



STAFF REPORT

PLANNING DIVISION
COMMUNITY & ECONOMIC DEVELOPMENT

To: Historic Landmark Commission
Cc: Wilf Sommerkorn
From: Nick Norris (801) 535-6173 (nick.norris@slcgov.com) or
Michael Maloy (801) 535- 7118 (michael.maloy@slcgov.com)
Date: June 5, 2014
Re: Downtown Master Plan Discussion

The purpose of this staff report is to review and discuss the Draft Downtown Master Plan with the Historic Landmark Commission.

ACTION REQUIRED:

Staff is seeking input from the Historic Landmark Commission on the features, action items, and metrics proposed in the Draft Plan relative to historic preservation. The expectation is that the Historic Landmark Commission will assist staff in prioritizing and “narrowing” the information contained within the Draft Plan that relate to historic preservation into a manageable and effective document that will guide Downtown development.

BACKGROUND/DISCUSSION:

The Downtown Master Plan is a long-range vision and implementation plan that will help fulfill the goals emerging from Plan Salt Lake. The Downtown Master Plan answers questions related to future growth and development, program and design of Downtown, and provides a contextual understanding of the unique character and history of the place. It addresses Downtown as a major destination for culture, civic, and commercial activities, and as a growing neighborhood of day-to-day activities, seeking to resolve tensions that may arise from it being both.

Planning Process – Update

An early Draft Plan (dated April 14, 2014) was recently released to the Downtown Master Plan Advisory Group, Technical Committee, and Working Group. These groups have recently completed an intensive 2-week review of the Draft Plan. They were asked to provide specific direction on the following:

- Identification of 2-3 metrics per Principle that are key indicators of success towards achieving that reality;
- Identification of 2-3 Goals and Action Items for each Principle applicable at the Downtown-wide scale that best align with the overall Vision;
- Identification of the top 2-3 Action Items that should be the priority for each of the 10 Districts in the Downtown;
- Consideration of the proposed Catalytic Projects for each District and whether these projects have the potential to be true drivers of change;
- Additional edits and comments.

In response to comments received from the Downtown Master Plan Advisory Group, Technical Committee, and Working Group, staff has updated the Draft Plan. As stated previously, Planning Staff is seeking direction from the Historic Landmark Commission on historic preservation elements contained within the Draft Plan (dated May 6, 2014).

Staff is also preparing graphics—i.e. maps, diagrams, and illustrations—to visually communicate the concepts explored in the Draft Plan. Staff will continue to solicit input from the Planning Commission and other organizations throughout development of the Downtown Community Plan.

Planning Process – Next Steps

Staff is compiling feedback on the Draft Plan received from the Downtown Advisory Group, Technical Committee, Working Group, and Planning Commission. The Draft Plan will be revised and edited based on those comments and a revised Draft Plan released to the public for review in June 2014.

From May through July, Staff will brief various City Boards and Commissions (Planning Commission, Arts Council, Business Advisory Board, Historic Landmarks Commission, Library Board, Parks Advisory Board, Redevelopment Advisory Committee, and the Transportation Advisory Board), public and private groups and associations, and the general public via select public events (i.e. Arts Festival, Farmer’s Market, etc.). The Draft Plan will continue to be revised during this period to reflect feedback received.

In early June, an Open City Hall topic on the Draft Plan will be initiated and additional public comment solicited through that medium.

In mid-June, the Downtown Advisory Group will meet again for a review of the Draft Plan and formal recommendation of the Draft Plan to the Planning Commission.

ATTACHMENTS:

1. Draft Downtown Community Plan, May 6, 2014

DRAFT



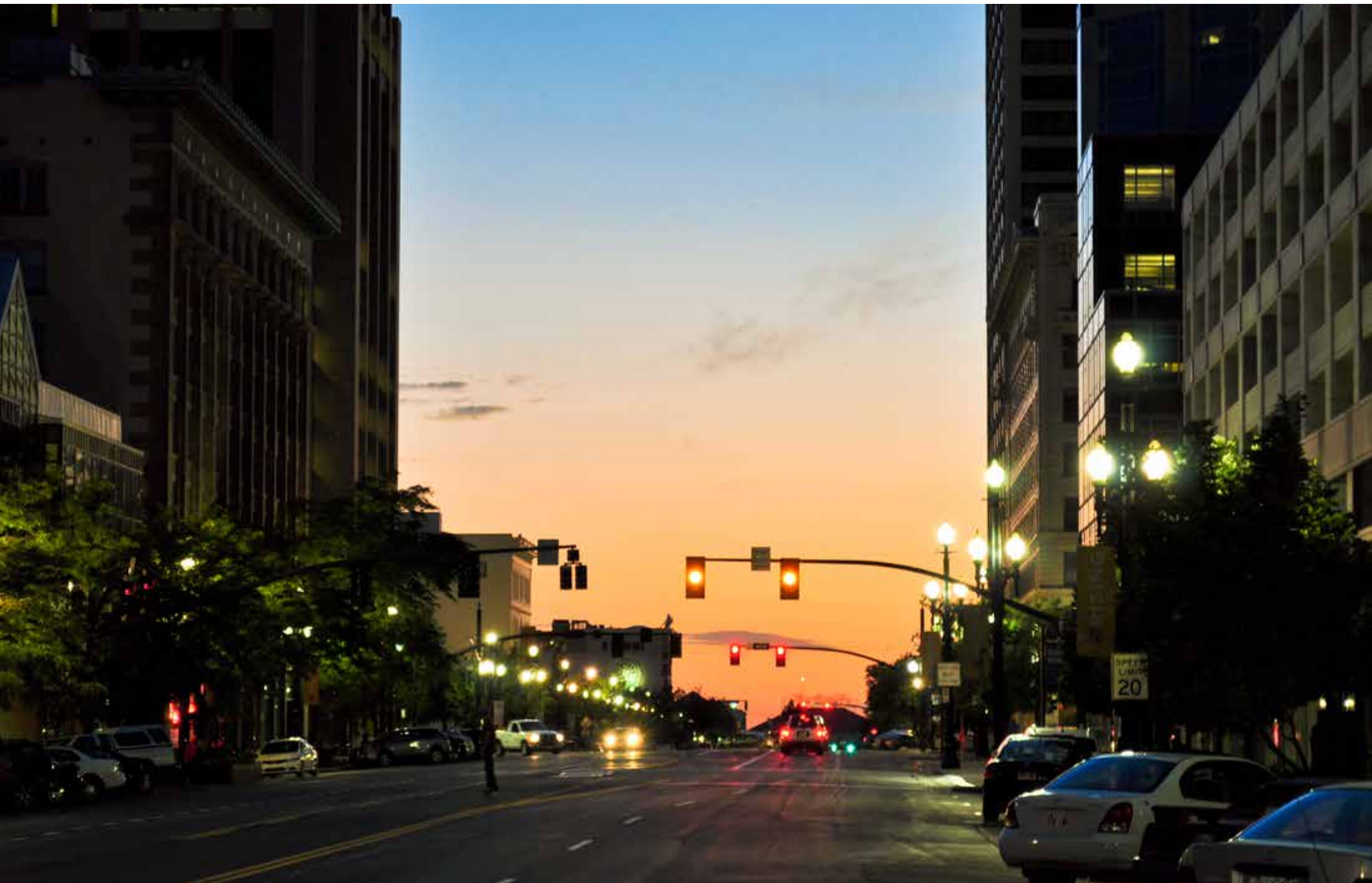
SALT LAKE CITY
DOWNTOWN COMMUNITY PLAN

STORY OF OUR FUTURE

DRAFT: MAY 6, 2014

FORWARD

*This community master plan
tells the story of the future of
Downtown Salt Lake City.*



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Matt Sibul, Utah Transit Authority
Alice Steiner, Citizen (At-Large Member)

PHOTO CREDITS

All photos by Planning staff unless otherwise cited

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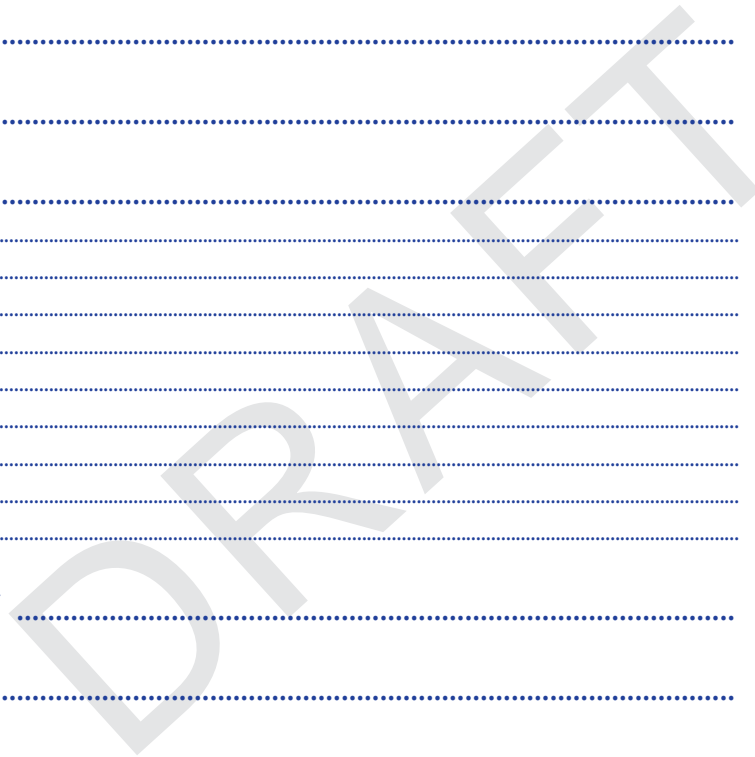
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EXECUTIVE SUMMARY

Photo credit: Lance Tyrrell

SALT LAKE URBANISM

THE DOWNTOWN COMMUNITY PLAN IS A 25-YEAR VISION AND IMPLEMENTATION PLAN THAT WILL GUIDE FUTURE GROWTH AND DEVELOPMENT IN DOWNTOWN

Salt Lake City has aspirational goals to be a model of urbanism for Utah and the Country. A great downtown is essential to achieving this vision.

Planning for Downtown's future starts with regional initiatives like the Wasatch Choice for 2040. This is a regional strategy to determine where and how growth should happen along the Wasatch Front. Our City's vision, Plan Salt Lake, further guides Downtown's future. This plan is a shared citywide vision drawn on already established, adopted City plans & policies. It creates a framework for more focused plans like the Downtown Community Plan. Plan Salt Lake recognizes that to achieve the greatest benefit, focused efforts will deliver the greatest possible outcome for Salt Lake City and Utah.

The transformation of the downtown is essential to providing a premier center for urban living, commerce, and culture in Utah, and makes an essential contribution to our economic growth.

The Downtown Community Plan is a new community master plan that provides the roadmap for this transformation. It replaces the Salt Lake City Downtown Plan of 1995. Since 1995, the Downtown has grown tremendously. The introduction of TRAX and the new Frontrunner vastly improved transit to the Downtown and broadened access throughout the region. In 2002, the City hosted the Winter Olympics, launching Salt Lake onto an international stage with the likes of Lillehammer, Nagano, and now Turin, Vancouver, and Sochi. The introduction of bike lanes, increase in the number of Downtown residents (up 59% from 1990 to 2010), and major new commercial and residential developments like the Gateway and City Creek all change how we use our Downtown.

Looking forward, the city must be strategic in its siting of downtown development, including the proposed convention center hotel. Changing technology continues to impact how we interact with each other and our public spaces and our infrastructure needs. National trends in Downtown housing

development reflect a renewed interest in Downtown living, particularly among Millennials and retirees. A neighborhood is more than just housing. As the national trends reflect, they are dynamic, walkable places with easy access to jobs, transit, activities, and services for all ages.

These changes impose new pressures on the built environment and public spaces.

The Downtown Community Plan answers questions related to future growth and development, program and design of Downtown, and provides a contextual understanding of the unique character and history of the place. It addresses Downtown as a major destination for culture, civic, and commercial activities, and as a growing neighborhood of day-to-day activities, seeking to resolve tensions that may arise from it being both.

The planning process was based on the need to address development and growth objectives and a desire to create a vision for a Downtown that supports the analysis of future demographics and growth trends, public vision, common goals and priorities, and establishes an approach to implementation. The Plan provides a new direction for the Downtown and a chance to take a fresh, holistic look at Downtown and its surroundings. The Plan also supports and balances land use, transportation, housing, development, social, and sustainability goals.

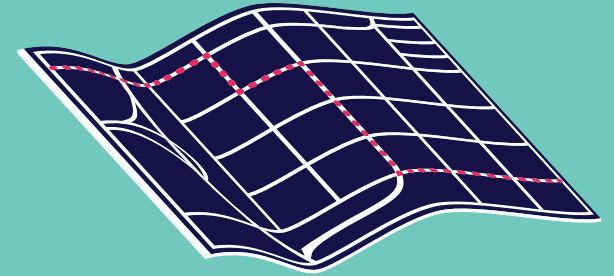
WHAT IS THE DOWNTOWN MASTER PLAN?

The Downtown Master Plan is a community-level plan with four key components: A vision, a series of implementation steps for achieving that vision, catalytic projects, and a monitoring framework that will help us understand our progress towards the vision.

The Downtown Master Plan must coordinate with other City plans and policies, primarily Plan Salt Lake, the citywide master plan. The 2008 Downtown In Motion Plan is a companion transportation plan that works in tandem with the Downtown Master Plan.



A VISION OF WHERE WE WANT TO GO



A ROADMAP OF HOW WE WILL GET THERE



EXAMPLES OF WHAT DOWNTOWN WILL LOOK LIKE



A MONITORING FRAMEWORK TO UNDERSTAND OUR PROGRESS

COORDINATION WITH PLAN SALT LAKE

Our core values form a vision for Downtown that balances local and regional interests. Downtown's sense of purpose is derived from its current role as the primary destination for culture and entertainment, the center of commerce, the seat of government for the State of Utah, and as an international center for a worldwide faith. Development of Downtown as the center for dense urban living—comprised of housing, parks, local serving retail, and community services—will dominate Downtown's identity as a vibrant neighborhood. Downtown will offer intimate spaces, outdoor adventure, and moves with a distinctive energy that reflects our culture. It will be diverse and eclectic—a creative mix of neighbors and collaborative partners committed to pioneering Downtown's future. Underscoring the whole vision is the concept that sustainable development that responds to regional ecological conditions and is supportive of local business and entrepreneurship will be accessible to all people throughout the social and economic spectrum of our community.

The vision for Downtown reflects the citywide vision outlined in Plan Salt Lake, which emphasizes the neighborhood as an important unit towards supporting community wellbeing. Plan Salt Lake identifies individual and household choice—particularly in terms of transportation and housing—as critical to enhancing quality of life. Upholding commitments to sustainable use of natural resources, protection and provision of parks and open space, and preservation of historic resources are also identified. Social equity and education are key components of citywide goals. Plan Salt Lake also emphasizes Salt Lake City's role and commitment to cultural and economic prowess in the region.

The Downtown Master Plan is built on, and will help implement, the policies and direction from Plan Salt Lake by:

- Identifying how the Downtown will specifically address citywide goals;
- Recommending changes to Downtown policies to be consistent with Plan Salt Lake and other citywide thematic plans;

- Referencing current City initiatives that influence land use and planning, including: Downtown in Motion, the Ten-Year Comprehensive Housing Plan, various redevelopment plans, XXX;
- Determining which citywide performance indicators are applicable to the Downtown;
- Creating Downtown-specific performance indicators that will help advance citywide policies;
- Creating a Downtown community vision consistent with Plan Salt Lake;
- Recommending a series of action items to be implemented through various tools (i.e. zoning changes, design guidelines, performance standards, redevelopment areas, capital improvement funding);
- Recommending amendments to the policy and regulatory framework for Downtown (i.e. 1995 Downtown Master Plan, Gateway Master Plan, Zoning ordinance, and various design guidelines) to create a better climate for the development of the type of development desired by the community, while providing the broader community with a level of comfort about the character of development;
- Recommending modifications to City processes and procedures related to development application review, agreements and approvals processes; and
- Identifying the characteristics of appropriate growth that will advance citywide growth while protecting adjacent neighborhoods.

PLAN SALT LAKE GUIDING PRINCIPLES

Neighborhoods that have identity and diversity while providing a safe environment, opportunity for social interaction, and services needed for the wellbeing of the community therein.

Managing growth and providing choice. Growing in the right places and in the right way, Salt Lake City provides people with choices about where they live, how they live and how they get around.

Access to a wide variety of *housing* types for all income levels, that provide the basic human need for safety and security and are responsive to changing demographics.

A *transportation and mobility* network that provides real choices to residents and visitors that is safe, accessible, reliable, affordable and sustainable, connecting people with places.

Responsible use of resources. Habits and patterns that use what is minimally needed for our generation so resources are readily available and, where possible, replenished for future generations.

The right to breathe *clean air* and drink *clean water*.

Recreation and open space preservation. A balance between access to open space and the need to protect and manage our natural resources.

Urban design and a built environment that *enhances our quality of life* and reflects a commitment to high quality materials, building standards and makes people the focus of development.

Preserving our past to create places that tell our story and help make Salt Lake City unique.

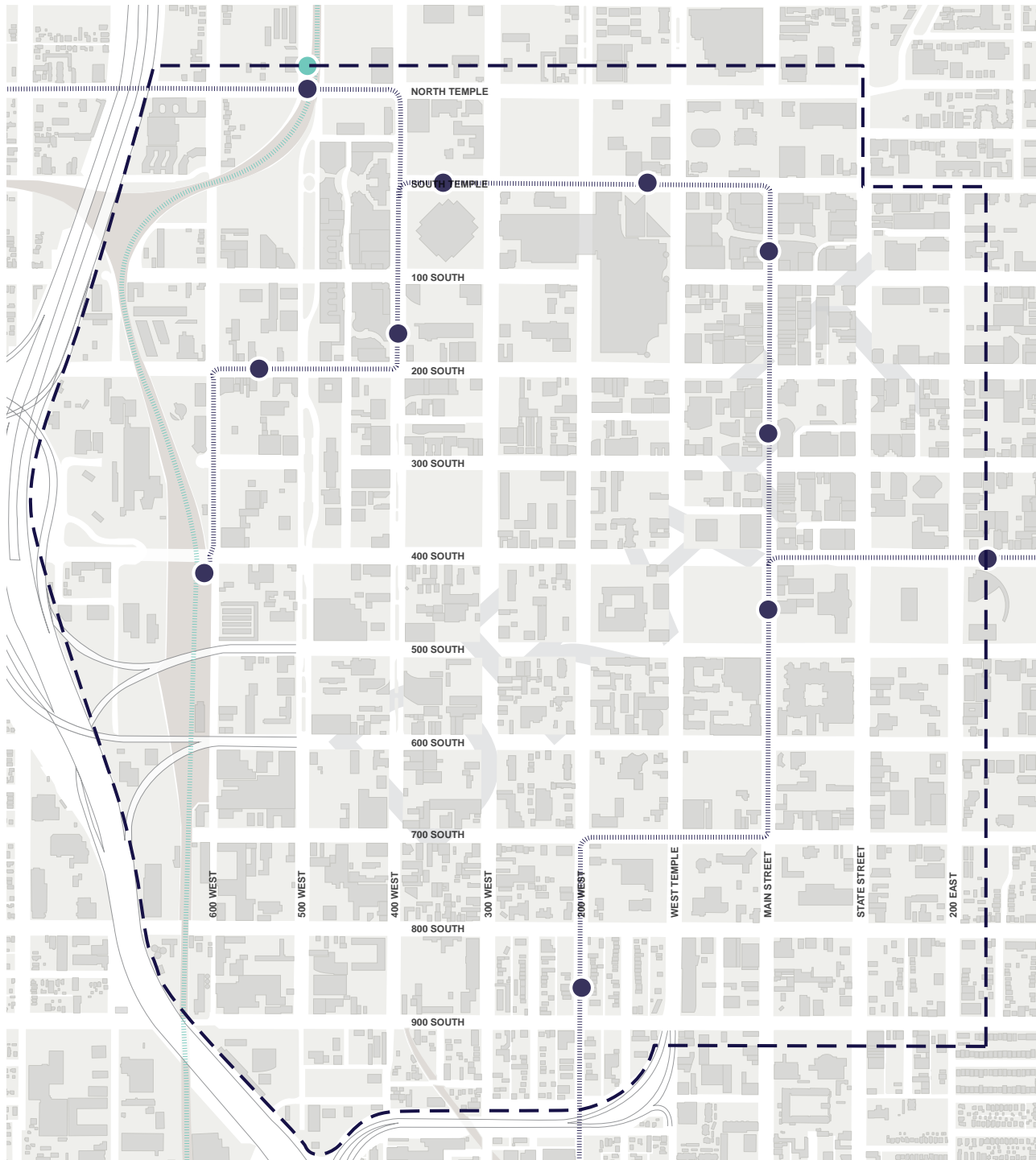
Social equity. Embrace and encourage diversity while treating all people equitably with fairness, justice and respect.

