CITY VISION AND

STRATEGIC PLAN

Salt Lake City

Strategic Plan Final Report

December 1993

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Introduction T.

This document is the tangible product of a continuing community planning process called the "City Vision and Strategic Plan". The intent of the process was to proactively define a vision for Salt Lake City's future and show how we can achieve it.

Prior strategic plans have been prepared for Salt Lake City, most recently in 1987 and 1990. However, important emerging social and economic changes in the early 1990s convinced many community leaders of the need to reassess the issues and concerns now most important to City residents and businesses. Fiscal realities in the rapidly changing environment of the 1990s are causing governments at all levels to change the way they do business.

By analyzing future challenges and opportunities and by contrasting those forces with internal strengths and weaknesses of the community, City government can improve its ability to shape its future in a way that best serves the citizen.

The City Vision and Strategic Plan also provides a basis to strengthen coordination among neighboring and overlapping governments--state, county, school district, other municipalities--for the purpose of optimizing the delivery of public services.

A driving force in preparing the Salt Lake City Vision and Strategic Plan is the hard work and commitment of community leaders, neighborhood activists, and business executives who participated in the project. Throughout the process, representatives of these groups have generously donated their time and creative energy to serve on a

Steering Committee appointed by Mayor Corradini to oversee and direct the project. The Steering Committee represents a broad cross section of the City's constituencies, and includes the following individuals:

David Boyles, Chairman American Express

Roger Black Management Services Director

Gigi Brandt Community Representative

Randall Dixon Community Representative

Robert Egan IBM Corporation

Maria Garciaz Community Representative

Tom Godfrey Salt Lake City Council Member

Diane Hesleph Granite High School

Frances Hoopes Community Representative

Rick Howa Howa Construction

Roselyn Kirk Chair, Salt Lake City Council

Ken Knight Sinclair Oil Corporation

Richard Linford Bonneville International

Joanne Milner Community Representative

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Jackie Nokes Utah State Fair

Thomas G. Nycum University of Utah

Bonnie H. Stephens Utah Arts Council

The Directors of each of the major Departments of City government also served on the committee as ex-officio members. In addition, each Department designated a staff person to serve as Department Coordinator to the project. Department Coordinators also shared responsibility for integrating prior department planning efforts and current programming into the deliberations of the Steering Committee.

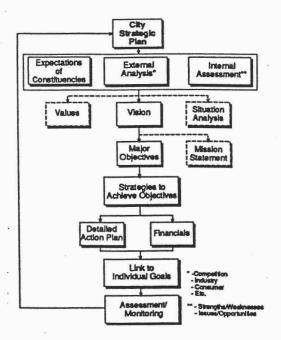
Finally, the Steering Committee and City staff were assisted by a consulting team assembled for the project. The team consisted of consultants from BRW Inc., and Richard Chong and Associates.

The work program for the project is outlined in the accompanying figure, City Vision and Strategic Plan Work Program. The work program has involved an extensive review of data and analysis of both external and internal forces shaping the City's current socioeconomic environment.

The data and analyses of these earlier phases of the project are chronicled in a series of seven "Working Papers" assembled in vinyl binders and available for public review at the Reference Desk at each of the six branches of the Salt Lake City Library.

While the membership and composition of the Steering Committee provided for public involvement and direction throughout the process, the project also employed other public participation techniques. In April 1993 the City Vision and Strategic Plan convened a workshop in conjunction with the Salt Lake City Neighborhood Conference, sponsored by the Salt Lake Area Community Councils. Two articles appeared in the quarterly "Community Connection," and two City Vision and Strategic Plan Newsletters were widely distributed throughout the community. Finally, a Public Forum was convened in September 1993 to invite comment and input on the draft "Straw Man" version of the plan. Several valuable comments were received both verbally at the Forum and in writing throughout the ensuing two month comment period. Nearly all of these comments were substantive and positively contributed to the quality of the output of this process. Many are incorporated into the following document.

City Vision and Strategic Plan Work Program



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II. Vision

The vision for the future of Salt Lake City rests on three unique characteristics of the community:

- 1. The potential for playing a significant role in the global community;
- 2. The continuing influence of "small town" traditions of community, citizenship, service, friendliness and neighborliness; and
- 3. The proximity of the City to the mountains and natural wonders of the region.

Reflecting the City's opportunity to take responsible advantage of these characteristics,

We envision Salt Lake City as a prominent sustainable city: the international crossroads of western America, blending family life styles, vibrant artistic and cultural resources, and a strong sense of environmental stewardship with robust economic activity to create a superb place for people to live, work, grow, invest and visit.

