

# **University of Utah Research Park**

## **The Vision Plan**



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 *Bird's Eye view of the Wasatch Mountains and University of Utah Research Park looking southeast*



# Our Vision for the Future

**The University of Utah Research Park (UURP) is a next generation innovation community – a diverse, compact, and amenity-rich walkable district where emerging and established innovators can live, work, and collaborate on some of the most critical issues we face now and in the future.**

## We are inspired by our environment

The magnificent backdrop of the Wasatch Mountains reminds us daily that our environment is unique, precious, and embodies the spirit of our community. The landscape serves as an organizing framework for placing our buildings and moving around our campus. Our emphasis on ecological urbanism allows the landscape to become both context and the unifying armature of green infrastructure that embodies regenerative design strategies. The Research Park, as a living laboratory for the University's research initiatives and curriculums, allows nature to shape the lives of students and employees, helps support our goal of a low-carbon economy, helps reduce reliance on cars, manages environmental risks and prepares us for change.

## We shape Utah's innovation economy

Built on a 50-year legacy of innovation and entrepreneurial growth, UURP is a major driver for Utah's robust and resilient economy. UURP is striving to be an international model of how efficient urban development, a calibrated mix of uses, state-of-the-art sustainable infrastructure, and forward-thinking leadership can foster an optimal innovation ecosystem - where healthy ideation and interdisciplinary cross pollination is celebrated and fostered. We are dedicated to providing Utahns with opportunities for upward mobility and avenues to positively impact their community.

## One U, One Community

The UURP vision catalyzes collaboration across disciplines – bringing the Research Park, Main Campus, and the Health Sciences Campus together under President Watkin's "One U" Vision. We care about our neighbors and have places within the Research Park that serve as a community hearth, inviting the Utahns to contribute to the health and vitality of our University. We have provided everyday amenities and spaces for special events to support a more compact, walkable community. We envision the UURP as a bridge between the University and the surrounding neighborhoods, a place to invite the community to solve problems together to create a better Salt Lake City for current and future generations.



# Our Core Values

The future UURP will embody the following core values as we work towards a shared vision for the future of the Research Park and the larger University community.



1

**Establish a vibrant and interdisciplinary mixed-use environment**

2

**Facilitate partnerships that will enable a dynamic innovation ecosystem**

3

**Promote a compact and human-scale environment**



**4**

**Lead with sustainable and resilient development and design strategies**



**5**

**Prioritize multi-modal circulation to and through the campus**



**6**

**Foster intentional University connections and build neighborhood relationships**

# Why A Vision Plan? Why Now?

Established in 1968, UURP has provided a unique environment for entrepreneurial growth, job creation, and in-state productivity for decades. As UURP marks its 50th anniversary, it's time for a new vision.

## Salt Lake City's economy is growing rapidly



**Population:**  
1,218,800

**7% growth  
over the  
last 5 years.**

As compared to  
5% nationally



**Job Growth:**  
790,000

**16.1% growth  
over the  
last 5 years.**

As compared to  
8.5% nationally



**Median Income:**  
\$67,900

**18% higher than  
national median**

As compared to  
\$55,678 nationally

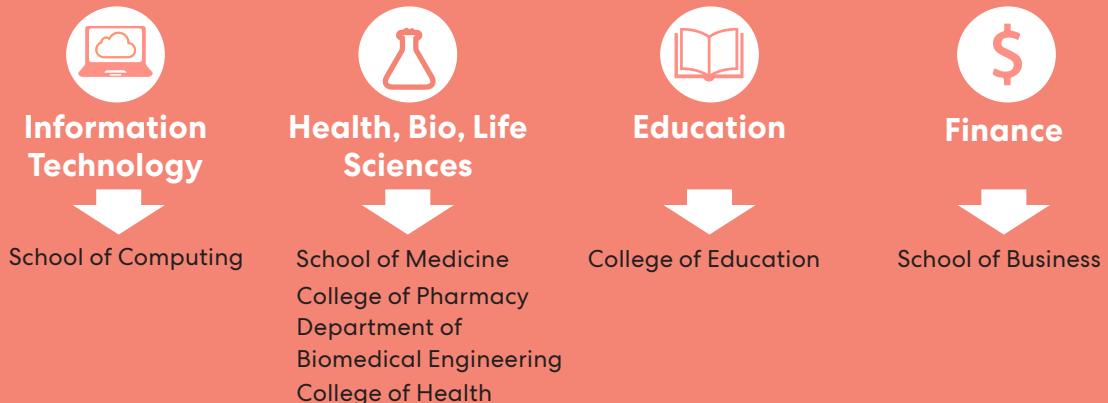


**Regional  
Education:**

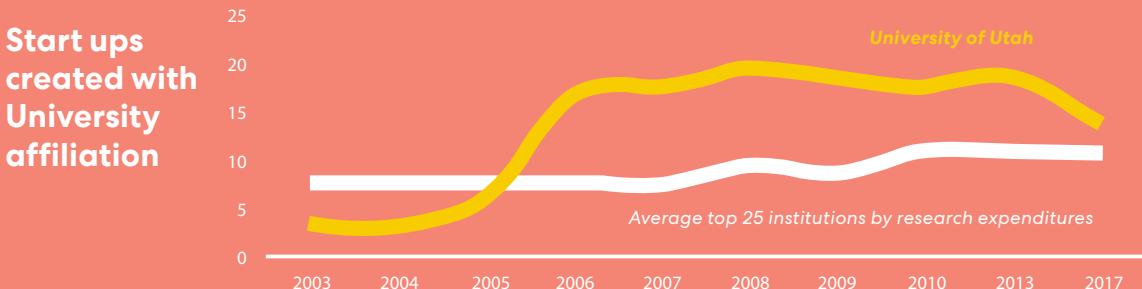
**67% of Utahns  
attended  
college**

As compared to  
60% nationally

# Salt Lake City competitive industry clusters align well with strengths of the University



## The U has a strong start up culture



### University of Utah Start Ups

Therapeutics & Pharmaceuticals: 30	Biotechnology: 7
Medical Devices: 22	Energy and Environment: 6
Diagnostics: 14	Hardware, Circuits, Sensors: 6
Software: 10	Healthcare IT: 6

# The Planning Process

The UURP Vision Plan is the culmination of a nine-month planning process, guided by the UURP Core Team. Two stakeholder groups guided the development of the plan throughout the process: the Executive Steering Committee and the Advisory Steering Committee.



## What We've Heard:

**Sustainability** needs to be integral to the way we talk about UURP. We cannot waste time on strategies which do not directly address climate change.

There really isn't much good quality **multifamily housing** near the University.

We have a mature research park – but it's siloed. There are not a lot of **attractive third spaces**.

The **identity and vision** of the Park in terms of the programmatic and research focus is unclear.

More synergy between the people currently working in the UURP and the students on the main campus. We need to bring everyone together as **one campus**.

Research Park should be a destination for both the campus and the **community**. We need to make it the community's Research Park.

There needs to be more places where you can **bump into each other**.

