



October 31, 2025

Dear Members of the Transportation Interim Committee,

As you know, on October 15, 2025, the Utah Department of Transportation (“UDOT”) presented the Mobility and Environmental Impact Assessment, entitled “Urban Mobility Assessment” (“UDOT Assessment”) to the Transportation Interim Committee (“Committee”). Thank you for the opportunity to provide this response to the UDOT Assessment, as required by Senate Bill 195. The City will also present the response to the Committee on November 19, 2025, and appreciates the Committee’s invitation to do so.

Introduction and background

Salt Lake City has experienced tremendous growth and transformation in the past five years. Last year, we were the fastest-growing city in Utah, welcoming nearly 6,000 new residents and issuing over 9,000 construction permits valued at more than \$3.3 billion. We also wrapped up the final major road reconstruction projects funded by the 2018 voter-approved \$87 million Funding Our Future bond.

We appreciate the opportunity to pause and evaluate the impacts of these significant investments. Our goal is to ensure the transportation system functions at a very high level as we prepare to welcome the world to Utah for events such as the Salt Lake Temple Open House in 2027, and the 2034 Olympic and Paralympic Winter Games. UDOT’s Assessment and the considerations included therein provide a valuable opportunity to identify where the City can improve and enhance our process to create a world-class transportation system.

The City agrees with the data analysis and findings of the UDOT Assessment. Key findings in the UDOT Assessment include:

- **Traffic Volumes:** At locations where traffic volumes were available, no routes were observed to increase in traffic volumes, 57% of the Highway Reduction Strategy¹ (“HRS”) routes were observed to have decreasing volumes, while 43% of the HRS routes remained at similar levels before and after the project was constructed.
- **Speeds:** 73% of HRS corridors had minimal changes to speeds before and after construction, while 9% of corridors had increases and the remaining 18% had decreases.
- **Signal System Performance Indicators:** Approximately 70% of HRS corridors had negligible changes in signal performance indicators, while approximately 30%

¹ Highway Reduction Strategy means any strategy that has the potential to permanently decrease the number of vehicles that can travel on an arterial or a collector highway per hour, including: (A) reducing the number of motorized vehicle travel lanes on an arterial or collector highway; (B) narrowing existing motorized vehicle travel lanes on an arterial or collector highway; or (C) any other strategy that when implemented may increase congestion or impede traffic flow for motor vehicles driving on an arterial or collector highway.



showed some increase in the number of vehicles waiting for more than one green light.

- **On-street Parking:** A cumulative 6% decrease in parking observed on past HRS corridors; when including adjacent streets within one block, the decrease drops to 2%.
- **Public Engagement Analysis Results:** Many respondents appreciated improvements in walkability, safety, and vibrancy. Others were concerned about disruption from construction, emergency delays, freight challenges, and parking loss. The process, from early engagement outreach through construction, should be prioritized as much as the end product.

The City has listened to feedback from legislators, businesses, commuters, visitors, and residents, and we are committed to turning that feedback into tangible action to strengthen economic vitality and address the needs of key stakeholders in business districts such as Downtown and Sugar House.

Through targeted stakeholder engagement and the UDOT Assessment, we have heard that while many constituents appreciate the safety improvements and new multimodal transportation options, construction and process communication created significant impacts to businesses and residents. We received feedback that some stakeholders wish to be involved earlier in project development and design, and are concerned about preserving capacity on critical commuting routes.

While Senate Bill 195 does not mandate specific policy changes, the City intends to go beyond the statutory requirements by incorporating stakeholder input and considerations from the UDOT Assessment into City code, policy, and practice as appropriate. Furthermore, based on feedback from key stakeholders, the City has already begun working to advance curb management and parking policy reforms, neither of which were addressed in Senate Bill 195 or the UDOT Assessment.

UDOT Considerations and Proposed City Actions

Below, we outline the “Considerations” in the UDOT Assessment, as well as feedback gathered from stakeholders and residents over the past six months, and identify potential City actions to improve City policy and practice.

I. Integrate the Critical Capacity Routes Map

UDOT Consideration: “The transportation system within the study area has the capacity to absorb changes in travel patterns brought on by the currently completed HRS projects, however future capacity that will be needed to address population growth, vehicle volumes, changes in land use, events, etc. is being removed without knowing what will be required to provide needed levels of service (LOS) in the future. Further coordination and study will be needed to identify the tipping point at which similar changes will result in more measurable roadway capacity impacts.”



What We've Heard: The City's transportation system must effectively serve residents, visitors, and commuters – both today and in the future. Critical commuting corridors for motor vehicles are not appropriate for HRS infrastructure.