This vision of the City will have become reality when:

- The land use practices, transportation
 patterns, and consumption habits of Salt
 Lake Citizens reflect a strong commitment
 to preserve and enhance the natural setting
 of the City the public takes
 environmental preservation seriously.
- Salt Lake City contains a mix of people from diverse ethnic, cultural, economic and religious backgrounds who feel valued for their contributions to the vitality of the community and find genuine welcome in their neighborhoods — the world is welcome here.
- Local residents, as well as visitors and knowledgeable observers, think of the richness and diversity of the City's cultural and artistic assets as a defining character of Salt Lake City — the community cherishes the richness of its artistic and cultural assets.
- People recognize Salt Lake City for its success in preserving and adaptively using its significant historic resources – the city has maintained a character and charm appropriate to its pioneer heritage.

- Salt Lake City neighborhoods provide a safe environment for families and promote responsible citizenship among neighbors citizens care about their neighborhood communities.
- Community life encompasses a wide variety of national and international ethnic, cultural and sporting events — Salt Lake City is an exciting place to be.
- 7. Salt Lake City sustains a vibrant local economy that takes full advantage of its competitive geographic advantages for tourism, distribution, communications, and transportation; as well as its competitive labor force advantages for multi-lingual services, high technology, and health care the City has a clear sense of its niche in the global economy.
- Salt Lake City government excels in the delivery of economical, world class public services and participates with other valley jurisdictions in cooperative arrangements to contain costs and resolve regional problems — local government works.

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III. Values

We, the people who live, work, grow, invest and visit Salt Lake City, believe in:

A. Responsibly Managing Our Environmental Stewardship

Defines key dimensions of our community self-identity yet preservation of it will likely require changes in behavior that have grown out of that identity: controlling access to/use of the canyons, reducing private vehicle use, spending money on natural assets like the Jordan River.

B. Promoting and Celebrating Our Diversity

In response to the emerging requirements of the global economy, attracting increasing numbers of culturally, racially and ethnically diverse citizens.

C. Enhancing Our Heritage and Culture

For a community its size, maintaining the richness and quality of cultural/artistic assets; and preserving historic structures and cultural traditions without sacrificing economic opportunity.

D. Revitalizing Our Neighborhoods

Promoting neighborhood identity and preserving their character while offering attractive housing opportunities for families. Making sure that neighbors have a justifiable sense of personal security in their neighborhoods.

E. Enhancing Our Economic Vitality

Creating attractive conditions for business expansion within the boundaries of the City; strengthening the City's position as the economic, cultural, educational, and governmental capital of the region, but not at the expense of minimizing our environmental stewardship or neighborhood vitality.

F. Ensuring Responsive Government

Focusing on customer service and respect for community values, especially honesty, integrity and ethics. Contributing efficiently and effectively to the resolution of strategic issues; eliminating unnecessary overlap and duplication; solving problems irrespective of jurisdictional boundaries.

G. Enhancing Our Educational/ Intellectual Traditions

Recognizing the long standing tradition of quality education and the international prestige of local post secondary education institutions in selected fields.

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IV. Objectives

In the year 2013,

- A. Salt Lake City residents will exhibit a high level of environmental consciousness and protect the natural beauty that frames their city.
- B. The City will contain a balanced mix of people from diverse ethnic, cultural, geographic, economic and religious backgrounds who are embraced for their unique contributions to the community.
- C. Salt Lake City is recognized for its efforts to restore and adaptively reuse its historic resources.
- D. Residents and visitors will enjoy an abundance of quality cultural, artistic, recreational and sporting opportunities and events.
- E. The City will include a wide variety of affordable housing opportunities in attractive, friendly neighborhoods that provide a safe environment for families.
- F. The City will sustain world class businesses that capitalize on its geographic and labor market competitive advantages and offer a wide variety of career path choices for its residents.
- G. The City will cooperate with other jurisdictions to provide equitable, cost effective public services.
- H. The City will use a variety of public participation processes to promote consistent implementation of public policies.

V. Major Strategies, Action Steps and Progress Indicators

Environmental Stewardship

- Objective A: Salt Lake City residents will exhibit a high level of environmental consciousness and protect the natural beauty that frames their city.
- 1.0 Identify key natural characteristics in the City to enhance the recreation and open space environment.

