



THE DOWNTOWN PLAN

DOWNTOWN'S STORY FROM TOMORROW



A VISION AND POLICY PLAN PROMOTING DOWNTOWN SALT LAKE CITY

AS AN INTERNATIONALLY-RECOGNIZED DESTINATION AND A VIBRANT NEIGHBORHOOD

DEFINED BY MOUNTAIN BEAUTY AND THE BEST QUALITY OF LIFE IN THE COUNTRY

DRAFT: August 12, 2015

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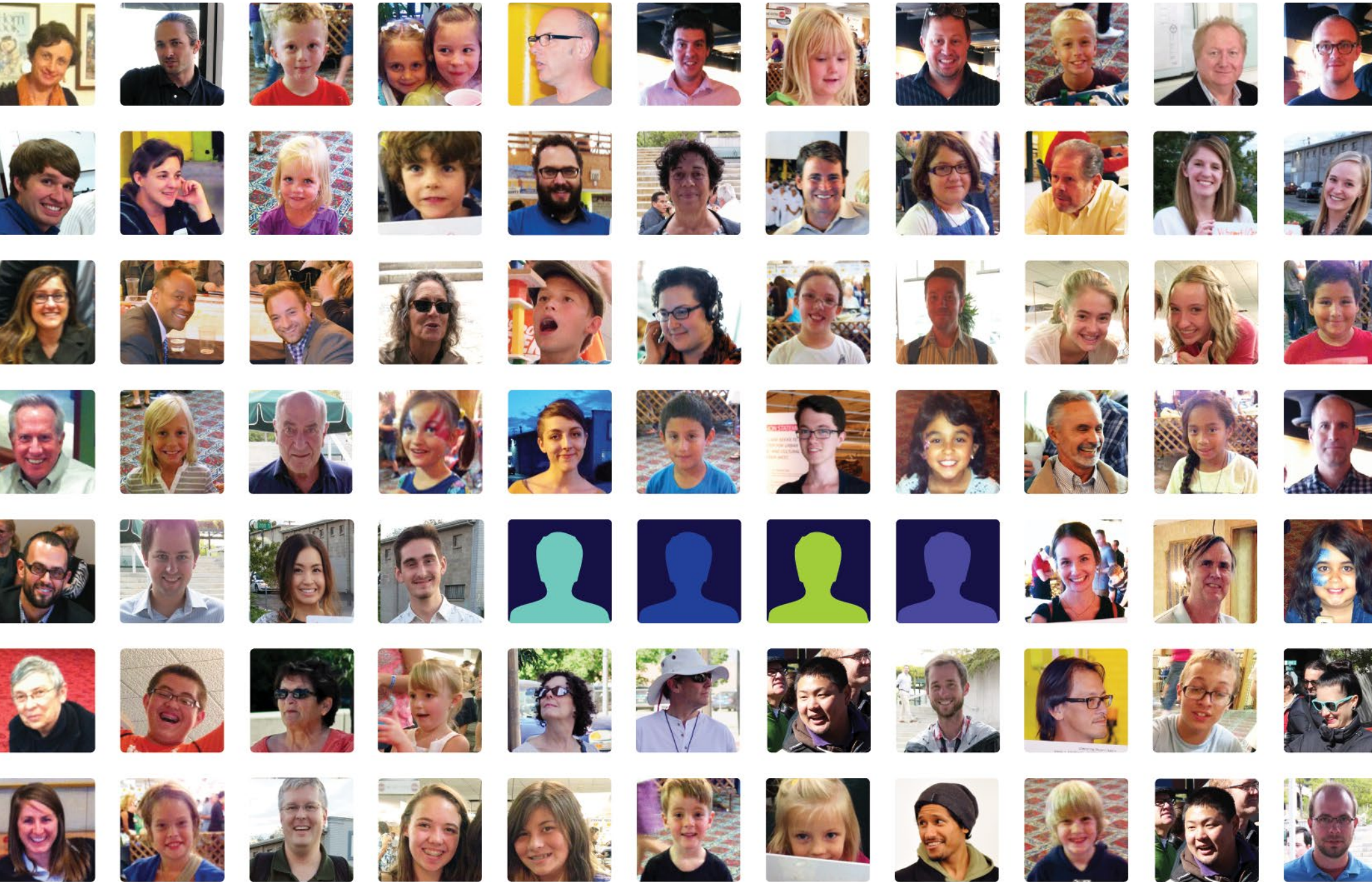
THIS PLAN IS NOT YET ADOPTED

OUR VISION FOR DOWNTOWN

A VISION STATEMENT SERVES THE GREATEST NUMBER OF PEOPLE, HAS LONG-TERM OUTCOMES, AND REQUIRES PUBLIC AND PRIVATE COMMITMENT.

Downtown Salt Lake will be the premier center for sustainable urban living, commerce, and cultural life in the Intermountain West.

Downtown's sense of purpose will be derived by 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 move 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.



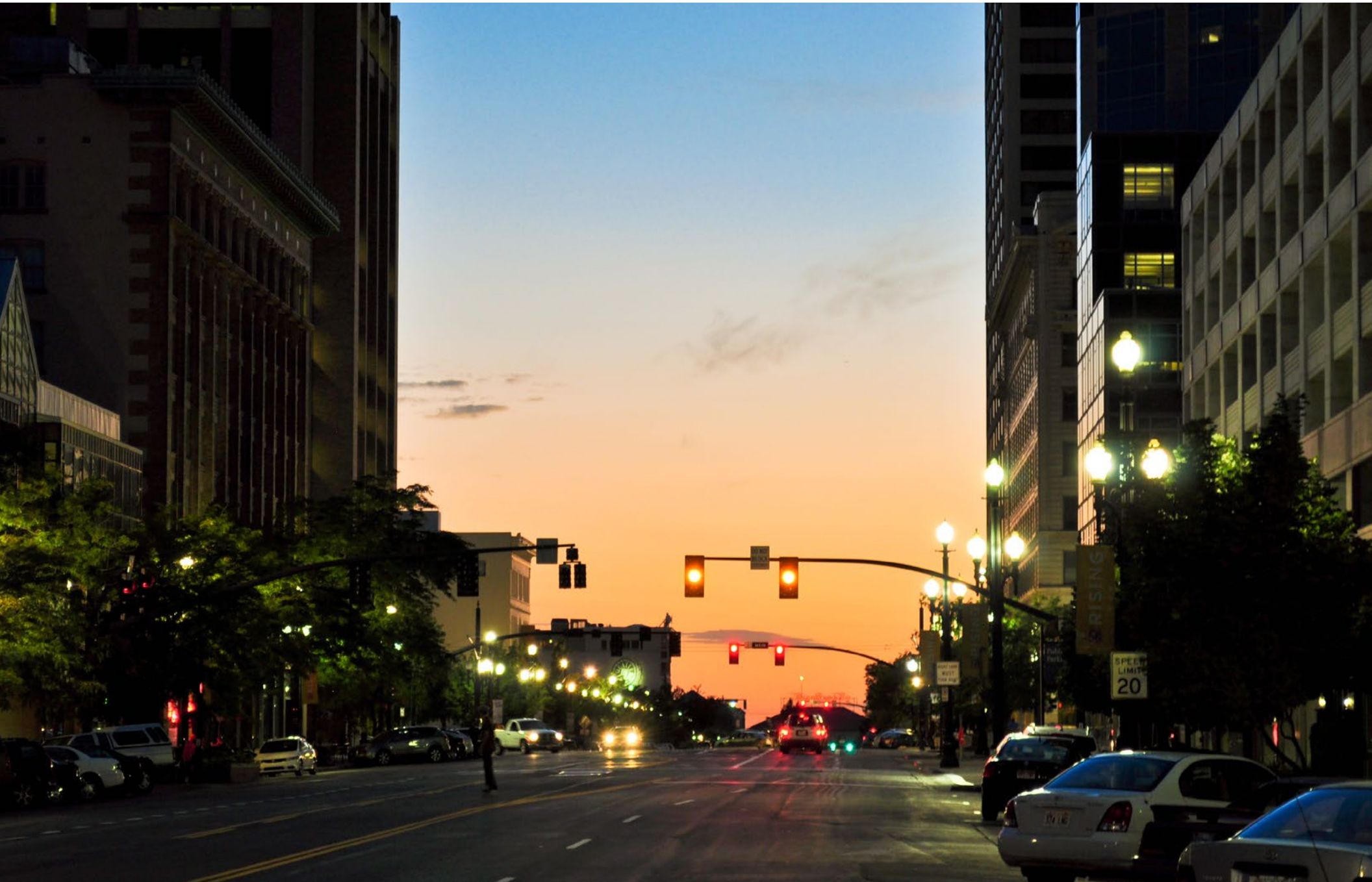


Photo credit: Lance Tyrrell

CONTENTS

NAVIGATING THE PLAN AND DEFINING ITS COMPONENTS

1 DOWNTOWN'S STORY.....1

Describes key characteristics of downtown and the **BIG IDEAS** of the plan.

2 VISION & PRINCIPLES37

A **VISION** is a vivid, imaginative conception or anticipation. The vision statement establishes the community's aspirations. It serves the greatest number of people, has long-term outcomes, and requires public and private commitment.

PRINCIPLES are statements about what ought to be and are based on community values. They support the vision, providing a framework for organizing the plan.

GOALS define the end results that the plan is working towards. They provide guidance for decision-making, private investment, and public interactions.

INITIATIVES are methods, projects or programs designed to obtain a specific goal.

3 KEY MOVES79

IMPACTFUL PROJECTS that encourage new growth, spur private development, and bring more people downtown.

4 DISTRICTS91

10 DISTRICTS are identified, reinforced, and promoted in the plan. **10 CATALYTIC PROJECTS** unlock the potential of each district and the downtown as a whole.

- CENTRAL BUSINESS DISTRICT 92
- BROADWAY DISTRICT 96
- SALT PALACE DISTRICT 100
- DEPOT DISTRICT 104
- TEMPLE SQUARE 108
- GRAND BOULEVARDS 112
- CIVIC CENTER..... 116
- THE GRANARY 120
- CENTRAL NINTH..... 124
- SOUTH STATE 128

5 IMPLEMENTATION.....133

The plan needs **LONG-TERM COMMITMENT** and participation from the public and private sectors.

6 MONITORING FRAMEWORK139

A method for **MEASURING THE EFFECTIVENESS** of the plan.

7 ACKNOWLEDGEMENTS141



DOWNTOWN'S STORY

Photo credit: Lance Tyrrell

SALT LAKE URBANISM

A LONG-TERM VISION & IMPLEMENTATION PLAN TO GUIDE FUTURE GROWTH & DEVELOPMENT IN DOWNTOWN

Downtown as a Model of Urbanism

Downtown Salt Lake City is the most urban place in Utah. This distinction is unique. Downtown has distinct competitive advantages by offering urban amenities not found elsewhere in the region.

The Downtown Community Plan defines what it means to be urban in the context of our unique culture, mountain setting, built environment, and in the face of global change. Within this context the plan identifies specific initiatives designed to increase the livability of downtown, encourage private sector investment and job creation, and direct proper investment of public funds.

Vision: Center for Sustainable Urban Living, Commerce & Culture

Our vision is for downtown to be the nexus for sustainable urban living, commerce, and cultural life in the Intermountain West. The Downtown Community Plan is the road map for achieving this vision. The community—both public and private—is responsible for championing and executing the plan.

An Internationally-Recognized Destination

Downtown has international importance: as an Olympic city; as host to the headquarters of The Church of Jesus Christ of Latter-day Saints; and as the crossroads of world-class outdoor recreation, business, and culture.

Our transit system is unparalleled for a city of this size. Downtown's image and its people's entrepreneurial spirit position downtown as a

strategic center of economic influence. The plan highlights and builds on these strengths, fostering a culture of economic success.

A Growing Neighborhood

Downtown is a growing urban neighborhood with unique needs and demands, presenting new opportunities and new challenges for growth. Major increases in residential population (up 59% from 1990 to 2010) and major new commercial projects contribute to a growing and dynamic downtown. National trends demonstrate a renewed interest in downtown living, particularly among Millennials and retirees. Downtown has the opportunity to meet these changing needs.

Balancing Destination & Neighborhood Needs

The plan aims to balance neighborhood needs with destination dynamics. It 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 residential neighborhood, seeking to develop the synergies across both. It is the companion document to *Downtown in Motion*, the transportation plan for downtown.

Character & Image are Defined by Mountains

The mountain setting sets the tone of downtown's image and identity as a unique

place. Outdoor recreation plays a critical role in physically linking people to the mountains and downtown is the launch point for access to Utah's natural resources. Our region presents unique environmental conditions that will shape the built environment and our ability to weave threads of nature into people's daily life. How downtown embodies its role as a sustainable, urban place will be defined and guided by this plan.

A New Direction for Downtown Growth

The plan anticipates what people will need and want in the future. It features partnership with the private sector to grow the economy and housing choice as a critical component to fulfilling City Hall's livability goals. Key themes include:

- **Jobs-Housing Balance:** Increasing the residential population to 20,000 by 2040;
- **Economic Development:** Growing downtown's role as a commercial engine for the city, region, and state;
- **Livability:** Improving neighborhood or district-level amenities, transportation, and housing choice; and
- **Destination:** Making downtown a world-class destination with the best quality of life in the country.

This plan represents our understanding of what the community wants the downtown to be and outlines some of the steps to get there. Our responsibility as a community—both City Hall and public together—is to fulfill this vision.

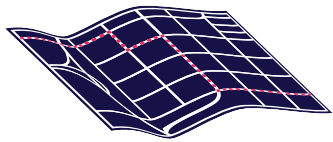
WHAT IS THE DOWNTOWN COMMUNITY PLAN?

THE DOWNTOWN PLAN ANTICIPATES WHAT PEOPLE WILL NEED AND WANT IN THE FUTURE

The Downtown Community Plan includes four key components:



a VISION describing where we want to go



a ROAD MAP of how we will get there



EXAMPLES of what downtown will look like



a MONITORING FRAMEWORK to understand our progress

Coordinates with other local and regional plans

The Downtown Community Plan must coordinate with other plans and City Hall policies, primarily *Plan Salt Lake*, the citywide vision plan. The role of a community plan is to help implement citywide goals. *The Downtown Community Plan* is the companion plan to *Downtown in Motion* (2008), the transportation plan for downtown that aims at balancing all means of travel, whether by foot, bicycle, transit or car. Other adopted plans, like the *Pedestrian and Bicycle Master Plan* or the *Parks and Open Space Master Plan*, inform the *Downtown Community Plan*, identifying critical networks, infrastructure improvements, and other facilities that are needed. All of the plans work in tandem with each other.



Responds to other planning efforts

The Downtown Community Plan responds to the growth needs of the region, as defined in *Wasatch Choice for 2040*, *Downtown Rising*, *Enterprise SLC*, the *Community Preservation Plan*, the community-led Granary District Charrette, the Downtown Streetcar study, studies

by the College of Architecture + Planning at the University of Utah, the 69/70 Competition and other visioning projects have all influenced the *Downtown Community Plan*.

Existing Conditions Analysis provides key lessons

The Plan is informed by an extensive Existing Conditions Analysis, produced at the start of the planning process. The key lessons from the Existing Conditions Analysis are:

1. Downtown has a low population density and could benefit financially and socially from a larger residential community.
2. Downtown has an abundance of underdeveloped land, yielding significant opportunities for redevelopment —both commercial and residential.
3. Wide streets and large blocks are both a challenge and an asset to creating an engaging and walkable downtown.
4. A local circulator system is absent from the public transit network downtown.
5. Infrastructure to support new development is insufficient in large portions of the downtown.

HOW THE PLAN WILL BE USED

A GUIDING DOCUMENT FOR DECISION-MAKING

Downtown Community Plan is a vision and implementation plan

The plan provides the public and private sectors with direction on how to implement the community's vision. It is aspirational in nature, integrating sustainability, livability, economic development, and cultural development concepts throughout. It is comprised of ideas and initiatives that impact the entire downtown and others that are specific to individual districts. Taken together, the plan has the greatest affect.

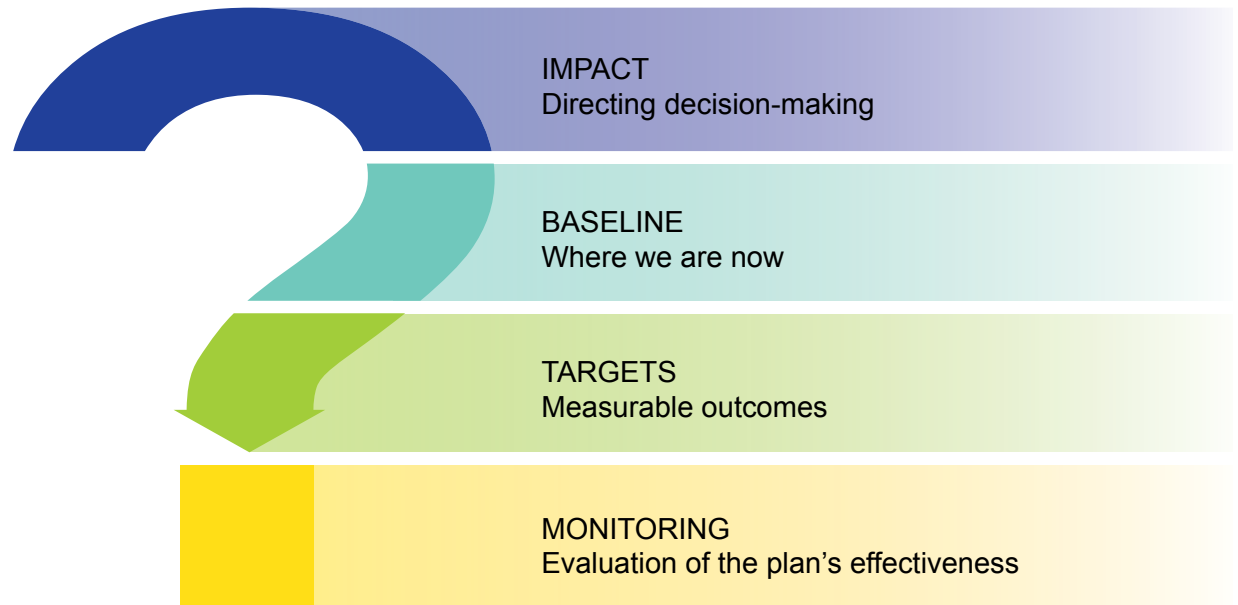
Partnering on Implementation

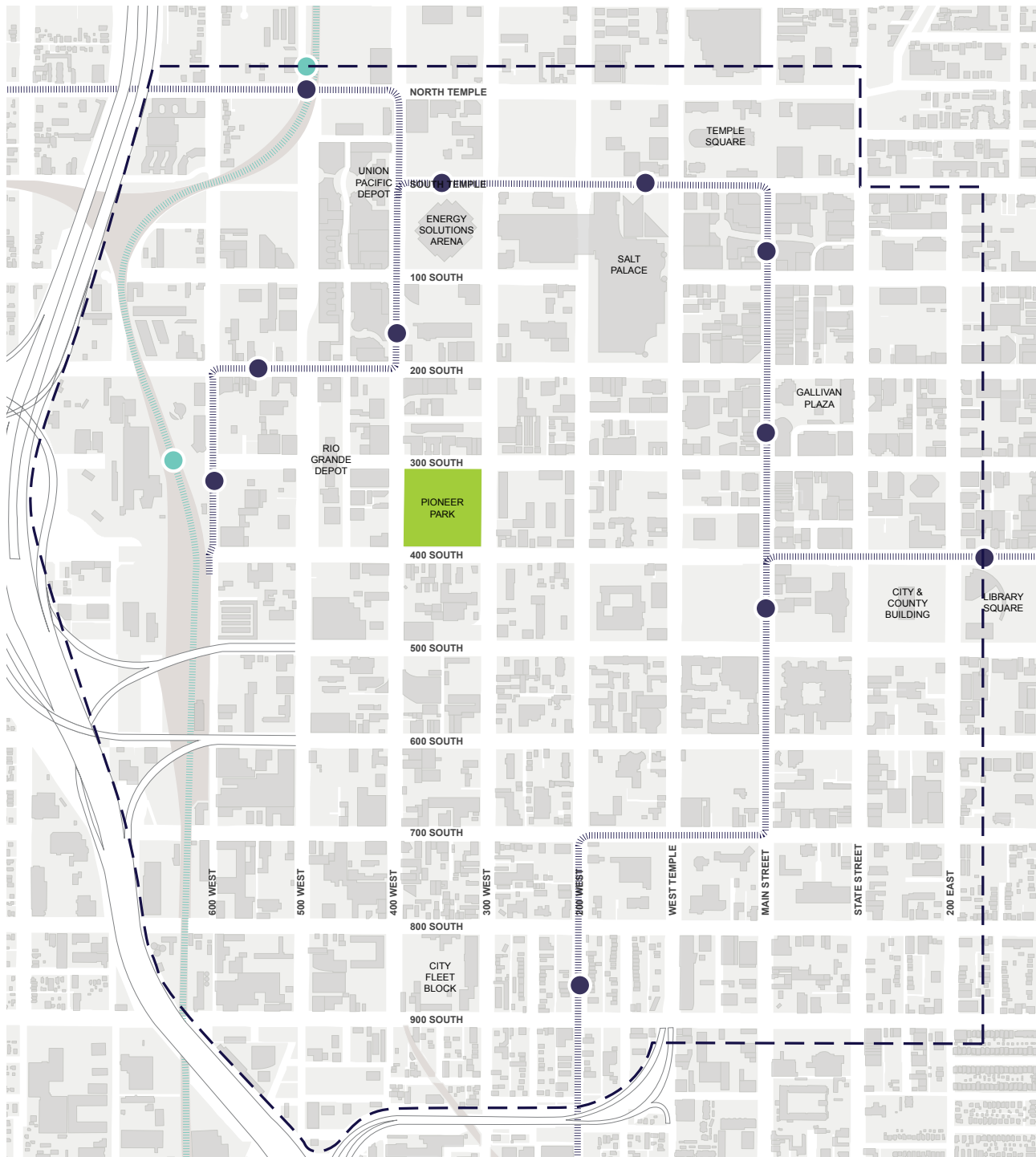
Implementing a master plan is not the job of one entity. Rather, it requires participation from both the public and private sectors. The role of the public sector is to establish the framework, the development regulations and make public investments that help fulfill the vision. This is intended to spur private investment and public interactions that also contribute to the vision. Regulatory and financial tools should promote and bolster private investments that realize the plan's vision. As a living document, the plan will be regularly updated as community needs evolve over time.

Guiding Decision-Making

City Hall will use this plan to guide decision-makers on land use matters in the downtown. The Planning Division will monitor our progress using a series of targets or milestones identified

in the plan. This allows City Hall to measure the Plan's success and helps the private sector make informed investment decisions and monitor the effectiveness of government.