An *education* system that provides opportunities and *access for all people* and contributes to the fabric of our City.

Vibrant, diverse and accessible artistic and cultural events that showcase the community's long standing *commitment to a strong art and entertainment culture*.

A balanced economy that is the *economic center of the region* while promoting access to quality jobs and fostering an environment for local businesses to thrive.

A local *government that is trustworthy and transparent*.



LEGEND

- Study Area
- Existing TRAX Lines & Stations
- Existing Frontrunner Lines & Stations

DOWNTOWN TODAY



OUR ASSUMPTIONS

This master plan is based on a series of critical assumptions around the future development of the downtown and the region over the next 25 years. These assumptions are:

1. There will be a significant growth in demand for quality URBAN FAMILY HOUSING within the Downtown Master Plan Study Area.
2. There will be 25% more WORKERS and upwards of 20,000 RESIDENTS in the Downtown by 2040.
3. It is anticipated that phase one of the DOWNTOWN STREETCAR will be operational by 2020.
4. A new CONVENTION CENTER HOTEL with at least 1,000 guest rooms will be operational by 20XX.
5. The new UTAH PERFORMING ARTS CENTER (UPAC) will add another major cultural institution to the Downtown by summer 2016.
6. UTILITY INFRASTRUCTURE will continue to be upgraded to meet development demand.

DRAFT

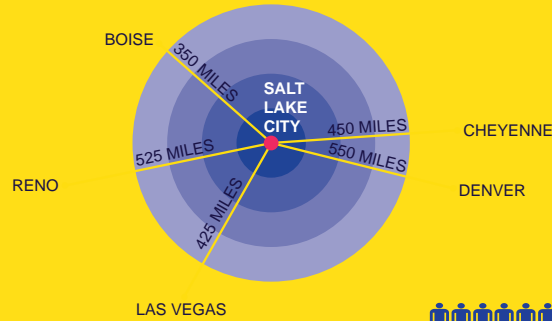
DOWNTOWN SALT LAKE CITY NOW...

As a major job center, religious and cultural center, and historic core, Downtown has a role in the region larger than just the downtown for Salt Lake City. It is the downtown for the entire Wasatch Front.

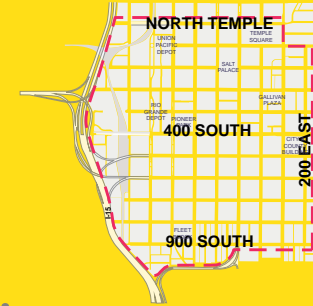
In fact, because Salt Lake City is the largest city within several hundred miles, Downtown can be considered the Downtown for the Intermountain West. Salt Lake City still maintains the largest geographic and economic hinterland of any city its size in the continental United States. It is a major center for medicine, education and entertainment. Salt Lake City enjoys performing arts, visual arts, unique public art and cultural offerings that are the envy of cities much larger in size, largely due to a long tradition of support for arts and culture.

Despite the concentration of business and activity, Downtown's population was approximately only 5,000 people in 2010. Though the population is growing quickly --adding over 250 new housing units annually over the last five years-- the overall population density is only about 3 people per acre. Male residents outnumber women in the downtown almost 2:1, which indicates an unequal gender distribution. Homelessness is an ongoing issue. More than a third of all developable land in the downtown is vacant or underutilized. Of the 43,000 people who work Downtown, only 1% actually live and work within the downtown study area. Housing density, not accounting for new construction since the 2010 Census, is comparable to outlying suburban neighborhoods with only 3 units per acre overall. Housing options are limited; 88% of all units are in buildings with 10 or more units in the building, while quads, stacked townhouses, and duplexes represent 1% each of the housing stock.

REGIONAL CENTER



STUDY AREA



GENDER BIAS

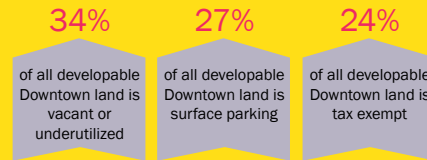
Men outnumber women in the downtown almost 2:1



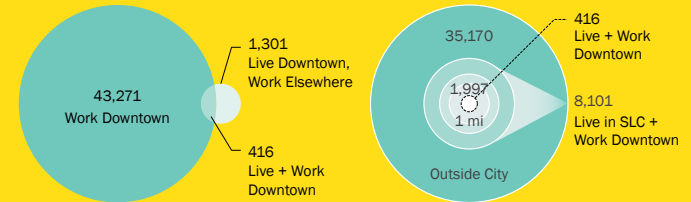
HOMELESSNESS

20% of the 4,961 residents are homeless
3 of 10 children living Downtown are homeless
Downtown serves the Region's homeless

LAND USE + DEVELOPMENT

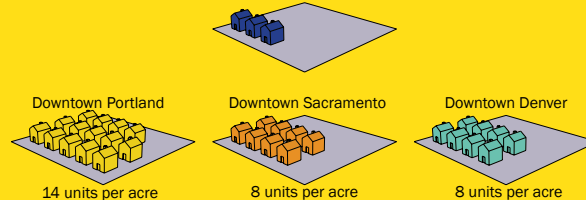


DOWNTOWN WORKERS

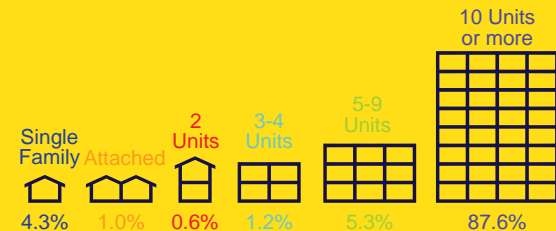


HOUSING DENSITY

Downtown Salt Lake City has 3 dwelling units per acre



HOUSING OPTIONS



...AND IN THE FUTURE

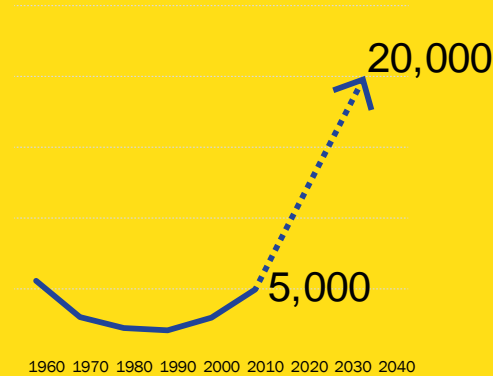
The downtown of the future is buzzing with activity. 20,000 people live in the Downtown and people are out and about in the evening and on the weekends. Downtown continues to be the economic center of the region and the largest job center in the State. The office workers fill the sidewalks, cafes and restaurant during the day, while residents and visitors dine, shop and entertain at all times of the day, every day of the week and in all seasons of the year. Visitors flock to the City to visit our cultural venues, outdoor opportunities and religious offerings.

The City invests and maintains the streets, public spaces, open spaces and infrastructure to support the residents, businesses and visitors daily activities. Buildings are designed and arranged to build community, providing places for people to live and work but also help frame the streets and make a place that the residents of Salt Lake City are proud of.

Downtown is the bulds off of its strengths of being the cultural center of the region. The legacy of strong support for performance and visual arts continues to grow, as does the number of public art pieces and number of cultural events. Art is integrated into all public spaces, from the design of streets to the placement of art pieces.

All roads lead to Downtown. Downtown is connected to the entire region by adequate roads, efficient and accessible transit and bicycle paths that provide people with choices. The transportation network Downtown truly connects people with places.

POPULATION GROWTH



COMMERCIAL ENGINE

PUBLIC REALM INVESTMENT

ACCESS TO SERVICES

CREATIVE ENERGY

TRANSPORTATION HUB

THE BIG PICTURE

THE DOWNTOWN AND THE WASATCH FRONT

DOWNTOWN SALT LAKE CITY IS THE ECONOMIC AND CULTURAL HUB OF THE REGION. EVERYTHING WE DO IN THE DOWNTOWN RECOGNIZES ITS PLACE IN THE REGION AS A WHOLE.

Economic role
Economic output
Top employers: State, City, Goldman Sachs, LDS Church
High-value sectors: Downtown has a comparative advantage in a number of high-value sectors including finance, law, software, ...
Capital city:
Transportation hub

Social and Cultural role
Annual events
Visitors
Residents
Diversity of residents
International arrivals

Development
Number of new housing units
Grocery and market
Restaurants, bars, and cafes
Outdoor dining opportunities
Transit usage
Bikeshare use

THE GEOGRAPHY OF THE MASTER PLAN

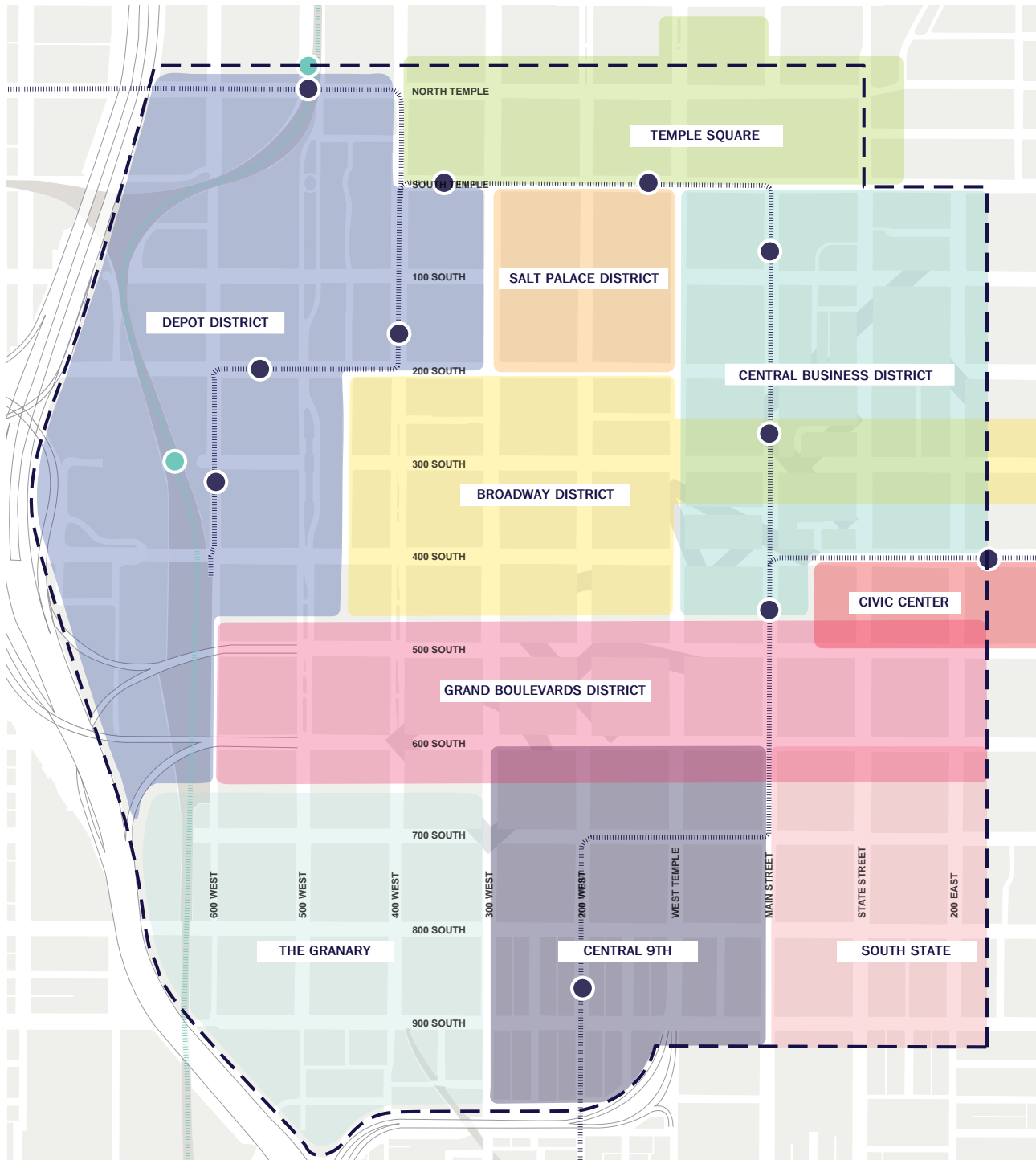
THE DOWNTOWN COMMUNITY PLAN RECOGNIZES TWO INTERDEPENDENT PLANNING AREAS: THE DOWNTOWN AS A WHOLE BOUNDED BY NORTH TEMPLE, 200 EAST, 900 SOUTH, AND I-15; AND TEN SMALLER DISTRICTS OR NEIGHBORHOODS WITHIN THE DOWNTOWN.

The Central Business District is generally understood to be “the downtown,” but this plan addresses an area much larger to be the downtown.

The Vision and Principles chapter explores the vision for the entire Downtown. This section suggests a series of metrics that are intended to measure our progress towards achievement of the Vision. The Downtown Community chapter details the goals and action items applicable to some or all of the ten districts and are more universal in nature. This aspect of the master plan focuses on increasing the number of workers and residents in the downtown by making it a more accessible and attractive place to live and work. Vibrant cities are about the exchange of ideas and new ways of doing things. The more people there are, the greater the chance of this exchange, leading to more innovation and higher productivity. Five catalytic projects are identified in the Downtown Community chapter that will spur development throughout the downtown.

The master plan also recognizes the need for greater levels of connectivity between the CBD and surrounding districts, including East Downtown and West Salt Lake. Each of the ten districts are defined and explored in the Districts chapter. At least one catalytic project is identified for each district. These projects vary in scale from major public realm investments to individual development projects to district-wide zoning changes. They are anticipated to unlock the potential of each individual district and contribute to the growth and success of the downtown, Salt Lake City, and the Wasatch Front.

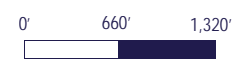
The catalytic projects were identified through the public process, exploration of past planning efforts, and recognition of existing opportunities.



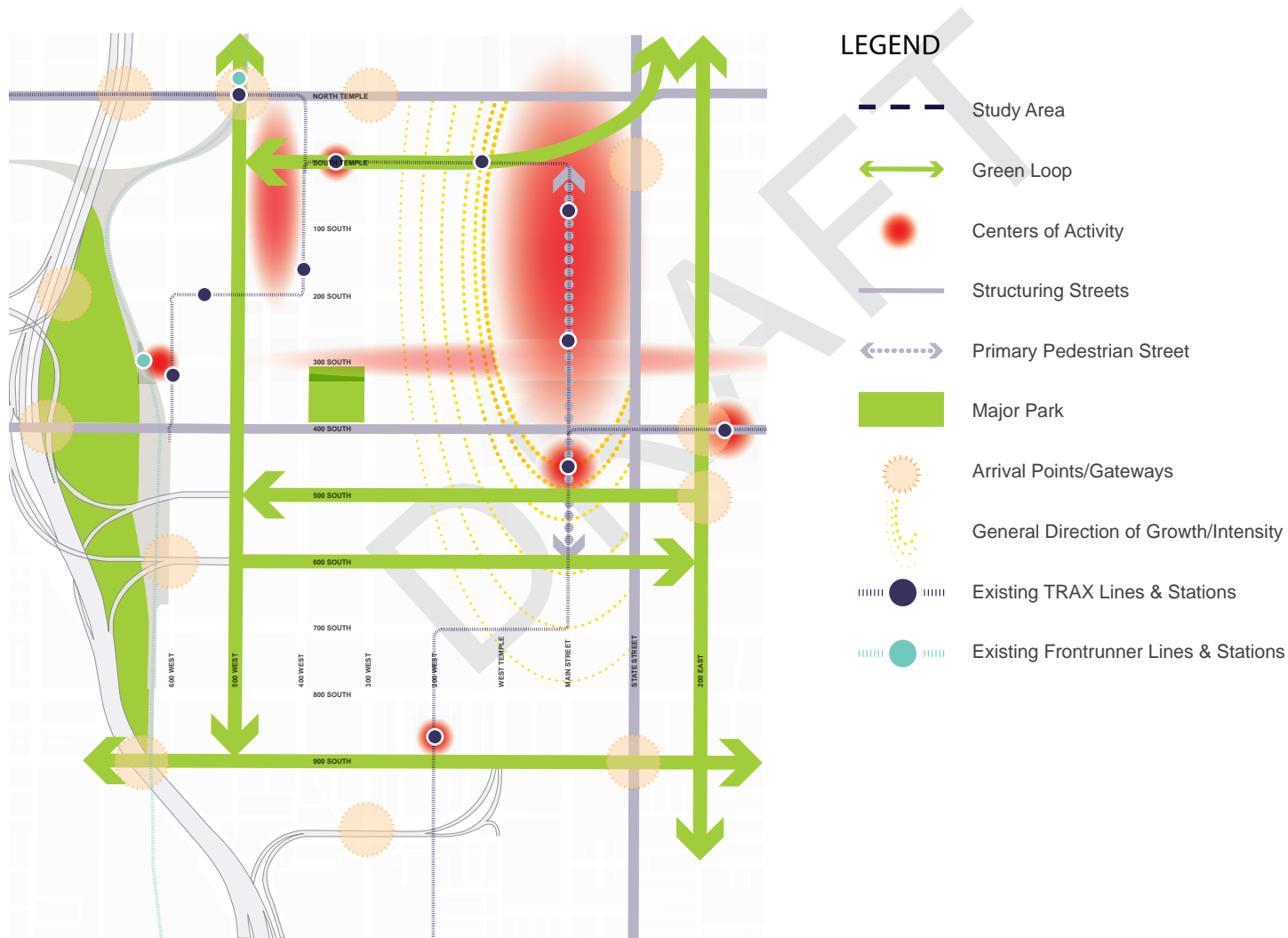
LEGEND

- Study Area
- Existing TRAX Lines & Stations
- Existing Frontrunner Lines & Stations

DISTRICTS



HOW THE DOWNTOWN IS STRUCTURED



THE DOWNTOWN COMMUNITY PLAN IN BRIEF

1

VISION – TO GUIDE US TO 2040

10

PRINCIPLES - TO DEFINE OUR PATH AND MEASURE OUR PROGRESS

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GOALS – CHOOSING OUR ROUTE

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KEY MOVES - THAT WILL UNIFY THE DOWNTOWN

10

DISTRICTS – MORE DETAILED ACTIONS THAT WILL DEFINE THE CHARACTER OF EACH DISTRICT

10

CATALYTIC PROJECTS – THAT WILL UNLOCK THE POTENTIAL OF EACH DISTRICT



Photo credit: Lance Tyrrell

DOWNTOWN'S JOURNEY TO TODAY



1847	1853	1864	1868	1893	1893	1909	1916	1933
Mormon Pioneers Settle in Utah and Establish Plat of Zion	Construction Begins on Salt Lake LDS Temple, Lion House, and Beehive House	Mormon Tabernacle Built	ZCMI Opens	Saltair Constructed	Dedication of LDS Salt Lake Temple	Samuel Newhouse Constructs Exchange Place	State Capitol is Completed	Airport Constructed

SOME OF THE PLACES, FACTORS, AND EVENTS THAT HAVE BUILT THE CITY WE KNOW AND LOVE.



IMPORTANT
Zion's Savings Bank and Trust Company was in no way affiliated with the Deseret Savings Bank. The Church had no financial or stock interest in the Deseret Savings Bank.

The Church is the largest stockholder in this Bank. Back of that ownership is the pledge of the strength, integrity and resources of the Church.

IT WILL NOT LET THIS BANK FAIL

Fortunately, this bank needs no help from the Church. It is in a strong, clean, liquid condition. It can pay off every depositor in full. Fear of its failure is not only without foundation but positively foolish. There is no safer bank in the State or the Nation.

*Heber J. Grant.
 Anthony W. Ivins.*



1946

Streetcars Close

1957

I-15 Opens

1962

Second Century Plan

1969

Second Salt Palace Built

1988

R/UDAT

1995

Downtown Master Plan Adopted

1999

TRAX Sandy Line Opens

2002

Salt Lake City Hosts the Winter Olympics

2012

City Creek Center Opens

2013

Public Safety Building Completed



Photo credit: Dave Brewer

OPPORTUNITIES – IMPORTANT ATTRIBUTES

BELOW ARE THE DOWNTOWN'S MAIN OPPORTUNITIES, BUT THE LIST IS NOT EXHAUSTIVE



Photo credit: Lance Tyrrell

1. SETTING

Downtown Salt Lake City is nestled against the Wasatch Front, deriving much of its identity from the mountain backdrop. The mountains signify the City's connection to nature and align with its goals around sustainability. Few downtowns have the access to the mountains that Downtown Salt Lake City has. The Salt Lake City region is a high mountain desert and is limited in its capacity for growth due to the natural boundaries the mountains and the Great Salt Lake provide. As recognized in Wasatch Choice for 2040, the region's major planning effort, Downtown has the capacity to accommodate a high percentage of the future growth of the region.



2. SENSE OF PLACE, HERITAGE AND CHARACTER

As the historic location for initial settlement for the Pioneers, Downtown is the headquarters for an international religion. The streets and layouts of the blocks provide the framework to recapture the fine grained development pattern of our past. The collection of historic buildings creates a foundation for our built environment that respects our past and allows growth to help define our future. Local businesses contribute to the sense of place and unique character of the Downtown.



