



A NEW VISION FOR SALT LAKE CITY



DOWNTOWN RISING
INSPIRED BY THE SECOND CENTURY PLAN



© Busath Photography

“The homesickness was not merely for Salt Lake, a city in a valley under the lee of mountains, with the glint of the lake off westward, but for a whole region, a whole lifetime of acclimatization and expectation.”

— *Where the Bluebird Sings to the Lemonade Springs*, Wallace Stegner

Dear friends,

Great cities are like a relay race. Each generation has a chance to achieve greatness for its city, before passing the baton on to the next generation of city builders. It is a challenging process, and the work is never done.

The Salt Lake Chamber and our affiliate the Downtown Alliance proudly present today’s baton – a renewed vision for downtown Salt Lake City. We call it “Downtown Rising” and it is inspired by a similar vision, formed nearly 45 years ago, called the Second Century Plan.

Like those in the 1960s who created a blueprint for future growth, the Downtown Rising vision portrays a beautiful and prosperous downtown, built with individuals and families in mind. The vision makes the most of our stunning natural setting and reaffirms downtown Salt Lake City as the undisputed crossroads for business, government, entertainment, culture, education and transportation in the state and Intermountain West.

We invite you to read and contemplate this vision. Our aim has been to provide guidance, not answers — a conceptual blueprint, not a master plan — regional focus, not a limited view of the central business district — a common vision, not a parochial vision focused on personal gain.

Today’s leaders deserve credit for giving generously to sponsor and to contribute their ideas to this visioning effort. They have done so knowing that downtown Salt Lake City has the potential for world-class greatness. We thank them for their contributions and ongoing commitment.

This vision represents today’s best thinking for our lap of the city-building relay. We have a great team and an open lane in front of us. Our future is bright. We commit our collective efforts to make this vision a reality and invite you to join us.

Sincerely,

Lane Beattie,
President and CEO, Salt Lake Chamber

Keith Rattie
*Chairman and CEO, Questar Corporation
Chair, Salt Lake Chamber Board of Governors*



Photo: Steve Greenwood

Salt Lake City holds a special place in the hearts of millions of people for many different reasons. Some think of Salt Lake City as the guardian of the Greatest Snow on Earth. Two hundred and thirty four of the world's top winter athletes remember the gold, silver and bronze medals they earned here. Thousands of families each year celebrate the best winter vacations they've ever had.

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Some look to it as the center of a growing and global religion. Others see the vast genealogical resource and genetics research that are non-denominational outgrowths of that Mormon faith.

Still others see Salt Lake City as a base from which to explore magnificent national parks, or as a place to see the vast and still Great Salt Lake or incredible expanse of the Bingham Copper Mine.

Salt Lake is all of these things.

But to most of us – the million or so who call themselves Salt Lakers and the 180,000 who live in the city proper – Salt Lake is simply home.

Salt Lake is our home because of the plentiful work opportunities that allow us to support our families and lead full lives. Home because of the four-season

recreational activities that are close at hand. Home because of unique and varied arts and culture. Home because of top-notch research universities that are exploring the next frontiers of knowledge. And home because of great neighborhoods that are beautiful and welcoming, offering an enviable quality of life.

Keeping Salt Lake a special place takes awareness, thought, dedication and resources. Downtown Rising was created not just to keep Salt Lake City vibrant, but to guide Utah's capital to new heights. Through extraordinary participation by community members from all quarters over six months, this visioning process has resulted in a multitude of ideas – large and small, bold and restrained – for shaping downtown's future.

This vision, this blueprint for tomorrow, details those dreams of a "lifetime of expectation."



Photo: Steve Greenwood

Downtown Rising: Why Now?

In 1847, a small band of Mormon pioneers led by Brigham Young came over a mountain pass and found the valley they sought. On July 21st, Parley Pratt wrote: "...we could not refrain from a shout of joy, which almost involuntarily escaped from our lips the moment this grand and lovely scenery was within our view." Within days, they had scouted the land for miles around and selected a place for their new city. Young supervised the preparation of the first plat for the Salt Lake Valley, an adaptation of Joseph Smith's "City of Zion Plat."

Since the city's founding 160 years ago, community leaders have gathered to take stock of downtown's development at key moments. In the past 50 years, three influential efforts, as well as today's Downtown Rising, have guided downtown's development history.

Second Century Plan, 1962

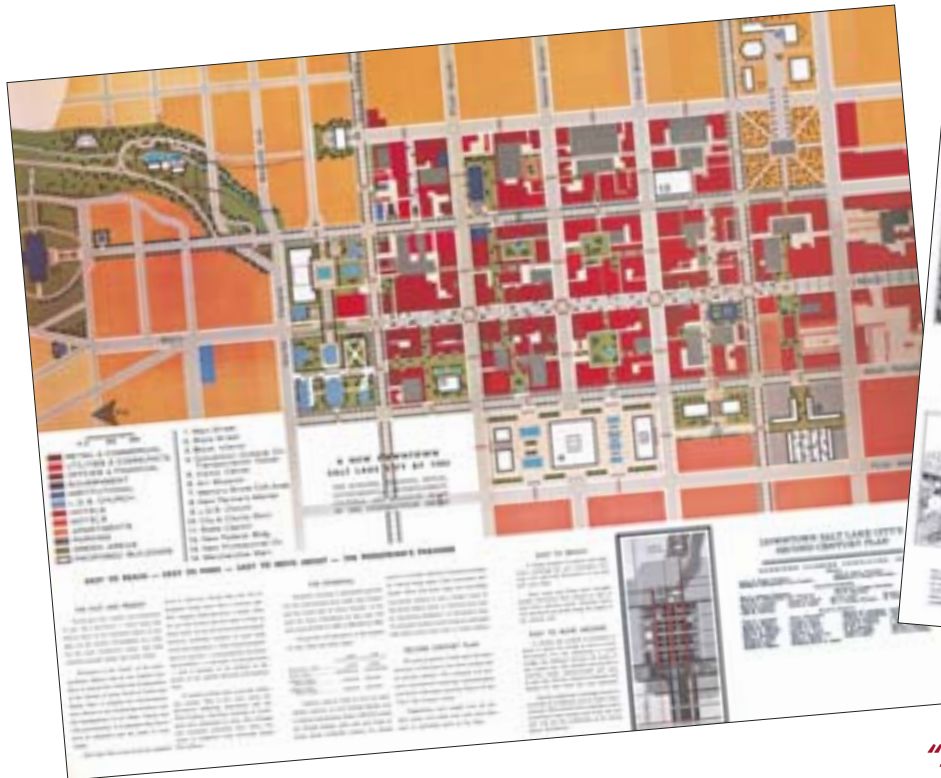
As Salt Lake City entered its second century, a group of visionary community leaders, led by the American

Institute of Architects, formed the Downtown Planning Association. Pledging to create a new downtown by 1985, the "Second Century Plan" outlined a vision for downtown as the "business, financial, retail, governmental, entertainment, cultural and religious heart of the Intermountain empire." The plan had several proposals that are now a reality, including the Salt Palace Convention Center, farmers market, Main Street Plaza, restored City and County Building and the downtown Federal Building.

Salt Lake City TIMELINE

- 1833** Joseph Smith creates the "Plat of Zion," which becomes a template for the plan of Salt Lake
- 1847** Original plat laid out (Plat "A") by Brigham Young
- 1853-1855** Beehive House built
- 1853-1893** Salt Lake LDS Temple built
- 1863-1867** Construction of LDS Tabernacle
- 1868** ZCMI department store opens in the Eagle Emporium
- 1870** Railroad connection to downtown from the transcontinental railroad
- 1872** First trolley cars, drawn by mules and horses
- 1877** Piped water available downtown
- 1887** First electric street lights (fifth in the nation)
- 1887** Salt Lake Chamber of Commerce founded
- 1888** Electric streetcar system completed, second in the nation after Richmond, VA (discontinued in 1941)
- 1891** Dooly Building, by Louis Sullivan (demolished 1961)
- 1894** City and County Building
- 1898** Alta Club built
- 1899** Original "Salt Palace" built at 9th South - dance hall, theater and racetrack (demolished 1910)

Recommendations of the 1962 Second Century Plan



“If we envisioned it once and achieved it, we can envision it now and achieve it later. I don’t see why we should limit ourselves in any way”

- Curtis Bennett, VP Retail Operations, O.C. Tanner

- | | | | |
|---|---|---|--|
| 1905 Greek Orthodox Holy Trinity Cathedral | 1913 Orpheum Theater opens (now the Capitol Theater) | 1975 ZCMI Mall opens | 2000 LDS Conference Center completed |
| 1909 Roman Catholic Cathedral of the Madeleine | 1920 Memory Grove dedicated to WWI veterans | 1979 Symphony Hall (now Abravanel Hall) opens | 2001 Main Street Plaza opens at Temple Square |
| 1910 Exchange Place (Boston and Newhouse Buildings) by Henry I. Cobb | 1954 First Security Building on 400 South opens | 1983 State Street flood | 2001 The Gateway shopping and mixed use center built on former railyard |
| 1910 Walker Bank Building – tallest building west of the Mississippi | 1961 Zion’s Bookstore (now Sam Weller’s) moves to current Main Street location | 1991 Delta Center (now EnergySolutions) Arena opens | 2001 Grand America Hotel completed |
| 1911 Hotel Utah opens | 1962 Second Century Plan completed | 1999 American Stores Tower (now Wells Fargo Tower) completed | 2002 Salt Lake City hosts the 2002 Olympic Winter Games |
| 1912-1916 State Capitol completed | 1969 Salt Palace arena opens | 1999 TRAX service begins from downtown to Sandy | 2003 City Library by Moshe Safdie opens |



Photo: Steve Greenwood

Participants in the original Second Century Plan recommended that downtown Salt Lake City become the “heart of the Intermountain empire.” They recommended 10 projects, most of which have been implemented. Three leaders from the original plan have advised the Downtown Rising process: Jack Gallivan, Walker Wallace, and Stan Darger.

Regional and Urban Design Assistance Team, 1988

By the late 1980s, downtown was in need of new energy and focus. A study completed by the American Institute of Architects’ Regional and Urban Design Assistance Team (R/UDAT) in 1988 called for the community to support a vision for the downtown and pursue it consistently. Among other things, the influential R/UDAT study led to the development of the Delta Center, redevelopment of the Gallivan Center block, placement of the Scott M. Matheson State Courthouse downtown, and establishment of the Downtown Alliance.

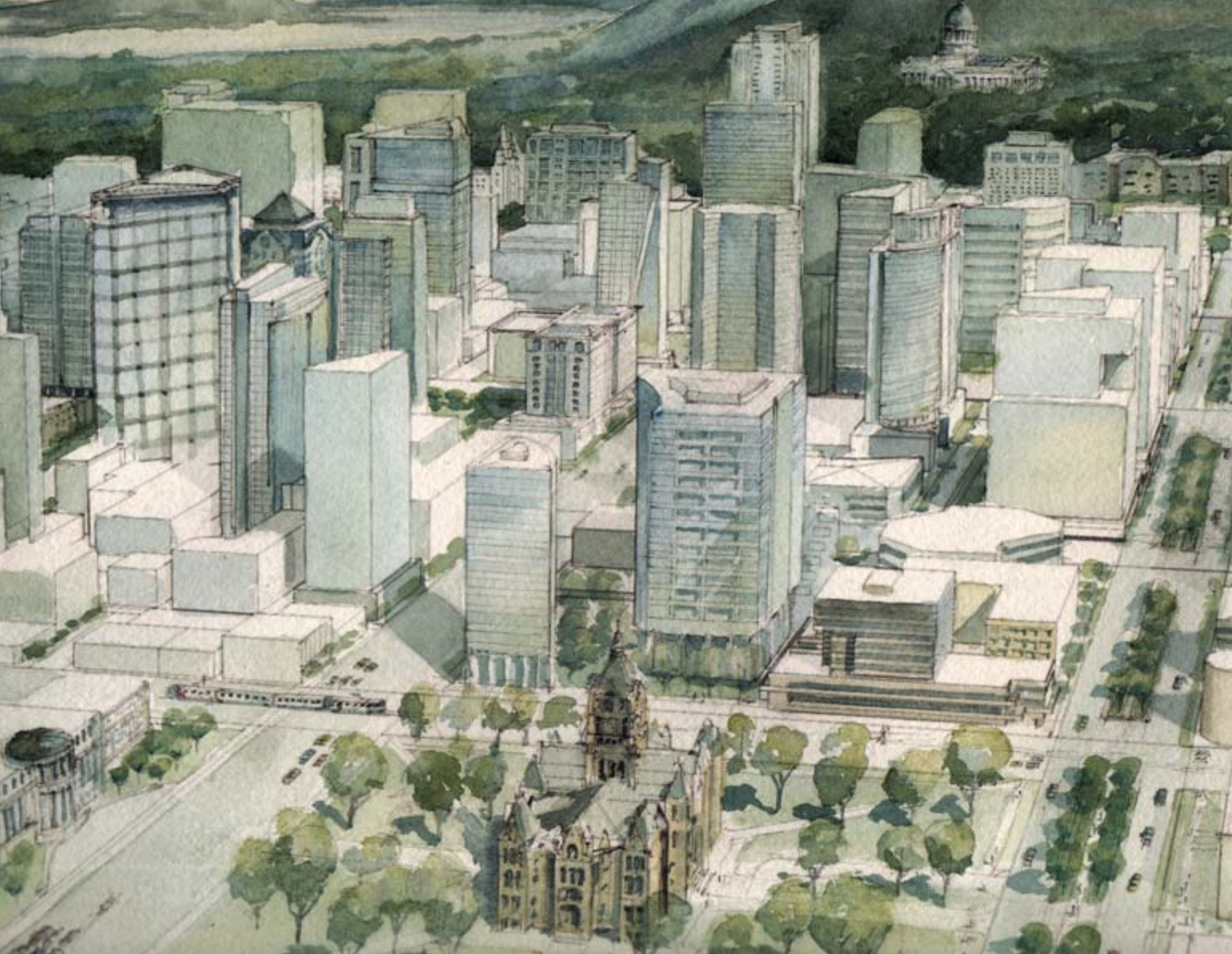
Envision Utah Quality Growth Strategy, 1997

The Envision Utah public/private partnership was formed in January 1997 to guide the development of a broadly and publicly supported Quality Growth Strategy – a vision to protect Utah’s environment, economic strength and quality of life for generations to come. Five years of scenario analysis, research and involvement from more than 18,000 citizens culminated in the Quality Growth Strategy. The Quality Growth Strategy details strategies to preserve critical lands, promote water conservation and clean air, improve regionwide transportation systems, and provide housing choices for all residents.

Downtown Rising, 2007

A new age of unprecedented investment in the downtown area prompted business leaders, again with the assistance of the American Institute of Architects and many others, to consider the broader implications of an array of significant, but individual, developments. Downtown Rising was created to be the glue to link those disparate parts together in a visionary whole.

T H E V I S I O N F O R D O W N T O W N





The Vision for Downtown

Salt Lake City, a capital city that belongs to all of Utah. A Western city where rugged individualism meets a caring, family-oriented community. A World City where local entrepreneurship blends with a global perspective. A city close to nature where high, rugged mountains and wide open spaces meet an expanding metropolis. A city of learning that is enlivened with college students and plentiful opportunities for lifelong learning. A city on the cusp of a grand and prosperous future fed by the region's commitment to an energized urban core. Downtown Rising is this contrasting and harmonious vision.

With extraordinary investment and spirited commitment, the future of downtown Salt Lake City is bright. Downtown Rising will channel that potential by embracing those attributes that distinguish downtown like no place else and by introducing new ideas befitting a city that plays a significant role locally, nationally and globally.

These aspirations or priorities set the tone for downtown's future.

A bustling and dynamic place to be:

We celebrate downtown as a lively, welcoming, fun and energetic place that includes downtown districts with a distinct character.

A necklace of green:

We take advantage of Salt Lake's stunning natural setting by developing a Range to River network of parkways and trails that connect the Wasatch Mountains with the Jordan River Parkway via downtown and nearby regional parks.



Photo courtesy Big-D Construction

Diverse, welcoming, affordable and urban:

We establish downtown as the region’s premier urban neighborhood in which to live, work, shop, play and learn. Downtown’s vibrancy is directly linked to its ability to welcome, host and encourage interactions among people from all walks of life.

An internationally focused World City:

We build on the unique language, cultural, educational and business skills and outdoor recreation opportunities to enhance Salt Lake City’s reputation as a World City.

A model of great urban design:

We re-envision Salt Lake City’s iconic wide streets and spacious 10-acre blocks as public amenities that create an undeniable sense of place with green, pedestrian-oriented promenades, plazas and passageways. We continue to adapt and reuse our historic buildings, while encouraging bold and contemporary architecture.

A transportation hub that connects the region:

We solidify and enhance downtown’s role as the heart of a multimodal transportation network linking the central city with the Salt Lake International Airport, the University of Utah, suburban residential and employment centers, other Utah cities and locations beyond.

The center for arts and entertainment:

We capitalize on and grow downtown’s position as the foremost center for art, entertainment and culture in the state. We provide for a new performing arts center and ensure that existing arts organizations have the resources needed to thrive.

A city of learning; a University City:

We nurture downtown’s potential both as a neighborhood enlivened with college students and as a place with ample opportunities for lifelong learning by people of all ages, backgrounds and interests. We embrace the University of Utah, LDS Business College, the Salt Lake Center of Brigham Young University and the Salt Lake Community College in a learning corridor extending through downtown, and welcome other institutions of learning.

A city that thinks, looks and acts green:

We build on Salt Lake City’s reputation as a place that respects the local and global environment and develops in ways that are healthy, sensitive and sustainable.

The place for business and government decision-making:

We reinforce downtown’s historical role as an anchor location in the Intermountain West for commerce and the state’s principal venue for city, state and federal governmental functions. We recognize that an economically vibrant and growing downtown is not just good in itself, it is vital for a prosperous region.

These aspirations are carried forward in a series of recommendations that start with the vision framework — the structural elements of downtown — including significant connections, the transportation network, green spaces and character districts — and continue with a series of signature projects, both large and small.



Photo: Steve Greenwood

Downtown and Its Neighbors

Downtown Salt Lake City is linked to its neighbors within the city and beyond. Strengthening these connections is a key recommendation of Downtown Rising.

University of Utah

The University of Utah's students, faculty, staff and economic output provide critical lifeblood and energy to downtown Salt Lake. University Boulevard, the light rail corridor also known as 400 South/500 South, connects the Central Business District with the University, Research Park and the Foothill Cultural District. Salt Lake Community College's downtown location is also on University Boulevard, further strengthening this learning and economic development corridor. The University feels closer as more residents, offices and retail shops congregate along an evolving, walkable University Boulevard. Rail transports faculty and students between and through these two destinations bringing the creative vibrancy of learning to downtown and enabling downtown's wealth of culture, entertainment, retail, and housing to help the University's campus spill out and become tied in with a greater University City.

We recommend enhancing University Boulevard as a signature project of Downtown Rising. The boulevard can provide opportunities for housing and office space needed

to accommodate startup firms spun off from academic research, business development and workforce training. With more than a quarter of University students being regular transit users – a number that is steadily growing – light-rail-oriented University Boulevard is a prime location to encourage higher-density development. In addition, the link with downtown can be enhanced with the creation of a Global Exchange Place, an internationally focused conference and outreach center that could include a foreign-language institute and other international programming.

State Capitol

Utah's State Capitol complex is part of downtown. Elected officials and employees from the hill eat in downtown restaurants, meet with business leaders, and enjoy the city's arts and culture. However, the hill between the Capitol and the core of downtown is just significant enough to create a physical separation between the two. As downtown continues to evolve, the distance between the Capitol and the core should be bridged with improved transit service and changes to the streets that connect it with Capitol Hill and Pioneer Memorial Museum.



Illustration: Paul Brown

As the state capital, Salt Lake City is the home for many state offices – on Capitol Hill, in downtown, and along the North Temple corridor towards the airport. We recommend that state government continue to make downtown and its environs a focal point for state government buildings, thereby strengthening downtown and solidifying it as the seat of government for the state.

Salt Lake International Airport

Just like the interstate freeway system connects Utah with other states, the Salt Lake International Airport and “skyways” connect us with the world. As a hub for a major air carrier, Salt Lake City has the potential to become an aerotropolis — a large airport city with a concentration of aviation-related businesses. For this reason, Downtown Rising recognizes our airport as a powerful economic engine for the state and recommends steps to improve its accessibility to the region, including connecting the airport to downtown with TRAX light rail transit service.