LEGEND

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

DOWNTOWN TODAY



OUR ASSUMPTIONS

THIS PLAN IS BASED ON A SERIES OF CRITICAL ASSUMPTIONS AROUND THE FUTURE DEVELOPMENT OF THE DOWNTOWN AND THE REGION OVER THE NEXT 25 YEARS.

1. There will be a significant growth in demand for quality **HOUSING OPTIONS FOR ALL HOUSEHOLD TYPES** within the Downtown Community 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 850 guest rooms will be operational by the end of 2018.
5. The new **GEORGE S. AND DOLORES DORÉ ECCLES THEATER** will add another major cultural institution to the downtown by summer 2016.
6. Salt Lake City will face increasing global and local **ECONOMIC COMPETITION**.
7. Salt Lake City will have an **INCREASINGLY DIVERSE** population that drives growth in all sectors.
8. **CHANGING ENVIRONMENTAL CONDITIONS** will determine the need for certain design responses for the best possible downtown.
9. Together with the private sector, City Hall will work to identify community needs and evaluate current **ZONING, URBAN DESIGN, AND LAND USE POLICIES** to facilitate an adequate supply of emergency shelter and transitional housing facilities in the community.

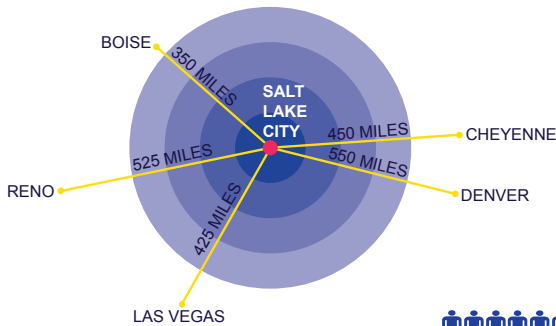
REGIONAL CENTER

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 and could be considered the downtown for the entire Intermountain West.

Salt Lake City is unique in that it has a relatively small population but maintains the largest geographic influence of any city its size in the continental United States. It is a major center for medicine, education, culture, creative industries, and businesses large and small.

Despite the concentration of activity, downtown's population was 5,000 residents in 2010 (2010 Census). Though the population is growing quickly --adding over 250 new housing units annually over the last five years-- the overall population density is approximately 3 people per acre (SLC Housing starts 2009-2013). Housing options are limited; 88% of all units are in buildings with 10 or more units, while 4-plexes, stacked townhouses, and duplexes represent 1% each of the housing stock. Male residents outnumber women in the downtown almost 2:1, which indicates an unequal gender distribution. Downtown supports a significant amount of Utah's homeless population. More than a third of all developable land in the downtown is vacant or underutilized. Of the 43,000 people who work downtown, 1% live and work within the downtown study area (2010 Census).

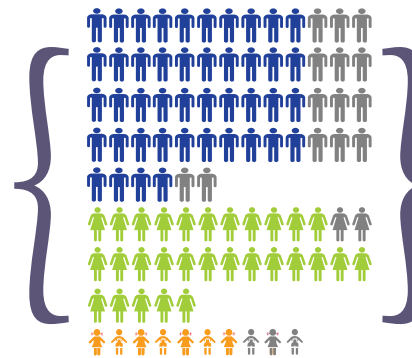


A NOTE ABOUT OUR DATA:

The decennial census offers a unique insight into small areas like the downtown. More recent sample data or estimates are unable to capture population data with the same precision. We recognize that things are changing quickly in the downtown and that some data does not truly capture the dynamics of population and employment in our downtown. This data is provided as a baseline snapshot and may vary from other reports as a result of differing methodology for aggregating census data.

GENDER IMBALANCE

Men outnumber women in the downtown almost 2:1

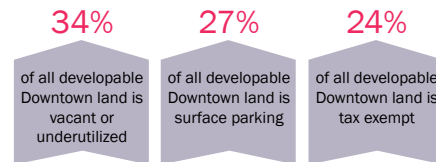


Source: 2010 Census

HOMELESSNESS

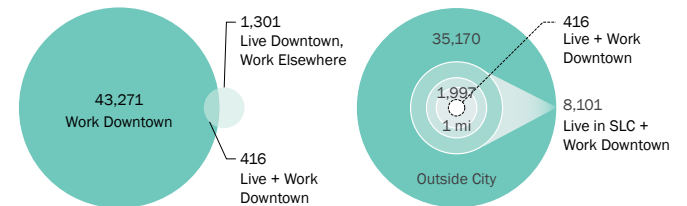
1,016 of the 4,961 residents are homeless
3 of 10 children living downtown are homeless
Downtown serves the region's homeless

LAND USE + DEVELOPMENT



Source: SLC

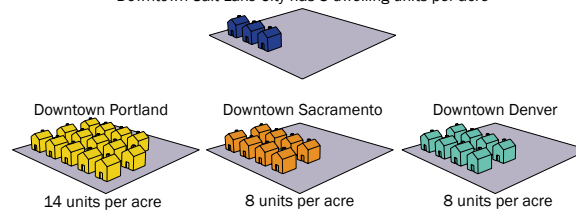
EMPLOYMENT



Source: 2010 Census

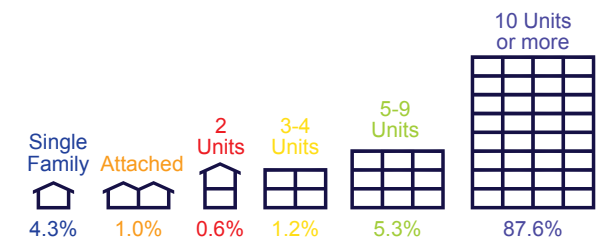
HOUSING DENSITY

Downtown Salt Lake City has 3 dwelling units per acre



Source: 2010 Census

HOUSING OPTIONS



Source: 2010 Census

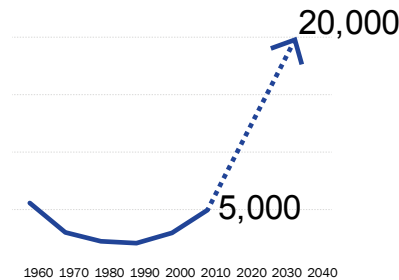
POPULATION GROWTH

...AND IN THE FUTURE

The downtown of the future is buzzing with activity, offering truly distinctive and memorable experiences. With 20,000 residents, downtown’s public life is unparalleled in the region and active 24/7. Salt Lake City is a minority-majority city and the most diverse place in Utah. Families and individuals choose to live downtown because of the high level of choice and quality services it provides residents within walking distance.

Downtown is the economic heart of Utah and the largest job center. A better jobs-housing balance eases the daily commute. New downtown business drives Utah’s economy, highlighting it as an influential center for innovation and entrepreneurship. Creative markets flourish with new ideas supported by a mix of built spaces —both restored and new. Regular investment in public space and infrastructure support new development. Buildings are designed and arranged to build community, positively framing the public realm. A mountain urbanism design philosophy is celebrated downtown and a bioregional modernity stands as a model for mountain cities across the U.S.

Downtown continues to feed the cultural soul of the region. Visitors flock to performances, events, outdoor opportunities, and religious offerings —it is a “must see” stop for those travelling to locales across Utah. Arts influence the design of the public realm, which is intended to delight, awe, and inspire.



The downtown of the future attracts and accommodates more residents, creating a more vibrant downtown center 24/7.

COMMERCIAL ENGINE



A mix of large corporations and small businesses is the economic driver of the city and region.

PUBLIC REALM INVESTMENT



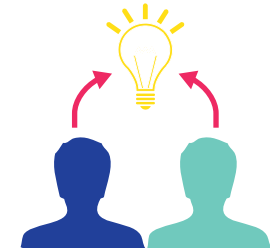
Activating the public realm to provide a comfortable and engaging experience for pedestrians first, supports a dynamic urban life downtown.

ACCESS TO SERVICES



Access to an increased variety of services and amenities supports existing and new downtown residents.

CREATIVE ENERGY



Downtown is synergistic —offering many opportunities for easy communication of ideas and experience.

TRANSPORTATION HUB



Continued investment in various transportation modes provides residents and visitors multiple options to move to and around town.

THE BIG PICTURE

DOWNTOWN AND ITS ROLE ON THE WASATCH FRONT

Downtown serves as an important economic and cultural core for the city and the greater Wasatch Front. Salt Lake City is the capital city of the state, the county seat and the largest city in the region.

TOP EMPLOYERS DOWNTOWN:

1. Government
2. LDS Church Offices & Genealogy
3. Fidelity Brokerage Services
4. Goldman Sachs
5. Zions Bank

Source: Workforce Services

There are approximately 2 million people living along the Wasatch Front. This represents

75%

OF UTAH'S POPULATION.

The region's transit network includes

188 MILES

OF RAIL LINES ALONG THE WASATCH FRONT.

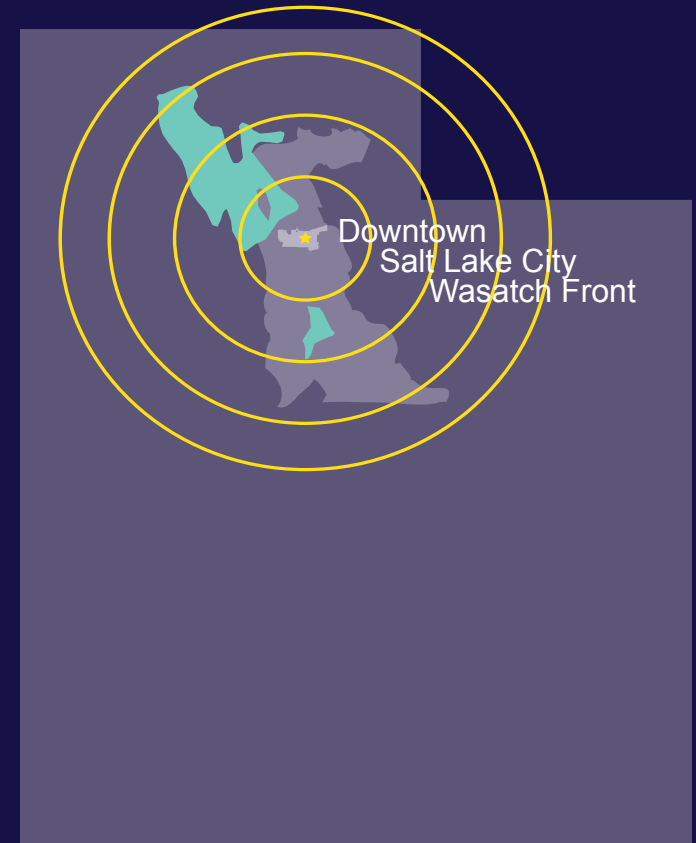


24,000

DAILY DOWNTOWN LIGHT RAIL BOARDINGS

highlights the reliance on transit to and within the downtown.

Source: UTA



Downtown
Salt Lake City
Wasatch Front



10.8%

OF THE COUNTY'S RETAIL SALES
is spent in the downtown.

Source: Downtown Alliance/Utah State Tax Commission



5,000

RESIDENTS
live downtown, representing 2.7% of Salt
Lake City's population.

Source: 2010 Census



1,259

NEW HOUSING UNITS
were built in the downtown in the last five
years, which represents 40% of all new
housing starts citywide in that time.



\$2 BILLION

IS SPENT ANNUALLY
by Salt Lake area visitors.



70,000

EMPLOYEES
work in the downtown.

Source: Downtown Alliance



43%

OF THE DOWNTOWN POPULATION
lives within a 1/2-mile of a full service
grocery store.

Source: Steven Brozo, University of Utah



200+

ANNUAL EVENTS
are held downtown including performing
arts, concerts, exhibits and festivals,
representing the highest concentration of
events in the city.



71,625

UNIQUE BIKE TRIPS
taken in GREENBike's first two years of
operation.

Source: GREENBike



183

RESTAURANTS, BARS, AND CAFES
are located downtown, which is 32% of
the city's share.

GEOGRAPHY OF THE DOWNTOWN

The Downtown Community Plan recognizes two interdependent planning SCALES: the Downtown as a whole bounded by North Temple, 200 East, 900 South, and I-15; and ten smaller districts within the downtown.

Downtown for the Intermountain West

The downtown cannot be viewed as its own community. The Downtown Community Plan considers the role of downtown in the city, the Wasatch Front, Utah and the larger region. Connectivity to places outside of the downtown are important to maintain the downtown as the cultural and financial center of the Intermountain West.

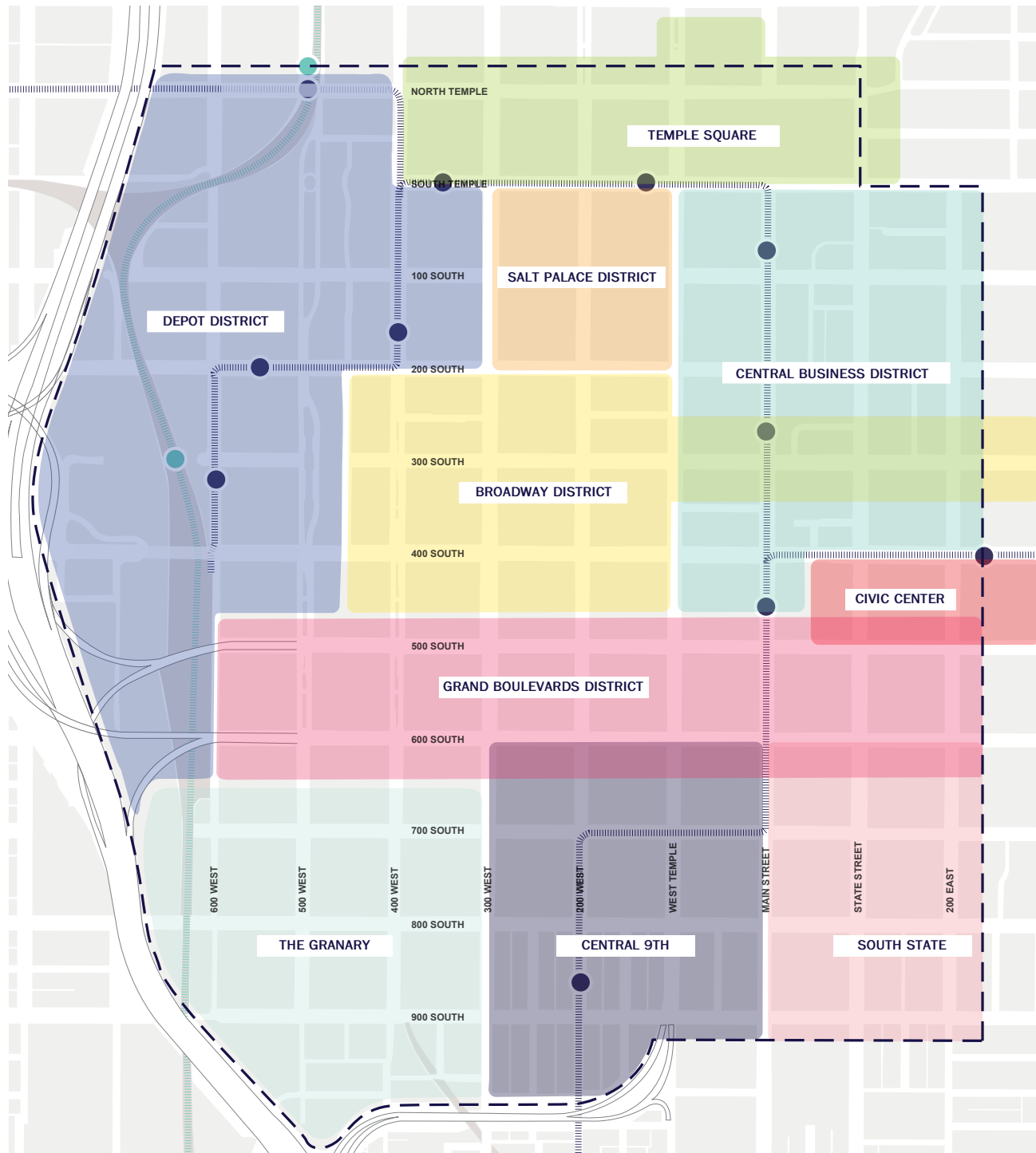
Downtown as a whole

Often we recognize a city's financial district to be the downtown though there may be many districts or neighborhoods that identify with the city center. The Downtown Community Plan addresses an area much larger than our Central Business District to be the downtown. The Plan is generally bounded by North Temple, 200 East, 900 South and I-15.




Downtown as the sum of 10 interconnected districts

Within the downtown, the Plan identifies ten overlapping districts. Some of these districts are well defined by a unique character or a specific purpose. Others show promise and are in the process of defining their own character. The intent of the Downtown Community Plan is to establish a framework for each district to self identify and establish its own identity and image. Some of the goals and initiatives are reflective of ongoing planning activities, sometimes carried

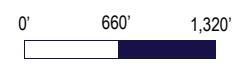
out by those that live, work or own property in the area, such as the ongoing work in the Granary District.

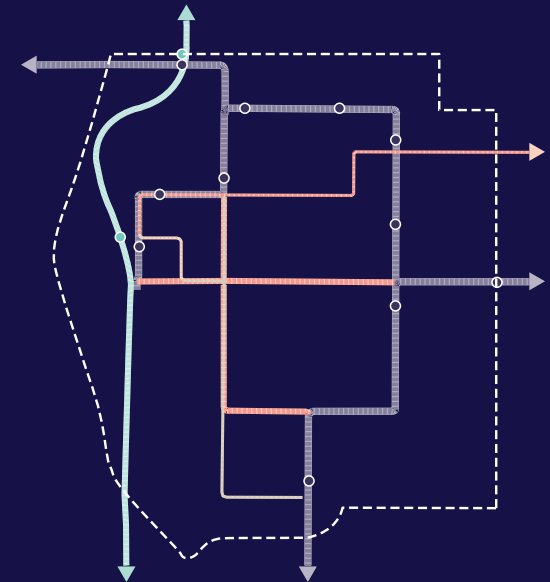
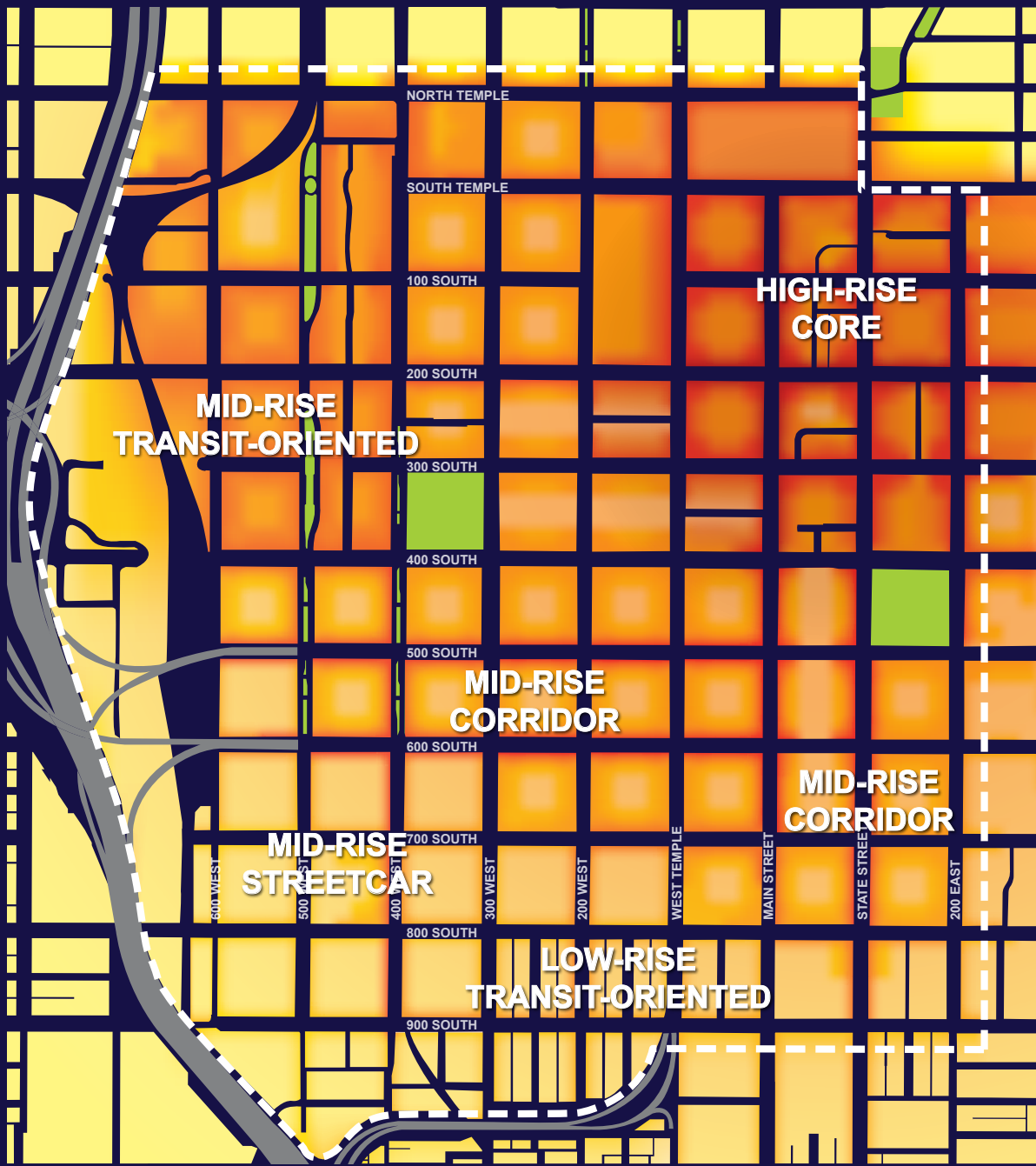


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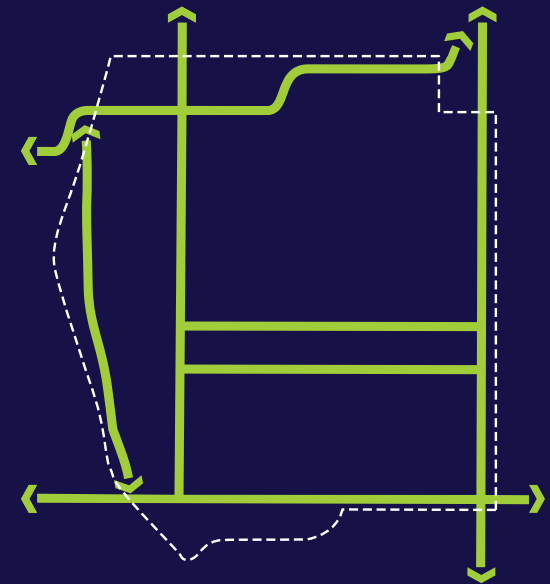
-  Study Area
-  Existing TRAX Lines & Stations
-  Existing Frontrunner Lines & Stations

DISTRICTS





Frontrunner, TRAX, and Streetcar network



Green Loop linear park system

DIRECTING GROWTH & DEVELOPMENT

The general pattern of growth downtown will be an increase in density to the south and west of the Central Business District.