Photo credit: Lance Tyrrell

3. A HIGHLY ACCESSIBLE PLACE – CONNECTION TO UNIVERSITY

Downtown is the heart of the region's growing transportation network. TRAX and Fronrunner provide direct transit access to Downtown from the Airport, University of Utah, and from other major centers to the north and south. The gridded street network provides people who drive a range of route options and is connected to the region by I-15 and I-80. Bicycle facilities, including new protected bike lanes and the GREENBike bikeshare program, continue to reform opinions about bicycles as a primary transportation option and improve the connections to nearby neighborhoods. Within the Downtown, a percentage of walking trips indicates the importance of the pedestrian experience.



4. CULTURAL PROMINENCE

Downtown offers a variety of art, culture, dining and entertainment. Salt Lake City has a long standing commitment to performing arts. An urban environment fosters street life, unique businesses and a diverse population that contributes to the Downtown culture.



5. SEAT OF ECONOMIC AND POLITICAL POWER

Downtown is a vital center of community and economic activity. Downtown is one of the largest job centers in the state, bringing in over 40,000 each workday. A mix of large corporations and smaller businesses are the economic drivers of the City. Employees enjoy relatively easy commutes and daily needs. The State Government and many Federal Government buildings are located in the Downtown.



6. GROWING REGIONAL POPULATION

The Wasatch Front is expected to add another 1.4million people by 2040. Downtown has the development potential, infrastructure, daily needs, transportation access, job growth and quality of life measures to accommodate tens of thousands more people.



7. DESIRE FOR DOWNTOWN LIVING

National trends indicate a strong desire across generations for more housing opportunities in urban areas, specifically within or close to city centers. Recent studies suggest that people who live in an urban setting are healthier, more mobile and enjoy a lower cost of living.



8. LOCAL AND INTERNATIONAL DESTINATION

Downtown is both a local and international destination for a wide spectrum of interest groups. The Salt Lake International Airport connects people from all over the world and is conveniently located near Downtown. The LDS Church brings in hundreds of thousands of visitors every year for ecclesiastical purposes. The Salt Palace Convention Center hosts large conventions that help fill hotels and support local businesses. Restaurants and shops provide residents and visitors a unique experience.

CHALLENGES – MAIN CONSTRAINTS

THE DOWNTOWN FACES A NUMBER OF CHALLENGES THAT THIS MASTER PLAN SEEKS TO ADDRESS.



1. PLANNING FOR GROWTH

While Downtown can accommodate more growth, new development does not always realize its full potential. Downtown does not have the residential population to support a 24/7 environment. Vacant and underutilized properties are problematic. Streets die at the ground level due to vacancies and poor transparency and some of the zoning districts lack appropriate design standards.



2. POOR CONNECTIONS WITHIN THE DOWNTOWN AND TO ADJACENT NEIGHBORHOODS

The neighborhoods and activity centers in Downtown are often not connected to one another unless you travel by car, even though most trips that start and end in the Downtown area are by foot or by bicycle. State Street, West Temple and 300 West are wide streets that are difficult to cross. The neighborhoods to the east and north enjoy safe and enjoyable walks on most streets, the neighborhoods to the south and west do not. I-15 separates Downtown from the neighborhoods to the west and 400, 500 and 600 South effectively cuts off southern Downtown from the north Downtown.



3. AN AUTO-DOMINATED PUBLIC REALM

The entry points to Downtown lack a sense of arrival. The wide streets can be difficult for pedestrians to cross and promote fast travel speeds. Since the 1940's, the space within the streets used for cars has increased. Parking is a dominant land use.



4. SOCIAL EQUITY CHOICES

Downtown has limited access to reasonably-priced and sized housing for individuals and families (of all sizes and types), despite demand. Male residents outnumber women in the downtown almost 2:1, which indicates an unequal gender distribution and suggests that perceptions of safety, equitable business opportunities, and local-serving conveniences limit the potential to attract more women downtown. Downtown is the primary location for homeless service providers and most of the region's homeless are in the Downtown area, representing an inequitable distribution of the region's poor. There are no public schools in the Downtown area to accommodate future growth and youth services and amenities are lacking.

5. DESTINATIONS TOO FEW AND FAR BETWEEN

Downtown's large blocks make it difficult to locate complimentary land uses within walking distance. Mobility issues are particularly problematic for our seniors who are limited in their abilities to walk longer distances and may rely on public transit. Breaking up the blocks with midblock walkways may be the key to shortening walking distances. Many of the downtown districts lack definition and identify.



6. LOSS OF OUR HERITAGE

Many historic buildings that once lined the streets of Downtown have been demolished. In places, entire blocks have been cleared of original buildings that help define the character of downtown and tell the history of Downtown. Few of the older buildings in Downtown are protected as landmark sites and the Downtown area has one local historic district (Exchange Place).



7. PHYSICAL INFRASTRUCTURE LIMITATIONS

Some areas lack basic infrastructure, such as curb, gutter and sidewalk. Large power lines run along many of the major streets, which impairs view corridors and limits development potential; burying power lines is costly. Buried infrastructure in park strips and overhead power lines makes it difficult to plant trees. Billboards clutter the public realm and restrict redevelopment of underdeveloped properties. Some properties have been polluted by past land uses, which makes reuse difficult.



8. ENVIRONMENTAL SUSTAINABILITY

The primary environmental issues that face Downtown are regional in nature and difficult to address. Air quality is a primary concern, as Downtown is one of the lower points in the valley and is negatively affected by seasonal pollutants. Water quality and storm runoff are challenging in an urban environment with less permeable surfaces. Tree canopy is severely limited in large parts of downtown and maintaining good street tree health is challenging in urban areas.



9. REGIONAL RELEVANCE

Salt Lake City's regional relevance is decreasing. Salt Lake City has a lower percentage of the County's population now than it has ever had. The percentage of countywide sales tax generated downtown is decreasing. County and State-wide elected officials now represent more communities that may not share the same values as Salt Lake City. Major venues are being located outside of the Downtown area in places that do not have the infrastructure to support them.



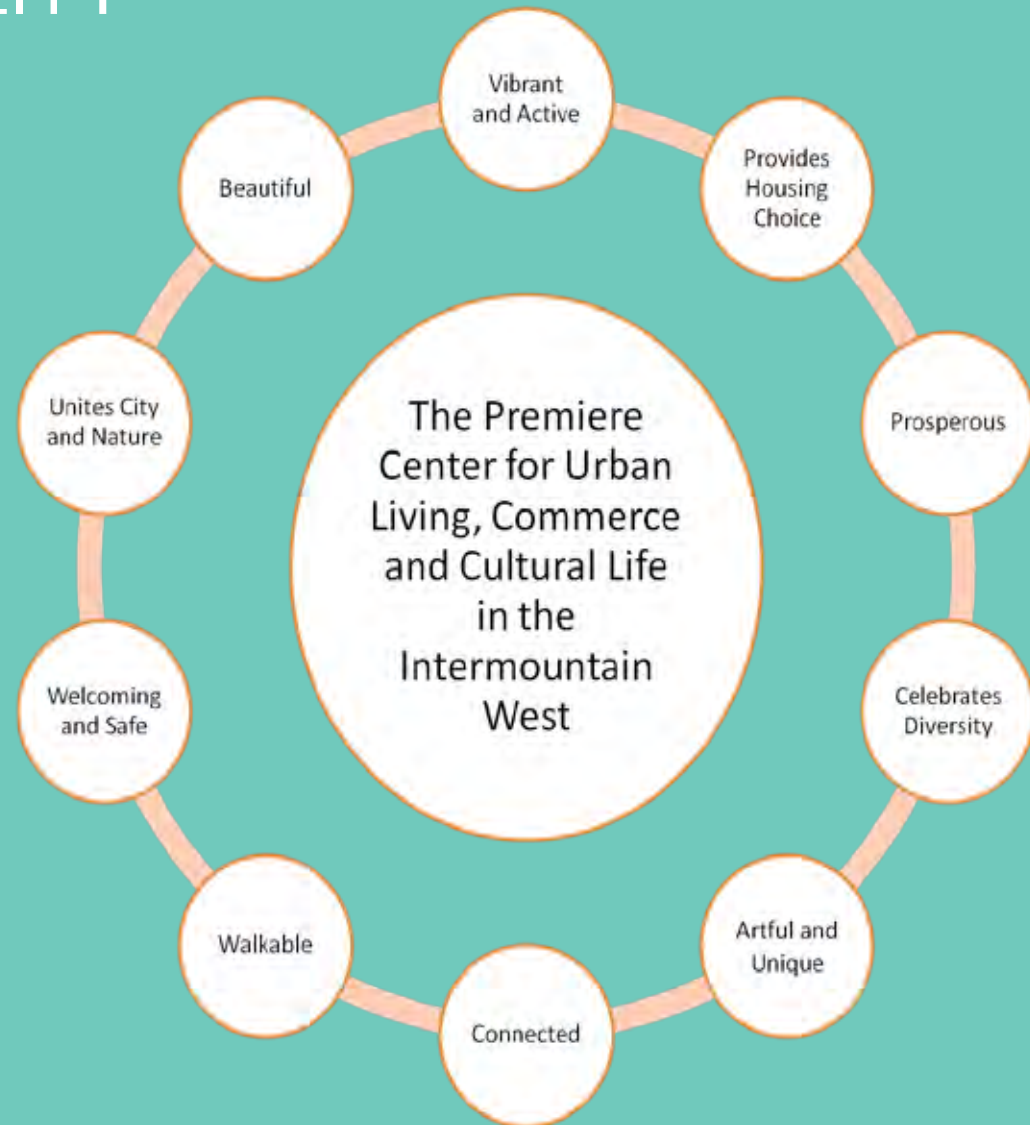
Photo credit: Lance Tyrrell

DOWNTOWN LIVABILITY

Downtown Livability is defined by our shared values. These values have led to the creation of a Vision for Downtown that describes what kind of place Downtown will be in the future. The Vision is accompanied by a series of guiding principles that add meaning to the Vision and break it down into easy to understand concepts. Collectively, the Vision, Guiding Principles and values describe Downtown Livability.

Urban residential livability can be defined by provision of the following key features:

- Privacy and territoriality: Each unit should have direct access to a shared, useable outdoor space, private outdoor space or an enclosed balcony.
- Individuality and identity: Ground floors of all buildings should be designed to express individual units within a coherent massing; and where landscaping of units occurs in the private zones of those units, it should permit reasonable customization by residents.
- Choice and convenience: Each residential development should provide on-site amenities suitable for the anticipated population.
- Safety and security: Each residential development and unit should be designed to be safe and secure, yet not fortress-like; Buildings should be designed to provide residents with “eyes on the street” and doors on the street; Public, semi-public and semi-private spaces should have some degree of overlook from residents’ homes; and Landscaping and lighting should enhance security.
- Interaction with other people: Units should have one unobstructed view to public or semi-private outdoor space; and Semi-private outdoor spaces should be located so as to receive direct sunlight during most days of the year.
- Relationship to Street: Two-story units are encouraged to prevent walling off the public realm with bedrooms at grade. This will introduce vertical expression into the street base, with many doors on the street and privacy and security for bedrooms and balconies on the second floor.



SETTING & DELIVERING PRIORITIES

The master plan identifies a strong place-based focus for the development and growth of the downtown, and is organized around 10 districts and 10 catalytic projects. These are the projects the City will set as priorities for investment in terms of its financial resources and skills, and it is expected that the private sector will lead investment based on these priorities.

THE FOCUS WILL BE ON DOING A FEW THINGS WELL.

In this context not all catalytic projects will be advanced at the same time, but delivered as the public and market demands. Some projects are already underway, carried over from previous planning efforts, while some may be years down the road. The complexity, time, coordination and expense of the projects varies. The role of the Downtown Master Plan is to establish the framework for the districts where these projects are located. This ensures they are complementary and have maximum benefit to the Districts, Downtown, City, Wasatch Front and State.

The Implementation chapter suggests the effort required to execute each of the action items, including the catalytic projects, in terms of time, responsibility, coordination, and financial needs. The City utilizes the master plan to help establish priorities and promote growth and change where appropriate so the Downtown can help reach Citywide goals. Recognizing that delivering the catalytic projects needs to be in step with demand for development, the catalytic projects will happen as and when the private sector responds or opportunities arise. For example, the Convention Center Hotel may create the impetus and funding opportunities for upgrading adjoining public areas.

Other opportunities identified in the Downtown Plan will fall into place as the catalytic projects take shape. Just as the catalytic projects have the opportunity to stimulate the market,

new development and market demands will also impact the timing of the catalytic projects.

“URBAN DESIGN SUCCESS SHOULD BE MEASURED BY ITS ABILITY TO SUPPORT HUMANITY.”

-Nan Ellin. *Integral Urbanism*, 2006.



VISION PRINCIPLES & GOALS

Photo credit: Lance Tyrrell

THE VISION

DOWNTOWN SALT LAKE SEEKS TO BE THE PREMIER CENTER FOR SUSTAINABLE URBAN LIVING, COMMERCE, AND CULTURAL LIFE IN THE INTERMOUNTAIN WEST.

DOWNTOWN PRINCIPLES

Principles are big ideas that support the Vision. They provide a framework for the Master Plan. They reflect the community's values through the "visioning" phase of the public engagement process. Each principle was established through exploration of community values; they form the backbone of the master plan. There are ten principles, which reflect the citywide guiding principles developed in Plan Salt Lake.

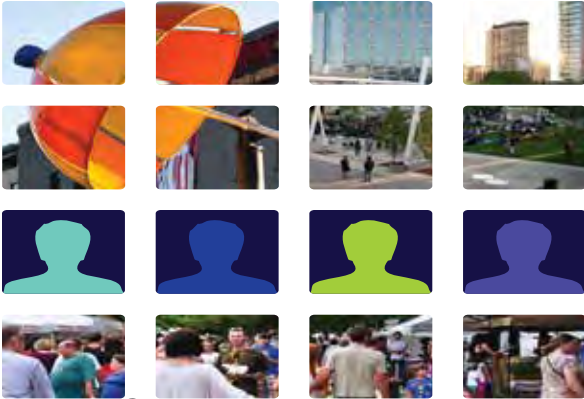
Each principle contains goals and action items. The goals begin to illustrate how we will work towards the vision and each principle. They help inform the decision making process, from allocating funding to reviewing development projects.

Action items identify specific steps that the City, property owners, developers, business owners, and other stakeholders can take to help reach the goals.

The metrics are intended to gauge how well the initiative is being implemented. The metrics are also tied to the overall Citywide metrics that are used to measure the success of Plan Salt Lake. The metrics form the basis for monitoring the plan over time. Establishing metrics that relate to the Principles and Goals helps the City identify what works, what doesn't and when changes are needed.

We value a
Downtown that...

IS VIBRANT AND ACTIVE



Values: Community, neighborhood vibe, people, gathering place

Density of people is critical to a dynamic downtown that pulses with a neighborhood vibe, is the gathering place for Wasatch Front community life, and has the best people-watching in the valley. Downtown will be the place where happenstance meetings become regular events.

GOAL : Increase the residential population Downtown to 20,000 residents or more by 2040 to build a 24/7 downtown.

A residential population of 20,000, or roughly 13-14 people per acre, can effectively activate downtown by patronizing downtown businesses, enlivening the public realm, and visiting its parks and public spaces both day and night throughout the year.

- ACTION ITEM : Align development regulations, incentive programs and budget decisions to support growing the Downtown population.

GOAL : Create unique places for different age groups, interests, and needs within each downtown district that are active 7 days a week.

- ACTION ITEM : Provide amenities for children within new developments or within 1/4 mile of all residential nodes with more than 200 dwelling units.
- ACTION ITEM: Create public places for seniors to socialize and recreate.
- ACTION ITEM : Create new parks, plazas and intimate public spaces at a variety of scales as nodes of activity develop. A node of activity is a place with at least 5 destinations, such as restaurants, bars, shops, etc.
- ACTION ITEM : Establish a simple process for the creation of parklets and guidelines to address concerns with placing parklets in rights of way.
- ACTION ITEM : create a recreation plan that adds amenities for residents and appeals to outdoor

enthusiasts with bike paths, running trails, climbing walls, bike and skate parks, etc.

GOAL : Establish an active public realm that supports a vibrant downtown experience.

- ACTION ITEM: Keep the permitting process simplified for outdoor dining.
- ACTION ITEM: Develop or improve zoning regulations to require buildings to include entrances on the sidewalk, a high amount of transparency for ground floor uses, and a mix of uses (including ground level live/work units) to activate sidewalks.
- ACTION ITEM: Require parking structures and surface parking to be placed behind buildings, or in the middle of the block, without fronting on a street.

GOAL: Make Downtown a unique destination for visitors.

- ACTION ITEM: Address state-level issues related to alcohol sales to enable development of entertainment or tourism districts.
- ACTION ITEM: Identify, organize, and promote a single prominent “information clearing house” for Downtown events.
- ACTION ITEM: Create a one-stop-shop at City Hall for events and revocable permits.

- ACTION ITEM: Streamline the events permitting process and establish reasonable fees to encourage more individuals to host events in the public realm.
- ACTION ITEM: Develop “shoulder event” programs to capture activity before and after a game or show.

GOAL: Provide opportunities for new shops and alternative retail.

- ACTION ITEM: Modify zoning regulations to make it easier for new shops, restaurants, etc. to occupy street level spaces in new and existing buildings.
- ACTION ITEM: Program public events that encourages nearby businesses to stay open later.

How effective is the plan?

Measuring the effectiveness of this principle is based on the increase in the Downtown population and the demographic makeup of the people living Downtown. The percentage of undeveloped or under utilized land will help identify if we are filling in the dead spots downtown. The number of public entertainment and cultural events that occur in public spaces measures how well those spaces are used and helps focus the programming of the space.

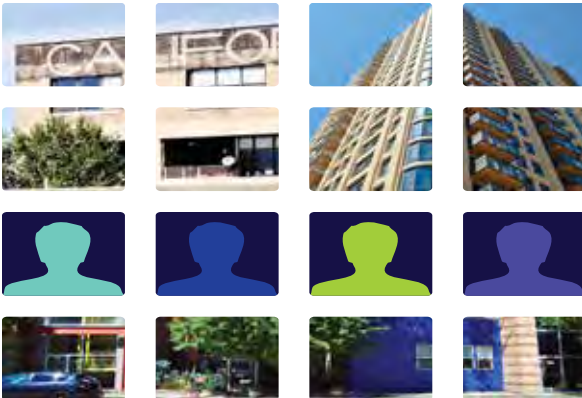
Where we are

There are approximately 5,000 people living Downtown now. 34% of the land is considered undeveloped or under utilized. In 2013, there were 291 programmed events in public spaces downtown (Gallivan Center, Pioneer Park, Washington Square, Library Square, Brigham Young Park, Temple Square, Exchange Place, etc).

Trends and Targets

By 2040, the Downtown population should be around 20,000. The % of land that is underdeveloped or under utilized should decrease. As activity nodes expand or new activity nodes are created, the number of public events should increase.

PROVIDES HOUSING CHOICE



Values: Affordable housing, family-friendly options, all ages and abilities

Downtown neighborhoods are characterized by the housing choices available. Downtown housing will meet the diverse needs of the people of the Salt Lake Valley in a form that responds to our environment. A downtown neighborhood provides a variety of housing options, including affordable and family-oriented homes, gives people of all social and economic backgrounds the opportunity to live in a truly urban setting.

GOAL: Continue to foster a Downtown that is a model for sustainable, urban living that accommodates families, enabling them to choose Downtown living, if they desire.

- ACTION ITEM: Streamline zoning regulations to promote housing in a mix of prices to appeal to a broad market, promote diversity and make downtown living accessible to a variety of people.
- ACTION ITEM: Align City programs with other financing programs available to implement affordable housing near transit including the City's Housing Trust Fund, Wasatch Front Transit-Oriented Development Loan Fund, Olene Walker Housing Loan Fund, Tax Increment Financing, Low Income Housing Tax Credit, and New Markets Tax Credit.
- ACTION ITEM: Create additional loan tools, land purchase, and ground lease opportunities for the development of market-rate units.
- ACTION ITEM: Encourage development of rooftop gardens, community gardens, and other outdoor space within new developments.
- ACTION ITEM: Promote more student housing Downtown.

- ACTION ITEM: Locate family housing in areas with access to schools. New schools should be located in areas where housing that supports families are more likely.

GOAL: Create 9,000 new housing units in the Downtown area by 2040. All areas of Downtown includes a mix of affordable and market rate units and choices for multiple household sizes.

- ACTION ITEM: Develop housing programs and align with development regulations to address the City's affordable housing issues that are best addressed in the Downtown area. Reevaluate housing programs every 5 years.
- ACTION ITEM: Evaluate and address regulatory process, including permitting and fees, to encourage new housing development downtown and promote an efficient approval process.
- ACTION ITEM: Develop design guidelines or form-based regulations that encourages quality construction that contributes to the public spaces, such as windows and doors at the street level, balconies, and high quality building materials.
- ACTION ITEM: Modify zoning regulations to allow a variety of housing types throughout Downtown. Housing types should vary by district as not all types or scales are appropriate in all Downtown districts.