Jordan River Parkway

As our valleys continue to urbanize, we will increasingly come to value the green corridors through our towns. The Salt Lake Valley’s central green corridor is the Jordan River Parkway. The Parkway is a regional parkway and only one mile from downtown – about the same distance as City Creek Canyon – but feels far away because of the lack of a convenient, walkable connection. Connecting downtown to the Jordan River will enable downtown residents and visitors to use it as one of their playgrounds, and further strengthen its connection with the west edge of the city. The trails and boatways of the Jordan River will suddenly become a downtown amenity, creating a true Range to River recreational network. This “Green Loop” is another signature project of Downtown Rising.

Communities north, south, east and west

As the heart of the greater Salt Lake area, downtown depends on the lifeblood that residents of the surrounding cities and towns provide. Downtown and the regions suburbs have a truly symbiotic relationship – it’s unlikely that one will stay healthy for long without the other. Work must continue to ensure that highway and transit links between the two keep up with population growth, that resources are available to keep both healthy and that political and business leaders foster an open and productive dialogue so that the needs of the central city and suburban communities are mutually understood.

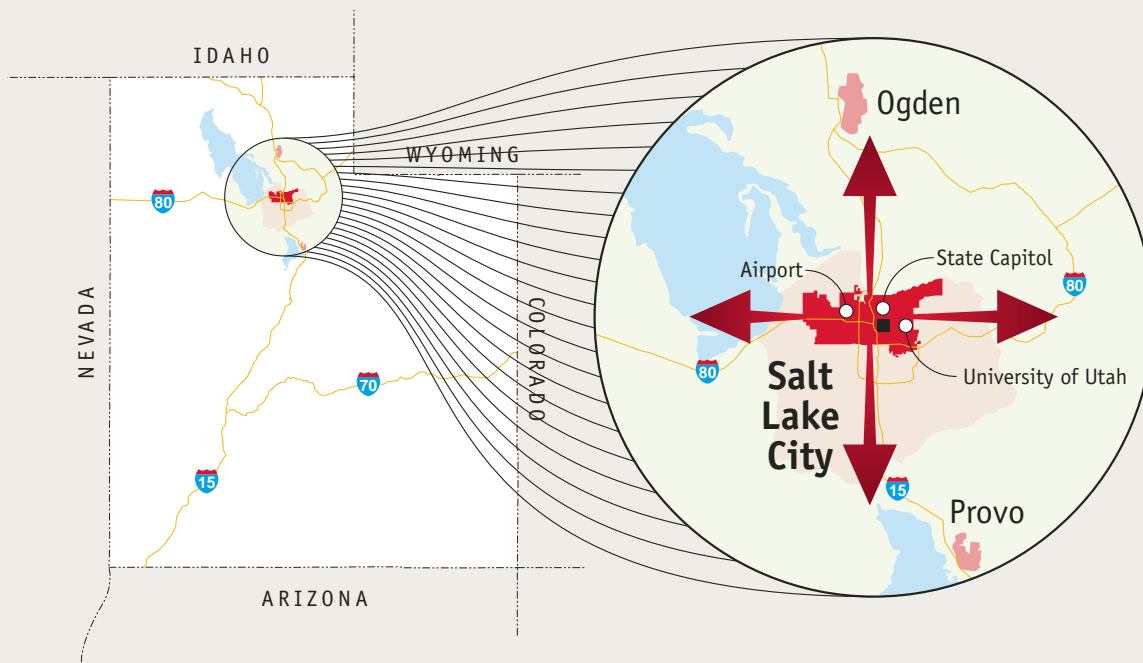




Photo: Steve Greenwood

Our Transportation Network

This is a dramatic time of change for our region's transportation network. In the recent past, the city's main freeway has been rebuilt, a core light rail system has been put in place, spurs connecting that light rail spine are taking shape, commuter rail is being added, and our regional bus network is being adapted to work with all of these changes.

Downtown Rising supports these exciting regional developments, while also endorsing key recommendations of the new Salt Lake City Downtown Transportation Plan process underway concurrently with this effort.

Regional transit

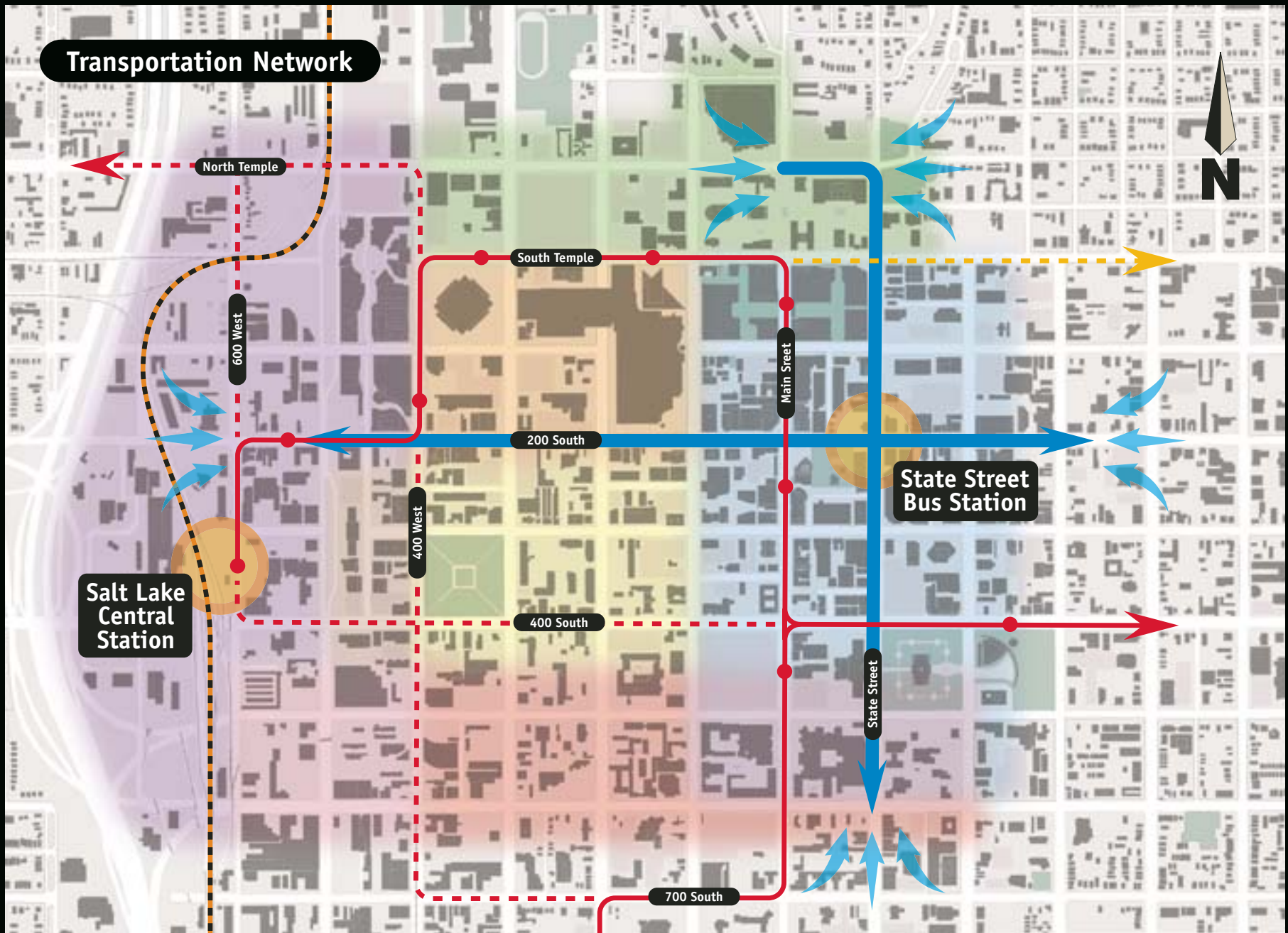
Thousands of employees, students, shoppers and visitors come to downtown Salt Lake City every day from every direction of the compass.

These people provide energy and lifeblood to downtown; they are an indispensable audience for the city's attractions. Downtown thrives with excellent highway connections and, more recently, light rail service. With planned TRAX spurs to western, southwestern and southeastern parts of the valley – combined with commuter rail service to Ogden and eventually to Provo – new ways of getting downtown

will strengthen the city's connection to surrounding areas. What's more, these connections provide new opportunities for downtown residents to visit suburban areas without having to drive a car.

Downtown Rising supports as a signature project the extension of the TRAX system to the Salt Lake City International Airport, to South Jordan, to West Valley City and to Draper. In addition, commuter rail to the Provo/Orem area is a priority, as is the development of a bus rapid transit or light rail corridor north from downtown into southern Davis County.

Transportation Network



- Major Bus Corridor
- Incoming Bus Routes
- TRAX (existing)
- - - TRAX (proposed)
- - - Commuter Rail
- - - Potential streetcar

Map Base Courtesy Commerce CRG



Photo: Steve Greenwood



Illustration: Paul Brown

Salt Lake Central Station

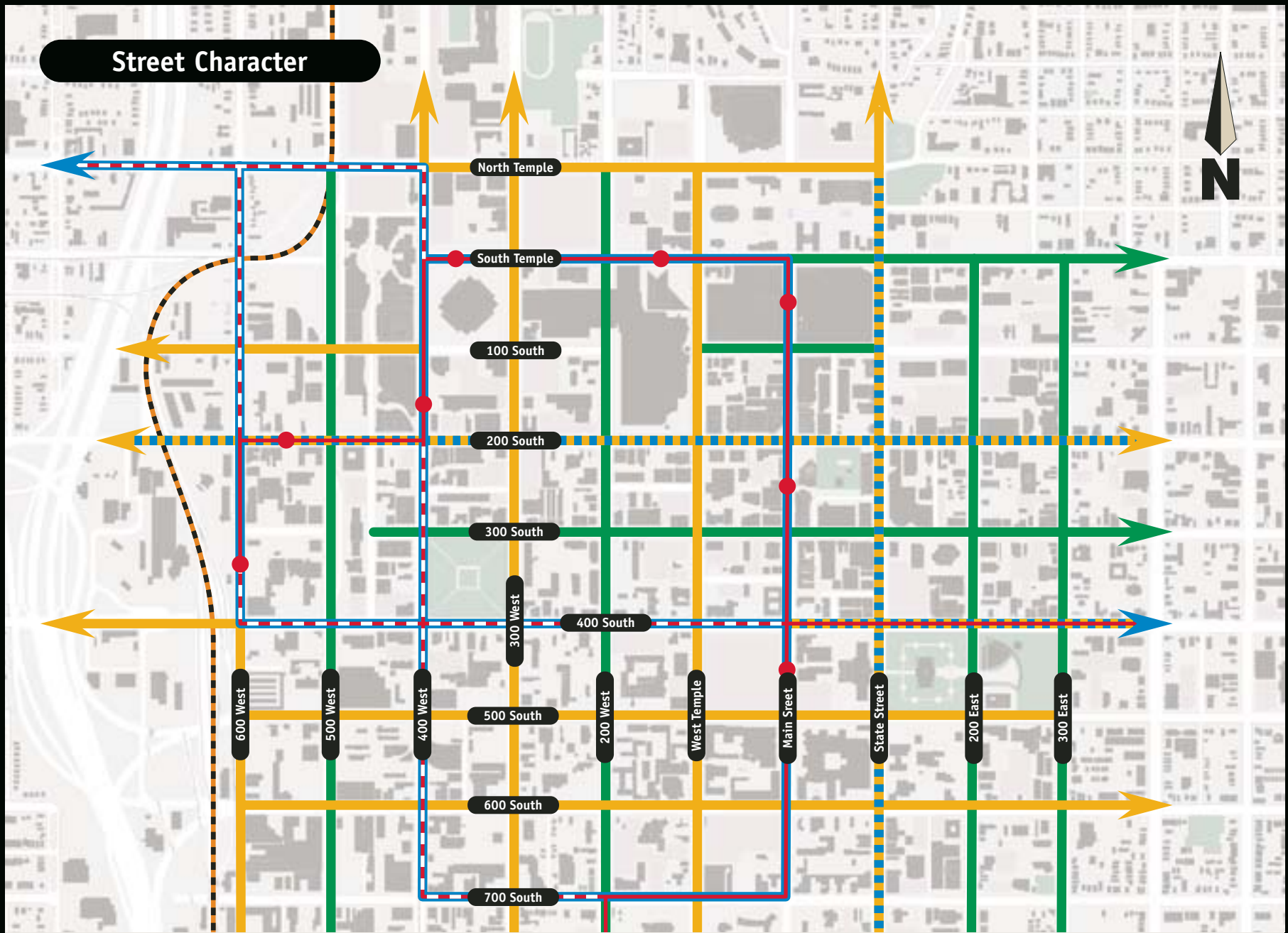
For the past several years, Salt Lake City and the Utah Transit Authority have been working to create a multimodal transit center on 600 West between 200 South and 300 South. This “intermodal hub” is already the home of cross-country coach services, AMTRAK rail service and UTA bus service. TRAX light rail is being extended to the station to provide easy connections to downtown for commuter rail passengers when service to the Ogden area goes on line in 2008.

Downtown Rising encourages UTA and Salt Lake City to proactively develop the surrounding area as a lively mixed-use neighborhood, with a renamed “Salt Lake Central Station” at its heart.

Transit shuttle/circulator

As new routes are added to the TRAX system, it will be necessary to add new tracks in the downtown area to accommodate more trains. This need provides the opportunity over the next five to 10 years to create one or more light rail/streetcar loops downtown. Downtown Rising strongly supports this proposal, which would provide rail service every 3–5 minutes, improving mobility and parking and enhancing regional air quality. In the meantime, UTA plans to simplify downtown bus routes to create shuttle corridors on key streets, such as 200 South and State Street.

Street Character



Downtown Rising supports the designation of streets as either “boulevards,” “transit corridors,” or “promenades.” Here’s the distinction:



BOULEVARD.

Quality design on these key traffic arteries imbues all of

downtown with the feeling of vibrancy. These are the main entry and exit points for people traveling by automobile. A pedestrian would feel comfortable on these decidedly urban, landscaped streets.



TRANSIT CORRIDOR.

Downtown relies on transit. These

corridors put priority on the convenient movement of buses and trains yet cars continue to be welcome. All trips start and end with walking, so these streets must be walkable.



PROMENADE.

While cars are still welcome, the pedestrian gets priority

on these beautiful walking routes.

Street character

Each of downtown’s streets serves a slightly different role – some are key walking routes, others are vital regional traffic arteries and some serve an important role for public transportation. Despite their role for moving traffic, all downtown streets, regardless of their primary function, must be beautiful and convenient for pedestrians.

The following streets are recommended for priority action to improve their beauty and walkability.

200 EAST has the potential to be the focus of a revived urban neighborhood. While automobile traffic would still be a primary use of the street, 200 East could spur development by providing active open space in a “Park Avenue” concept similar to the center park blocks on 500 West or 600 East. Turning 200 East into a dynamic urban street is a signature project of Downtown Rising.

WEST TEMPLE plays a key role in moving automobiles through downtown. Nonetheless, West Temple has a tremendous opportunity to be transformed into a pedestrian-friendly boulevard, linking together major hotels on the south to the Salt Palace, Symphony Hall, City Creek Center and Temple Square complex to the north. Modifications suggested through the Downtown Rising process include:

- Retail uses that greet the street and feature prominent entrances for pedestrians.
- Changes to the Salt Palace façade to provide purposeful pedestrian destinations along the west side of West Temple. These could include a “City History” walk, a linear sculpture garden, kiosks and food carts, and outdoor dining.

- Plant more shade trees, install more wayfinding signs, repurpose turning lanes to create pedestrian refuges, public art or landscaping, and explore reconfiguring on-street parking to provide more parking opportunities.

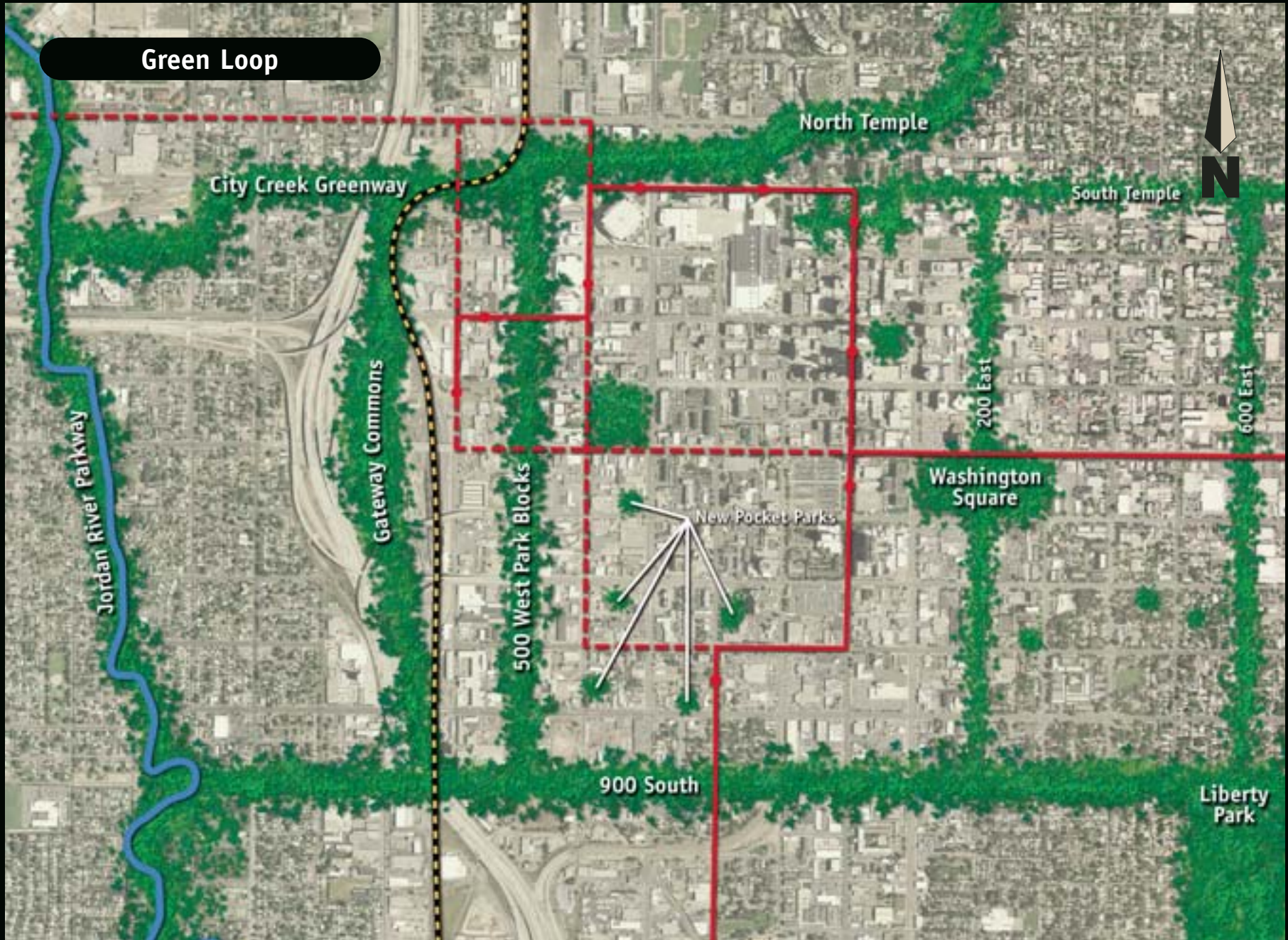
GRAND BOULEVARDS (500 SOUTH AND 600 SOUTH).

These two streets are the principal auto gateways into and out of the city. Both streets should be grand expressions of a capital city; they should provide a more dignified entrance and exit. More-stately and urban boulevards can be accomplished by adding monumental trees and distinctive lighting to form a canopy over the streets, reducing the number of large signs that visually conflict with the concept of a grand gateway, building multi-story structures to the edge of the sidewalk, and preventing visible surface parking lots.