Intensifying the Core Brings More Choice

The Central Business District (CBD) will continue to develop, increasing in intensity over time as opportunity sites are redeveloped. The scale of development in the CBD will be the greatest in the region, but will respond to the human scale at the ground level. Development intensity will be greatest along the core's main streets and scale down towards the middle of the blocks. The CBD will offer the most urban living in Utah—a unique option in the region. An internationally-competitive and prosperous downtown economy relies on both small and large business, which demand a variety of spaces from fine-grained to coarse. Cultural resources are celebrated in the core. The general pattern of growth will be expansion of the CBD to the south and west.

Growing Out from the Core to the South & West

Moving away from the CBD, the scale of development and intensity of use steps down gradually to the south and west. Intensity of development may increase slightly around TRAX stations. District identity is established

by the change in building scale and the mix of uses. A wide range of housing types will be offered across the districts. The desired scale of development and mix of uses is unique to each district (see Districts chapter).

Districts are Unique Concentrations of Development, People, and Art

Each district will be anchored by a center of activity—often near TRAX stations. These will become the meeting places—the crossroads—for visitors, workers, and residents. By acknowledging the different characters and strengths of each district, they will complement one another. This approach will build a city with a variety of choices for living, destinations for visiting, and investment decisions based on physical and economic competitive advantages. The Main Street retail core will remain the heart of the downtown, anchoring the downtown.

Improving Points of Arrival

Arrival points provide symbolic wayfinding devices that communicate entry into the downtown by all modes of travel. Welcoming visitors is an important part of downtown's image, making it a memorable place.

Connecting Neighborhoods

An extension of TRAX was identified in *Downtown in Motion*, the companion

transportation plan to the Downtown Plan. The Downtown Streetcar is proposed as a circulator system, serving and connecting major nodes downtown. A final alignment has not yet been decided.

Introducing the Urban Landscape

The Green Loop is a linear park network that integrates places for people with green infrastructure, utilizing parts of downtown's wide public streets. These streets will have a renewed role as places for people and vehicles. The Green Loop introduces new urban landscapes through the downtown, linking important open spaces. In some locations, like along I-15, it will serve as an important social and recreational amenity where none currently exists. It will serve ecological and public health purposes, too, providing shade, stormwater infiltration, and filtering pollutants. It was initially proposed as part of the Salt Lake Chamber of Commerce's *Downtown Rising* plan (see Key Moves chapter).

A Public Realm That is a Source of Civic Pride

All areas of the downtown emphasize the ground level and the interaction with sidewalks, alleys, midblock walkways and other public spaces. Investment in the public realm has been proven to have a significant impact on public life. The creation of places where people wonder, wander, and linger enable them to find delight in the city.

THE DOWNTOWN COMMUNITY PLAN IN BRIEF

CHOICES: THERE'S SOMETHING FOR EVERYONE DOWNTOWN

1 VISION – ESTABLISHES THE COMMUNITY'S ASPIRATIONS

Downtown Salt Lake will be the premier center for sustainable urban living, commerce, and cultural life in the Intermountain West.

10 PRINCIPLES – SUPPORT THE VISION AND PROVIDE A FRAMEWORK FOR THE PLAN

- We value a downtown that...
- ...Provides Housing Choice
- ...Is Vibrant & Active
- ...Is Prosperous
- ...Is Rich in Arts & Culture
- ...Fosters Equity & Opportunity
- ...Is Connected
- ...Is Walkable
- ...Is Welcoming & Safe
- ...Unites City & Nature
- ...Is Beautiful

47 GOALS – DEFINE OUR PATH AND MEASURE OUR PROGRESS

5 KEY MOVES – THAT WILL MAKE NOTICEABLE IMPROVEMENTS



CULTURAL CORE



STREETCAR



TRAX EXTENSION

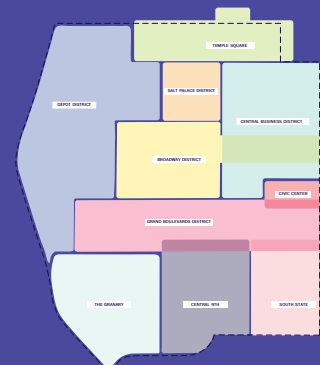


GREEN LOOP



SPORTS EXPANSION

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



10 CATALYTIC PROJECTS – THAT WILL UNLOCK THE POTENTIAL OF EACH DISTRICT



Photo credit: PAC - Ririe-Woodbury Dance Company - photo by Stewart Ruckman

LIVABILITY

LIVABILITY IS A MAJOR THEME OF THE DOWNTOWN COMMUNITY PLAN

Livability is the capacity of a place to fulfill your daily needs and your quality of life needs

A livable city provides choices

Livability is understood as the capacity of a place to fulfill your daily needs and your quality of life needs. Daily needs are basic things like food, water, housing, transportation, public health and safety, sanitation. Your quality of life needs raise your happiness and include arts and culture, recreation, social interaction, education, social equality, and access to nature. Underpinning both daily needs and quality of life needs is the ability of the community to provide access to good jobs and support a resilient economy. A livable city is one that embodies all of these things and provides choice to residents and visitors, allowing them to experience their city in their own way.

Housing choice is key to fulfilling city livability goals

Housing choice is a key component of a livable city. Housing in an urban setting requires special considerations to be attractive to those

considering living downtown. Basic features that provide safety, privacy, security, comfort and contribute to the public realm are necessary and should be delivered using different housing types to appeal to different people and family situations. The features can be customized based on the type of housing, from a high rise apartment in the Central Business District to a set of rowhomes in Central Ninth.

Choice and affordability go hand-in-hand

Choice is also a matter of affordability. Housing affordability downtown is important in order to accommodate a population diverse economically as well as socially.

Public and private amenities will enrich the downtown experience

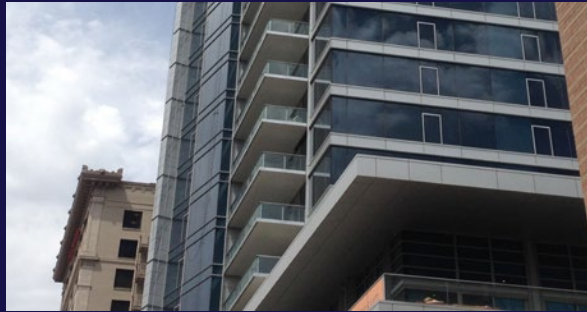
The Downtown Community Plan calls for the development of both public and private amenities as components of downtown livability. City Hall's role is to provide true public amenities that support participation in the public life of the city. Private development is expected to determine amenities that make their development marketable and profitable. Both will enrich the downtown experience.

The following best practices communicate the desired affects of new downtown housing.



Photo credit: Lance Tyrrell

BEST PRACTICES FOR URBAN RESIDENTIAL DEVELOPMENT



OUTDOOR ACCESS

Residents should have access to an usable outdoor space, such as a private yard, patio, or porch or a shared courtyard, roofdeck, etc.



Photo credit: Lance Tyrrell

INDIVIDUALITY & 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 & CONVENIENCE

Each residential development should provide on-site amenities suitable for the anticipated population.



SAFETY & SECURITY

Residential developments should be designed to be safe and secure. Transitions between the public and private realms, orientation to the street and sidewalk, and clear views from inside to out help the pedestrian realm feel safe. Building occupants should be able to see into public and semi-public spaces; and landscaping and lighting should enhance security.



VIEWS & SUNLIGHT

Opportunities to provide unobstructed views to public or semi-private outdoor spaces should be considered. Semi-private outdoor spaces should be located so as to receive direct sunlight during most days of the year.



RELATIONSHIP TO STREET

Ground floor active uses or ground floor residential units with noticeable feature changes above the ground floor are encouraged. This introduces vertical expression into the street base, with many doors on the street and privacy and security for bedrooms and balconies on the second floor and above.

URBAN DESIGN FRAMEWORK

THE BASIC POLICIES GUIDING DEVELOPMENT OF THE PUBLIC REALM FOLLOWS THE CITY'S *URBAN DESIGN ELEMENT* (1990)

Urban design has a significant impact on the image of the downtown by shaping its urban form, distinguishing the character of districts, and framing and detailing the public realm.

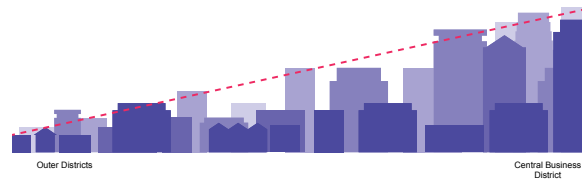
A Successful PUBLIC REALM Promotes a Dynamic Social and Civic Experience

The public realm is understood as the roadways, sidewalks, parks, plazas, and other open spaces that comprise the arteries and focal points of the downtown. It is the main space where civic interaction occurs and is often defined in contrast to private property. It is a vital aspect of the built environment –the parts of the city that help to provide imageability, experience, memory, function, and service. A successful urban public realm is the result of the interplay between the built form of cities, the engineering and design of infrastructure systems, and functional programming of space.

URBAN FORM is the Physical Shape of the city

Urban form entails everything from the arrangement of the street network to the height of the buildings. The foundation of downtown's

urban form is the Plat of Zion with its very regular and large grid system. This large grid system also happens to be one of downtown's most unique and identifiable characteristics, especially to out of state visitors or transplants. The 3D structure of downtown is a two-sided pyramidal form with the highest points in the Central Business District. Building height gradually steps down to the south and west. Downtown transitions more abruptly along North Temple and 200 East, creating clear demarcation between the commercial center and adjacent residential neighborhoods to the north and east and easing intensity of development there.



Downtown has a two-sided pyramidal urban form with the tallest buildings in the Central Business District

STREETS Form the Essence of the Downtown Experience

Streets comprise the vast majority of downtown's public spaces. They transport people and goods, but they also define downtown's character, direct our view to important landmarks, and build community through social interaction. Streets, including sidewalks, make up approximately 30% of the downtown land area. The rights-

of-way (the area between property lines) on downtown's primary streets are 132 feet, which is exceptionally wide, presenting both significant challenges and opportunities. Downtown streets are characterized by a sense of grandness and vehicular capacity. Our wide streets provide extreme flexibility for the design of space for people, bikes, transit, and vehicles. As social spaces, the design of our streets, particularly the pedestrian realm, could be improved.

MID-BLOCK STREETS & WALKWAYS Facilitate Pedestrian Movement and Choice

Downtown's distinct large blocks have led to a continually evolving urban form. The original allotments within the Plat of Zion grid were of such a size that additional access routes were required to enable efficient use of the land as downtown became a more urban place, and so walkways, alleys, and lanes were established as the allotments underwent subdivision. Certain districts in the downtown are characterized by these small streets, such as along Pierpont and in the Central Ninth district.

A strategy for expanding the system of small streets, called mid-block walkways in this plan, is defined as the catalytic project for the Broadway District though mid-block walkways should be created and enhanced throughout the downtown.

VIEWES & VIEWSHEDS Connect People to Place

Views to the mountains and view corridors to iconic buildings in and around the downtown are an important component to the structure and image of the downtown. There are several view corridors that should continue to be protected:

- South Temple to the Union Pacific Depot
- 300 South to the Rio Grande Depot
- 100 South west to the main entrance to the Salt Palace
- Mid-block looking west to City Hall from east of 300 East
- Mid-block looking south to City Hall from Edison Street
- State Street to the Capitol.

The viewshed to the LDS Temple from the northwest and viewsheds to the Wasatch Front from the west side of downtown also contribute to the image of the downtown.



State Street view corridor



Viewshed to the Wasatch Front from downtown

BUILDING SCALE & MASSING Define the Character and Image of the Public Realm

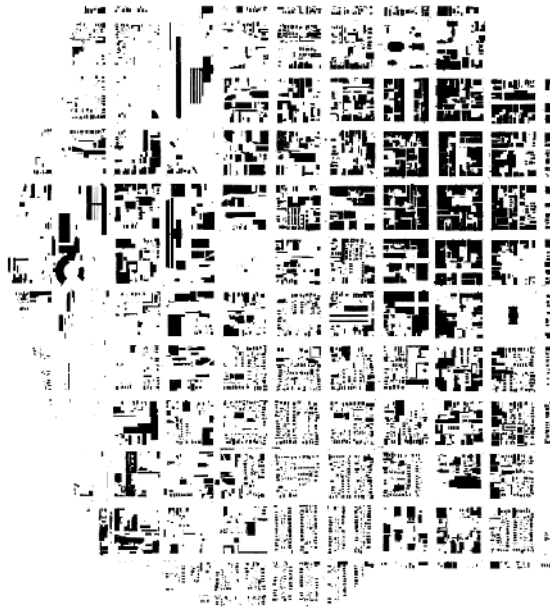
Over time, downtown changed from having a fine-grained, tightly-arranged development pattern of smaller footprint buildings to one that is more spread out with larger individual buildings (coarse). The grain of development –whether fine or coarse— impacts walkability, local economics, character, and image. A fine-grained texture facilitates greater diversity of forms and uses, enables high densities to be achieved, minimizes leftover space, and supports small business and a more active street frontage. Larger building footprints can be accommodated for civic and commercial uses within a fine-grained pattern. A range of building scales is encouraged to promote variety of use and interest.

The *Urban Design Element* (1990) specifically calls for a general height benchmark of 14

stories in the downtown core with a liberal encouragement of exceeding that height. Tall buildings on the corners with shorter buildings around them is an historical pattern designed to emphasize nodes formed at the intersections of main streets. A more refined skyline with interesting roof tops and stepped massing of structures is encouraged rather than “benching” with rectangular towers with flat roofs. West and south of the Central Business District is encouraged to be six to twelve stories. Building height and massing is also determined by the character of each district (see Districts chapter).

Buildings also give positive definition to the shape and function of the public realm. They form the walls of outdoor rooms –our parks, plazas, streets and alleys. Street walls or building lines and building massing helps create the character of streets and plazas, which are later detailed.

1950



2012



Change in the development pattern from a fine-grained texture to coarse is evident over the last sixty years

URBAN DESIGN FRAMEWORK

IDENTITY AND QUALITY OF THE PUBLIC REALM IS WON OR LOST IN THE DETAILS

ICONIC PAVING PATTERNS help establish and characterize different districts

District paving reinforces the image of a unified district rather than one building project or multiple projects. This practice is most apparent in the Central Business District, the Depot District, the Salt Palace District, and the Broadway District. This practice has been a policy since the adoption of the 1995 *Downtown Master Plan* and should continue.

Most downtown sidewalks are approximately 80% concrete and 20% red concrete paver design. This distribution is reversed on South Temple Street, where sidewalks are approximately 80% red concrete paver design and 20% concrete. The area where the standard paving pattern is found is generally defined as between 200 East and 500 West, and South Temple to 400 South.

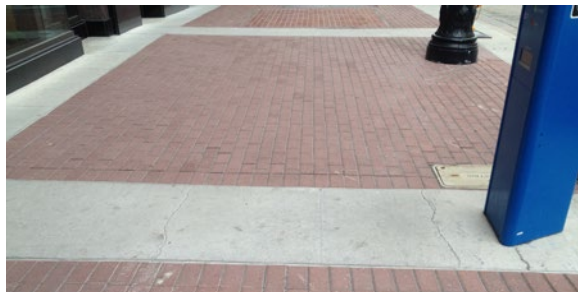
Main Street has an iconic paving pattern and material unique to the rest of the city. Interior streets and walkways such as Pierpont Avenue, Social Hall Avenue, and Market Street may have their own theme as long as it is consistent for the entire length of the street. Private walkways should not extend their paving patterns across public ways.



Main Street paving pattern



Standard concrete with brick highlights paving pattern



South Temple paving pattern

STREET FURNITURE, PUBLIC ART & SIGNAGE make a place legible

The public realm is brought to life with the addition of street furniture, signage, planting, lighting, public art, and many other elements that make a place warm and inviting. Street furniture helps to define an iconic image for a city or a district. Business districts are each encouraged to identify a family of street furniture that unifies their area as a unique place. Public art can have a large impact on the character and identity of a place and is included in all projects funded by City Hall. Traveling art, such as the flying objects, are encouraged and sponsored by the Salt Lake City Arts Council. Signage, particularly signage that guides wayfinding, is lacking in the downtown. A consistent and coordinated signage and wayfinding system is needed to guide people traversing the downtown by foot, bike, transit, or car safely and efficiently to their destinations.

PEDESTRIAN LIGHTING has a unifying effect on the downtown

Salt Lake City's iconic two-armed lighting fixture is a unique design created by Union Metal. These are the preferred light fixtures and a unifying feature of the entire downtown. The iconic fixtures are found from North Temple to 400 South and 200 East to 500 West – with an expansion area south to 900 South.

Even distribution of lighting is optimal for pedestrian and cyclist safety.

A number of streets downtown deviate from the iconic lighting style. State Street and 400 South have their own street light fixtures, because they are boulevard streets that transcend the downtown area. Sections of the parkway on 500 West have their own lighting as well because they are meant to be a park as much as a street. Interior streets and walkways, such as Edison Street, Jefferson Street, and Gallivan Avenue, may have their own light posts, as long as the fixtures are consistent the full length of the street.

Lighting technology that reduces light pollution is preferred to restore dark night skies and preserve the ambiance of the night. Lighting should focus on lighting the pedestrian realm with minimal light trespass into residences.

TREES are an important component of a good street and contribute to the image and identity of districts

Street trees strengthen the image of downtown, contribute to the character of individual districts, provide comfort and amenity to public spaces, and perform essential ecological services that make a healthy urban environment. They also provide a sense of safety and security from traffic. Street trees that provide a regular, continuous canopy reinforce the formal symmetry, regularity and “grand” landscape scale of downtown’s main streets. Tree species should be matched to the character and image desired for each block and street, depending on what is appropriate for that district or neighborhood. For example, in commercial districts, tree species with mature canopies that allow visibility of storefronts are preferred. As opportunity allows, new plantings should be made for a net gain of trees, including planting in sidewalks, center medians, parks and plazas.

Tree health in the downtown is challenged by the limitations of urban conditions: water, soil structure, heat, and day-to-day abuse. New planting and irrigation methods should continue to be researched and tested to ensure optimal tree health and longevity and for water wise and climate tolerant trees. Replacement of dead or diseased trees is critical to downtown’s image and livability. Funding for maintenance

is critical to keeping urban trees healthy and to improving urban air quality. Future investments in downtown’s parks and public rights-of-way should include sufficient funding for tree planting and programs to ensure ongoing maintenance.



Street trees create a safe, comfortable, and interesting pedestrian experience when planted in continuous, uniform rows

DOWNTOWN'S JOURNEY TO TODAY

NATION



UTAH



DOWNTOWN



1847

Mormon Pioneers Settle in Utah and Establish Plat of Zion

1853

Construction Begins on Salt Lake LDS Temple, Lion House, and Beehive House

1864

Mormon Tabernacle Built

1868

ZCMI Opens

1893

Saltair Constructed

1893

Dedication of LDS Salt Lake Temple; Cornerstone laid for City & County Building

1909

Samuel Newhouse Constructs Exchange Place

1916

State Capitol Completed

1933

Airport Constructed

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

NATION



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.*



UTAH



DOWNTOWN



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. MOUNTAIN SETTING

Downtown is nestled against the Wasatch Front, deriving much of its identity from the mountain backdrop. The mountains signify the city's connection to nature, access to water, 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 Mormon 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. The mountains contribute to the sense of place and views to them dominate that image. Proximity to the wilderness, the native communities it houses, and the water that flows from the mountains are all unique to this place.



Photo credit: Lance Tyrrell

3. HIGHLY ACCESSIBLE TO UNIVERSITY & AIRPORT

Downtown is the heart of the region's growing transportation network. TRAX and Frontrunner provide direct transit access to downtown from the Airport, University of Utah, and from other major economic centers to the north and south. Salt Lake International Airport is ideally located less than 6 miles from downtown, connected by both I-80 and North Temple. The street grid provides a flexible way to achieve efficient connections downtown and the wide right-of-way allows for incredible innovation in street design for all modes. Bicycle and pedestrian improvements, including new protected bike lanes and the GREENBike bikeshare program, promote biking and walking as primary transportation options and improve the connections to nearby neighborhoods.



Photo credit: SB Dance, John Brandon (photographer)

4. CULTURAL PROMINENCE

Downtown offers an unprecedented variety of art, culture, dining and entertainment. Salt Lake City has a long standing commitment to performing arts, visual arts, literary arts, film and video. The urban environment fosters street life, unique businesses and a diverse population that contributes to the downtown culture. Some of downtown's great cultural assets include: the Downtown Farmers Market (one of the largest community markets in the west), Ballet West, the Utah Film Center, UMOCA, Rose Wagner Performing Arts Center, Capitol Theatre, Abravanel Hall, and many new and internationally recognized arts organizations contribute to downtown's vibrancy.



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 tens of thousands of workers each workday. A mix of large corporations and smaller businesses are the economic drivers of the city. Employees enjoy relatively easy commutes and convenient access to food, health care and other daily needs. The state government and many federal government buildings are located in the downtown. Political activity brings many people downtown from across the state for meetings, conferences, and conventions.



6. GROWING REGIONAL POPULATION

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



7. DESIRE FOR DOWNTOWN LIVING

National trends indicate increasing preferences 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. Downtown is the logical place for urban housing that both accommodates regional growth and provides a market for urban neighborhood services within walking distance.



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. Salt Lake City is the launching point for world class skiing, winter recreation, and the National Parks located in Utah. Restaurants and shops provide residents and visitors a unique experience.

CHALLENGES – MAIN CONSTRAINTS

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



1. UNREALIZED DEVELOPMENT POTENTIAL

Downtown is the only location in the region where truly urban densities can be achieved yet many new developments do not realize their full potential as allowed by current zoning. Vacant and underutilized properties persist. Vacancy disrupts the momentum and energy of the downtown, detracts from its appearance, and greatly influences its public image. Surface parking is a dominant land use, comprising 27% of all developable land downtown. Downtown lacks a significant residential population to sustain small businesses. Street life is unsupported by vacancies and poor transparency and some zoning districts lack appropriate design standards to encourage an active public realm.



2. 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, indicating unequal gender distribution. This suggests that perceptions of safety, equitable business opportunities, and local-serving conveniences limit the potential to attract women to live downtown. Downtown is the primary location for homeless service providers in the region, representing an unequitable distribution. Activities associated with homelessness are a source of tension for the community and its prevalence counters City Hall's commitment to livability for all residents. There are no public schools in the downtown area to accommodate future growth, and youth services and amenities are lacking.



3. HOMELESSNESS PERSISTS

Downtown supports a significant amount of Utah's homeless population. Homelessness and the issues associated with it impact downtown's livability. These include: panhandling, crime and drugs, cleanliness, camping, and personal safety and aesthetics. Pioneer Park and the Main Library are especially impacted. City Hall and social service providers and others work together to address safety and crime issues. These groups also work to house homeless individuals and families to get them off the streets.