- ACTION ITEM: Promote housing choice by developing incentives, programs and/or requirements for including dwelling units that contain more than 2 bedrooms, private or semi-private outdoor space and adequate storage space.

GOAL: Integrated homeless services into the neighborhood fabric to minimize impact.

- ACTION ITEM: Provide single room occupancy units and permanent for low income residents.
- ACTION ITEM: Work with service providers to identify solutions to issues related to space and function and how they impact public spaces.

GOAL: Use live/work units of different types, sizes, and locations to add density.

- ACTION ITEM: Allow live/work units by right in all downtown zoning districts.
- ACTION ITEM: Allow live-work units to fulfill ground floor retail/active use zoning requirements, except on Main Street.

GOAL: Repurpose and renovate older building stock for housing.

- ACTION ITEM: Develop a process to encourage renovation of older existing apartments.

- ACTION ITEM: Incentivize adaptive reuse of older building stock, particularly character-contributing buildings, for repurposing as housing. See Community Preservation Plan and Community Housing Plan
- ACTION ITEM: Continue offering housing rehabilitation programs to provide low-interest loans for housing rehabilitation to low and moderate-income households.

How effective is the plan?

Tracking the growth in the number of housing units is a key measure to determining whether we are providing choice. Breaking down that number based on type of housing provides insight into measuring goals. The ideal pattern would see an increase in total number of housing units and a more balanced representation of housing type.

Where we are:

Downtown has seen an increase in housing development:

- 1990-1999: 461 units
- 2000-2009: 1061 units
- 2010-2013: 1,259 units

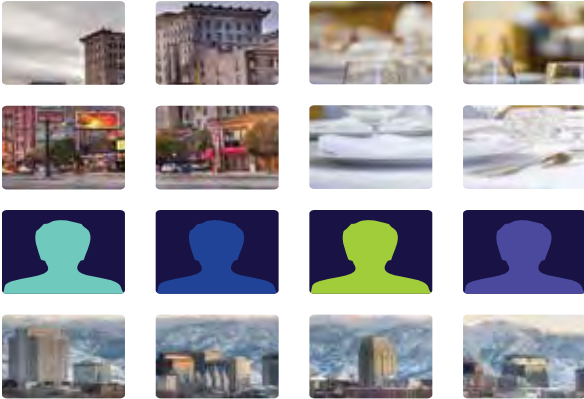
Most housing units are in mid-rise to high rise apartment or condo buildings. Roughly 18% were owner occupied.

Trends and Targets

Over the life of the plan, the desired trend is to see the total number of housing grow to achieve the following:

- 9,000 new housing units by 2040,
- An increase in the number of small scale housing types, including small lot homes, townhomes, and other urban oriented housing types.
- An increase in housing ownership

IS PROSPEROUS



Values: Local business, large and small employers, vital commerce, commercial importance, supportive of entrepreneurs

Downtown business is personal. An authentic and prosperous downtown has an economic culture that starts with people. It supports entrepreneurship and innovation, businesses that provide opportunity for employees, and a fine-grained urban environment that caters to residents and visitors alike. As the center of Utah's capital city, Downtown will continue to be the commercial heart of our state.

GOAL: Elevated quality of life for all downtown residents.

- ACTION ITEM: Work with Salt Lake City School District, private daycares, and private schools to locate facilities in the downtown and in neighborhoods on the fringe of Downtown.
- ACTION ITEM: Encourage location of local services in the downtown: doctors, dentists, veterinarians, ophthalmologists, chiropractors, acupuncture, massage therapists, physical therapists, legal services, accountants, daycares, laundry and dry cleaning, music lessons, dance schools, art centers.

GOAL: Higher education has a dominant presence downtown in coordination with a successful innovation district.

- ACTION ITEM: Grow and support an educated workforce downtown by introducing more student housing, community, and educational spaces downtown to instill a commitment to urban living at a young age.
- ACTION ITEM: Grow and support creative industries downtown.

GOAL: A helpful government permitting environment for businesses and developers looking to grow downtown.

- ACTION ITEM: Address infrastructure needs and develop a city plan for infrastructure investment (i.e. don't rely on private development alone to upgrade infrastructure).

- ACTION ITEM: Evaluate the permitting process for inefficiencies and streamline the process where appropriate.
- ACTION ITEM: Investigate per square foot fee structures citywide that favor high density development downtown over low density development on the fringe of the city.

GOAL: Recognized globally significant center for business and the number one choice to locate a corporate headquarters in Utah.

- ACTION ITEM: Develop programs to attract major businesses to Downtown.
- ACTION ITEM: Coordinate with other economic development groups to promote Downtown as a place for new businesses to locate.

GOAL: A thriving local business and a celebrated entrepreneurial environment that supports the economic and cultural development of the region.

- ACTION ITEM: Create economic development programs, tools and services to help small businesses. (See Spaceworks Tacoma, Community Development Corp, crowd funding, etc)
- ACTION ITEM: Support small businesses moving into the downtown area through a small business development corporation.
- ACTION ITEM: Create storefront investment programs for façade and building improvements for existing businesses in any building type to improve retail visibility, presence, and success.
- ACTION ITEM: Create strong inclusionary opportunities, including a business incubator, for economic development for minority-owned, women-owned, and disadvantaged businesses.

GOAL: Foster independently identified downtown districts characterized by an interesting mix of shops, restaurants, cultural institutions, parks

and public spaces, amenities, historic buildings, and architectural character.

- ACTION ITEM: Incentivize preservation and reuse of character-contributing buildings.
- ACTION ITEM: Work with district stakeholders to identify the appropriate regulatory structure that can establish a framework for the creation of districts. Examples include the use of form based codes, conservation districts, historic districts, and design standards.
- ACTION ITEM: Work with district stakeholders to identify character defining features of the district and create a plan to fund the features. Possible features include street lighting, wayfinding, street furniture, public spaces, etc.

How Effective is the plan?

Measuring prosperity could include a number of different metrics. For the Downtown Plan, the key metrics include Household Income and Number of Jobs.

Where are we now?

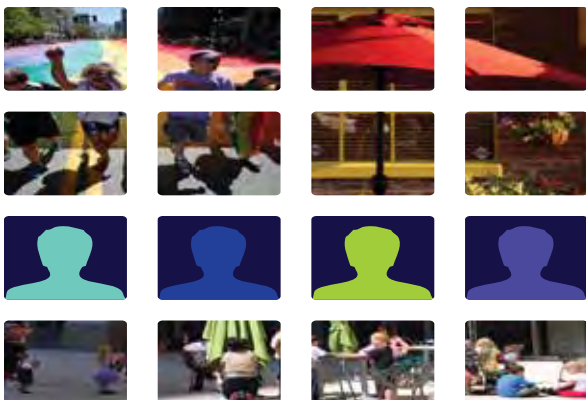
In 2010, the median household income in Downtown was approximately \$35,000, which is lower than the Citywide median household income of \$44,500. There are about 43,200 jobs in the Downtown Plan area.

Trends and Targets

By increasing the number of Downtown residents and providing a variety of housing options, the desired trend is to see the median household income rise and become more inline with the City wide figures.

In terms of job growth, the desired trend is to see an increase in the total number of jobs Downtown.

CELEBRATES DIVERSITY



Values: Diversity of culture and background, respect of tradition, difference and acceptance, international, gathering place, belonging, all ages and abilities

The legacies, voices, foods, lifestyles, and beliefs of diverse cultures need a downtown that celebrates difference in a way that transcends acceptance and leads to a sense of belonging for all. Downtown will be the gathering place for people of all backgrounds and enables everyone to be “at home.” The capacity of a city to attract international populations and to enable them to contribute to the future success of the city is integral to the success of the downtown.

GOAL: A culturally inclusive neighborhood that celebrates diversity and history of our city and state.

- Promote and recognize the culturally and historically important hubs of ethnic and cultural groups, such as the Greek and Japanese Communities or the campus of the Church of Jesus Christ of Latter Day Saints by fostering the creation of districts that focus on the history of the places, their unique architecture and physical setting and supporting a framework for ethnic and cultural expression to be incorporated into the built environment.
- ACTION ITEM: Explore opportunities to collaborate with Native American, Hispanic and other ethnic groups to identify sites and tell the story of their continued presence in the community.

- ACTION ITEM: Recognize Downtown Salt Lake as the cultural center of Utah and the Intermountain West by upgrading and increasing space for cultural activities.
- ACTION ITEM: Recognize Downtown Salt Lake as the cultural center of the LGBTQ community in Utah and celebrate it through public art and events.
- ACTION ITEM: Promote uniqueness of culture through refugee services, cultural events, and supportive business opportunities. (EXAMPLE SPICE KITCHEN)
- ACTION ITEM: Work with refugee and immigrant service providers to locate in Downtown near transit and bicycle lanes.

GOAL: Ensure that Downtown grows in a way that promotes diversity of ages, genders, ethnicities, abilities, household sizes, and socio-economic backgrounds.

- ACTION ITEM: Improve and expand recreation and education facilities to support residents of all ages in a growing community.
- ACTION ITEM: Improve and increase childcare facilities to support families with children living downtown. Encourage childcare facilities in locations that will ease pick-up and drop-off for parents, particularly along TRAX and commercial corridors and areas of high employment.
- ACTION ITEM: Enable aging-in-place through housing and services programs.

GOAL: A diverse mix of successful ethnic restaurants and markets Downtown that reflects the international reach of the larger community.

- ACTION ITEM: Create financial incentives for diverse businesses (ex. Detroit, Dayton).

How effective is the plan?

By tracking the demographics of the Downtown population, we can see whether or not the Downtown is matching the citywide demographic profile. Tracking the number of cultural events helps us gauge how often people visit the Downtown.

Where are we now?

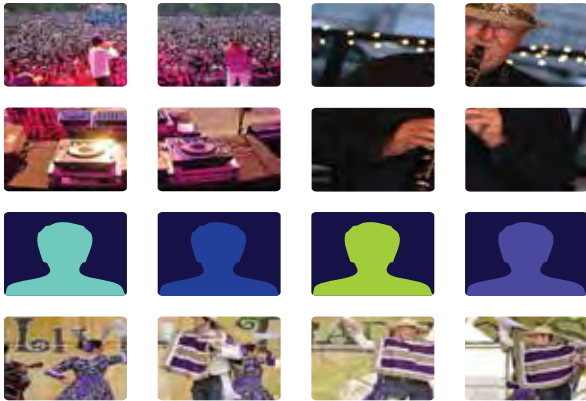
The Downtown population is different than the rest of the City's population. There are less kids and women living Downtown. Downtown is more racially diverse than the neighborhoods to the east, but less racially diverse than the neighborhoods to the west.

In 2013 there were 291 programmed cultural events that took place in public spaces. These events vary in size, from small lunch time concerts to large concerts attended by tens of thousands of people.

Trends and Targets

The desired trend is to see an increase in the number of women and children living in the Downtown. Downtown should become more racially and ethnically diverse, following the trend of the rest of the City. The number of cultural events should increase as the population grows.

IS ARTFUL & UNIQUE



Values: Unique experiences, nightlife, dining, intimate spaces, sports, art and music, history, fashion, entertainment, funky/innovative/creative spaces

A downtown that embodies its role as the cultural and economic heart of the Intermountain West will be artful, innovative, intimate, stylish, charismatic, powerful, and provide unique experiences and opportunities that profoundly expands your understanding of the world.

GOAL: The number one choice for true urban living in Utah -a unique option in the region.

- ACTION ITEM: Support “storefront studios” that connect artists with street life and enable live/work unit development.
- ACTION ITEM: Encourage high density residential development in many forms that capitalizes on views to the Wasatch Front, Oquirrh Range, and the Great Salt Lake.
- ACTION ITEM: Encourage mixed-use development and retail spillover onto sidewalks, particularly on festival and event days.
- ACTION ITEM: Support live/work opportunities for artists to locate in the artistic and cultural center of the region.

GOAL: A distinctive, imagable and identifiable downtown with international appeal comprised of independently identifiable subdistricts.

- ACTION ITEM: Define the character and build the image of Downtown as a collection of unique experiences (brand – ex. Chattanooga).
- ACTION ITEM: Establish a system for areas to incorporate as unique (business) districts defined by building character, land use, key features, and events. Provide grant programs for district-based street furniture, banner, tree planting, paving, public art, and other unique features.
- ACTION ITEM: Maintain the Indian Head lamps as a unifying feature of the entire downtown. (DIAGRAM)
- ACTION ITEM: Develop a wayfinding plan to help brand Downtown that are unique to the neighborhoods and nodes.
- ACTION ITEM: Establish a History Trail that physically links historical and cultural landmarks throughout the Downtown that tells the story of the City.

GOAL: A downtown known for its collection of public art, performance art and art-related events, and tactical urbanism.

- ACTION ITEM: Establish interactive art areas for hands on exploration of art and culture.
- ACTION ITEM: Create whimsical and playful public art, benches, and lighting in each district around activity nodes.
- ACTION ITEM: Establish a micro-loan fund for artists and arts organizations. Identify multi-division strategies and funding mechanism.
- ACTION ITEM: Create opportunities for creative public expression through tactical urbanism processes like Paint-the-Pavement, utility box painting, gorilla gardening, and parklets.
- ACTION ITEM: Encourage street performers and sidewalk art, particularly during events and festivals.
- ACTION ITEM: Encourage the growth of gallery strolls in different districts Downtown and the participation of adjacent businesses.

- ACTION ITEM: Commit to hosting at least one free arts event per month Downtown.

GOAL: Outdoor recreation is a key feature of the region and the downtown's offerings.

- ACTION ITEM: Develop a sports and recreation program implemented throughout the downtown that features training activities for sports celebrated throughout Utah (i.e. climbing, biking, hiking, skiing).
ALT: Create opportunities for local exercise groups to use public spaces.
-

How effective is the plan?

Historic buildings contribute to the sense of place defined by this principle and contributes to the unique character of Downtown that sets it apart from other downtowns. We can measure based on the number of buildings that are designated as Landmarks or are located in a historic district. Public art plays a similar role in place making. Tracking the number of public art installations, their size and locations, coupled with the number of historic buildings, provides us a glimpse of what makes Downtown artful and unique.

Where are we now?

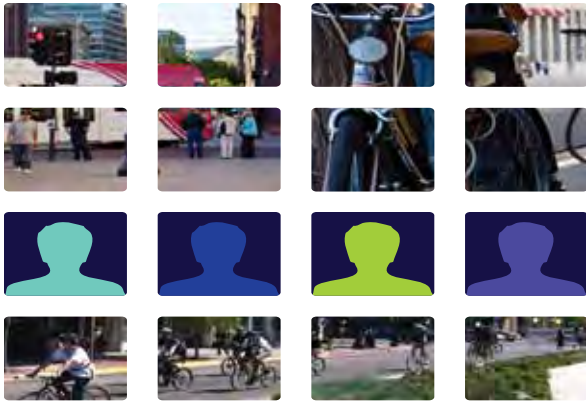
In 2013, there were 80 Landmark Site, 25 contributing buildings in historic districts and 555 buildings built in or prior to 1940 in the Downtown area.

There are 180 public art installations in the Downtown, with 111 pieces located on Washington Square and in the City and County Building. This does not include public art that has been placed on private property.

Trends and Targets

The desired trend is to see more of our historic building stock protected and reused and an increase in public art displays.

IS CONNECTED



Values: Transportation options, convenient mass transit, local circulation, bike friendly, safe streets, reasonable parking.

Our region flows to, through, and within a downtown that makes transit convenient and world-class, biking safe and friendly, and offers a reasonable transportation experience. Transportation options that serve Downtown connect people to destinations efficiently and improve accessibility for all, whether it is longer trips into the City from the suburbs, shorter trips from City neighborhoods, or circulating within the Downtown area.

GOAL: Double transit ridership by 2020 and double it again by 2040.

- ACTION ITEM: Encourage development of Transit Oriented Development (TOD) through form-based codes and allowed increased density within a 10-minute walk of Trax, streetcar and high frequency bus routes.
- ACTION ITEM: Work with UTA to implement a downtown circulator that improves local transportation through the downtown.
- ACTION ITEM: Continue reduced-cost transit pass program (Hive Pass) for Salt Lake City residents
- ACTION ITEM: Work with other agencies to improve access to transit for City residents.
- ACTION ITEM: Work with UTA to find ways to improve the efficiency of the transit system for commuters.
- ACTION ITEM: Improve the "last mile" transit connections to encourage ridership.

GOAL: Provide transportation options the support balanced mode use and connect people to places.

- ACTION ITEM: Develop more bike friendly roads and parks.
- ACTION ITEM: Create safe options for biking with children to and around Downtown.
- ACTION ITEM: Time lights for speed of bikes along bike routes.
- ACTION ITEM: Work with the Downtown Alliance to grow the bike-share program.
- ACTION ITEM: Consider access to park, open spaces and recreation when planning alternative transportation routes.
- ACTION ITEM: Improve the "last mile" transit connections to encourage ridership.
- ACTION ITEM: Work with UDOT to to design urban arterials that work for Salt Lake City.

GOAL: Create and improve connections to major job, neighborhood, and activity centers (i.e. Airport, University of Utah, Sugar House Business District, State Capitol).

- ACTION ITEM: Provide a direct transit connection between Central Station and the University of Utah.
- ACTION ITEM: Work with UTA to improve transit access between Downtown and other major destinations in the City.

GOAL: Create a rational public parking system that supports the City's role as the economic

center of the State and a major shopping destination, supports the small retailers, and supports the restaurant, cultural and night life of the City.

- ACTION ITEM: Examine parking policy to determine the right balance of supply and demand.
- ACTION ITEM: Update zoning regulations to locate surface parking lots in appropriate locations.
- ACTION ITEM: Update zoning regulations to require parking structures to be wrapped by buildings instead of having frontage on public streets.

GOAL: Signage and wayfinding for all travel modes that is a model for other cities and neighborhoods.

- ACTION ITEM: Improve and expand the existing wayfinding system.
- ACTION ITEM: Identify ways to encourage novice users and visitors to use the transit and bikeshare systems.
- ACTION ITEM: Build family friendly bike lanes and paths.

How effective is the plan?

Connectivity is one of the most important factors that impacts Downtown. Improving how people get to and from and move within Downtown is necessary for this plan to be successful. Monitoring how people arrive, by foot, bicycle, transit or car helps us determine if we are decreasing our reliance on the private automobile. Locating housing and jobs so they are within a 10 minute walk of light rail, street car or high frequency bus provides choice.

Where are we now?

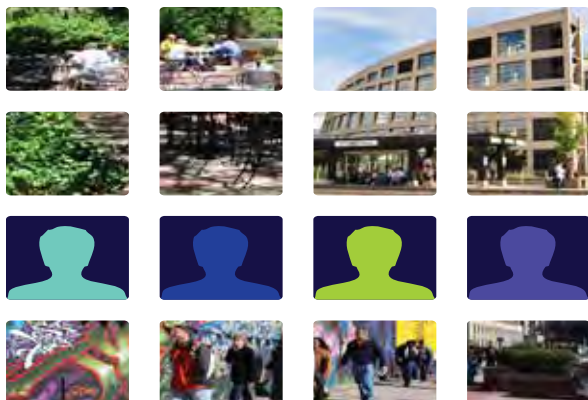
Currently, 76% of all trips are by car, 9% by transit 5% by bicycle 20% by walking (according to the 2012 Household Travel Survey).

Approximately XXX% of the total land area in Downtown is within 1/4 mile of transit.

Trends and Targets

The desired trend is to see more people walking, biking, or using transit. The long term trend related to housing and jobs being located close to housing is to have every Downtown resident/worker within a 1/4 mile of a light rail, street car or bus route with 15 minute service or less.

IS WALKABLE



Values: Pedestrian-oriented places, interesting, comfortable, open 7-days

Walkability builds community. A walkable downtown is a vibrant place, one that prioritizes the human experience, inviting life and providing comfort and safety, interest, activity, transparency, and harmony. Walkability is more than supplying the basic pedestrian facilities of sidewalks, crosswalks, and curb ramps. It means the provision of a comfortable and pleasant walking environment that stimulates the senses, contributes to the character of a place, provides route choice, and urges discovery.

GOAL: A mid-block walkway network that places the pedestrian first.

- ACTION ITEM: Carefully manage future development of new mid-block walkways to encourage pedestrian prioritization, a unique pedestrian experience, and strong physical connections.
- ACTION ITEM: Develop a public street or walkway through every block downtown through land acquisition, easements or other innovative tools.
- ACTION ITEM: Identify opportunities for the acquisition and development of new mid-block walkways to increase pedestrian connectivity.
- ACTION ITEM: utilize the Redevelopment Agency as a tool to start acquiring land, requiring incorporating midblock walkways in RDA funded projects or within projects that involve the transaction of RDA owned property.
- ACTION ITEM: Protect and enhance the built form, character and function of laneways and the mid-block walkway system as a significant determinant of the City's built form, and distinguish them from other larger streets.
- ACTION ITEM: Improve the pedestrian amenity and safety of alleys and mid-block walkways that

provide necessary service and access functions while maintaining efficient vehicular movements.