100 SOUTH east of the Salt Palace Convention Center is a prime opportunity to create a new gathering space. Traffic demands on this section are low. A pedestrian-oriented street could showcase the Salt Palace tower and a growing restaurant scene. First South could thus become a linear park filled with people, but still open to auto movement and on-street parking, not unlike Rio Grande Street in the center of The Gateway.

200 SOUTH provides a major link for bus and automobile traffic travelling east to west through the city. It also serves as a critical corridor linking the core downtown area with Salt Lake Central Station.

Green Loop



- TRAX (existing)
- - - TRAX (proposed)
- - - Commuter Rail



Photo: Dwight Allen

Our Path from Range to River

Downtown is blessed with multiple public spaces, wide streets that create a sense of openness, and an enviable closeness to both the foothills and the Jordan River Parkway. Few cities can claim a downtown as close to a mountain environment as ours is to City Creek Canyon.

A significant recommendation of Downtown Rising is the connection of the Wasatch Range with the Jordan River through downtown. This Range to River link will be accomplished by the creation of Green Loops linking downtown with City Creek Canyon, the Bonneville Shoreline Trail, the Jordan River Parkway and Liberty Park. This “Green Loop” is another Downtown Rising signature project and includes new and revitalized ribbons of green parkland and walking and biking paths through the heart of our city. The connections include:

The City Creek Greenway

A row of parks or natural features extends west from City Creek Park (North Temple and State) through Temple Square, with a continuing presence in the Triad Center, The Gateway and extending as a waterway west to the Jordan River Parkway. While these parks should remind

people of the natural feature that once was, they will not necessarily always have water running through them. In some places there will be fountains, in other places they will be lazy places to relax, and at other places they will be a narrow landscaped waterway. As a whole, this new stretch of parks ties together key downtown destinations. As a whole, the Greenway provides the defining recreational amenity for the northern part of downtown.

“Park Avenue” green corridors

200 East and 300 East join South Temple and 600 East as heavily landscaped boulevards – green corridors that connect the city’s parks and recreational amenities. These routes are still fully functioning streets, places with traffic and on-street parking, and yet, they are some of the most preferred places to go for a downtown walk. Their many trees and stronger emphasis on



Illustration: Paul Brown

landscaping soften the adjacent urban environment. As the location of many existing and new mid-rise residential buildings, 200 East holds particular potential for the addition of center park strips to help define this street as the core of an urban neighborhood.

500 West park blocks

The existing park blocks west of The Gateway are extended south to 900 South. These urban oases are the recreation focal points for new urban neighborhoods that emanate out from existing west side lofts.

Gateway Commons

Develop a substantial, meandering and natural path of parks through this reclaimed industrial space in the Gateway neighborhood.

900 South jogging trail

A former rail right-of-way next to 900 South between Interstate 15 and the Jordan River is transformed into a new walking and jogging trail.



Photo: Steve Greenwood

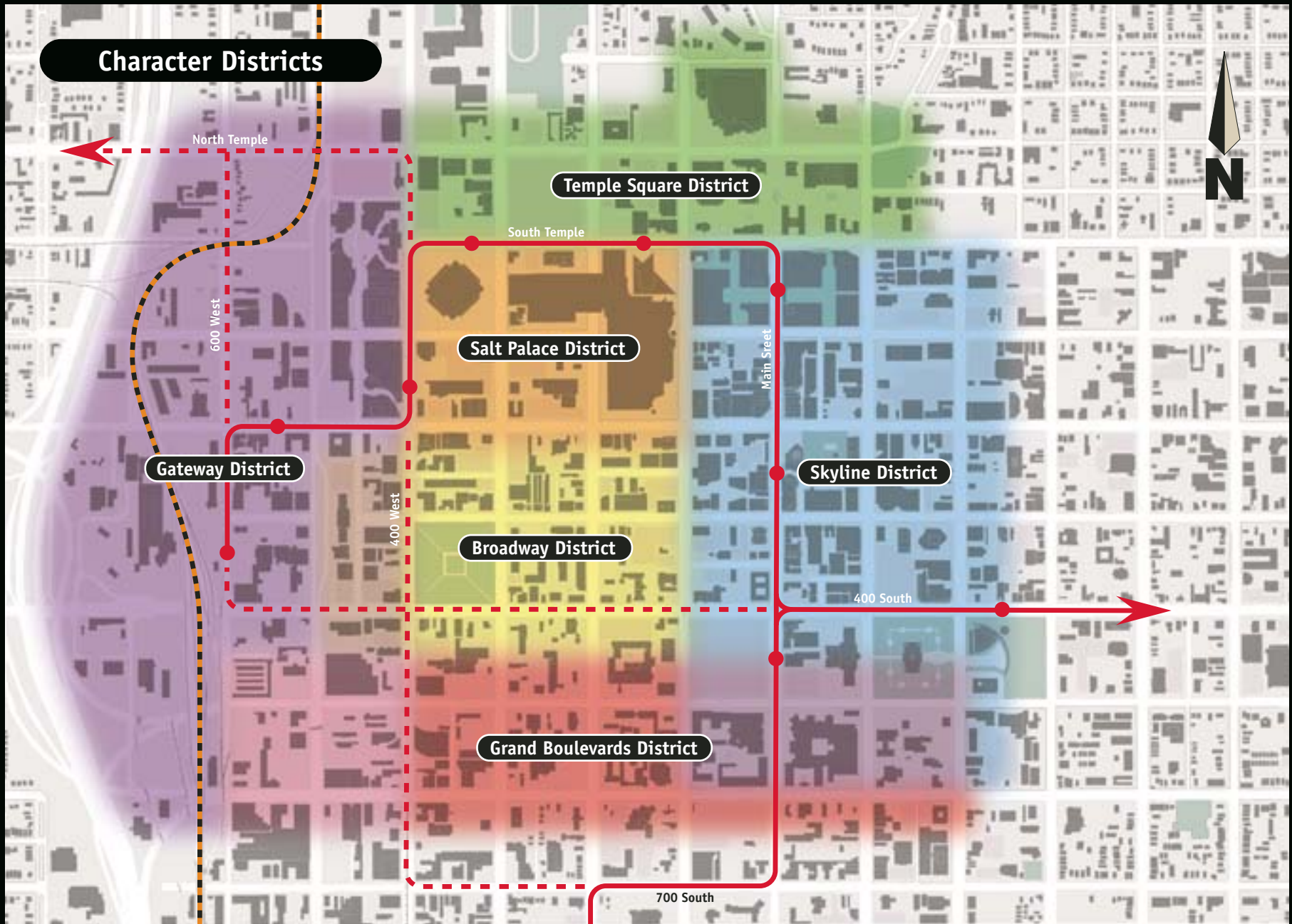
The Soul of Our City: Districts with Character

Downtown Rising recommends establishing and nurturing districts with distinctive character and soul. Districts are defined by a multitude of elements, including predominant users, architecture, the scale of buildings and the materials they are made from, the type of landscaping, and the nature of street uses.

It's important to note that the evolution of districts is an organic process; it will change over time as downtown changes. Also, there are no hard and fast rules about what uses are in a particular district – an art gallery or condos can be in the Skyline District, for instance, or an office tower can be in the Salt Palace District. What's important is that, over time, each district will “feel” different from its neighbors; each will have a distinct sense of place. Downtown Rising will help further this objective by putting more structure to the idea and raising awareness about its importance.

Six broad downtown district designations are recommended through the Downtown Rising process. This means that attention and resources should be focused on building the identities of these districts for residents and visitors. While it's necessary to define relatively distinct district boundaries for them to have meaning, districts will overlap around their edges. Likewise, smaller, historically defined areas, such as Japantown, Greektown and Little Italy, will be respected and nourished within the larger district framework.

Character Districts



- TRAX (existing)
- - - TRAX (proposed)
- - - Commuter Rail

Map Base Courtesy Commerce CRG



Illustration: Paul Brown

Skyline District

The Skyline District is, first and foremost, cosmopolitan. It bustles with activity and purpose; it invokes action and prosperity. Home to downtown's traditional business center along Main Street, the Skyline District is what its name implies – the place for taller buildings, commerce, government activity, entertainment and unique shopping. The Skyline District includes downtown's largest concentration of office workers and a growing number of residents.

It's where a new corporate headquarters building and high-rise apartment buildings feel at home. The new mixed-use City Creek Center anchors the northern edge of the Skyline District. Mid-rise residential buildings line 200 East in a "Park Avenue" concept featuring green parkways in the center of the street, creating a pleasant, leafy pedestrian-oriented environment.



Illustration: Paul Brown

Temple Square District

The calm and tranquil antithesis of the Skyline District to the south is the Temple Square District. It is green, contemplative and at a slight remove from the material world. Centered on the majestic Salt Lake LDS Temple, built with pioneer determination over 40 years, the Temple Square District is the historical spiritual heart of downtown. It contains not only the important religious buildings on Temple Square itself – the city’s and state’s largest visitor

attraction – but also a major employment center at the The Church of Jesus Christ of Latter-day Saints office complex, and a new higher-education center composed of the LDS Business College and Brigham Young University’s Salt Lake City extension. The Temple Square District has promising opportunities for serving as a key link in efforts to connect the Wasatch Range with the Jordan River Parkway by a network of Green Loops.



Illustration: Paul Brown

Broadway District

The Broadway District is one of the places Salt Lake City goes to have fun. It is the lively epicenter for the arts, culture, entertainment and hospitality. It is animated, bold and lively. The Broadway District takes its cue both from the historical name for 300 South – Broadway, which the district is centered on – and from the quintessential home for theater and entertainment in New York. The Broadway District contains the theaters, art galleries, restaurants and bars that make downtown the cultural center of the

Intermountain West. The Broadway District is home to growing population of residents living in new condos and converted loft-style flats, and it includes the Downtown Public Market, located in a permanent home in Pioneer Park or elsewhere in this area. The District is enlivened by the creation of interesting places for bars, restaurants and shops in the interior of blocks, connected to the street by pedestrian passageways.



Illustration: Paul Brown

Salt Palace District

The Salt Palace District is all about hosting and caring for our visitors. It feels welcoming, friendly and gracious. With the newly expanded Salt Palace Convention Center at its core, the Salt Palace District is the place for conventions and trade shows and their related hotels and services, the place people temporarily call home while visiting the city. Because of its focus on visitors, the Salt Palace District is closely intertwined with and overlaps the Broadway District, and could serve as home for a large performing

arts center to house professional traveling shows and other events. The Salt Palace District will also be the site of a future convention-headquarters hotel featuring up to 1,000 rooms. This district is also one logical home for a future Global Exchange Place, a group of buildings that could include an international mediation center, a language translation facility and educational components – all gathered around a pedestrian-oriented plaza.



Illustration: Paul Brown

Gateway District

The Gateway District is entrepreneurial, lively and inventive. It is an incubator for new enterprises and creativity — the place where artisans, writers, entrepreneurs and others congregate to live, work, shop and converse. It's warehouse spaces are filled with art galleries, high-tech businesses, unique shops and one-of-a-kind restaurants. The Gateway District encompasses a broad swath of downtown stretching west to Interstate 15 and including several sub-districts such as the Rio Grande District, Granary District and

The Gateway shopping district itself. As the name implies the Gateway District is key to downtown as the entry point for most visitors via automobile, light rail, bus and commuter rail. It is home to the new Salt Lake Central Station, the intermodal transit hub that will grow in importance along with the downtown and regional rail network. Its excellent transit connections, supply of warehouse structures, superb shopping and undeveloped land make the Gateway District a center of focus for Salt Lake City's growing downtown.



Illustration: Paul Brown

Grand Boulevards District

The Grand Boulevards welcome the world to downtown Salt Lake. This district includes the foremost entry corridor from the Salt Lake International Airport and is also home to many of Downtown's hotels. With many hotels, it is truly a hospitality neighborhood. As such, the Grand Boulevards offer an outstanding first impression. The dominant features of this district are 500 South and 600 South

leading to the doorstep of the Grand America Hotel. Buildings here clearly have the strongest presence on the street – creating an urban ambience – while stately landscaping hints at the beauty further within downtown. The urban design is monumental, befitting the width and character of these Grand Boulevards.

S I G N A T U R E P R O J E C T S



Regional Rail Network



Green Loop



Dynamic Urban Living/Park Avenue



University Boulevard



Global Exchange Place



Performing Arts Center



Public Market



Sports and Fitness Center

Downtown Rising proposes a series of individual projects. Each of these will add immensely to the life and purpose of downtown on their own, and together they will make Salt Lake City one of the most livable and prosperous cities in the nation.

Making our Mark

In keeping with the example set by the Second Century Plan, Downtown Rising recommends eight signature projects. Several of these have been described in the preceding pages — regional rail network, green loop, dynamic urban living and University Boulevard. Read on to learn about other key projects.



Illustration: Sara Jensen

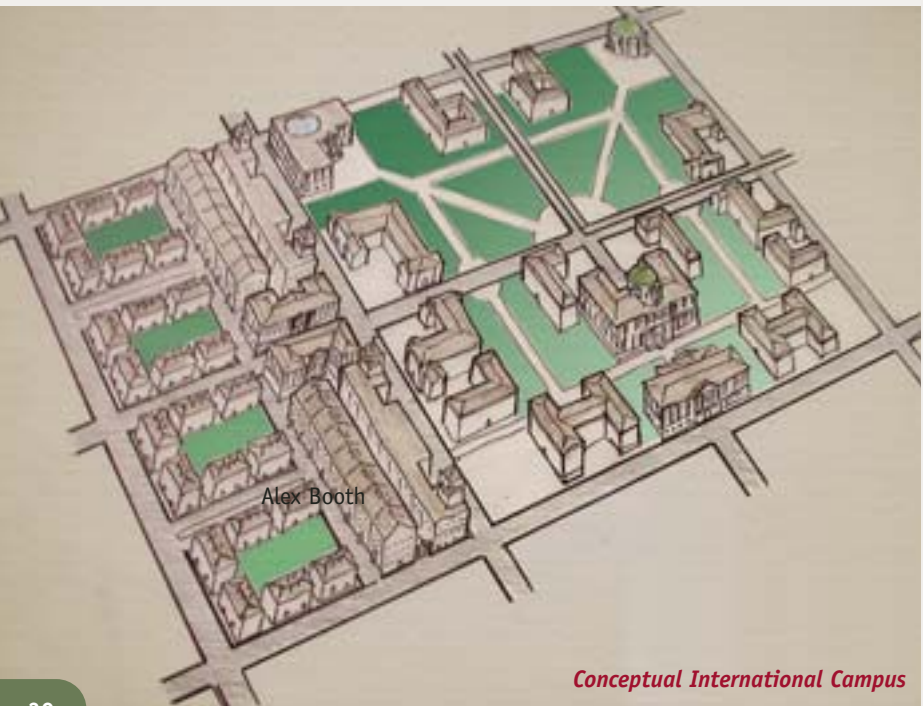
Global Exchange Place

As the tsunami of globalization washes over the earth, Utahns must become more globally aware and more globally engaged. For Salt Lake City (and Utah) to reach its full potential it needs to grow as a World City and hub of connectivity. World Cities develop and prosper largely by what flows through them (people, information, knowledge, business, money, culture, professional and academic association, friendship and humanitarian ties) and by the networks they create. In building Salt Lake City into a more powerful and

significant hub, we need to define our niche and fully utilize our strengths. Here are the key components of our global strategy.

World Trade Center Utah

The newly created World Trade Center Utah (WTC Utah) will be key to connecting Utah in the globalized world. This public/private partnership will bring together in one place the now-scattered government and nonprofit economic development agencies and



Alex Booth

Conceptual International Campus

Illustration: Paul Monson

private sector international service providers into a single premier downtown Salt Lake City location. WTC Utah plugs Utah businesses into the global network of some 300 World Trade Centers and more than 750,000 private businesses in 90-plus countries around the globe. It will also help connect businesses to people living all over the world that have ties to, and an interest in, Utah. WTC Utah will be tied closely to local chambers of commerce, universities and colleges.

Conflict resolution and peace studies center

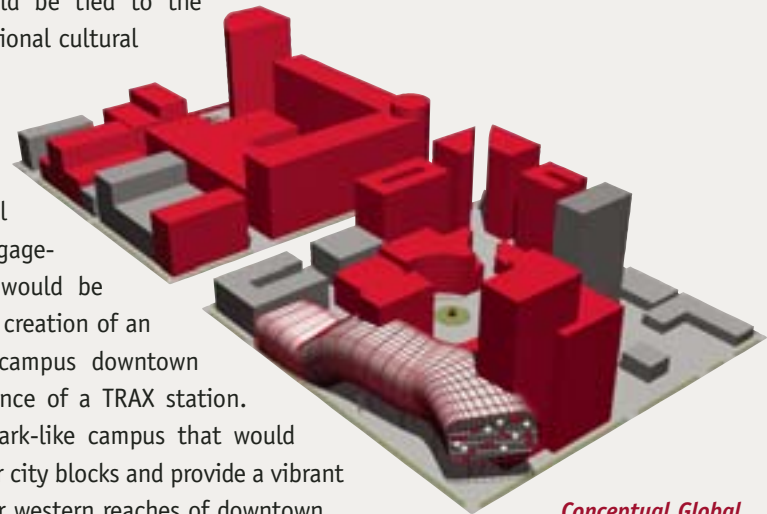
“People everywhere feel a profound yearning for the unity of the human race and . . . are greatly disturbed by the brokenness of the human community along religious, cultural, economic and political lines,” observed Dr. Joseph Kitigawa, formerly of the University of Chicago. Utah can do something about that. Building on our Olympic legacy of friendship and goodwill, Downtown Rising recommends that a university-associated conflict resolution,

mediation and peace studies center be created in our capital city. By focusing on the good that is shared in common by the world’s great cultures and religions, on increasing understanding and respect between groups and on working together for the common good, the Center could become a significant contributor in bringing people of the world more in harmony with each other, a leader in development of a global ethic, and a great world center for building peace and brotherhood. The Center would also increase appreciation for the beauty of various cultures and for the enrichment that comes through healthy differences. Humanitarian and other outreach efforts of Utah nonprofits should be tied to the Center, as should international cultural preservation activities.

International Institute

The vibrancy, international ambience and global engagement of Salt Lake City would be enhanced dramatically by creation of an international university campus downtown and within walking distance of a TRAX station. What’s envisioned is a park-like campus that would occupy at least one to four city blocks and provide a vibrant anchor for the southern or western reaches of downtown.

This campus could house programs like Salt Lake Community College’s Executive Global Marketing Program, the University of Utah’s Institute for Public and International Affairs, the International Studies Program, the Middle East Center, the Asian Studies Center, the Latin American Studies Center, the Tanner Center for Nonviolent Human Rights Advocacy, the Peace and Conflict Studies Program, and other international programming. A foreign language institute would help build, highlight and leverage Utah’s unique advantage in foreign language skills and could help Utah to become known as a language capital of the world. International student housing, a conference center and central commons area are other potential components.



Conceptual Global Exchange Place

Illustration: Alex Booth



Illustration: Michael Dolan

The Majestic Theater in San Antonio, Buell Theater in Denver, Milwaukee Theater, Heinz Hall in Pittsburgh and many others have served as artistic and economic catalysts for those communities. There is no reason the same will not prove true in downtown Salt Lake City.

Performing Arts Center

Salt Lake City has always been a center of the arts in the Intermountain West. The Salt Lake Theater was one of the first structures built by the Mormon pioneers after their arrival in 1847. The arts have remained an important social, cultural and economic resource for downtown Salt Lake City since then. A recent national survey concluded the city supports nearly 9,000 jobs and 776 arts-related businesses and non-profit organizations.



Photo: Provided by University of Utah College of Architecture and Planning

Many of Utah's major arts and cultural institutions and facilities are located in downtown Salt Lake City, including Abravanel Hall (home of the Utah Symphony), Capitol Theatre (home of the Utah Ballet and operatic performances by Utah Symphony and Opera), Clark Planetarium, the Rose Wagner Performing Arts Center, Discovery Gateway, Salt Lake Arts Center, Salt Lake Film Center, LDS Church Museum of History and Art, Temple Square, the Salt Lake City Library and the Museum of Utah Art and History.

Arts presentations and performances attract more than 800,000 people per year to downtown Salt Lake City. Those attending enjoy free and paid performances, monthly gallery openings and exhibitions, and a lively and ongoing animation of our city by artists and performers living, working and transforming downtown neighborhoods.

