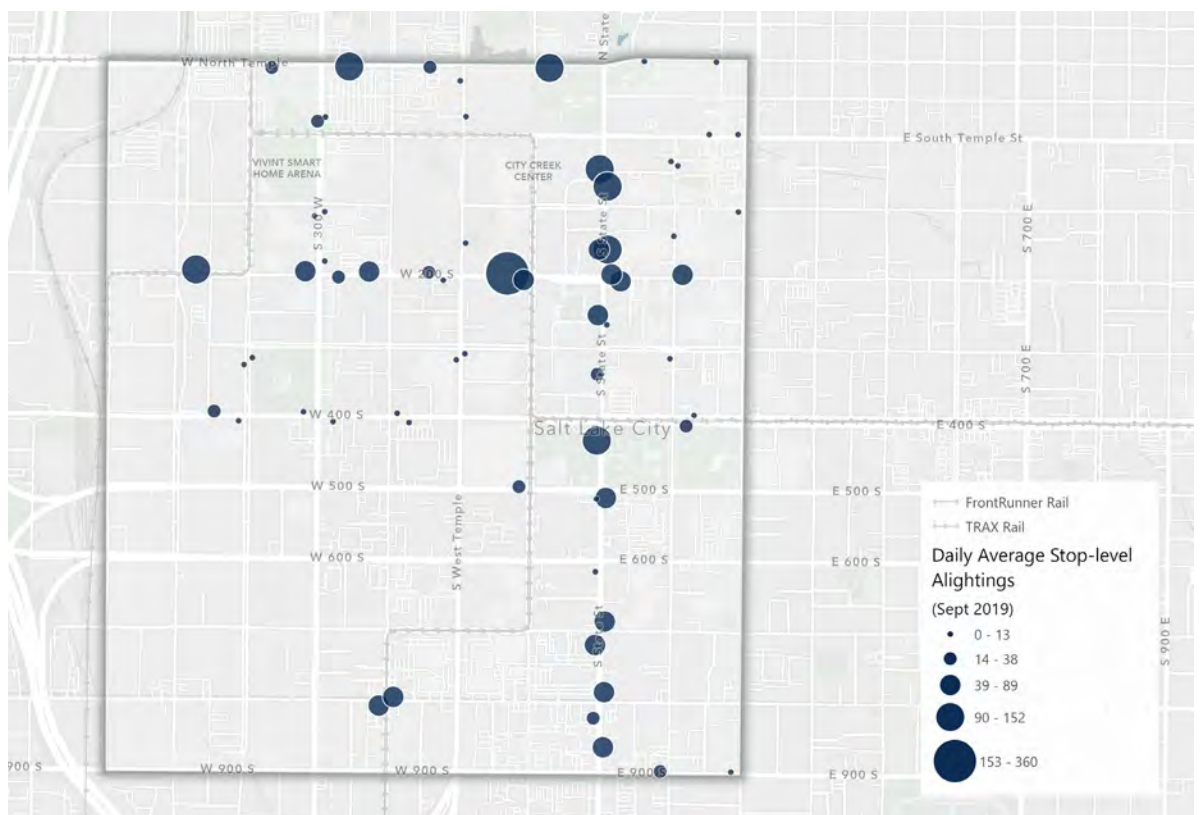
Figure 1: TRAX Stations Boardings and Alightings

- South of the project area the Courthouse station is another highly utilized station with 8,387 daily riders boarding and alighting. When TRAX was being studied in the 1990's, State Street was an alternative option for the TRAX corridor that currently runs along Main Street. However, the Main Street corridor was selected after much opposition for the State Street corridor. Relocating the TRAX lines would be a very costly project and State Street has much higher traffic levels (2019 AADT was 31,098).
- The bus service that runs east to west on 200 South through the study area serves as an important route in the UTA system. As seen in Figure 2 below the stops near Main Street on 200 South have relatively high boardings and alightings compared to other stops in the downtown area.





01-i | PLANNING CONTEXT



01-i | PLANNING CONTEXT

## Pedestrian and Bike

- The TRAX station at City Center generates significant pedestrian traffic that travels to Temple Square to the North and commercial/retail/entertainment to the south. A large portion of these pedestrians are commuters in the AM and PM peak hours.
- South of 300 South there is an unprotected bike lane in each direction, North of 300 South the travel lane is shared. Five GREENbike bike share stations exist on the corridor and the corridor is rated as medium comfort by Salt Lake City Transportation Division.

## Safety

- UTA has mentioned that a deterrent is necessary to prevent pedestrians from crossing the TRAX lines at mid block locations. Simple chain and post fences have been used effectively near the City Center stop to reduce pedestrian crossing and temporary fences have been placed along portions of the corridor. UTA is open to landscaping buffers to guide pedestrian crossings to dedicated mid block paths. However, they do not desire landscaping buffers throughout the whole corridor. UTA also notes the type of landscaping is important as they do not want additional maintenance to prevent disruption with overhead catenary lines or rail misalignment due to underground roots.
- Due to the potential for rail and car collisions no left turns are permitted for North – South vehicle traffic along the corridor except at the intersections with South Temple and 400 South.
- A 26-foot clearance is needed for fire access. Without permanent railings the TRAX space can be utilized as fire access. UTA would also like enough room to get maintenance crews easily in place to maintain the rail system.
- Signal priority for the TRAX system is highly desirable for UTA, especially at the 400 South intersection where delay can be higher. It's worth noting that the pedestrian crossing time limit at the traffic signal is a constraint to giving more time to the North – South TRAX operations. Designing curb extensions could help reduce the pedestrian crossing time and give more green time to the TRAX. With more signal priority UTA may possibly be more agreeable to slower operating speeds for TRAX.



# Circulation and Multi-modal Access

*Diagram 02-A (enlarged on the following pages) identifies pedestrian circulation challenges, opportunities or desires as observed by the planning team and identified by city and local stakeholders.*

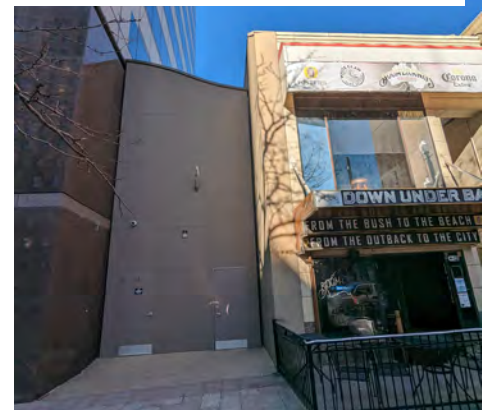
The key takeaways are as-follows:

1. Existing mid-block crosswalks are still too far apart to limit uncontrolled crossings - two additional crossings (3 mid-block-crossings-per-block) would better encourage pedestrians to cross at designated locations.
2. Vehicular left-turns onto Main Street pose the greatest risk of train conflict - removal of cars on Main Street will significantly reduce car/rail accidents.
3. Diagonal pedestrian crossings ('Barnes Dance') should be encouraged along Main Street if/when north/south vehicular traffic no longer needs to be controlled.
4. On-street parking is often left unused and parking meters are a hindrance to pedestrian movement.

## ENHANCED PEDESTRIAN ALLEYS



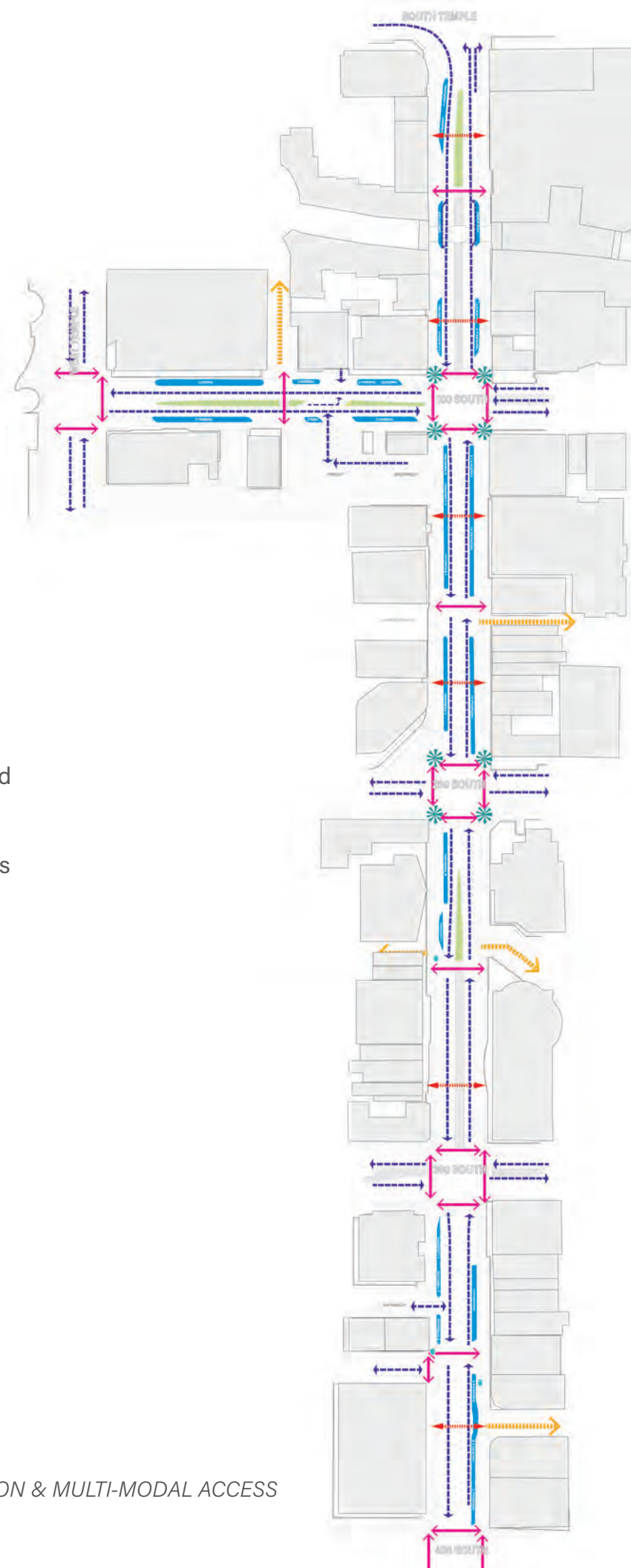
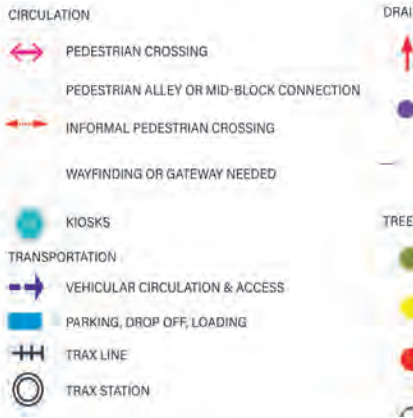
## ENCLOSED ALLEY CONNECTIONS



## UNUSED VEHICULAR SPACES

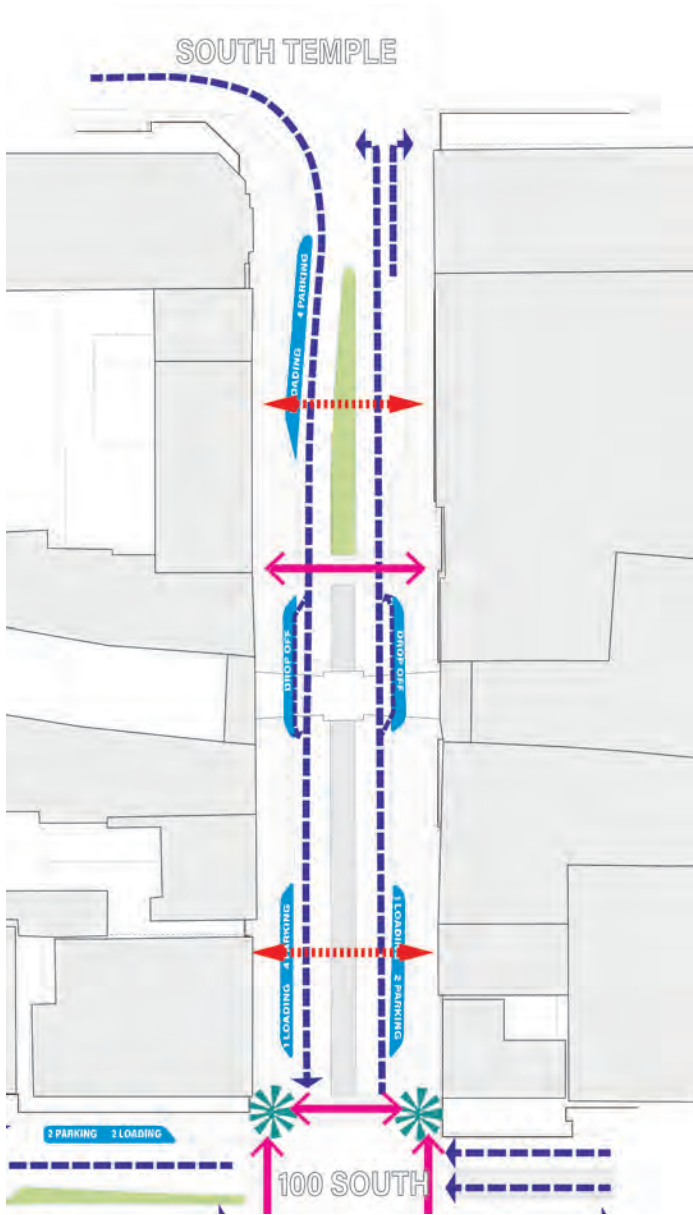


## LEGEND

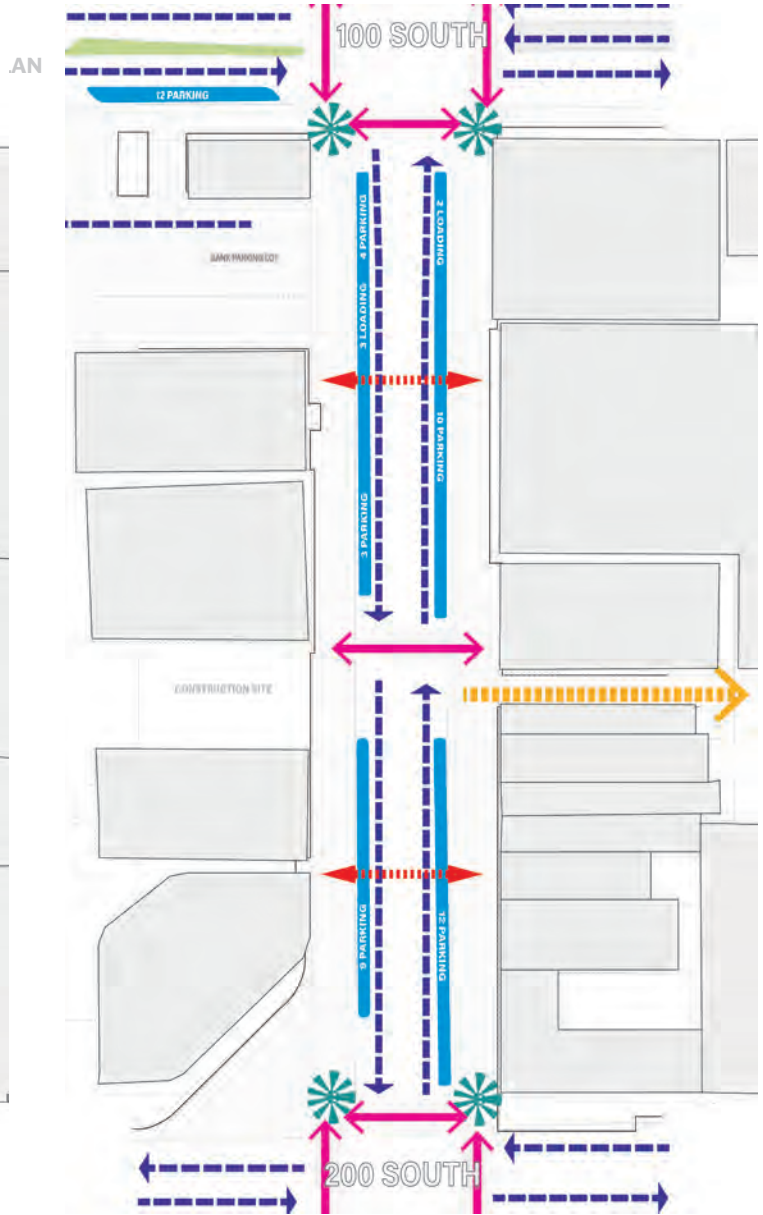


5. Gateways or monuments at cross-streets will better identify Main Street arrival.
6. Existing alleys should be enhanced (like Regent Street) and opened for service use and pedestrian connections.
7. Transit stops will no longer require ADA ramps as new rail cars will be low-profile - ramps should be removed.
8. If commuter-speed cycling is not encouraged on Main Street if/when passenger vehicle traffic is removed, expanded options for bike parking and bike share should be provided.





**BLOCK 1**



**BLOCK 2**

## 02 | CIRCULATION & ACCESS ENLARGEMENTS

### LEGEND

- CIRCULATION**
- PEDESTRIAN CROSSING
- PEDESTRIAN ALLEY OR MID-BLOCK CONNECTION
- INFORMAL PEDESTRIAN CROSSING
- WAYFINDING OR GATEWAY NEEDED
- KIOSKS
- TRANSPORTATION**
- VEHICULAR CIRCULATION & ACCESS
- PARKING, DROP OFF, LOADING
- TRAX LINE
- TRAX STATION

### KEY MAP



# Accessibility Assessment and Recommendations

Emergency access is essential to providing a safe Main Street corridor. The design team attended a site walk with Salt Lake City Fire on August 3, 2023 to discuss existing challenges and opportunities for emergency service access and mobilization on Main Street.