4. PUBLIC REALM DEFICIENCIES IMPACT ALL MODES

Wide streets with multiple lanes of vehicular traffic can be intimidating for pedestrians. Although the space between curbs used by cars has increased since the 1940's, auto travel to, from, and within downtown has become more congested and forbidding for commuters and visitors. Residents in all of the city's neighborhoods deserve to enjoy safe and convenient walks to neighbors, schools and shopping. They should be able to enjoy frequent, local transit throughout downtown. At the same time, auto commuters and visitors deserve to enter the city along attractive, efficient streets that convey a sense of arrival and a sense of place.



5. URBAN FORM CHALLENGES

Downtown's large blocks can make it difficult to locate complimentary land uses within walking distance. Mobility issues are particularly problematic for people with disabilities and our seniors who are limited in their abilities to walk longer distances and may rely on public transit. Since the 1950s, downtown's urban form has increasingly favored larger footprint buildings. Their scale often brings less variety to the retail experience, long stretches of blank windows with blinds drawn, and fewer walking route choices between buildings and through blocks.



6. LOSS OF OUR HERITAGE

Preserving the character of many of our older buildings is an important component of downtown's image. There are three primary obstacles to preservation that this plan addresses:

- There are no local financial incentives for preservation. Developers cite lack of incentives as a key factor in making a project financially viable.
- There are very few structures in downtown that are landmarked and therefore governed by the city's historic preservation ordinance.
- There is a lack of political will to landmark in the interest of the public without property owner consent.



Photo credit: Children's Media Workshop
- Allianz Academy Learning Project

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 impair view corridors and limit development potential; burying power lines is costly, but not doing so may be more costly in the long run. Buried infrastructure in park strips and overhead power lines make 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. Water, sewer, and stormwater utilities are often undersized for new development, discouraging developers or limiting their projects.



8. ECOLOGICAL SUSTAINABILITY

Our knowledge and understanding of climate change and its possible effects on downtown are increasing all the time. As we learn more, so our measures to protect and improve the city centre will develop. Air quality is an immediate concern, as downtown is one of the lower points in the valley and is negatively affected by seasonal pollutants. Downtown is also a heat island due to the dominance of impermeable surfaces, such as paved areas and rooftops, contributing to higher daily temperatures and lower air quality at the microclimate level. 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, long-term street tree health is challenging in urban areas.



9. GLOBAL & LOCAL COMPETITION

Salt Lake City is vulnerable to intense global and local competition for ideas, talent and capital. If downtown does not compete successfully in the international marketplace we risk not only failing to attract new resources, but losing the human and investment capital we already have. Locally, Ogden is known as a major hub for the outdoor retail industry and Provo is a thriving center for higher education and technology. Individually we cannot compete with the world's big cities, but together we can build competitive advantage in some key areas.



HOW DID WE GET HERE?

COMMUNITY ENGAGEMENT IS THE CORNERSTONE OF ANY PLANNING PROCESS

Over 1,000 People Contributed to the Plan

At the onset of the project, the planning team set the goal of engaging at least 1,000 individuals representing a broad spectrum of the community, including racial, gender, sexual orientation, economic and age diversity.

More than 100 Events

There were over 100 public events where people had the opportunity to contribute to the Downtown Community Plan. These events included workshops and specific meetings organized by the Planning Team (workshops, small group meetings, and urban design debates) as well as other community events where the Downtown Community Plan had a presence (Utah Arts Festival, Downtown Farmer’s Market, Bike Bonanza, Community Council meetings, etc).

The depth and level of participation by the greater downtown community exceeded all expectations.

Events like the 18 brown bag lunches hosted by various businesses and organizations throughout the downtown study area and the 11 living room socials—small, personalized workshops—at the homes of residents throughout the city were particularly significant. These “cottage conversations” are noteworthy because they enabled participation on a personal level: on the couches of neighbors and at the break room

table. Likewise, the Downtown Story Project encouraged the public to share their personal story about downtown through video.

While it is unclear exactly how many people participated (for example, we did not tally each person we spoke with at public events like Arts Fest or the Farmers Market), overall the public outreach effort exceeded the original goals.

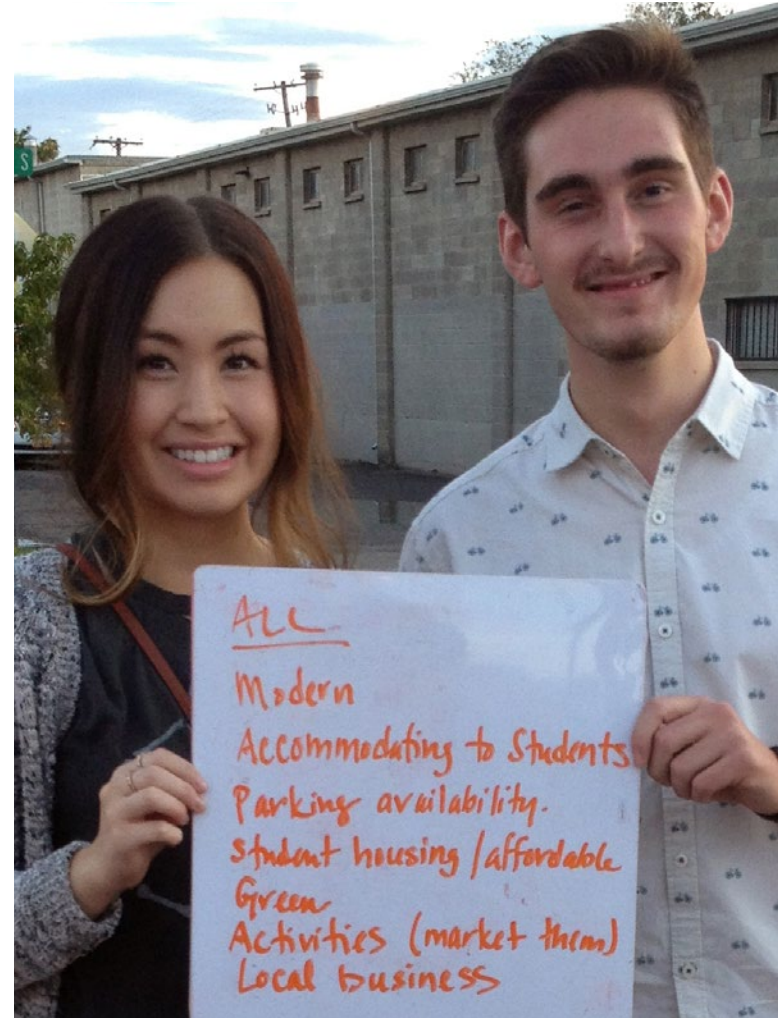
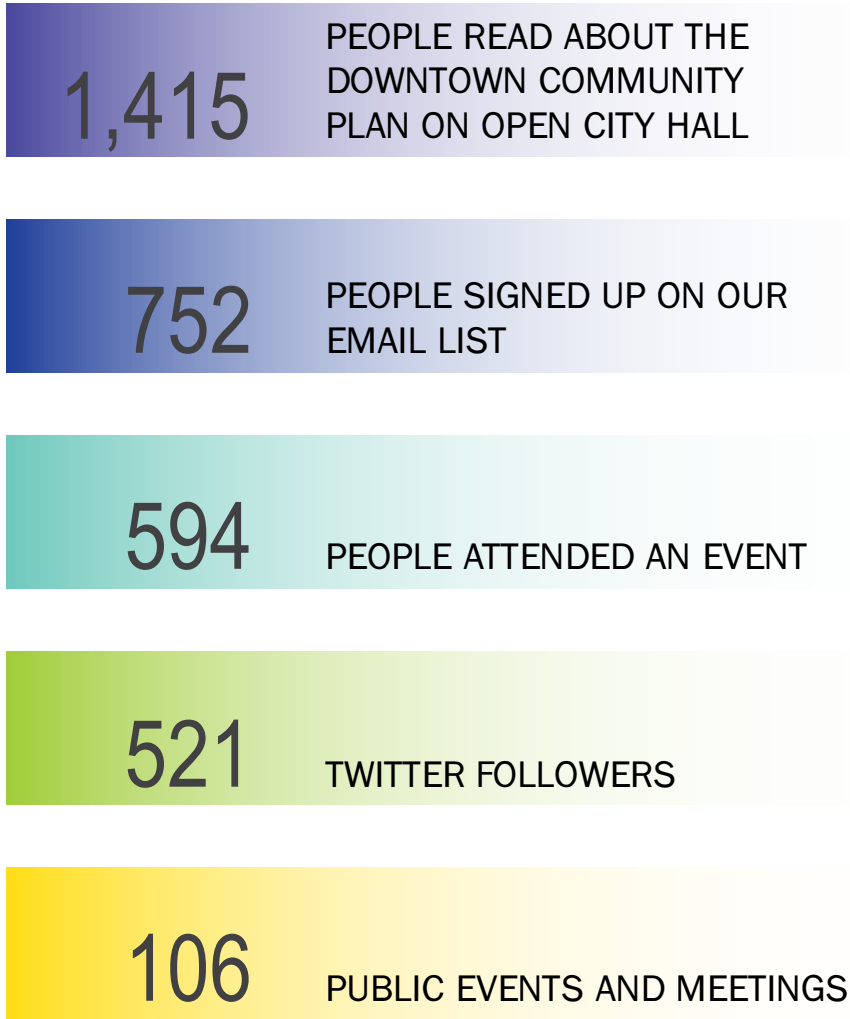
Model for Future Public Processes

The success of this effort is a model not only for future planning activities in Salt Lake City, but for other cities across the U.S.



SNAPSHOT OF THE PROCESS

MEET ME HALFWAY: YOU CAME TO US AND WE CAME TO YOU



SETTING & DELIVERING PRIORITIES

The intent of the plan is to understand where we are, build on the strengths of Downtown, and work towards implementing solutions to address the challenges. The focus will be on doing a few things well.

Plan helps set priorities for public investment, but it isn't the only tool

The Plan has a place-based focus for the development and growth of the downtown, and is organized around 5 key moves, 10 districts and 10 catalytic projects. These are the projects City Hall 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. These projects are identified here only in concept and as the opportunity and political will grow, the details and funding for each will be researched and decided.

Implementation is incremental not instantaneous

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 vary. The role of the Downtown Community Plan is to establish the framework for the districts where these projects are located. This ensures they are complementary and have maximum benefit to each district, downtown as a whole, the city, the Wasatch Front region and Utah.

Plan helps achieve citywide goals inline with demand

The Implementation chapter suggests the effort required to execute each of the initiatives, including the catalytic projects, in terms of time, responsibility, coordination, and financial needs. City Hall utilizes the plan to help establish priorities and promote growth and change where appropriate so the downtown can help achieve 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.

Projects respond to push-pull of the market

Other opportunities identified in the Downtown Community 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.



Photo credit: Lance Tyrrell



VISION & PRINCIPLES

THE VISION

Downtown Salt Lake will be the premier center for sustainable urban living, commerce, and cultural life in the Intermountain West.

A VISION is a vivid, imaginative conception or anticipation.

The vision statement establishes the community's aspirations. It serves the greatest number of people, has long-term outcomes, and requires public and private commitment.

Our core values translate into a vision for Downtown that balances local and regional interests. Downtown's sense of purpose will draw from its role as a major destination for culture and entertainment, the seat of government for the State of Utah, and as an international center for a worldwide faith. A strong economy built through public-private partnership will ensure economic stability and success of the plan. As the center for dense urban living—comprised of housing, parks, local serving retail, and community services—downtown will be identified as a vibrant urban neighborhood. Downtown will offer intimate spaces, outdoor adventure, and move 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. 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.

PRINCIPLES are statements about what ought to be and are based on community values.

Principles are BIG IDEAS that support the vision; they are the backbone of the plan. The following ten principles reflect the community's values through the visioning phase of the public engagement process. They emerged from the Downtown Story Project and other efforts and were further shaped in conjunction with the Advisory Group, various public commissions and boards, and the City Council. The ten principles reflect the citywide guiding principles developed in *Plan Salt Lake*, the Mayor's Livability Agenda, and the City Council Philosophy Statements.

We value a downtown that...
...Provides Housing Choice
...Is Vibrant & Active
...Is Prosperous
...Is Rich in Arts & Culture
...Fosters Equity & Opportunity
...Is Connected
...Is Walkable
...Is Welcoming & Safe
...Unites City & Nature
...Is Beautiful

GOALS define the end results that the plan is working towards.

Each principle contains goals and initiatives. Goals provide guidance for decision-making, private investment, and public interactions from allocating funding to reviewing development projects.

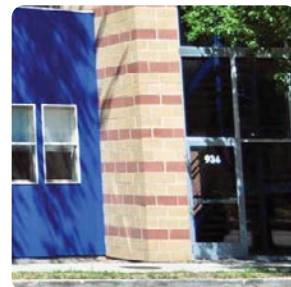
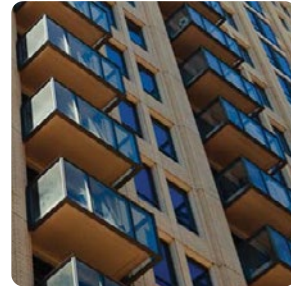
INITIATIVES are methods, projects or programs designed to obtain a specific goal.

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

The trends and targets are intended to gauge how well the principle is being implemented. The targets are 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 City Hall identify what works, what doesn't and when changes are needed.



we value a downtown that...



...PROVIDES HOUSING CHOICE

HOUSING CHOICE IS KEY TO FULFILLING CITY LIVABILITY GOALS

Housing affordability, 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 region in a variety of forms that responds to our mountain context. Providing a variety of housing options (for singles, empty-nesters, families with children, across the spectrum of affordability) gives people of all social and economic backgrounds the opportunity to live in a truly urban setting. Housing choice is a critical to the attraction and retention of skilled workers and supports a diverse community.

Housing is considered a bundle of goods, providing both shelter and access to services within a neighborhood. Downtown offers a competitive advantage because it provides urban living opportunities and choice amenities unavailable elsewhere in the region. This plan strives to improve that advantage through planning, setting a standard for regional leadership in housing and neighborhood development.

IMPACT

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 and size of unit (number of bedrooms) 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. The overall goal is a better balance of jobs to housing downtown, easing the commute traffic burden.

BASELINE

Downtown has seen an increase in housing development:

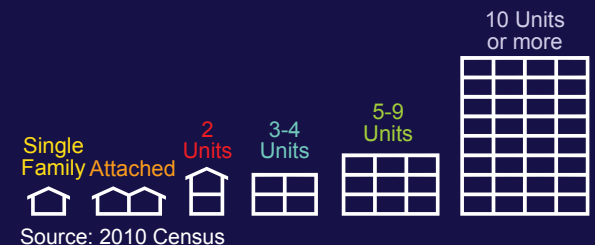
- 1990-1999: 461 units
- 2000-2009: 1061 units
- 2010-2013: 1,259 units (SLC Housing Starts)

Most housing units are in mid-rise to high-rise apartment or condo buildings. Roughly 18% are owner-occupied. Only 3% of all housing units have 3 or more bedrooms (2010 Census).

TARGETS

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

- 10,000 new housing units by 2040.
- An increase in the number of small scale housing types, including small lot homes, townhouses, and other urban oriented housing types.
- An increase in housing ownership.
- An increase in the percent of units with 3 or more bedrooms.



GOAL 1

At least 10,000 new housing units that include a mix of housing types, affordability and sizes.

INITIATIVES

- Evaluate and address City Hall’s regulatory process, including permitting and fees, to encourage new housing development downtown and promote an efficient approval process.
- Develop design guidelines or form-based regulations that encourage quality construction that contributes to public spaces, such as windows and doors at the street level, stoops and porches, patios, balconies, and high quality building materials.
- Modify zoning regulations to encourage 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.
- Promote housing choice by developing incentives, programs, and priority initiatives for including housing for families.

GOAL 2

A downtown that is a model for sustainable, urban living that accommodates all life stages including families, enabling them to choose downtown living, if they desire.

INITIATIVES

- Use development regulations and modify density requirements to promote housing in a mix of housing types to appeal to a broad market, promote diversity and make downtown living accessible to a wide variety of people.
- Align City Hall programs with other financing programs available to implement affordable housing near transit including City Hall’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.
- Investigate additional loan tools, land purchase, and ground lease opportunities for the development of market-rate units.
- Encourage development of rooftop gardens, community gardens, and other outdoor space within new developments.

GOAL 3

Integrated homeless services into the neighborhood fabric to minimize impact.

INITIATIVES

- Promote more student housing downtown.
- Locate family housing in areas with good access to schools. New schools should be located in areas where housing that supports families are more likely.
- Provide single room occupancy units and permanent housing for low income residents.
- Work with service providers to identify solutions to issues related to space and function and how they impact public spaces.
- Allow for affordable and emergency housing options throughout the downtown.
- Continue to take a “housing first” approach to homelessness.
- Consider the best locations for homeless services based on the needs of the homeless community and sensitivities of residents and businesses.

GOAL 4

Increased residential density for a better jobs-housing balance.

INITIATIVES

- Allow live/work units by right in all downtown zoning districts.
- Allow live/work units to fulfill ground floor retail/active use zoning requirements, except on Main Street in the Central Business District.

GOAL 5

Repurposed and renovated older building stock for housing.

INITIATIVES

- Develop a process to encourage renovation of older existing apartments.
- Incentivize adaptive reuse of older building stock, particularly character-contributing buildings, for repurposing as housing. See Community Preservation Plan and Community Housing Plan
- Continue offering housing rehabilitation programs to provide low-interest loans for housing rehabilitation to low and moderate-income households.

GOAL 6

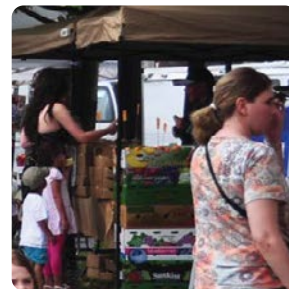
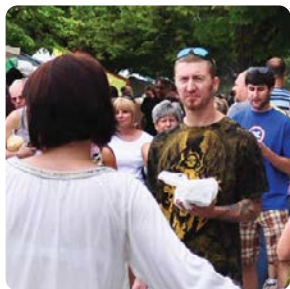
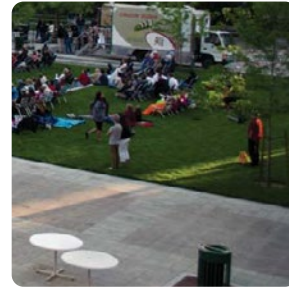
Downtown is the number one choice for true urban living in Utah –a unique option in the region.

INITIATIVES

- Support “storefront studios” that connect artists with street life and enable live/work unit development, except on Main Street in the Central Business District.
- Encourage high density residential development in many forms that capitalizes on views to the Wasatch Front, Oquirrh Range, and the Great Salt Lake.
- Encourage mixed-use development and retail spillout onto sidewalks, particularly on festival and event days.
- Support live/work opportunities for artists to locate in the artistic and cultural center of the region.
- Create an event permitting process that is easy to understand, quick, and accessible to a variety of groups and activities.



we value a downtown that...



...IS VIBRANT AND ACTIVE

A CRITICAL MASS OF PEOPLE MAKES DOWNTOWN COME TO LIFE 24/7

Community, neighborhood vibe, people, gathering place, uniquely urban

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. Arts and culture continue to be a major draw and downtown is teeming with people 24/7.

Downtown will be a truly urban place like no other in all of Utah. Its urbanity is what will set it apart from other cities and towns along the Wasatch Front. Street life and a cafe culture will draw people to live downtown, embracing it's model mountain urbanism. Downtown is strategically positioned to fulfill a growing demand for authentic urban experiences. Improving our social fabric, such as the range of retail, cultural and event facilities, access to public transit and public services, parks and outdoor recreation, and our arts and culture offerings are all important in drawing residents, visitors and skilled workers to downtown.

IMPACT

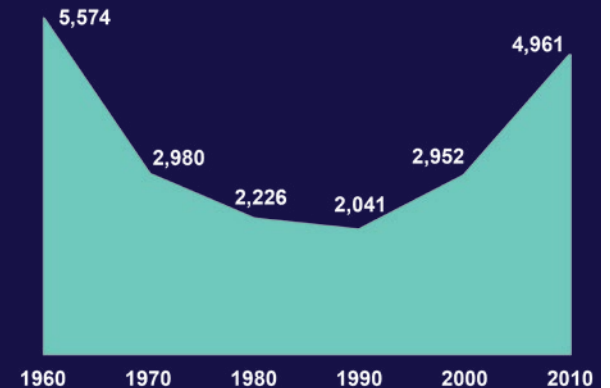
Measuring the effectiveness of this principle is based on the increase in the downtown population and the demographic makeup of the people living downtown. The percentage of undeveloped or underutilized land will help identify if we are filling in the dead spots downtown. The number of public entertainment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

BASELINE

There are approximately 5,000 people living downtown now (2010 Census). 34% of the land is considered undeveloped or underutilized. Underutilized land is defined as properties where the building value is less than half the land value. This is a common metric used to determine redevelopment potential. 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).

TARGETS

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



Downtown Population: 1960-2010
Source: U.S. Census 1960, 1970, 1980, 1990, 2000, 2010

GOAL 1

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

INITIATIVES

- Align development regulations, incentive programs and budget decisions to support growing the downtown population.
- Work with the Salt Lake City School District, providers of private education, childcare providers, and nonprofits to fulfill educational needs for the growing population.
- Support an urban village development model that meets the livability needs—both quality of life and daily needs—of downtown residents.
- Investigate noise issues as they relate to public health, explore options for reducing impacts to people and business, and implement recommendations.
- Explore funding opportunities to stimulate business development and expand neighborhood vitality within downtown business districts.

GOAL 2

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

INITIATIVES

- Provide public amenities for children that support learning, development and play, and encourage the location of services that support their needs and the needs of people across the age spectrum.
- Create public places for seniors to socialize and recreate.
- 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.
- Establish a simple process for the creation of parklets and guidelines to address concerns with placing parklets in rights of way.
- 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 3

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

INITIATIVES

- Support the development of public-private partnerships to fund capital improvements, management, and programming of urban public spaces.
- Keep the permitting process simplified for outdoor dining.
- Encourage individual building entrances by use or tenant, a high amount of transparency for ground floor uses, and a mix of uses (including ground level live/work units) to activate sidewalks and provide rhythm to the pedestrian experience.
- On pedestrian-oriented streets, active ground floor uses should be prioritized over parking uses. Structured parking should be designed to accommodate, where feasible, street-level businesses and other active uses.
- Investigate use of downtown's wide rights-of-way for a variety of uses such as linear parks, median parking, divided boulevards, fitness zones, playscapes, community gardens, innovative multi-use streets, solar streets, stormwater infrastructure, and commercial use.

GOAL 4

Make downtown a unique destination for visitors.