Proposed City Actions:

1. Adopt the Critical Vehicle Capacity Routes Map² in the UDOT Assessment.
 - The City is currently working with the Salt Lake Chamber to survey their membership to get additional feedback on the map. After receiving this feedback, the City administration will make recommendations to the City Council to update and codify the Routes Map into the City's existing plans and ordinances.
2. The City will designate key streets for high traffic volumes and other streets designated as appropriate for potential consideration for traffic calming implementations, to ensure capacity preservation on key commuting routes. The roadway tiers, which align with the Routes Map, will be designated as follows:
 - **Tier One³:** Regionally Significant Corridors for motor vehicles within the transportation network. As such, the City will not consider any lane reductions on these corridors.
 - **Tier Two⁴:** Important to the transportation network, though not designed or anticipated to carry as much motor vehicle volume as Tier One roads. Travel lane reductions and other traffic calming measures will be considered for implementation only after endorsement from UDOT for projects that may affect state roadways, thorough data collection and analysis, and community and business stakeholder engagement – including engagement with key stakeholders.
 - **Tier Three⁵:** Low-priority and low-volume streets with minimal regional significance within the transportation network. Due to their primary function of enabling local, rather than regional, transportation, these streets may be considered for traffic calming measures, multimodal infrastructure, and potential lane reductions. The City will document stakeholder engagement and technical analysis.
 - **Local Street:** Low-volume streets that have minimal impact on regional transportation. Their purpose is to serve local neighborhood traffic, and, as such, interventions on Local Streets should focus on safety improvements, such as preventing cut-throughs and lowering travel speeds in consultation with community members.

² UDOT Urban Mobility Assessment Executive Summary page 5

³ defined as Critical Capacity Routes that should be preserved in the UDOT Assessment

⁴ defined as Critical Capacity Routes requiring study/engagement in the UDOT Assessment

⁵ defined as Critical Capacity Routes requiring documentation in the UDOT Assessment



II. Improve existing parking and evaluate future needs

UDOT Consideration: “Protect parking/visibility so retailers and venues stay and be aware of hidden operational costs to businesses resulting from changes.” “Before removing on-street parking, conduct a parking utilization study to assess potential effects on businesses and residents”

What We've Heard: Business owners do not feel they are adequately consulted/informed of critical parking changes early in the project process. Residents and visitors often experience difficulty locating available parking spaces and ensuring convenient access is a priority for the City.

Proposed City Actions:

1. Conduct Project-Specific Parking Studies

- During the design concept development stage of a transportation project that may include the removal or modification of on-street parking, the City will conduct a parking study that includes a full review of existing conditions, outreach to a wide range of stakeholders, specific outreach to adjacent businesses, data collection, and analysis that includes considerations for growth and planned projects, and suggested strategies for managing parking in the future.
- The findings and outcomes of the parking study will be used to inform the project's design and implementation on a project-by-project basis.

2. Implement a Parking Wayfinding System

- The City is embarking on a strategy that will result in clear and uniform wayfinding signage that includes additional physical signs as well as possible technological options in Downtown. The signage plan will facilitate improved movement for motorists by directing vehicles to public and private parking garages that have parking available to the public.
- *Current status:* The City has design options mocked up and is currently working on cost estimates with a local vendor.

3. Optimize On-Street Parking and Curb Space

- In consultation with diverse stakeholders, the City will use data-driven analysis to strategically balance paid parking, loading zones, and freight zones, optimize pricing strategies, and leverage technology for efficient user experience, enforcement, and payment. This effort will include creating a structure for early and ongoing feedback from business owners, freight operators, commuters, etc., resulting in regular updates as needs change, block by block.
- *Current status:* The City is convening roundtables with the restaurant associations in November and meeting with businesses about their specific needs. We anticipate a full implementation of curb management technology in 18-24 months.



III. Early and targeted engagement

UDOT Consideration: “Educate public before projects are built (Citywide Transportation Plan), include all relevant stakeholders not just on-corridor properties and consult them early, go beyond ‘inform,’ overcome communication silos to improve interagency and external communication.”

What We’ve Heard: Meaningful and broad public engagement is critical in the success of major infrastructure projects, and engagement with certain stakeholders needs to be improved. The City must improve its outreach to commuters, businesses, and residents living beyond the bounds of a specific street or neighborhood directly impacted by a proposed street reconstruction. Some stakeholders feel that the City has already determined outcomes before beginning engagement.

Proposed City Actions: Transportation projects are influenced by value tradeoffs, and the City will cast a wider net to ensure that projects meet the needs of state, regional, and business stakeholders. The City will do this by strengthening engagement efforts at all stages of the planning, design, and construction of transportation projects. This will include improved communication channels for commuters, the business community, and other stakeholders that have a significant ownership interest or constituent base in the city.