Action Steps

Progress Indicators

- 1.1 Sponsor major
 environmental/community
 infrastructure cleanup projects, (i.e.
 Jordan River Cleanup, Memory
 Grove Cleanup) staffed by
 community volunteers.
- a) Number of projects completed.
- b) Number of volunteers working on projects.
- 1.2 Develop trails to connect the foothills, wetlands and existing and proposed parks and open space with the urban environment.
- a) Lineal miles of first class trails established and or right-of-way acquired with respect to:
 - Rails to Trails Program
 - Shore Line Trail Program
 - Jordan River Trail Program
 - Airport Trail Program
- 1.3 Create a trust fund to receive donated property to preserve open space.
- a) Amount of dollars/acreage donated to fund.
- 1.4 Complete, adopt and implement the Salt Lake City Jordan River Parkway Strategic Plan.
- a) Linear mileage of Parkway developed.
- b) Dollars invested in riverway access facilities.
- 1.5 Extend City Creek Parkway to Central Business District.
- a) Amount of property obtained and developed.
- 1.6 Implement Bikeways Master Plan.
- a) Miles of bikeways developed.

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Environmental Stewardship (cont'd)

Objective A: Salt Lake City residents will exhibit a high level of environmental consciousness and protect the natural beauty that frames their city.

2.0 Develop programs to identify, preserve and enhance environmentally sensitive lands and resources in the City including steep slopes and riparian areas.

Action Steps	Progress Indicators
Adopt and geographically apply the "Open Space Zoning District" and "Low lands Conservancy District".	a) Acres re-zoned.
Adopt "Aquifer Protection Overlay Zoning District".	 Acres of primary aquifer with protection overlay.
Adopt groundwater protection zones.	a) Number of wellheads identified and protected.b) Number of public education programs administered.
Implement watershed land procurement program to protect critical areas from development.	a) Amount of acreage purchase.
Develop a reclamation plan and development reuse plan for Beck Street extraction industries.	a) Preparation of Beck Street Gateway Plan.b) Extraction/reclamation overlay zone.
Eliminate patchwork land ownership pattern on watershed lands through exchanges with the U.S. Forest	a) Number of acres exchanged.
-	tan jarah da 1
Implement Storm Water Quality Management Program.	 a) Amount of reduction (percentage) of pollutants flowing into Jordan River during rainstorms.
	Adopt and geographically apply the "Open Space Zoning District" and "Low lands Conservancy District". Adopt "Aquifer Protection Overlay Zoning District". Adopt groundwater protection zones. Implement watershed land procurement program to protect critical areas from development. Develop a reclamation plan and development reuse plan for Beck Street extraction industries. Eliminate patchwork land ownership pattern on watershed lands through exchanges with the U.S. Forest Service. Implement Storm Water Quality Management Program.

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Environmental Stewardship (cont'd)

Objective A: Salt Lake City residents will exhibit a high level of environmental consciousness and protect the natural beauty that frames their city.

2.0 Develop programs to identify, preserve and enhance environmentally sensitive lands and resources in the City including steep slopes and riparian areas.

	Action Steps	Progress Indicators
2.8	Reduce accumulation of hazardous chemicals in households by cooperating with the City/County Board of Health in sponsoring household hazardous waste collection days.	a) Level of participation in program.b) Amount of hazardous waste collected annually.
2.9	Develop and construct wetlands mitigation in the Northwest Quadrant.	a) Acres of wetland habitat.

3.0 Adopt policies which allow future development to occur in an environmentally conscious and fiscally sound manner.

	Action Steps		Progress Indicators		
3.1	Encourage environmentally sensitive subdivisions in new development areas.	a)	Percentage of lots developed in new subdivisions with appropriate solar orientation, reduction of impervious surface, stormwater detention and protection of environmentally sensitive areas.		

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Environmental Stewardship (cont'd)

Objective A: Salt Lake City residents will exhibit a high level of environmental consciousness and protect the natural beauty that frames their city.

4.0 Develop policies and programs to minimize resource consumption.

Action Steps			Progress Indicators		
4.1	Promote, lobby and approve options for improved mass transit.	a)	Ridership of mass transit.		
4.2	Convert City fleet to natural gas.	a)	Percentage of fleet converted.		
4.3	Develop two projects for xeriscape (i.e drought tolerant landscaping) on City property.		Amount of water conserved. Amount of acreage with drought tolerant vegetation.		
4.4	Divert landscape waste from the landfill.	b)	Tons of compost produced annually. Number of households purchasing composting bins. Tons of city yard waste picked up annually.		
4.5	Establish recycling program in Cityowned buildings and properties.	a)	Number of (percentage) buildings and properties with recycling programs.		
4.6	Promote and obtain acceptance of treated re-used water from waste water treatment plant.	a)	Acre feet of water re-used and applied.		
4.7	Develop efficient irrigation practices through automation and secondary water usage.		Increased percentage of facilities using automated systems. Acre feet of secondary water used.		