*Diagram 04-A identifies fire access assumptions for each building face based on conversations with SLC Fire.*

- Per Salt Lake City ordinance, a 20' fire access corridor must be provided to all buildings. For buildings over 30' / 2 stories in height, at least one building face for each building must provide 26' clear area for aerial apparatus mobilization. This should sit between 15'-30' from building face (typ), but may be reduced to 10'-30' for sprinklered structures.









# Social, Arts, and Cultural Destinations

*Diagram 01-A identifies public cultural and social destinations along with outdoor patio and cafe spaces, illustrating frequency or intensity of mention by city and local stakeholders.*

The general order of priority (based on approximate frequency of mention on stakeholder maps) is as follows:

1. Restaurants and bars with outdoor patios.
2. Performance or community events (on-street).
3. Activated and preserved or restored historic buildings.
4. Dedicated performance venues (off-street).
5. Well-shaded streetscape areas.
6. Shopping-based retail.
7. Holiday events and programs.
8. Temple Square and/or LDS campus connections.

**ICONIC PERFORMANCE VENUE**



**DESTINATION RETAIL**



**ON-STREET EVENTS**





**BEST-KEPT-SECRET SPACES**



**HISTORIC 'WHISKEY STREET' ROW**



**SPECIAL EVENT PLAZA**



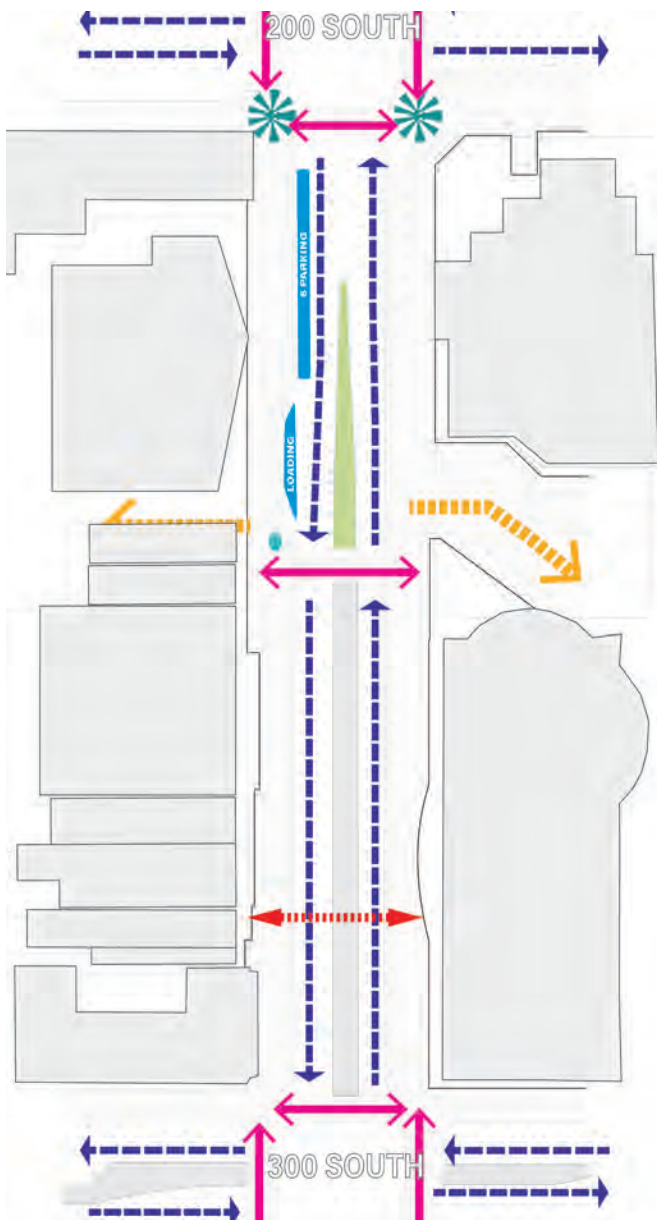
**SEASONAL ACTIVATORS**



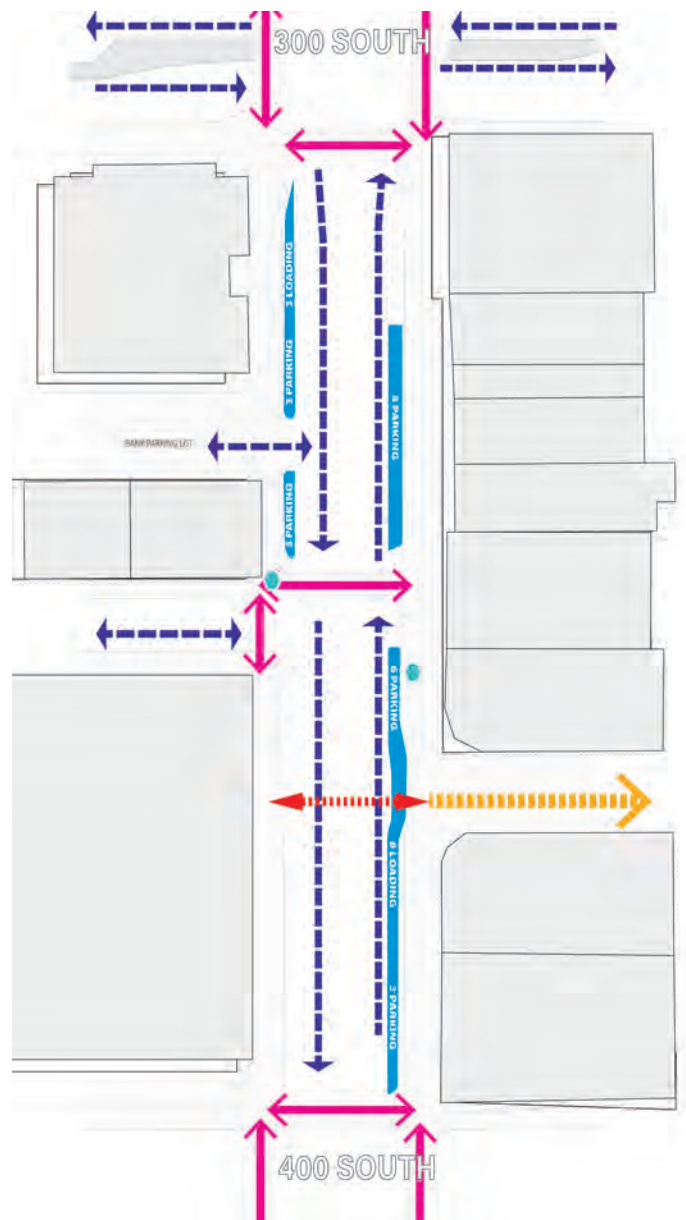
**LEGEND**

- AL AND CULTURAL DESTINATIONS
- DESTINATIONS
- OUTDOOR DINING

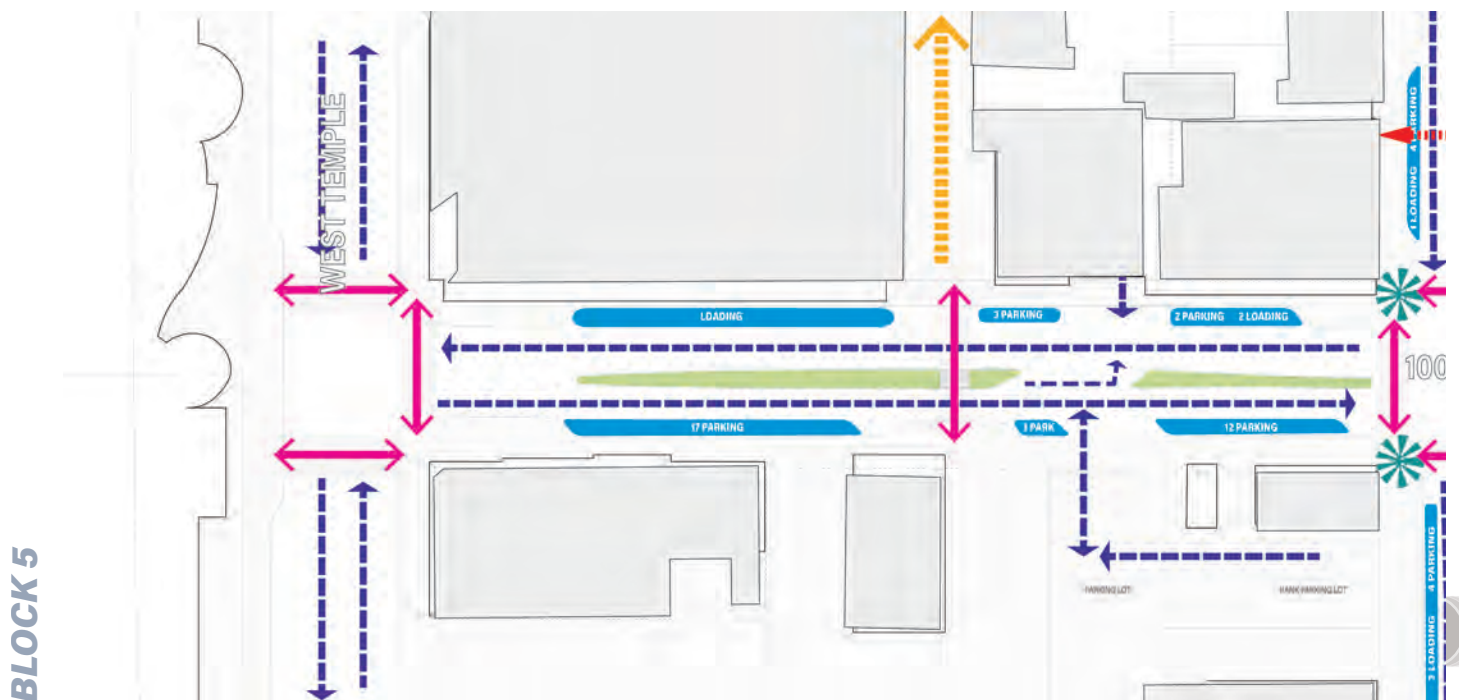




**BLOCK 3**



**BLOCK 4**



**BLOCK 5**



**E**

**Analysis**

# Summary of Key Challenges

The future Main Street must simultaneously become a world-class urban destination and an accessible daily refuge for a rapidly-growing community of downtown residents. These four blocks of Main Street and one block of 100 South represent the most historic and iconic urban experience in the state of Utah and has been a treasured space for generations of Utahns and visitors worldwide. However, the street must evolve as office life, residential life and citywide event demands transform over time. It must feel active and inviting for all Salt Lake City community members, 18-hours-per day, 365 days-per-year.

The most significant opportunities along Main Street stem from historic character and significance, the historic tree canopy and utility and emergency access corridors, along with the unique block size and street width, and current vacancies. Diagram A-1 (enlarged on the following pages) identifies observed and discussed challenges and opportunities relating to building use and permeability, as observed by the planning team and identified by city and local stakeholders.



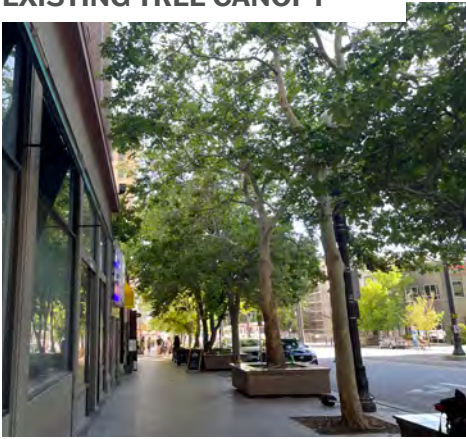
# Key Opportunities | An Historic, World-class Public Space

*Diagram 03-A-1 illustrates the 5 blocks in the project area and the distinct character to be enhanced in the future Main Street design.*

**This preliminary character plan reflects historic uses and existing planning document visions, on site assessment and feedback received from City and Downtown stakeholders.**

- **Key arrival points** at the 100 South and 400 South intersections will define the primary moments of arrival to historic Main Street
  - At 100 South and Main Street, a large, permanent, overhead art canopy sculpture should create distinctive light and shadow experiences and anchor the Main Street pedestrian corridor from essential viewsheds such as the Salt Palace Convention Center, LDS Temple campus and numerous buildings city-wide.
  - At Main Street and Exchange Place, an interactive water and light art element should link Exchange Place and Main Street while providing a space for reflection and celebration for a variety of users, including evening restaurant-goers and daytime families completing citizenship ceremonies at the historic courthouse.
- **At the 200 South and 300 South intersections,** the corners are anchored by office or financial institutions that do not directly engage with the street. Clustered outdoor workspaces and semi-permanent convenience-based kiosk dining will encourage office users to engage with Main Street and use the public realm as an extension of the workplace experience.
- **Block 1** is a multi-generational, retail-driven experience with tremendous opportunities for outdoor play spaces and large garden due to the City Creek Mall adjacency and opportunity to connect to the lush garden character of Temple Square. The historic ZCMI frontage has anchored the wintertime Main Street experience for generations of Utahns.

**EXISTING TREE CANOPY**



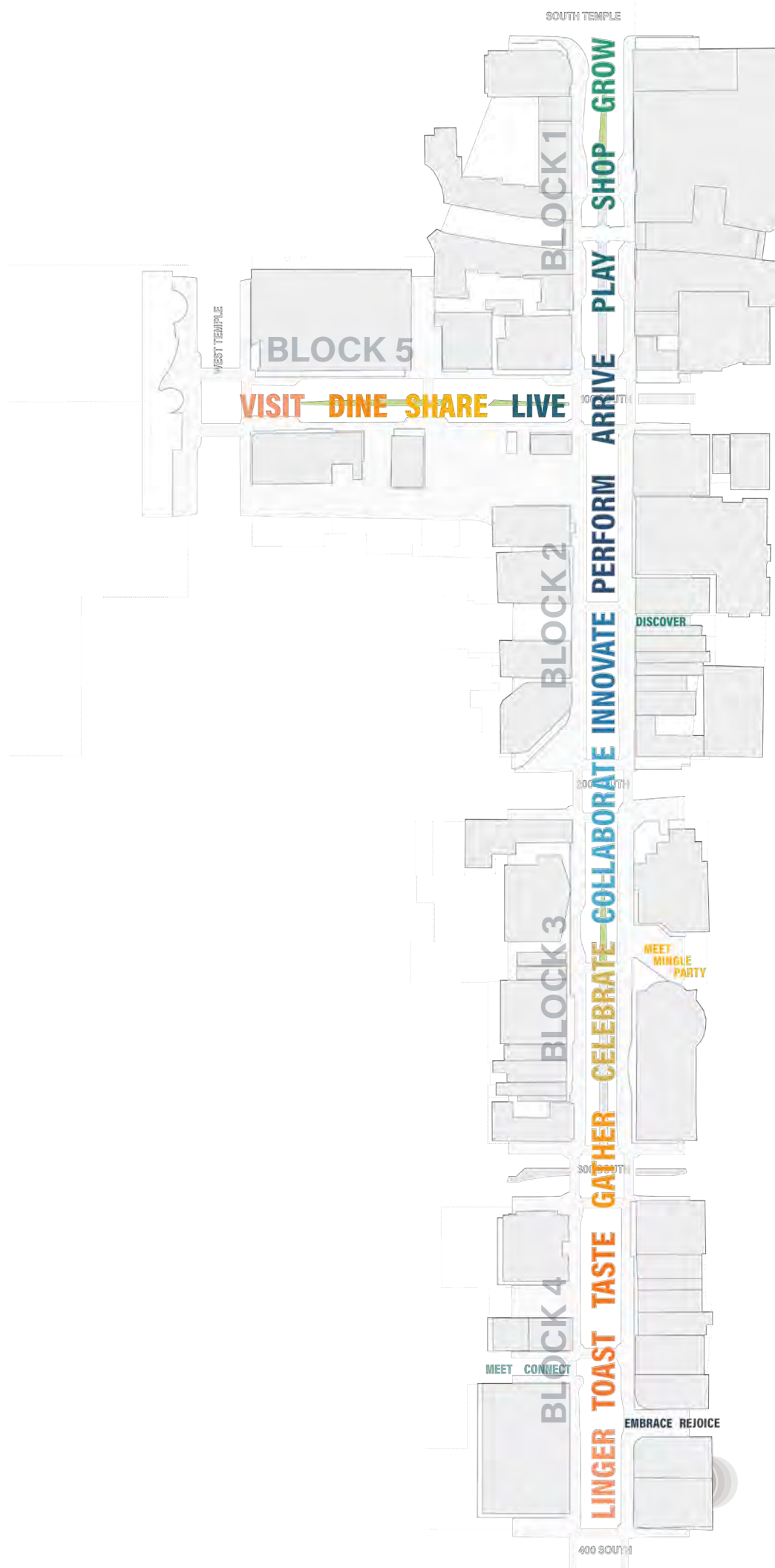
**HISTORIC ARCHITECTURE**



**REGIONAL CULTURAL ATTRACTIONS**



**RETAIL AND DINING DESTINATION**





- **Block 2** is a regional performance destination at the Eccles Theater, with opportunities to expand interior performance programming outdoors as a community cultural destination. The historic frontages on this block make it an appealing dining destination, but on street outdoor workspaces and dining kiosks may be needed to engage office users along this block.
- **Block 3** links the year-round Gallivan Plaza programming with Main Street, with opportunities to expand celebratory experiences into the streetscape 365-days-per-year and incorporate wintertime ice skating and light festivals into a downtown-wide experience. Ongoing program planning for Gallivan will be coordinated with the Main Street plan to balance special event needs with those of day-to-day residents.
- **Block 4** houses the timeless and inviting Exchange Place plaza, though this area should be better integrated into Main Street in the future. This block requires some vehicular use along the west side of TRAX to remain to provide Market Street and parking garage access and ADA parking. The historic federal courthouse. The Market Street connection and east side restaurant spaces make this block an attractive 18 hour dining destination, while the civic activities at the courthouse draw numerous office users day-to-day. In the future, citizenship ceremonies will be held within the building, providing an opportunity to utilize Exchange Place as a gathering area for families and friends to celebrate the citizenship experience.