# Existing Conditions



[1] View of UURP today  
looking northeast

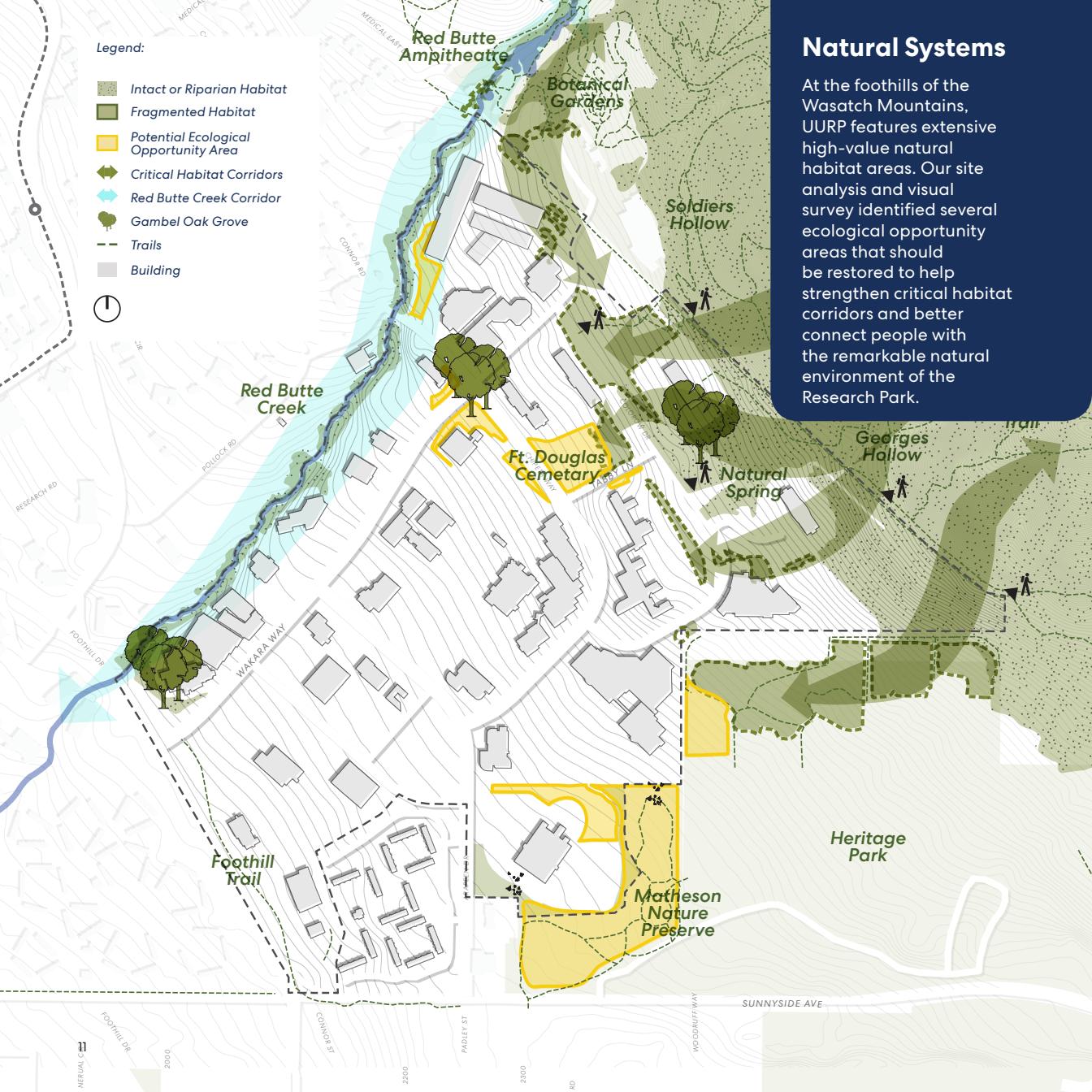


## Natural Systems

At the foothills of the Wasatch Mountains, UURP features extensive high-value natural habitat areas. Our site analysis and visual survey identified several ecological opportunity areas that should be restored to help strengthen critical habitat corridors and better connect people with the remarkable natural environment of the Research Park.

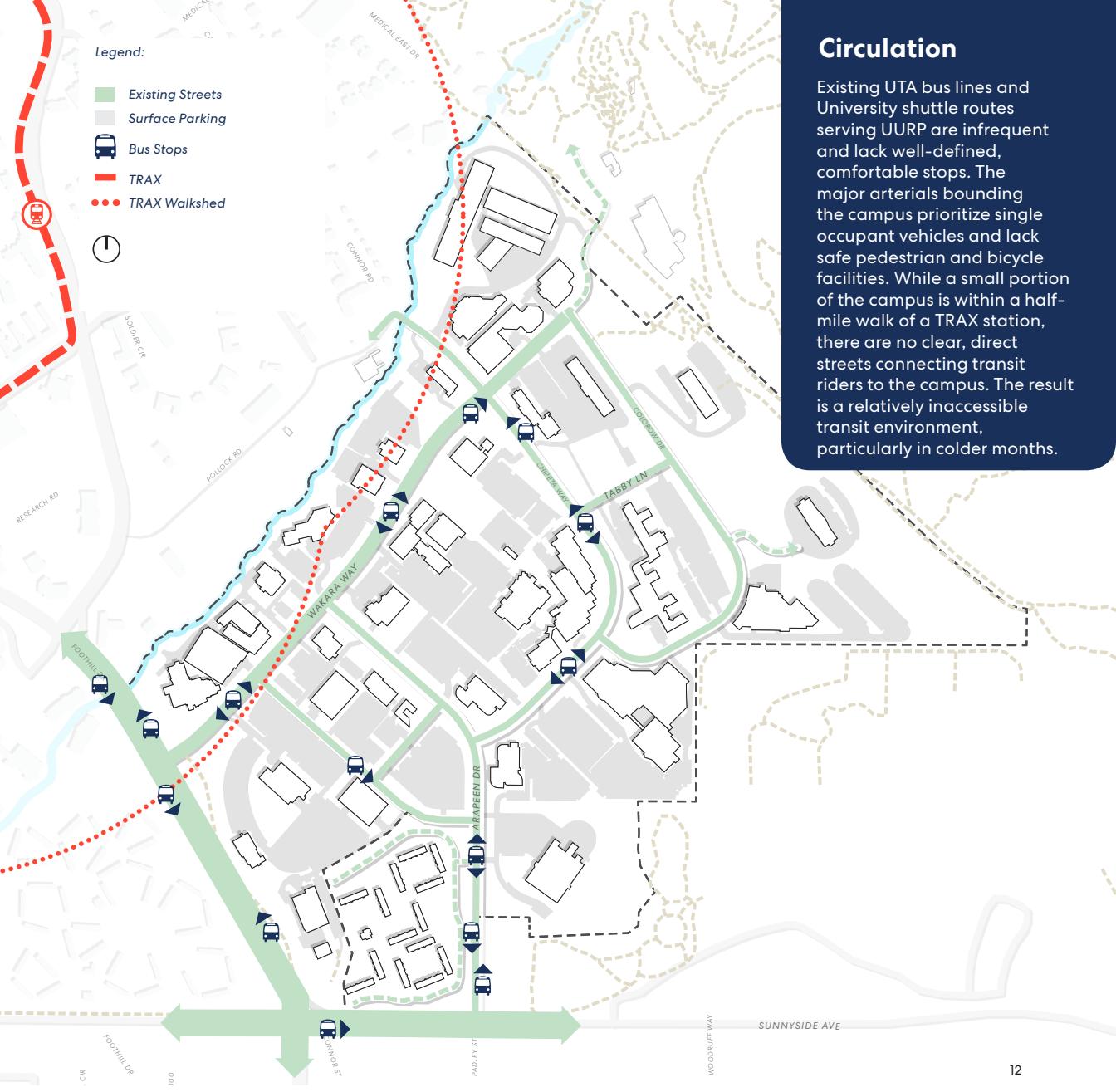
Legend:

- [Green square] Intact or Riparian Habitat
- [Dark green square] Fragmented Habitat
- [Yellow square] Potential Ecological Opportunity Area
- [Green double-headed arrow] Critical Habitat Corridors
- [Blue diamond] Red Butte Creek Corridor
- [Green tree] Gambel Oak Grove
- [Dashed line] Trails
- [Grey rectangle] Building



## Circulation

Existing UTA bus lines and University shuttle routes serving UURP are infrequent and lack well-defined, comfortable stops. The major arterials bounding the campus prioritize single occupant vehicles and lack safe pedestrian and bicycle facilities. While a small portion of the campus is within a half-mile walk of a TRAX station, there are no clear, direct streets connecting transit riders to the campus. The result is a relatively inaccessible transit environment, particularly in colder months.



## Built Form

Most buildings in the Research Park are clinical or lab commercial spaces for large anchor tenants built in the 1970s and 1980s. Recently constructed Class A office buildings, a Marriott hotel, and several academic buildings, including the School of Dentistry add some diversity of use, yet are designed in a suburban office park model.

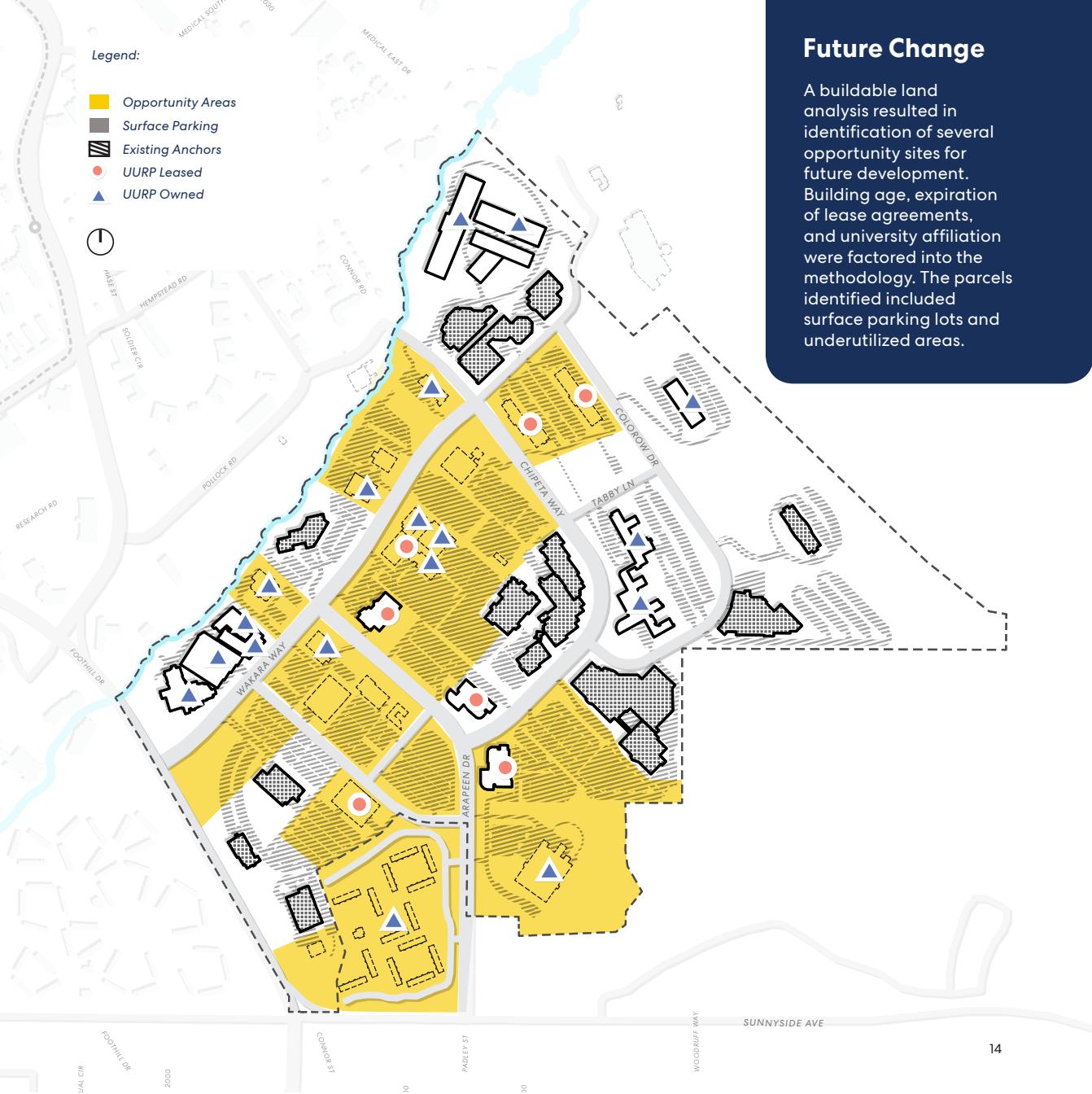
### Legend:

- Research or Clinical Lab
- Office
- Clinical Laboratory
- Academic
- Hotel
- Office with Manufacturing
- Residential
- Structured Parking
- Surface Parking
- Building Age > 30 Years



## Future Change

A buildable land analysis resulted in identification of several opportunity sites for future development. Building age, expiration of lease agreements, and university affiliation were factored into the methodology. The parcels identified included surface parking lots and underutilized areas.



# Our Design Strategy

The Vision Plan lays out an organizing framework for future transformation of the Research Park in three major categories: Ecological Framework, Connective Network and Innovation Ecosystem. This framework includes actions designed to yield the highest quality sustainable urban development that delivers a unique identity, fosters creativity, encourages cross-pollination among innovators, and creates a strong sense of place.



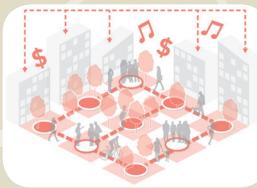
## Ecological Framework

- 1 Protect the Intact High-Value Habitat
- 2 Implement the Red Butte Creek Strategic Plan
- 3 Daylight the Colorow Stream
- 4 Redesign Major Streets to Include Enhanced Green Infrastructure
- 5 Establish an Ecological Heart at the Center of Research Park



## Connective Network

- 6 Plan a New, Healthy, Compact Street Grid
- 7 Create a Campus Circuit
- 8 Promote the Green Spine
- 9 Focus on the Social Spine
- 10 Reimagine Wakara Way
- 11 Prioritize Mobility Hubs and Transit Nodes
- 12 Implement a "Park Once" Strategy



## Innovation Ecosystem

- 13 Allow Housing In Research Park
- 14 Expand Types of Employment
- 15 Establish an Innovation Storefront
- 16 Create a UURP Convergence Hall



# Ecological Framework

Imagine looking out your office window onto a tree-lined, multi-modal street that serves as a low stress way to get to work, a comfortable location for eating lunch outside with co-workers, and a biodiverse habitat area.