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Diversity

- Objective B: The City will contain a balanced mix of people from diverse ethnic, cultural, geographic, economic and religious backgrounds who are embraced for their unique contributions to the community.
- 5.0 Expand multi-cultural awareness within the City by organizing festivals/special events and utilizing the names of key leaders for building/roadway designations.

Action Steps		Progress Indicators
5.1	Identify and encourage groups and organizations seeking ideas for community activities to consider festivals or events which expand multi-cultural awareness.	a) Number of events and estimated attendance
5.2	Develop process for renaming and designating buildings and roadways.	a) Number of renaming designations.

6.0 Promote diversity by example in appointments to City boards and commissions and in hiring and promotions of City employees.

	Action Steps	Progress Indicators		
6.1	Incorporate a strategy for diversity on Boards and Commissions in Mayor/City Council appointment process.	a) Level of diversity on Boards and Commissions		
6.2	Develop leadership development/training initiative.	 a) Number of participants completing program. 		
6.3	City Human Resource Management Division will expand City efforts to recruit diversity for vacant City positions.	 a) Amount (percentage) of diversity in work force. 		

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Heritage/Culture

Objective C: Salt Lake City is recognized for its efforts to restore and adaptively reuse its historic resources.

7.0 Develop programs to enhance and preserve the City's cultural history and character as expressed in the City's built environment.

	Action Steps	Progress Indicators
7.1	Devote resources and planning for 100th year anniversary of City and County Building in December, 1994.	a) Number of participants involved in celebration.
7.2	Provide financial incentive and technical support for the preservation of historically significant commercial and residential properties.	Number of structures and properties assiste annually.
7.3	Fund and construct a historic self- directed walking tour of the Central Business District.	a) Walking tour map prepared.b) Directional signage installed along route.
7.4	Find a user for the Brooks Arcade and other historic structures who will enhance and maintain the facade.	a) Executed agreement with user.b) Facade maintenance completed.
7.5	Identify endangered historic properties to acquire and resell with facade easement.	a) Listing of endangered properties.b) Number and dollar volume of transactions annually.
7.6	Prepare design guidelines for residential historic districts.	a) Design guidelines prepared and adopted.
7.7	Conduct a survey of historic structures in the area bordered by the Central City, South Temple and University historic districts and 900 South Street.	a) Number of historic structures identified.
7.8	Restore the Hanks Stage Station at Little Dell, preserving its historical nature.	a) Hanks Stage Station Restored.

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Heritage/Culture (cont'd)

Objective C: Salt Lake City is recognized for its efforts to restore and adaptively reuse its historic resources.

7.0 Develop programs to enhance and preserve the City's cultural history and character as expressed in the City's built environment.

7.9 Rehabilitate, preserve and open for public use the Forest Dale Clubhouse, Chase Home, Chase Mill and Memorial House. 7.10 Donate resources and planning for the State Centennial in 1996 and the 150th anniversary of the founding of Salt Lake City. Progress Indicators a) Number of structures rehabilitated and opened. a) Number of participants.

Objective D: Residents and visitors will enjoy an abundance of quality cultural, artistic, recreational and sporting opportunities and events.

8.0 Promote and enhance the availability of sports, cultural and entertainment activities within the City.

	Action Steps	Progress Indicators
8.1	Promote baseball and other athletic and cultural events at Franklin Quest Field.	a) Number of events annually.b) Annual Attendance.
8.2	Support cultural and arts events with sponsorship, grants, technical assistance and facilities.	a) Number of events annually.b) Annual Attendance.

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Heritage/Culture (cont'd)

Objective D: Residents and visitors will enjoy an abundance of quality cultural, artistic, recreational and sporting opportunities and events.

9.0 Promote annual signature thematic cultural or arts oriented events in the City.

	Action Steps		Progress Indicators
9.1	Promote new event(s) or expand existing event(s).	a)	Number of new cultural events annually.
9.2	Jointly sponsor with Federal Aviation Administration "Aviation Expo" celebrating aviation industry in Utah.	a)	Annual attendance.

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Neighborhoods

Objective E: The City will include a wide variety of affordable housing opportunities in attractive, friendly neighborhoods that provide a safe environment for families.

10.0 Recognize and protect neighborhood identity through neighborhood involvement in plans and public and private investment.