**OVERHEAD CANOPY SCULPTURE AT 100 SOUTH AND MAIN STREET**



**ENHANCED PAVING ACROSS INTERSECTIONS**



**ARTFUL SEMI-PERMANENT KIOSKS AT 200 AND 300 SOUTH**



**INTEGRATE AND ENHANCE THE 100 SOUTH POCKET PARK**



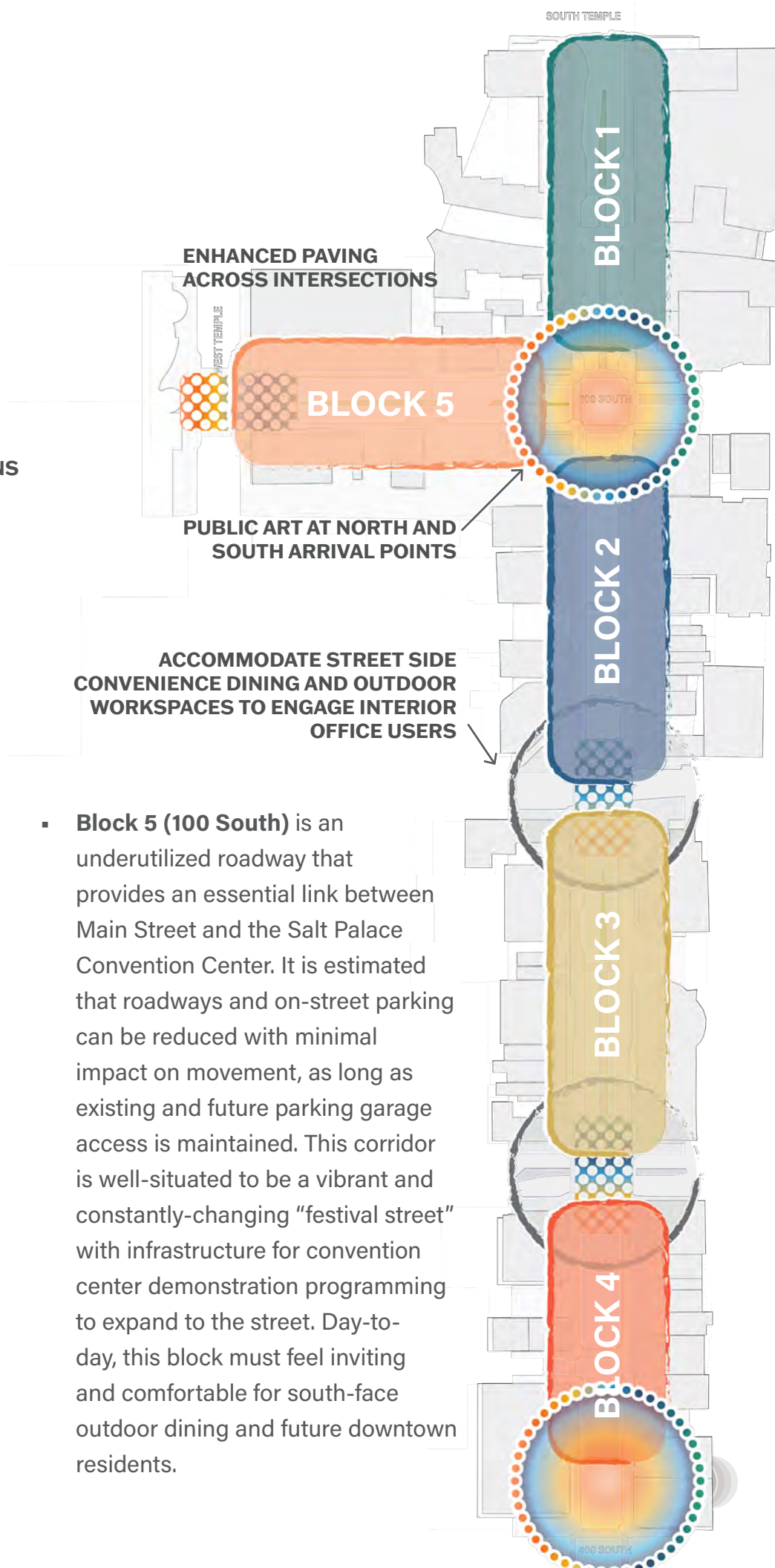
**STREET SIDE STORMWATER GARDENS**



**TIMELESS IDENTITY ELEMENTS**



**SCULPTURE WITH WATER AND LIGHT TO HONOR CITIZENSHIP AT EXCHANGE PLACE**



- **Block 5 (100 South)** is an underutilized roadway that provides an essential link between Main Street and the Salt Palace Convention Center. It is estimated that roadways and on-street parking can be reduced with minimal impact on movement, as long as existing and future parking garage access is maintained. This corridor is well-situated to be a vibrant and constantly-changing “festival street” with infrastructure for convention center demonstration programming to expand to the street. Day-to-day, this block must feel inviting and comfortable for south-face outdoor dining and future downtown residents.



**F**

**Case Studies**

# Option 1 – Pedestrian Mall

Strøget – Copenhagen, Denmark

Before



After



## Key Elements

- Removal of all traffic from the street.
- Removal of curbs and sidewalks, addition of new paving.
- Consolidation of street furniture to facilitate pedestrian movement.

## Goals

- Improve connectivity in the city center.
- Provide a high-quality and attractive environment.
- Create a space that supports businesses.
- Encourage a diverse range of people to live and spend time in the city center.
- Revitalize the city's forgotten alleyways by turning them into vibrant laneways.

## Involvement

City of Copenhagen,  
Stadsarkitektens Direktorat,  
Stadsingeniørens Direktorat,  
Bjørn Nørgård.


## Keys to Success

The successful pedestrianization of streets in Copenhagen can be attributed, in part, to the incremental nature of change, giving people the time to change their patterns of driving and parking into patterns of cycling and using collective transport to access key destinations in the city—in addition to providing time to develop ways of using this newly available public space.


## Lessons Learned

The pedestrianization of Strøget highlighted the potential for outdoor public life in Denmark, as Danes never before had the room and the opportunity to develop a public life in public spaces. This pedestrianization created peaceful, yet lively, public spaces. Strøget also proved that pedestrian streets can increase revenue for local retailers.


## Evaluation

 +35%


Increase in pedestrian volumes in the first year after the conversion.

 +600%


Increase in pedestrian space, from 15,800 m<sup>2</sup> in 1962 to 99,700 m<sup>2</sup> in 2005.

 +81%

Increase in outdoor café seating, from 2,970 seats in 1986 to 7,020 in 2006.

 +400%

Increase in stopping and staying activities from 1968 to 1996.

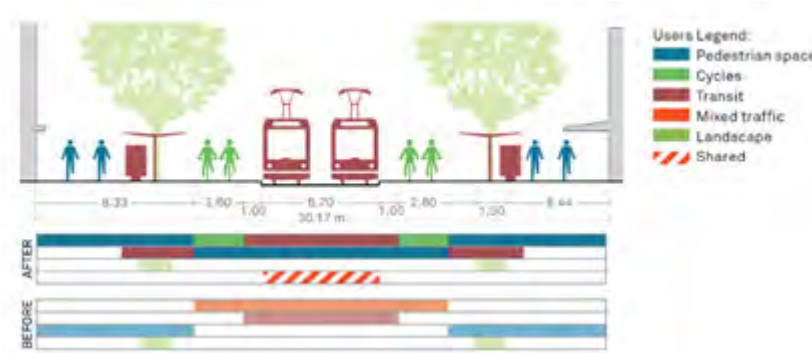
 +20%

Increase in citywide pedestrian volumes to 15 min/day on average.



Swanston St - Melbourne, Australia

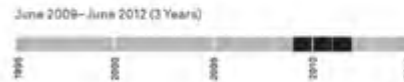
Before



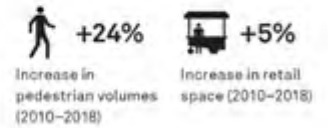
After



Project Timeline (Phase 1 and 2)



Evaluation



Key Successes

- Providing an improved retail environment.
- Providing an efficient, equitable, and comfortable public transport experience.
- High-quality streetscape design, which reflects the unique characteristics of the city.
- Newly constructed tram stops brought in a shared zone, changing cyclist, commuter, and pedestrian behavior.
- In an innovative outreach strategy, comedians were engaged to work with users to understand the new spatial arrangement and the changed traffic conditions.

Key Elements

- Increased sidewalk width.
- Improved legibility of the street.
- Dedicated cycle lanes.
- Raised tram platforms to allow universal access.
- Removal of taxi and vehicle access at all times.
- Service, delivery, and emergency vehicle access maintained.
- High-quality finishes, including bluestone and granite paving, custom designed lighting, furniture, and signature planting.
- Transit stops located along public destinations where possible, such as City Square and the State Library.

Lessons Learned

Community engagement throughout the project ensured information sharing and engagement with the community throughout design development. A full-time community liaison officer kept local retailers and relevant stakeholders informed and dealt with issues as they emerged throughout the construction period.

Involvement

- Public Agencies**  
City of Melbourne, Yarra Trams, VicRoads, Victoria Police, Department of Transport, Planning and Local Infrastructure
- Private Group and Partnerships**  
Australian Industry Group, Australian Retail Association
- Citizen Associations and Unions**  
Bicycle Victoria, Transport Workers Union
- Designers and Engineers**  
City of Melbourne



Market Street – Manchester, UK



16th Street Mall – Denver, CO



Jaffa Road – City of Jerusalem, Jerusalem



Queen Street – Angers, France



## Option 2 – Hybrid Shared Street

Queens Quay – Toronto, Canada

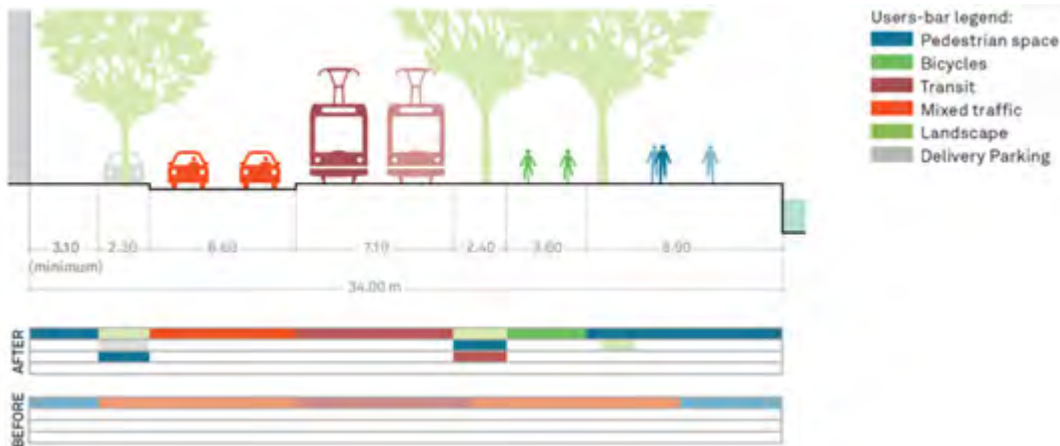
Before



After







## Goals

- Rebalance the street, giving each mode of transportation its fair share.
- Create a more welcoming, pleasant main waterfront boulevard with access to the water's edge.
- Attract new business and promote tourism.

## Involvement

### Public Agencies

Government of Canada, Province of Ontario, City of Toronto, Waterfront Toronto, Toronto Transit Commission, Toronto Hydro, Toronto Water, Enbridge, Bell Canada, Rogers, Cogeco, and Allstream

### Citizen Associations

Waterfront Toronto engaged with local residents and businesses throughout the design and construction process.

### Designers and Engineers

West 8, DTAH, BA Group Municipal Services, ARUP, MMM Group, and James Urban and Associates

## Lessons Learned

Public consultation was a hallmark of this project from its very beginning. Waterfront Toronto held almost 100 public meetings and stakeholder-consultation meetings over the course of this project.

As construction on linear projects in dense urban neighborhoods is always difficult, Waterfront Toronto worked closely with stakeholders during construction to keep a two-way line of communication open. This effort included monthly meetings with community representatives and weekly construction notices. Managing the needs and schedules of multiple stakeholders and utilities required an unusually high level of inter-agency coordination.

Protecting landscaping features while still making space for all necessary utilities proved a difficult but worthwhile exercise. When conflicts arose over the location of underground infrastructure and services, Waterfront Toronto developed creative solutions to ensure that both public realm and essential utilities could coexist.

## Key Elements

Creation of a pedestrian promenade along the waterfront.

Creation of a two-way, off-street cycle track.

New street furniture installed.

New trees planted.

Taxi and loading bays accommodated.

Widened sidewalks.

## Fort Street – Auckland, New Zealand



### Overview

Fort Street showcases how shared streets can turn a district into a destination, increasing visitors for shopping and other activities. It is one of several new shared spaces implemented in Auckland's Central Business District in recent years to enhance pedestrian connectivity and provide a high-quality public realm.

### Goals

- Better integrate the area into the surrounding street network.
- Prioritize pedestrians.
- Create a distinctive public space.
- Create a space that supports businesses and residents and provides opportunities for a variety of activities.
- Provide a high-quality, attractive, and durable street that contributes to a sustainable and maintainable city center.

### Keys to Success

Collaboration with key stakeholders.

Monitoring and evaluating the project before and after implementation in order to communicate its impacts.

Testing design variations.

### Involvement

#### Public Agencies

Auckland Council, Auckland Transport

#### Private Group

Local business owners and operators

#### Citizen Associations and Unions

Blind Foundation

#### Designers and Engineers

Boffa Miskell, Jawa Structures, TPC (traffic engineering), LDP (lighting)

### Evaluation



+54%

Increase in pedestrian volumes



+47%

Increase in consumer spending



-25%

Decrease in vehicle volume



+80%

Felt safer in the area



Portland, Oregon



# Option 3 – Symmetrical Shared Street

Cheonggyecheon – Seoul, South Korea



## Involvement

### Public Agencies

Central Government, Seoul Municipality, Seoul Metropolitan Government, Cultural Heritage Administration

### Private Groups and Partnerships

Cheonggyecheon Research Group

### Citizen Associations and Unions


Citizen's Committee for Cheonggyecheon Restoration Project

### Designers and Engineers


Seoul Development Institute urban design team, Dongmyung Eng, Daelim E&C

Close to 4,000 meetings were held with residents. A "Wall of Hope" program was developed to encourage involvement and resulted in 20,000 participants.


## Evaluation

 +76%


Increase in pedestrian activity

 -4.5%


Reduction in the urban heat island effect

 -45%


Decrease in vehicle volume

 -10.3%

Decrease in air pollution

 +15.1%

Increase in bus ridership

 +3.3%

Increase in subway ridership

## Key Elements

Removal of elevated highway concrete structure.

Daylighting of a previously covered urban stream.

Creation of an extensive new open space along the daylighted stream.

Creation of pedestrian amenities and recreational spaces (two plazas, eight thematic places).

Construction of 21 new bridges, reconnecting the urban fabric.



## Boulevard de Magenta



### Goals

- Reduce traffic fatalities, congestion, and pollution.
- Create a more attractive and pedestrian-oriented environment.
- Create a space that supports businesses.

### Involvement

Municipality of Paris, Region Ile-de-France, Central Government, citizen associations, and business owners.

### Key Elements

Sidewalk widened (from 4 m to 8 m) and lane narrowed.