INITIATIVES

- Address state-level issues to enable development of entertainment or tourism districts.
- Identify, organize, and promote a single prominent “information clearing house” for downtown events.
- Create an event permitting process that is easy to understand, quick, and accessible to a variety of groups and activities.
- Develop “shoulder event” programs to capture activity before and after a game or show.
- Maintain and refresh existing policies regarding sidewalk paving materials and street lighting in districts where these items have already been established in this plan or other plans, such as the Street Lighting Master Plan.
- Explore potential locations for a major sports venue with good transit connections.

GOAL 5

Provide opportunities for new shops and alternative retail, like pop-up shops.

INITIATIVES

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

GOAL 6

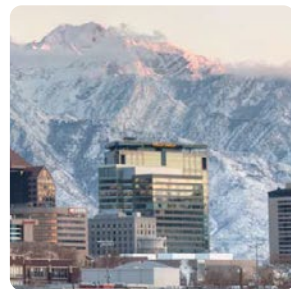
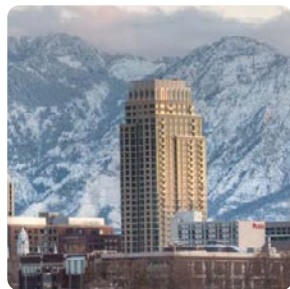
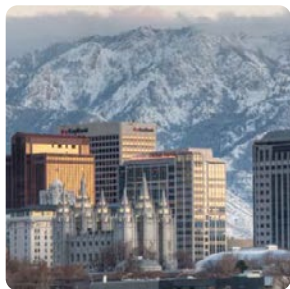
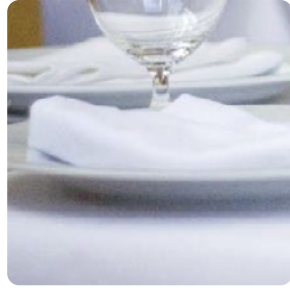
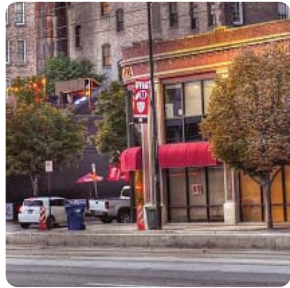
Outdoor recreation is a key feature of the region and the downtown’s offerings.

INITIATIVES

- Consider opportunities for local exercise groups to use public spaces.
- Support Visit Salt Lake’s efforts to market downtown as a destination.
- Encourage developers to consider residents’ need for gear storage such as bikes, skis, strollers, and paddle boards.
- Explore opportunities for locating practice facilities, climbing gyms, pools, and other recreation centers downtown.



we value a downtown that...



...IS PROSPEROUS

AN INTERNATIONALLY COMPETITIVE ECONOMY THAT BENEFITS ALL UTAHNS

Global competitor, home-grown business, large and small employers, vital commerce, commercial importance, supportive of entrepreneurs, technology and research center, creative and innovative

In downtown Salt Lake, business is personal. The foundation of an authentic and prosperous downtown is an economic culture that starts with helping people succeed. City policies that support entrepreneurship and innovation, businesses that provide opportunity for employees, and an attractive built environment are key components of that success. As the center of Utah's capital city, downtown will continue to be the commercial heart of our state. But downtown competes on a global stage, encouraged by a population that is globally connected, providing valuable networks and entry points into international markets.

An internationally competitive and prosperous downtown economy is multi-faceted, relying on small and large business, public-private partnership, and state-of-the-art infrastructure. Investment in both small and large businesses can grow the economy holistically, uniting established companies with new ideas and entrepreneurs with essential resources. The downtown is the ideal place to bring the essential elements together that grow our economy. Downtown offers development opportunity sites for large employers to locate headquarters, bringing new investment from outside the region.

Economic growth is supported by a strong, synergistic relationship with higher education and a helpful government. Enterprise SLC identified significant opportunities for growth of the technology, education, and creative sectors in downtown. Industry-based infrastructure investment—high-speed internet, fiber optic communications, and traditional utilities—is needed to support this growth.

The downtown has an intensive mix of uses that will need to grow and strengthen to create vibrancy and attract people at all times of the day. A prosperous downtown requires a successful and expanding business services sector and diverse residential communities, complemented by world-class retail, dining and entertainment options.

This plan considers where additional commercial development could be provided beyond the Central Business District (CBD). It identifies areas of growth potential to the south and west of the CBD and supports improved relationships with higher education institutions, particularly along light rail corridors. It also identifies the need for significant public investment in utility infrastructure to support economic growth.

IMPACT

Measuring prosperity could include a number of different metrics. For the Downtown Community Plan, the key metrics include household income and number of jobs. Median home values and commercial property values allow us to understand the impact of public investments, such as utility infrastructure, parks, and street trees.

BASELINE

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 Community Plan area (2010 Census).

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 in-line with the citywide figures.

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

GOAL 1

Elevated quality of life for all downtown residents and workers.

INITIATIVES

- Work with Salt Lake City School District, private day cares, and private schools to locate facilities in the downtown and in neighborhoods on the fringe of downtown.
- Encourage location of local services in the downtown: doctors, dentists, veterinarians, ophthalmologists, chiropractors, acupuncture, massage therapists, physical therapists, legal services, accountants, day cares, laundry and dry cleaning, music lessons, dance schools, art centers.
- Address economic issues associated with homelessness and their impact on local business and the public realm.

GOAL 2

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

INITIATIVES

- 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.
- Grow and support creative industries downtown.
- Work with economic development partners to link graduates with employers.

GOAL 3

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

INITIATIVES

- Address infrastructure needs and develop a city plan for infrastructure investment (i.e. don't rely on private development alone to upgrade infrastructure).
- Invest in industry-based infrastructure, such as high-speed internet, fiber optic communications, and traditional utilities, to stimulate innovation and economic development.
- Evaluate the permitting process for inefficiencies, consistency, and transparency and improve the process where appropriate.
- Investigate per square foot fee structures citywide that favor high density development downtown over low density development on the fringe of the city.
- Facilitate continuity of local businesses by stimulating and supporting local business growth and local business retention within the downtown.
- Make it easier for adaptive reuse of existing buildings to assure space for small business downtown.

GOAL 4

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

INITIATIVES

- Establish a development leadership forum (DLF) that brings together key government, business, community, education and technology stakeholders to investigate best practices in urban development to create an attractive global city.
- Develop programs to attract major businesses to downtown, including investment in industry-based infrastructure that supports innovation and focusing efforts on industries with which downtown has comparative advantage.
- Coordinate with other economic development groups to promote downtown as a place for new businesses to locate.

GOAL 5

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

INITIATIVES

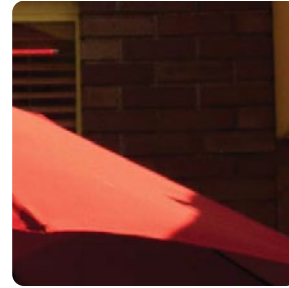
- Devote more resources to helping locally-grown businesses become established and thrive.
- Investigate the feasibility of a storefront investment program for façade and building improvements for existing businesses in any building type to improve retail visibility, presence, and success.
- Evaluate economic development programs for minority-owned, women-owned, and disadvantaged businesses.
- Assure a place for small businesses downtown by developing and identifying programs that can keep businesses downtown as properties are redeveloped.
- Work with our ethnic communities, refugee and immigrant groups to drive business growth in areas such as food service, tourism, and events restaurants, reflecting the international reach of the larger community.

GOAL 6

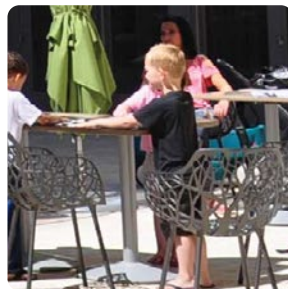
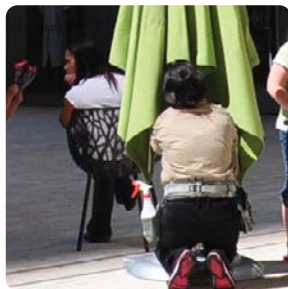
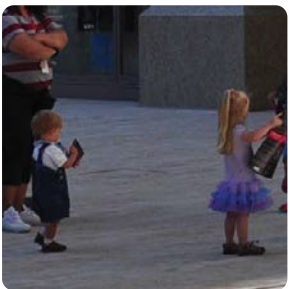
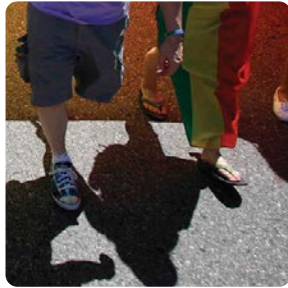
Foster independently identified districts characterized by a delightful mix of shops, restaurants, cultural institutions, parks and public spaces, amenities, historic buildings, and architectural character.

INITIATIVES

- Incentivize preservation and reuse of character-contributing buildings.
- Consider development regulations that produce buildings that are adaptable to land use changes so the structures are more permanent.
- 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.
- 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.



we value a downtown that...



...FOSTERS EQUITY & OPPORTUNITY

DOWNTOWN IS THE CENTER OF OPPORTUNITY AND CHOICE

Diversity of culture and background, respect of tradition, difference and acceptance, international, gathering place, belonging, accessible, equitable, all ages and abilities, education

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 is the center of opportunity, where people have the greatest level of choice in education, employment, services and housing. The capacity of a city to attract international populations and to empower them to contribute to the future success of the city is integral to the success of the downtown and the city. Downtown will be the gathering place for people of all backgrounds and enables everyone to be “at home.”

Opportunity and economic mobility is heavily dependent on education. Focusing on increasing core and foundation learning skills—from early education through higher education—will create sustainable economic growth by building a strong, inclusive and equitable society. As a part of a City of Learning, downtown can serve

as a major center for education and research, providing jobs and workforce training. As an entrepreneurial engine and learning center, it can produce research that is commercialized into products for the market, seeding new economic clusters such as biomedical science, help solve business and technological problems in entrepreneurial start-ups, and provide jobs for graduates who become creative workers and entrepreneurs. Partnerships with the Salt Lake City School District, colleges and universities, research centers, and non-profits are critical to building a City of Learning effort and creating new opportunity for the community.

IMPACT

The Opportunity Index is a rating of a city based on a comprehensive list of measures intended to determine the ability for an individual to improve their quality of life based on a scale of 1-10. The lower the scale, the less likely one is to be have access to services and needs that will help improve their quality of life. (<http://opportunityindex.org/about/>)

BASELINE

Wasatch Choice for 2040 established an opportunity index for the census tracts in Salt Lake City as part of the federal Housing and Urban Development (HUD) Sustainable Communities Grant in 2012. This data shows that downtown has an Opportunity Index of 4.9, which means that an individual is less likely to be able to improve their quality of life. In 2013, Salt Lake County received a C+ (50.07/100) from the Opportunity Index.

TARGETS

The desired trend is to see an increase in the Opportunity Index score for the downtown area.

GOAL 1

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

INITIATIVES

- Explore opportunities to collaborate with cultural and social groups to identify sites and tell the story of their historical and continued presence in the community, supporting a framework for cultural expression to be incorporated into the built environment.
- Recognize Downtown Salt Lake as the cultural center of Utah and the Intermountain West by upgrading and increasing space for cultural activities.
- Promote uniqueness of culture through refugee services, cultural events, and supportive business opportunities.
- Work with refugee and immigrant service providers to locate in downtown near transit and bicycle facilities.

GOAL 2

A downtown diverse in age, gender, ethnicity, ability, household size, and socioeconomic background.

INITIATIVES

- Improve and expand recreation and education facilities to support residents of all ages in a growing community.
- 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.
- Enable aging-in-place through housing and service programs.
- Work with homeless service providers to locate facilities in Downtown locations that are easily accessible with a design that fits the aesthetics of the area, and a layout that addresses impacts created by the use.

GOAL 3

Open and convenient access to services and amenities –both public and private— for residents, visitors, and workers.

INITIATIVES

- Ensure everyone has access to all public services, such as social and family services.
- Develop a digital inclusion policy to ensure all people and businesses have access to technology and high-speed internet.
- Work with private and non-profit service providers to ensure services are readily available.

GOAL 4

World-class center for education, research and innovation.

INITIATIVES

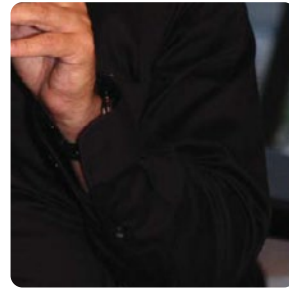
- Partner with childcare providers to locate quality early education centers throughout downtown.
- Work closely with the Salt Lake City School District to monitor growth to ensure timely responses to downtown needs for public schools.
- Help locate after school programs, recreation centers, and skills training programs for youth downtown.
- Support the location of education-based businesses and non-profits downtown.
- Partner with local universities to locate research centers and institutes downtown.
- Establish a technology and innovation district or campus that acts as a meeting place for industry, academia, creativity, and innovation.
- Investigate regulatory and infrastructure roadblocks faced by innovation sectors, explore options to overcome them, and implement the recommendations.



Photo credit: Children's Media Workshop - Alianza Academy Learning Project



we value a downtown that...



...IS RICH IN ARTS & CULTURE

OUR UNDERSTANDING OF THE WORLD IS REFLECTED IN OUR CULTURAL LIFE

Unique experiences, nightlife, dining, intimate spaces, sports, art and music, dance and theatre, film, 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. People search the world for authentic cultural experiences. Salt Lake City has a competitive advantage in cultural offerings, making it truly one-of-a-kind.

Creative industries (design, publishing, performing and visual arts, music and film production) make a dynamic contribution to downtown. This plan recognizes that downtown needs to provide resources and social environments that support creative expression and ensure the continuity and stability of places for creative industries to become established. Such a vibrant environment would attract highly skilled talent, underpin creative thinking, and support an innovation economy.

IMPACT

Public art plays a significant role in placemaking. 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.

BASELINE

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.

TARGETS

The desired trend is to see an increase in public art displays. The community also desires an increase in the number of all-ages music and entertainment venues.

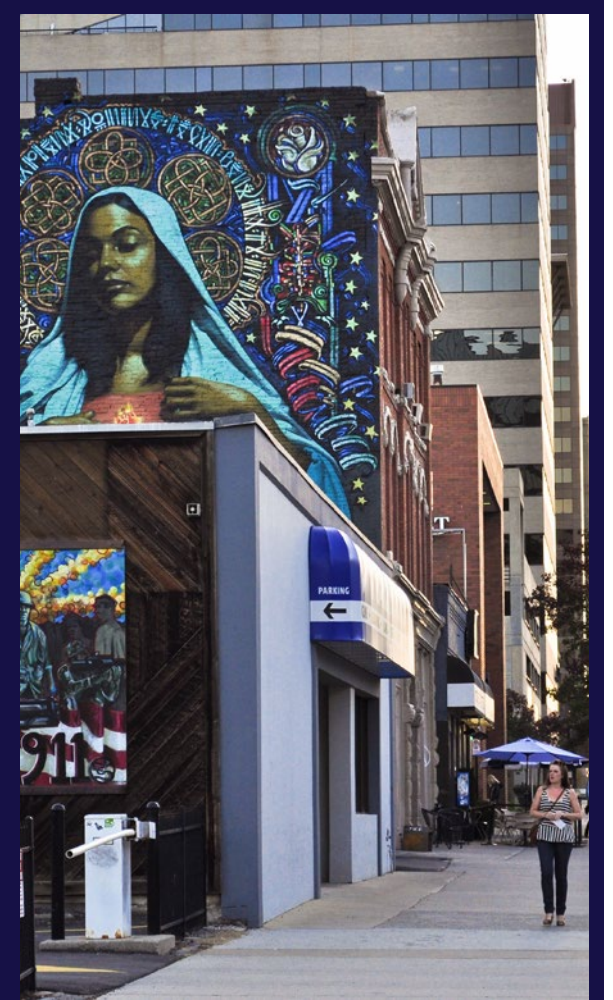


Photo credit: Lance Tyrrell

GOAL 1

A downtown known for its creativity through public art, performance art and art-related events, and tactical urbanism.

INITIATIVES

- Establish interactive art areas for hands on exploration of art and culture.
- Create whimsical and playful public art, benches, and lighting in each district around activity nodes.
- Look into the use of a micro-loan fund for artists and arts organizations to determine if it is a worthwhile tool.
- Create opportunities for creative public expression through tactical urbanism by establishing a simple permitting process for programs like Paint-the-Pavement, utility box painting, gardening in public places, and parklets.
- Encourage street performers and sidewalk art, particularly during events and festivals.
- Encourage the growth of gallery walks in different districts downtown and the participation of adjacent businesses.
- Commit to hosting at least one free arts event per month downtown.
- Encourage the growth of performing arts in different districts downtown and the participation of adjacent business.

GOAL 2

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

INITIATIVES

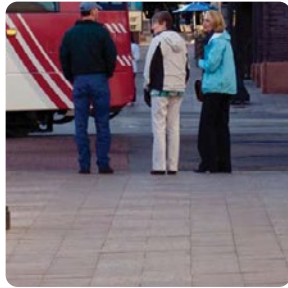
- Define the character and build the image of downtown as a collection of unique experiences.
- Establish a system for areas to incorporate as unique (business) districts defined by building character, land use, key features, and events. Provide financial support for public investment in district-based street furniture, banner, tree planting, paving, public art, and other unique features.
- A coordinated system of paving patterns that continue the existing patterns and allow new districts to identify their own patterns.
- Develop a wayfinding plan to help brand downtown that is unique to specific neighborhoods and nodes.
- Establish a History Trail that physically links historical and cultural landmarks throughout the downtown that tells the story of the city.



Photo credit: PAC - Gina Bachauer International Piano Foundation



we value a downtown that...



...IS CONNECTED

TRANSPORTATION CHOICES MOVE PEOPLE AND GOODS EFFECTIVELY

Transportation options, convenient mass transit, local circulation, bike friendly, safe streets, reasonable parking, improved access for all modes

Downtown is a transportation crossroads and the most easily accessible place in the region. *Downtown In Motion* aims to balance all modes of travel with a world-class transit system, an innovative bike network, and enhanced mobility for automobiles. 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.

Investing in integrated transportation infrastructure is essential to downtown’s success, making it attractive to skilled workers, residents, and visitors. This includes ensuring good access for commuters, gateways such as the airport and highways, educational facilities, and cultural and recreational amenities. An appropriate parking strategy, particularly short-term parking for retail customers, is needed to support the economic vitality of the downtown. Effective public transit generates considerable positive socio-economic outcomes by improving access to employment areas. Freeing up streets for freight and commercial travel improves productivity and competitiveness.

IMPACT

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.

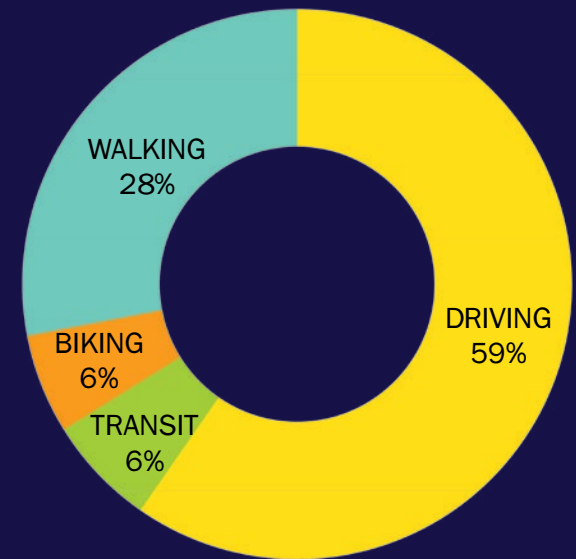
BASELINE

Currently, 59% of all trips are by car, 6% by transit 6% by bicycle 28% by walking (according to the 2012 Household Travel Survey).

Approximately 84% of the total land area in downtown is within 1/4 mile of transit. Almost all of the Granary District is more than 1/4 mile from a bus or transit stop, with most of the housing and jobs in the neighborhood outside walking distance to transit.

TARGETS

The desired trend is to see more people walking, biking, or using transit. The long term jobs-housing goal is to have every downtown resident and worker within a 1/4 mile of a light rail, street car or bus route with 15 minute service or less. Establishment of a target parking occupancy rate for on-street and off-street parking will increase efficiencies for auto commuters, customers, and visitors.



Source: Utah Household Travel Survey (2012)

GOAL 1

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

INITIATIVES

- 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.
- Work with UTA to implement a downtown circulator that improves local transportation through the downtown.
- Continue reduced-cost transit pass program (Hive Pass) for Salt Lake City residents.
- Work with other agencies to improve access to transit for city residents.
- Work with UTA to find ways to improve the efficiency of the transit system for commuters.
- Improve the “last mile” transit connections to encourage ridership.
- Work with UTA to ensure downtown remains the center of the regional transit system.

GOAL 2

More evenly-balanced mode share.

INITIATIVES

- Develop more bike friendly roads and parks where appropriate.
- Create safe options for biking with children to and around downtown.
- Continue timing traffic lights to balance pedestrian, bike and car travel times and speeds.
- Work with the Downtown Alliance to grow the bike-share program.
- Consider access to park, open spaces and recreation when planning alternative transportation routes.
- Improve the “last mile” transit connections to encourage ridership.
- Work with UDOT to design urban arterials that work for Salt Lake City.
- Improve gateway and arrival sequencing for automobiles entering downtown to welcome visitors and feature the best attributes of downtown
- Strengthen connections between the Westside and downtown by improving gateways and corridors for all modes of travel.

GOAL 3

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

INITIATIVES

- Provide a direct transit connection between Central Station and the University of Utah.
- Work with UTA to improve transit access between downtown and other major destinations in the city.
- With development of the new airport terminals, parking, and associated facilities, work with the Airport to improve access between downtown and the airport.
- Address transit gaps between downtown and surrounding neighborhoods.

GOAL 4

A simple public parking system that balances the city’s role as the economic center of the State supports small and large retailers, and supports the restaurant, cultural and night life of the city.

INITIATIVES

- Examine parking policy to ensure adequate parking is provided.
- Update zoning regulations to locate surface parking lots in appropriate locations.
- Parking structures should be wrapped by buildings instead of having frontage on public streets.
- Manage public parking to support cultural, retail, commuter, and other activities as recommended in *Downtown in Motion*.
- Develop a coordinated and universal signage and wayfinding system for all modes of travel to guide people to key destinations, including parking, transit stations, major event centers, major commercial centers, public spaces, and government centers.

GOAL 5

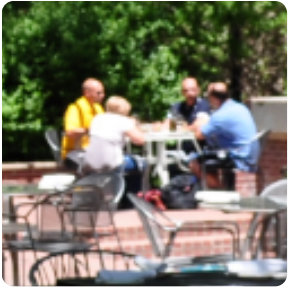
Signage and wayfinding for all travel modes that is a model for other cities and neighborhoods.