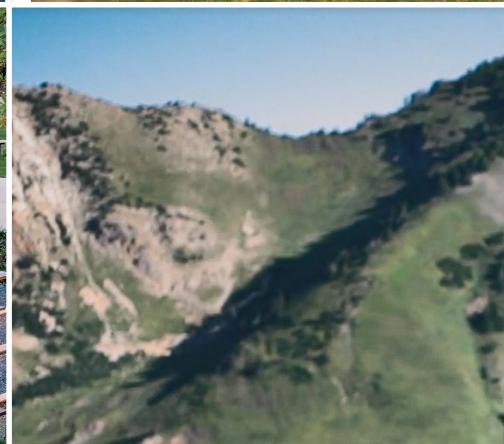
The ecological framework looks to celebrate the natural beauty that surrounds UURP and weave it through campus to create a healthy and active working environment.

The design of UURP's future campus should reflect the ethos and ideas generated at UURP - a place that is regenerative and resilient - a place that can contribute to Salt Lake City's local response to global climate change.



## Priority Actions

- Protect the Intact High-Value Habitat
- Implement the Red Butte Creek Strategic Plan
- Daylight the Colorow Stream
- Redesign Major Streets to Include Enhanced Green Infrastructure
- Establish an Ecological Heart at the Center of Research Park

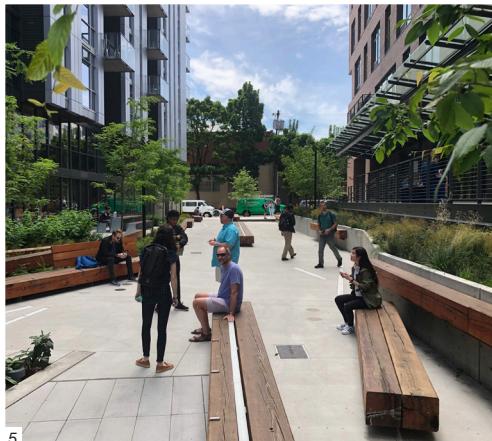


# Connective Network

We believe that the key to shifting the single occupant vehicle paradigm in UURP is to provide our tenants with an array of convenient options to get around.

We understand that change happens incrementally over time - our aim is to invest in a 21st century mobility network that is seamless and comfortable for all ages and abilities. This will include prioritizing opportunities for walking, rolling, and biking on multi-modal streets that easily traverse UURP's steep topography.

A Campus Circuit shuttle will provide fast, reliable, and frequent high-capacity transit service from the Research Park, the Health Sciences Campus, the Main Campus, and to a mobility hub with connections to regional transit service.



## Priority Actions

- Plan a New, Healthy, Compact Street Grid
- Create a Campus Circuit
- Promote the Green Spine
- Focus on the Social Spine
- Reimagine Wakara Way
- Prioritize Mobility Hubs and Transit Nodes
- Implement a “Park Once” Strategy

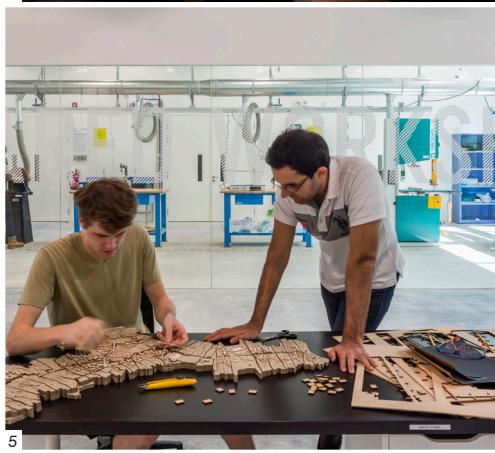


# Innovation Ecosystem

A truly successful innovation community is a catalytic spark for the creation of Utah-bred innovative high-tech companies and makes existing businesses more competitive. It must support thought leaders at different stages of their development and careers by providing a diverse and adaptive range of work environments.

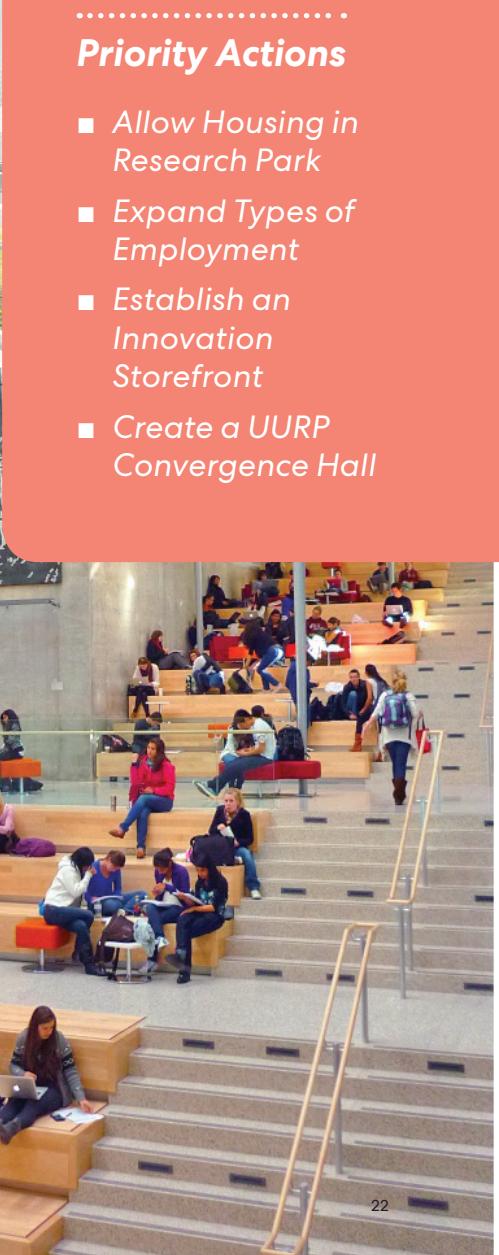
New development in the innovation community must have the right mix of business spaces, customized to build and support distinct industry clusters.

Strategic programming and activation both day and night will help these industry clusters come together and collaborate - accelerating the region's economic growth.



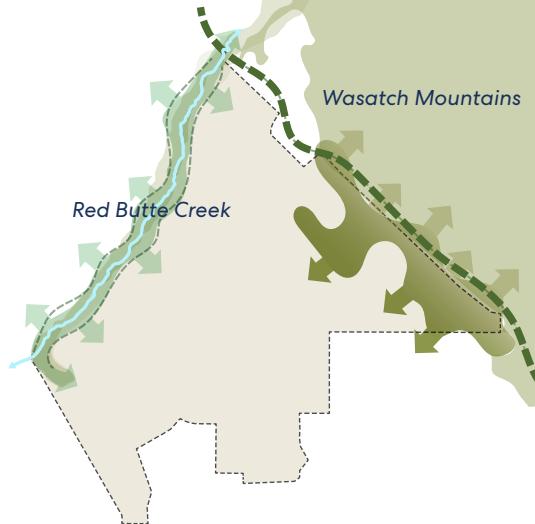
## Priority Actions

- Allow Housing in Research Park
- Expand Types of Employment
- Establish an Innovation Storefront
- Create a UURP Convergence Hall



### Protect the Intact High-Value Habitat

A natural value analysis of the UURP campus identified the Wasatch Foothills, the Red Butte Creek, and the surrounding riparian habitat as the highest-value natural areas due to their species-rich ecosystems. The existing spring on the undeveloped Colorow parcel was also identified as high-value. The UURP should protect natural areas that are not already built on, as well as restore fragmented habitat and develop potential ecological opportunities.