- ACTION ITEM: Prioritize location of mid-block crossings in coordination with mid-block streets and walkways. Consider mid-block crossings every half-block or where appropriate.
- ACTION ITEM: Address pedestrian safety and comfort issues with regularly planted trees, shortened crossing distances, tighter curb radii, hawk or other pedestrian-activated signals, pedestrian lighting, and regularly spaced benches and seating.

GOAL: A complete pedestrian network that makes walking downtown safe, convenient and comfortable.

- ACTION ITEM: Provide wayfinding devices that effectively communicate the mid-block walkway system as an interconnected network.
- ACTION ITEM: Prohibit skybridges and skywalks to concentrate pedestrian activity at the street level.
- ACTION ITEM: Increase safety at mid-block crossings through signal, refuges, and reduced vehicular speed.
- ACTION ITEM: extend curbs at crosswalks to improve sight lines for pedestrians and motorists.
- ACTION ITEM: Inventory, assess, and categorize streets by level of walkability and address low-hanging fruit first.
- ACTION ITEM: Provide shade along every street by using trees and building elements such as awnings or shade structures.
- ACTION ITEMS: Provide dog friendly amenities in the Downtown.

GOAL: An urban pedestrian experience that is dynamic and stimulating.

- ACTION ITEM: Incorporate pedestrian oriented design standards in all zoning districts Downtown.
- ACTION ITEM: Enable citizen-led design interventions to take root on mid-block walkways as a way to empower citizens and foster imaginative and artful iterations of the mid-block walkway.
- ACTION ITEM: Develop a naming system for mid-block walkways to enable the development of their identity and image.
- ACTION ITEM: Activate mid-block walkways with both passive and active land uses, depending on location and surrounding density. In some cases, low-to-mid-rise housing is appropriate at the ground level.
- ACTION ITEM: Develop a program to activate vacant properties with pop-up shops, community gardens, public art, food trucks, and other uses that stimulate the senses.
- ACTION ITEM: Encourage businesses to open onto mid-block walkways and streets through incentive programs. (EXAMPLE: Melbourne)

How effective is the plan?

While there are many factors that help determine how walkable a place is, the two that are focused in this section of this Plan are intersection density and Walk Score®. Intersection Density provides an indication about available walking routes. Walk Score® measures amenity density and is a determination of how walkable a place is based on whether or not daily errands can be done by walking. On a scale of 0-100, the higher the number, the more walkable a place is considered to be. It does not take into account infrastructure needs, such as wide streets, barriers, etc. As a whole, Salt Lake City has a Walk Score® of 55.

Where are we now?

The Downtown area has an intersection density of 141 intersections per square mile. This includes streets, alleys, existing midblock walkways, and other similar types of intersections.

The Walk Score® varies by district

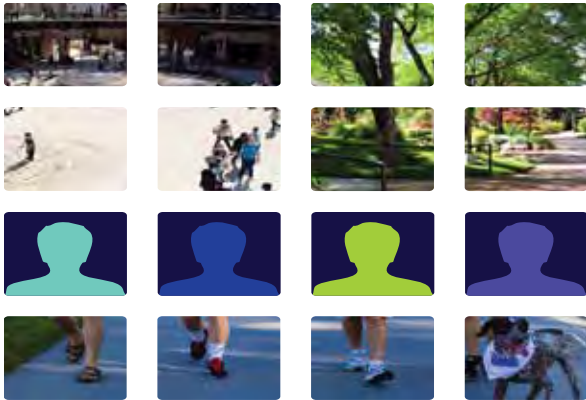
- Civic Center 98
- Central Business District 94
- Temple Square 94
- Broadway 89
- Salt Palace 89
- Grand Boulevards 83
- South State 82
- Depot 82
- Central Ninth 72
- Granary 65

Trends and Targets

By adding more midblock walkways, alleys and shared spaces, the intersection density in Downtown will increase which will contribute to the Downtown being more walkable. Some studies suggest that intersection density is the single biggest factor in walkability. The target should be an overall increase in intersections per square mile.

All Districts should have a minimum Walk Score® in the 80's, which is considered "very walkable" by Walk Score®.

IS WELCOMING & SAFE



Values: Safe, clean, welcoming, neighborhood pride, places for children, healthy, maintained, well-lit, pet-friendly

A welcoming place is a safe and healthy place. Community safety is supported by a social environment that is active, educated, playful, and maintained. Downtown's neighborhoods will be celebrate their heritage and uniqueness and promote healthy living in an urban setting.

GOAL: A public realm that is looked after 24/7.

- ACTION ITEM: Eliminate blank walls by requiring non-reflective glass over 60% minimum of building frontage at pedestrian level on retail streets and mid-block walkways and 40% minimum of building frontage everywhere else. [INSERT DIAGRAM OF 60% AND 40%]
- ACTION ITEM: Develop storefront design guidelines for all ground floor commercial spaces.
- ACTION ITEM: Increase police and ambassador foot and bicycle patrols throughout Downtown.
- ACTION ITEM: Continue implementation of pedestrian lighting throughout Downtown.
- ACTION ITEM: Require new development to be designed with "eyes on public spaces" by incorporating clear windows, doors, balconies, etc. facing public spaces.

GOAL: A child-friendly downtown.

- ACTION ITEM: Increase the miles of protected or off-street bikeways.
- ACTION ITEM: Locate schools near dense housing nodes to encourage family living Downtown.
- ACTION ITEM: Locate playgrounds near housing or require their integration into new housing projects to support family-oriented activity.
- ACTION ITEM: Increase the number of child-friendly activity centers (museums, play centers, camps, after school programs) throughout downtown.

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GOAL: A downtown known for its well-maintained public realm.

- ACTION ITEM: Encourage property owners and business owners to sweep or clean sidewalks daily throughout the year.
- ACTION ITEM: Strengthen ordinances requiring snow removal to insure compliance, particularly for absentee landlords.
- ACTION ITEM: Keep trees and plantings in good health throughout the year. Consider plantings that add year round interest.

GOAL: A downtown that caters to visitors, residents, and workers alike.

- ACTION ITEM: Develop a signage and wayfinding system that directs pedestrians and motorists alike.
- ACTION ITEM: Increase the tree canopy for greater shade and improved pedestrian comfort through the summer months.
- ACTION ITEM: Increase the number of benches downtown for improved pedestrian comfort and public gathering.
- ACTION ITEM: Work with homeless service providers to find ways, through building design and programming, to reduce the impact the services have on public spaces, businesses, and residents.

How effective is the plan?

Safety is best determined by how safe people feel. In the case of measuring that feeling of safety, the Downtown Plan utilizes crime statistics and the number of collisions involving pedestrians, cyclists and drivers.

Where are we now?

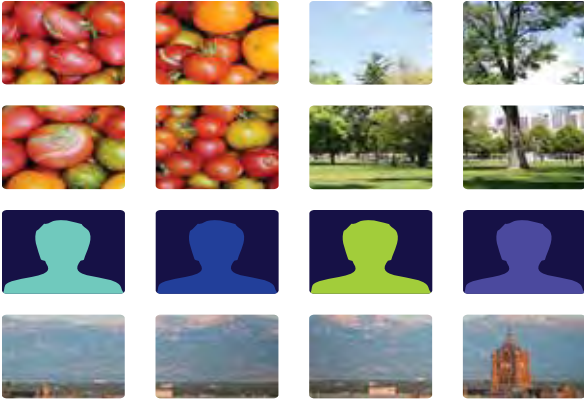
The Downtown crime rate in 2013 was XXX. This is the total number of crimes divided by the total population. This is significantly higher than other neighborhoods, primarily due to the large increase in daytime population.

The Transportation Division is undergoing an extensive process to establish a baseline for measuring collisions involving pedestrians and cyclists. This process should be completed in 2014.

Trends and Targets

The desire of the City is to make Downtown welcoming and safe for everyone. Therefore, a decline in crime rate and a decline in the number of collisions involving pedestrians and cyclists indicates whether safety related programs and actions are working.

UNITES CITY & NATURE



Values: Neighborhood parks, views to the mountains, clean air, direct access to nature, urban agriculture

A downtown that celebrates its relationship with Nature connects people to the wonders of the Wasatch region and the beauty it offers, the changing seasons, and outdoor adventure.

GOAL: Locate parks to serve existing and future downtown residents: within a ¼ mile of all homes.

- ACTION ITEM: Develop a parks and open space strategy to serve all downtown residents,
- ACTION ITEM: Establish places for active recreation throughout downtown.
- ACTION ITEM: Increase opportunities for residents to grow and access healthy foods close-to-home.
- ACTION ITEM: Explore opportunities for new pocket parks in underserved areas throughout Downtown.

GOAL: A linear park system downtown that connects major parks and open spaces through and across downtown.

- ACTION ITEM: Investigate the feasibility of creating linear parks on wide streets with low traffic volumes as an incremental step to build a Downtown Green Loop.

- ACTION ITEM: Explore options for the Range-to-River trail system from Memory Grove to the Jordan River through Downtown.
- ACTION ITEMS: Continue expansion of the 500 West park blocks to the south.

GOAL: Create an interesting skyline that complements the natural setting of Downtown.

- ACTION ITEM: shape building height allowances to maintain views to key landmarks and peaks of the Wasatch Front.
- ACTION ITEM: Identify key public viewing axes and make them publically accessible.
- ACTION ITEM: Develop a skyline shaing strategy through zoning with the intent of adding variety in heights and shape to the skyline, not just boxes.

GOAL: Zero red air days per year.

- ACTION ITEM: Address air quality concerns through a multi-approach process that addresses transportation, building form and condition, and industry contributions.

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- ACTION ITEM: Address poor air quality downtown by incentivizing building energy audits and upgrades.
- ACTION ITEM: Incentivize green roofs.
- ACTION ITEM: Encourage the State Legislature to allow for more local control of air quality issues.

GOAL: A strong physical and cultural connection to water throughout downtown.

- ACTION ITEM: Develop a water management program to capture and resue stormwater for irrigation purposes.
- ACTION ITEM: Encourage the continued “daylighting” of City Creek to link the mountains with the Jordan River through Downtown.
-

GOAL: Maintain and expand the urban forest in the Downtown.

- ACTION ITEM: Create a variety of planting areas for street trees, including park strips, planting boxes and

- tree wells that are appropriate for the desired size of trees.
- ACTION ITEM: Maintain the existing urban forest in the Downtown.
 - ACTION ITEM: Discourage the removal of large healthy trees when property is redeveloped.

How effective is the plan?

For the Downtown Plan to successfully unite City and nature, the City needs to track how many acres of parks and open space are available in the Downtown and how many people live within 1/4 mile of the parks and open space. Recognizing our challenges with air quality, tracking the number of days that air quality is considered unsafe can give us a quick indication of our efforts to improve the quality of air we breath.

Where are we now?

Downtown has less park land (5.7 acres/1,000 people) than the City does as a whole (10.3 acres/1,000 people). The below chart compares the percentage of land.

	Land Area	Total Park Acres	Park Area as Percent of Land Area
Portland	85,393	13,480	15.8%
Sacramento	62,666	5,811	9.3%
Denver	97,920	5,900	6.0%
Portland Central City	3,000	126	4.2%
Downtown SLC	1,474	28	1.9%
Salt Lake City	69,703	1,221	1.8%

This report identifies Ozone and Particle Pollution (daily and annually) as the two key measures of air quality. According to the American Lung Association, our region receives an F grade for ozone and 24 hour particle pollution and receives a pass for annual particle pollution. In 2012 there were:

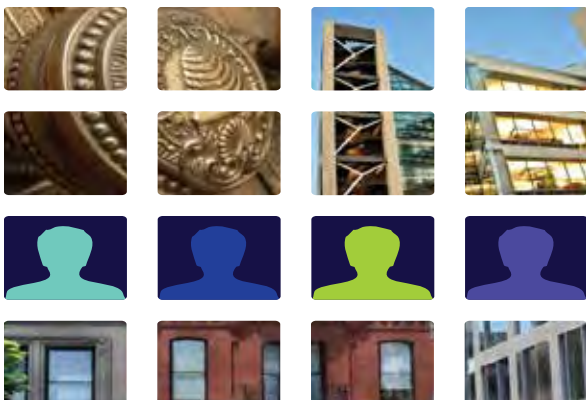
- 21 days where ozone was considered unhealthy for sensitive populations (orange) and zero days where ozone was considered unhealthy (red) or very unhealthy (purple).
- 26 orange, 9 red and 0 purple 24 hour particle pollution days.

Trends and Targets

The desired trend is to increase the amount of park space and open space available to Downtown residents. As the population grows, the available open space should grow as well.

Recognizing that air quality is a regional issue, measuring the number of unhealthy air days shows us how we are doing as a region.

IS BEAUTIFUL



Values: Quality architecture, mountain views, diversity of building types, history, memorable

A person's sense of place is derived from their physical and emotional experience Downtown. Our setting along the Wasatch Front and our distinctive history lend character and beauty to a downtown that honors the past, praises quality design and craft, and shares a cohesive aesthetic contributing to a bold and powerful image.

GOAL: Preserve historic and character-contributing buildings whenever possible.

- ACTION ITEM: Investigate feasibility of local and national historic districts throughout downtown.
- ACTION ITEM: Initiate building evaluation of older buildings prior to demolition.
- ACTION ITEM: Prioritize development of vacant or underutilized sites over sites with viable building structures.
- ACTION ITEM: Investigate the creation of local incentives to encourage preservation of historic and character contributing buildings.

GOAL: A densely-developed downtown core.

- ACTION ITEM: Encourage infill development.
- ACTION ITEM: Modify zoning regulations to remove barriers so that development that helps implement the Downtown Master Plan is easier to realize.

GOAL: A significant tree canopy that can effectively shade the public realm and reduce urban heat island effect.

- ACTION ITEM: Establish a street tree canopy that covers at least 10% of the right-of-way within ten years.
- ACTION ITEM: Develop a tree planting program for the downtown that has urban qualities, but encourages tree health. Street trees should be uniform (by street) and continuous along all primary streets through Downtown.

GOAL: Quality architecture and construction practices.

- ACTION ITEM: Develop a design review process for projects of special significance. A threshold to trigger design review may be based on building size, civic projects such as parks, civic centers, cultural facilities, or projects with special urban design significance.
- ACTION ITEM: Incorporate design standards into all zoning districts in Downtown.

GOAL: Districts that are uniquely defined by their building character, street furniture, plantings, public art, and other elements.

- ACTION ITEM: Work with the community to develop building design standards that relate to the specific districts.
- ACTION ITEM: Modify sign regulations to promote pedestrian oriented signs.
- ACTION ITEM: Support the creation of business districts that wish to improve neighborhood aesthetics with landscaping, street furniture, signs, and other elements within the public right of way.

How effective is the plan?

Measuring beauty is difficult. To help us gauge how beautiful the Downtown is, this Plan focuses on preserving those buildings that add character, such as those building that are Landmark Sites, contribute to the character of a Historic District or that were built before 1940. The Plan also focuses on removing those things that the community considers unsightly. Tracking the number of billboards in the City helps us, at the very minimum, if we are being successful at minimizing the impact of billboards.

Where are we now?

In 2013, there were 80 Landmark Site, 25 contributing buildings in historic districts and 555 buildings built in or prior to 1940 in the Downtown area.

There are 34 billboards in Downtown.

Trends and Targets

The desired trend is to see the number of Landmark and Contributing Buildings increase as other existing buildings are either listed as Landmark Sites or new historic districts are created. The goal is to not see the number of buildings built prior to 1940 decrease, although some older buildings may not have distinctive character.

The goal is to see no net increase in billboards Downtown, with a desired trend of reducing the total number of billboards as billboards are consolidated, removed, etc.



KEY MOVES

Photo credit: SLC Photo Collective

KEY MOVES

KEY MOVES ARE ACTIONS THAT WILL MAKE NOTICABLE IMPROVEMENTS TO DOWNTOWN.

Some Development are significant on their own to make major changes to the Downtown. The Key Moves outlined here are things that will help realize the Vision for Downtown and contribute to the City's overall aspirations outlined in Plan Salt Lake.

The Key Moves are important because they often set the standard for other development and programmatic elements in the Downtown. They have the ability to spur new development, attract more people or change how we move around.

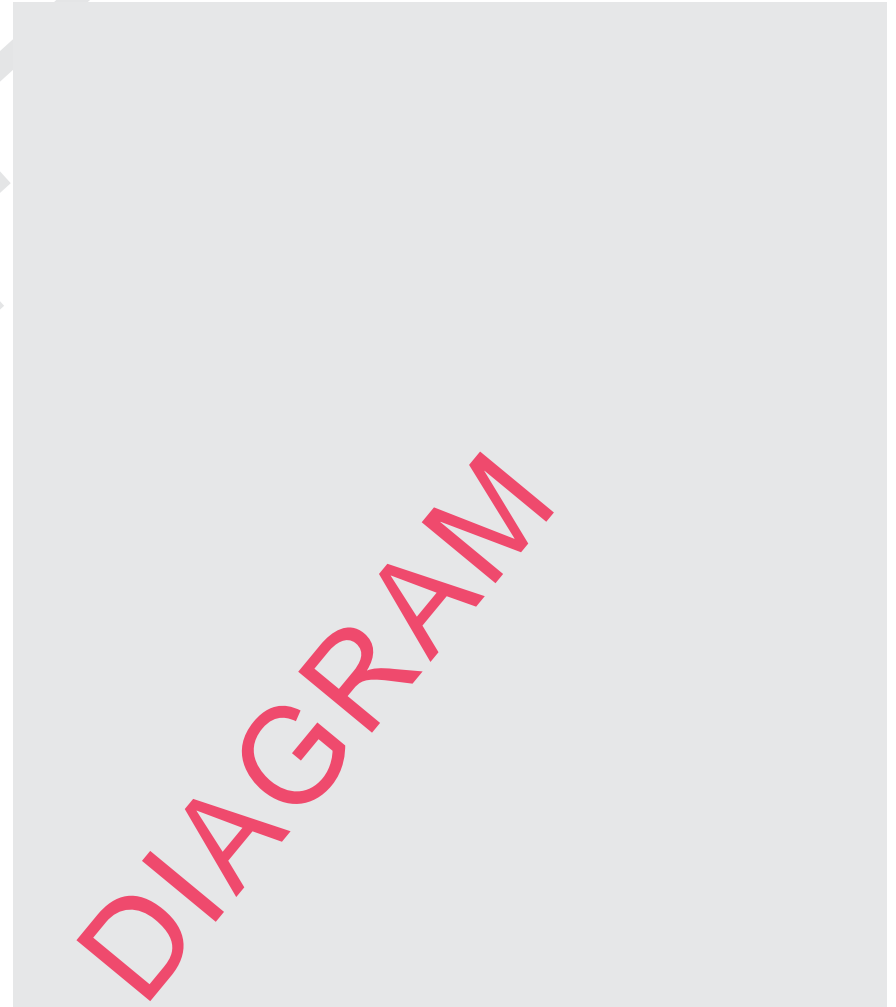
THE ACTION ITEMS DESCRIBED IN THIS CHAPTER REPRESENT THE POLICY DIRECTION FOR THE WHOLE DOWNTOWN COMMUNITY PLANNING AREA.

An action item is a course of action, strategy for achieving the vision, or a specific project, such as a new building or transit line.

CULTURAL CORE DEVELOPMENT

In 2011, Salt Lake City and Salt Lake County signed Cultural Arts Interlocal Agreement that creates a sales tax-based fund to be spent on the marketing, branding, development and improvement of arts and cultural activities in Salt Lake's Cultural Core. These investments in placemaking, promotion, and program have specific physical implications that can be directed by the Downtown Community Master Plan. Enhancing wayfinding, activating underutilized storefronts, and leveraging "in-between" spaces for public amenity are priorities.

Complete Cultural Core Plan to "encourage catalytic long-term development; promote maximum impact and activation of the Cultural Core; encourage new participation; and explore and activate new arts-related revenue-generating opportunities." (SIDEBAR: Definition and task of Cultural Core)



DOWNTOWN STREETCAR

A streetcar is a neighborhood-serving transit service that shares lanes with auto traffic, travels at slower speeds, makes frequent stops, and uses smaller, single-car vehicles. The Downtown Streetcar will provide supplemental service within Downtown. The proposed route will be a local circulator, linking Central Ninth, the Granary, Grand Boulevards, Gateway District, Broadway District, Salt Palace District, and the Central Business District. The project was initially proposed in the 2008 Downtown in Motion plan.

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400 SOUTH TRAX EXTENSION

Extension of the TRAX Red Line along 400 South from Main Street to 600 West and the Intermodal Hub will complete an inner loop of rail circulation in Downtown. This is a priority project identified in the 2008 Downtown in Motion plan.