INITIATIVES

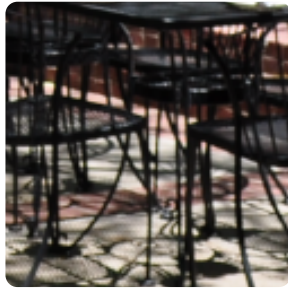
- Improve and expand the existing wayfinding system for all modes.
- Identify ways to encourage novice users and visitors to use the transit and bikeshare systems.
- Build family friendly bike lanes and paths.
- Establish a clear and aesthetically consistent signage and wayfinding system to identify downtown parking.
- Improve wayfinding signage to major activity centers, such as Energy Solutions Arena, the Salt Palace, Temple Square, the Airport, and university campuses.



Photo credit: Brandon Flynt



we value a downtown that...



...IS WALKABLE

CHOICE, COMFORT AND INTEREST FOR PEOPLE

Pedestrian-oriented places, interesting, comfortable, accessible

Walkability builds community, providing equal access to all people, cultures, and activity. 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. Places where people wonder, wander, and linger enable us to find delight in the city.

A broad diversity of businesses are choosing to locate downtown –to attract and retain talent, build their brand identity, and be models of good corporate citizens. A high-quality, walkable environment is key to attracting businesses, drawing visitors, stimulating the downtown economy, and making downtown a model for urban design in Utah. A focus on the visitor experience will enhance downtown’s ability to compete internationally as a desirable place to visit, live, work and invest. Walkable neighborhoods –those with pedestrian amenities, density of services, and scale of urban form— retain economic stability and housing values more than nonwalkable places over time.

IMPACT

Proximity to local services, quality of the walking environment, and number of walking routes encourage people to walk. Measures of walkability include intersection density and amenity density. Intersection density helps us understand the level of choice a pedestrian has in getting from point A and point B. Amenity density is the number of basic services within a defined area –often within a 5- or 10-minute walk. Basic services include, but are not limited to: bank, child-care facility (licensed), community/civic center, convenience store, hair care, hardware store, health club or outdoor recreation facility, laundry/dry cleaner, library, medical/dental office, park or plaza, pharmacy (stand-alone), place of worship, police/fire station, post office, restaurant, school, senior-care facility, supermarket, museum and theater.

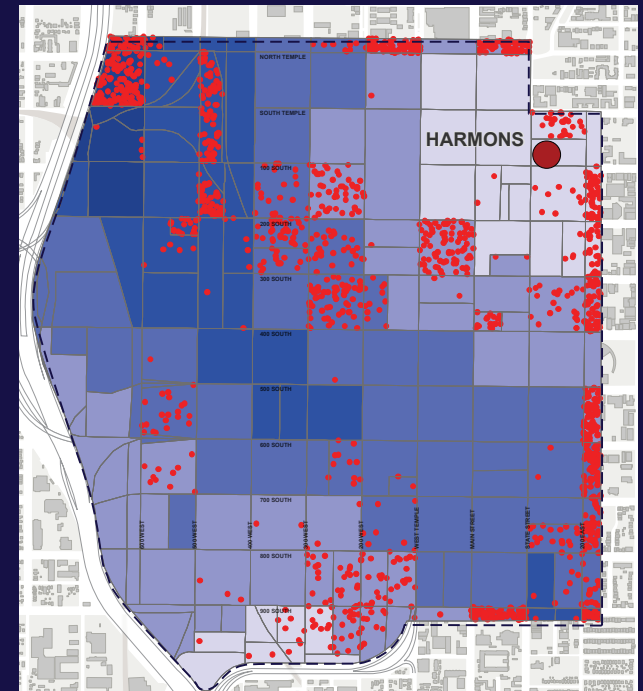
BASELINE

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.

Amenity density in the downtown has yet to be fully understood. However, we know that only 43% of the downtown population lives within a 1/2-mile of a full-service grocery store. (see map) The west side of downtown lacks good park access and only one playground serves the downtown.

TARGETS

By adding more midblock walkways, alleys and shared spaces, the intersection density in downtown will increase which will contribute to downtown being more walkable.



DISTANCE TO GROCERY STORE

LEGEND

- 0' - 1,320'
- 1,321' - 2,640'
- 2,641' - 3,960'
- 3,961' - 5,280'
- Over 1 Mile
- 1 Dot = 5 People
- Full Serve Grocery Store
- Study Area
- 0' 660' 1,320'

Source: Steven Brozo, University of Utah

GOAL 1

An integrated mid-block walkway system that prioritizes pedestrians.

INITIATIVES

- Carefully manage future development of new mid-block walkways to encourage pedestrian prioritization, a unique pedestrian experience, and strong physical connections.
- Incorporate mid-block walkways or streets throughout downtown to optimize downtown's large blocks for pedestrian movement and provide the maximum choice for how people will make their journeys.
- Identify opportunities for the acquisition and development of new mid-block walkways to increase pedestrian connectivity.
- Partner with the Redevelopment Agency to determine a strategic process for acquiring land, incorporating midblock walkways in RDA funded projects or within projects that involve the transaction of RDA-owned property.
- Protect and enhance the character and function of the mid-block street and walkway system as a significant symbol of the city's image, and distinguish them from other larger streets.
- Improve the pedestrian amenity and safety of alleys and mid-block walkways that provide necessary service and access functions while maintaining efficient vehicular movements.
- Prioritize location of mid-block crossings in coordination with mid-block streets and walkways. Consider mid-block crossings every half-block or where appropriate.
- Include natural elements in mid-block walkways to soften hardscapes and contribute to a comfortable microclimate and aesthetic experience.
- Encourage active ground floor design and uses along mid-block walkways to support pedestrian activity, such as outdoor dining, merchandising, signage, and building access.

GOAL 2

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

INITIATIVES

- 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.
- Provide accessible pedestrian networks that provide equal access and equity to all people.
- Provide wayfinding devices that effectively identify the pedestrian network and connectivity options through downtown.
- Prohibit sky bridges and skywalks to concentrate pedestrian activity at the street level.
- Increase safety at mid-block crossings through signal, refuges, and reduced vehicular speed.
- Extend curbs at crosswalks to improve sight lines for pedestrians and motorists.
- Inventory, assess, and categorize streets by level of walkability and address easy items first.
- Provide shade and weather protection along every street by using trees and building elements such as awnings or shade structures.
- Provide dog friendly amenities in the downtown and establish a curb-your-dog program.

GOAL 3

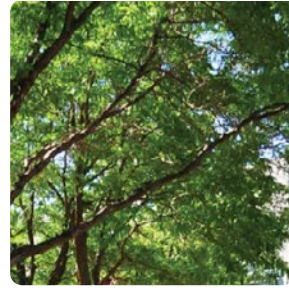
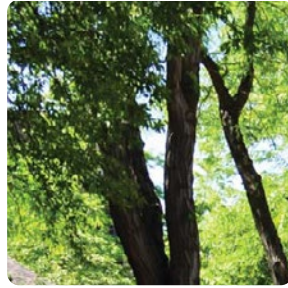
An urban pedestrian experience that is dynamic and stimulating.

INITIATIVES

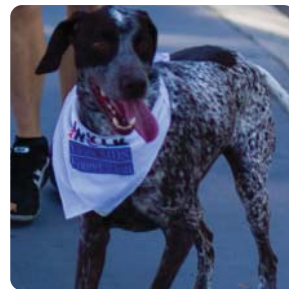
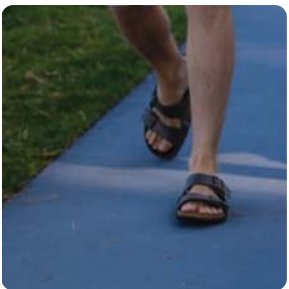
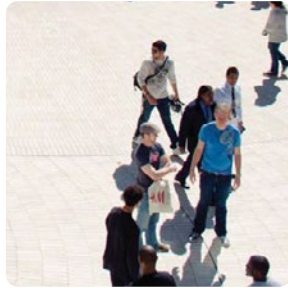
- Incorporate pedestrian oriented design standards in all zoning districts downtown.
- Enable citizen-led design interventions to take root on mid-block walkways as a way to empower citizens and foster imaginative and artful iterations of the mid-block walkway.
- Develop a naming system for mid-block walkways to enable the development of their identity and image.
- Activate mid-block walkways with both passive and active land uses, depending on location and surrounding density.
- Develop a program to activate vacant properties with pop-up shops, community gardens, public art, food trucks, and other uses that stimulate the senses.
- Encourage businesses to open onto mid-block walkways and streets through building renovation incentive programs.
- Continue special pedestrian paving patterns to identify different districts.
- Incorporate public parking locations into the wayfinding system.
- Help connect people to urban nature, enhancing awareness of place through plantings and elements that provide visual interest and physical comfort.



Photo credit: Lance Tyrrell



we value a downtown that...



...IS WELCOMING & SAFE

A PLACE WE ARE PROUD OF AND EXCITED TO VISIT

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. A public realm and built environment designed for active, everyday use will promote healthy lifestyles in an urban setting.

A downtown that is designed to work for children, works for all ages. Improving the experience and the well-being of children in the downtown can have a tremendous impact that extends across age groups. When a place feels safe and welcoming for parents to take their children—or raise their children—it feels safe for everyone. Neighborhoods that support children’s needs encourage their use and minimize risk.

Improving the social fabric—range of retail, cultural and event facilities, transportation options, public realm—will make it more visitor-friendly and grow demand, encouraging higher-value visitors to come in greater numbers and stay longer. A clean, safe environment and a welcoming reputation can bring more conventions, business development, residents, and investment activity to downtown.

IMPACT

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

BASELINE

The Salt Lake City Police Department tracks crime in the entire city. In 2013, a total of 14,881 crimes were documented in Council District 4, which includes most of the downtown area. This is about 37% of all crime in the city.

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.

TARGETS

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

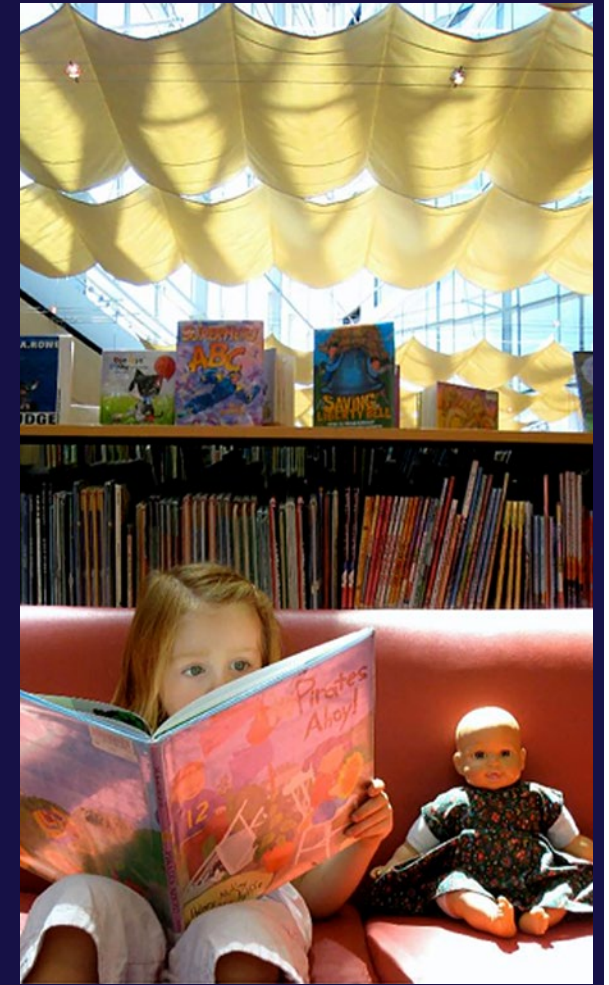


Photo credit: Children’s Media Workshop - Alianza Academy Learning Project

GOAL 1

A public realm that is looked after 24/7.

INITIATIVES

- Animate the public realm by limiting blank walls and incorporating ample architectural design features and clear, non-reflective glass at the pedestrian level in order to provide a high degree of ground-level transparency between indoors and out.
- Develop storefront design guidelines for all ground floor commercial spaces.
- Increase police and ambassador foot and bicycle patrols throughout downtown.
- Continue implementation of pedestrian lighting throughout downtown.
- Encourage new development to improve safety of the public realm by incorporating clear windows, doors, balconies, porches, etc. facing public spaces.

GOAL 2

A child-friendly downtown that appeals to people of all ages.

INITIATIVES

- Incorporate designing for safety concepts into zoning regulations.
- Increase the miles of protected or off-street bikeways.
- Locate schools near dense housing nodes and encourage the development of licensed daycares to support families with children living downtown.
- Locate flexible playscapes in public spaces near housing and encourage their integration into new housing projects to support activity for families with children and people of all ages.
- Increase the number of child-friendly activity centers (museums, play centers, camps, after school programs) throughout downtown.
- Consider adding play facilities, kinetic play and mobile play facilities that are designed and fit into downtown's urban environment.

GOAL 3

A downtown known for its well-maintained public realm.

INITIATIVES

- Work with property owners and business owners to keep sidewalks clean throughout the year or support the use of improvement districts to manage sidewalk cleanliness.
- Keep trees and plantings in good health throughout the year. Consider plantings that add year round interest.
- Maintain the city improvements, such as street lights, seating, and paving.
- Develop a tree planting campaign based on promoting long-term tree health and longevity.

GOAL 4

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

INITIATIVES

- Develop a signage and wayfinding system that directs pedestrians and motorists alike.
- Increase the tree canopy for greater shade and improved pedestrian comfort through the summer months, while maintaining building views through canopy management for visibility of retail signage.
- Increase the number of benches downtown for improved pedestrian comfort and public gathering.
- Improve pedestrian crossings through use of curb extensions, signals, lighting, and other measures.
- Develop strategies to address impacts of noise in an urban environment.
- Enhance the capacity of homeless day services.
- 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.

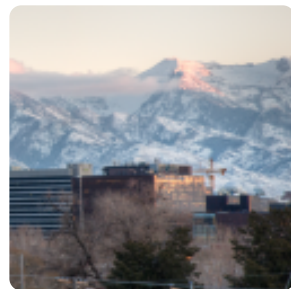
- Work with service providers, the business community and other partners to establish avenues for people to donate to the homeless.



Photo credit: Lance Tyrrell



we value a downtown that...



...UNITES CITY & NATURE

LINKING OUR MOUNTAIN SETTING TO EVERYDAY CITY LIFE

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. Great parks and spectacular views to natural landscapes establish the identity of great cities. Parks complement the density of the urban environment and build real estate value because of the views and the physical amenity for residents and workers. Views and access to the mountains provide a competitive advantage for those looking to live or locate their business downtown. Design that responds to prominent locations at the termini of key streets and view corridors is highly valued.

Sustainable development and emphasis on downtown as the trailhead to Utah’s outdoor recreation and nature-based tourism will ensure economic returns over the long term and appropriate stewardship of natural resources. Downtown is well-positioned to give greater depth and authenticity to best practices in sustainable zoning provisions, support of renewable energy, ecosystem services, and transportation and air quality initiatives, making downtown a national leader in sustainability.

IMPACT

Measuring the amount of park and plaza spaces downtown will help us know if we are reaching our goals. 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.

Partnerships with local universities to study the intersection of water, climate, urban planning and design fields will help us explore development impacts, test the benefits of ecologically-based design solutions, and quantify outcomes.

BASELINE

The chart at right compares the percentage of land dedicated to parks. Downtown has about the same % as the rest of the city.

Ozone and particulate pollution (daily and annual) are two key measures of air quality. According to the American Lung Association, our region receives an F grade for ozone and 24 hour particulate 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.

	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%

TARGETS

The desired trend is to increase the amount of park space and open space available to downtown residents.

Improving air quality is a major focus of City Hall.

GOAL 1

An urban ecosystem that integrates parks, plazas, urban forestry, stormwater, productive landscapes, community gardens, green roofs, and urban design for the benefit of people, business, and environment.

INITIATIVES

- Locate parks throughout downtown to meet the daily needs of residents of all ages, build neighborhood value and stability, encourage investment, and provide ecosystem services.
- Establish a funding matrix that identifies the different tools available to fund the creation, maintenance and programming of urban parks, green infrastructure, and the urban forest.
- Establish a tree canopy cover goal and plant and manage the urban forest to that end.
- Consider the use of plant species that are appropriate in an urban environment and can handle Salt Lake City's climate.
- Incorporate and incentivize green infrastructure in city projects and new development.
- Integrate urban agriculture where appropriate.
- Incentivize green roofs and other accessible eco-systems to reduce energy use and incorporate Nature into people's daily lives.

GOAL 2

Parks within a ¼ mile of all homes to serve existing and future downtown residents.

INITIATIVES

- Consider use of impact fees and other programs to develop parks downtown.
- Establish places for active recreation throughout downtown.
- Increase opportunities for residents to grow and access healthy foods close-to-home.
- Explore opportunities for new pocket parks in underserved areas throughout downtown.
- Encourage creation of usable outdoor space in all new residential development, which may include balconies, porches, courtyards, roof gardens, and privately-owned public spaces. Type of outdoor space depends on appropriateness for each district.
- Investigate barriers to programming and event opportunities in public parks (cafes, food trucks, concerts, festivals, etc.), explore options to overcome them, and implement recommendations.

GOAL 3

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

INITIATIVES

- Investigate the feasibility of creating linear parks on wide streets with low traffic volumes as an incremental step to build a Downtown Green Loop.
- Explore options for a trail system from Memory Grove to the Jordan River through downtown that connects to the larger trail system in the region.
- Continue expansion of the 500 West park blocks to the south.

GOAL 4

An interesting skyline that complements the natural setting of the Wasatch Front.

INITIATIVES

- Shape building height allowances to maintain views to key landmarks and peaks of the Wasatch Front.
- Identify key public viewing axes and make them publicly accessible.
- Recognizing development potential, develop a skyline shaping strategy through zoning with the intent of adding variety in heights and shape to the skyline, not just buildings that are the same size and shape.

GOAL 5

Reduced local contribution to poor air quality.

INITIATIVES

- Address air quality concerns through a multi-approach process that addresses transportation, building form and condition, and industry contributions.
- Address poor air quality downtown by incentivizing building energy audits and upgrades.
- Incentivize use of vegetation to minimize building cooling requirements, reduce urban heat island effects, manage stormwater runoff, and promote air quality awareness and education.
- Work with the State to allow for more local control of air quality issues.
- Concentrate new city growth in the downtown to improve the jobs-housing balance, limiting vehicle trips and associated air pollution contributions.

GOAL 6

A strong physical and cultural connection to water throughout downtown.

INITIATIVES

- Consider a water management program to capture and reuse stormwater for irrigation purposes.
- Encourage the continued “daylighting” of City Creek to link the mountains with the Jordan River through downtown.
- Partner with local universities to study ecologically-based design solutions.
- Investigate ways to achieve greater permeability, allowing aquifer regeneration.

GOAL 7

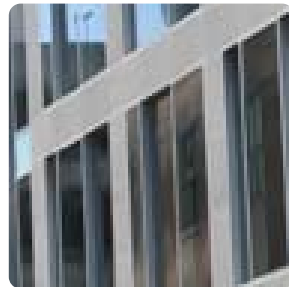
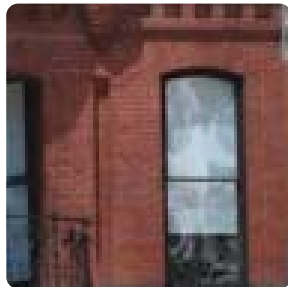
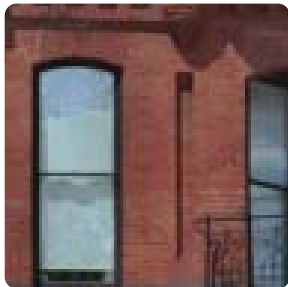
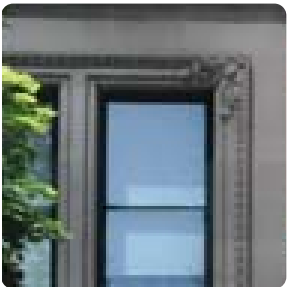
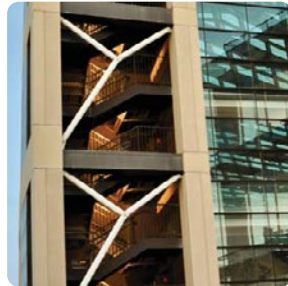
A maintained and expanded urban forest in the downtown.

INITIATIVES

- Create a variety of planting areas for street trees, including parkstrips, planting boxes and tree wells that are appropriate for the desired size of trees.
- Maintain the existing urban forest in the downtown.
- Discourage the removal of large healthy trees when property is redeveloped.



we value a downtown that...



...IS BEAUTIFUL

IMPRESSING A LONG-LASTING, POSITIVE MEMORY FOR ALL

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.

Quality architecture and design supports livability, provides location opportunities for business, and is an important part of creating an attractive world-class city. It also supports economic growth, as well as local economic development and employment. Downtown's combination of historic buildings and new construction can create efficiencies for firms, workers and consumers, and facilitate interaction and exchange of ideas. This plan recognizes the dynamic relationship between our natural setting among the Wasatch Mountains and the built environment: one provides a framework for the other.

IMPACT

To help us gauge downtown's beauty, we recognize historic and character contributing buildings, such as those buildings that are Landmark Sites, those that contribute to the character of a Historic District or that were built before 1940, as primary factors. The Plan also focuses on removing those things that the community considers unsightly, for example, billboards and above-ground electrical power lines. Tracking the number of billboards in the city helps us, at the very minimum, measure our success at minimizing the impact of billboards.

BASELINE

In 2013, there were 80 Landmark Sites, 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.

TARGETS

The desired trend is to see the number of designated individual structures 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 and removed.

GOAL 1

A diverse cache of preserved historic and character-contributing buildings throughout downtown.

INITIATIVES

- Investigate feasibility of local and national historic districts throughout downtown.
- Initiate building evaluation of older buildings prior to demolition.
- Prioritize development of vacant or underutilized sites over sites with viable building structures.
- Investigate the creation of local incentives to encourage preservation of historic and character contributing buildings.
- Ensure that features of building design such as color, detail, materials and scale are responsive to district character, neighboring buildings, and the pedestrian.

GOAL 2

A densely-developed downtown core.

INITIATIVES

- Encourage infill development.
- Modify zoning regulations to remove barriers so that development that helps implement the Downtown Community Plan is easier to realize.
- Establish a policy on billboards with the end goal of eliminating billboards downtown.
- Work with UTA to incorporate a high level of design into transit infrastructure.

GOAL 3

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

INITIATIVES

- Establish a street tree canopy that covers at least 10% of the right-of-way within ten years.
- 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.
- Discourage the removal of healthy shade trees that are in public spaces.
- Develop tree well standards that provide adequate space and soil structure for the setting in which the trees are planted.

GOAL 4

Quality architecture and construction practices.

INITIATIVES

- Explore a design review process for projects of special significance to ensure a distinctive and enduring place. 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.
- Review and update existing design standards for all zoning districts downtown as needed to provide greater certainty about project design for applicants and community members.