Two studies commissioned by the public and private sectors in the past 10 years have identified growth opportunities in our arts and cultural offerings. Perhaps the most impactful of these recommendations is the creation of new performing arts theater to accommodate as many as 2,500 patrons and be the centerpiece of a new performing arts complex.

A new theater would accommodate professional touring shows, musical and family shows not currently able to schedule in this market, and a small number of larger performances by existing arts groups. Because of scheduling conflicts with existing arts organizations, the limitations of Abravanel Hall as a specialized symphony venue, and the lack of adequate seating and size at the Capitol Theatre, a new performing arts theater would fill a gap in our current performance offerings.

The studies and market analysis have shown that our growing market and population can support a new theater and the performances it can attract, while coordinating with existing arts organizations through careful planning, management and scheduling. Cities around the country have found that integrating a large, new theater into their communities' performing arts repertoires has increased the excitement of the public for the arts, has become a catalyst for growth and redevelopment downtown, and has brought people downtown to enjoy the full array of cultural offerings.



Illustration: Paul Brown

“A permanent public market will serve as a vital community gathering place for residents and as a unique visitor attraction.”

– Jack Gallivan, emeritus publisher *The Salt Lake Tribune*

Public Market

Imagine a great open pavilion in downtown Salt Lake City filled with hundreds of people shopping at dozens of booths and stalls brimming with fresh flowers, locally grown fruits and vegetables, meats, cheese, specialty food items from around the world, and the freshest baked goods available. The centerpiece of this enclosed pavilion is a massive fireplace, made from granite from the nearby



Photo: Courtesy of Downtown Alliance

Wasatch Mountains, where people socialize, sample products and listen to local performers strolling among the booths. Residents and visitors mingle among the produce, prepared foods and locally made clothing and artisan wares, enjoying the best of Utah's natural and hand-crafted offerings.

This type of traditional shopping, socializing and gathering in a public market has been part of human experience from the time cities first formed. From the ancient Greek agoras, to the produce markets in downtown Salt Lake City at the turn of the century, to the successful 15-year-old Downtown Farmers Market, markets are not just a shopping experience, they are community gathering places, civic institutions, and a valuable component in downtown development plans.



Public markets are not a strictly retail shopping experience. A public market provides an inexpensive, enclosed, year-round home for our local growers, chefs, food artisans and others to share their goods. Public Markets complement and work with existing farmers markets to extend the season in which these local entrepreneurs can build year-round businesses, rather than just a weekend sideline. Public Markets are ideal venues to co-locate the best of an area's ethnic food and produce offerings under one roof.

The popularity of the Salt Lake Downtown Farmers Market and Downtown Arts and Crafts market, one of the largest seasonal markets in the U.S. (it attracts more than 200 vendors each week and 150,000 visitors during the season), demonstrates the public yearning and support for an authentic, down-home food and community experience. Utah produces more than \$200 million a year in food products; a year-round public market provides a perfect opportunity to showcase local goods.

Downtown Rising believes the time is right for a Downtown Public Market. A market will be a focal point to educate people about the value of locally grown healthy produce, eating right and well, and how to prepare foods in imaginative and creative ways. A culinary school, cooking demonstrations, educational classes, and special food events will be natural additions to a public market.

Joining the best of Utah's food, arts, crafts and products in one central downtown location will reinforce downtown living, connect our urban and rural communities, and create a unique one-of-a-kind attraction in downtown Salt Lake City.

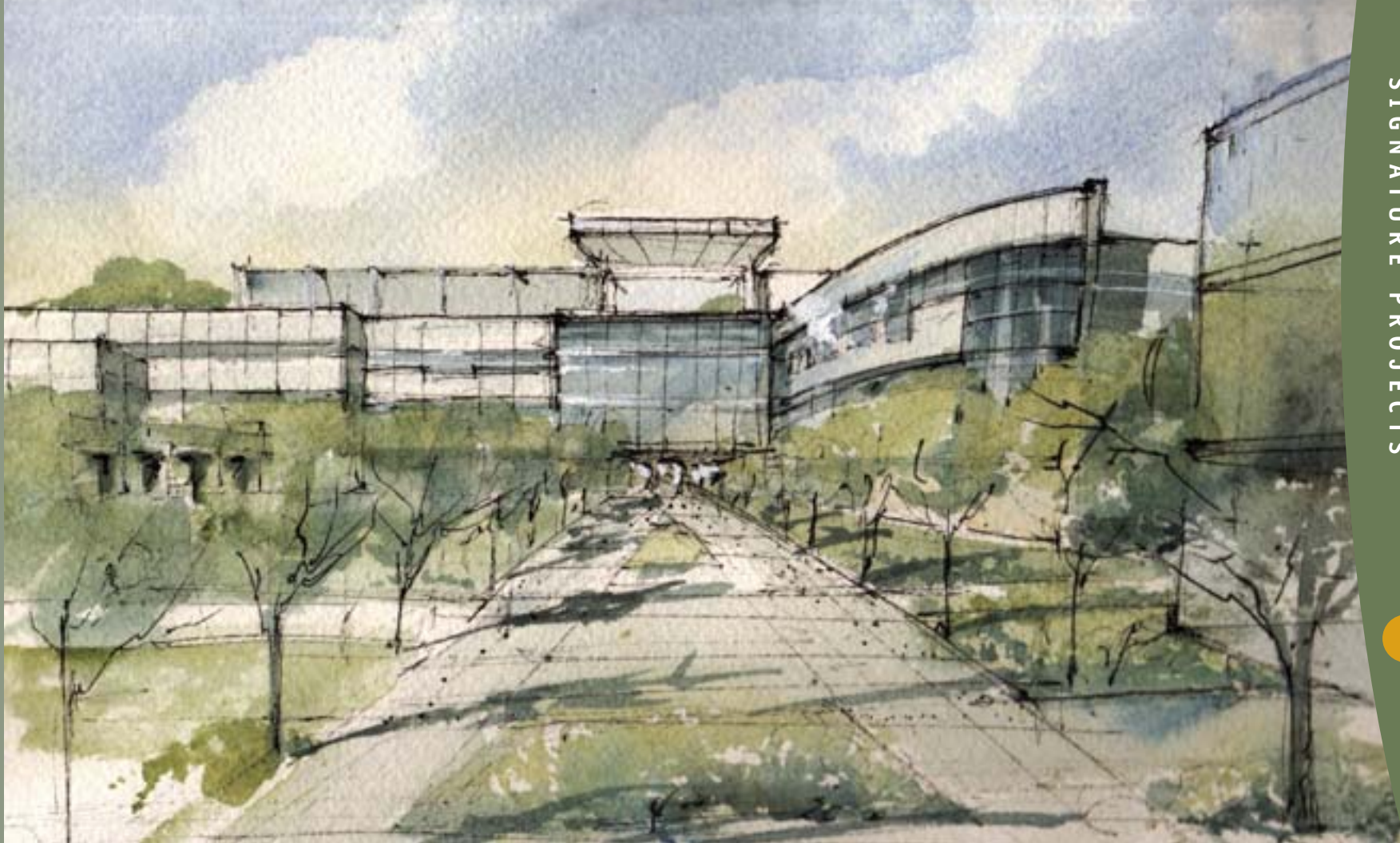


Illustration: Paul Brown

"Salt Lakers are already among the healthiest people in the nation. Let's build upon this reputation by providing residents and visitors with a flagship, and distinctly metropolitan, health and fitness center right in the heart of the capital city."

- David N. Sundwall, MD, Executive Director, *Utah Department of Health*

Sports and fitness center

Salt Lake City is one of the healthiest cities in the nation. With a river parkway and towering peaks nearby and a canyon that leads right into downtown, the city has enviable outdoor recreation opportunities. While downtown boasts several private gyms, it lacks a major public community recreation center.

Downtown Rising believes Salt Lake City must invest in staying healthy. A downtown health and fitness center, ideally located along



the Green Loop and near a TRAX line, is a needed facility. It could be a gathering place for the growing number of people living downtown and an amenity for those working and visiting downtown.

This facility should be not only the flagship public gymnasium for our region – complete with swimming pools, tennis courts, basketball courts, running track and weight room – but also a major community center, with support services like meeting rooms, elder center, day care, coffee shop and restaurant. It also might feature a drop-in clinic and sports fitness center in association with a local

hospital. Providing sports activities for children, perhaps supporting private, public and charter schools in and near downtown, is also a viable opportunity.

At least part of the fitness center should feature a grand space, befitting an important public building. This could be a reuse of an existing or historic grand space. The idea is to recall, at least on some scale, the great public baths of the classical era.



Jack Gullivan, one of the original participants in the 1962 Second Century Plan, is recognized at the Alta Club launch of Downtown Rising, May 31, 2006.

“A clear vision, crafted by the decisions of a city’s business and government leaders, can meld a multiplicity of wills into a positive, unified action to substantially change the character of a city.”

Edmund Bacon, renowned architect and urban planner whose vision helped shape modern Philadelphia.

“It can be done... by many combinations of easy steps.”

The authors of the Second Century Plan issued these instructions as they set out to achieve their vision to create the Salt Palace Convention Center, Abravanel Hall, City Creek Park, and many other improvements that we enjoy today. We desire to build upon their legacy by leaving behind a superb and significantly improved downtown.

Implementation structure

Implementation requires meaningful action. And meaningful action requires structure, a sensible order to how we make progress, one step at a time. The leaders of Downtown Rising have adopted a structure similar to the configuration of modern economies – that of global, regional and neighborhood.

Unlike the “old” way of doing things – typically federal, state and local – modern economies and societies organize themselves in the categories of global, regional and neighborhood. We live in a global economy, where regions (not a political jurisdiction, but rather an area with a shared labor market, broadcast area, and centers for trade and commerce) compete for economic relevance. Regions are most effective when they have a globally-connected, metropolitan world city at their core. High-quality neighborhoods that attract and keep the talent necessary to be successful in the information age are another component of successful regions. The Downtown Rising vision relates to all three of these categories and will adopt a parallel structure to achieve our vision.

The international components of our vision will be catalyzed and coordinated through local international leaders. Prominent entities like the World Trade Center Utah Board and the Governor’s Global Strategy Council will take a leading role.

The Salt Lake Chamber Board of Governors will direct the regional components of our vision, making steady use of Chamber committees and the broad membership, which includes members from multiple states and all of Utah’s 29 counties.



Keith Rattie and Clark Ivory, current chair and past chair of the Salt Lake Chamber Board of Governors, converse at a Downtown Rising Convener meeting.

Similarly, the Downtown Alliance will lead neighborhood implementation efforts, focusing appropriately, and in partnership with Salt Lake City and Salt Lake County, on the Central Business Improvement District. The Alliance will also make use of its existing committee structure to implement the vision.

Successful implementation for all three organizational levels will require the pro-active partnership and leadership of many other public and private entities and organizations.

Principles

The Downtown Rising leaders have agreed to follow these guiding principles as we implement the vision:

- **Collaborative** — We will actively seek partnerships that will help to achieve our vision. We view the State of Utah, Salt Lake County and Salt Lake City as key partners. In addition, Utah's other 28 counties and 241 cities and towns have a stake in downtown's future; we will seek their support. We will also build alliances with the many other entities and organizations with responsibility and ability to effect positive change downtown.
- **Public leadership/market-led implementation** — We recognize that state and local government leaders will need to provide the community foundation for market-led implementation. We pledge to work with government leaders to identify the most cost-effective public investments. We will seek implementation strategies that are market-based. By combining our spirit of community with our spirit of enterprise, we can realize the future that we have envisioned.



Photo: Steve Greenwood

- **Targeted** — We will prioritize how we spend our resources so that we can accomplish this vision effectively.
- **Community-based** — Downtown Salt Lake City is everybody's downtown. We will continue to involve the public and seek their input.
- **Common information base** — We will work from a common base of information to improve downtown. Where necessary, we will secure the needed studies and research to be certain that decisions are made based on sound information.
- **Sustainability** — We will build on Salt Lake City's reputation as a place that respects the local and global environment and develops in ways that are healthy, sensitive and sustainable.



Photo: Steve Greenwood

“Now is the time to build and to beautify, to strengthen and to bond, to be proud of our community and to do all we can to make it a place which all can enjoy and for which all can be grateful.”

These words, spoken by President Gordon B. Hinckley of The Church of Jesus Christ of Latter-day Saints, capture the sentiments of business and community leaders of all backgrounds who are making an unprecedented investment in Utah’s capital city.

- **Humanitarian** — We embrace a vision for our city that is about much more than buildings and places; visions are about people and their ability to live fulfilling and productive lives. Human service issues such as caring for downtown’s homeless population are worthy of further examination and discussion. We commit to work with community leaders to address this and other humanitarian issues.
- **Vigilance** -- We view this vision as a "living vision" that will be updated and supplemented over time.

Implementation tools

Downtown Rising leaders will formally request the support of elected officials, form blue-ribbon panels, and proactively share the vision through a speakers’ bureau to build support and make progress. We will continue to seek the input of the public and all of the information generated for this vision will be shared with Salt Lake City to be used in future updates of the downtown master plan.

- **Envision Utah Quality Growth Strategy** — We will also request that Envision Utah, one of the nation’s most enduring and respected quality growth partnerships, formally adopt the Downtown Rising vision into the region’s Quality Growth Strategy. This strategy provides a blueprint for the entire region’s growth and development and the capital city should be at its core. Incorporating the Downtown Rising vision into the region’s growth strategy will further institutionalize the ideas and provide another important catalyst for implementation.

Timeframe

Implementation will occur in three phases: near-term (first three years), mid-term (four to 15 years) and far-term (16+ years). This is intentional, as many of the recommendations can be completed right away, while others will require significantly more discussion, analysis and planning. This immediate and long-term view is consistent with the original Second Century Plan, and more importantly, with the recommendations we have made.

We have a remarkable capital city, born as a master-planned community, located in a stunning natural setting, and endowed with prime economic and cultural assets. Salt Lake City is on the rise and has the potential for greatness. With spirited commitment and entrepreneurial energy, we commend and commit our collective efforts to make the Downtown Rising vision a reality and invite others to join us.



Prescott Muir, past chair of the Downtown Alliance Board, presents ideas at the University of Utah, College of Architecture and Planning studio for Downtown Rising.

“With good will and talented people, anything is possible.”

Louis Zunguze, Salt Lake City Community Development Director

The Process

What became Downtown Rising began as a series of quiet conversations between key members of the downtown community. The idea was to create a collaborative process that would help guide downtown to the next level of advancement by rekindling the kind of forward-thinking spirit that made the Second Century Plan from the early 1960s a legendary accomplishment in the city’s history.

The Salt Lake Chamber and Downtown Alliance took up the charge and formally launched Downtown Rising in May 2006 as a business-led collaborative effort to create a bold and exciting long-range vision for downtown Salt Lake City. The Downtown Rising participants would create, communicate and cultivate a unified vision, provide regional context between the city core and surrounding suburbs and exurbs, ensure everyone is working towards the same goal and assist with construction mitigation.

While purposely led by the business community, the Downtown Rising process has involved a broad cross-section of the community through a variety of methods.

A snapshot of downtown

The process began with a high-profile kickoff event in May 2006. Invitations were sent to business and community leaders that included a camera and instructions to capture those elements that help create a vibrant downtown. Hundreds of photos were submitted to Downtown Rising; people included everything from the very small (curbs and gutters) to the very large (plazas and buildings). Some people even sent in images from cities in other states and countries.

Conveners and Cabinet

A group of Conveners, comprised of prominent leaders from Salt Lake City’s business community, were called upon to lead the Downtown Rising effort. Hands-on policy and technical advice was provided by the Cabinet, which consists of working professionals who are knowledgeable about regional and city issues. Each group met half a dozen times, sometimes separately and sometimes jointly, to hear reports on various aspects of the effort and provide counsel from their diverse perspectives.



Downtown Rising Convener meeting at the Salt Lake Chamber.



Participants listen to ideas presented during the University of Utah studio for Downtown Rising.

Design Workshop Internship Charrette

Design Workshop, an urban planning and landscape architecture company with an office in Salt Lake City, focused their 2006 student internship program – an intensive 10-day design exploration – on Downtown Rising. This visioning charrette brought together 15 of the nation’s top students in urban design, planning, landscape architecture, real estate, business and environmental planning to formulate strategies, which were then presented to members of Downtown Rising’s Cabinet and Conveners.

Public Involvement

In August 2006, Downtown Rising reached out to citizens statewide to generate feedback to preliminary ideas to help define the vision for downtown. A 32-page newspaper insert reached more than 250,000 Utahns. Readers responded to the draft vision by mailing in thoughts or commenting via the Downtown Rising website.



Newspaper inserts were distributed to 250,000 people sharing the draft Downtown Rising vision.

Members of the Downtown Rising team made hundreds of presentations to various groups. “Visual preference” surveys were conducted in key locations around the city, allowing 300 residents to react to images of what makes an ideal downtown. More than 150 attendees at workshops for members of the public and downtown businesses used maps and paper models to respond to the draft vision and brainstorm changes.

The public involvement process found there was a high level of support for a healthy downtown and for a visioning process to keep it that way — 85 percent of those who replied to the newspaper questionnaire and online survey said they supported the draft vision and its ideas.



Local architect and Salt Lake City Councilman Soren Simonsen shares his ideas for the Downtown Rising vision.



Research Teams

Dozens of technical experts and advisors were organized in Research Teams to provide specific support in key areas, which included World City, Education, Green City, Transportation, Hospitality, Arts and Culture, Main Street, Business-Friendly, and Urban Living. These teams probed, analyzed and made recommendations in the form of reports to the Conveners and Cabinet members.

University of Utah, College of Architecture + Planning

The University of Utah College of Architecture and Planning sponsored a seven-week, architecture studio for the Downtown Rising effort. This concentrated process combined the work of five volunteer professional mentors from the American Institute of Architects, an urban design professor and 10 graduate students to analyze what was developed as part of the Downtown Rising process and assist with urban planning elements, the framework plan, as well as renderings to be used in the final vision. Several of the students' concepts are included in this vision document.

Key Partners

In addition to the business, technical and community leaders, several entities joined Downtown Rising in a formal partnership to provide professional support:

■ Salt Lake City Corporation

As a full and enthusiastic partner in Downtown Rising, Salt Lake City Corporation has provided technical assistance, resources and staff support. Many city staff members have served on the Cabinet or as Technical

Advisors. The City has used the Downtown Rising process as one of the outreach components for the update of the Downtown Master Plan. In addition, all of the technical work and public comment from Downtown Rising will be archived within the Salt Lake City Planning Department.

■ American Institute of Architects

The Utah Chapter of the AIA selected Downtown Rising as their community service program for the AIA's 150th anniversary. As a result, Downtown Rising will be among other community visions as part of the BLUEPRINT FOR AMERICA – a nationwide community service program sponsored by AIA to create a vision for America's communities. Members of AIA have served on the Downtown Rising Cabinet and have provided technical assistance. This partnership is in keeping with AIA's significant contributions to the original Second Century Plan, which included thousands of volunteer hours.

■ Envision Utah

Envision Utah provided technical support for the Downtown Rising process and vision. Envision Utah led many Downtown Rising meetings and was represented at the Convener and Technical Advisor levels. In addition, Envision Utah conducted community visioning workshops and visual preference surveys, as well as provided urban planning support throughout the process.

For more information visit the Downtown Rising web site: www.downtownrising.com

Downtown Rising owes its creation to a group of talented and community-minded people who have given generously of their time and resources. The collaboration includes a broad cross-section of business and community leaders, technical experts, and other publicly engaged people. Many are listed below (sometimes more than once because of their multiple contributions). Others have been silent contributors. Throughout the process, elected officials have served in an ex-officio role advising the collaboration. To all, mentioned or unmentioned, we extend our heartfelt thanks.