1. Create a centralized online presence where all road users can quickly and easily learn about upcoming projects and provide feedback.
2. Invite neighboring cities to existing quarterly UDOT/City coordination meetings.
3. Establish a method to regularly engage community leaders representing various interests including real estate, higher education, local businesses, property owners, religious/civic institutions, and others.
 - **The City plans to launch a Business Transportation Coalition**, in close coordination with the Salt Lake Chamber, the Downtown Alliance, the Sugarhouse Chamber, and the City’s Business Advisory Board. The City will provide more details on the Coalition at the November 19th interim meeting, but the focus of the Coalition will be both the high-level vision and goals for the City’s transportation system as well as focused feedback on specific projects that might impact businesses.
4. Engage stakeholders early in the project process by soliciting and incorporating feedback and disseminating information throughout the project development process as well as during construction.
5. Engage with stakeholders and constituents post-construction and use feedback to inform future projects or adjust completed projects.
6. Deploy an additional department-level liaison to enhance communication with constituents and stakeholders.

IV. Internal coordination

UDOT Consideration: “Engage [City] operations staff during planning and design phases to address potential operational concerns. Obtain input from emergency service providers



during planning and design phases to ensure future HRS projects do not adversely affect emergency response times.”

What We've Heard: Internal City communications and feedback are essential for ensuring long-term maintenance and to meet the needs of critical service providers.

Proposed City Actions: The City will work to improve internal communications and collaboration with critical partners to prioritize emergency access and efficient maintenance.

1. Strengthen cross-departmental and external communication to ensure all road projects meet the needs of Fire, Police, medical transport, and maintenance teams.
2. Account for the need to deploy emergency services efficiently during a crisis and ensure public safety during evacuations.
3. Coordinate with the Streets Division to ensure projects can be maintained and future costs are reasonable.

V. Construction mitigation plans

UDOT Consideration: “Improve phasing, access, coordination with private developments, avoid negative perceptions about no activity in work zones, incentivize early completion of projects, offer wayfinding support.”

What We've Heard: Construction impacts need to be mitigated to a greater extent to ensure safety, lessen impacts to the flow of traffic, and provide ADA compliant access for pedestrians.

Enacted City Actions: The City has recently implemented a new construction mitigation policy. The requirements will apply to public and private projects, including City-led reconstructions, public and private utility projects, and private developments.

City-led construction project policy requires:

- Prioritizes use of the right-of-way during construction with primary focus on safe construction activities and ensuring at least one lane of vehicular access in each direction for business, resident, emergency and maintenance access.

Private-led development project policy requires:

- Developers provide traffic mitigation plans.
- Holiday construction moratorium, ensuring smoother access during peak shopping/visiting times.

Proposed City Action: The City administration will propose a pilot program to develop innovative contracting techniques, modeled after UDOT's process. This new process, to be used on construction projects that take place on major corridors, would account for the cost



of construction impacts in the bidding process, be faster, and lower-impact construction timelines.

VI. Examination of signal timing impacts

UDOT Consideration: “SLC and UDOT should update signal timing across the network, as the last comprehensive signal timing update occurred in 2018. Uncoordinated signal timing can have a large impact to delay. Significant growth and changes to travel patterns have occurred since 2018 and a comprehensive update to signal timing would be beneficial.”

What We've Heard: The influx of new development and residents, new post-pandemic travel patterns, and the recent completion of major street reconstruction projects require renewed attention to signal timing between Salt Lake City and UDOT who share backend signal infrastructure which allows unique opportunities for collaboration and coordination.

Proposed City Actions: The City will work with UDOT to implement the best possible timing settings, with particular focus on streets that are regionally significant for traffic movement, to achieve the following:

1. Adjust signal timing to maximize capacity in traffic flow and account for changes in traffic patterns due to new developments and traffic growth.
2. Reduce stops and delays at signals with the goal of reducing motorist frustration and unsafe driving.
3. Improve traffic flow through consecutive signals, which reduces emissions and fuel consumption.

Conclusion

In conclusion, the City is thankful for UDOT’s thoughtfulness and thoroughness during this process. We agree with UDOT’s assessment that: “When projects are well communicated, access is maintained, and emergency and freight needs are integrated into design, they are generally seen as successful, and impacts are better tolerated both during and after construction. When these elements are missing, frustration grows and trust erodes.”

The City is committed to a transportation system that supports a thriving economy, meets the needs of residents, businesses, and commuters, accommodates ongoing growth, and provides safe, reliable, and accessible options for all users — whether traveling by car, on foot, or via transit. The City will gladly partner with stakeholders and UDOT to make this system a reality.

Very truly yours,

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

Erin Mendenhall
Mayor of Salt Lake City