Crossing distance shortened from 20 m to 12.8 m

Separated cycle track

Dedicated bus-only lane

New trees planted along the sidewalk extension

### Evaluation

+145%

Increase in cycle volume between 2001 and 2007

-50%

Decrease in traffic volume

-32%

Decrease in air pollution between 2002 and 2006

0

Traffic fatalities in four years after the transformation

-5.5%

Decrease in noise pollution (from 72 dB to 68 dB)

293

Number of trees planted



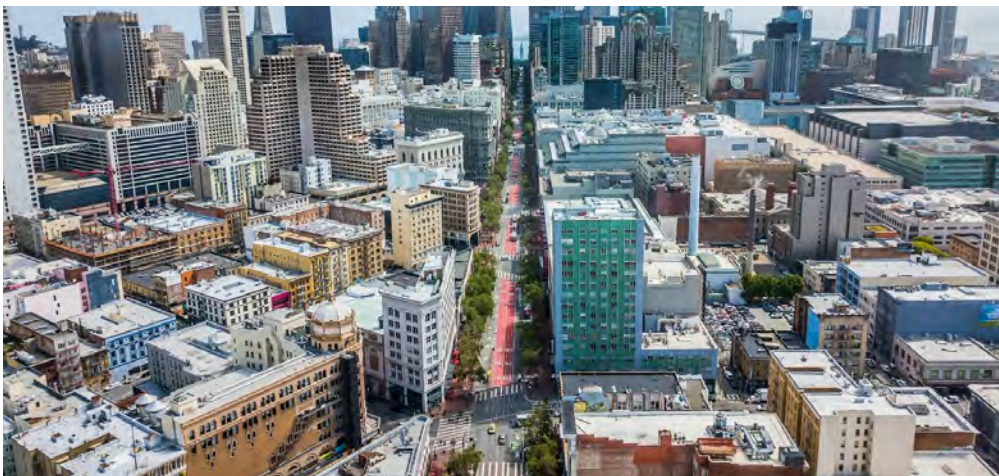
Nyugati Railway Station - Budapest, Hungary



Paris, France



Market Street - San Francisco, California





100 South

# Option 1 – Multi-Modal Boulevard

Champs-Élysées – Paris, France



State Street – Santa Barbara, California



# Option 2 – Linear Park & Promenade

Barcelona, Spain – La Ramba



Rothschild Boulevard – Tel Aviv, Israel



## Sources

Pedestrian Only Streets: Case Study | Stroget, Copenhagen - Global Designing Cities Initiative  
Case Study: Swanston St.; Melbourne, Australia - Global Designing Cities Initiative  
Manchester Metrolink Tram Approaching Market Street Station Elevated View High-Res Stock Photo - Getty Images  
RailPictures.Net Photo: 19 Jerusalem Light Rail Light Rail at Jerusalem, Israel by Greg Primrose  
16th Street Mall – Downtown Denver, CO | Pedestrian Promenade (uncovercolorado.com)  
Case Study: Queens Quay; Toronto, Canada - Global Designing Cities Initiative  
Case Study: Fort Street; Auckland, New Zealand - Global Designing Cities Initiative  
MAX Light Rail | The Official Guide to Portland (travelportland.com)  
Queen St Transit Mall - Why Wait for LRT? - Greater Auckland  
Case Study: Cheonggyecheon; Seoul, Korea - Global Designing Cities Initiative  
Case Study: Boulevard de Magenta; Paris, France - Global Designing Cities Initiative  
Western Railway Station - Budapest Monument of art  
Paris T3 celebrates ten years - The International Light Rail Magazine (tautonline.com)  
San Francisco Joins the Move to Ban Cars From a Major Street | WIRED  
Todo lo que no sabías sobre La Rambla de Barcelona (laestrella.com.pa)  
Rothschild Boulevard, Tel Aviv - Tourist Israel  
Paris's Champs-Élysées Is Undergoing Massive Changes | Condé Nast Traveler (cntraveler.com)  
Santa Barbara's Unexpected Hospitality History — Plus, Where to Stay on America's Riviera - Marin Magazine



# Scale Analysis

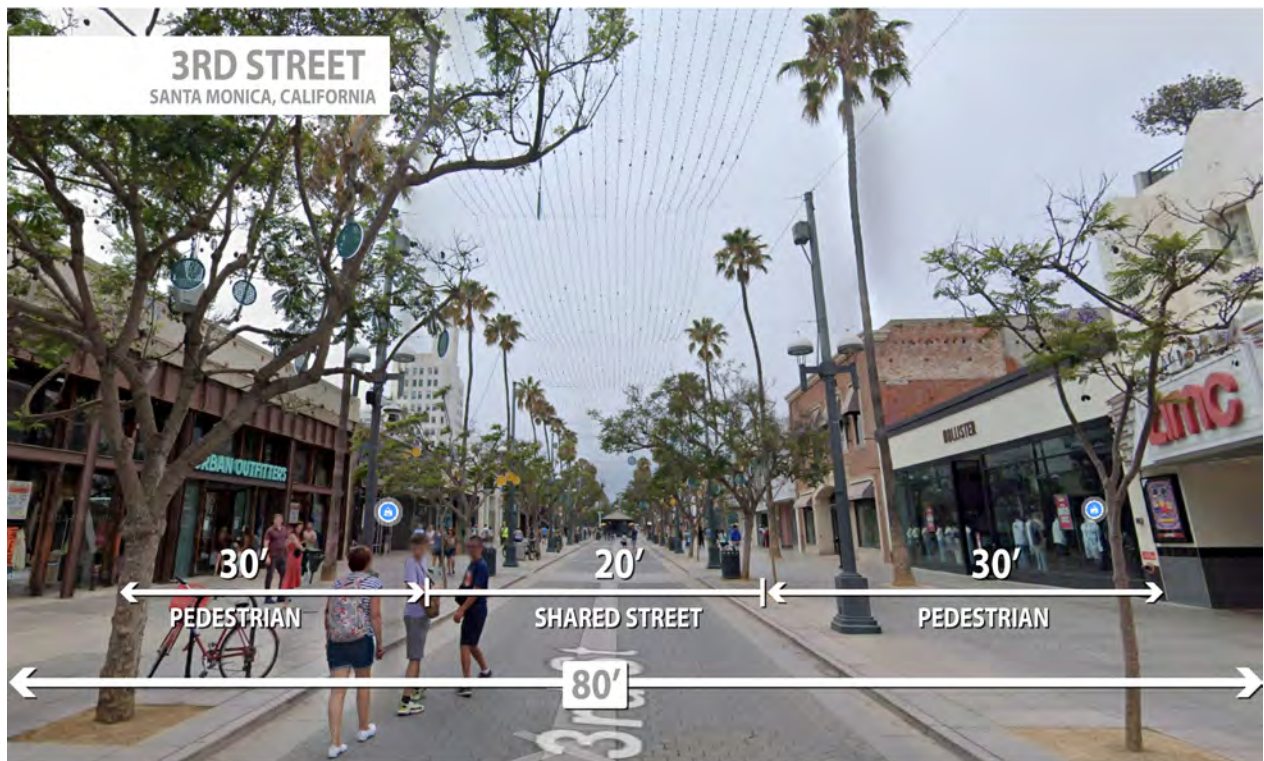
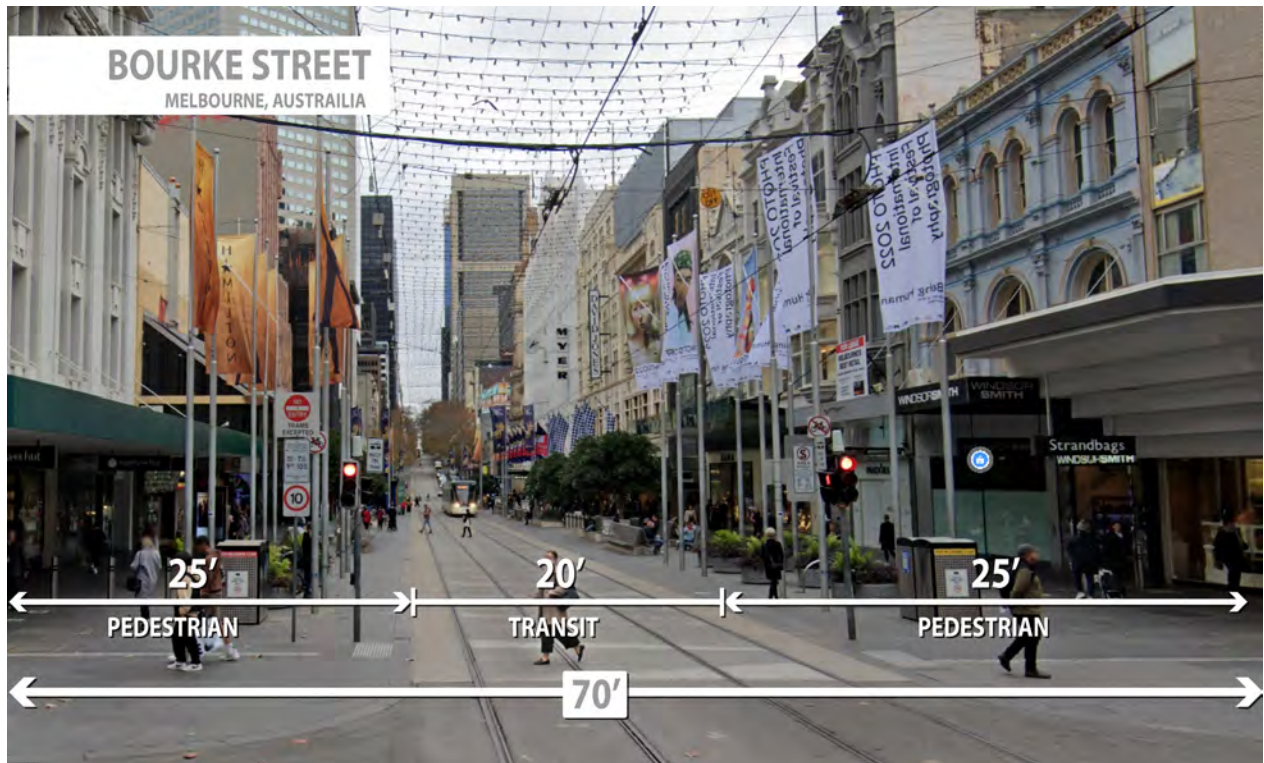
Locations	Width of Pedestrian Zone	Total Width of Street	Length of Pedestrian Zone
16th Street Mall	52	80	4250
Bourke Street & Swanston Street Transit Mall	50	70	1000
Minneapolis Nicolett Mall	60	82	5000
Boulder's Pearl Street Mall	70	70	1500
Burlington Church Street Marketplace	60	60	1600
SLC Main	64	132	3000

Locations	% Width of Dedicated Pedestrian Zone	% length of pedestrian zone of main street	% of total square footage of main street
16th Street Mall	65%	142%	86%
Bourke Street & Swanston Street Transit Mall	71%	33%	18%
Minneapolis Nicolett Mall	73%	167%	104%
Boulder's Pearl Street Mall	100%	50%	27%
Burlington Church Street Marketplace	100%	53%	24%
SLC Main	48%		

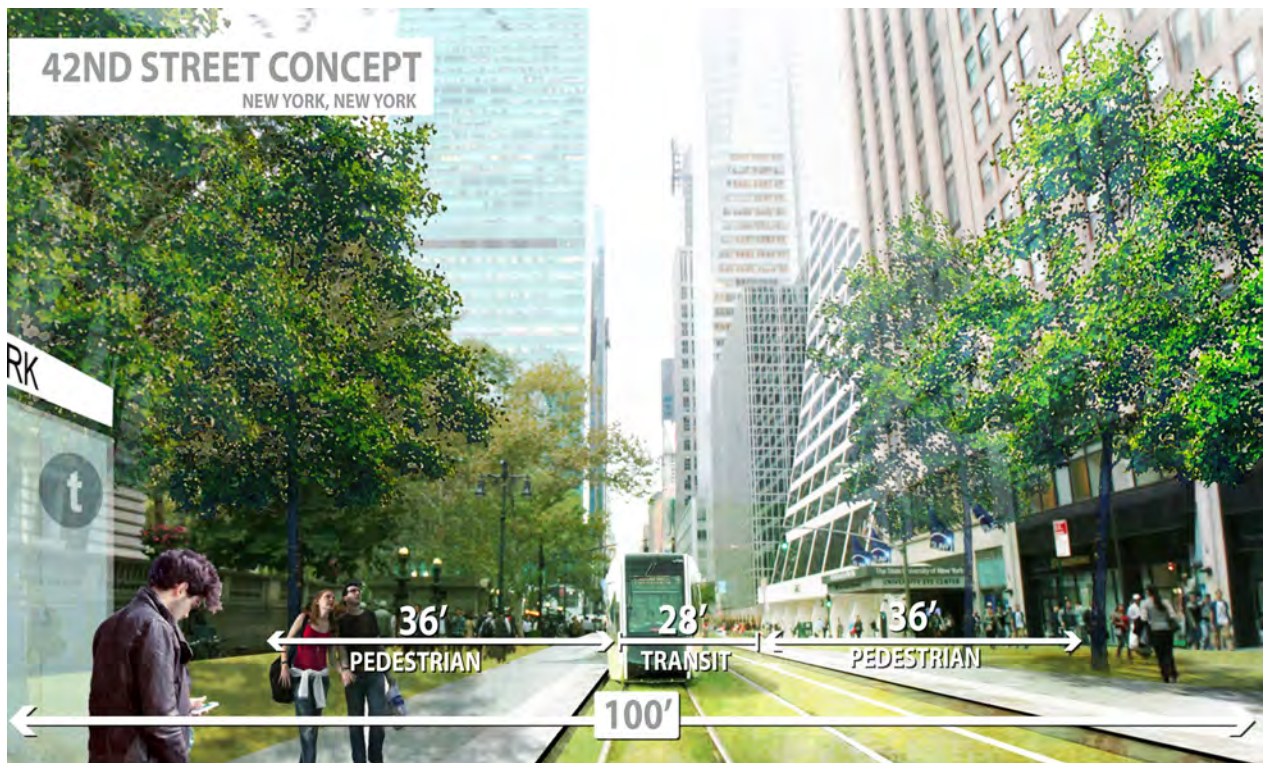
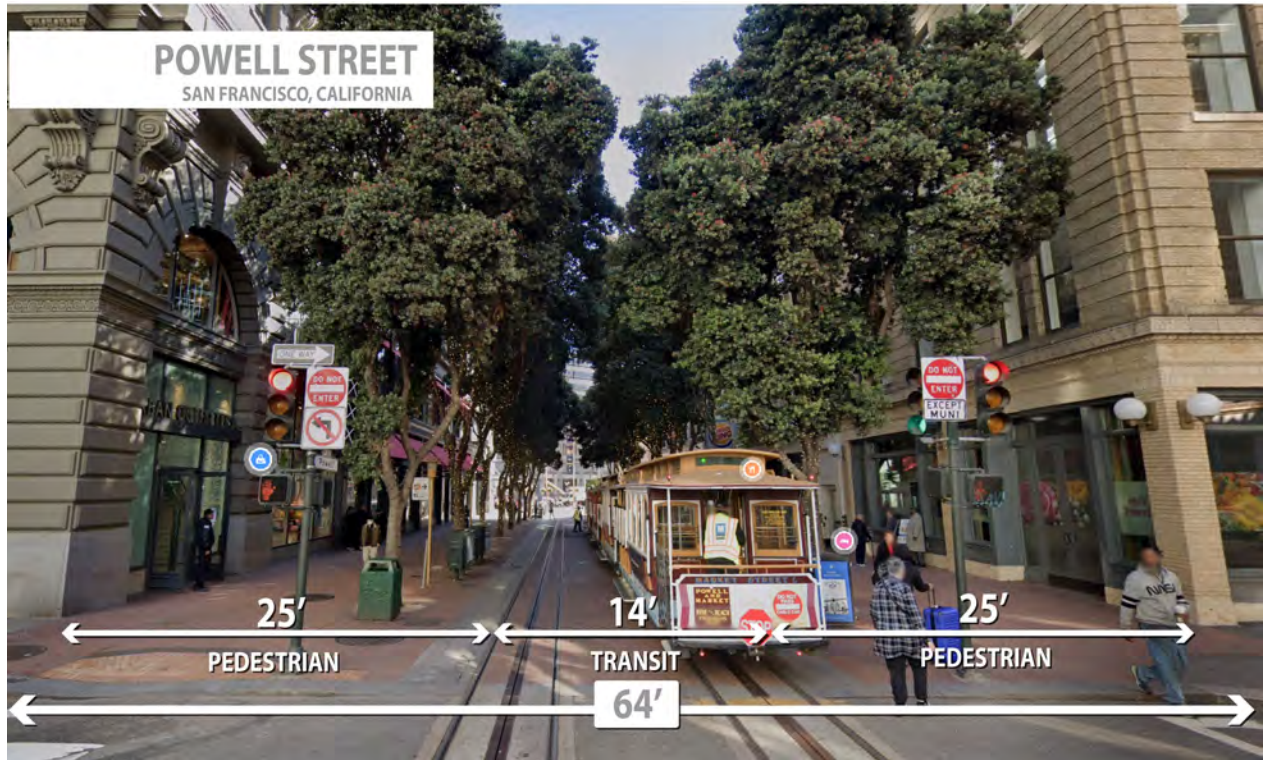
# Scale Comparison