Conveners, Cabinet and Technical Advisors

Mike Allegra
 Scott Anderson
 Neil Ashdown
 Pamela Atkinson
 Doug Barber
 D.J. Baxter
 Lane Beattie
 Scott Beck
 Curtis Bennett
 Bruce Bingham
 Cynthia Bioteau
 Roger Borgenicht
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 Jim Wood
 Kevin Young
 Louis Zunguze

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University of Utah Planning Studio, AIA Mentors and Other AIA Professionals

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Design Workshop Professional Internship

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 Terrall Budge
 Genevieve Buentello
 Jennifer Dahm
 Shannon Forry
 Sandra Garay
 Shafee Jones-Wilson
 Bharati Karmarkar
 Aaron Nelson
 Andrew O'Neill
 Bill Staley
 Chuck Ware
 Douglas Woodruff
 Greg Wolfgang
 Iping Yang
 Xiaoyu Zhang
 Natalia Zoldak

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 Deseret Management Group

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 Downtown Alliance
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 Questar
 Salt Lake City Corp.
 Salt Lake County
The Salt Lake Tribune
 Sam's Club
 Sinclair Oil
 State of Utah
 University of Utah, Dept. of Architecture + Planning
 Utah Transit Authority
 Wasatch Properties
 Wilkinson Ferrari & Co.
 Zions Bank

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TANNER
INSPIRED BY COMMUNITY



Salt Lake Chamber
Utah's Business Leader™

DOWN TOWN SALT LAKE CITY
SLC Alliance
IT'S THE PLACE an affiliate of the Salt Lake Chamber



Envision Utah
How we grow matters.

This Downtown Rising publication is a product of the Salt Lake Chamber. Editorial content was provided by Wilkinson Ferrari and Co., in conjunction with the Salt Lake Chamber, Downtown Alliance, Utah chapter of the American Institute of Architects and the University of Utah College of Architecture and Planning. Art Direction and design by Paul Springer, Bailey-Montague Graphic Design.



GATEWAY DISTRICT

The Gateway District offers superb shopping, entertainment and dining experiences, all in a professional, entrepreneurial, lively and inventive setting. It is the place where artisans, writers, entrepreneurs and others congregate. The Gateway District's excellent transit connections, supply of warehouse structures, premier shopping and undeveloped land make this area a center of focus for Salt Lake City's growing downtown.



SALT PALACE DISTRICT

The Salt Palace District feels welcoming, friendly and gracious as it hosts visitors at the Salt Palace Convention Center at its core. It is the place for conventions and trade shows and their related hotels and services. Because of its focus on visitors, the Salt Palace District is closely intertwined with and overlaps the Broadway District, and could serve as home for a large performing arts center to house professional traveling shows and other events, as well as a future convention-headquarters hotel.

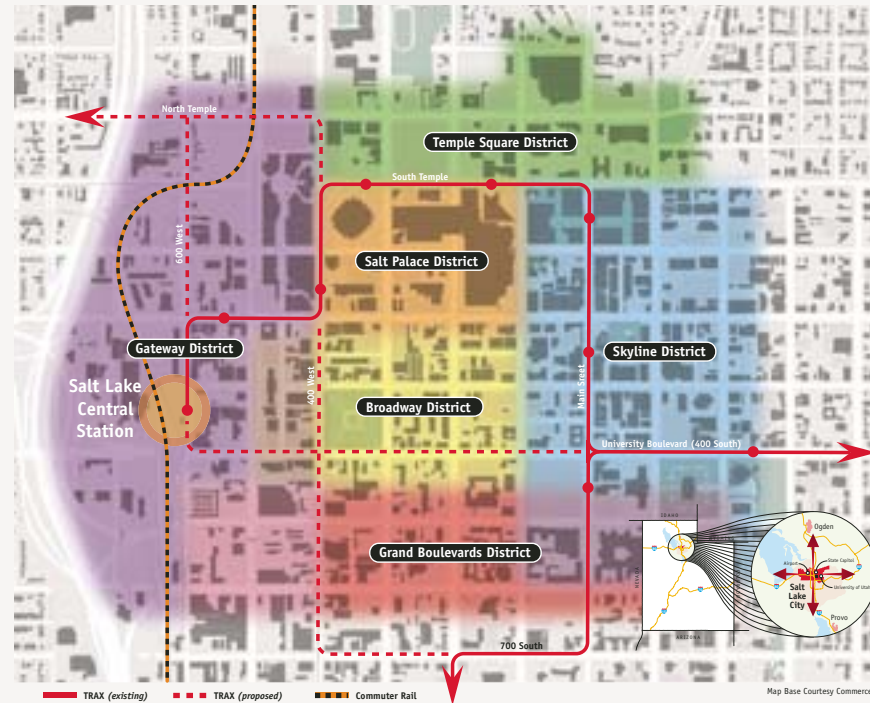


BROADWAY DISTRICT

The Broadway District serves as the lively epicenter for the arts, culture, entertainment and hospitality. It is animated, bold and vivacious. Carrying the historical name for 300 South and the quintessential home for theater and entertainment in New York, the Broadway District contains the theaters, art galleries, restaurants and bars that make downtown the cultural center of Utah.

THE SOUL OF OUR CITY

CHARACTER DISTRICTS



"It can be done... by many combinations of easy steps."

The authors of the Second Century Plan issued these instructions as they set out to achieve their vision. We desire to build upon their legacy by leaving behind a superb and significantly improved downtown. We have a remarkable capital city, born as a master-planned community, located in a stunning natural setting, and endowed with prime economic and cultural assets. Salt Lake City is on the rise and has the potential for greatness. With spirited commitment and entrepreneurial energy, we commit our collective efforts to make the Downtown Rising vision a reality and invite others to join us.

Lane Beattie
Lane Beattie
 President and CEO, Salt Lake Chamber

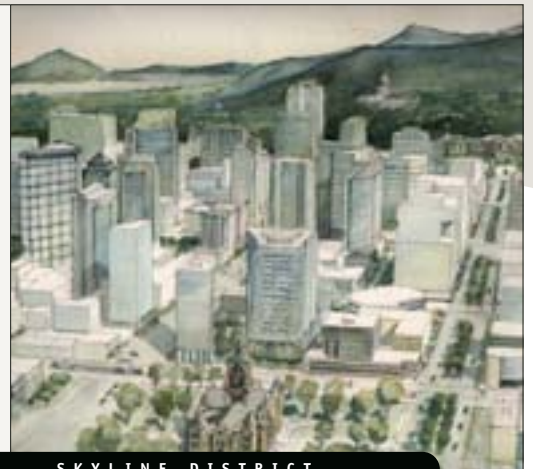
Keith Rattie
Keith Rattie
 Chairman and CEO, Questar Corporation
 Chair, Salt Lake Chamber Board of Governors

The calm and tranquil Temple Square District is green, contemplative and at a slight remove from the material world. Centered on the majestic Salt Lake LDS Temple, it is the historical spiritual heart of downtown. It contains not only the important religious buildings on Temple Square itself – the city's and state's largest visitor attraction – but also a major employment center at the The Church of Jesus Christ of Latter-day Saints office complex, and a new higher-education center composed of the LDS Business College and Brigham Young University's Salt Lake City extension.



TEMPLE SQUARE DISTRICT

The cosmopolitan Skyline District bustles with activity and purpose. Home to downtown's traditional business center along Main Street, the Skyline District is the place for tall buildings, commerce, government activity, entertainment and unique shopping. It includes downtown's largest concentration of office workers and a growing number of residents. Corporate headquarters and tall buildings feel at home here.



SKYLINE DISTRICT

The Grand Boulevards welcome the world to downtown Salt Lake. This district includes the foremost entry corridor from the airport and is also home to many of Downtown's hotels. The Grand Boulevards offer an outstanding first impression with stately landscaping that hints to the beauty further within downtown. The dominant features of this district are 500 South and 600 South leading to the doorstep of the Grand America Hotel. The urban design is monumental, befitting the width and character of these Grand Boulevards.



GRAND BOULEVARDS DISTRICT

A NEW VISION FOR SALT LAKE CITY

WE, THE DOWNTOWN RISING PARTNERS, ENVISION A BEAUTIFUL, PROSPEROUS, COMMUNITY-FOCUSED AND GREEN DOWNTOWN. OUR VISION INCLUDES TEN ASPIRATIONS:

❖ **A BUSTLING AND DYNAMIC CITY** We envision a lively, fun and energetic downtown with unique character districts that serve as the soul of our city. ❖ **NECKLACE OF GREEN** We envision a “range to river” network of paths, parks and trails that form a necklace of green connecting the Wasatch Mountains to the Jordan River regional parkway and extending north to Liberty Park. These greenways form a green loop around downtown. ❖ **DIVERSE, WELCOMING, AND URBAN** We envision downtown as the region’s premier urban neighborhood, welcoming everyone and providing plentiful housing opportunities. ❖ **WORLD CITY** We envision

a globally aware, engaged and connected city. ❖ **CITY OF LEARNING/UNIVERSITY CITY** We envision a city of learning for people of all ages, backgrounds and interests. Downtown builds upon its proximity to the University of Utah and other institutions of higher learning to become a University City. ❖ **TRANSPORTATION HUB** We envision a state of the art transportation system that converges downtown, making downtown accessible and convenient. The system includes a vibrant international airport, superior roadways, a premier rail system (Frontrunner commuter rail and TRAX light rail) and first rate bikeways, trails and walking paths.

❖ **CENTER FOR ARTS, ENTERTAINMENT AND CULTURE** We envision downtown’s continuance as the foremost center for arts, entertainment and culture in the state. ❖ **GREEN CITY** We envision a city that thinks, looks and acts green. ❖ **GREAT URBAN DESIGN** We envision an undeniable sense of place created by our public amenities, historic preservation and great urban design. ❖ **SEAT OF GOVERNMENT AND CENTER OF COMMERCE** We envision downtown to remain the anchor location for commerce and the state’s principal venue for city, state and federal government functions.

S I G N A T U R E P R O J E C T S



REGIONAL RAIL NETWORK

1 Downtown thrives with close proximity to an international airport, excellent highway connections, and exceptional rail transit. With planned TRAX spurs to western, southwestern and southeastern parts of

the valley – combined with commuter rail service to Ogden and Provo – new ways of travelling downtown will strengthen the city’s connection to surrounding areas.



GREEN LOOP

2 Downtown enjoys an enviable closeness to both the foothills and the Jordan River Parkway. Few cities can claim a downtown as close to a mountain environment as ours is to City Creek Canyon. We envision a “range to river” connection between the Wasatch Range and the Jordan River through

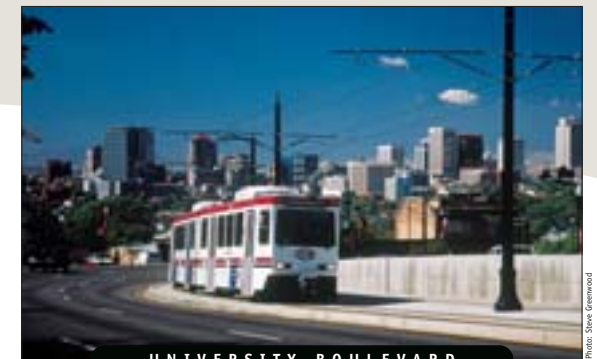
downtown that will create a necklace of green. Critical components are City Creek Canyon, the Bonneville Shoreline Trail, the Jordan River Parkway, Liberty Park, linear and pocket parks and an array of tree-lined and landscaped streets, paths, trails and bikeways.



URBAN LIVING/PARK AVENUE

3 The opportunities for dynamic urban living abound. Downtown will thrive with a growing population of residents living in new condos, converted loft-style flats and mid-rise and high-rise residential buildings. Second East, for example, can serve as a

core urban neighborhood bordering downtown’s Skyline District. Imagine mid-rise residential buildings lining 200 East in a “Park Avenue” concept featuring a highly landscaped, pleasant, pedestrian-oriented environment.



UNIVERSITY BOULEVARD

4 University Boulevard, the light rail corridor also known as 400 South/500 South, connects the University of Utah, Research Park and the Foothill Cultural District with the Central Business District. Salt Lake Community College’s downtown location is also on University Boulevard, making it the perfect location for higher-density development focused on

this corridor of learning. The University will feel closer as more residents, offices and retail shops congregate along an evolving, walkable University Boulevard. The creative vibrancy of the University will permeate downtown and downtown’s wealth of culture, entertainment, retail, and housing will become tied in with a greater University City.



GLOBAL EXCHANGE PLACE

5 Globalization offers exciting opportunities for regions that are globally aware and engaged. Salt Lake City will benefit by creating a central location to showcase Utah’s international abilities and strength into a “Global Exchange Place.”

■ A **conflict resolution and peace studies center** will build upon our Olympic legacy of friendship and goodwill to create a university-associated conflict resolution, mediation and peace studies center.

■ An **International Institute** will house an international university campus downtown. This “park-like” campus could include a foreign language institute, international student housing, a conference center and central commons area.



PERFORMING ARTS CENTER

6 Salt Lake City has always been a center of the arts in the Intermountain West. A new theater located in the heart of downtown will accommodate professional touring shows and musical and family shows not currently able to schedule in this market. Integrating a large, new theater into downtown’s

performing arts repertoire will increase the excitement of the public for the arts, become a catalyst for growth and redevelopment downtown, and bring people downtown to enjoy the full array of cultural offerings.



PUBLIC MARKET

7 Imagine a great open pavilion in downtown Salt Lake City filled with hundreds of people shopping at dozens of booths and stalls brimming with locally grown fruits and vegetables, meats, cheese, specialty food items from around the world, flowers, and the freshest baked goods available. The centerpiece of

this enclosed pavilion is a massive fireplace, made from granite from the nearby Wasatch Mountains, where people socialize, sample products and listen to local performers. A permanent public market will serve as a community gathering place for residents and visitors alike.



SPORTS AND FITNESS CENTER

8 Health and fitness comes naturally to Salt Lakers who live at the footsteps of the 11,000 foot Wasatch Mountains and who have access to canyon wilderness and wide open spaces. A metropolitan health and fitness center located downtown will complement Utahns’ healthy lifestyles and provide a valued

amenity to those who work and live downtown. This flagship health and fitness facility would ideally be located along the Green Loop and near a TRAX line and include a public gymnasium for our region – complete with swimming pools, tennis courts, basketball courts, running track and weight room.



Research Team Briefing Papers

January 17, 2007

As part of the Downtown Rising process, small, multi-disciplinary, issue-oriented research teams were formed to probe, analyze and discuss issues pertinent to the development of the final vision. The areas of focus included transportation, arts and culture, hospitality, Main Street, business friendliness, urban living, education, green/environment, beautiful streets, and World City. Each team was asked to prepare a briefing paper and present their recommendations to a joint Downtown Rising Convener/Cabinet meeting. Selected components of these recommendations were incorporated into the final vision (see www.downtownrising.com). These recommendations, as well as other background information and recommendations, are provided here for further discussion.



Downtown Education Research Team

Research Team Participants

Katherine Boswell (SLCC)
Jack Brittain (UofU)
John Diamond (AIA)
Brian Farr (State Government)
Bob Farrington (Downtown Alliance)
Lee Glines (BYU)
Natalie Gochmour (Chamber)
Gerritt Gong (BYU)
Robert Grow (Envision Utah)
Christine Kearl (Governor's Office)
Rich Kendall (Regents)
Ted Knowlton (Envision Utah)
Ronda Menlove (USU)
Larry Richards (LDS Business College)
Brenda Scheer (UofU)

Purpose:

*Formulate education recommendations for the final Downtown Rising vision.
Develop downtown's credentials as a university town and as a place with a stellar public education system.*

I.1 Background

Colleges, universities and K-12 educational opportunities are major economic drivers. Downtown Salt Lake City has an abundance of educational assets within or in close proximity to downtown. Downtown Rising Conveners and Cabinet members would like to strategically develop these educational assets to build a more prosperous and livable downtown community.

Research team participants identified this as the current baseline:

a. Brigham Young University

- i. BYU-Salt Lake Center will be relocating downtown to 66,000 sq. ft. located at Triad III (70% more space than they currently have).
- ii. Bulk of classes are taught late afternoon and evening.
- iii. 1848 headcount; 670 FTE.
- iv. No student housing associated with the move.
- v. No plans to grow significantly.

b. LDS Business College

- i. Relocation to TRIAD is complete.
- ii. Bulk of classes are taught morning/afternoon.
- iii. 1400 headcount; 1154 FTE (capacity is significantly greater).
- iv. Students come from 49 states and 49 countries.
- v. Housing provided in Plaza Hotel (350 women) and the old Travelodge (100 men).
- vi. Plan to grow slowly.

c. Salt Lake Community College

- i. Main Street building did not work.
- ii. A new lease has been signed for a new building on University Blvd. (400 South), just north of the SLC Main Library. (22,000 square feet/14 classrooms).
- iii. Intend to do more marketing and strategic positioning of downtown campus.

d. Utah State University

- i. Presence downtown limited to a development office. No instruction provided downtown.
- ii. Recently leased space at the Granite School District Offices (about 21st South and State).
- iii. Open to possibilities of a downtown presence.

e. University of Utah

- i. Recognition of proximity to downtown.
- ii. No plans for offering classes downtown.
- iii. Potential growth areas and connections vis-à-vis downtown include USTAR/expansion of research park, office building needs, University Blvd. (400 South) developments, enhancements to the arts and culture necklace, expansion of international programs downtown (associated with World Trade Center Utah), and stronger connections to downtown (transportation and otherwise).

f. Board of Regents

- i. Own 8500 sq. ft. building at Gateway. Building is also the headquarters for the Utah College of Applied Technology.
- ii. 225 employees.
- iii. Building includes IP video; they can teach classes from the facility in every county.
- iv. Some training done at the building.
- v. Looking to include exhibits at the building (Utah Museum of Natural History and Utah Museum of Fine Arts) and create a downtown link to cultural amenities offered at the university.

g. Public Education

- i. Acknowledgement that significant public education assets are within and proximate to downtown. (e.g. public schools, state board headquarters, district headquarters.)
- ii. Many outreach programs are also downtown (e.g. City Library, Leonardo, Clark Planetarium, Children's Museum).

I.2. Key Observations

a. Education/Economic Development – Broad consensus that education is a primary economic draw and driver.

b. Timing – Right now we have a significant opportunity to create a downtown education vision because of all of the changes occurring downtown (BYU, SLCC, LDS Business College).

c. K-12 perception – We must overcome perceptions that there are no good K-12 opportunities downtown. Even more, we must strengthen the opportunities that already exist for high quality K-12 learning downtown. Our vision should NOT be limited to the old and the young urban professionals.

d. "University Town" – There is a difference between a college town and a university town.

- i. Iowa City is an example of a "college town."
- ii. Boston is an example of a "university town." A university town is not a physical location, but rather a collection of people and activities – educated populace, niche shops and parks, rivalries, etc. Salt Lake City is more of a university town.

e. Student Draw – Students don't need to live downtown to enliven downtown.

- i. Approximately 30% of students and faculty come through downtown to access the University of Utah.

I.3. Barriers

- a. Inadequate collaboration** – Education providers do not collaborate effectively. One participant said, “We collaborate, but we are not very deliberative or purposeful about it.” To make an education vision happen we will need downtown strategic alliances.
- b. Dispersed institutions/connectivity** – Educational institutions are too scattered. We need to be better connected.
- c. Cost** – Land downtown is too expensive. You can only develop high-end facilities.
- d. Lack of entertainment** – Students complain that there is not enough to do downtown. We need a hospitality district to attract the student population downtown.
- e. Start-up funding** – Need start-up funding for any new development downtown.
- f. Liquor laws** – Liquor laws are an issue for public school locations downtown. Schools cannot be within 600 feet (about one block) of an establishment with a liquor license.

I.4 Recommendation

- a. Early Kindergarten-2nd Grade Instruction Downtown** – Provide pre-K through 2nd grade instruction in select office building locations downtown. Approximately 62,000 people commute into downtown Salt Lake City each weekday. The young children of these parents will benefit from being close to their parents during the day and from having an “urban” education (close proximity to resources like SLC Main Library, museums, cultural venues, etc. The proposal is for the Salt Lake City School District to provide this training in specialized settings downtown.
- b. USTAR** – Proactively reach out to the accelerated R&D program at Utah’s research universities. This R&D program, and the related manufacturing, will require supporting professional services (legal, accounting, financial, etc.) Professional service companies benefit from locating near each other (agglomeration effect) and downtown is their location of choice. An estimated 400-500 new companies will spin-off from the USTAR initiative over the next 20 years.
- c. International Training Center** – Collaborate with World Trade Center Utah and other international projects to develop a center and curriculum for training high-level executives about doing business

internationally. The concept would be to have a state of the art center (advanced technology, inspiring setting, prominent faculty) that would provide month-long training, 6-8 times per year.