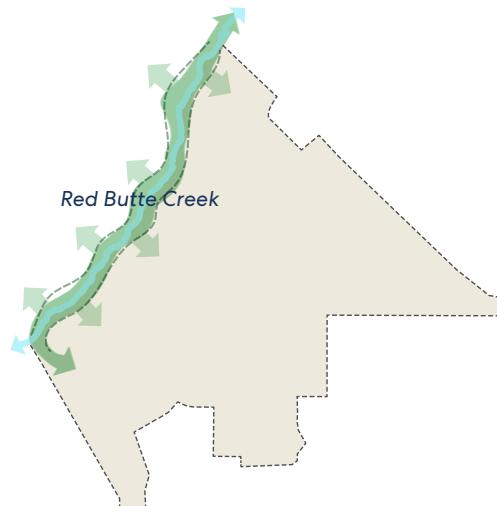
The Red Butte Creek [\[1\]](#)



The Wasatch Foothills [\[2\]](#)

## Implement the Red Butte Creek Strategic Plan

Following the Red Butte Creek Vision developed by the University's Center for Ecological Planning + Design, UURP will work to restore the creek to optimal ecological health, enforce the 100 foot buffer on both sides of the creek, and plan, design, and fund recreational trails and parks as part of the larger open space network.



## Daylight the Colorow Stream

Between the Huntsman HQ and 383 Colorow, a natural spring flows on an undeveloped parcel. The spring currently flows into a storm drain at Colorow Road. This spring should be protected, restored, and celebrated. The stream can be channeled into the center of the UURP campus to become an organizing feature for public open space, stormwater management, and new development.

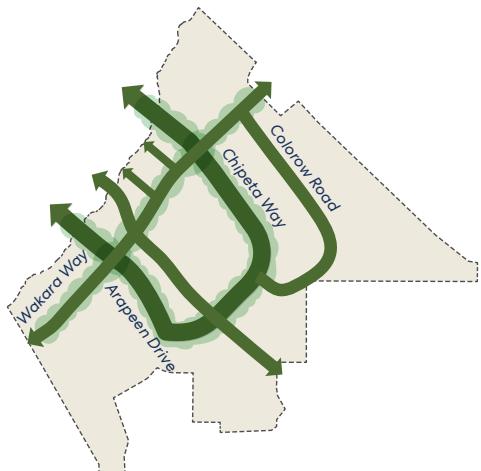


### Redesign Major Streets to Include Enhanced Green Infrastructure

A sustainably designed streetscape is crucial to a successful public realm where streets become great places for people. This includes proposed streets that will have design standards ensuring safe, low stress, park-like environments. Existing major arterials such as Wakara Way and Arapeen Drive can be transformed into multi-functional, multi-modal green streets.



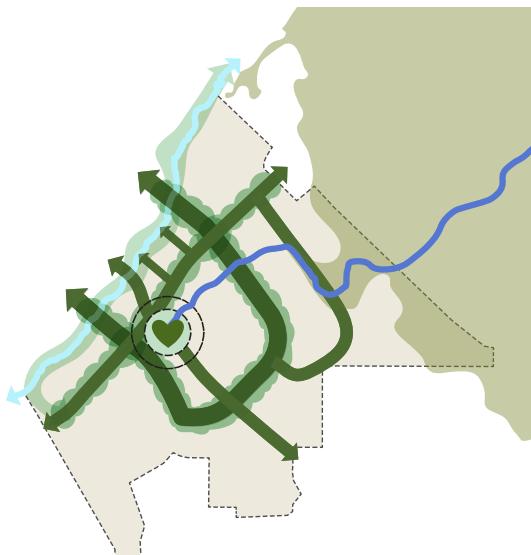
Grand Front, Osaka [\[1\]](#)



University of Texas at El Paso [\[2\]](#)

## Establish an Ecological Heart at the Center of Research Park

The Ecological Heart is a central public open space at the confluence of the Colorow Stream and the Green Spine. The Eco-Heart showcases UURP's commitment to environmental stewardship and sustainable practices. Located within the densest part of the campus, the Eco-Heart will be an inclusive space for UURP tenants and the larger Salt Lake City community.



Klyde Warren Park, Dallas [3]

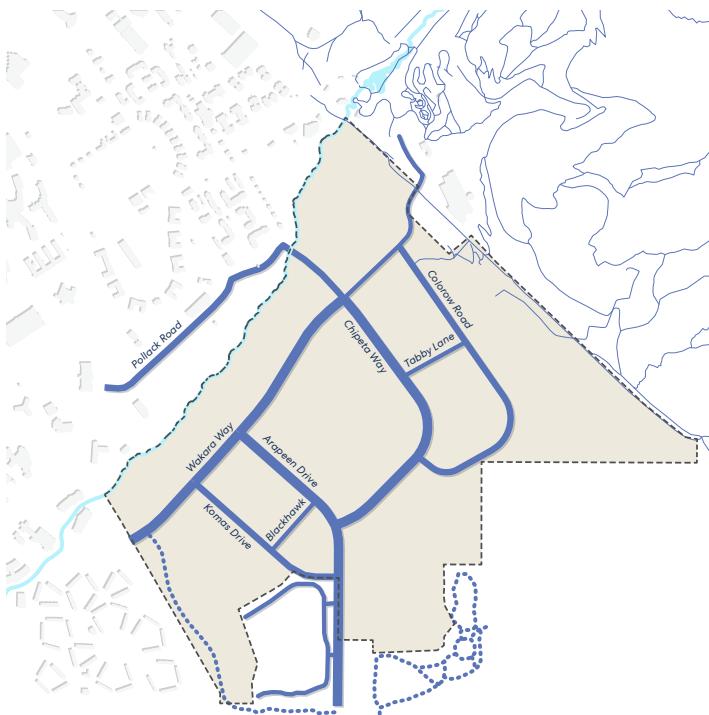


University of Texas at El Paso [4]

### Plan a new compact, healthy street grid

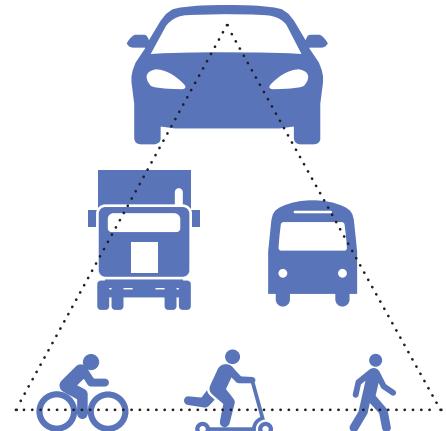
The next generation UURP requires a compact, context specific street network. Based on a 300' x 300' grid modified to accommodate the natural landscape, new streets are aligned with the slope to create a more comfortable pedestrian experience. In contrast to today, where traffic is funneled onto Foothill Drive, Wakara Way, and Arapeen Drive, the new street grid will distribute trips and disperse existing traffic to create a more efficient system.