DIAGRAM

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GATEWAY COMMONS PARK

The development of Gateway Commons Park along the eastern edge of I-15 will provide an opportunity to connect Downtown with West Salt Lake and fulfill a critical need for park space along the west side of Downtown. The park will be a major resource for the Gateway District. Potential programming ideas include a skate park, unique lighting under I-15, running and cycling trails, and optimal plantings to address air quality along the highway's edge.

DIAGRAM

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DISTRICTS

Photo credit: Lance Tyrrell

DISTRICT ACTION ITEMS & CATALYTIC PROJECTS

DOWNTOWN HAS A CLUSTER OF DISTINCT AREAS, EACH WITH ITS OWN CHARACTERISTICS AND USES. THESE AREAS WILL CONTINUE TO BE REINFORCED AND PROMOTED THROUGH DISTRICT-LEVEL PLANNING.

Downtown is comprised multiple smaller districts each with their own unique character and identity. Often a district's character is defined by its architecture or urban form. Sometimes a district is understood by specific land uses in the area. Occasionally, a district is identified by a major landmark. Salt Lake City's downtown districts provide for local quality of life each in a distinct way, offering a different set of amenities and means for achieving local livability.

The strategy of this master plan is place-based and involves defining ten individual districts in the downtown. Each district has a list of specific action items some of which are solely unique to that district while others may be common among multiple districts but not all. These action items may be considered transformational actions or involve catalytic projects that support the larger principles of the master plan.

The Existing Conditions Report recognized that Downtown's districts would benefit from added definition and emphasis on development of each district's image and identity. The future of the downtown's overall image and identity is dependent on district development. District image is defined as the mental picture you have or make of a place and is based on your personal experience, attitude, memory, and senses. The image of a place is related to, but altogether different from identity. Three basic components of identity are: the physical surroundings, the activities or program, and the meaning that results; the fusion of these components is the identity.

The following descriptions and action items will contribute to district development. They focus on building the image and identity of each district in a unique way.

The catalytic projects have been identified for their ability to progressively unlock the potential of each district and the downtown as a whole. They will contribute to the goals of the master plan by:

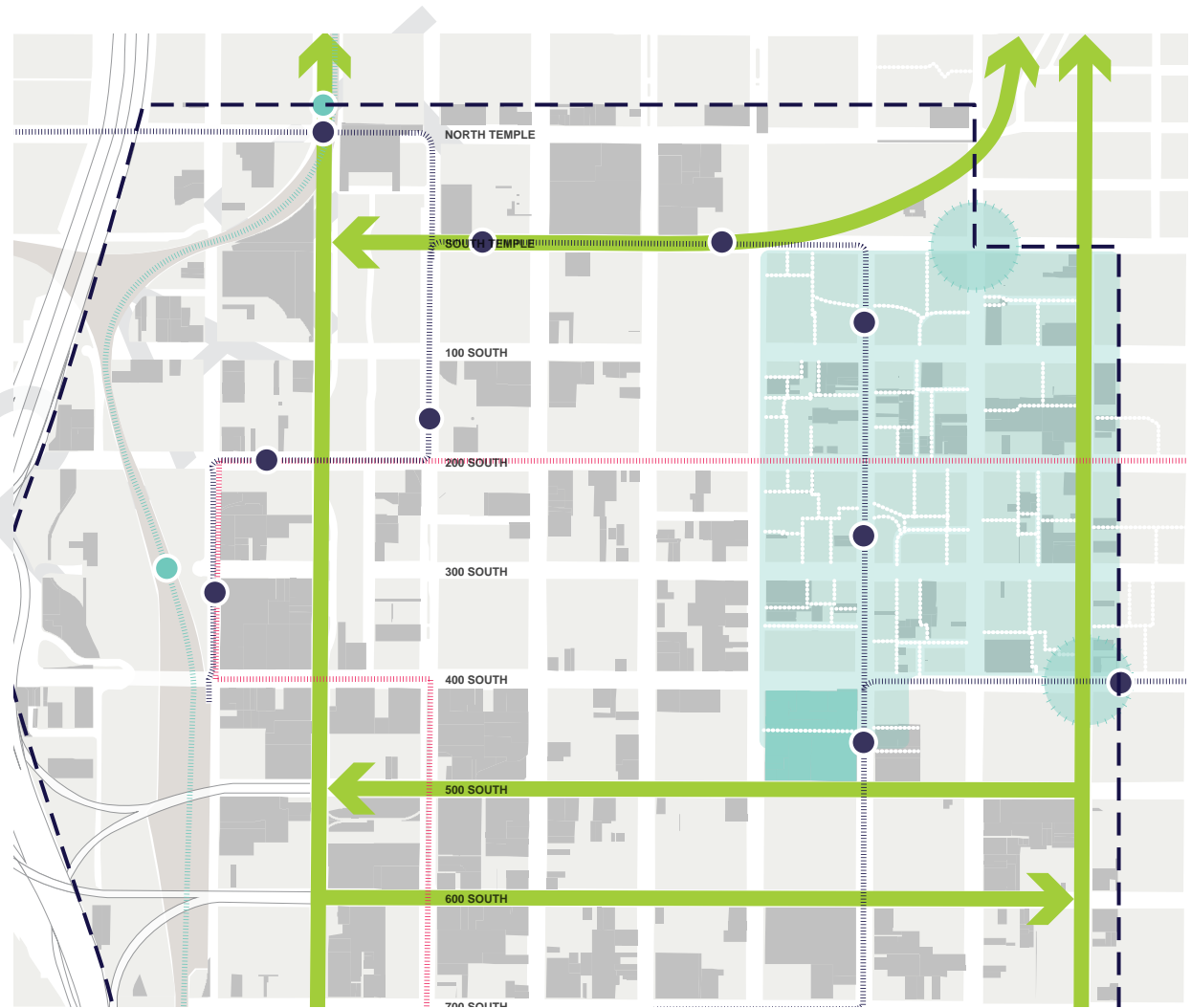
1. Adding greater depth and choice to the retail, visitor, cultural, and residential offering

2. Developing a compelling value proposition and climate for individuals and business to invest in the downtown.
3. Utilizing Salt Lake's wide rights-of-way for green pedestrian routes that connect districts
4. Creating a clear mid-block pedestrian system that breaks up the large blocks
5. Celebrating the assets and attributes of particular districts
6. Supports commercial activity with regional reach
7. Grows the downtown population, supporting an active place 24/7
8. Allowing innovation and creative culture to grow and touch all aspects of Downtown
9. Creates welcoming entries to the downtown
10. Enlivening the public realm

CENTRAL BUSINESS DISTRICT

The Central Business District will continue to be defined by Main Street shopping, large office buildings, and arts and cultural institutions. As a growing residential community, the CBD will be home to those seeking the ultimate urban experience that Utah has to offer. Dense apartment and condo-style living in a variety of unit types and sizes will be supported by local serving retail and community services within walking distance. Job opportunities abound with multiple corporate headquarters and small and mid-size companies. Each street in the CBD will have its own unique character and form:

- State Street - the commercial and institutional spine characterized by tall buildings, corporate headquarters, and
- Main Street - the premier shopping street and historic heart of Salt Lake City
- West Temple - a secondary commercial street punctuated with high-density residential
- 200 East - a linear parkway
- South Temple - a prominent view corridor from east to west, terminating at the Union Pacific Depot
- 100 South - a secondary view corridor, terminating at the Salt Palace
- 200 South - a primary transit corridor with streetcar and bus service
- 300 South - the arts and culture street, defined by numerous restaurants, galleries, shops, and entertainment
- 400 South - a primary transit corridor connecting Downtown to the University of Utah



CATALYTIC PROJECT - SOUTH ANCHOR

The block bounded by 400 South, Main Street, 500 South, and West Temple is entirely surface parking and represents a major opportunity for new development downtown. The property is owned by PRI, the development arm of the LDS Church. The redevelopment potential of this site is tremendous, given its proximity to the Courthouse TRAX station and as the southern anchor to the Central Business District's commercial activity. This block should be highly programmed with active, low security uses to interject life into the area between the state and federal courthouses. Possible redevelopment opportunities include:

- A future Global Exchange Place, a facility that would exemplify Utah's international reach with an international mediation center, a language translation facility, and education center.
- An extension of the Civic District to include a major civic space for public gatherings, events, and entertainment.
- High-density, family-oriented residential and mixed-use development that exemplifies a new model for urban living in Utah.

CONCEPT

CATALYTIC PROJECT - GREEN LOOP

Downtown's wide rights-of-way—typically 132-feet wide—offer an incredible opportunity to weave linear park space into the urban form. Parkway that are anchored to one side of the street have the potential for greater use and programmability than center-aligned medians. The Downtown Rising Plan proposed a parkway along 200 East and a continuation of the park blocks along 500 West. Through the CBD, the 200 East parkway will serve as the principle recreation spine linking to Memory Grove and City Creek Canyon (Napopah). The well-shaded linear park will feature a procession of public art and play spaces. Anchored to the eastern side of the right-of-way, trees will be more effective at shading western facades, leading to reduced energy use and increased sustainability. Lined with mixed-use residential and commercial buildings, development will follow a mid-rise development pattern with setbacks between three-to-six stories.



Option for a linear park located within the existing 132' right-of-way. This option illustrates the park located on the east or north side of the street. This asymmetrical alignment would offer greater sun-shade protection for buildings on the east and north side of the street, addressing issues associated with urban heat island effect.

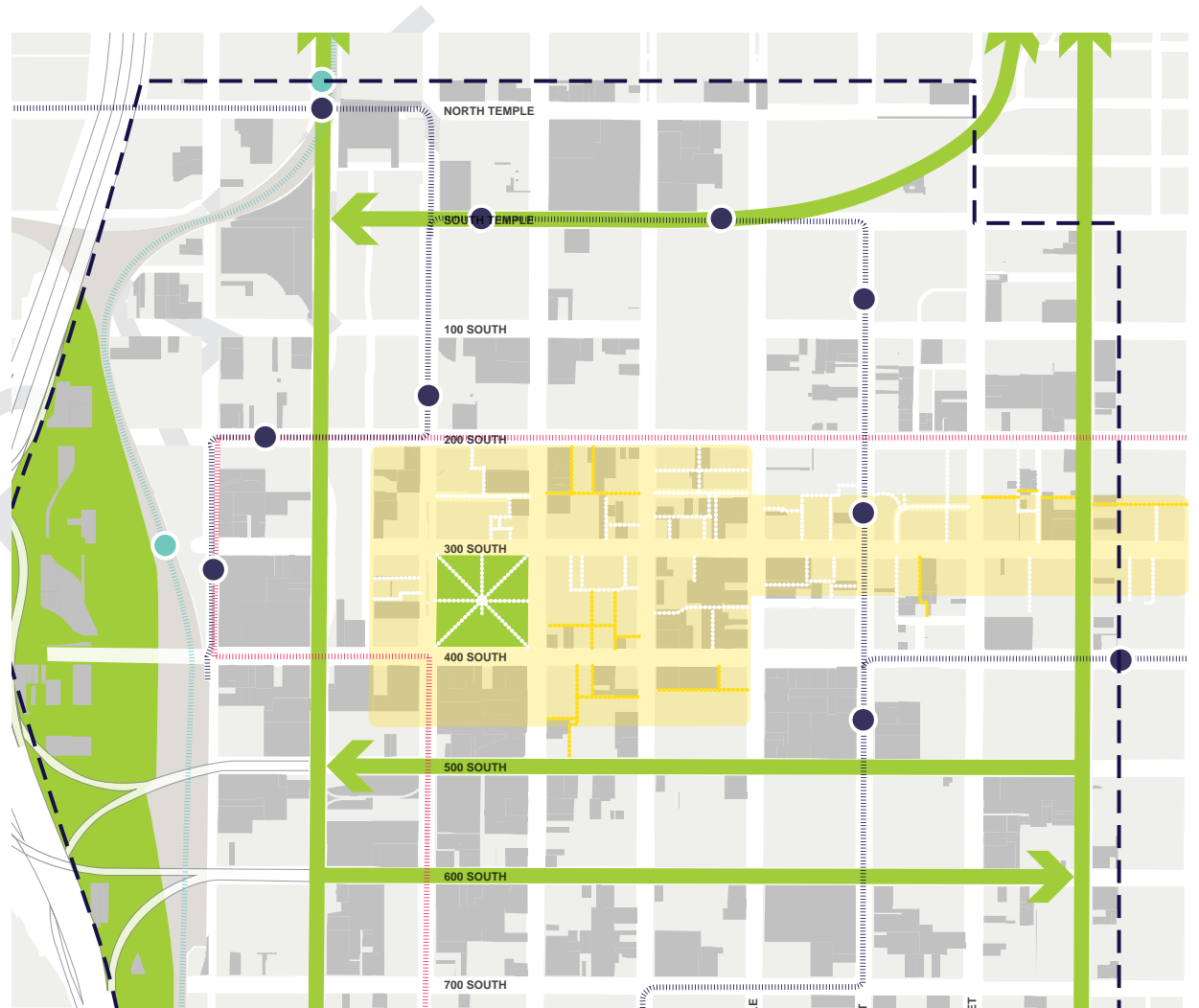
ACTION ITEMS	Vibrant & Active	Housing Choice	Prosperous	Diversity	Artful & Unique	Connected	Walkable	Welcoming & Safe	Unites City & Nature	Beautiful
Improve the signage and wayfinding system. Compel people to walk by creating a downtown that is interesting and invokes a sense of discovery.	•									
Enable street performers.	•									
Allow businesses to operate in park spaces (ex. Bryant Park).	•									
Utilize interior streets and walkways for townhouse development to activate interior of blocks while keeping main streets commercial.		•								
Develop a sign program in which the City provides the structure for individual business signs along mid-block walkways and preferred pedestrian routes to support business development and encourage discovery throughout the pedestrian network. (EXAMPLE MELBOURNE)			•							
Promote the Central Business District as the place to be for major employers.			•							
Enlarge the World Trade center SLC as proposed in Downtown Rising.			•							
Establish district "curators" to negotiate affordable rents for local businesses, distributed mix of retail types within a particular district, and provide general business development assistance.			•							
Develop district-level branding based on major destinations, notable venues, key landmarks, and crossing places (ex. 9th & 9th, 2nd & 2nd),.					•					
Encourage development of pop-up/temporal (spontaneous) dining experiences.					•					
Complete new Utah Performance Center and open for events by 2016.					•					
Repurpose the Utah Theater as a cultural facility and Main Street activity generator.					•					
Utilize the Redevelopment Agency to assemble land and re-parcel to create new mid-block streets and walkways within the standard 10-acre downtown block.							•			
Utilize design standards to create a high quality interface between public spaces and private buildings.							•			
Restrict or eliminate right on red in select locations downtown.							•			
Require a minimum interior display zone of 2'6" and site lines into the tenant area for retail frontages to encourage visual transparency from sidewalk into stores and vice versa.								•		
Locate public restrooms throughout downtown.								•		
Extend airport line operating hours for early morning and evening travelers.								•		
Establish a goal for open spaces based on acres of open space per resident.									•	
Modify height requirements so building heights relate to street widths, shape the skyline and allow sunlight to filter through spaces between buildings.										•

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DRAFT

BROADWAY DISTRICT

The Broadway District is the center of the city's entertainment district, with a mix of restaurants, clubs, and theaters. It is animated by its dynamic street life, which is active late into the evening. Artist workspace and housing, older warehouse buildings, and small, local businesses lend the district its unique character. Pioneer Park, the oldest park in Utah, is an important open space in the area and home to the weekly summer farmer's market and Twilight Concert Series. Mid-block streets are activated by a new model of dense housing that steps back above three stories, allowing sunlight to penetrate to the smaller streets and walkways. Some streets, like Pierpont, are more commercial in nature and host to bars, restaurants, and shops. The Broadway District is a place of discovery where unique experiences can be found around every corner.



CATALYTIC PROJECT - MID-BLOCK WALKWAY NETWORK

Expansion of the mid-block walkway network in the Broadway District is critical to improving the pedestrian environment. This requires a focused effort on the creation of a connected network of streets and walkways that prioritizes pedestrians. XXX new walkways and mid-block streets are identified and a process for land acquisition and development of public easements should be studied further.

CATALYTIC PROJECT - UNDERUTILIZED PROPERTY DEVELOPMENT

Facilitated transition of vacant and underutilized parcels into entertainment and housing development is critical to the success of the Broadway District. Density of development is necessary to activate the whole of the district and provide a vibrant link between the Gateway District and the Central Business District.

MBLWVW

ACTION ITEMS	Vibrant & Active	Housing Choice	Prosperous	Diversity	Artful & Unique	Connected	Walkable	Welcoming & Safe	Unites City & Nature	Beautiful
Improve the signage and wayfinding system. Compel people to walk by creating a downtown that is interesting and invokes a sense of discovery.	•									
Enable street performers.	•									
Allow businesses to operate in park spaces (ex. Bryant Park).	•									
Make Downtown Salt Lake the most dog-friendly downtown in the U.S. (i.e. increase number of pet services, dog parks, pet shops, full service Veterinarians, and housing that allows dogs).	•									
Establish a year-round farmer's market.	•									
Utilize interior streets and walkways for townhouse development to activate interior of blocks while keeping main streets commercial.		•								
Encourage development of/Create incentives for family housing, as part of identifiable neighborhood areas, in ground-oriented or low-rise dense developments and close to open space, schools, childcare centers, community facilities and other amenities designed for children; and smaller suites should be in towers and/or in spaces above busy commercial areas.		•								
Develop a sign program in which the City provides the structure for individual business signs along mid-block walkways and preferred pedestrian routes to support business development and encourage discovery throughout the pedestrian network. (EXAMPLE MELBOURNE)			•							
Develop district-level branding based on major destinations, notable venues, key landmarks, and crossing places (ex. 9th & 9th, 2nd & 2nd),.					•					
Encourage development of pop-up/temporal (spontaneous) dining experiences.					•					
Respond to needs of the arts community (including creative commercial manufacturers and suppliers to artists and cultural organizations) by developing subdistrict-level targets for arts programs and assets.					•					
Support the establishment of live music venues and all-ages shows.					•					
Extend the Red Line along 400 S directly to Central Station from the University of Utah.						•				
Restrict or eliminate right on red in select locations downtown.							•			
Require a minimum interior display zone of 2'6" and site lines into the tenant area for retail frontages to encourage visual transparency from sidewalk into stores and vice versa.								•		
Locate public restrooms throughout downtown.								•		

ACTION ITEMS	Vibrant & Active	Housing Choice	Prosperous	Diversity	Artful & Unique	Connected	Walkable	Welcoming & Safe	Unites City & Nature	Beautiful
Establish downtown as a dog-friendly neighborhood with housing that allows pets and dog-oriented amenities in the public realm to increase pedestrian activity downtown throughout the day and night.								•		
Develop and improve Pioneer Park infrastructure and programming to encourage more use of the park.									•	
Commit to burying powerlines along major streets and corridors, particularly at entrances to the downtown.										•

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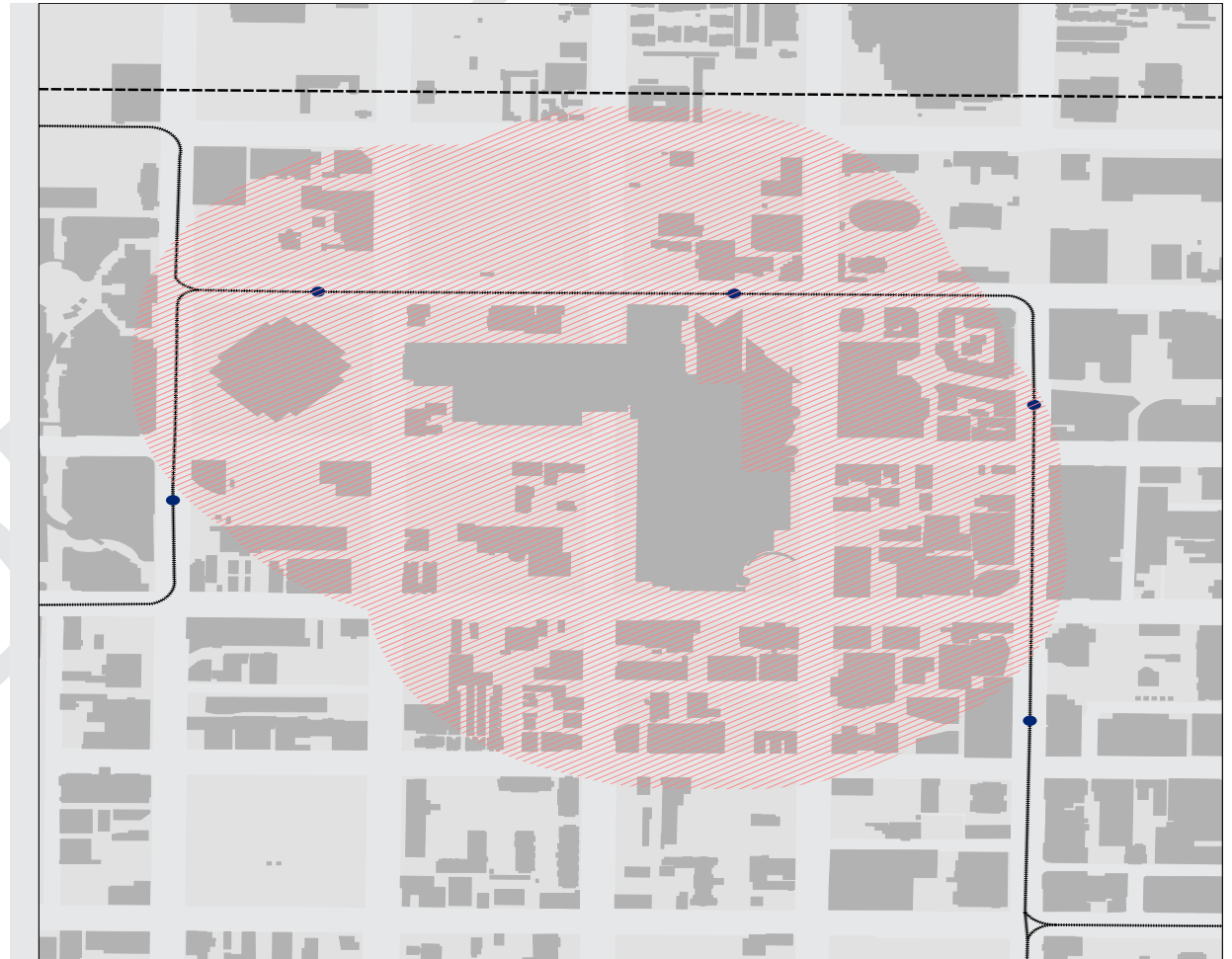
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CATALYTIC PROJECT - CONVENTION CENTER HOTEL

Development of an 850-1,000 room convention hotel within 1,000 feet of the Salt Palace Convention Center is vital to the future of Utah's convention industry. In 2014, the Utah State Legislature passed a bill to help fund the project. The bill requires the hotel to be within 1,000 feet of the Salt Palace Convention Center. The shaded area, in pink, shows the areas that are within 1,000 feet. The following design criteria outline the community's desire for a convention hotel and convention center that is an asset for the industry and the state, but also stands as a true urban component of the downtown.