- d. Consortium campus/"edutainment" centers** – There is some interest in building a shared infrastructure for downtown offerings (advising, registration, computer labs, etc.). This would not have to be constrained to instruction (e.g. "edutainment centers" that co-locate bookstores, continuing education centers, cybercafés, gourmet food courts and fitness/wellness centers.
- e. University Blvd./Branding** – A university/campus-influenced presence can be a great tool for urban redevelopment and civic enrichment. A first step would be to call 400 South by its name, "University Blvd." And concentrate campus-related developments along this "learning corridor."



Downtown Hospitality Research Team

II.1. BACKGROUND

Hospitality Industry growing and important part of Utah and Downtown Salt Lake City economy.

- . Convention delegates
- . Visitors downtown
- . Economic impact

Quality of life imparted by visitors and convention delegates important to enliven city.

7,000 hotel rooms in downtown core.

Downtown convention hotel would be helpful to maximize use of Salt Palace. Currently, downtown hotels not sufficient to accommodate larger conventions.

Proliferation of limited service hotels may be having impact on viability of larger hotels in downtown core by creating oversupply of rooms w/out added value of marketing that larger hotels bring.

Convention Center in top 13% in United States with over 500,000 square feet.

Salt Lake City is generally competitive with our peer cities in attracting conventions.

Assets are airport service and proximity, Salt Palace, clean and safe, and service.

Liabilities are perception as boring and no nightlife or entertainment (See survey of Association Execs).

Best way to change that perception is to enhance Broadway between 200 W and West Temple as the epicenter of a lively, diverse, 24/7 mixed use district with restaurants, clubs, shopping and entertainment in close proximity.

- The area along West Temple to 200 West and 300 South already has a distinctive look, feel, appropriate scale and concentration of desired uses.
- The SLCVB has identified that the perception among convention planners is that there is not a “nightlife” in Salt Lake City and that perception impacts the decision to locate their conventions in Downtown Salt Lake City.

II.2 KEY ISSUES

- Location of the hospitality district: Is the current area (W. Temple-200 West/300 South) the logical place for the focus of a Hospitality District?
- Pedestrian friendly, aesthetically pleasing streets are needed to facilitate walk-ability to and in the hospitality district.
- Is there a reasonable way to make small modifications to Utah liquor laws to make them understandable to visitors and not create negative perceptions?
- The hospitality area needs to have some proximity to the hotels, the convention center, shopping and other visitor attractions.
- Construction of more limited service hotels might not be helpful in attracting more conventions.
- Proximity to Salt Palace of larger hotel key to attracting more conventions.
- Hospitality areas must appeal first to visitors and be an expression of local flavor and interest.
- Infill of vacant parcels and surface parking important to create continuous and contiguous streetfront activity.

II.3. BARRIERS

- Zoning regulations that limit the number of liquor licensees. Flexibility in locating licensees would be helpful in establishing a “Hospitality Zone”.
- It is not necessary to increase the number of liquor licensees, but simply to allow some flexibility in the placement of those licensees would go along way in overcoming this barrier.
- Achieving mix of uses in hospitality district that are unique, distinctive and attractive to local residents and visitors.
- Any changes to state liquor laws are difficult.
- Is there a market, financing and developer interest for a development scheme a that helps accelerate the appropriate mix of uses to achieve the desired end in a reasonable time frame?
- Difficult for some to appreciate the payoff for such a concentration of activity to economic well being of downtown.

II.4 RECOMMENDATIONS

- Create a marketing campaign that markets the existing resources and venues; and highlights the activities and assets currently available.
- Allow more flexibility in zoning for liquor licenses in a targeted area.

- Concentration on Broadway between West Temple and 200 West area including physical and development changes and infill.
- Insure that parking is sufficient, convenient and simple.



Main Street Research Team

Research Team Participants

Vasilios Priskos (InterNet Properties)
Bruce Bingham (Hamilton Partners)
Robert Farrington (Downtown Alliance)
Carla Wiese (Downtown Alliance)
Downtown Alliance (Downtown Development Committee)

III.1. BACKGROUND

- Main Street has been historically been the commercial center of Utah.
- Main Street was originally a location of small business/shop owners.
- Success (or failure) of Main Street is a barometer of success of Downtown.
- The evolution of Main Street has been from a retail location to a mixed use to the newest trend as the location for high rise office development.
- The presence of TRAX means that the area can handle a higher density development (58,000 riders/day).
- Along with the large office space type development, there is a mix of small, historic buildings that add to the character and personality of Main Street.
- Premier Salt Lake City hotels located on Main Street
 - Hotel Monaco 225 rooms
 - Grand America 775 rooms
 - Little America 850 rooms
- There are **22** restaurants and **5** private clubs on Main Street from 600 South to South Temple.
- Approximate total square footage of retail and office space: **4,223,082**. (doesn't include NAC/Tribune properties, Utah Theatre or Crossroads and ZCMI Center)
- Total office and retail square footage in CBD: **7,457,306** (doesn't include NAC/Tribune properties, Utah Theatre or Crossroads and ZCMI Center)
- Approximately **57%** of office and retail square footage in the CBD is located on Main Street.
- **97** Residential units located on Main Street
 - 379 South Main/New Grand Apts. 80 units

- 159 South Main/Incantations 10 units
 - 140 South Main/Main St. Coffee Single Family Unit
 - 122 South Main 1 unit
 - Lollin and Karrick 5 units
- Major Main Street Tenants include:
 - Wells Fargo
 - Zions Bank
 - US Bank
 - Key Bank
 - Sam Weller's Books
 - Garff Enterprises
 - KUTV Channel 2
 - JC Penney
 - Federal Courts
 - Major Law Firms
- City Creek Development
 - 900,000 sq. ft. of retail
 - 1.4 million sq. ft. of office
 - Three Anchor department stores
 - Approximately 6 acres of open space
 - 500-900 Residential units both rental and owner occupied
- Other new developments
 - 222 South Main which will add 449,968 sq. ft. of Class A office space
 - Rehab of the Walker Building will convert 35,457 sq. ft. of Class C
 - Planned conversion of the Boston Building to 51 residential condominium units.
- Arts and Cultural Activities
 - Gallivan Center
 - 25,000 visitors to the ice rink from November to February
 - 168,000 attendees for public events
 - 10,000 attendees at private events
 - Temple Square
 - Over 5 million visitors

III.2. KEY ISSUES

- How do we accelerate development in the 100-200 South block?
- In the short term, how do we make vacant buildings more aesthetically pleasing and avoid the look of a boarded up, empty Main Street?
- How will City Creek development alter the look and function of Main Street?
- What is Utah Theatre's future as a cultural facility?
- What are the best uses for the NAC and Tribune Building?
- What are the future plans for the Sinclair property at 400 South and Main?
- How will future Light Rail alignments impact Main Street?
- How to best connect the Salt Palace to Main Street?

III.3. BARRIERS

- Banking and other Institutional use buildings have created a de facto “financial district”.
- Current design guidelines preclude central street level activity
- Uncertainty about uses of some of the major properties
- No clear, agreed upon direction and role for Main Street
- Competition for development in other parts of Downtown

III.4. RECOMMENDATIONS

- The mixed use character of Main Street should be continued and fostered.
- Mid block pedestrian connections to Regent Street would access parking and a connection to West Temple would access the Salt Palace.
- The street level of office space should be maintained as retail that is accessible from the street.
- There is merit in the idea of having one “anchor” developer or development plan that coordinates several developments and owners in 100 South Block of Main Street.
- More permeability to ground floor of office towers.
- Utah Theatre’s should be used is as cultural facility with mixed use possibilities.
- Accelerate short term physical enhancements to current boarded or vacant buildings.



Urban Living Research Team

Research Team Participants

Dan Lofgren (Cowboy Partners)
Chris Corroon (PRI)
Andrew Pratt (Windermere Realty/The Metro Condominiums)
Duane Wakan (Salt Lake Neighborhood Housing)
Jim Wood (Bureau of Economic and Business Research)
Robert Farrington (Downtown Alliance)
Carla Wiese (Downtown Alliance)
Ted Knowlton (Envision Utah)

IV.1. Background

Currently, we are experiencing a good market for residential housing in downtown Salt Lake City. We need to be careful not to confuse a good market with a long term trend.

There isn't a strong residential ethic/tradition in downtown SLC but as other attractions come downtown, you will see the residential component grow.

Downtown Salt Lake City will see some speculation but you won't see speculation like you have seen in other markets such as Las Vegas, Miami and New York. We have a different culture and environment here that is vastly different from those locations.

IV.2. Key Issues

The way the market is set up, you end up building to the two extremes. On one end you are building for the high end buyer that can afford market driven price of an urban condo. On the other end you are building to the affordable housing market that is subsidized and makes it possible for the developer to build. The problem is the mid-market gap.

Safety and security are important issues for home buyers, especially in an urban setting. This is more than just statistics. It is a perception. A vibrant, dense and active downtown goes along way in providing a sense of safety.

Along with the safety issue, there is the concern of the transient population. The homeless exist in Salt Lake and we are not going to be able to change that. The concern is the negative behavior and conduct along with the negative elements of prostitution and drug dealing that often prey on the homeless population. The presence of bike patrol officers and police being readily available goes a long way to alleviating some of these problems. Not only does it make individuals feel safer, but criminal elements are much less likely to congregate where there is a strong community policing presence.

Having strong leadership from the Mayor's Office to deal with these issues is important. This means funding for basic infrastructure like lighting and also for permanent housing for the homeless population. This is an issue that needs leadership from the City.

Neighborhoods have a common basis. You can't artificially create a neighborhood but you can work from existing historical neighborhoods. Basic amenities, such as lighting, should exist prior to development, or at least be planned in conjunction with the development. Public amenities and improvements need to be consistent with, and reinforce the overall housing plan. Smaller infrastructure projects spread out over a larger area may benefit the housing market more than expensive infrastructure projects concentrated in smaller areas. For example, providing well lighted streets that make streets more walkable and add to the perception of safety throughout the City will increase the curb appeal of downtown housing and benefit not only the housing market, but the overall attractiveness of Downtown. Private sector also needs to buy into the city improvements so that there is some agreement as to what the end result for the community will be. This will save money over the long run.

IV.3. Recommendations

There should be prioritizing or at least some sort of goal setting in regards to RDA funding. This would prevent projects that don't have a lot of merit from being funded simply because they were first in line. A strategic plan from the RDA would go along way towards a more efficient and effective use of funds.

We should encourage and reinforce historical neighborhoods or neighborhoods that are in the embryonic stage. Neighborhood amenities to encourage residential development could/should coincide with the "neighborhoods" that we already have an outline for.

If city officials are concerned about a mid-market gap, then incentives should be provided to developers to fill that gap. There is currently no system in place to

facilitate development of mid-market housing and as stated previously, there is, to a certain extent, a deterrent to meeting this market.

Encourage street animation and density to assist in creating the perception of safety and security and also vibrancy which will help sell downtown living.



World City Research Team

Research Team Participants

Lew Kramer (World Trade Center)
Layne Palmer (World Trade Center)
Bruce Bingham (Hamilton Partners)
Clark Ensign (Sinclair Oil)
Ted Knowlton (Envision Utah)
Natalie Gochnour (Salt Lake Chamber)
Alex Ikefuna (Salt Lake City Planning Dept.)
Dennis Haslam (Utah Jazz)
Scott Anderson (Zions Bank)
Steve Smith
Robert Grow (O'Melveny & Myers)

V.1. Global awareness and global engagement [Importance of increasing - also what we mean by SLC as a world city.]

V.2. Key issues

- **Look and feel of capital city**
- **Comparative advantages**
- **Connectivity**
- **Image** [What it is - what we'd like it to be - how to get there]

V.3. Analysis

1. Look and feel of the capital city

- Warmth of flags - could be as simple as Salt Palace halls
- Importance of buildings, monuments and public spaces in creating spirit of city.

2. Comparative advantages

- Transportation hub
- Olympic legacy
- Language and culture familiarity
- Volunteer spirit
- Natural beauty - skiing - national parks - etc.
- Convention Center and hotels - especially Grand America - a five star hotel reasonably priced and in beautiful setting.
- Universities - esp. Uof U in capital city with world class international assets Mid-East Center, Health Care - enthusiastically growing in other international areas - expect you'll hear something about that from the Education committee so will leave to them.
- Arts and Culture including symphony, opera, ballet etc.
- A great choral music center
- A world religious center - and not just for Mormons. Elaine Emmi, President of the Salt Lake Interfaith Roundtable, herself a Quaker said one of the things she loves about Salt Lake City is that you can talk about religion in public here - hasn't found that true in other places she has lived.
- Utahans and friends of Utah around the globe.
- Strong economy - growing population

3. Connectivity

- World Trade Center Utah - a central purpose is connectivity - WTC network - Utahns and friends of Utah around the globe database and connectivity activities - possibly a global trading company - assistance in educating Utah companies re global business and connecting Utah companies around the globe - also a resource for business within Utah and U.S. The WTCU also build connectivity through executive language training programs, receiving distinguished international visitors, etc and will help advertise and utilize other competitive advantages such as language capabilities by tying in to a translation center. Plans are under way to have an international arbitration center at the trade center utilizing language and other comparative advantages.
- Increase connectivity through more international visitors
- Connectivity through international culture exchange
- Diplomacy [Govs office, Trade missions, etc.]
- Humanitarian

- Education, especially higher ed.
- Other.

4. Image

- Reference to importance of buildings, public spaces, and monuments in defining image of city. Have some fine ones. Need others that are representative of whole community and add international ambience. WTCU building itself will be an important part of the international ambience and image of our capital city. Others additions will be mentioned by speakers that follow.

V.4. Barriers

- Failure to think big enough - broad enough.
- Anything else worth mentioning? Cost? Maybe having University on board.

V.5. Recommendations

The final Downtown Rising vision statement should include:

- An international component as an important part of the "look and feel" of the city.
- The World Trade Center Utah
- The Global Exchange Place [and other international education components.]
- Importance of keeping the airport hub.
- Elements re welcoming international visitors [such as language-proficient volunteer hosts/hostesses, citizen and official diplomacy, etc.]
- Humanitarian and strategic peacebuilding center. [The "heart" of the city.]



Transportation Research Team

Research Team Participants

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Tim Harpst (SLC Director of Transportation)
Alex Ikefuna (SLC Planning Director)
Kevin Young (SLC Engineering)
Doug Dansie (SLC Planning Department)
Mick Crandall (UTA)
Robert Farrington (Downtown Alliance)
Natalie Gochmour (Salt Lake Chamber)
Jason Davis (UDOT)

VI.1 Downtown Transportation Master Plan Overview and Study Framework

For the past eight months, planners from Salt Lake City, the Redevelopment Agency of Salt Lake City, UTA, UDOT, the Salt Lake Chamber of Commerce and the Downtown Alliance, with guidance from a consultant team, have been studying downtown transportation needs for Salt Lake City. All modes of transportation have been reviewed in a 30-year timeframe.

Several goals and objectives were identified for the study and approved by the Salt Lake City Council in June 2006. In summary the overall goals of the study are as follows:

Goal No. 1 – Serving Downtown: Downtown transportation will be supportive of and compatible with Salt Lake City’s vision of downtown and downtown land uses, activities and businesses.

Goal No. 2 – Pedestrian Friendly: Downtown Salt Lake City will be pedestrian friendly, where walking is the primary mode of transportation.

Goal No. 3 – Easy to Use: All forms of downtown transportation will be easy to use and understand.

Goal No. 4 – Enhanced Transit Accessibility and Mobility: All transit resources available in downtown will be used to enhance regional accessibility to downtown and mobility within downtown.

Goal No. 5 – Balanced Modes: Salt Lake City will creatively address congestion and enhance mobility in ways that are compatible with the other goals and objectives for downtown.

A draft Downtown Transportation Master Plan document is being prepared and will be ready for public review by the end of January 2007. Below is a summary of key plan elements that have evolved over eight months of study, which will likely be included in the draft plan.

VI.2. Rail Transit (See Map for Reference)

The Downtown Transportation Master Plan has an explicit goal of enhanced transit accessibility and mobility. An enhanced TRAX system will continue to be the backbone of transit service in downtown, providing regional connectivity and local downtown circulation.

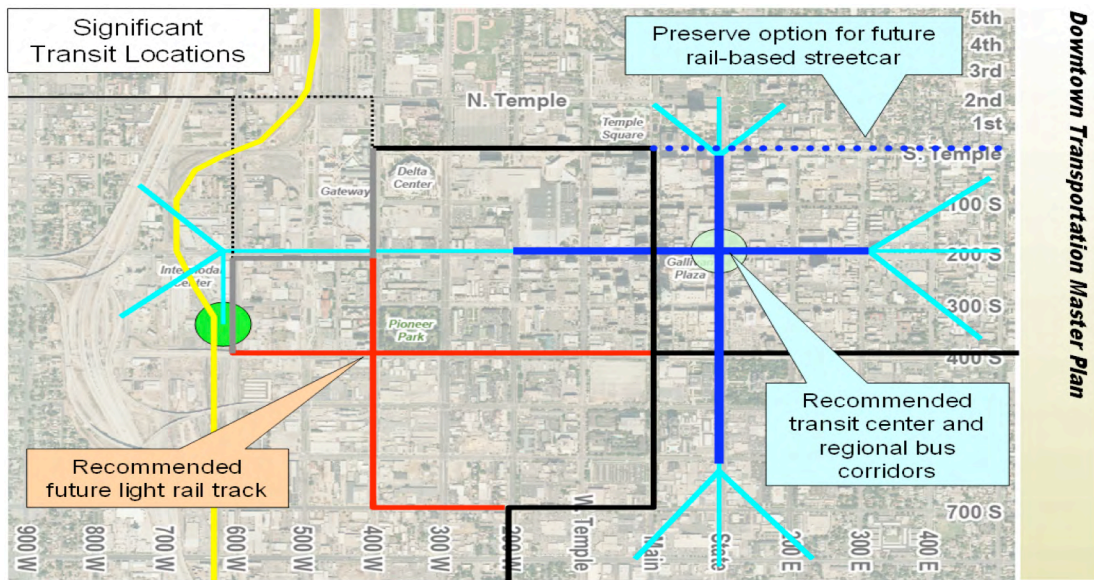
Key elements of the rail transit plan are as follows:

- The current downtown TRAX network can accommodate planned Mid-Jordan, West Valley, and Airport extensions in the 2015 timeframe;
- At some point over the next 30 years, rail transit capacity will be reached and need to be expanded in downtown. Possible trigger points for an expanded TRAX network are:
 - TRAX service compromising or impeding automobile traffic flow in downtown;
 - New and/or expanded development in downtown requiring additional transit service;
- Additional track will be constructed in downtown:
 - Along 400 South from Main Street connecting to the Intermodal Facility at 600 West and 300 South;
 - Along 400 West from 200 South (or 400 South) to 700 South, and then eastward to the main trunkline at 200 West;
- All additional tracks will be constructed to LRT standards and may include operation of transit vehicles such as a vintage trolley car to provide circulation in downtown.

VI.3. Bus Transit (See Map for Reference)

While TRAX service will grow, buses will still capture up to 50 percent of the transit market. Key elements of the bus transit plan are as follows:

- State Street and 200 South will remain as key regional facilities for bringing bus service into downtown, with State Street remaining as the dominant route;
- Bus transfers will be accommodated generally at the intersection of 200 South and State Street. Additionally, a transit information center is proposed to be located in first floor space of one of the close by office buildings. This facility will complement the Intermodal Center on the west side of downtown;



Bus service to and from the Intermodal Center will help to distribute patrons using commuter rail within downtown Salt Lake City;

- Routing via branded corridors will be implemented to supplement circulation needs (see discussion below).

VI.4. Downtown Transit Circulation

An objective of the Downtown Transportation Master Plan is to help create a downtown that is accessible without the need for a car. Having a good transit circulation system is important to visitors and those arriving downtown via regional transit, those parking in or near downtown, and those living downtown. It is important that the downtown transit circulation system be easily recognizable, provide frequent service, and be either free or low-cost. Key elements of downtown transit circulation are as follows:

- TRAX service will continue to be free within downtown between downtown origins and destinations. UTA and the City are currently negotiating extensions to the TRAX free fare zone.
- When additional TRAX tracks are added downtown, the light rail tracks will be able to accommodate additional trains that would only circulate on the tracks downtown.
- Two to three circulation routes will be identified and signed with an easy to identify color or symbol. Potential circulator corridors include the following:
 - 200 South corridor, connecting the Intermodal Center with the transit information and transfer center at 200 South and State Street;
 - State Street from 400 south to North Temple, making this major UTA movement more visible to the public;
 - Hotel to Salt Palace corridor, connecting the hotels along 500 South and 600 South with destinations near the Salt Palace using West Temple;

Along these routes, all buses displaying the route identification information will follow the indicated route through downtown. UTA will route regional buses through downtown to achieve the density of service necessary to make a circulator convenient and reliable.