#### Existing:



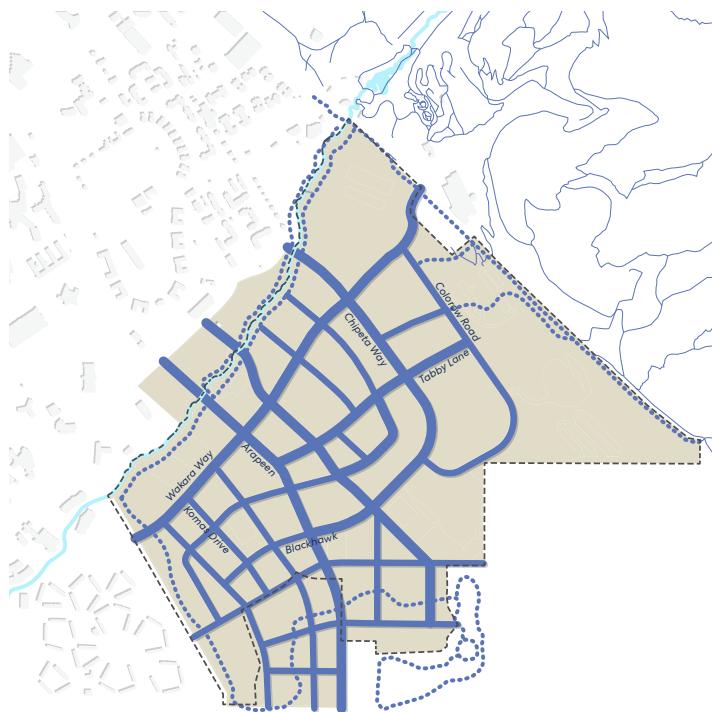
**Intersection Density:**  
**32 intersections per square mile**

**Modal Priority:**



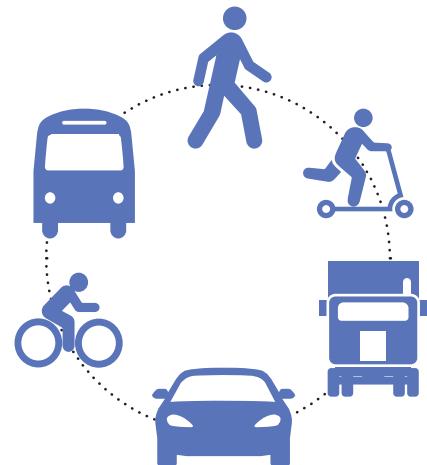
The new grid paves the way for intentional street character and development that prioritizes specific streets for vehicle mobility and access while designating other streets for walking, rolling, and biking. This will improve overall safety, predictability, and convenience for all commuters. This new street grid will help create great places - an environment that is safe, comfortable, and enables dense, compact development.

## Proposed:



**Intersection Density:**  
**114 intersections per square mile**

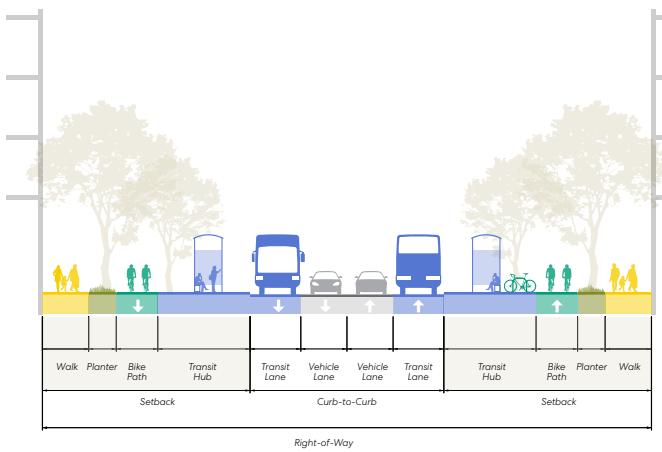
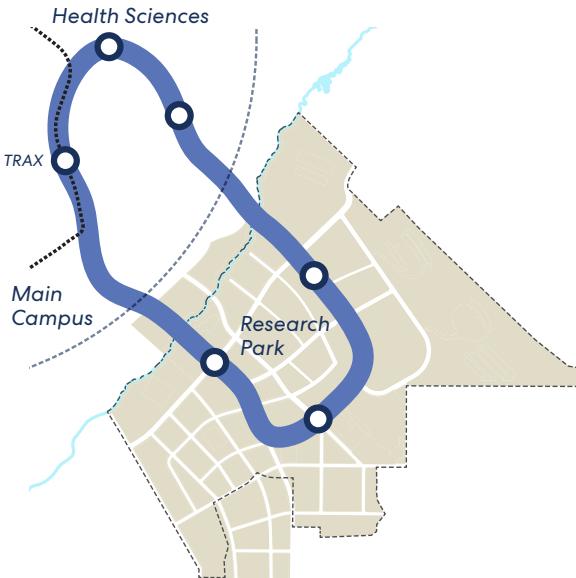
**Modal Priority:**



# Connective Network

## Create a Campus Circuit

The Campus Circuit is the premier transit route for UURP: seamlessly connecting the Research Park to Main Campus and the Health Sciences Campus. The design of the route is tailored to create a low-stress transit experience: fast, reliable, frequent, and comfortable at all times of the year.



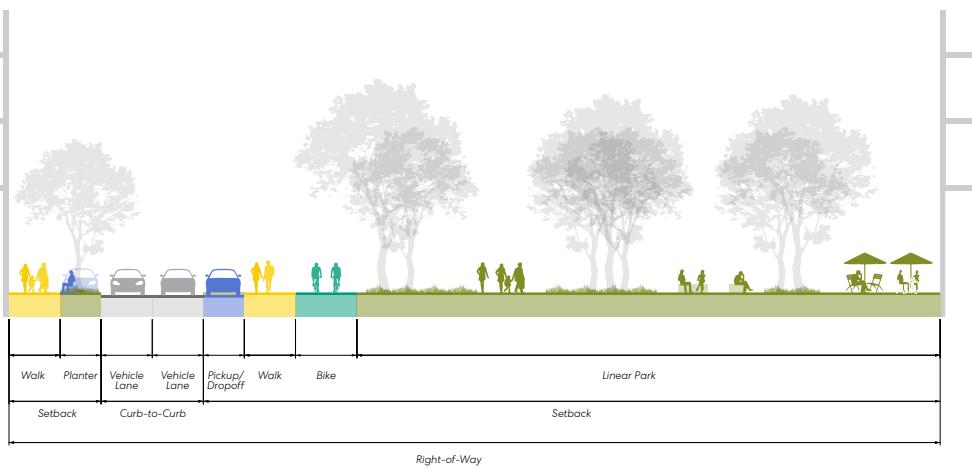
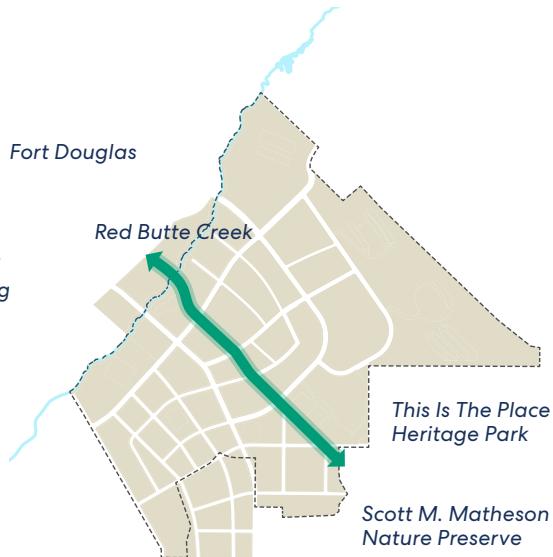
Conceptual Campus Circuit Section



4th and Townsend, San Francisco [\[link\]](#)

## Promote the Green Spine

Envisioned as a cross campus linear park, the Green Spine creates a high quality pedestrian experience for all ages and abilities, directly connecting the Scott M. Matheson Nature Preserve to Red Butte Creek recreation areas and beyond into the greater University campus. Along the route are community spaces for recreation, respite, and ecological restoration.