GOAL 5

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

INITIATIVES

- Work with the community to develop building design standards that relate to the geographic districts downtown.
- Modify sign regulations to promote pedestrian oriented signs.
- Support the creation of business districts where residents, businesses and property owners wish to improve neighborhood aesthetics with landscaping, street furniture, signs, and other elements within the public right of way.
- Preserve view corridors of natural and architectural landmarks that terminate the vistas of our streets by prohibiting sky bridges.
- Identify key vistas in the downtown and create development regulations that protect and enhance the vistas as key features of districts.
- Incorporate and encourage the use of native plants, showcasing the beauty of our native ecosystem.

Photo credit: Children's Media Workshop - Alianza Academy Learning Project



KEY MOVES

KEY MOVES

KEY MOVES ARE PROJECTS THAT WILL MAKE NOTICEABLE IMPROVEMENTS TO DOWNTOWN



CULTURAL CORE

Support of cultural venues and organizations through investment in placemaking, promotion & programs



STREETCAR

Local transit circulator to link downtown districts



TRAX EXTENSION

Completing an inner loop of rail circulation in Downtown



GREEN LOOP

A new linear park system provides space for recreation and ecological services



SPORTS EXPANSION

Sports and entertainment are an important component of the 24-hour city

Some developments 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 and contribute to the community'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.



CULTURAL CORE DEVELOPMENT

SUPPORT OF CULTURAL VENUES & ORGANIZATIONS THROUGH INVESTMENT IN PLACEMAKING, PROMOTION & PROGRAMS

Featuring the Arts in the Downtown

In 2011, the governments of Salt Lake City and Salt Lake County signed the Cultural Arts Interlocal Agreement, which creates a sales tax-based fund to be spent on the marketing, branding, development and improvement of arts and cultural activities in downtown's Cultural Core. The intent of the Cultural Core program is to support the varied arts venues and organizations downtown such as the Capitol Theatre, Rose Wagner Performing Arts Center, and Ballet West. These investments in placemaking, promotion, and program have specific physical implications that can be guided by the Downtown Community Plan. Enhancing wayfinding, activating underutilized storefronts, and leveraging "in-between" spaces for public amenity are priorities.

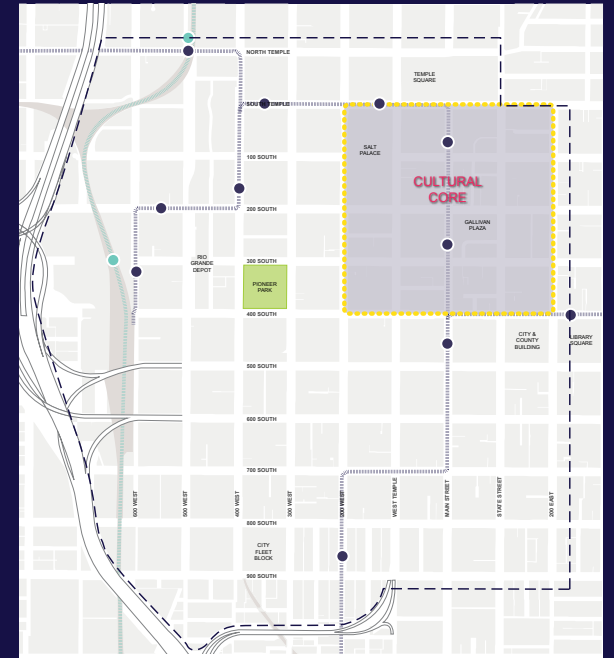
The Cultural Core Report defines success as:

- Diverse content
- Engaged audiences
- Creating place
- Civic pride
- Marketing
- Partnerships

Investment in Placemaking, Promotion & Programs

The Cultural Core Report suggests that, to be successful, investments needs to be made in:

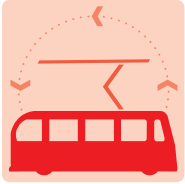
- Placemaking that creates connections and builds identity.
- Promotional initiatives that leverage existing tools to build the region's cultural brand and deliver actionable information to local residents and visitors.
- Programs that enliven the Core and attract and reflect the region's audiences and visitors.



CULTURAL CORE DEVELOPMENT

PROJECTS THAT ATTRACT AND REFLECT THE REGION'S PERFORMING AND VISUAL ARTS AUDIENCES

CATEGORY	PROJECT	KEY PLAYERS	RESOURCES/CONSTRAINTS
Public Realm	Create better connections throughout the Core leveraging "in-between" spaces to improve amenities (more visible security, public restrooms, plazas, outdoor seating, enhanced lighting)	City Hall, County, RDA, property owners	<ul style="list-style-type: none"> Identify convener Partner to fund improvements Complex and overlapping governance
Signage & Wayfinding	Create better wayfinding throughout the Core.	Downtown Alliance, City Hall	<ul style="list-style-type: none"> Identify funding Coordinate design and installation
Public Realm Private Development	Explore opportunities to develop the spaces "in-between," such as parking lots, mid-block walkways, and vacant properties between established activity centers throughout the Cultural Core.	City Hall, County, RDA, property owners, arts organizations, artists	<ul style="list-style-type: none"> Inventory Planning forum Identify convener Implementer Funding
Transportation	Develop bike valet, bus or trolley loop, vehicle sharing, Arts Bus, and bike share connections from outside the Core.	City Hall, County, RDA, Downtown Alliance, SLC Bikeshare, UTA	<ul style="list-style-type: none"> Identify convener Partner to fund planning efforts Complex and overlapping governance
Transportation	Improve information about transportation for residents and visitors.	City Hall, County, RDA, UTA, Visit Salt Lake	<ul style="list-style-type: none"> Coordinate between agencies
Policy	Develop planning, zoning and code development policies that support increased activity and patronage in the core.	City Hall, RDA, Property owners, art organizations, artists	<ul style="list-style-type: none"> Identify convener



DOWNTOWN STREETCAR

LOCAL TRANSIT CIRCULATOR TO LINK DOWNTOWN DISTRICTS

A well-conceived streetcar system can shape the pattern, pace and desirability of the downtown

A streetcar is a neighborhood-serving transit service that shares lanes with auto traffic, travels at slow 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 transit circulator, linking Central Ninth, the Granary, Grand Boulevards, Depot, Broadway, Salt Palace, and the Central Business districts. The 2008 *Downtown In Motion Plan* recommend that City Hall and UTA build streetcar line(s) to neighborhoods where high density development is planned (recommendation 4h on page 22 of *Downtown in Motion*).

The purpose of a Downtown Streetcar is to provide a direct rail transit connection between Salt Lake City Central Station and major downtown destinations that meets current and future transit demand, provides additional transfer options for bus, FrontRunner and TRAX riders and provides improved transit connections between downtown and the University of Utah.

The project will:

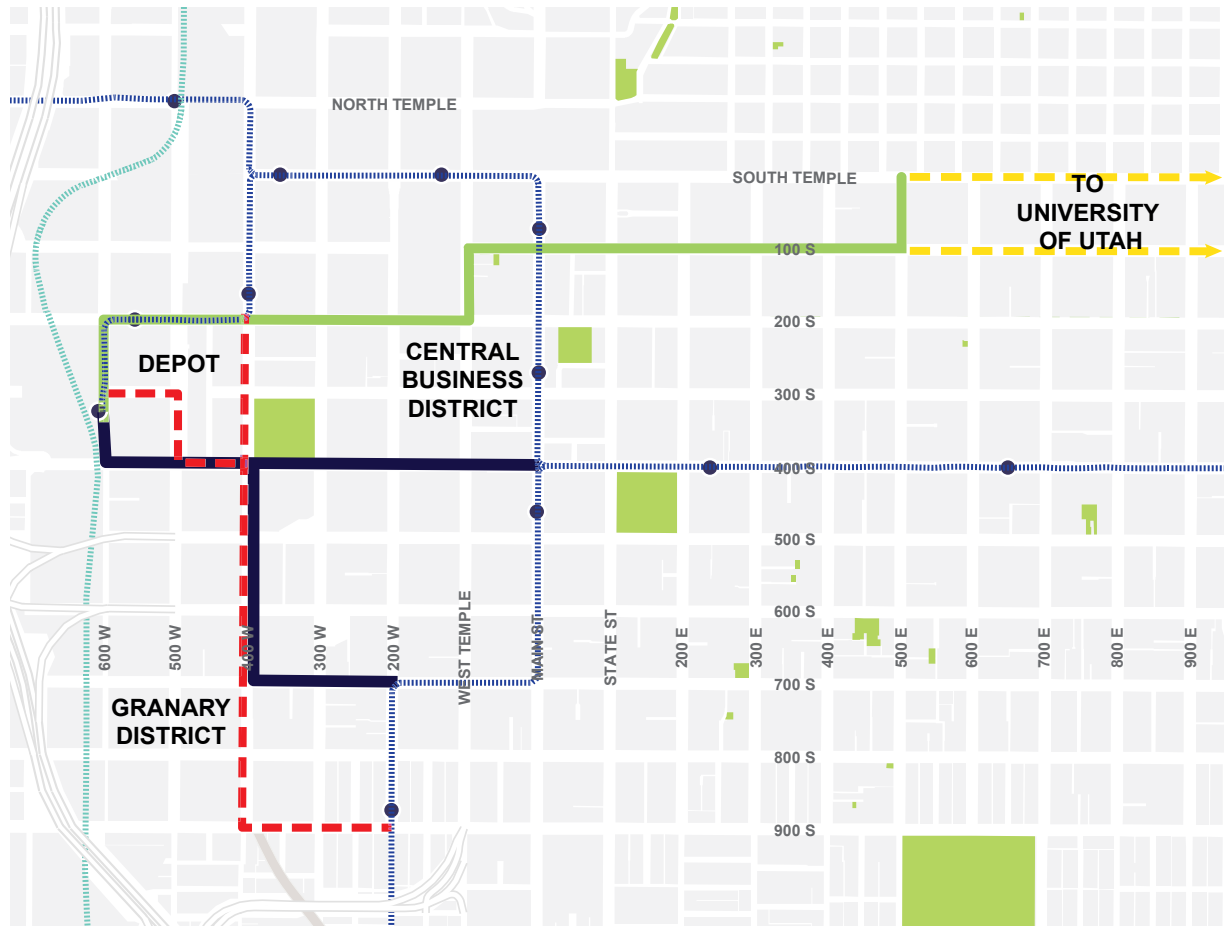
- Improve downtown circulation by serving as a pedestrian accelerator and increasing the portion of downtown accessible by walking
- Improve transit connections to major activity centers
- Reinforce development investment in emerging mixed use districts and enhance economic activity in downtown
- Provide a new transit linkage within downtown that will improve the capacity and flexibility for transit in downtown

Characteristics of transit demand and service suggest a need

- 100 South offers the highest ridership numbers and better bicycle integration.
- The connection through downtown to the University of Utah has very high levels of transit demand that are not being met by the existing system.
- The Granary district has the most potential for redevelopment growth in the streetcar study area.
- This area has more trips than anywhere else in the region and the share of trips on transit is forecast to increase from 11% to 13% by 2040.

DOWNTOWN STREETCAR

LOCAL TRANSIT CIRCULATOR TO LINK DOWNTOWN DISTRICTS



LEGEND

- III ● III Existing TRAX Lines & Stations
- III ● III Existing Frontrunner Lines & Stations
- Planned TRAX Line
- Phase 1 Downtown Streetcar
- - - Future U of U Extension Options
- - - Future Streetcar Extension Options



400 SOUTH TRAX EXTENSION

COMPLETING AN INNER LOOP OF RAIL CIRCULATION IN DOWNTOWN

400 South Extension Provides Increased Capacity & Flexibility for Regional Service

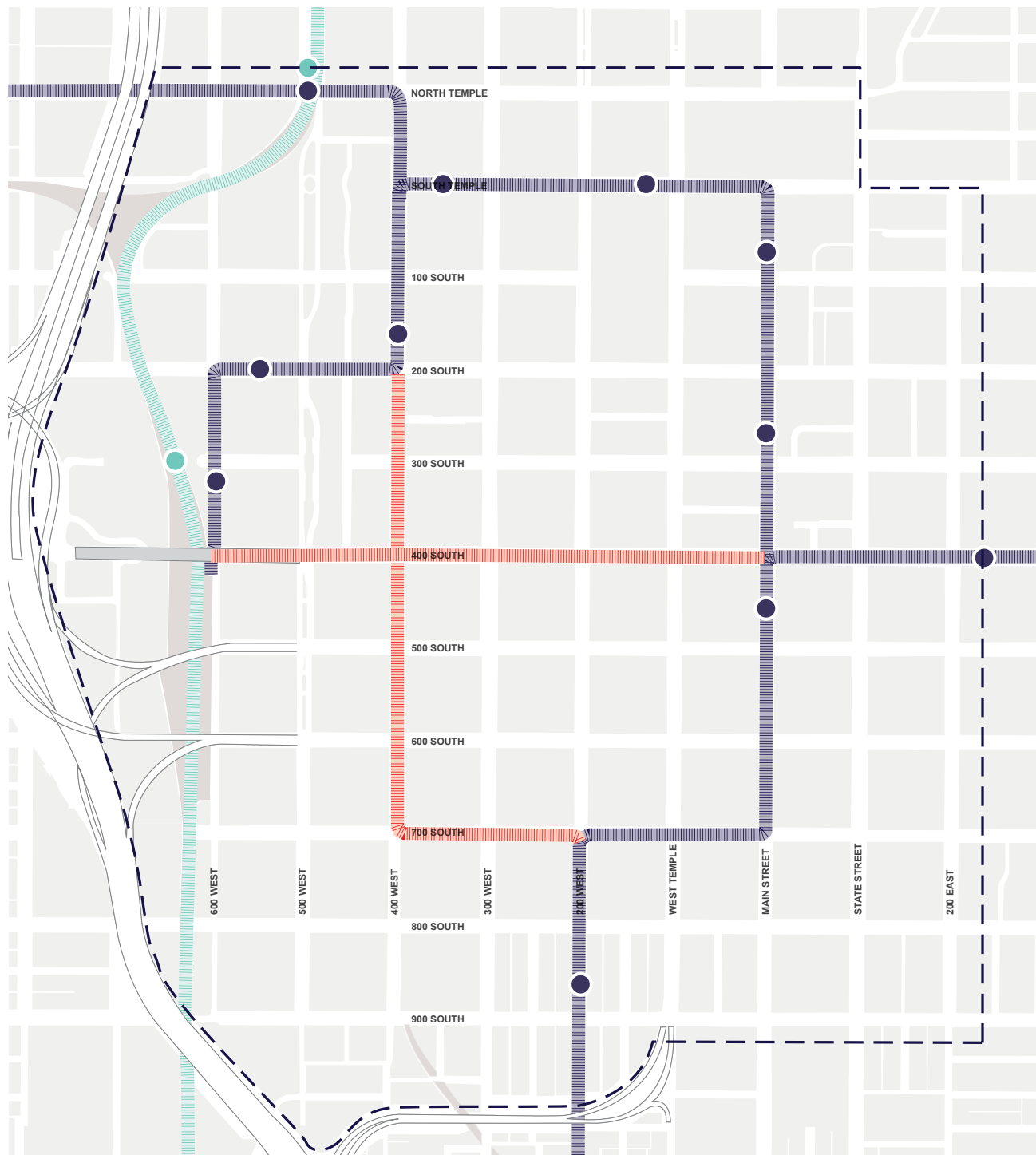
Extension of the TRAX Red Line along 400 South from Main Street to 600 West and the Intermodal Hub will complete an inner loop of rail circulation in downtown. A second loop along 400 West connecting to the 900 South TRAX station would provide additional capacity. This is a priority project identified in the 2008 *Downtown in Motion* plan.

Downtown in Motion recognizes that the TRAX system in downtown is critical to the regional light-rail system. As the regional system grows in both capacity and ridership, the “last mile” function within the downtown must accommodate travel effectively. The 400 South TRAX extension provides a direct link from the Intermodal Hub to the University of Utah as well as the necessary capacity and flexibility for regional service. It will also ease rail demand on the TRAX section between Courthouse and Ballpark stations.





This Key Move will influence economic investment along the rail corridor and bring new activity to the Pioneer Park area, in particular. This will also help ease transportation challenges for park events.



Photo credit: Lance Tyrrell



LEGEND

-  Study Area
-  Existing TRAX Lines & Stations
-  Existing Frontrunner Lines & Stations
-  TRAX Extensions identified in the *Downtown in Motion* plan

TRAX & FRONTRUNNER SYSTEM





GREEN LOOP

A NEW LINEAR PARK SYSTEM PROVIDES SPACE FOR RECREATION AND ECOLOGICAL SERVICES

Wide Streets Provide Grand Opportunity for Social Interaction and Ecological Function

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. *Downtown Rising* 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. Beyond the CBD, development will follow a mid-rise development pattern with setbacks between three-to-six stories. Eventually, the Green Loop should connect to other downtown districts, connecting to the 500 West park blocks and completing more than 8 miles of linear park downtown.

Linear Park Along Highway Fulfills Critical Need for Parks on Downtown’s Western Edge

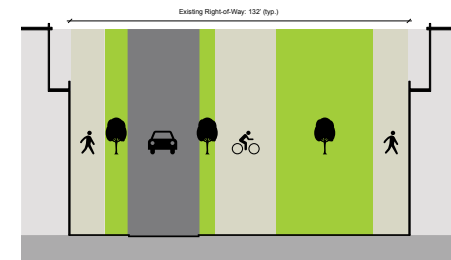
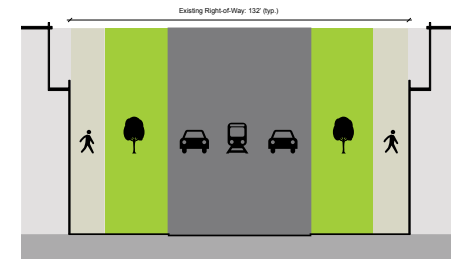
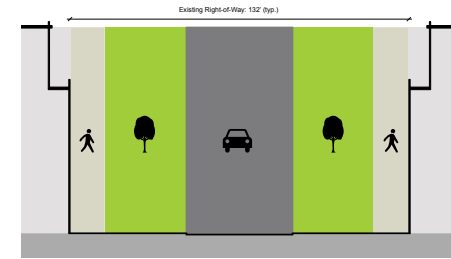
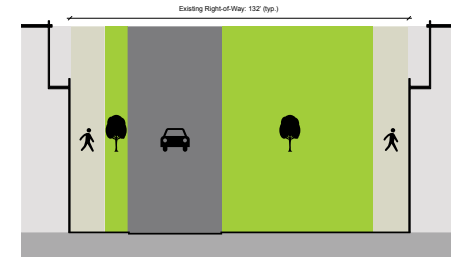
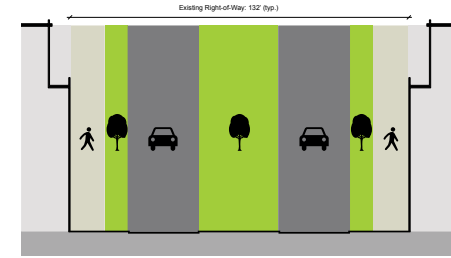
Along the eastern edge of I-15, the linear park system will be more significant, providing an opportunity to connect with the Westside and fulfill a critical need for park space along the west side of downtown. Potential programming ideas include a skate

park, unique lighting under I-15, running and cycling trails, and significant plantings to address air quality along the highway’s edge. A master plan should be created to outline a development concept for the Green Loop; suggest improvements for each segment; to establish design guidelines, preliminary costs, and phasing; and to identify interpretive themes and sites.

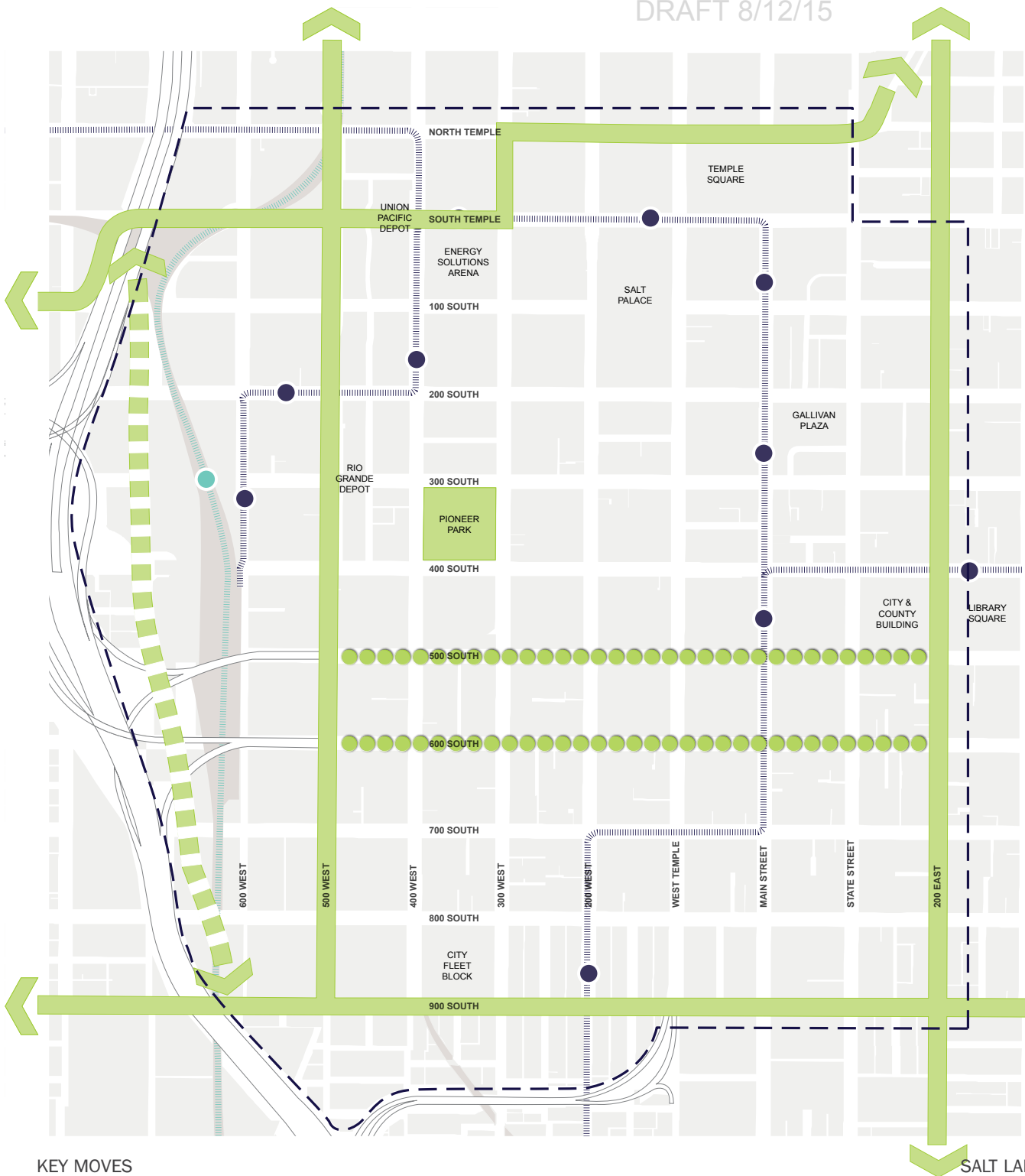
City Hall should determine preferred funding mechanisms for land acquisition, design, and construction costs. This may include using funds from the Parks Impact Fee, voter-approved bond issues, tax increment financing, or other funding programs. When funding is available, a study of this concept should consider:

- Compatibility with other existing plans, such as the Parks plan or the Pedestrian and Bike Master Plan
- Costs and financing tools
- Existing street widths, utilities, and design
- Public Safety
- Programming
- Access to private property

Parkway alignments will require individual study and coordination with property owners.