- UTA will reroute the State Capitol and Main Street Shuttles to provide supplemental service along the circulator routes.
 - If additional funding is identified, dedicated branded, rubber-tired circulation vehicles can be purchased and operated to supplement the downtown circulation provided by the regional rail and bus systems. These will operate in branded corridors.
- Downtown circulation in the above bus corridors should be free or provided at a nominal cost;
- UTA and the City are currently negotiating the extent of the free fare zone for buses downtown;

VI.5. Pedestrians

An explicit goal of the Downtown Transportation Master Plan is that downtown is “pedestrian friendly.” Within the context of pedestrians, as well as bicyclists and motorists, it is important that downtown residents and visitors know that they have a special conditions while in downtown. Specific elements of the pedestrian plan are as follows:

- The downtown core will have specific boundaries to indicate to all that pedestrians have specific rights to mobility. Motorists will be expected to operate at slower speeds and have more interface with pedestrians.
- For pedestrian circulation, there are two major realms in the downtown core: the grid and the block:
 - The grid system of streets in downtown will be the backbone of the pedestrian plan;
 - Within city blocks, pedestrians will have special rights and be “pedestrian dominant.”
- For the grid, urban design guidelines for pedestrians will be developed for the three grid street prototypes: arterial streets, multi-modal streets and local streets.
- For the block, urban design guidelines for pedestrians will be developed for existing and proposed streets, alleys and service lanes, walkways, and open spaces.
- Additions are proposed to the recently installed wayfinding system. Specifically, smaller kiosks at every corner or mid-block crossing are proposed within the downtown core; pedestrian scaled signage to indicate mid-block walkways and pedestrian routes are also proposed. The kiosks should have both visual and audible directional information.
- Additional mid-block streets and walkways are being identified and prioritized. Strategies will be developed to help create pedestrian links and corridors through redevelopment, including policies to develop public links through development and between development parcels.
- Throughout downtown, specific corridors will be prioritized. Some corridors or “circuits” (designated routes along grid streets) will connect areas of high pedestrian activity in downtown.

- Mid-block pedestrian crossings will be provided on many streets including 200 West, West Temple, Main Street, South Temple, 100 South, 200 South and 300 South.
- Develop signage, speed limits, and signal operations that allow Main Street to remain open to vehicle flow, but also allow pedestrians to cross Main Street mid-block at unsignalized crossings. Eventually, the same treatments could be implemented along South Temple, between Main and 400 West.

VI.6. Bicyclists

The bicycle element of the Downtown Transportation Master Plan has two explicit objectives: 1) create quality mobility options for all bicyclists and 2) provide a safe environment for bicyclists and all non-motorized transportation modes. The bicycle plan will accommodate both commuter bicyclists and casual bicyclists, attract new bicyclists, and provide maximum bicycle accessibility within the downtown core. Key elements of the bicycle plan are as follows:

- Improve visibility and safety of bicyclists on downtown streets. This can be accomplished in two primary ways:
 - Separate bike lanes on certain downtown streets (e.g., 200 West and 200 South) that are specially marked in downtown. Use of colored pavement to provide enhanced visibility for bike lanes is recommended;
 - Special markings or use of colored pavement (recommended) indicating travel lanes that are to be shared by both bicyclists and motorists.
- Bicycle facilities that are off-street and operate between travel lanes and sidewalks. These facilities will be recommended for certain streets and will help accommodate those bicyclists that are uncomfortable in auto traffic.
- Mid-block bicycle facilities that could be shared with pedestrians.
- Improved bicycle amenities downtown including:
 - Secure bicycle parking downtown in the form of bicycle lockers, bicycle cages, and bicycle storage/repair concessions;
 - Bicycle commuter amenities, including the provision of change rooms and showers in downtown office buildings.
- Comprehensive education program and community bicycling events.

VI.7. Parking

The parking plan for downtown has three primary objectives: 1) automobile drivers will be able to “park once,” 2) the availability, visibility and accessibility of parking will be managed to achieve ease of use, and 3) on-street parking will be managed to encourage short-term use. An important feature of the parking plan is the effective management of short-term parking in particular. Short-term parking is defined as the parking needed for shopping and/or visiting downtown uses (such as office buildings) on an infrequent (i.e., not daily) basis, and generally for less than eight hours. Key elements of the plan are as follows:

- A parking management entity will be established to manage both public parking and short-term parking in private facilities. The parking management entity could be a Parking Authority or a division of an existing city department (such as the Redevelopment Agency) or the Downtown Alliance.

- Parking will be managed to balance the availability of parking at reasonable rates to foster downtown businesses and the economy.
- Short-term parking will be managed as follows:
 - In order to create turnover of on-street parking spaces, the hours of enforcement will be shifted to better match the demand for such parking. The hours of enforcement will shift from 8:00 a.m. to 6:00 p.m. to 10:00 a.m. to 8:00 p.m.;
 - On-street and off-street parking rates will be managed, to the extent possible, to make the less convenient off-street parking more economical than on-street parking. This may involve incentives or subsidies to private parking providers to enable reasonable rates (if market rates are higher). This may also involve requiring participating private parking companies to provide short-term parking to the public on the ground floor of their facility;
 - Short-term off-street public parking may be required by the parking management entity as part of new development;
 - On-street parking rates will vary depending on location in relation to the core business/retail area of downtown;
 - All on street parking in downtown will be metered, either by conventional meters (at each space) or multiple-space meters located near on-street parking spaces;
 - The city may contract with private parking providers to extend hours of operation to include evening hours at reasonable rates.
- The city's token program will be expanded to a more comprehensive validation program so that cars can be parked once but drivers can obtain useable validations at multiple destinations.
- Way-finding for parking will be improved and possibly include the following;
 - Signs to clearly indicate which parking facilities are open to the public;
 - Signs to clearly indicate parking rates and/or acceptance of validation;
 - Parking maps and other information on the internet;
 - Use of intelligent technologies to include variable message signs indicating availability of parking. Such signs may be located at key points outside of downtown or within downtown.
- Future construction of surface parking in the core of downtown will be prohibited or discouraged.
- Future construction of a public parking garage may be undertaken by the parking management entity or city if needed. This is not considered needed in the short term. Future parking needs may also be met by private parking providers.

VI.8. Streets and Traffic Circulation

As with pedestrians, the character of travel will change once a motorist enters the downtown core. Travel speeds will generally be lower to accommodate/encourage alternative modes of transportation. Key elements of the streets and traffic circulation plan are as follows:

- A street hierarchy will be defined in all of downtown. Streets will be classified as follows:
 - Arterial streets to channelize and move traffic through downtown (e.g., 500 South and 600 South);

- Multi-modal streets that will accommodate transit and other modes, but not automobiles at higher speeds;
- Local streets that will cater to pedestrians.
- Streets cannot be all things to all people. Different streets will have different modes prioritized with the goal of having grids of different types of streets throughout downtown.
- Guidelines will be developed for each street classification.
- Guidelines will vary based on the adjacent land use such that the downtown core will have different street guidelines than adjacent residential or mixed use areas.
- Signals will be timed to help facilitate traffic flow
- No additional one-way streets are being proposed.



Green City Research Team

Research Team Participants

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Background:

A downtown that looks and thinks green is good for business. Over the long run, practices that reduce energy and water consumption lower operating costs for business. A downtown that looks and thinks green has improved ability to attract skilled labor that are looking for forward-thinking cities that care about the environment and about the health of their citizens. Many key conventions also look for destinations that care about the environment. Notably, Salt Lake's largest convention – the Outdoor Retailer's Convention – openly states the importance of environmentally friendly policies as it considers where it will take its business.

Salt Lake City should be congratulated for taking a strong lead in its stance to protect the environment. The Green City research team has examined a number of key ideas that have been explored for Salt Lake city in the past and has also looked at our peer cities in the West as we have developed a set of key recommendations for consideration by the Conveners and the Cabinet.

VII.1 GOAL: DOWNTOWN LOOKS GREEN

A. Objective: Increase the density of downtown

Density downtown helps reduce growth pressures on vacant lands on the fringes of our region. Downtown residents also tend to have the shortest commutes, use the least water, and use more public transportation than residents in any other part of the state or even the intermountain west.

a) Strategies:

- Incentivize construction in downtown redevelopment areas
- Promote linked pockets of green space within the city blocks. These green spaces provide destinations and help to reduce the urban heat island temperature of the city and raise humidity in this hot, dry desert city.

b) Actions to Explore:

- Increase allowable floor-to-area ratios, as necessary, in portions of downtown
- Move projects to the head of the approval process queue
- Reduce required fees
- Transit corridor zoning
- Incentivize brownfield and infill redevelopment, e.g. with tax credits and TIF
- Prohibit development of new surface parking lots in the downtown zone.
- Reduce city required parking regulations.
- Explore development of a Smart Growth Zone to incentivize downtown and transit station development. In such a zone, incentives are offered such as reduced fees, density bonuses, and perhaps the ability to jump to the head of the development review queue.

c) Strategies:

- Consider working with the legislature to strengthen the State's redevelopment agency tools as they are applied to central city reuse areas.
- Salt Lake City should examine ways to more effectively utilize the redevelopment agency tools that are currently available and establish a district order of priority for focusing RDA and capital improvement dollars.

d) Background:

- Currently a supermajority vote of the Taxing Entity Committee meeting is required to approve a redevelopment areas;¹
- Eminent domain is not allowed for redevelopment projects.
- The size of the redevelopment project area is limited to 100 acres
- If 2/3 or more of the property owners object, the redevelopment area may not be established.
- If 40% or more of the property owners within a proposed project area object to the establishment of a project area, it must go to a vote of the community at the next general election.

¹ The taxing entity committee is made up of two members from the local school district, one member from the Utah State Office of Education, two members from the county, two members from the city or town creating the redevelopment agency project area and one member representing all other affected taxing entities

e) Strategies:

Use land more for building footprints than for surface parking

f) Actions to explore:

- Evaluate Salt Lake City's required parking ratios
- Develop more aggressive transportation demand management (TDM) incentive and regulatory policy to reduce parking demand
- Prohibit new surface parking lots downtown

B. Objective: Grow the urban forest

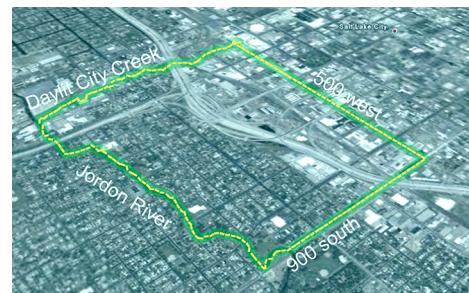
a) Strategies:

- Improve the walkability of downtown by creating a more cohesive urban forest
- Develop a tree master plan
- Develop a tree conservation ordinance and pruning standards (as necessary)
- Fill in any missing segments in the street tree network through incentives and requirements
- Add treed medians to key pedestrian-priority streets
- Develop an approved street tree list to help ensure a tree canopy and trees that work in an urban environment.
- Reinforce and advance a primary objective of the Salt Lake City's Urban Forestry Ordinance to protect watersheds, soil stability, air quality and habitat for urban wildlife.
- Upgrade the City's capital and operating budget for care and renewal of the urban forest.

C. Objective: Use green connections to tie between major parks and regional natural features

a) Strategies:

- Expand natural landscapes, connecting the city to the mountains, the river and the lake.
- Protect, preserve and restore the natural environment, with greenbelts and wildlife corridors.
- Improve the walkability of downtown by creating green connections between major parks and regional natural features
- Develop a Green Loop through downtown, tying it to the Jordan river
 - Complete the image of city creek, tie together the water images in the Gateway center with the City Creek Centre, extend city creek west of the Gateway to Jordan River



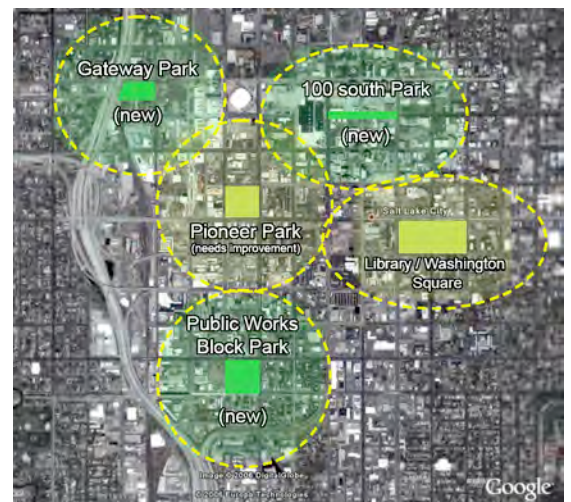
- Explore utilizing 900 south rail ROW as a high quality landscaped connection between the Jordan River and Liberty Park
- Strengthen the planned extension of 500 west park blocks to create a park focal point for new urban neighborhoods. 500 West park blocks should extend to 900 South.
- Coordinate with the Beautiful streets recommendations. North / south routes to consider include: 200 East, East West routes to consider include 100 South, 300 South.
- Establish strong relationships between new park development and private development, e.g. residential uses.
- Incorporate the bicycle master plan.

D. Objective: Explore new public parks such that one is within walking distance of all parts of downtown

Explore possible large scale public parks to serve future downtown residents of West Gateway, South Downtown, and Main Street, and upgrade public amenities in existing public parks. A major public park should be within walking distance of all parts of downtown (especially where growth is expected to the south and west)

a) Strategies:

- Create an exploratory committee to examine possible uses/ destinations for large public parks to be located within a half mile of each other.
- Explore city referendum options for funding new public parks downtown. (Who wouldn't vote for new parks downtown?)
- Where will residents recreate in the emerging neighborhood west of the Gateway?
- What is the future of the 9th South rail ROW?
- Explore connections to west Salt Lake City



VII.2. GOAL: DOWNTOWN THINKS GREEN

A. Objective: Assist the development community in analyzing the potential benefits of sustainable practices

a) Strategies:

- Consider utilizing or hiring city staff members to provide technical assistance
- Provide list of architects and builders that can share expertise in green building
- Sponsor green building conference to increase understanding of techniques and potentially to recruit a green-building non-profit to Downtown.

- Establish an ongoing organization or department to encourage, monitor and potentially enforce sustainable practices. This body would be used to accelerate corporate and community implementation of sustainability practices.

B. Objective: Increase the use of high performance building standards for new construction

a) Strategies:

- Incentivize high performance standards, e.g.:
 - LEED projects are moved to the head of the Salt Lake City development review queue
 - Fee reductions
 - Utility bill credits for conversion of lighting or water fixture
- Require minimum, common sense sustainable standards for new construction: e.g., energy efficient lighting fixtures, water efficient fixtures
- Consider banning building materials that contain ozone-depleting agents
- Promote high performance standards
- Develop sustainability criteria in City policy, City Purchasing, Municipal Operations and Program decisions.

b) Actions to explore:

- Develop a city landmark as an emblem of sustainability. For example, consider opening a stand alone city office of sustainability in a high profile LEED building.
- Investigate affordable green housing programs, e.g. near transit, with grants and loans.
- Highly encourage Taubman/LDS project as a national model of green practices, e.g. reuse demolished building materials.
- Green Business Development – Develop training opportunities and/or jobs for SLC residents.

C. Objective: Develop sustainable public infrastructure – “Green Streets”

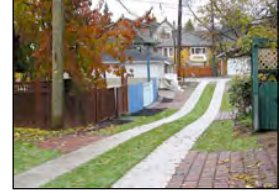
The role of Green Streets would to aid in things such as aquifer recharge, storm water filtration and reduced runoff, urban heat island reduction, CO2 reduction, water conservation, reuse of materials, use solar-powered street lights, etc.

a) Strategies:

- Create a ‘sustainable street’ **pilot project** (e.g., 200 East, 600 West) to serve as an experiential model for sustainable public infrastructure.
- Develop and implement prototypes for environmentally friendly “Green parking lot” design.
- Provide greywater reuse assistance to developers and homeowners



- Explore secondary water utilization on parks or for landscaping
- Develop programs to reduce pervious surfaces



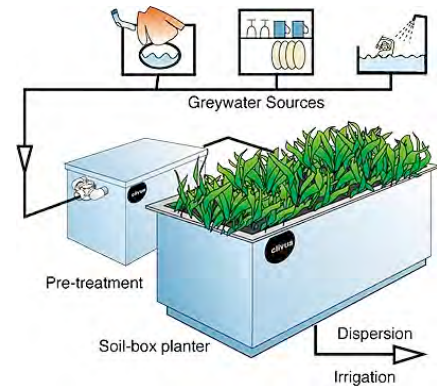
D. Objective: Conserve Water and Improve Water Quality

a) Strategies:

Increase the use of water-wise landscaping

b) Actions to explore:

- Remove regulatory barriers to conservation. E.g., allow water wise landscaping and xeriscaping, don't prohibit it.
- Develop financial incentives: e.g., utility bill credits.
- Augment technical assistance as necessary
- City to develop Recycled Water Plant, a facility to purify wastewater to safe levels for reuse in landscaping, industry and recharging groundwater.
- Eliminate pollution of groundwater basins.
- Water demand reduction programs, e.g. tiered pricing.
- Use less water in parks and begin monitoring progress in park usage. For example, Denver uses 28% less water today in parks than in 2001. Utilize water-conserving irrigation in parks and water wise landscaping such as native grasses.



c) Strategies:

Improve efficiency of water use

d) Actions to explore:

- Examine city pricing structure to determine if further modifications are necessary
- Consider warnings and fines for inappropriate watering behavior
 - Mid-day watering
 - Watering that misses and lands on hardscape
- Increase the use of water-efficient fixtures
 - Regulatory standards for new construction
 - Explore Incentives such as utility bill credits in exchange for the replacement of inefficient fixtures

E. Objective: Increase recycling and reuse, reduce solid waste generation

a) Strategies:

- Require participation in blue-bin program
- Require property managers to provide convenient recycling options to tenants

- Compost organic debris from parks and open space
- Provide yard debris bins and service to residential customers (strategy primarily for outside of downtown)
- For large construction projects, require certain materials to be recycled, e.g., rubble wood, metals, corrugated cardboard
- Develop a volume based fee scale for garbage collection – “pay as you throw”

F. Objective: Reduce energy consumption and greenhouse gas emissions

a) Strategies:

- Increase supply of renewal energy sources to serve Salt Lake’s power needs
 - Follow the lead of Governor Huntsman’s 20% improved energy efficiency goal by 2015

b) Strategies:

- Reduce energy demand

c) Actions to explore:

- Require energy efficient lighting, regulate lighting impact on night sky
- Consider adopting design guidelines to improve proper orientation of buildings to solar exposure.
- Pursue an Energy Efficiency Coalition or Consortium, or other comprehensive energy project to expedite downtown SLC’s position on renewable energy. Include engineering firms, research institutions, higher education, existing energy associations, energy service companies and public agencies.
- For solar energy, develop a downtown massing plan aimed at guaranteeing solar access for energy conversion. Consider solar envelopes as part in zoning regulations.

G. Objective: Encourage alternative modes of transportation

This is a critical objective of thinking green, but the Green City research team purposefully did not delve into this subject to avoid duplicating efforts with the transportation research team.

a) Strategies:

- A fundamental strategy is to link employment uses, regional entertainment, sports and cultural destinations and zoned densities with Transportation Plans.



Beautiful Street Research Team

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VIII.1. SUMMARY

This document outlines recommendations from the Beautiful Streets research team. The basic notion of the Beautiful Streets team was to examine modifications to downtown to make it more walkable. This is based on the belief that a walkable downtown greatly helps in attracting tourists, residents, and businesses. Also, that a walkable downtown helps increase transit ridership by enabling a car-free downtown experience much more enjoyable.

We've organized our recommendations for the **A) Central Business District**, for all of **B) Downtown**, for the **C) Gateway streets** into downtown. The last two sections **D) Prioritize street improvements** and **E) Prioritize new mid-block connections** to increase downtown walkability.