Action Steps		Progress Indicators	
10.1	Offer a trained facilitator to community councils to assist with neighborhood strategic planning efforts, and to establish leadership development among residents.	a) Number of community councils assisted.b) Number of neighborhood plans developed.	
10.2	Encourage a "Sponsor-a- Neighborhood" strategy for business support of neighborhood programs and activities.	a) Development of goals and objectives of program.b) Number of neighborhoods adopted.c) Number of participating sponsors.	
10.3	Utilizing neighborhood priorities, resolve localized infrastructure issues.	Number of community based committees for prioritization of improvements.	

11.0 Clearly define future land use and vehicular transportation policies for all existing and future neighborhoods.

Action Steps		Progress Indicators		
11.1	Update Community Master Plans within 10-year period.	a)	Percentage of Plans kept current and updated.	
11.2	Complete and adopt zoning re-write ordinance.	a)	Completion and adoption of ordinance.	
11.3	Develop City-wide transportation Master Plans.	a)	Completion, adoption and implementation of Plan.	

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Neighborhoods (cont'd)

Objective E: The City will include a wide variety of affordable housing opportunities in attractive, friendly neighborhoods that provide a safe environment for families.

12.0 Enhance neighborhood security and personal safety.

	Action Steps	Progress Indicators		
12.1	Encourage community councils to support the Night Out Against Crime.	a) Number of participants.b) Number of block watch programs initiated.		
12.2	Reduce pedestrian hazards.	a) Number of hazards eliminated.		
12.3	Identify and suppress gang activity.	 a) Number and membership of active gangs. b) Number of arrests/citations related to gang activity. c) Number of case referrals to community-based treatment agencies. d) Number of community based youth programs. 		
12.4	Establish neighborhood police offices and neighborhood presence.	a) Number of offices established annually.b) Neighborhood opinion surveys and random focus groups annually.c) Number of policies/community initiatives.		
12.5	Identify and suppress illegal drug activity.	a) Number of drug-related case investigations.b) Number of arrests of "street dealers".c) Turn around-time between citizen report to completion of preliminary investigation.		
12.6	Implement graffiti identification and removal program.	 a) Number of graffiti cases reported and corrected. b) Turn-around-time between report of incident and removal. c) Number of projects completed with volunteer community. 		
	*			

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Neighborhoods (cont'd)

Objective E: The City will include a wide variety of affordable housing opportunities in attractive, friendly neighborhoods that provide a safe environment for families.

13.0 Promote neighborliness.

Action Steps

13.1 Help organize neighborhood activities (i.e. clean-up of blocks), by organizing block parties and establishing block leaders and block leader training activities.

Progress Indicators

- a) Number of blocks organized.
- b) Number of block events.
- c) Number of leadership training activities.
- 14.0 Develop policies and programs that create strong economic incentives to stop the deterioration of housing units.

, i	Action Steps		Progress Indicators		
14.1	Establish a housing mitigation strategy by June 30, 1994.		Strategy established. Initiation of implementation measures.		
14.2	Create RDA housing project areas to address neighborhood areas with severe deterioration and boarded structures.		Number of project area housing rehabilitations annually. Number of project area housing units constructed annually.		
14.3	Encourage vacant lot housing infill and replace boarded homes that cannot be rehabilitated.	a)	Number of infill homes constructed or relocated annually.		
14.4	Update interior blocks with rehabs, new housing, and landscaping improvements.	a)	Number of housing units constructed.		
14.5	Acquire vacant "B-3" lots, rezone and remarket for housing development.	a)	Number of housing units constructed on such lots annually.		

Neighborhoods (cont'd)

Objective E: The City will include a wide variety of affordable housing opportunities in attractive, friendly neighborhoods that provide a safe environment for families.

14.0 Develop policies and programs that create strong economic incentives to stop the deterioration of housing units.

A	Action Steps	Progress Indicators		
14.6	Acquire vacant and derelict commercial buildings in residential areas and demolish or rehabilitate into housing units.		Number of derelict buildings mitigated annually. Number of housing units added annually.	
14.7	Use residential rehabilitation bonding authority and creatively use tax increment financing (TIF) and/or Community Development Block Grant (CDBG) funds to rehabilitate multi-family projects throughout the City.		Number of units rehabilitated or developed annually. Level of expenditures from bond proceeds and other sources annually.	
14.8	Adopt a boarded house ordinance.		Preparation of ordinance. Adoption of ordinance. Implementation of ordinance.	
14.9	Expand the "own and work" in Salt Lake City Program.	a)	Number of new residents and employees annually.	

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Economic Vitality

Objective F:

The City will sustain world class businesses that capitalize on its geographic and labor market competitive advantages and offer a wide variety of career path choices for its residents.

15.0 Facilitate development of complementary retail shopping opportunities in city neighborhoods and commercial areas of the City.