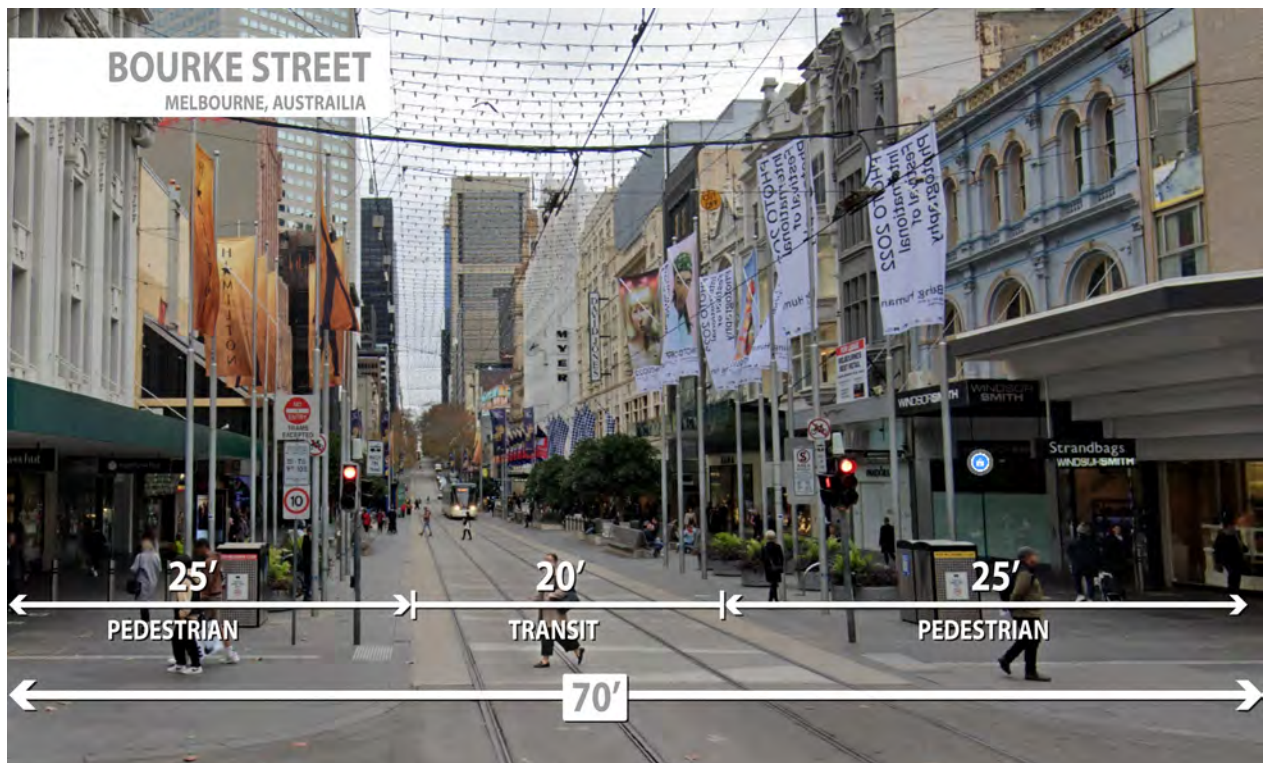
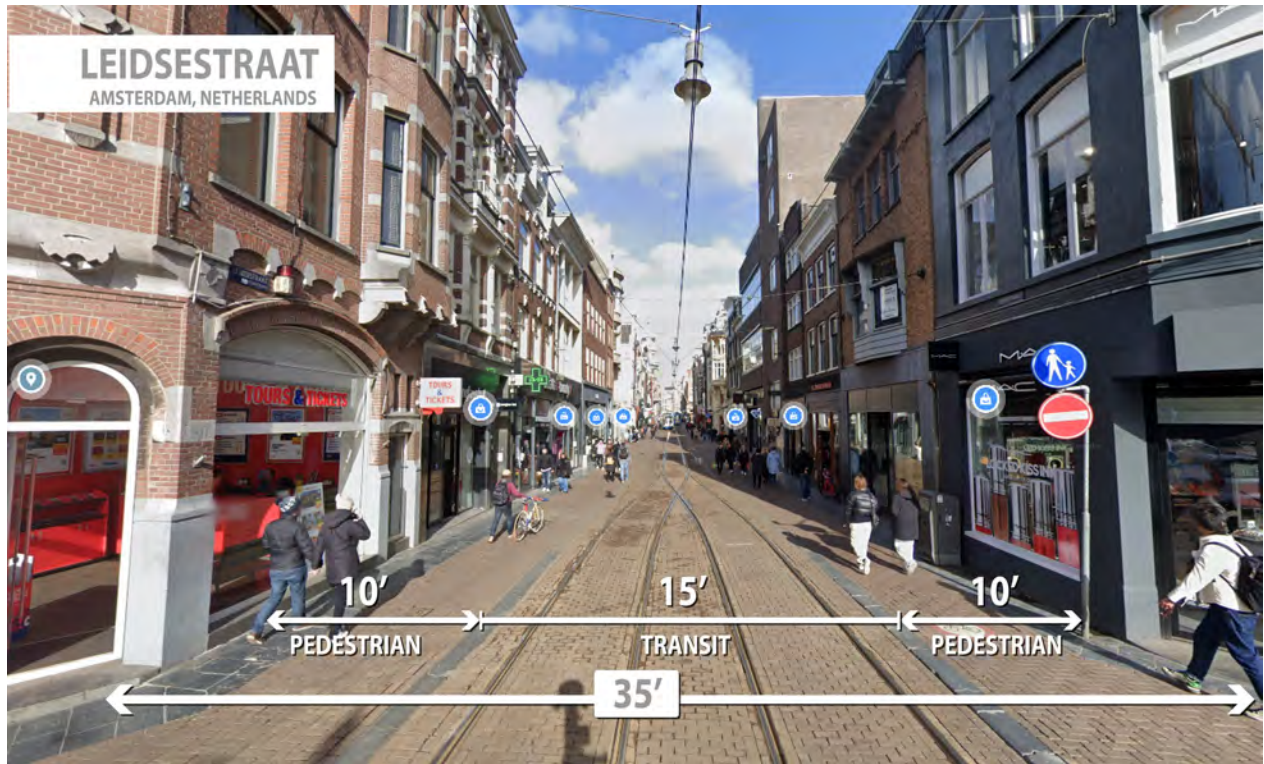




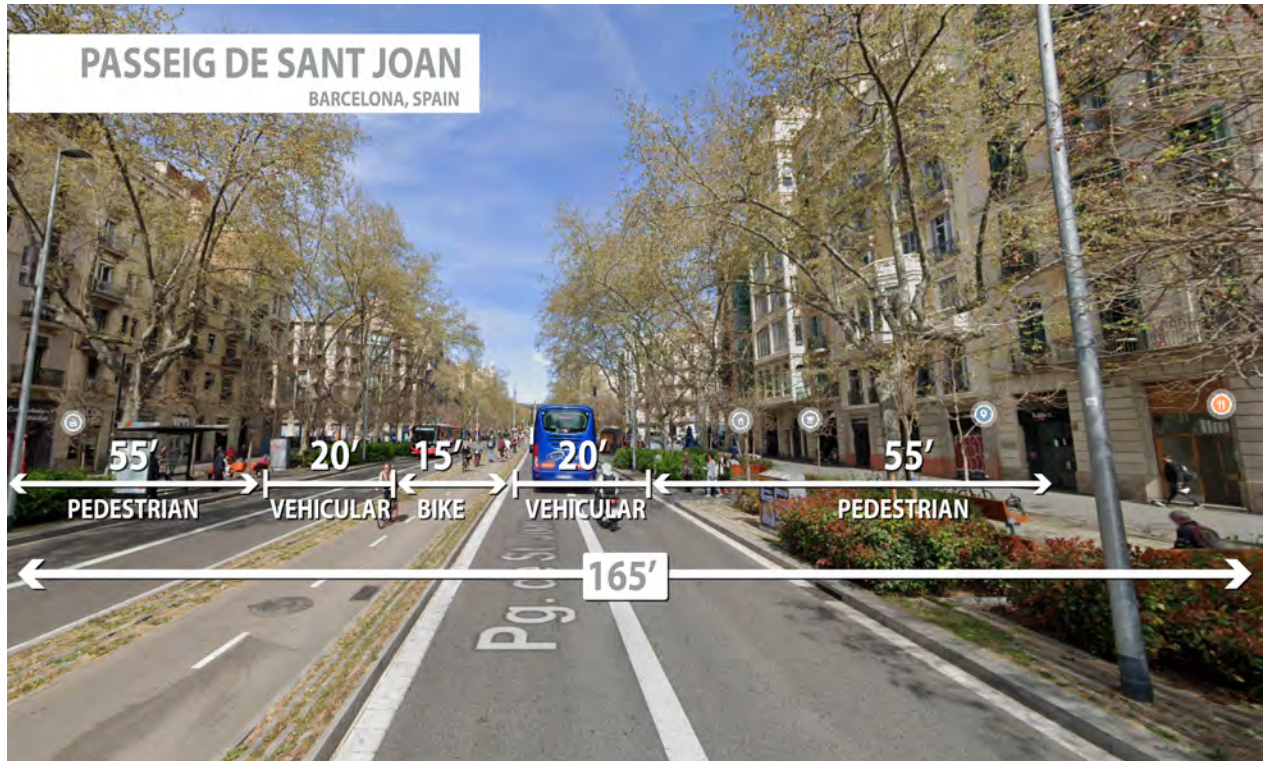












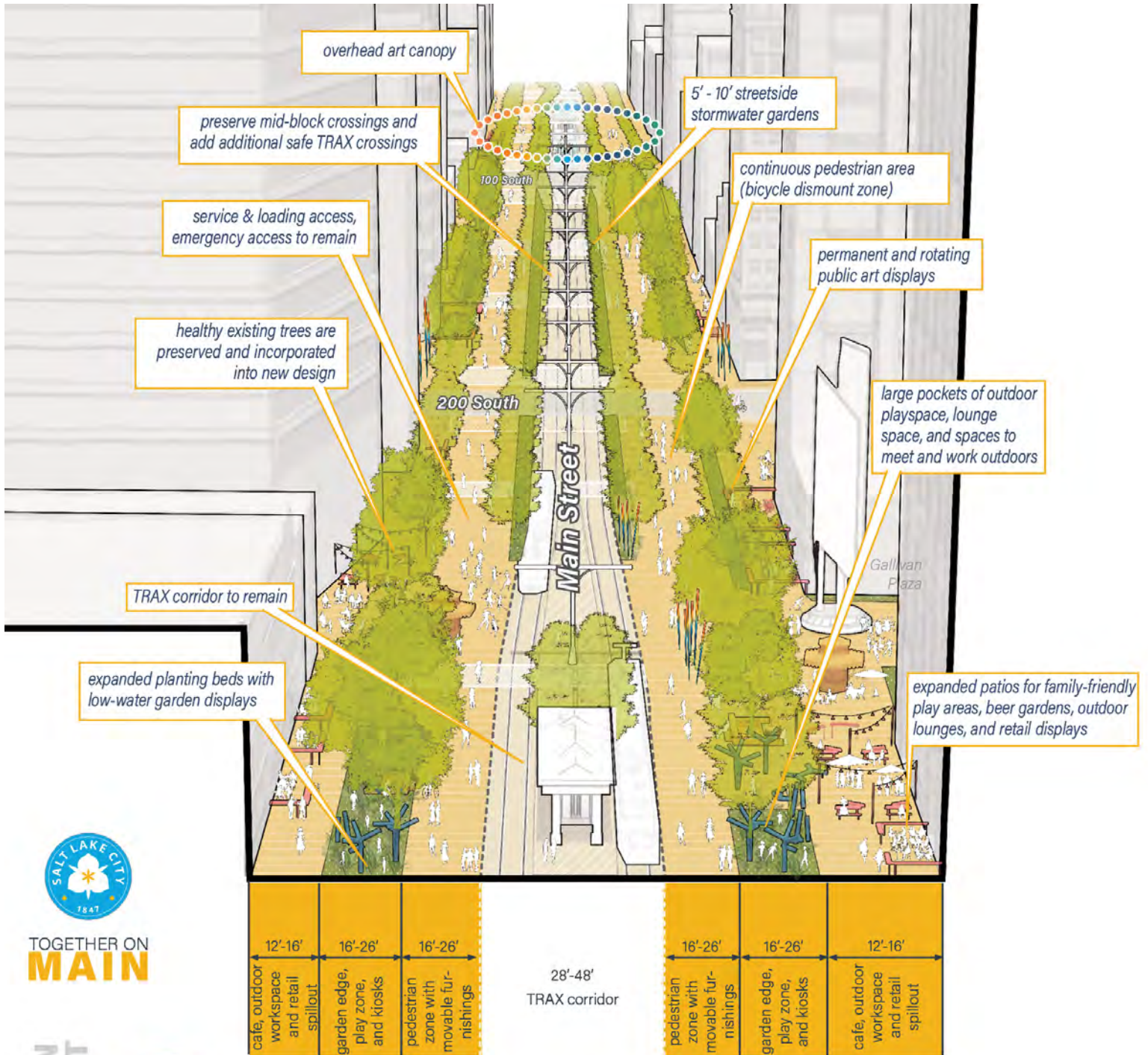


**G**

**Design Alternatives**

# Design Alternatives

Eight design alternatives were developed to showcase street design options to the public. Five design alternatives for Main Street and Three design alternatives for 100 South. The following graphics show a prototypical cross section in consideration of vehicles, pedestrians, bicycles, TRAX, and service access.