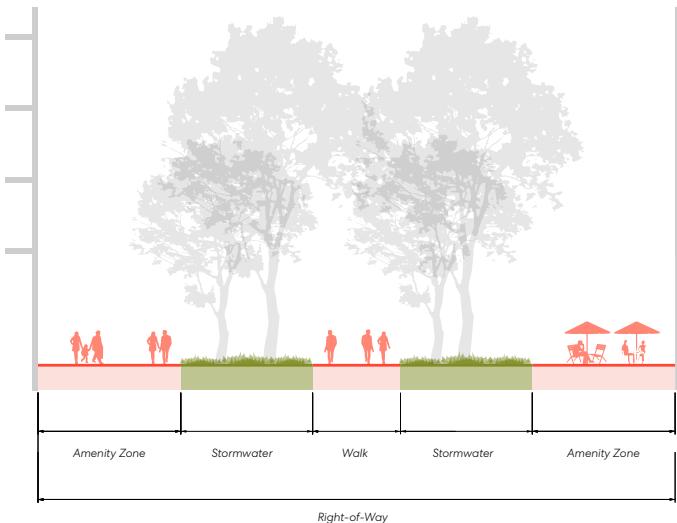
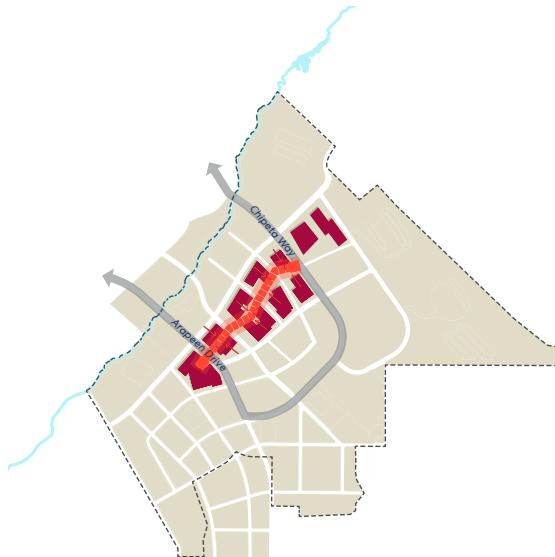


Conceptual Green Spine Section

# Connective Network

## Focus on the Social Spine

The Social Spine is the stage where the research ecosystem can spill out into the public realm. An active, vibrant promenade where all UURP players can come together, both during working hours and on nights and weekends. This space encapsulates live-work-play-learn at UURP.

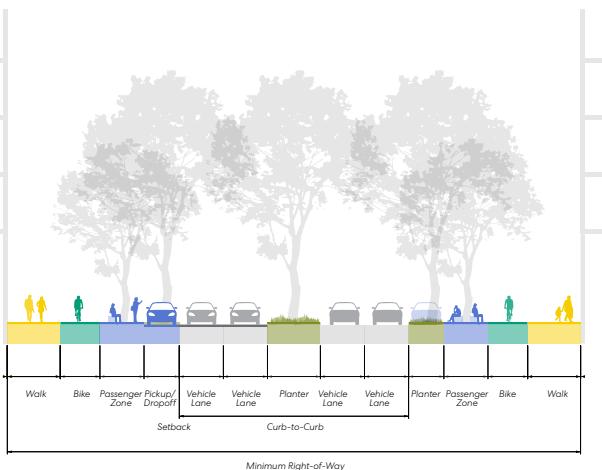


Pitt Street Mall, Sydney

Conceptual Social Spine Section

## Reimagine Wakara Way

Wakara Way is UURP's civic corridor - the community's passage to the cultural institutions located at the base of the mountain and a future destination for dense urban development. Wakara Way will continue to serve vehicle mobility and access by maintaining the existing travel lanes. The underutilized green space in the center median will be relocated to the edges, creating space for pick up/ drop off zones at primary building entries and a tree-lined, civic, pedestrian experience.



Conceptual Wakara Way Section



Cultural Trail, Indianapolis [2]

## Prioritize Mobility Hub and Transit Nodes

UURP's Campus Mobility Strategy prioritizes a UURP Mobility Hub: a place of connectivity where different modes of travel - walking, biking, transit, and shared mobility - seamlessly converge. This should include, but is not limited to, the following features:

- Park and Ride Structures
- Carpool Priority Parking
- Transportation Network Company (TNC) Pick-up and Drop-off areas
- Bike Storage and maintenance facilities
- BRT platform with shelter, lighting, and real time information.
- Car Share Service
- Bike Share / Scooter Share Stations



Mobility Hub Concept

## Implement a “Park Once” Policy

The “park once” strategy will encourage UURP tenants to leave their cars at ‘park and ride’ facilities strategically located throughout the UURP campus. Parking structures can be shared between neighborhood buildings with different hours, days, and seasons of peak demand. By turning motorists into pedestrians after parking, UURP will achieve sustainability targets by reducing vehicle trips and supporting alternative modes of transport. The ‘Park Once’ strategy will activate public life on the street and attract patrons to utilize street friendly businesses and public spaces.

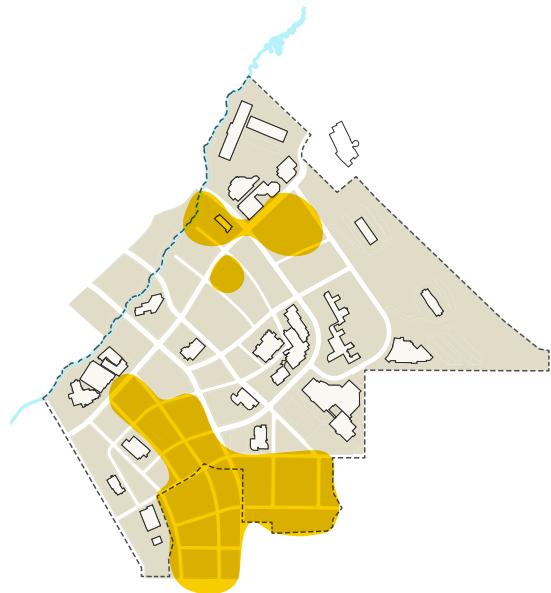


“Park Once” Concept

## Allow Housing Development

High density multi-family housing in UURP is an essential component of a mixed-use innovation community. Future residential development can serve the University population including students, UHealth residents and post doctorates, University faculty and staff, & potentially employees from UURP companies.

Preliminary market demand analysis and interviews with local developers indicated high, immediate interest in developing housing at UURP. Additionally, existing Salt Lake City zoning within a two mile radius of the University is restrictive and generally prohibits higher density multi-family housing.