Action Steps 15.1 Work with developers to ensure additional retail shopping opportunities within the City.

Progress Indicators

- a) Amount of new retail space annually.
- b) New tax dollars generated annually.
- 16.0 Strengthen the attractiveness of downtown as the regional center for cultural activity, tourism, entertainment, retail, finance, professional and corporate offices.

Action Steps		Progress Indicators		
16.1	Promote and publicize (i.e. marketing materials) the convenience of the downtown business district.	a) Trips downtown (i.e. transportation survey).b) Growth in retail sales annually.		
16.2	Market development sites on Block 57 including the corporate parcel; hotel parcel; and restaurant parcel.	a) Completion of each project in five years.		
16.3	Acquire and resell parcels for housing development downtown.	a) Number of housing units added annually.		
	Identify site for neighborhood type shopping within Central Business District (i.e. grocery store, deli, hair salon, etc.) to acquire and remarket.	 a) Opening of neighborhood shopping store in Central Business District. . 		
16.5	Fund expansion and enhancement of art facilities in downtown.	a) Number of facilities added or enhanced.		

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Economic Vitality (cont'd)

- Objective F: The City will sustain world class businesses that capitalize on its geographic and labor market competitive advantages and offer a wide variety of career path choices for its residents.
- 16.0 Strengthen the attractiveness of downtown as the regional center for cultural activity, tourism, entertainment, retail, finance, professional and corporate offices.

Action Steps		Progress Indicators		
16.6	Add to public art in the downtown.	a) Number of additional art pieces commissioned and installed.b) Number of artists included in design phoof City projects.	ase	
16.7	Encourage public/retail parking within appropriate areas of the Central Business District.	 a) Number of public/retail parking stalls as annually. 	ided	
16.8	Fund the acquisition and construction of mid-block streets and walkways.	a) Number of streets and walkways comple	eted.	
16.9	Upgrade and promote Pioneer Park for festival use.	a) Number of festivals held in Pioneer Parannually.b) Estimated annual attendance.	k	
16.10	Rezone and develop urban design guidelines for the Central Business District.	a) Adoption of zoning ordinance.b) Adoption of zoning map.c) Development of urban design guidelines	s.	
16.11	Promote Science Center development in downtown and, make a challenge grant to spur private contributions for its first phase.	a) Total dollars raised annually.b) Science Center developed.		
16.12	Promote the expansion of new and existing hotels and development of a large convention hotel near convention center.	a) Number of hotel rooms developed annu	ally.	

Economic Vitality (cont'd)

- Objective F: The City will sustain world class businesses that capitalize on its geographic and labor market competitive advantages and offer a wide variety of career path choices for its residents.
- 16.0 Strengthen the attractiveness of downtown as the regional center for cultural activity, tourism, entertainment, retail, finance, professional and corporate offices.

A	Action Steps		Progress Indicators		
16.13	Promote development of the Courts Complex on Block 39.	b)	Public funding for design study. Bond issuance. Project construction.		
16.14	Provide sidewalk beautification for downtown areas.	a)	Lineal feet of sidewalk beautification constructed annually.		
16.15	Increase the number of events and services at the John W. Gallivan Utah Center.	a)	Attendance at events annually.		
16.16	Adopt and implement downtown anti-crime measures.		Annual downtown crime statistics. Downtown users safety survey.		

17.0 Promote Salt Lake City's competitive locational advantages as a transcontinental communication center and transportation/ distribution hub.

A	Action Steps	Progress Indicators		
17.1	Enhance communication among governmental and private agencies involved in promoting Salt Lake City.	 a) Number of recruitment or other promotional campaigns featuring multi-jurisdictional participation. 		
17.2	Promote development of cargo services and facilities at the Airport.	a) Pounds of enplaned cargo annually.		
17.3	Develop promotional campaign highlighting telecommunications infrastructure to recruit telecommunications oriented companies.	a) Number of companies recruited annually.		

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Economic Vitality (cont'd)

Objective F: The City will sustain world class businesses that capitalize on its geographic and labor market competitive advantages and offer a wide variety of career path choices for its residents.

18.0 Provide a better connection of east side and west side neighborhoods of the City.

Action Steps		Progress Indicators		
18.1	Develop "Gateway Vision Plan" providing for linkages between and among neighborhoods.	a) Completion of plan.b) Adoption of plan.		
18.2	Consolidate excess railroad lines that limit other development in the City.	a) Number of lines consolidated annually.		
18.3	Develop settling ponds and lakes and City Creek Parkway to enhance storm water quality and provide aesthetic environmental linkages between neighborhoods.	 a) Number of projects completed annually. b) Level of project expenditures annually. 		
18.4	Improve I-15 access to downtown with no additional viaducts in the gateway area.	 a) Number of infrastructure project improvements annually. 		