TOGETHER ON **MAIN**

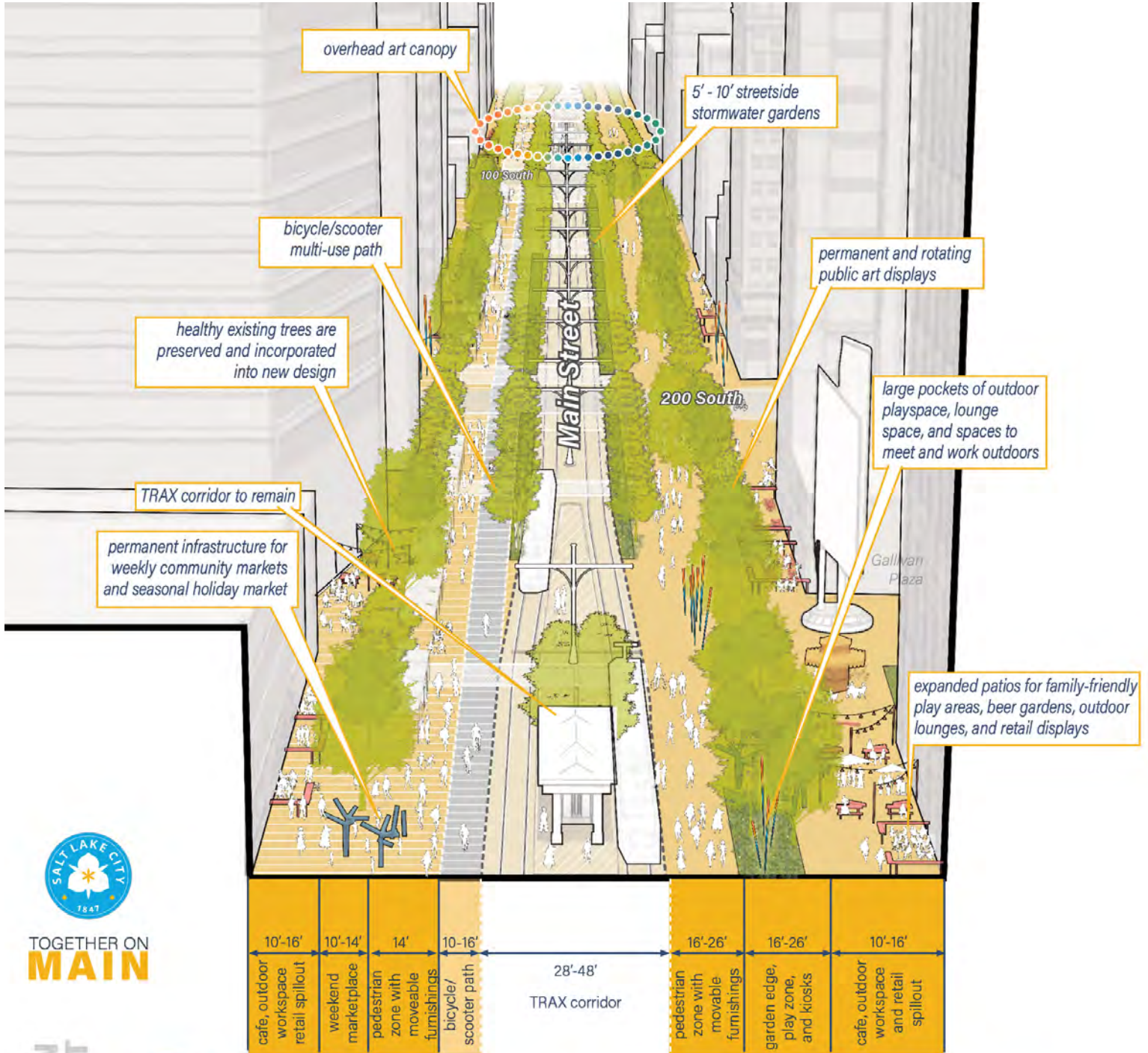
**MAIN STREET**



**FULL-WIDTH PEDESTRIAN/TRANSIT MALL**

NO CARS, NO BICYCLES/SCOOTERS





TOGETHER ON MAIN

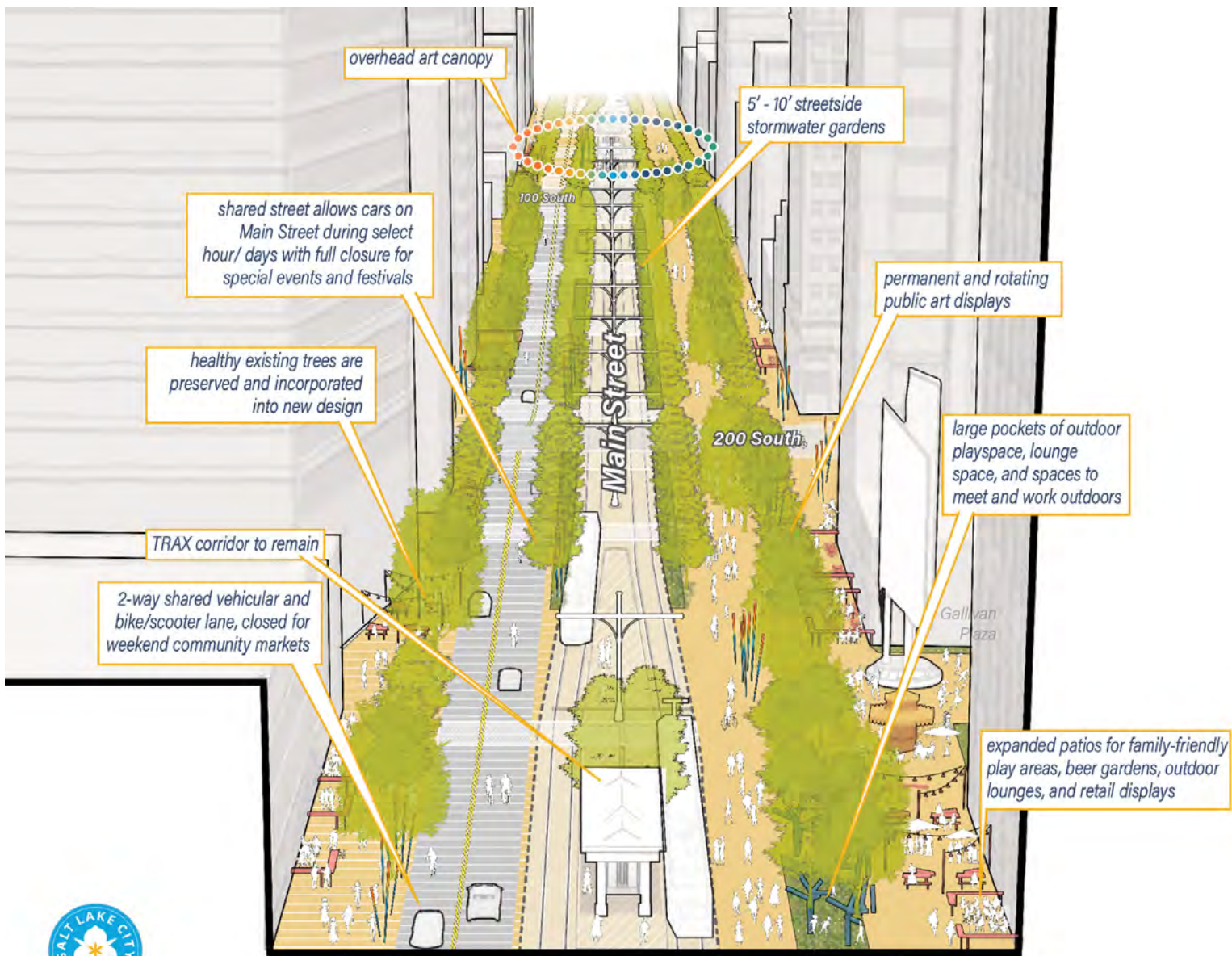
MAIN STREET



## PEDESTRIAN/TRANSIT MALL WITH MULTI-USE TRAIL

NO CARS, BICYCLES/SCOOTERS ALLOWED

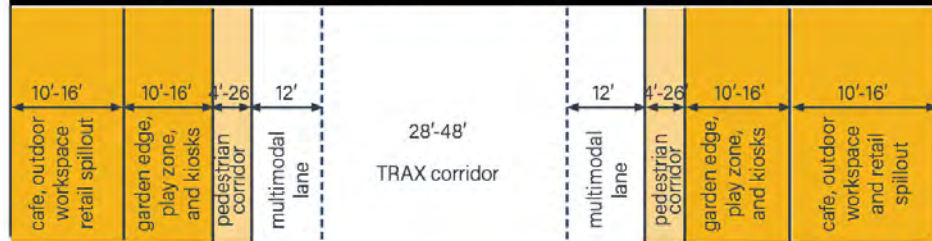
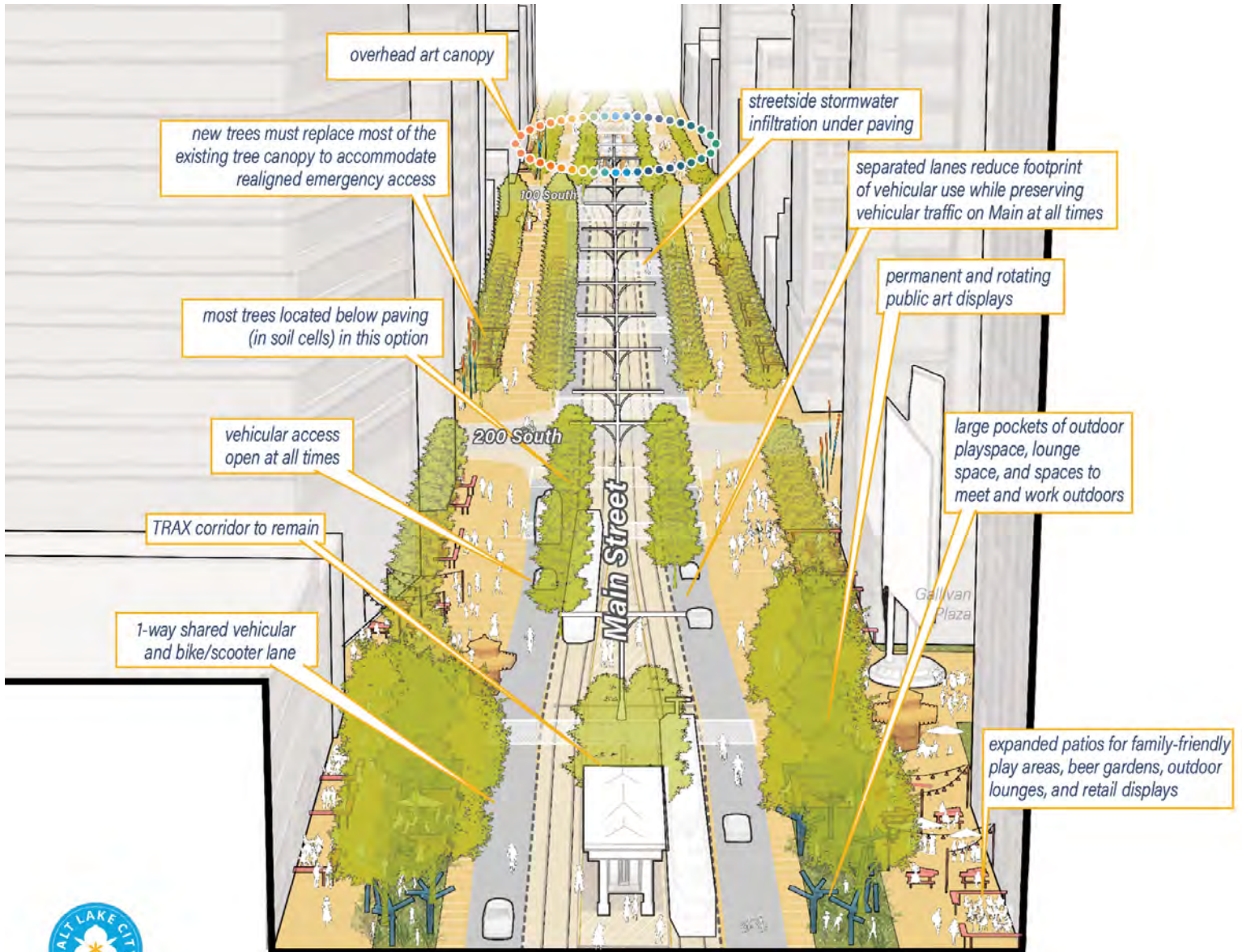




# PEDESTRIAN MALL AND SHARED STREET/MARKETPLACE

MULTIMODAL BIKES/SCOOTERS/VEHICLES MONDAY-FRIDAY  
 STREET CLOSED ON WEEKENDS TO BECOME A COMMUNITY MARKETPLACE





TOGETHER ON  
**MAIN**

**MAIN STREET**



## ENHANCED ROADWAY

MAINTAIN VEHICLE ACCESS AND IMPROVE PEDESTRIAN AMENITIES





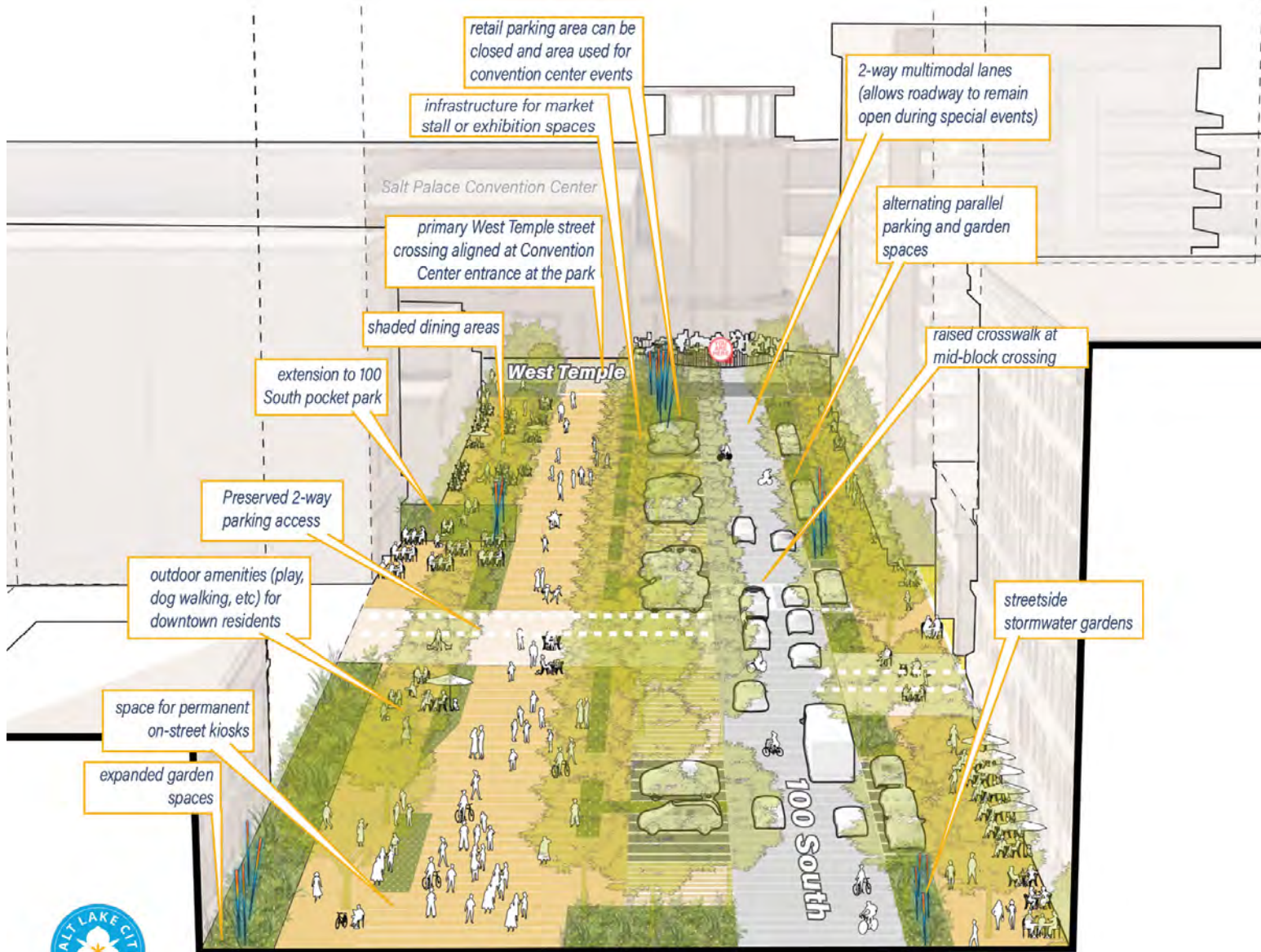
MAIN  
STREET



**NO CHANGE**

*KEEP MAIN STREET AS IT IS TODAY!*





TOGETHER ON  
**MAIN**



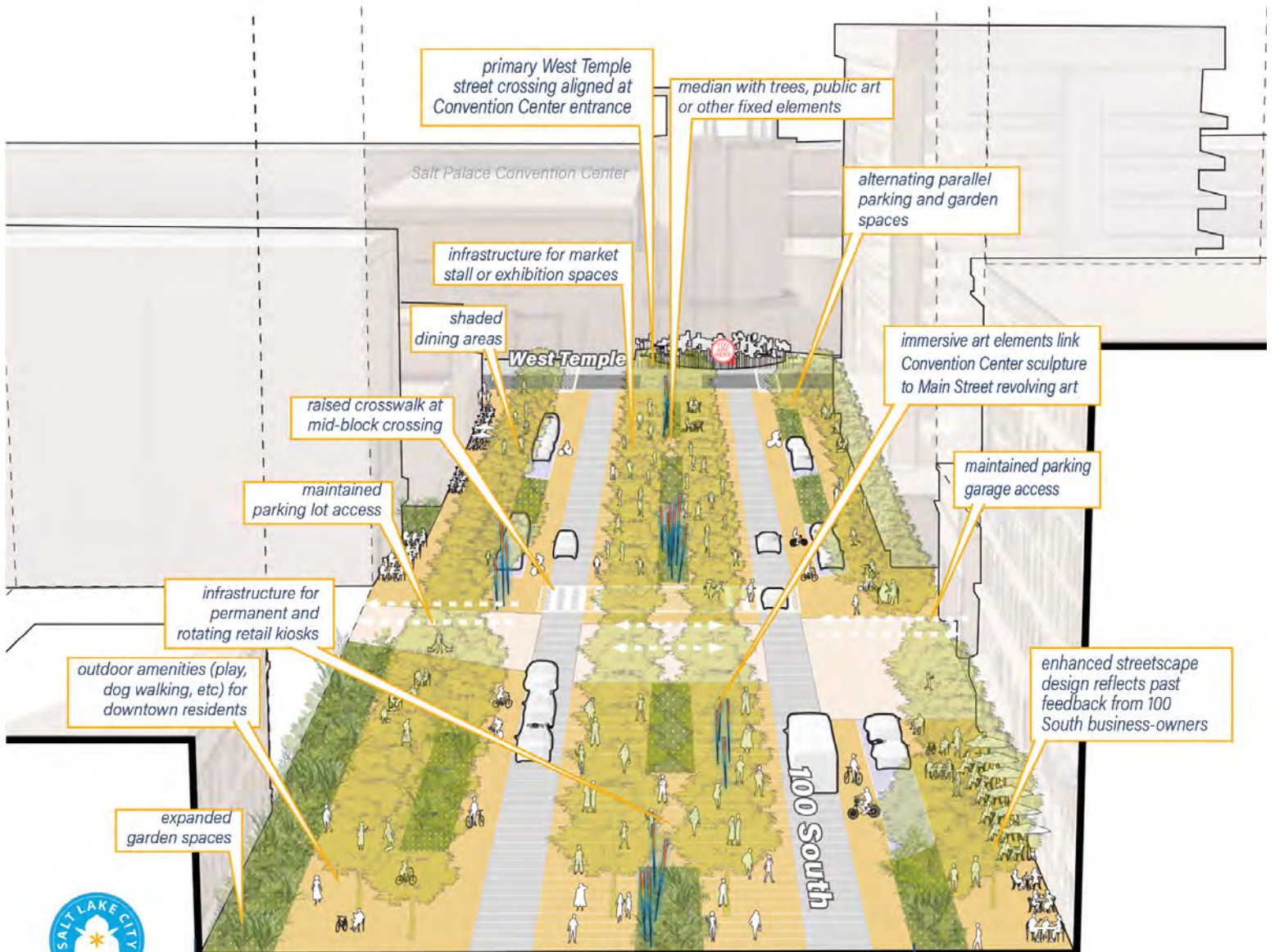
100  
SOUTH



## LINEAR PARK AND PROMENADE

SOUTHSIDE LINEAR PARK AND EXPANDED NORTHSIDE STREETScape





primary West Temple street crossing aligned at Convention Center entrance

median with trees, public art or other fixed elements

alternating parallel parking and garden spaces

immersive art elements link Convention Center sculpture to Main Street revolving art

maintained parking garage access

enhanced streetscape design reflects past feedback from 100 South business-owners

expanded garden spaces

outdoor amenities (play, dog walking, etc) for downtown residents

infrastructure for permanent and rotating retail kiosks

maintained parking lot access

raised crosswalk at mid-block crossing

shaded dining areas

infrastructure for market stall or exhibition spaces

Salt Palace Convention Center

West Temple

100 South



TOGETHER ON MAIN

15'-20'	8'	6'	12'	40'	12'	6'	8'	15'-20'
cafe, garden, retail zone and walk	parking & garden space	1-way cycle-track	vehicular roadway	enhanced median for public art, lighting and on-street retail	vehicular roadway	1-way cycle-track	parking & garden space	cafe, garden, retail zone and walk

100 SOUTH



## MULTI-MODAL BOULEVARD

SYMMETRICAL MEDIAN AND EXPANDED STREETSAPES




**H**

**Public Engagement**

# Engagement Process

Various voices have contributed to the creation of this plan ranging from business owners, local residents, public officials, and every day goers. Below graphics summarizes the public engagement process the Main Street conceptual design study went through.



Of **1679** participants, **68%** live, work or visit Main Street **daily**.



Currently, people come to Main Street to be with **friends, celebrate, participate in cultural events (theatre/music), dine and go to bars.**

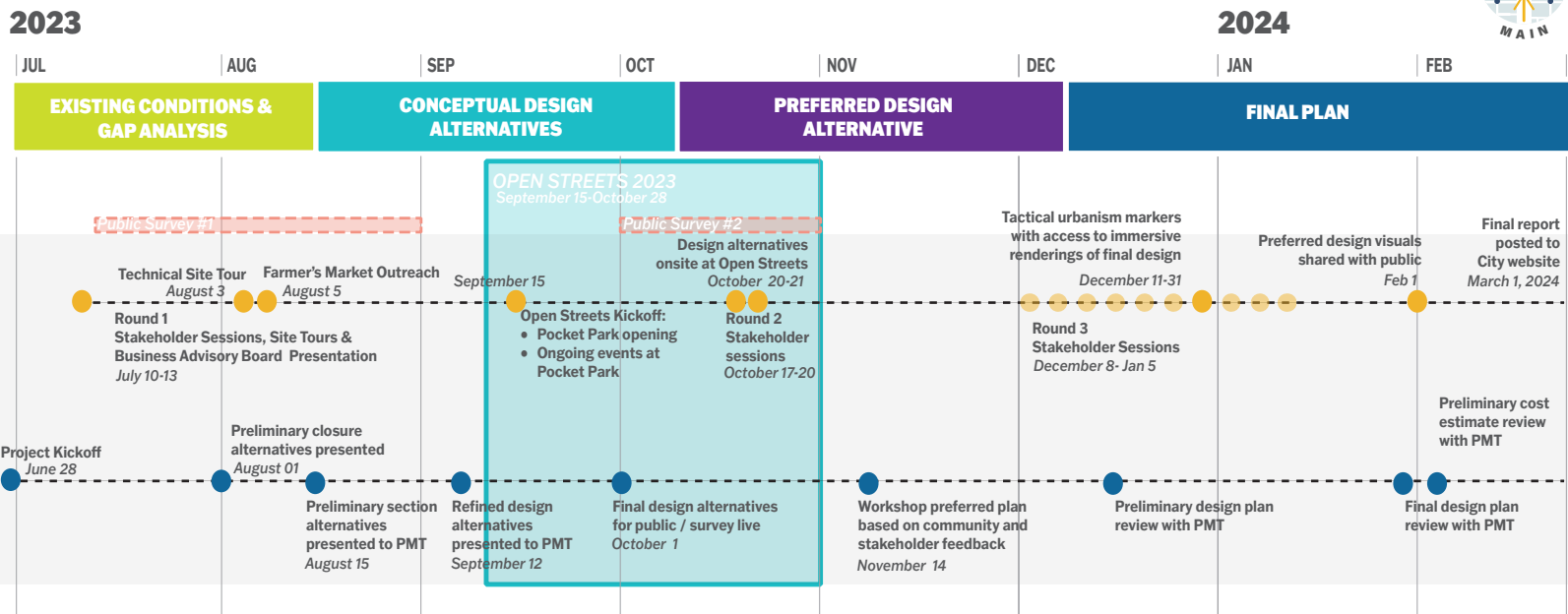


In the future, people want to see more **garden spaces, improved dining experiences, and programmed events (festivals/public art)** on Main Street.