The Mondrian, Houston



Tietgen Dormitory, Copenhagen



Rowhouses, Vancouver BC



Residence Hall,  
Roger Williams University

## Preliminary Market Demand Findings

**1,300 - 1,650**

New rental apartment units demanded over 5 years

**5,900 - 7,600**

New rental apartment units demanded over 20 years

**160 - 200**

New rental town homes demanded over 5 years

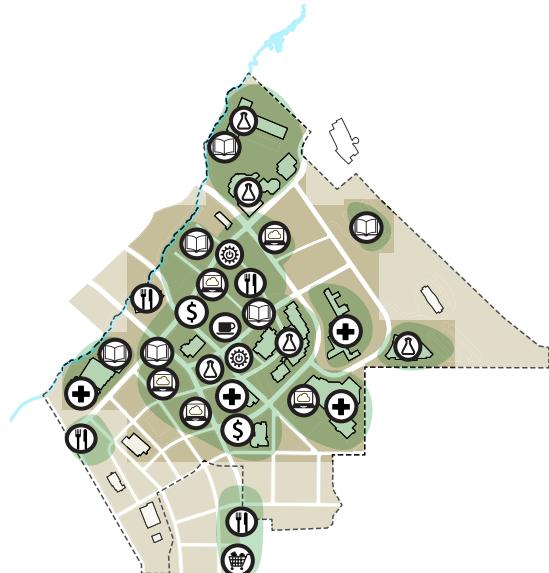
**750 - 950**

New rental town homes demanded over 20 years

## Expand Types of Employment Spaces

In order to adapt to emerging business trends, UURP should develop a calibrated mixture of employment spaces. This supports a diversity of industry clusters and enables growth opportunities for businesses at all stages of maturity.

Within the innovation ecosystem, these future commercial developments will include a wide range from large Class A offices for Fortune 500 satellites to small, flexible startup incubators, to drop-in workspaces for students and the larger community.



Creative Office, Asheville

5



Stem Complex, Ottawa

6



Conference Rooms, Florida

7



Pop up spaces, San Francisco

8



Adaptive Reuse, Brooklyn

9



Communal Spaces, Brooklyn

10



Makers Space, San Diego

11



Cyber Cafes, Portland

12

## Establish an Innovation Storefront

Serving as a “campfire location” for the UURP community, this pop-up space can be a testing ground for cultural and place-based programs. UURP staff should identify an existing, easily renovated building with an expiring lease agreement, along a major street for optimal visibility and access.

UURP staff can adapt this space to host community events and lease small workspaces for University affiliated start-ups in parallel with the execution of the larger Vision Plan.

OKC Innovation District  
October 2 at 2:05 PM ·

We are looking for volunteers for the Kidwind Event at Family Day this Sunday, October 6 from 9:30 a.m. to 4:45 p.m. You'll have the opportunity to help with kid STEM activities! Send us a message if you are interested! <https://www.kidwind.org/>



KIDWIND.ORG  
[HOME](#) | [kidwind](#)

OKC Innovation District  
1 min ·

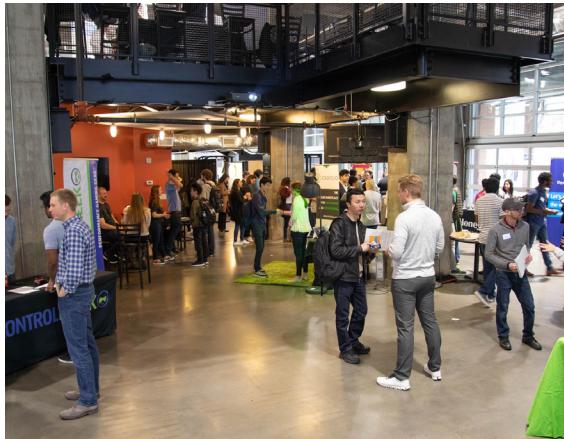
It's time for our Walk Over Wednesday event! Come meet with us at the Beacon of Hope from now until 1 p.m. for lunch. First 100 guests in line will get free food from YUM PIG OKC!



OKC Innovation District, Oklahoma City [1]



Boxyard RTP, Research Triangle Park [2]



The Garage, Georgia Tech [3]

## Create a UURP Convergence Hall

The UURP Convergence Hall is synonymous with entrepreneurial spirit and innovation. If you want to be involved with, or exposed to, cutting-edge work, you go to the Convergence Hall.

Located in the heart of the Research Park, this center is where private industry and academia come together. The design of the building should support a variety of spaces and community amenities to support a healthy mix of established companies, burgeoning start-ups, and UURP residents.

These spaces include, but are not limited to, a large event hall, cafes and restaurants, leasable creative offices, co-working, drop-in work spaces, and specialized wet labs.



Watt Family Innovation Center, Clemson University [6](#)



Infinite Hall,  
University of Florida [4](#)



District Hall, Boston [5](#)



Lassonde Institute, University of Utah [7](#)



# **Next Steps**

## **Development Capacity**

Assess the development opportunities on existing surface parking lots.

## **Phased Growth Strategy**

Develop a calibrated mix of uses and mix of tenants for UURP opportunities sites.

## **Shared Mobility and Access**

Promote creative parking solutions and encourage sustainable modes of transportation.

## **Convergence Hall**

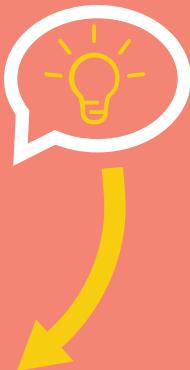
Create a developable program for Research Park's catalyst project.

## **Governance**

Update Covenants, Conditions, & Restrictions (CC&Rs) and Design Guidelines.

# Outreach

Weigh in and give us feedback for incorporation into the Vision Plan



[www.realestate.utah.edu/research-park](http://www.realestate.utah.edu/research-park)

# Acknowledgement

## Stakeholders

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### Executive Steering Committee

*Jonathon Bates*

*Andrew King*

*Patti Ross*

*Laura Marks*

*Andrew Weyrich*

*Robin Burr*

*Tami Wolfgang*

*Keith Diaz Moore*

*Steve Panish*

*Dan Lundegan*

*Cathy Anderson*

*Gordon Wilson*

*Jennifer Reed*

*Rebecca Paulson*

*Heidi Stucker*

*Alison Flynn Gaffney*

### Advisory Steering Committee

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*Danny Woodbury*

*Andrew Theurer*

*Jayne Hart*

*Jennifer McGrath*

*Sarah Hinners*

*John Close*

*Ginger Cannon*

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*Keith Marmer*

*Jonathon Larsen*

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*Tracy Tran*

*Andrea Kendell*

## Consultants

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*Michael Lighthiser*

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## Photo Credits

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**Source:** EMSI, Social Explorer, ASC (2012 and 2017), Bureau of Labor Statistics

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**Source:** AUTM, STATT, TVC

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*Reported demand reflects a shift of 5% of calculated apartment demand to townhomes. This adjustment was made due to the prior limited availability of townhomes in the market skewing future modelled demand. HR&A's analysis indicates that 10% of renter households of 1- and 2-bedroom units do not have enough space and may consider a townhome. Adequate space is defined as having 1 fewer bedroom than the number of people in the household (iE a 4-person household needing 3 bedroom).*

**Perkins&Will**

**N** NELSON  
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Analyze. Advise. Act.

 Biohabitats