19.0 Develop marketing programs and infrastructure systems to increase the exposure of Salt Lake City for international travel, conferences and trade.

. 4	Action Steps	Progress Indie	cators	
19.1	Actively participate in national organizations to which the City belongs so that Salt Lake City is considered for association conference sites which are appropriate to our facilities.	a) Number of associate b) Number of associate Salt Lake City and	ation convention	ns held in
**************************************	In cooperation with the Visitors and Convention Bureau, actively promote Salt Lake City as a convention site to national organizations in which City agencies are members.	77		

Economic Vitality (cont'd)

Objective F: The City will sustain world class businesses that capitalize on its geographic and labor market competitive advantages and offer a wide variety of career path choices for its residents.

19.0 Develop marketing programs and infrastructure systems to increase the exposure of Salt Lake City for international travel, conferences and trade.

Action Steps		Progress Indicators		
19.2	Develop and implement domestic and international air service development and marketing program.	a) Number of domestic and international passengers enplaned annually.		
19.3	Design and construct new Federal Inspection Services and Duty Free Shop to facilitate international travelers.	 a) Number of passengers utilizing new facilities annually. 		
19.4	Develop and implement regional "Connecting Cities" marketing and promotion campaign.	a) Number of cities visited annually.		
19.5	Extend airport runway from 12,000 to 15,000 feet to allow opportunities for trans-continental air service.	a) Increased runway length.		
19.6	Develop hotel on Airport site.	a) Project completed.		

20.0 Develop "business friendly" licensing and regulatory practices.

	Action Steps	Progress Indicators		
20.1	Establish process improvement teams to recommend changes to the City's license and regulatory practices to make them more "business friendly".	 a) Process improvement teams established. b) Recommendations from process improvement teams implemented. 		

Responsive Government

Objective G: The City will cooperate with other jurisdictions to provide equitable, cost effective public services.

21.0 Deliver quality, continuously improving, customer-focused public services to all citizens.

to	all citizens.	,		
. A	action Steps	Progre	ess Indicators	
21.1	Develop performance measures for City Departments.	a) Number of	f measures being implemented.	
21.2	Extend customer service hours for certain City services.	hours. b) Number o	f programs featuring extended of customers served during hours annually.	
21.3 Continue efforts toward Total Quality Service (TQS). 2.0 Achieve an equitable and adequate		 a) Number of trained managers in empowerment and customer service annually. b) Number of new initiatives to measure customer feedback and process improvement annually. c) Number of Process Improvement Teams chartered annually. d) Number of City employees receiving TQS training annually. 		
	uality public services and infrast			
	Action Steps	Progr	ess Indicators	
22.1	Study the Airport to determine if its facilities or related activities can contribute increased revenue to the City.		of new revenue sources identified of revenue contributed annually.	
22.2	Encourage the State Legislature to enable municipalities increased flexibility in managing revenues from various sources.	a) Amount of annually.	of flexible revenue managed	
22.3	Evaluate fees for additional user services.		of fees evaluated annually. of service fees	

Responsive Government (cont'd)

Objective G: The City will cooperate with other jurisdictions to provide equitable, cost effective public services.

23.0 Enhance multi-jurisdictional coordination, cooperation to shared services and minimize the duplication of City and County services.

Action Steps		Progress Indicators			
23.1	Identify opportunities for shared services with other jurisdictions that provide mutual benefits.	 a) Number of programs reviewed annually. b) Number of services shared annually. 	<u> </u>		
23.2	Complete a joint study with Salt Lake County Fire Department on fire flow issues.	a) Study completed.b) Number of recommendations implemented annually.	ed		

24.0 Coordinate with other public and private agencies to ensure the provision of a cost effective system to deliver high quality education and related services that are accessible to all residents.

Action Steps		Progress Indicators		
24.1	Identify safety education needs and develop public-private programs (i.e. fire safety programs).	a) Death and injury rates in target groups annually.b) Number of classes administered annually.c) Number of persons attending classes annually.		
24.2	Implement a regional technical services program (Crime Lab).	a) Completion of cooperative agreement to initiate service.b) Crime lab designed, constructed, and operational.		
24.3	Provide water education programs including conservation, pollution control, and wise water use.	a) Number of education programs sponsore annually.b) Number persons attending programs annually.		

Responsive Government (cont'd)

Objective G: The City will cooperate with other jurisdictions to provide equitable, cost effective public services.