VIII.2A. CENTRAL BUSINESS DISTRICT

When people come to the heart of downtown, they should feel like they've entered a distinct and highly special place. The visual appeal, walkability, scale of buildings, and the sheer number of people will provide this experience. Unfortunately, downtown Salt Lake City's central business district is not as walking friendly as many of our peer cities. This is in large part a result of the wide streets and high traffic speeds we have. The Beautiful Streets research team recommends that within a small, central area of downtown, pedestrian improvements should be focused to markedly improve walkability. We recommend that this downtown area be bounded by the following streets: 300 West, 400 South, North Temple and State street. In this area, pedestrian and bicycle movement should generally take priority over auto movement

and convenience (although changes should not preclude auto access nor substantially harm auto convenience). We recommend a variety of improvements:

1. Salt Lake’s CBD will have an undeniable sense of place

When people come to the CBD, they need to know they have entered a special place. There are a number of recommendations to explore to make this happen:

- Change in density
- More attention to building design
- Distinct system of lighting, street furniture, sidewalk furniture

The rest of the recommendations in this section flesh-out other strategies to help achieve a special atmosphere in the heart of our downtown.

2. No new visible surface parking lots

Surface parking has an extremely negative impact on the appeal and pedestrian-friendliness of a CBD for tourists, residents and employees. Any new surface parking lot that is contemplated must be shielded from view from the public right of way by buildings. Over time, as the market matures, the norm in Downtown Salt Lake should be no new surface parking areas.

3. Public spaces should be visually inviting as viewed from the street.

Clear visual corridors should lead into downtown’s public spaces.

4. Every block should have a mid-block street crossing, and

5. New mid-block street or pedestrian routes should be developed wherever possible

Downtown’s blocks are the largest of any major downtown in the United States, 660 feet on a side. Within the downtown core, a highly effective way to improve walkability is to effectively divide the streets into smaller blocks via new streets or pedestrian only walking routes and then to ensure that there is a street crossing at the mid-point of each block. This helps people travel more as the crow flies and would encourage pedestrians to use more of the emerging mid-block walking routes.

6. Slow auto speeds in the downtown core area through design changes and posted speed limits

The road layout and design of streets should lead to slower auto speeds. The designed-for speed should be reduced through elements such as high textured street materials that are both attractive and which continually let the driver know they are in a pedestrian-first area.

Some of the changes to explore include:

- Sidewalk neck-downs at every intersection to reduce pedestrian crossing distances
- Mid-street pedestrian refuges and landscape medians boulevards
- High textured street materials, such as brick
- Narrower streets
- Reduced speed limits

VIII.2B. DOWNTOWN WIDE

1. All streets downtown must meet basic standards of walkability

- Safety, such street crossings with pedestrian islands for refuge
- Shade and protection from the elements
- Downtown streets should present a cohesive urban street wall to walk next too. Urban streets should avoid resembling a gap-toothed smile, where holes exist in the street frontage of buildings.
- Ground-floor building elements should be scaled to make a pedestrian feel comfortable

2. Signs should fit in an urban environment

- Design: free-standing signs are suburban in character and should not be utilized downtown. If buildings greet the street, free-standing signs are not necessary
- Wayfinding: signs should be coordinated and linked with a comprehensive system of wayfinding and area identification

3. Parking garage entrances should minimize impact on the public realm and the walkability of downtown

• Mid street parking ramps

Parking garage ramps in the middle of the street present a barrier for mid-block crossings, introduce visual barriers, and remove the opportunities to utilize the right-of-way in ways that improve the beauty and walkability of downtown.

Past mid-street parking garage entrances, such as the parking garage exit north of Gallivan center in the middle of 200 south, should be covered to minimize the hole in the street. The cover should add to the beauty or vibrancy of downtown: e.g., pedestrian refuges, public art, landscaping, parking.

Any new mid-street parking ramps should carefully attend to design to minimize negative visual impact and pedestrian accessibility of the adjacent area.

Because these ramps utilize public rights of way it is appropriate for the city to consider the public impact of such ramps before they are approved. The proposed design should be weighed against the next best alternative, a standard parking garage entrance accessed via a curb cut.

• Standard parking garage entrances

For parking garage entrances that provide access via a curb-cut, careful attention must be paid to the role of the street that will be impacted and the location of other parking garage entrances. In general, parking garage entrances should be avoided, where possible, on key walking streets – especially in the core downtown area.

4. Enhance district identity through a coordinated system of streetscape architecture, signage and furnishings

To help build a district by district identity in the downtown area, we propose that a coordinate system of public improvements be implemented.

VIII.2C. GATEWAY STREETS

The gateway streets into downtown include 400, 500 and 600 south, North Temple. These streets need to signal to drivers that they are entering the downtown of a major city. They need to have a distinct feel as compared to similar streets in suburban cities.

1. Reduce the visual impact of billboards

Reduce the number of billboards; require them to lay flat against a buildings façade. No private signs should be freestanding in downtown.

2. Parking should be visually subordinate to buildings

This strategy is key to giving drivers a visual queue that they are entering an urban destination. To accomplish this:

- No parking should be between buildings and the sidewalk. Parking can be to the side of a building, but should be shielded with a decorative wall that helps establish an urban streetscape without “gaps in the smile”

3. Build-to lines

To bring buildings uniformly near the street – helping to create the urban street wall consistency characteristic of urban places

4. Landscape buffers

The landscape buffers that are already used to some extent on these streets should be implemented with more consistency

5. Bury power lines

To reduce visual clutter

VIII.2D. PRIORITY STREETS TO IMPROVE BEAUTY OR WALKABILITY

The following streets are recommended for near-term, priority action by the Beautiful Streets research team. Specific suggestions for some of these streets have been initially addressed by the Design Workshop professional internship. Further development of specific recommendations will be developed by the University of Utah design studio (in-progress).

1. 200 East (approx 500 South to N. Temple)

Improvements to this street should take advantage of its low traffic flow; less space is likely to be needed to move autos than this street currently provides. Simultaneously, the areas around 200 East have the potential to be transformed into a key urban neighborhood. Modifications to 200 East could aid the development of an urban neighborhood by providing active open space:

- Usable landscaping
- Distinctive walking paths
- Plazas
- Alternative parking configurations
- Public art

2. West Temple (600 south to North temple)

West Temple holds tremendous potential to link together many prominent downtown destinations with a pedestrian friendly boulevard. Any modification to West Temple should acknowledge its key role in moving automobiles through downtown. Regardless, the street is not a high quality pedestrian route. Given the link it provides between major hotels on the south to the Salt Palace, Symphony Hall, the Family History Library, and the future City Creek Center, it is critical for the long-term future of downtown that West Temple be attractive and walkable. Modifications to be considered include:

- No retail should turn its back to West temple. All retail entrances adjacent to West temple should have a prominent entrance for pedestrians onto this street.
We need to improve the key streets downtown that aren't vibrant and pedestrian friendly, rather than making them worse out of neglect.
- Changes to the Salt Palace façade to provide purposeful pedestrian destinations along the west side of West Temple. Ideas to explore include:
 - a "City History" walk
 - a linear sculpture garden
 - Play canals
 - Kiosks and food carts
 - Outdoor dining
- Introduction of shade trees
- Reuse of any turning lanes to create pedestrian refuges, public art, or landscaping
- Widening of sidewalks
- Alternative on-street parking configurations

3. 600 South (I-15 to 300 East)

This corridor is one of the main vehicular gateway entrances into the City from the highway. It is most typically the route used to bring visitors from the airport into the city's core. We recognize the critical role of this street in moving traffic, but recommend a series of design modifications to give it the role of an urban boulevard.

- Billboards create clutter which makes it difficult to see what businesses are along the street.
- There is competition between pole signage and billboards.
- Overhead power lines should be buried so that landscaping, street trees and specialty lighting can become the canopy that frames this entry.
Burying the power lines will also reduce the risk of damage due to inclement weather, thereby reducing extended periods waiting for repairs.

This corridor should be a grand expression of a capital city providing a more dignified entrance.

4. 100 South (West Temple to State Street)

100 South east of the Salt Palace is a prime opportunity to create a vibrant focal point for downtown. This section of 100 south is where the demands of traffic are low and the public realm could showcase the Salt Palace Tower and a growing

restaurant scene on 100 South. The big idea is to turn 100 south into a linear park activated with people, but still open to auto movement and on-street parking.

Major modifications should be considered such as:

- Pedestrian priority street - turning the street into a space designed to be shared by pedestrians and low-speed motor vehicles (similar in that regard to the street in the middle of the Gateway shopping center).
- Substantial new plaza and landscaping areas to the sides of the pedestrian priority street.
- Alternative on-street parking configuration to increase on-street parking.

VIII.2E. KEY OPPORTUNITIES FOR NEW MID-BLOCK ROUTES

A long standing policy in Salt Lake City has been to introduce new pedestrian routes through the middle of our large blocks. We have prioritized a list of key opportunity areas to consider new mid-block pedestrian routes or new streets. In general we recommend new streets over pedestrian only routes as streets can increase development potential by providing auto access and parking, streets tend to feel more genuine than pedestrian only routes. Any new streets through the middle of blocks would not serve as through routes, but would be relatively narrow, walkable streets that activate an energetic, urban streetscape.

1. Pierpont connection

The two isolated street segments of Pierpont Avenue are perhaps the most intimate, walkable, and urban streets in Downtown. Between these two street segments is a block where there is potential to create a new connection. Such a Pierpont connection would create one potential three-block area for an entertainment district or a strengthened restaurant row.

2. West Gateway (South Temple to 400 S, 500 W to 600 W)

This string of blocks west of the Gateway Shopping Center will likely rapidly transform into an urban neighborhood in the near term. Now is the time to establish a system of mid-block routes to break the large blocks into smaller, more intimate spaces.

3. Arrow Press Square

A redesign of Arrow Press Square could create a strong focal point for the cultural and entertainment destinations that exist and will grow in that portion of downtown. Redesigns should be coordinated with modifications to adjacent buildings and venues to establish a highly active plaza environment.

4. Mall redevelopment (City Creek Centre)

The Beautiful Streets research team compliments the anticipated introduction of new outdoor walking routes through the current ZCMI/ Crossroads mall blocks. We recommend that the LDS church carefully consider impacts of parking access on the streets that surround this interior walkway. For example, 100 South could become a new linear park or plaza and, thus, attention should be paid to the impact of the City Creek Center on 100 South. As outlined in A.6., we recommend that new parking garages should be accessed on private land, not through cuts in the public street.



Arts and Culture Research Team

Vision Statement

Downtown Salt Lake is a creative environment that:

- Provides lifelong memories, education and inspiration through arts and cultural experiences;
- Enhances the quality of life;
- Brings locals and visitors Downtown;
- Fosters a thriving arts community; and
- Generates social and economic vitality.

IX.I. Background

Downtown Rising's Core Principles state that downtown is:

- A central gathering place;
- A mix of activities;
- An economic hub;
- A center for education, arts & culture; and
- A high-quality urban experience.

The arts, in all disciplines, contribute to the Downtown Rising's Core Principles in a multi-layered way.

Salt Lake City's Historical Arts and Cultural Foundation

- The Salt Lake Theatre was built for performances before homes were constructed.
- In 1899, the Utah Legislature created the first state arts agency in the country.
- Downtown Salt Lake has always been a center for the arts. Major Utah arts and culture facilities located downtown include: Abravanel Hall, Capitol Theatre, Church Museum of History & Art, Clark Planetarium, Discovery Gateway, LDS Conference Center, the Museum of Utah Art & History (MUAH), the Rose Wagner Performing Arts Center, Downtown Salt Lake Public Library, the Salt Lake Art Center, and Temple Square.

Arts Contribute to Economic Development and Social Activity

Arts and cultural amenities are often the "tipping point" in business location decisions.

- Salt Lake's creative capital is a unique asset. Utah's creative industries have shown more growth than many other sectors of our economy. A 2006 Americans for the Arts study concluded that in Salt Lake City there are 8,928

jobs at 776 arts-related businesses, including both nonprofit and for-profit companies.

- More than 800,000 people were documented as attending both paid and free downtown art events in 2005. These included hundreds of performances held at the Salt Lake County Center for the Arts Facilities as well as First Night, Twilight Concert Series, SLC International Jazz Festival, Living Traditions Festival and the Utah Arts Festival.
- Attendance at the monthly Friday night Salt Lake Gallery Stroll has increased dramatically over the past few years.
- By supporting this vision, the Chamber and Salt Lake citizens directly contribute to the growing industry of cultural tourism.
- Salt Lake City was rated number 14 of mid-sized cities nationally as an "Arts Destination."

Artists Build Community

Artists, in all disciplines, play a major role in developing and sustaining the creative environment with public art, galleries, studios, architecture, performances, and landscape design.

- Artist live/work spaces, like Salt Lake's Artspace, serve as a catalyst for economic development in downtown fringe areas. These areas spur development of retail, gallery, dining, and office spaces. This type of space needs long-term public/private investment. Salt Lake's Artspace had a 25-year lease and within 20 years, the neighborhood was changed and stabilized.

IX.2. Key Issues

1. Creating future cultural audiences

The arts are quietly disappearing in our schools. Arts are not included in the core curriculum in K-12 grades in Utah and arts teaching competency is not required for elementary teacher certification. There is strong documented evidence, through national studies, of the correlation between understanding and participation in arts and audience development for cultural organizations.

2. Informing the public about arts events

The more people participate in the arts, the more they want to participate in the arts. One of the keys to making this relationship more successful is to ensure that people know what is going on downtown, how to get information, how to purchase tickets, how to get information about public transportation and parking, and other activities they can participate in while downtown.

The arts community will benefit by full houses, active gallery strolls, informed conversations, and increased public and private support. Downtown will benefit from an active, engaged, lively populace that enjoys and recognized the connection between the arts and downtown.

3. Deciding whether to build new arts facilities and where to place them.

The issue of additional cultural venues is a constant. Does Salt Lake City need new facilities to bolster the arts and culture community in downtown? If yes,

where will they be built and how will they be paid for? How will new facilities affect existing venues and programming?

Existing arts groups are challenged to fill seats at existing venues. For example, almost 30 percent of the seats went unsold during the Utah Symphony's primary classical series in 2005 and about 10 percent for Utah Opera. Conversely, Salt Lake is limited in its ability to compete for national Broadway touring shows due to limited seating. It is estimated that Salt Lake loses an additional 100,000 seats from productions that won't come to Utah.

4. Encouraging artists to live and work downtown

Artists need to be welcomed, encouraged and supported in order to live and work downtown. Studies already validate that artists revitalize neighborhoods. How can we encourage artists to live and work in downtown? Artists often see the potential of neighborhoods before the general public. Then, once they create desirable spaces, they often move out because they are unable to afford the rent. How can we encourage gentrification, without taking advantage of the artists that make the improvements?

IX.3. Barriers

1. We have seen an alarming decline in arts education in our schools.
2. Audience attendance, particularly for paid performing arts events, is in decline.
3. Lack of consensus on performing and visual arts facility needs has deterred progress in this area.
4. Artists do not have a unified voice to represent them .

IX.4. Recommendations:

1. Increase Investment in Arts Education

Background

A 1994 survey by Utah Arts Council, Utah Humanities Council, Utah PTA, State Office of Education and other partners documented disturbing trends:

- 35-45% of Utah elementary schools provided no arts instruction.
 - Secondary level arts courses mainly in visual arts and music.
 - Very little instruction in dance, drama, literature or creative writing.
- A 2006 survey confirmed continual downward trend due to number of factors including:
- No Child Left Behind mandate and emphasis on test scores.
 - Increased graduation requirements in math and science.
 - Qualified arts teachers not being replaced, Utah-based pilot arts programs *art works for kids* and *artstream*, use the arts to teach in all curriculum areas such as math, reading, physical education. Students involved in these programs received two to three times the national average of arts instruction, giving them an edge over other students.
 - In a well-documented University of California study of more than 25,000 students nationwide, researchers found that students with 4+ years of arts coursework scored 58 points higher on verbal and 38 points higher on math SAT scores than students with less than 2 years of arts.

Conclusions

- Position Utah as the national exemplar in arts education and experiences for children by encouraging school districts to adopt and expand pilot arts programs in all elementary schools.
 - Downtown Salt Lake City can become the living arts experience laboratory by building on world class arts offerings.
- Support education legislation including Governor Huntsman's STAR 20 Initiative that calls for adding highly-qualified, certified teaching adults in K-3 to improve learning through reduced class size.
- Focus on developing highly-qualified artist teachers capable of integrating arts to improve student learning in all subject areas.
- Seek to build a "Creative Community" through arts and culture as creative workers seek interesting cultural experiences.
 - Develop our future creative workforce and talent by investing in arts education and amenities for downtown arts education laboratory.

2. Create Cooperative Downtown Arts Marketing Initiative

Background

The goal of a cooperative marketing component is to ensure that residents and visitors alike think of our downtown first when they look for a quality arts or cultural experience. These experiences include the visual arts, dance, music, theatre, literary, architecture and design, public art, film and video, ethnic and traditional arts, or a combination of the above.

Conclusions

We propose the creation of a cooperative marketing plan. This would be in addition to individual arts and culture groups' ongoing efforts. The marketing plan would benefit all of the arts activities and strengthen the connection between our community, the arts and downtown.

- A cooperative marketing effort must be a long-term strategy in order to have a significant and measurable impact. It must be supported with on-going public and private funding to ensure its success. We recommend proceeding with the concept of an integrated, cooperative marketing effort by:
 1. Conducting additional research.
 2. Securing funding from several sources.
 3. Engaging a professional firm to develop and implement the marketing plan.
 4. Clearly stating the measures of success and evaluating progress on a regular basis.

3. Community Consensus on Facility Needs

Background

Several studies have been commissioned that indicate the need for a variety of new performing and visual arts venues. Non-profit arts groups in other cities, with defined downtown cultural communities, continue to be viable because the increased activities from additional venues draw new audiences. Based on this evidence, it is believed that Salt Lake's arts community would have the same success. The 2005 HVS International study recommends building a few new facilities to augment what is already available and to attract larger touring shows. The study recommends creating

a coalition that would further study the proposals made in the report and determine the next steps.

Conclusions

Create a community-based Master Plan Committee, spearheaded by Salt Lake County. The Master Plan committee would be charged with developing specific recommendations for new and existing arts facilities. The options developed by this committee would be submitted to State, County and City governments, the business community and the public for review. Then they would be developed into a scope of work proposal for architectural services.

- Potential Facilities – it is recommended that all would include retail, restaurant, and/or café/coffee shop spaces at street level
 - New Performing Arts Center to support touring and local productions
 - 2,500-seat and 800-seat theatres and 300-seat black box theatre
 - Classrooms, workshops, and studios for school education programs
 - New Visual Art Center
 - New home for Salt Lake Art Center
 - Exhibition, multi media, and black box presentation spaces and exterior sculpture garden
 - New Film Art Center
 - Six screening rooms holding up to 300 persons each
 - Home for Salt Lake Film Society, Salt Lake City Film Center and Sundance Film Center’s archives and possibly for American Film Institute (AFI) library presentations
- Potential Renovation Projects for Existing Facilities
 - Renovated Capitol Theatre / New Ballet West Academy (in progress)
 - New home for Ballet West with expanded studios, offices, and costume shop
 - New restrooms, expanded lobby, concessions, and boutique sales spaces
 - Improved seating, sightlines and ADA accessibility and support systems
 - Renovated Abravanel Hall Plaza & Lobby
 - New plaza water fountain feature and message center for advertising downtown events
 - Renovate lobby, expand concessions and boutique sales spaces
 - Expand Rose Wagner Center
 - Two additional black box style theatres with 200+ seats each
 - Additional dressing rooms, rest rooms, and satellite ticket office
- Support for Museum of Utah Art and History façade and facility improvements
- Possible lease space at 127 South Main for contemporary artist work and exhibit space

4. Support Public Policies that Create a Nurturing Environment for Individual Artists

Conclusions

- Governments (city, county & state) should use tax incentives and policy authority with artists' needs in mind
- Consider artists as small business. Create an arts incubator space, with creative space as well as classes on business practices, etc. to help them succeed.

Recommendations Summary

1. Increase and support arts education initiatives.
2. Explore funding and planning for overall marketing effort for an overall marketing effort for downtown arts and cultural organizations and presenters
3. Have Salt Lake County immediately establish a steering committee to oversee development of a cultural facilities master plan.
4. Create a supportive environment for individual artists.