In the future, people want to see more **walking, biking space, and mass transit options** on Main Street.

## 'TOGETHER ON MAIN' | MAIN STREET PEDESTRIAN MALL CONCEPTUAL DESIGN STUDY





# Outreach | Activation Ideas

One of the first engagement sessions the team attended was the business owners stakeholder session. Apart of this session, the team provided a base map for stakeholders to express their interest and wants on Main Street and discussions on activating the pedestrian mall. Below shows the results of the exercise.

*Diagram 05-A (enlarged on the following pages) identifies observed and discussed challenges and opportunities relating to building use and permeability, as observed by the planning team and identified by city and local stakeholders.*

The primary ideas identified are listed below and on the plan:

- Expand appeal for all ages with water feature and/or play elements that draw children and families.
- Build usable outdoor workspaces to encourage workers to return to Main Street and incentivize new office tenants.
- Find new ways to activate the vacant cafe enclosures along City Creek Mall with spaces for play, art or outdoor retail.
- The shaded portions of the street are most inviting - add new shade canopies and garden spaces.
- On-street kiosks for coffee, ice cream, flower stalls, etc can activate financial frontages - consider reusing historic news stand structures.
- Create a sense of arrival on Main Street with enhanced paving, overhead gateway elements and dynamic lighting.
- Incorporate winter amenities like fire pits.

## OUTDOOR WORKSPACES



## ALL AGES PLAY ELEMENTS



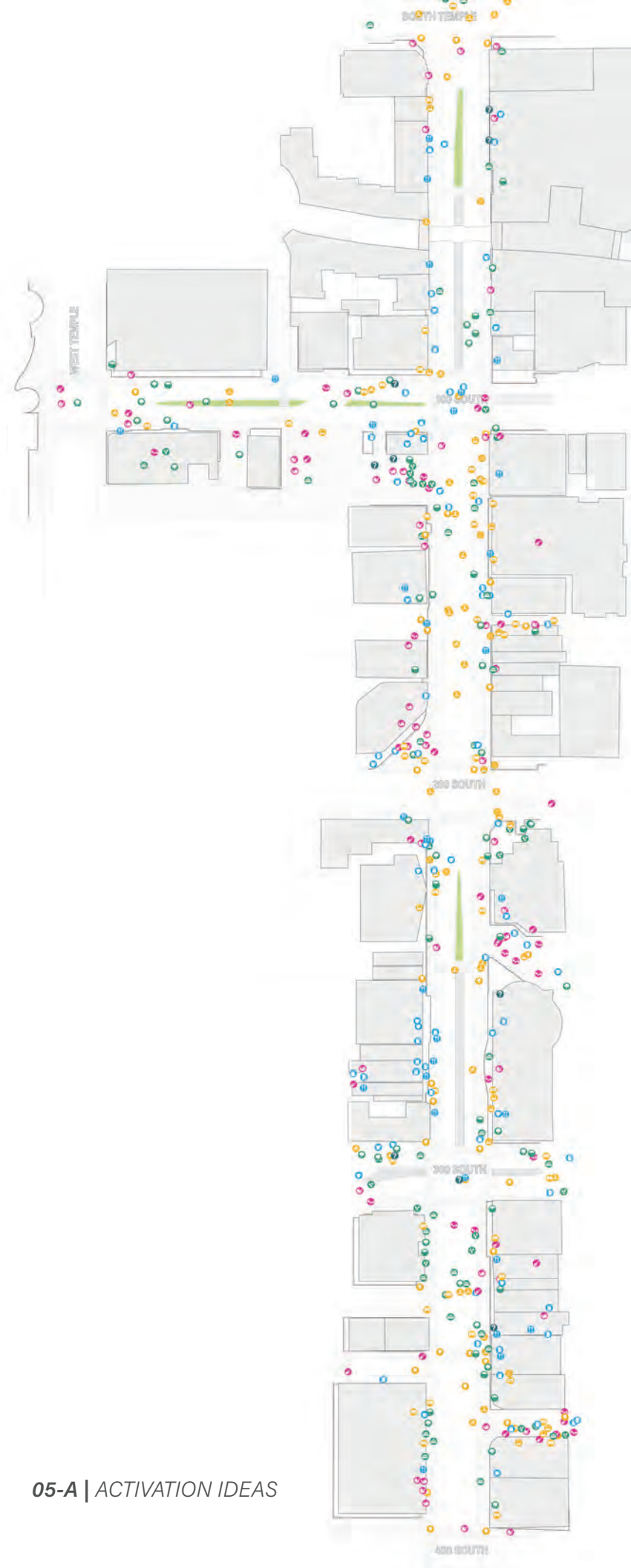
## GARDEN POCKETS



# LEGEND

VITIES

OTHER IDEAS		BEER GARDEN		WATER FEATURE
WHEELED ACCESS		CAFE		PUBLIC ART
CROSSING		SHOP		PERFORMANCE
OUTDOOR WORKSPACE		DINE		MARKET
SEATING		GARDEN		PLAY
LIGHTING		TREE		
HEATING ELEMENT		SHADE		



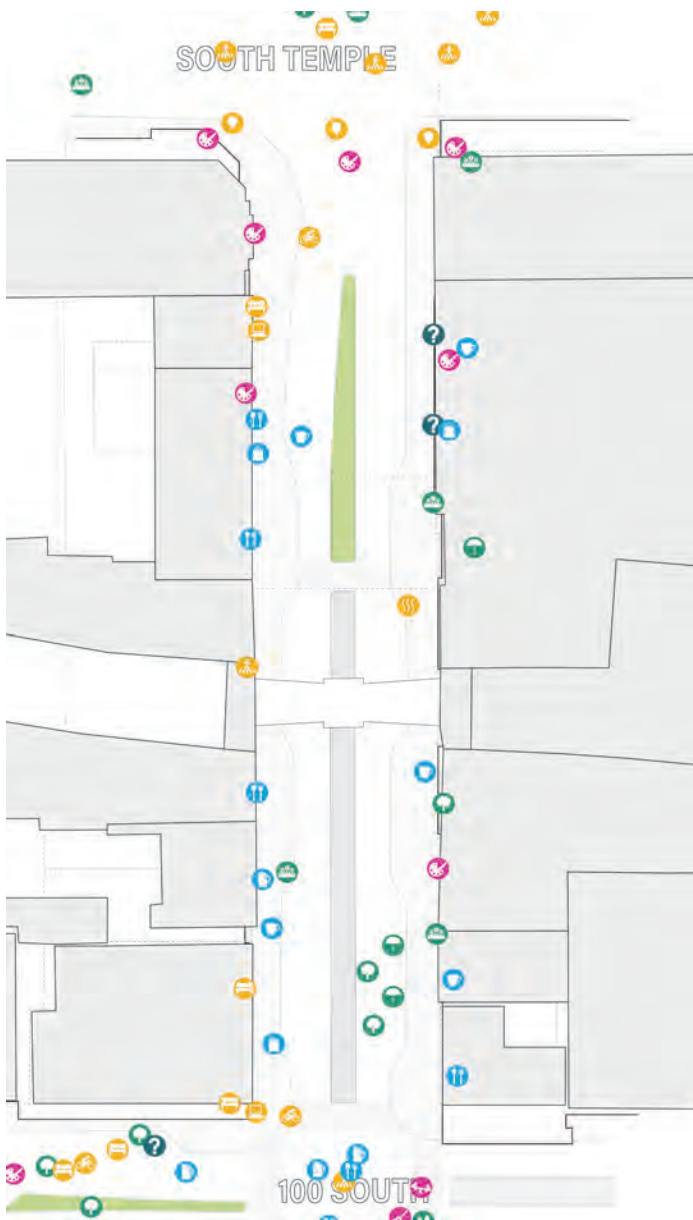
## OVERHEAD GATEWAY ELEMENTS



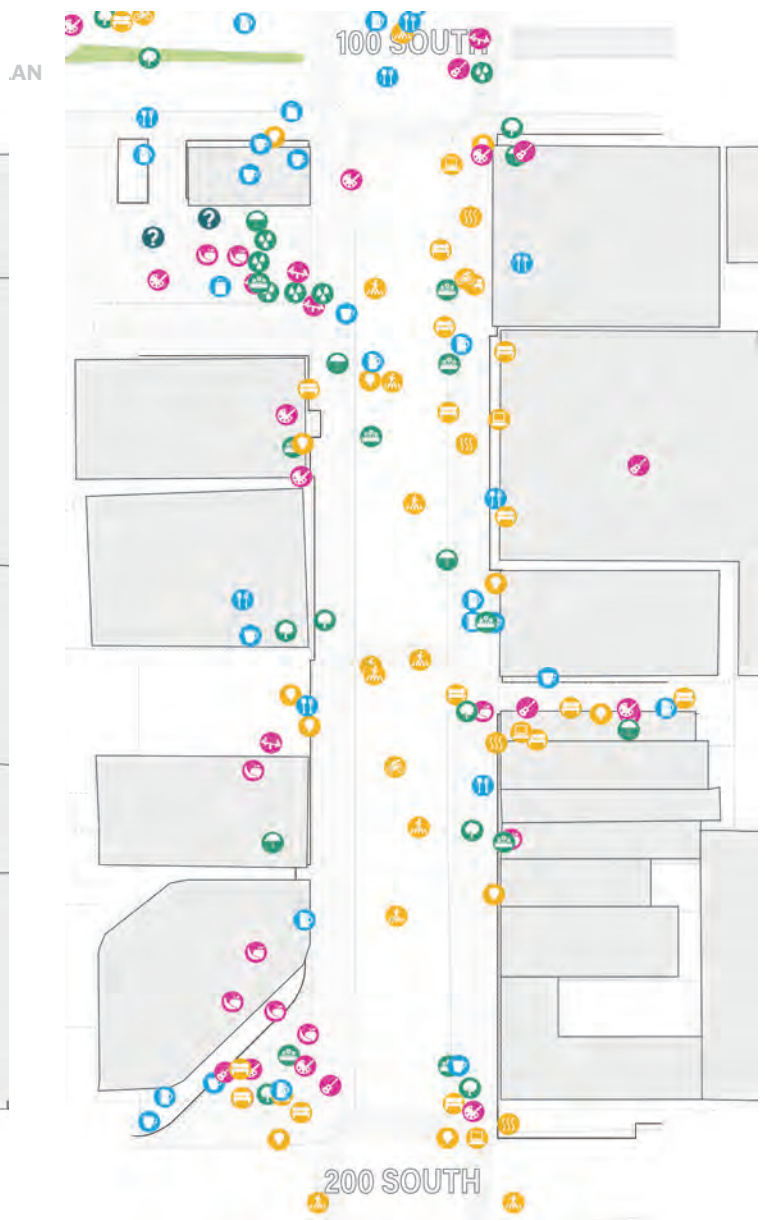
## REACTIVATE HISTORIC NEWSSTANDS







**BLOCK 1**



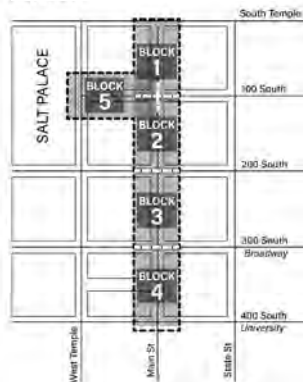
**BLOCK 2**

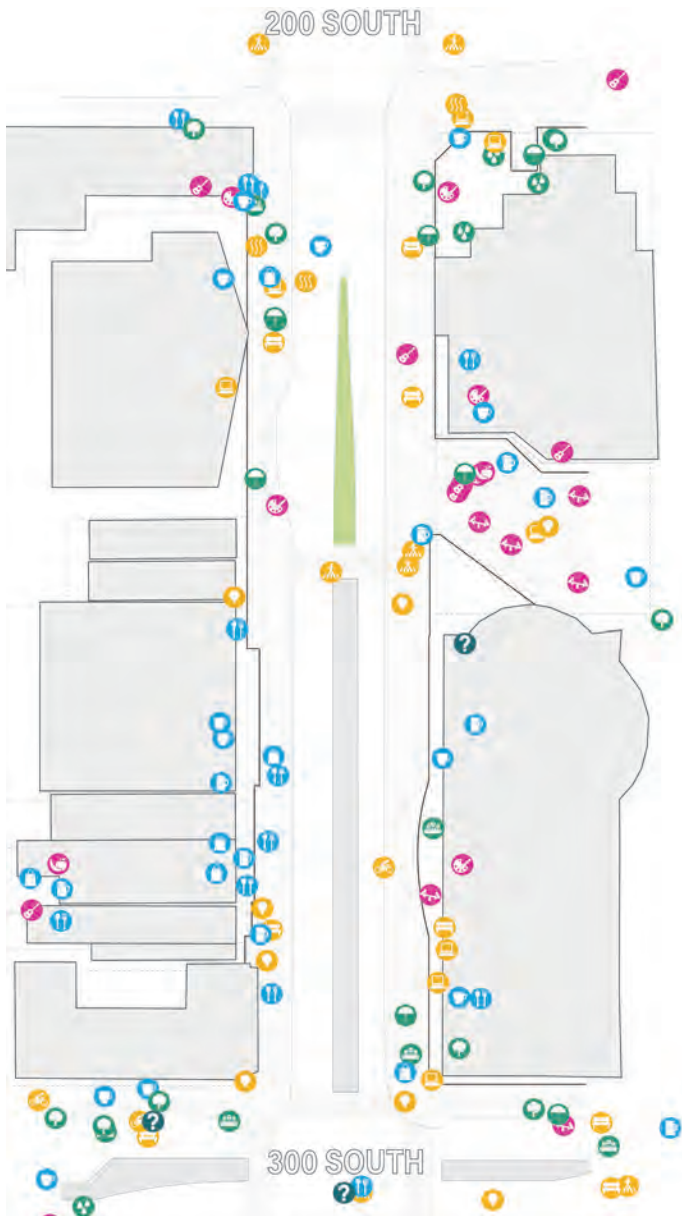
**045 | ACTIVATION IDEAS ENLARGEMENTS**

**LEGEND**

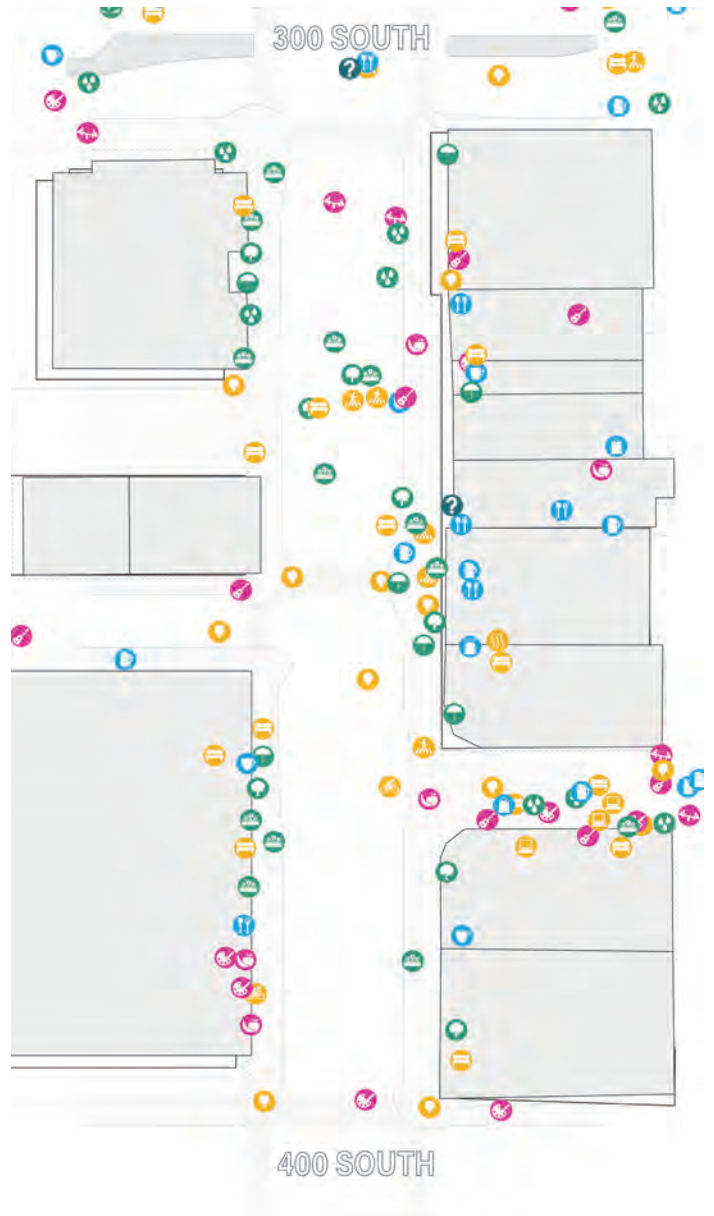
VITIES		
OTHER IDEAS		BEER GARDEN
		WATER FEATURE
WHEELED ACCESS		CAFE
		PUBLIC ART
CROSSING		SHOP
		PERFORMANCE
OUTDOOR WORKSPACE		DINE
		MARKET
SEATING		GARDEN
		PLAY
LIGHTING		TREE
HEATING ELEMENT		SHADE

**KEY MAP**





**BLOCK 3**



**BLOCK 4**



**BLOCK 5**





## PRIORITIES

Respondents indicated that as Downtown evolves, the following amenities should be prioritized to make Main Street active and inviting for 18 hours a day and 7 days per week.