25.0 Encourage the provision of effective services and constitutionally appropriate responses to transients and the homeless.

Action Steps		Progress Indicators		
25.1	Expand the "Say Yes to Homeless/Say No to Panhandlers" Programs.	 a) Number of dollars contributed annual b) Number of homeless people assisted annually. 	-	
25.2	Convene periodic meetings of businesses impacted by transients and the homeless.	a) Number of meetings held annually.b) Number of people attending meeting	ţs.	

Objective H: The City will use a variety of public participation processes to promote consistent implementation of public policies.

26.0 Assure adequate public access and involvement in the conduct of City business.

	A	Action Steps		Progress Indicators
	26.1	Publicize City business items and public meetings through information entered on the Cable Access Channel.	a)	Establish system by April 1, 1994.
	26.2	Hold additional public hearings on issues not legally requiring hearings.		Number of optional hearings annually. Number of attendees annually.
1.	26.3	Implement Public Access Program through an imaging and record management system.	a)	Number of public access options available and in use annually.

VI. Implementation

The City undertook the preparation of the City Vision and Strategic Plan with the expectation that its findings would shape resource allocation and operational decisions. The preceding sections of this document define a vision for the City, together with the supporting Values. Objectives and Strategies that will bring the vision to reality. This section identifies the responsible City Departments and the processes necessary to keep the plan current for the benefit of the citizens of Salt Lake City. Implementation of the strategies relies upon coordination among the annual budgeting cycle, continuing planning activities, and personal accountability of City leadership.

Departmental Responsibility

Key departments of City government will have primary responsibility for completing each of the action steps identified previously. Primary responsibility entails allocating staff time, tracking and reporting progress data, and securing adequate budgetary resources for success. The departmental responsibilities for the achievement of each action step is shown in each of the six values on the following table, Action Step Responsibility.

Annual Budget Review

The City's annual budget report will highlight the strategic action steps for which each department has responsibility. The resource requirements for these activities will be documented separately

from the cost of continuing essential public services included in the balance of departmental budgets. Because the budget process includes public discussion and review, its preparation, with a focus on the action steps, will effectively remind City staff, the Mayor and City Council, and the public at large of the strategic directions the plan has defined.

Annual Performance Reporting

In formulating annual personal performance plans, department heads, division directors, and section/team leaders will specifically address the strategic action steps for which they have personal responsibility. Observed progress in achieving expected results will be integrated into the overall evaluation of team and personal performance during the year.

Additionally, the administration will develop, publish and distribute a mid-year progress report to the City Council and the community to chart ongoing action step progress.

Annual Planning Process Update

Anticipating the likelihood of changing conditions and priorities, the Mayor's cabinet will use its January meeting for an annual planning retreat. The intent of the retreat is to review overall strategy and action step progress and to update the plan in response to new information. Proposed updates to the plan will be identified in the annual budget cycle for review and consideration by the City Council and the community.

December 1, 1993

ACTION STEP RESPONSIBILITY

Action Steps

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City Department	Environmental Stewardship	Diversity	Heritage/ Culture	Neighborhoods	Economic Vitality	Responsive Government
Airport Authority	2.9	ii	9.2		17.2, 19.2, 19.3 19.4, 19.5, 19.6	*
Community and Economic Development	1.2, 1.3, 1.4 1.5, 2.1, 2.2 2.3, 2.5, 3.1	5.1	7.1, 7.2 7.3, 7.4 7.5, 7.6 7.7, 7.10 8.2, 9.1	10.2, 10.3, 11.1 11.2, 14.1, 14.2 14.3, 14.4, 14.5 14.6, 14.7, 14.9	15.1, 16.1, 16.2 16.3, 16.4, 16.5 16.6, 16.7, 16.8 16.10, 16.11 16.12, 16.14 17.1, 17.3, 18.1 18.2, 19.1, 20.1	21.2
City Council		6.1		14.8		22.1, 26.2
Fire						24.1
Management Services		6.3				21.1, 21.3 21.3, 22. 22.3, 23. 26.1, 26.3
Mayor	1.1	6.1, 6.2		10.1, 13.1	16.3	22.2, 25. 25.
Police				12.1, 12.3, 12.4 12.5, 12.6	16.16	24.5
Public Services	1.6, 2.8, 4.1 4.2, 4.3, 4.4 4.5, 4.7	5.2	7.9, 8.1	11.3, 12.2	16.9, 16.15 18.4	
Public Utilities	2.4, 2.6, 2.7 4.6		7.8		18.36	23.2, 24.

Source: Management Services Department, December 1993.