- Hotel engages the public realm continuously at the ground level
- Mid-block walkways are created to break-up the block and allow pedestrian access through the block, preferably at the ground level and open to the elements
- Skybridges are limited to 200 W between 200 S and South Temple
- Improvements to the Salt Palace should address and activate the public realm, particularly along 200 S and West Temple
- Benching of any hotel tower should be avoided and a stepped or shaped massing is preferred
- The visible impact of parking should be minimized. Surface parking is discouraged and any parking structure should be hidden from public ways.



ACTION ITEMS	Vibrant & Active	Housing Choice	Prosperous	Diversity	Artful & Unique	Connected	Walkable	Welcoming & Safe	Unites City & Nature	Beautiful
Improve the signage and wayfinding system. Compel people to walk by creating a downtown that is interesting and invokes a sense of discovery.	•									
Enable street performers.	•									
Address deficiencies in convention/exhibit hall space in the Salt Palace.	•									
Require a minimum interior display zone of 2'6" and site lines into the tenant area for retail frontages to encourage visual transparency from sidewalk into stores and vice versa.								•		
Locate public restrooms throughout downtown.								•		
Extend airport line operating hours for early morning and evening travelers.								•		
Develop water management program to capture and reuse stormwater and groundwater for landscape irrigation.									•	

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DEPOT DISTRICT

The Depot District's significance is derived from its location as the northern entrance to Downtown and the entrance through which most visitors from outside the region arrive by air or rail. Rail is a primary characteristic of the Depot District, which includes the Rio Grande and the Union Pacific depots, the consolidated rail lines along the I-15 corridor, and the Intermodal Hub. It is also defined by the Gateway Mall and surrounding development, including the Energy Solutions Arena. Recent redevelopment investments have added significantly to the residential component of the Depot District.

The future of the Depot District includes more residential, office, restaurant uses to stabilize the existing retail space, activate the park blocks along 500 West and eventually, the development of the Depot Commons Park next to I-15.

New development will focus on preserving the remaining historic warehouse buildings, at a minimum of preserving the facades and enough depth of the building to make preserved facades meaningful. New buildings will be of a similar scale to what is in the area, with buildings reaching 10 stories in some locations. An emphasis should be placed on how buildings address the street, with high quality materials and permeability that add interest for passers by.

No place in the Utah has the transportation options that the Depot District possesses. People have more options here than anywhere else. Given that, equal consideration should be given to all modes of transportation.

Homeless Services should be better integrated into the neighborhood, with consideration given to addressing the key issues and maintaining as much human dignity as possible.



CATALYTIC PROJECT - HUB DEVELOPMENT

The Redevelopment Agency owns 9.63 acres between the historic Rio Grand Depot and the Intermodal Hub. The redevelopment plan for this property and adjacent properties creates a festival street along 300 South and space for a year-round farmer's market. With Frontrunner, TRAX, Greyhound and added connectivity to Downtown via the streetcar, the vision for the Depot District is authentic transit oriented development. The key concepts of the plan include:

- Breaking up the blocks with new streets and walkways;
- Reduced width streets
- Preserving older buildings where possible
- Integrating residential, office and commercial uses
- New surface materials
- New open spaces

The image to the right represents how this area might develop in the future. While the details may change, the key concepts identified above should be demonstrated in the final development plans.



ACTION ITEMS	Vibrant & Active	Housing Choice	Prosperous	Diversity	Artful & Unique	Connected	Walkable	Welcoming & Safe	Unites City & Nature	Beautiful
Make Downtown Salt Lake the most dog-friendly downtown in the U.S. (i.e. increase number of pet services, dog parks, pet shops, full service Veterinarians, and housing that allows dogs).	•									
Establish a year-round farmer's market.	•									
Explore potential locations for a major sports venue with good transit connections.	•									
Develop a skateboard park along the eastern edge of I-15.	•									
Utilize interior streets and walkways for townhouse development to activate interior of blocks while keeping main streets commercial.		•								
Encourage development of/Create incentives for family housing, as part of identifiable neighborhood areas, in ground-oriented or low-rise dense developments and close to open space, schools, childcare centers, community facilities and other amenities designed for children; and smaller suites should be in towers and/or in spaces above busy commercial areas.		•								
Identify districts/nodes and create regulations to support the development of their image through form-based codes, character conservation districts, local and national historic districts, wayfinding and street furniture, lighting, public art, and public spaces.			•							
Establish a business incubator focused on science and technology as part of an innovation district.			•							
Address barriers (I-15, railroad tracks, bridges, etc.) between West Salt Lake and Downtown through public realm, transit, and development improvements.				•						
Extend the Red Line along 400 S directly to Central Station from the University of Utah.						•				
Encourage development of small neighborhood service nodes.							•			
Provide tax incentives for small retail, neighborhood retail (i.e. coffee shops, book stores, bodegas, small grocery stores).							•			
Establish new dog park facilities in key locations near housing.							•			
Require a minimum interior display zone of 2'6" and site lines into the tenant area for retail frontages to encourage visual transparency from sidewalk into stores and vice versa.								•		
Extend airport line operating hours for early morning and evening travelers.								•		
Establish downtown as a dog-friendly neighborhood with housing that allows pets and dog-oriented amenities in the public realm to increase pedestrian activity downtown throughout the day and night.								•		
Establish a significant urban forest along the edge of I-15 to address immediate emissions issues and mask it from view.									•	

ACTION ITEMS	Vibrant & Active	Housing Choice	Prosperous	Diversity	Artful & Unique	Connected	Walkable	Welcoming & Safe	Unites City & Nature	Beautiful
Investigate burying powerlines along major streets and corridors, particularly at entrances to the downtown.										•

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TEMPLE SQUARE

Temple Square is a major landmark in the downtown and includes many properties owned by the LDS Church both historic and new. Redevelopment of surface parking lots and other underutilized land into an expanded ecclesiastical, educational, and support services campus reinforces Temple Square's legacy downtown. Temple Square continues to act as a buffer between the commercial activities downtown and the residential neighborhoods of Capitol Hill and Marmalade to the north. Continuation of the east-west mid-block connection from 1st Avenue to 400 West is a key organizing feature of the district.



CATALYTIC PROJECT - STUDENT HOUSING

The City supports the development of the Church of Jesus Christ of Latter Days Saints' institutional campus, including buildout of the LDS Business College and any associated student housing. An increase in resident population will enhance the social vitality and security of the entire district and the surrounding districts, particularly if coupled with student life facilities that are open to the larger community. The addition of commercial spaces, restaurants and dynamic student life on North and South Temple will activate the district, creating a vibrant corridor that thrives as a rich, 24/7 urban environment.

CONCEPT

ACTION ITEMS	Vibrant & Active	Housing Choice	Prosperous	Diversity	Artful & Unique	Connected	Walkable	Welcoming & Safe	Unites City & Nature	Beautiful
Establish a research campus, possibly in association with a major university or major employer.			•							
Support maintaining the campus of the Church of Jesus Christ of Latter Day Saints as a unique setting and destination in the Downtown.				•						
Extend airport line operating hours for early morning and evening travelers.								•		
Investigate feasibility of daylighting City Creek, even if it is a physical representation of the creek.									•	

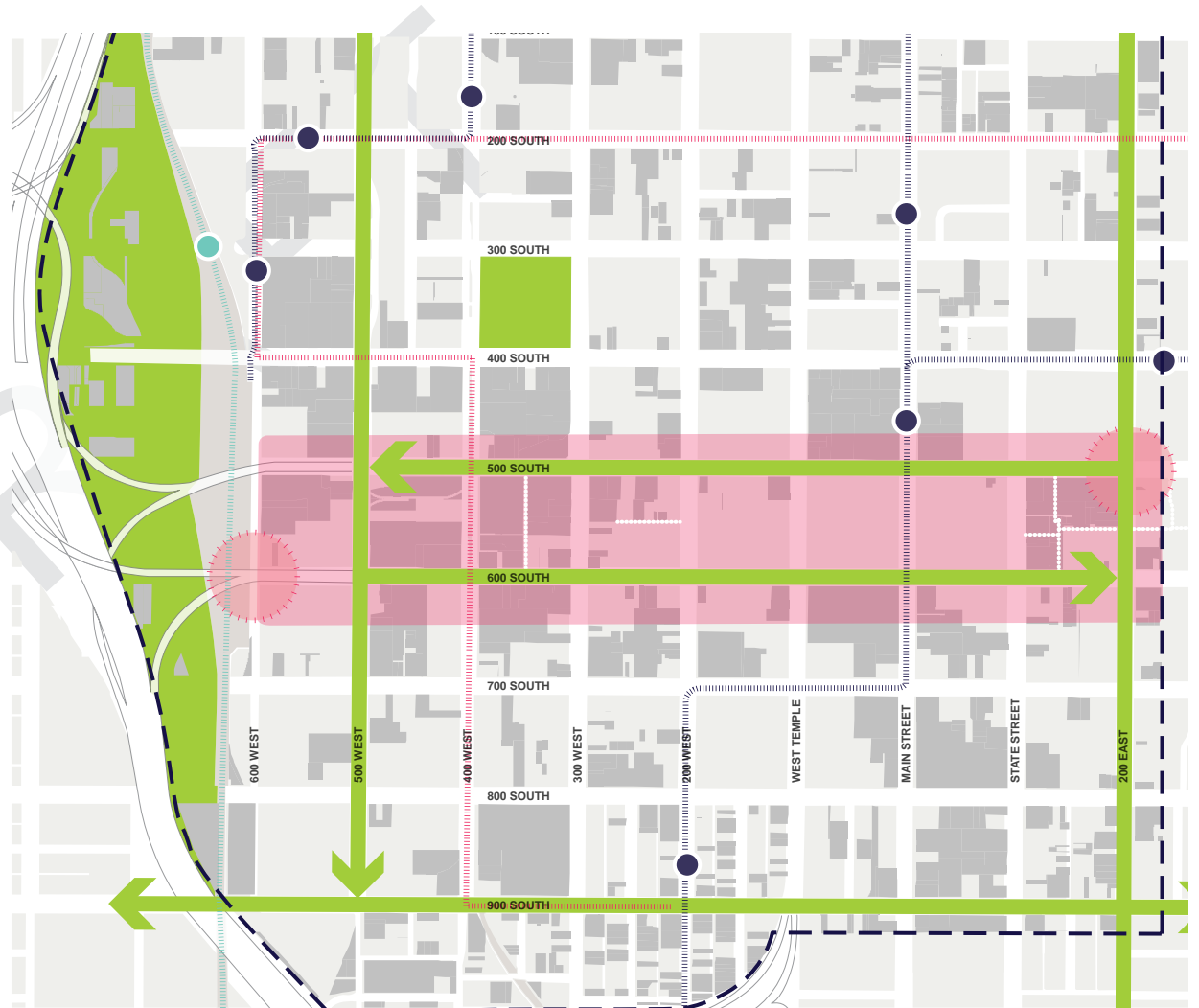
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GRAND BOULEVARDS

The Grand Boulevards District is a major point of arrival to the downtown and is suitably designed to welcome and excite visitors. Its panoramic views of the city skyline with the backdrop of the Wasatch Mountains is well-framed by mid-rise buildings, large street trees, and iconic lighting. The redevelopment opportunities in this district include mid-rise residential, innovation and research development, and additional office development. As an innovation district, the Grand Boulevards fosters collaboration and entrepreneurship in the knowledge-based economy. A diverse range of companies in various sectors and at different scales find support for the production of new ideas, new services, and new products. Retail, restaurant and service uses are located on north-south oriented streets. The creation of a public innovation center provides the social capacity for new ideas, while the proximity to traditional economic infrastructure in the Central Business District provides important financial capital. Transit options are easily accessed via TRAX and the Downtown Streetcar. Partnerships with local universities link research and workforce development in a central location, celebrating Downtown Salt Lake as a national powerhouse for launching new businesses.

The large blocks in this District are dissected with cross streets and midblock walkways that provide access to the centers of the blocks and improves the connections both within the district and to adjacent districts.



CATALYTIC PROJECT - GRAND BOULEVARD PROJECT: 500 S AND 600 S

Creating two multi-way boulevards along 500 South and 600 South as grand entries to and from Downtown is the primary objective of this project. Burying the electrical transmission and distribution lines on 600 South is critical to the success of the project, as well as, addressing the billboards located along the corridors. The Grand Boulevards Corridor Plan outlines the preferred strategies for this project in greater detail. The Grand Boulevards Project was initially identified in Downtown Rising, a vision plan prepared by the Salt Lake Chamber of Commerce and the Downtown Alliance. This project represents an enormous opportunity to create a memorable and inspiring experience for those entering and exiting the capital city. They also have the power to spur redevelopment and economic growth in underdeveloped locations. The City should consider establishment of a new RDA project area to help finance the public realm investments.



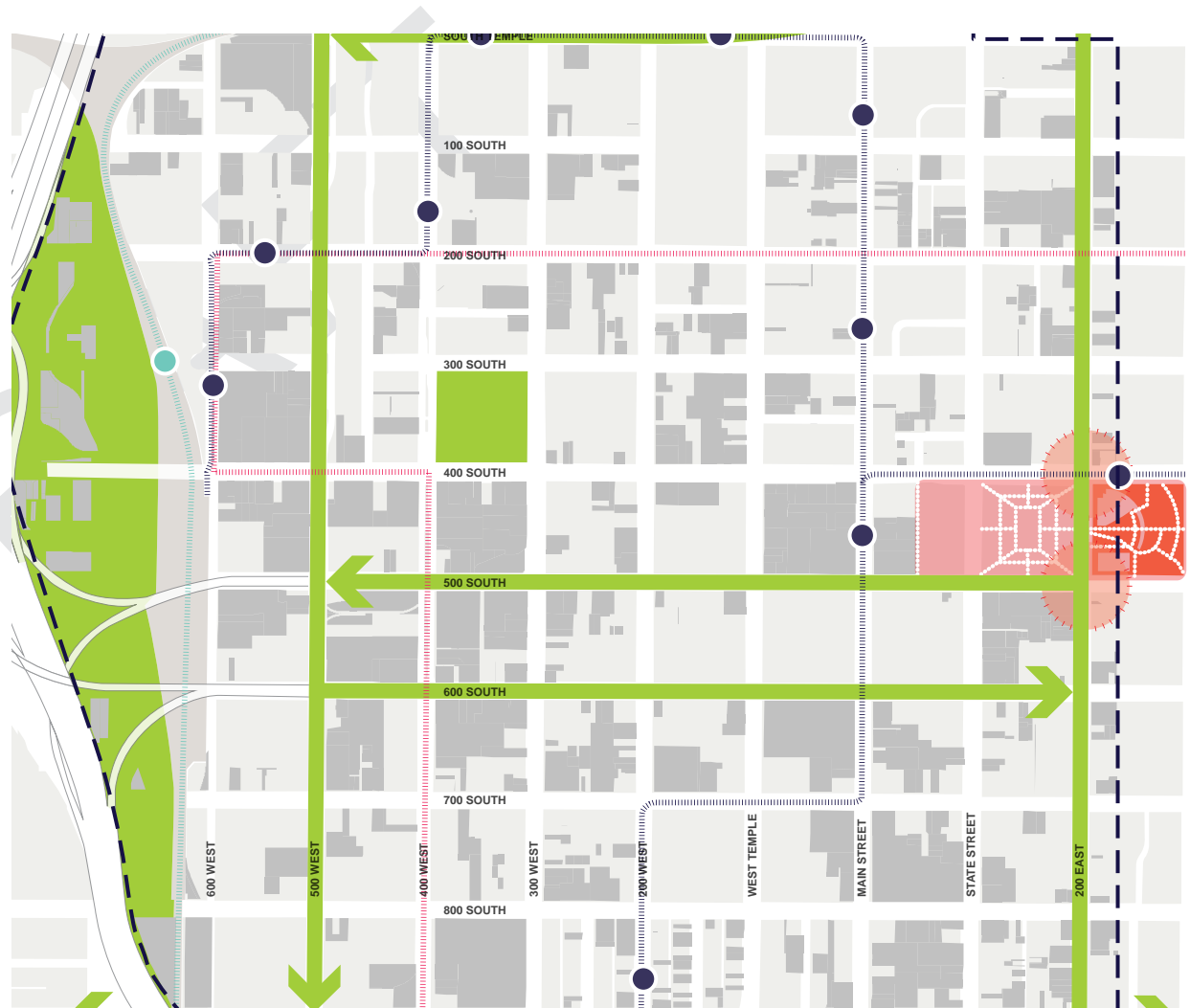
ACTION ITEMS	Vibrant & Active	Housing Choice	Prosperous	Diversity	Artful & Unique	Connected	Walkable	Welcoming & Safe	Unites City & Nature	Beautiful
Explore potential locations for a major sports venue with good transit connections.	•									
Utilize interior streets and walkways for townhouse development to activate interior of blocks while keeping main streets commercial.		•								
Encourage development of/Create incentives for family housing, as part of identifiable neighborhood areas, in ground-oriented or low-rise dense developments and close to open space, schools, childcare centers, community facilities and other amenities designed for children; and smaller suites should be in towers and/or in spaces above busy commercial areas.		•								
Establish a business incubator focused on science and technology as part of an innovation district.			•							
Establish a research campus in association with a major university or major employer.			•							
Develop a theme monument or landmark at the south end of downtown (See 1995 Master Plan).					•					
Incorporate public art to ensure these areas are welcoming and truly grand.						•				
Extend airport line operating hours for early morning and evening travelers.								•		
Commit to burying powerlines along major streets and corridors, particularly at entrances to the downtown.										•

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CIVIC CENTER

The Civic District is the heart of Salt Lake City public life. As a civic campus, its role as a place for citizens to exercise their rights is paramount to daily life. Its outdoor public spaces, particularly on Library Square, are reimagined with daily use in mind and programmed for year-round activity. Continuation of the east-west mid-block connection from Washington Square to 400 East is a key organizing feature of the district. A new headquarters for the Salt Lake County District Attorney's Office anchors the northeast corner of 500 South and Main Street, extending the Civic District west to include more of the Matheson Courthouse block. The project's proximity to both the state and federal courts are ideal for state agencies.

The block immediately west of the Civic Center district (bounded by 400 S, Main Street, 500 S, and West Temple) is recognized as a catalytic project for the Central Business District. It may also play a role as part of the Civic Center, if a major community sports and fitness center were located on this block. As the "flagship public gymnasium" for the region, it might feature an outdoor climbing wall, zip lines, swimming pools, and other amenities for outdoor enthusiasts to practice their skills on a daily basis before heading for the mountains and enjoying all that Utah has to offer. This project was identified in Downtown Rising and fulfills a need for a major facility since the closing of the Deseret Gym.