- Garden Spaces – 50.39%
- Improving Dining experiences – 42.26%
- Programmed Events – 38.4%  
(Festivals, street performers, temporary public art, other activities)
- More Shade – 37.74%
- More Seating – 30.68%

Free responses in this section indicated that respondents:

- Wanted more space for people (pedestrians and bikes) bars, restaurants, and outside dining.
- Wanted to see less restrictions on access to alcohol, specifically requests to be able to walk in the area with alcohol or beer gardens.
- Would prefer local businesses at a variety of price points.
- Identified security and the unsheltered as concerns.

## Traffic on Main Street

17 free responses specifically advocated for no or less cars, 4 advocated for more parking, 3 specifically requested improved or better traffic flow and 2 indicated a preference for leaving Main Street as it is now. Free responses to the later “anything to share with the project team” question also generated a variety of comments advocating for no cars, sharing concerns about businesses getting freight, and requesting more bike parking and bike access.

## VISUAL PREFERENCE

68% of respondents said that a pedestrian-first corridor would make Main Street an INVITING pedestrian street, while 58.64% selected images representing multi-use spaces to stroll, dine and play. The free response section for this question was similar to those in the previous question, but with 17 responses advocating for no change and 15 comments related to the unsheltered, cleanliness and safety.

57.86% of respondents said that lush garden pockets would transform Main Street into a TIMELESS pedestrian street, while historic character (57.57%) was nearly tied and climate resilient infrastructure was a close third (54.84%). The water feature ranked low at 12.58%.

67.24% of respondents said that playful spaces for all ages would transform Main Street into a VIBRANT pedestrian street, with multi-generational amenities following at 59.76% and moments of celebration at 41.13%.









celebrating on Main Street.”

- “Summer festivals are always best because of the community environment it fosters.”
- “Encountering buskers - robot DJ, the guy who plays the guitar and sings, guitar Santa at Christmas time, etc. These surprise and delight me and my visiting friends and family.”
- “I love Christmas downtown, and I love walking with my partner with all the lit up trees and the snow. It is pretty magical.”

OTHER COMMENTS – “Anything to share with the project team”

The most frequent comments in the “What have we missed/Other things to share with the project team” section are similar to those provided in other open response sections of the survey.

- The majority of free responses comments expressed support for:
  - Improved pedestrian and bike access and bike amenities.
  - Store-front activation, incentivization of local businesses over national or chain stores, a variety of businesses at a variety of price points, to support family- and night-life oriented visitors.
  - More activation between the existing major points of interest.
  - Accessible public restrooms, drinking fountains and seating.
  - Increased opportunities for outdoor dining.
  - More trees, shade and greenery with a mind to low-water and climate appropriate plantings.

Respondents expressed concern about:

- The unsheltered, safety, and cleanliness.
- Limiting through traffic could impact business freight/deliveries and create more congestion downtown.
- Removing existing on-street parking, suggesting that it could make it harder for people to visit Main Street.

Additional comments suggested by several respondents:

- A district with relaxed liquor laws or where open containers could be allowed.
- Extended hours for TRAX to serve nighttime visitors.
- Family-friendly or all-ages amenities connecting between the Gallivan Center and City Creek, with more bar and dining related programming at the south end.
- Some requests to close east/west access across Main Street or narrow side streets at Main Street to improve the pedestrian experience.

Representative quotes include:

- "Some place to encourage people to gather, some place that feels like 'I'm in the center of it all'"
- "We need to provide incentives for more restaurants and bars to move to Main Street and activate the west side of Main Street for full vibrancy."
- "Please please please get CLEAN AND NICE businesses in the frontages to clean them up. I take the trax everyday to work and it looks disgusting. Get the cars out and just do trax and pedestrians. Less cars that go downtown the better. Trees and plants and thoughtful water features that reduce the urban heat island effect would be amazing. We all know how hot it gets here in the summer and shade/greenery goes a LONG way with not only the temperature but also the air quality. "
- "Main Street should be a place where anyone, regardless of whether they have money or not, can enjoy downtown. So much of our downtown is focused on commerce first. This excludes whole groups of people. If you have free things, people will go downtown. Then, while they are downtown, some of those people will spend money. The point is to get people there."
- "The areas of main street closest to City Creek should focus on fun for all ages shopping, dining and art while closer to 400 S should focus on night life."
- "I would also say that if this is going to be pedestrian friendly, there need to be free, clean, and inviting public restrooms. You cannot call something pedestrian friendly if someone has to walk multiple blocks or buy something to get to a bathroom, especially when they have kids. The bathrooms need to be cleaned regularly and be well-lit. They need to be accessible and safe."
- "Blight - especially on the west side of Main Street between 200 S and 300 S. That areas need to get fixed up and get shops/restaurants in place."
- "Hope we can support/subsidize small businesses to move into this space and get rid of so much boarded up / vacant retail. Please don't just allow chains and big \$ shops to move in."
- "This probably won't be possible but definitely no cross traffic over main. However, micro mobility is allowed to cross. (bikes, e-scooters)"
- "If Main Street is to become pedestrian friendly there needs to be an accessible way to get there that isn't reliant on parking and should have a parking lot for people to take the trax going into Main Street."



# Main Street Survey 2 Summary Report

As the second phase of the Together on Main study, the project team incorporated input from the first phase of public engagement in 2023. Public input from Phase 1 helped the team understand what activities and uses the public value when on Main Street, identify areas of opportunity for improvement, and learn more from businesses, property owners and residents about how the street functions near them. Four conceptual layouts were developed and share with the public along with a “do nothing” opinion via the following engagement tactics.

Public input to date shows that the public supports closing Main Street to vehicular traffic, especially if freight and business operations can be accounted for. Most participants, regardless of the feedback mechanism thought it was important to separate faster moving bikes and scooters from slower pedestrian traffic, and opted for Concept B. Many participants commented that making space for more permanent restaurant/bar patios on Main Street was a priority and indicated that more family-friendly program towards the north end of Main Street was also important.

## Engagement Opportunities:

- October 2-November 1 - Digital Survey 2 – 2545 participants
- October 4 - Downtown Development Committee – 30 participants
- October 17 & 20 – Main Street Workshops - 30 City staff, 12 Business and property owners and/or managers
- October 21 – 100 South Workshop 5 participants
- October 20 & 21 – Open Streets Pop-up over 700 participants

## Engagement Tactic Summary:

Together on Main team members presented an overview of the process and proposed alternatives to the Downtown Alliance Downtown Development Committee meeting on October 4 and hosted two property and business owner workshops for the Main Street process on October 20 and one workshop for the 100 South area on October 21. These workshops were promoted via fliers delivered door-to-door by SLC Economic Development staff along the corridor and via an email distributed by SLC Economic Development to their downtown stakeholders list. Approximately 12 stakeholders participated in the Main Street workshop and just 5 participated in the 100 South workshop.

Project team members were on-site during the Main Street Open Streets event from noon to 9pm Friday, October 20 and from



Main st. business owners discuss concepts with team members at the workshop

10am to 8pm Saturday, October 21. Team members interacted with the public to give them information regarding the project and gather comments and feedback on the design concept they liked the best. The team set-up large-scale (8x8') renderings of the four concepts on the sidewalk on Main Street adjacent to the Gallivan Center TRAX stop. Informational boards explained the study intent and encouraged participants to view each concept using augmented reality, participate in an informal interactive poll by placing a ball in a jar correlated to their preferred concept, and encouraged them to participate in the formal online survey.

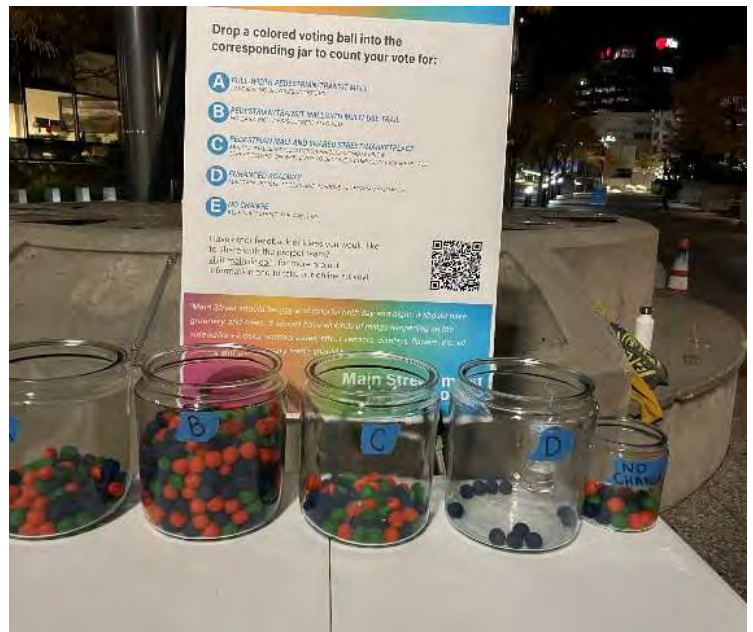


Team members explain conceptual designs to Main Street pop-up visitors.

This engagement opportunity and the second survey were promoted via a media release which generated 5 articles in October, social media, email newsletters sent from SLC and the Downtown Alliance, and stencils with the project logo and URL spray painted along the corridor.

### Open Streets Pop-up Summary

Project representatives spoke with over 700 people throughout the course of the pop-up weekend. Just under 700 votes were cast in the informal polling exercise and many participants had already heard about the project and had taken the survey. Many participants were willing to spend time discussing the concepts with the project team, spending anywhere from 5 to about 20 minutes at the pop-up. The group engaged a variety of people throughout the weekend, including downtown residents and workers, families, students, tourists, and event visitors. The predominant demographic was people aged 20-40, with a slightly older group in the earlier hours of both days. Participants tended to be white, with a smaller representation of Hispanic/Latinx, African American, and Asians represented as well.



Informal poll at the end of Saturday, October 20



Concept B was by far the most preferred option, with 504 votes, followed by Concept A at just 91 votes. The “No Change”option gained 25 votes.

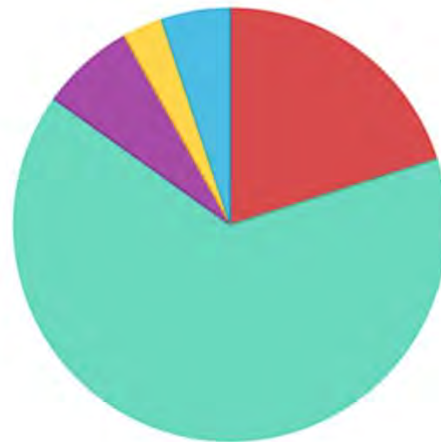
Most feedback indicated that people thought closing Main Street to vehicular traffic, outside of specialized time for business delivery, made sense and thought it was important to separate faster moving bikes and scooters from slower pedestrian traffic. Many participants commented that making space for more permanent restaurant/bar patios on Main Street was a priority.

Survey Summary – Main Street

Survey 2 was open from October 2 to November 1 and had a total of 2545 participants.

Nearly 65% of the survey respondents preferred Concept B (pedestrian mall and multi-use trail) and about 20% of respondents chose Concept A (full pedestrian mall). Only 15% of respondents chose Concepts C, D or E. Less than .5% of respondents voted to keep Main Street as is or just improve pedestrian areas while maintaining vehicle and transit access.

The top three things that people liked about their preferred concepts were more opportunities for outdoor dining (72%), more opportunities for shade (62%), and more opportunities for outdoor events (61%). Nearly 74% of respondents prefer to keep Main Street closed to cars all the time, and less than 9% prefer to never close it to cars. Around 66% also prefer to keep



- Concept A – full pedestrian mall, no cars or bicycles
- Concept B – pedestrian mall and multi-use trail (for bicycles, scooters, etc)
- Concept C – pedestrian mall and weekday shared street (open to vehicles Monday-Friday and a weekend marketplace)
- Concept D – enhanced roadway – maintained vehicle access and improved pedestrian amenities

Main Street Concept Preference - Survey 2

Main Street open for bicycles and scooters, but more than 14% prefer to always prohibit bicycles and scooters. 13% voted to keep bikes out on weekends and evenings.

Nearly 80% of respondents voted to make the three blocks between South Temple and 300 South a pedestrian-first corridor. 70% also preferred this for the 300-400 South block. Only 7% of respondents didn't want any of them to be pedestrian first.

Free Response (key themes are bold)

Of the 875 free responses collected, 677 were in favor of the proposed changes to Main Street, 129 were opposed, and 69 did not express a preference. Pro-pedestrian mall comments outnumbered no change comments by a proportion of more than 5:1.

Nearly 15% of the total responses opposed any changes to Main Street. 42 responses were specifically opposed to any changes that would restrict access for motor vehicles. 6 comments asked where customers, employees and residents would park if the on-street parking is removed. 42 comments expressed concerns that the unsheltered population would take advantage of Main Street if it was opened to the public. 30 of these responses cited this as the reason for their opposition to the proposal, but the rest were open to a solution. 10 respondents were concerned about where delivery vehicles would go. Of the 20 comments left about accessibility and ADA compliance, 5 were opposed to any restriction of vehicle access. 12 responses expressed opposition to any proposed changes without citing a specific reason why.

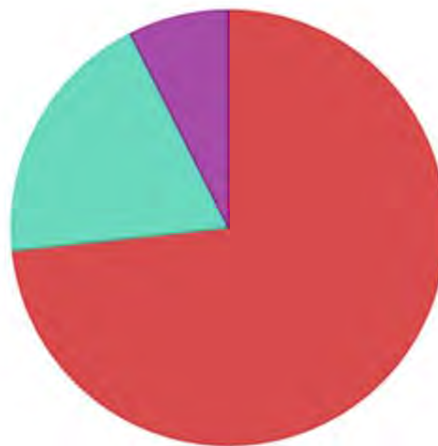
Less than 8% of the free responses were classified as neutral. Most offered a suggestion for Main Street or the downtown area in general but did not express a preference for a specific option. Some were off topic, critiqued the survey construction, or did not leave a comment at all.

About 77% of the total responses approved of some form of proposed change to Main Street. 154 comments specifically cited a desire to keep cars out of the area, regardless of whether option A or B was chosen. Similarly, 105 responses focused on the walkability of the area; most were in favor of eliminating all forms of transportation in the area besides walking. 54 responses were pro-bicycle access but not necessarily pro-scooter access. 63 responses asked for access for both bicycles and scooters. 15 responses asked for more green space, and many asked for native plants to be used in that space.

Another 17 responses specifically requested that more trees be planted with the already existing trees downtown. 19 responses supported more space for outdoor dining, and 23 responses liked the permanent space for outdoor markets. 30 responses highlighted the importance of access by transit, but many asked about potential safety concerns with the TRAX line dividing the street. Finally, 71 responses expressed support for the pro-pedestrian mall but left no specific feedback. The largest area of conflict stems from access for motor vehicles, though far more respondents were in favor of keeping cars out than for keeping roads for cars.

### Survey Summary - 100 South

Nearly 72% preferred Concept A and 19% preferred Concept B. Less than 8% of respondents voted to keep it as is. The top three things that people liked about their preferred concepts were more opportunities for outdoor dining (21.7%), more opportunities for events (20.3%), and more opportunities for the convention center to incorporate outdoor events (16.2%).



Concept A: Linear Park & Promenade transforms the street cross-section for more outdoor dining spaces, on-street retail, amenities for future downtown residents and Convention Center special events

Concept B: the Multi-Modal Boulevard builds upon past visioning efforts led by local neighboring stakeholders to expand sidewalks and planting areas on both sides of the street, with the addition of a center median for special programs and on-street retail

100 South Concept Preference - Survey 2



The two things that people disliked the most about their preferred concepts were less opportunities for the convention center to incorporate outdoor events (4.5%) and less opportunities for improved shopping (4.4%).

A total of 464 free response comments were submitted. 341 of the responses were in favor of the proposed changes, while 73 were opposed. The remaining 50 were rated as neutral due to their unclear preference. There were about 4.7 positive responses for every negative response.

About 73% of respondents were in favor of one of the proposed changes (meaning options A or B). With 47 comments, the most popular topic was pedestrian safety. Many listed this as their reason for choosing option A because vehicles had too many opportunities to collide with pedestrians in option B. Opposition to allowing motor vehicles in the area was strong. 38 comments asked for an option with no car access or parking except for deliveries and emergencies. Another 43 were in favor of either option A or B if car lanes were reduced. 38 comments asked for more bicycle infrastructure, such as separate lanes and parking, to be included in the design. 33 responses cited their excitement for more public space for both residents and visitors. 25 wanted pedestrian functionality and walkability to be the priority of 100 South. Still, 23 respondents liked the inclusion of street parking for cars. Finally, 32 respondents expressed support for change but left no specific feedback. The remainder of the comments cited more green space, opportunities for local business, and outdoor dining as their reasons for support.

Nearly 16% of respondents were opposed to any change to 100 South. With 30 comments, the most common reason given for their disapproval was restricted motor vehicle access. With 15 comments, the second most common reason was the fear that people experiencing homelessness would “take over” the area and jeopardize the safety of residents and visitors. About 8 comments indicated their opposition without a specific reason why. The rest of the negative responses cited a mixture of concerns such as cost and vehicle accessibility for emergency services, deliveries, and the disabled.

Less than 11% of respondents indicated no preference. 11 of these comments asked about street parking for cars but did not say if they were for or against it. Like the Main Street survey, the biggest area of conflict is motor vehicle access, but again, far more respondents were in favor of restricting vehicle access rather than allowing it.



# Consolidated Presentation