CATALYTIC PROJECT - REIMAGINING PUBLIC SPACES

The public spaces throughout the Civic District would benefit from greater programmatic use and redesign. From the mid-block axis on Washington Square and Library Square, the views to the Wasatch Front are a tremendous asset that can be celebrated. Library Plaza could be improved with shade structures to make the plaza more comfortable throughout the summer months. Additionally, permanent structures, such as tensile structures, an arcade, or stage, would provide infrastructure for hosting regular markets and festivals. Enclosure of active spaces would help intensify the use of those spaces, frame views, and frame the street, particularly along 300 East and the eastern side of the Library Square block.

It is also important for the Civic District to continue to be the place where people can openly, safely and comfortably demonstrate their rights to free speech, to peacefully assemble and to petition the government. It is also the primary location of the Judicial branch of government. Programming the space should support these rights and functions.



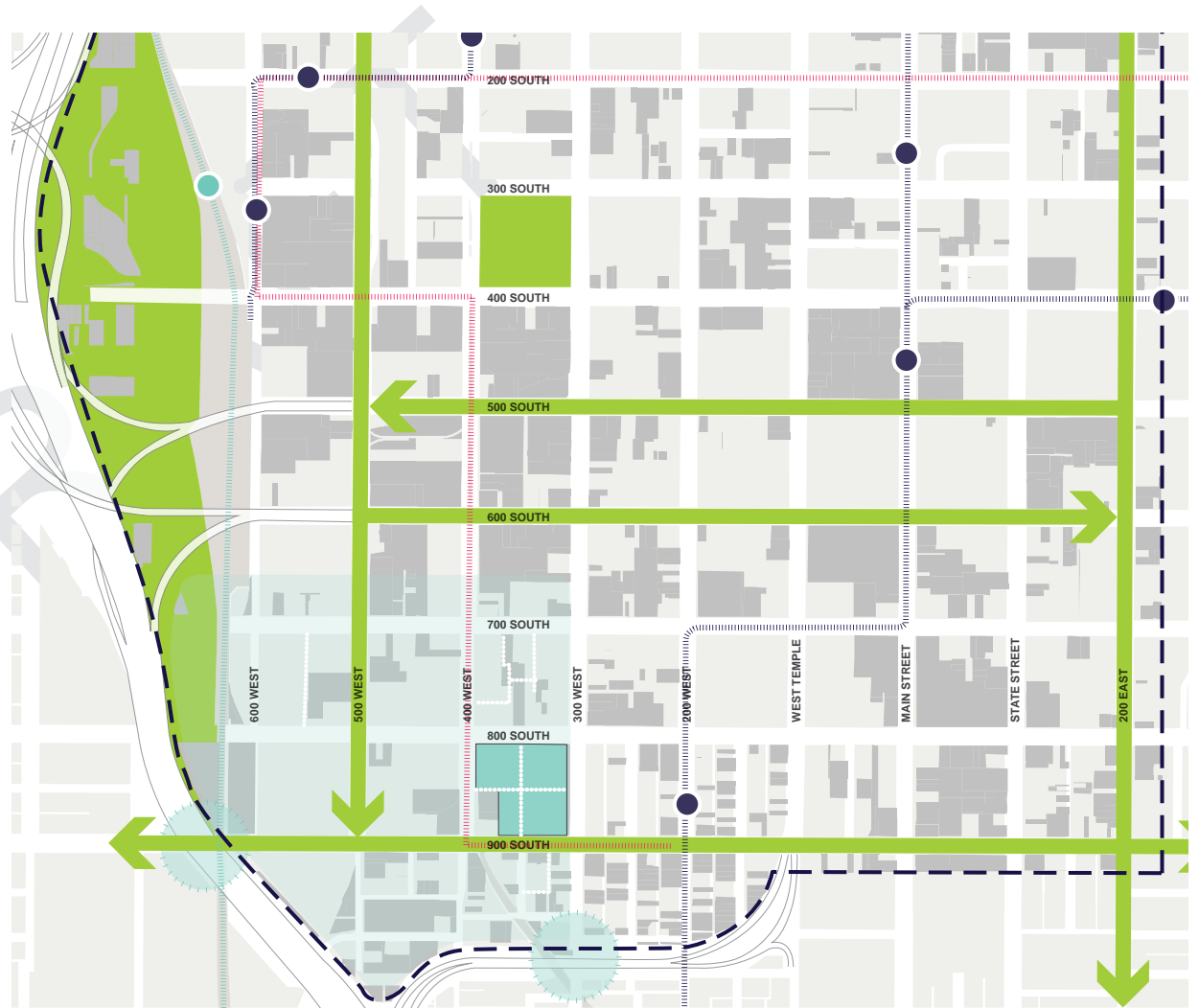
ACTION ITEMS	Vibrant & Active	Housing Choice	Prosperous	Diversity	Artful & Unique	Connected	Walkable	Welcoming & Safe	Unites City & Nature	Beautiful
Improve the signage and wayfinding system. Compel people to walk by creating a downtown that is interesting and invokes a sense of discovery.	•									
Utilize design standards to improve the way in which buildings address the street along the north side of 200 South. Design standards should include ground floor active uses, require frequent building entrances, and reduce the overall scale of the building as perceived from the street level.							•			
Restrict development of skybridges to concentrate pedestrian activity at the ground level. Skybridges may be considered along 200 West north of 200 South.							•			

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THE GRANARY

New business incubator space mixed with low and mid-rise housing and small local-serving retail make the Granary a complete neighborhood. It is characterized by low-rise warehouse buildings, light industrial and manufacturing activities, remnants of rail-dependent industries, a thriving creative industry, and a diverse residential community. The Granary's historic grit and modern refinement form a unique downtown neighborhood. The redevelopment of the Fleet Block, a 7.5 acre parcel owned by Salt Lake City, and the shortening of the 900 South off-ramp are model projects, demonstrating the best of urban family living. Zoning changes support desired development, including townhouses, adaptive reuse, and mid-rise development. The neighborhood is highly served by transit with both TRAX and the Downtown Streetcar. Infrastructure improvements to 400 West promote redevelopment opportunities along that corridor further linking the Granary to the rest of Downtown.



CATALYTIC PROJECT - FLEET BLOCK DEVELOPMENT

The City-owned Fleet Block, a 7.5 acre parcel located between 800 S and 900 S and between 400 W and 300 W, represents a major opportunity for the development of family housing and associated amenities in the downtown. Housing options should include a variety of unit types and sizes, including 3 and 4 bedrooms, private or semi-private outdoor space, and adequate storage space. By promoting opportunities for housing for a range of income group and family types, housing diversity and equity is supported. In addition, the development should include local serving retail and service amenities, including usable public space for area residents, a childcare center, and grocery store or market selling fresh produce. A more nuanced street and pedestrian network should provide access through the block. Development should support the future build-out of the Downtown Streetcar with stops at community and commercial locations. The Fleet Block should be sustainably developed, incorporating environmental, social, and economic criteria.

PLAN

ACTION ITEMS	Vibrant & Active	Housing Choice	Prosperous	Diversity	Artful & Unique	Connected	Walkable	Welcoming & Safe	Unites City & Nature	Beautiful
Make Downtown Salt Lake the most dog-friendly downtown in the U.S. (i.e. increase number of pet services, dog parks, pet shops, full service Veterinarians, and housing that allows dogs).	•									
Explore potential locations for a major sports venue with good transit connections.	•									
Utilize interior streets and walkways for townhouse development to activate interior of blocks while keeping main streets commercial.		•								
Remove barriers that make it difficult to reuse existing building for housing and barriers that prohibit some housing types, such as small footprint homes,		•								
Invest in transportation and utility infrastructure to remove barriers to private investment.			•							
Establish a business incubator focused on science and technology as part of an innovation district.			•							
Establish a research campus in association with a major university or major employer.			•							
Streamline the process for reuse of existing buildings to support the growing art, creative industry and craft businesses in the Granary.										
Respond to needs of the arts community (including creative commercial manufacturers and suppliers to artists and cultural organizations) by developing subdistrict-level targets for arts programs and assets.					•					
Connect across physical barriers (i.e I-15, railroad lines, bridges) using art and lighting.					•					
Rebuild 400 West into a multi-modal street with adequate curb, gutter, park strip and sidewalk.						•				
Connect the Granary to the Depot District with transit.						•				
Develop the 9Line Trail according to the 9Line Master Plan.							•			
Encourage development of small neighborhood service nodes.							•			
Provide tax incentives for small retail, neighborhood retail (i.e. coffee shops, book stores, bodegas, small grocery stores).							•			
Establish new dog park facilities in key locations near housing.							•			
Support the creation of business districts that wish to improve neighborhood aesthetics with flowers, trees, and other plantings.								•		
Establish a significant urban forest along the edge of I-15 to address immediate emissions issues and mask it from view.									•	
Develop a "garden model" for block redevelopment to locate gardens interior to the block and on rooftops for food production and aesthetic enjoyment.									•	
Create active public spaces in the Granary, such as parks, plazas, etc. in key locations.									•	

ACTION ITEMS	Vibrant & Active	Housing Choice	Prosperous	Diversity	Artful & Unique	Connected	Walkable	Welcoming & Safe	Unites City & Nature	Beautiful
Commit to burying powerlines along major streets and corridors, particularly at entrances to the downtown.										•

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CENTRAL NINTH

Pleasant, quiet streets and affordable urban living characterize the Central Ninth neighborhood. Older single family homes clustered on half-size blocks provide gracious living opportunities in an intimate setting. They are mixed with low and mid-rise housing with higher densities along main streets, commercial corridors, and around the 900 South TRAX station. Transit-oriented development is exemplified in Central Ninth and made easy using the form-based code. Transit connections are many as TRAX, the Downtown Streetcar, and the 900 South Streetcar connect Central Ninth to adjacent neighborhoods and beyond. East-west mid-block connections are well-defined and intimately scaled to promote neighborly interactions and pedestrian activity. Health and recreation opportunities abound with community gardens and the 9-Line extension and oxbow.



CATALYTIC PROJECT - VIADUCT SHORTENING: 9-LINE OXBOW

Shortening the I-15 viaduct from West Temple to 300 West provides a tremendous opportunity for new park land in Central Ninth. As an arm of the 9-Line, the Oxbow project creates XX acres of new park space and links Central Ninth to the Ballpark neighborhood. The new park would add tremendous value to the adjacent neighborhoods and the downtown as a whole. As an extension of the 9-Line, the park links Central Ninth, the Granary, and Ballpark to the Jordan River, greatly increasing resident access to significant recreation and nature opportunities.

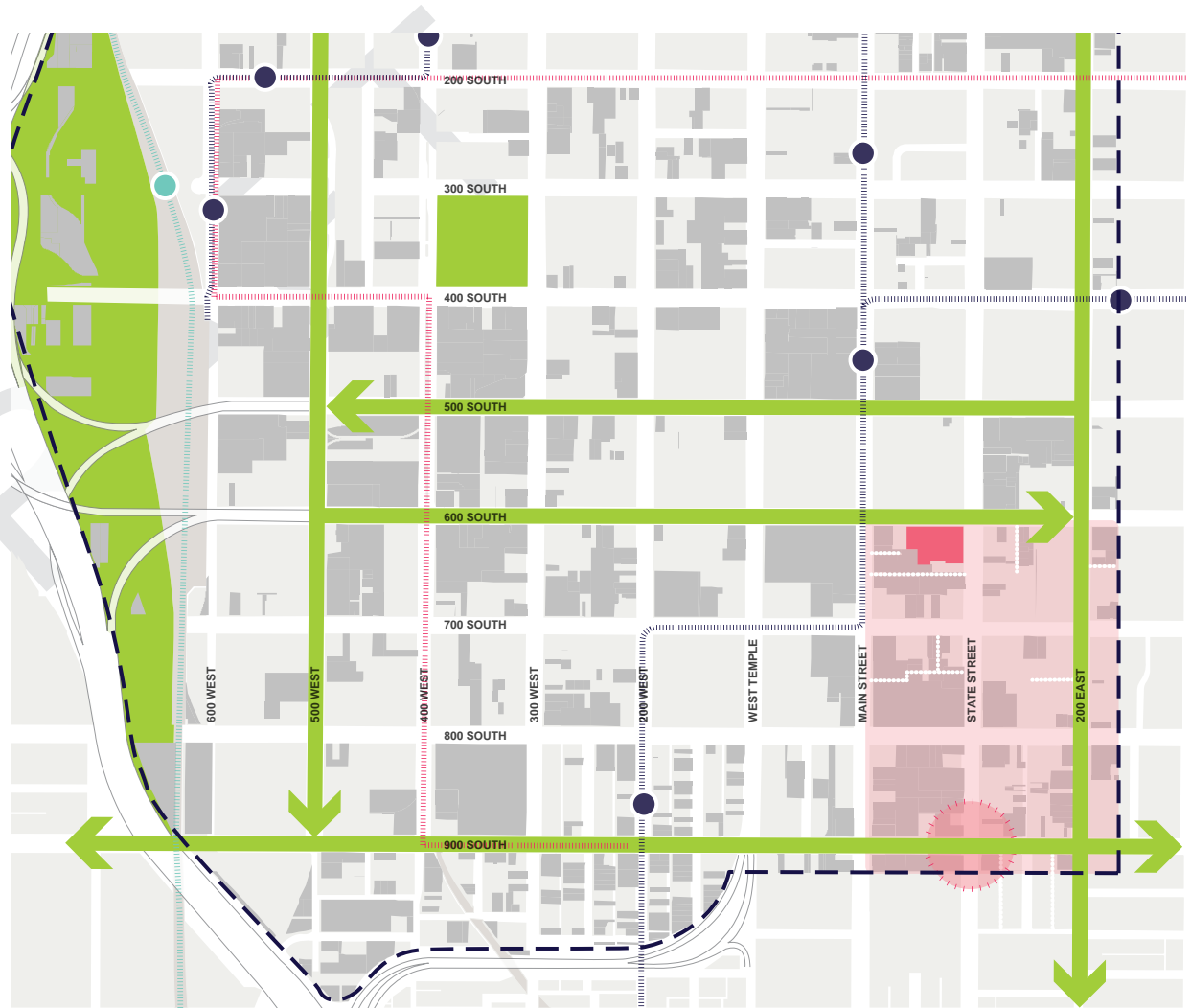
CONCEPT

ACTION ITEMS	Vibrant & Active	Housing Choice	Prosperous	Diversity	Artful & Unique	Connected	Walkable	Welcoming & Safe	Unites City & Nature	Beautiful
Utilize interior streets and walkways for townhouse development to activate interior of blocks while keeping main streets commercial.		•								
Encourage the development of or create incentives for family housing, as part of identifiable neighborhood areas, in ground-oriented or low-rise dense developments and close to open space, schools, childcare centers, community facilities and other amenities designed for children.		•								
Preserve the scale and low density residential character of Montrose, Washington and Jefferson Streets north of 900 South.		•								
Support transit oriented development.		•								
Encourage the development of market rate and owner occupied housing units.		•								
Create a small neighborhood business node at the 900 South 200 West intersection.			•							
Invest in transportation, utility and open space infrastructure to support existing development and remove barriers to future investment.			•							
Respond to needs of the arts community (including creative commercial manufacturers and suppliers to artists and cultural organizations) by developing subdistrict-level targets for arts programs and assets.					•					
Connect across physical barriers (i.e I-15, railroad lines, bridges) using art and lighting.					•					
Develop the 9Line Trail according to the 9Line Master Plan.							•			
Encourage development of small neighborhood service nodes.							•			
Provide tax incentives for small retail, neighborhood retail (i.e. coffee shops, book stores, bodegas, small grocery stores).							•			
Establish new dog park facilities in key locations near housing.							•			
Develop a "garden model" for block redevelopment to locate gardens interior to the block and on rooftops for food production and aesthetic enjoyment.									•	
Develop park space or connect the neighborhood to nearby park space.									•	
Commit to burying powerlines along major streets and corridors, particularly at entrances to the downtown.										•

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SOUTH STATE

South State is a quickly urbanizing district. This growing community is defined by well-designed mid-rise buildings. New housing and job opportunities improve the pedestrian environment, the look of the street, shopping opportunities, and transit service for community residents. Ethnic restaurants, grocers, and bars and clubs make South State a destination for a variety of interest groups, creating an authentic experience. The reurbanization of South State within the existing fabric makes good use of existing infrastructure and services and contributes to the creation of a livable urban community. South State accommodates and supports new development without disrupting the integrity of adjacent neighborhoods or the inner courts, such as Edison. South State has a functional role for district residents --providing for their daily needs-- while fulfilling a symbolic role as Utah's main street. The character of growth along State Street recognizes its relationship to adjacent neighborhoods through a development form that is moderate in scale, stepping down quickly in height to the east, and reflects high quality design and materials. The redevelopment of a 2.3 acre parcel on State Street at 600 South currently owned by Salt Lake County serves as a model for mid-rise development in the district and the entire State Street corridor to the south.



CATALYTIC PROJECTS - ZONING CHANGES AND PERFORMANCE STANDARDS

Changes to the zoning code to reflect community desires for a more beautiful and urban State Street is the primary driver of redevelopment in the South State district. Buildings should be moderate in height and no taller than the right-of-way is wide. Stepbacks at three-to-six stories provide a pedestrian scale environment at the street level and enable scale transitions to adjacent neighborhoods. Sidewalks are wide to include and support street trees and generate a lively pedestrian culture. Ground floor uses are generally active, particularly at the corners. The public realm should be protected and enhanced by limiting vehicular access from north-south streets, encouraging shared access, and maintaining and introducing a mid-block street or alley system that is accessed from east-west streets. Streetscape and building design reflects excellence in sustainability, urban design, and architecture, recognizing the important public role of State Street in defining the quality of life for the region. Performance Standards will guide the design of South State mid-rise buildings and ensure they are responsive to both their existing and planned context.

SECTION

ACTION ITEMS	Vibrant & Active	Housing Choice	Prosperous	Diversity	Artful & Unique	Connected	Walkable	Welcoming & Safe	Unites City & Nature	Beautiful
Utilize interior streets and walkways for townhouse development to activate interior of blocks while keeping State Street primarily commercial.		•								
Encourage development of or create reate incentives for family housing in low-rise dense developments and close to open space, schools, childcare centers, community facilities and other amenities designed for children.		•								
Preserve the existing inner court housing in the area, such as along Edison Street.		•								
Develop district-level branding based on notable venues like the State Room or land uses like the many tattoo parlors.					•					
Respond to needs of the arts community (including creative commercial manufacturers and suppliers to artists and cultural organizations) by developing subdistrict-level targets for arts programs and assets.					•					
Develop a theme monument or landmark at the south end of downtown (See 1995 Master Plan).					•					
Encourage development of small neighborhood service nodes.							•			
Provide tax incentives for small retail, neighborhood retail (i.e. coffee shops, book stores, bodegas, small grocery stores).							•			
Establish new dog park facilities in key locations near housing.							•			
Require a minimum interior display zone of 2'6" and site lines into the tenant area for retail frontages along State Street to encourage visual transparency from sidewalk into stores and vice versa.								•		
Develop a "garden model" for block redevelopment to locate gardens interior to the block and on rooftops for food production and aesthetic enjoyment.									•	
Commit to burying powerlines along major streets and corridors, particularly at entrances to the downtown like at 900 South and State Street.										•

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IMPLEMENTATION

Photo credit: Lance Tyrrell

DELIVERING THE PLAN

THE DELIVERY FRAMEWORK FOR THE MASTER PLAN IS BASED ON FOUR RESOURCES: STAFF EFFORT, FINANCIAL RESOURCES, TIME, AND COMMUNITY COMMITMENT.

No vision or master plan can become a reality without someone taking the steps necessary to make it happen. As a popular saying goes “Vision without action is a daydream. Action without vision is a nightmare.” Master plans often fall into the daydream category, while cities often spend a lot of time and money correcting actions that were done without consideration of the future.

Identifying who can do it, what is needed and how to do it are all necessary prior to making anything happen. In Salt Lake City, implementing master plans includes:
Identifying what needs to be done,
Figuring out who can get it done,
Providing the resources necessary to get it done, and
Getting it done!

When setting priorities, these factors should be considered so that the complexity of the task matches the time and resources necessary to get it done. This chapter outlines the input needed to complete each action item so that implementers can understand the staff effort, financial resources, basic timeframe, and community commitment necessary to get the task complete. This helps set priorities and establishes realistic expectations.

The goal of the implementation section of this plan is to help implementers and decision makers set priorities when it comes to tasks, allocating resources and determining the success of a master plan.



MONITORING FRAMEWORK

Photo credit: Molly Robinson

PROGRESS TOWARDS THE VISION

A MONITORING FRAMEWORK
BASED ON THE METRICS IS
NECESSARY TO UNDERSTAND
OUR PROGRESS OVER TIME

within one year of adoption of this plan, a baseline Monitoring Report will be published. This report will document the starting point for each metric identified in the plan.

Monitoring reports be prepared periodically to keep track of and observe the impact of the Downtown Master Plan. Action Items and Catalytic Projects listed in the Downtown Master Plan will also be evaluated by examining the degree to which they have been achieved. Each monitoring report will then discuss the regional context and what may lie ahead for Downtown Salt Lake City.