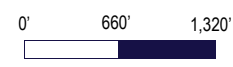
There are a variety of options for including more green space in the right-of-way. This may include off-street bikeways, streetcars, linear parks, gardens, playscapes, ecological services, and other elements.



LEGEND

- Study Area
- Existing TRAX Lines & Stations
- Existing Frontrunner Lines & Stations
- Green Loop Linear Park System
- Alignment Study Needed
- Grand Boulevards Streetscaping

GREEN LOOP





SPORTS EXPANSION & RETENTION

SPORTS AND ENTERTAINMENT ARE AN IMPORTANT COMPONENT OF THE 24-HOUR CITY

Professional Sports are a Major Priority in the Development of the Downtown

City Hall will continue to support a range of spectator sports downtown, like the Utah Jazz, so that the city remains competitive. Major sports facilities downtown make significant contributions to the social life of the city and support objectives for new and improved public recreation, health, and entertainment venues. In tandem with other attractions, including cinemas, restaurants, shops, and performing arts venues, professional sports can spur new development and direct visitor spending into many downtown areas. City Hall should ensure that professional sports and large entertainment facilities have a home downtown. When the opportunities arise for new venues, City Hall should consider the land area needs, ability to provide service, proximity to transit and public benefit for these venues. City Hall will also continue to support major sporting events, like the Tour of Utah, in the downtown.

Energy Solutions Arena attracts 1.5 million fans and audiences annually to downtown

The Utah Jazz is Salt Lake City's only major professional sports team and is a key component of the downtown. Fans of the Utah Jazz contribute to a heightened civic pride, rallying fans for their team and their city. The excitement of fans and audiences begins long before they reach their seats. It begins when they enter the downtown and ends when they leave it. Energy Solutions Arena also hosts major touring concerts, rodeos, ice shows, an annual circus, and other large events. These activities are responsible for bringing 1.5 million people downtown every year and are a significant generator of revenue for nearby dining and retail. The Arena has great access to TRAX and Frontrunner, the Salt Palace, and the Gateway Mall, placing it in the center of an emerging downtown entertainment district. The Arena was built in 1991 and is considered the oldest arena in the NBA. Given its age and importance to downtown, investment in Energy Solutions Arena is a priority for the community.

A Partnership Between City Hall and Arena Will Support Synergistic Growth in the District

Future development around the Arena should restore the integrity of streetwalls and storefronts facing the Arena and build a high-quality pedestrian environment. Meeting the parking needs of the Arena will be an important element of future plans for the area. The Arena was originally approved with reduced parking requirements because City Hall encouraged shared parking (shared by multiple uses across a 24/7 schedule). Efforts to ensure that shared parking meets the needs of both the Arena and the businesses that it shares parking with is an ongoing interest of City Hall. The desired result is a 24-hour downtown fueled by significant numbers of new employees, residents and visitors, both day-trip and overnight guests.

In partnership with the Arena and adjacent stakeholders, City Hall should develop strategies to support this growth.

Strategies to Support Synergistic Growth

- Ensuring access to the Arena and nearby uses during all street projects
- Traffic management during events that reduces conflicts with pedestrians while providing reasonable and efficient routes for automobiles
- Providing safe, comfortable and usable public spaces, including sidewalks and plazas that provide clear connections between the Arena and other uses in the area.
- Provide areas for staging of events that need additional space
- Facilitate partnerships with nearby property owners to help address parking concerns as existing surface parking lots are developed.
- Use economic development tools to support the entertainment uses in the area, such as additional restaurants and improved nightlife.



Photo credit: Utah Jazz



DISTRICTS

Photo credit: Lance Tyrrell

DISTRICT INITIATIVES & CATALYTIC PROJECTS

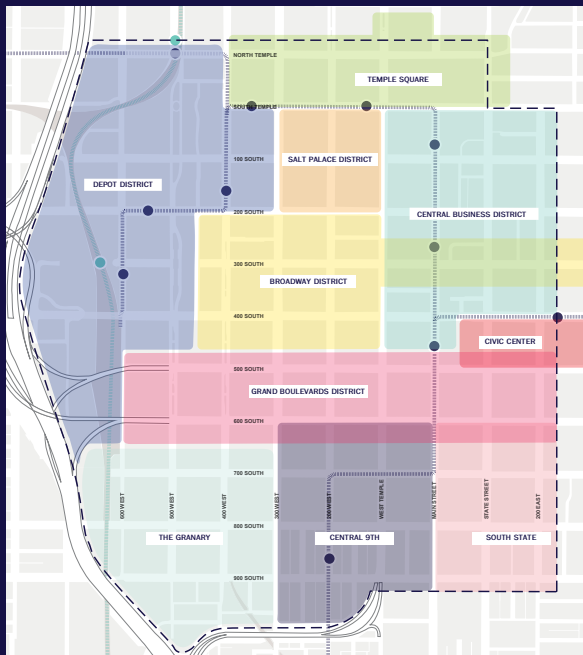
Downtown has ten districts, each with its own characteristics and uses. These areas will continue to be reinforced and promoted through district-level planning.

A District's Character is Defined by Its Architecture, Urban Form or Dominant Land Use
Downtown is comprised of multiple smaller districts each with its own unique character and identity. The districts provide for local quality of life each in a distinct way, offering a different set of amenities and means for achieving local livability. All of the districts are considered mixed use; only the scale of buildings and intensity differ between districts.

The following descriptions and initiatives 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 and climate for investment in downtown.
3. Creating a clear mid-block pedestrian system that breaks up the large blocks.
4. Celebrating the assets of each district.
5. Growing the downtown population, supporting an active place 24/7.
6. Allowing innovation and creative culture to grow and touch all aspects of downtown.
7. Creating a pleasing and welcoming public realm.



Plan is Place-Based, Identifying 10 Districts

Each district has specific initiatives some of which are solely unique to that district while others may be common among multiple districts but not all. These initiatives may be significant on their own or, when coupled with catalytic projects, carry greater weight for the district.

Image and Identity Make a Place Memorable

Building downtown's image and identity is fundamental to its overall competitiveness. This begins at the district scale. 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.

CENTRAL BUSINESS DISTRICT

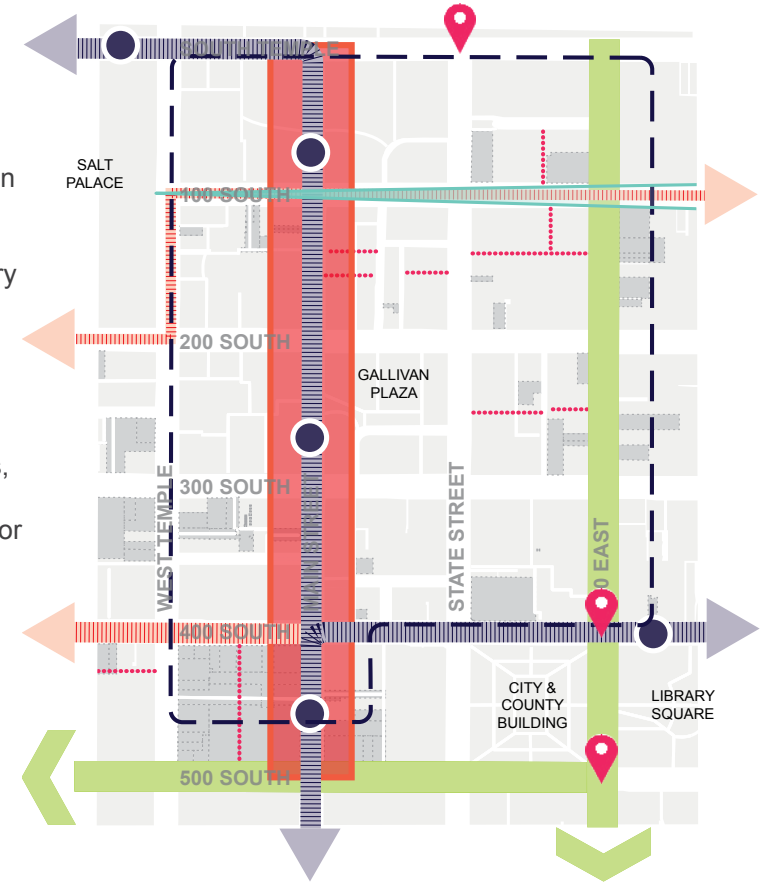
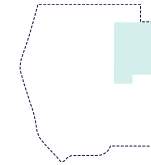
INTENSIFYING THE CORE BRINGS MORE CHOICE

Our Vision:

The Central Business District (CBD) will continue to be defined by Main Street shopping, the tallest buildings in the city, 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. The CBD will maintain its prominence as Utah's "financial district." Visitors will be entertained, easily find their way around and use the CBD as a launching point for business, sight-seeing and recreation. Over time, the CBD will expand to the south and west. Each street in the CBD will have its own unique character and form:

- 200 East - a linear parkway that marks the transition to a lower scale, more urban residential neighborhood to the east
- State Street - the commercial and institutional spine characterized by tall buildings, corporate headquarters
- Main Street - the premier shopping street and historic heart of Salt Lake City, a unique pedestrian first experience with activated sidewalks, consistent paving on the sidewalks, and sidewalks that are not interrupted by driveways

- West Temple - a secondary commercial street punctuated with high-density residential
- South Temple - a prominent view corridor from east to west that is not broken up by pedestrian bridges, terminating at the Union Pacific Depot
- 100 South - a secondary view corridor, terminating at the Salt Palace and a primary transit corridor with streetcar service
- 200 South - a primary transit corridor with bus service that connects the CBD to adjacent neighborhoods and destinations
- 300 South - the arts and culture street, defined by numerous restaurants, galleries, shops, and entertainment
- 400 South - a primary transportation corridor connecting downtown to the University of Utah



LEGEND

--- District

Main Street Retail Core

Green Loop/Park

Opportunity Site

Proposed Mid-block Walkways

Entrance Landmarks

View Corridor

Existing TRAX Lines & Stations

TRAX Extensions identified in *Downtown in Motion*

Proposed Downtown Streetcar Preferred Route

CENTRAL BUSINESS DISTRICT INITIATIVES

...PROVIDES HOUSING CHOICE

- Utilize interior streets and walkways for townhouse development to activate interior of blocks while keeping main streets commercial.

...IS VIBRANT & ACTIVE

- Improve the signage and wayfinding system for all modes to ease movement and encourage a dynamic, layered environment that is rich with detail.
- Enable street performers.
- Consider allowing businesses to operate in park space to support programming goals of City Hall.

...IS PROSPEROUS

- Develop a sign program to support business development and encourage discovery throughout the mid-block network.
- Promote the Central Business District as the regional destination for major employers to locate their headquarters.
- Support enlarging the World Trade Center SLC as proposed in Downtown Rising.
- Support economic development tools for local businesses that encourage distributed mix of retail types within a particular district, and provide general business development assistance.

...IS RICH IN ARTS & CULTURE

- 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/spontaneous dining experiences.
- Complete new George S. and Dolores Doré Eccles Theater and open for events by 2016.
- Repurpose the Utah Theater as a cultural facility and activity generator.

...IS WALKABLE

- Partner with the Redevelopment Agency to establish new mid-block walkways.
- Ensure reasonable public access through private midblock walkways and alleys.
- Utilize design standards to create a high quality interface between public spaces and private buildings.
- Prioritize pedestrian movement and safety by addressing conflicts with vehicles, designing the street for pedestrian comfort, and considering pedestrian convenience.

...IS WELCOMING & SAFE

- Maximize visual transparency from sidewalk into stores and vice versa, including lighting for optimal nighttime light spill and daytime solar shading to enhance the safety and quality of the pedestrian experience. Window displays that stimulate interest in products or services is encouraged.
- Locate public restrooms throughout downtown.
- Work with UTA and other partners to extend all transit operating hours for early morning and late evening travelers.

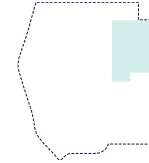
...UNITES CITY & NATURE

- Consider establishing appropriate scaled parks and open space.

...IS BEAUTIFUL

- Modify height requirements so building heights relate to street widths, shape the skyline and allow sunlight to filter through spaces between buildings.

CATALYTIC PROJECT: SOUTH ANCHOR



Pedestrian activity along Main Street could be enhanced by creating a major anchor to the southern end of the Central Business District, balancing the activities at the north end around City Creek Center and Temple Square. As a catalytic site, development of the block bounded by 400 South, Main Street, 500 South, and West Temple (Block 40) could catalyze redevelopment in the southern half of downtown, supporting the larger vision of downtown growth to the south and west of the CBD. This is a special site at the confluence of multiple districts and land uses: CBD, Civic District, and hospitality district. It deserves special consideration in its development to encourage vibrancy.

The block has particular characteristics that identify it as a site for high-quality, dynamic development, including:

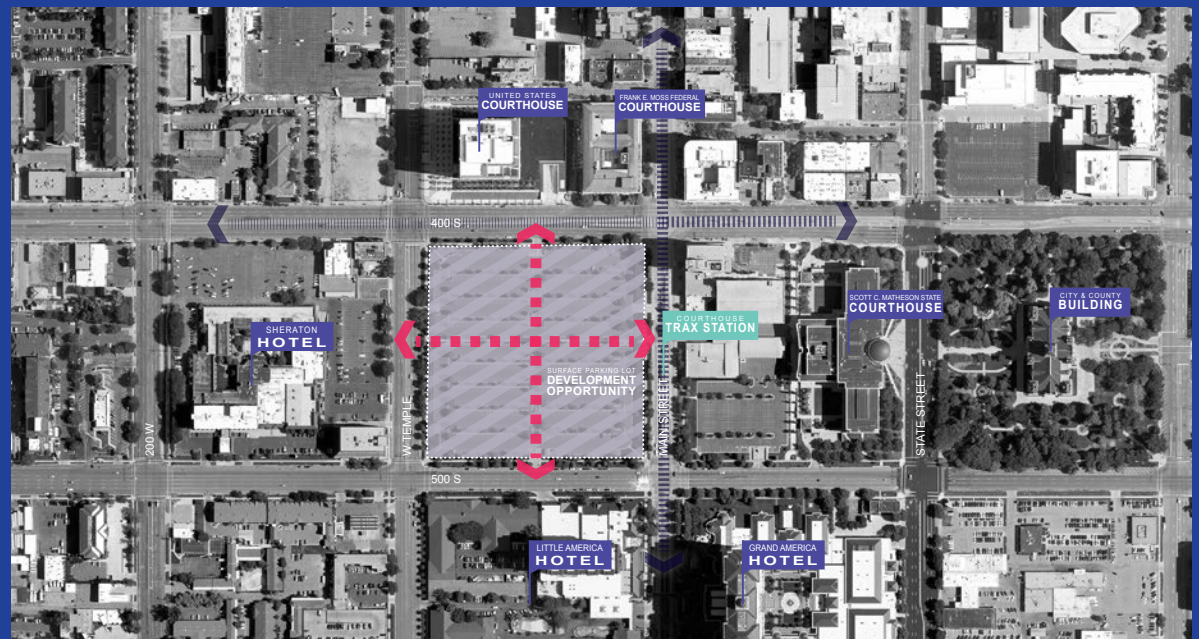
- Current use as a surface parking lot allows flexible planning of future uses
- Large, 10-acre mixed-use zoning with the greatest building heights allowed in Salt Lake City
- Proximity to the TRAX Courthouse station and future 400 South TRAX Extension to Central Station
- Proximity to major hotels

- A location at the geographical center of the downtown
- Proximity to Federal, State, and local courts, civic administration buildings, and the City Library
- Views to the Wasatch across Washington and Library Squares.

element— would help to bookend the Central Business District.

Ideas and concepts to consider are shown on the next page.

Within the public realm, a public feature – like a sculpture, public art piece, or iconic

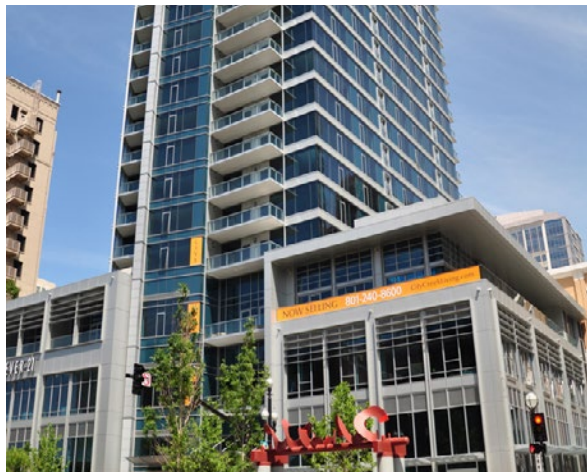




Midblock walkways



Ground floor activation



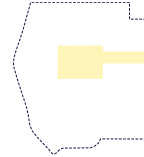
High density housing



Pedestrian oriented buildings

BROADWAY DISTRICT

ANIMATED BY DYNAMIC STREET LIFE AT A VARIETY OF SCALES



Our Vision:

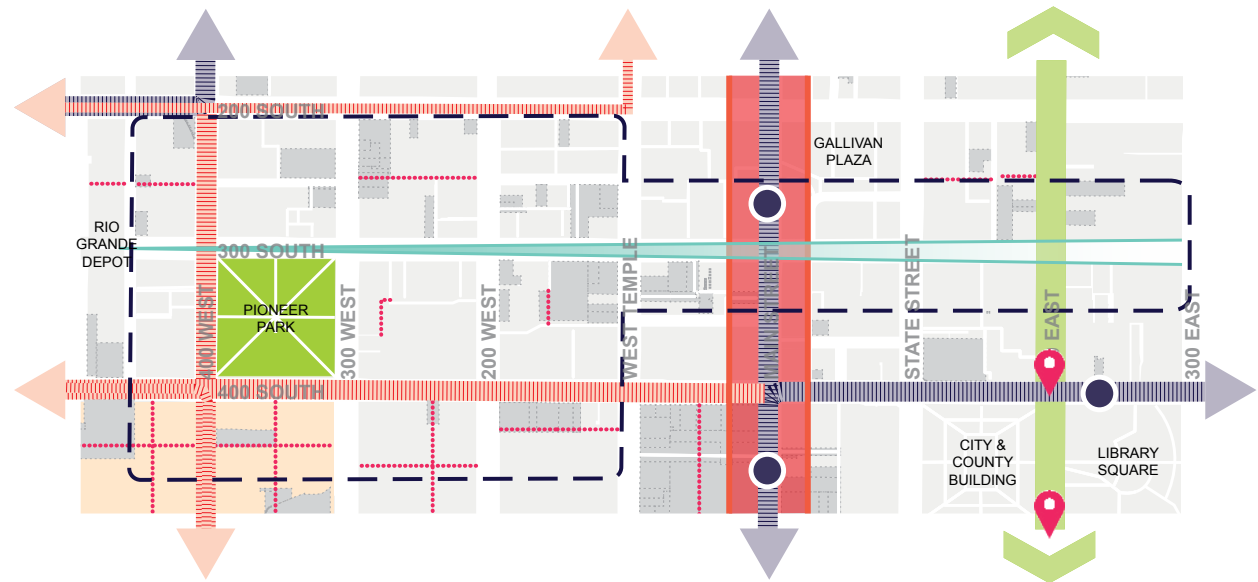
The Broadway District is the center of the city's entertainment district, with a mix of restaurants, clubs, and theaters. It is animated by its dynamic street life, which is active late into the evening. Artist workspace and housing, entertainment venues, older warehouse buildings, and small, local businesses lend the district its unique character. Pioneer Park is an important open space in the area and home to the Downtown Farmer's Market and Twilight Concert Series. Building scale varies, matching the CBD on the east end with a transition to a scale that starts at one-half of the width of the street and respects the historic warehouse buildings to the west and residential in East Downtown. Land uses are mixed both horizontally and vertically whenever possible.

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. Pedestrians

have choices: interesting walkways lead through the blocks or bustling main streets with wide sidewalks and retail experiences. The Broadway District is a place of discovery where unique experiences can be found around every corner.



Context-sensitive design integrates new buildings with older ones by stepping down to meet older building heights.



LEGEND

- District
- Main Street Retail Core
- Green Loop/Park
- Opportunity Site
- Proposed Mid-block Walkways
- Entrance Landmarks
- View Corridor
- Existing TRAX Lines & Stations
- TRAX Extensions identified in *Downtown in Motion*
- Proposed Downtown Streetcar Preferred Route

BROADWAY DISTRICT INITIATIVES

...PROVIDES HOUSING CHOICE

- Utilize interior streets and walkways for townhouse development to activate interior of blocks while keeping main streets commercial.
- Encourage development of/Create incentives for housing for families with children, 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.

...IS VIBRANT & ACTIVE

- Improve the signage and wayfinding system for all modes to ease movement and encourage a dynamic, layered environment that is rich with detail.
- Enable street performers.
- Consider allowing businesses to operate in park space to support programming goals of City Hall.
- Establish a year-round farmer's market.

...IS PROSPEROUS

- Develop a sign program to support business development and encourage discovery throughout the mid-block network.
- Address conflicts between service vehicles and pedestrians on mid-block streets and alleys to enable access for all.

...IS RICH IN ARTS & CULTURE

- Develop district-level branding based on major destinations, notable venues, key landmarks, and crossing places (ex. 9th & 9th, 2nd & 2nd).
- Encourage development of spontaneous dining experiences,
- Respond to needs of the arts community (including creative commercial manufacturers and suppliers to artists and cultural organizations) by developing district-level targets for arts programs and assets.
- Support the establishment of live music venues and all-ages shows.

...IS CONNECTED

- Extend the TRAX Red Line along 400 S directly to Central Station from the University of Utah.

...IS WALKABLE

- Prioritize pedestrian movement and safety by addressing conflicts with vehicles, designing the street for pedestrian comfort, and considering pedestrian convenience.

...IS WELCOMING & SAFE

- Maximize visual transparency from sidewalk into stores and vice versa, including lighting for optimal nighttime light spill and daytime solar shading to enhance the safety and quality of the pedestrian experience. Window displays that stimulate interest in products or services is encouraged.
- Locate public restrooms throughout downtown.
- 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.

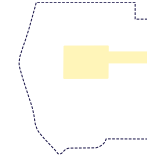
...UNITES CITY & NATURE

- Develop and improve Pioneer Park infrastructure and programming to encourage more use of the park.

...IS BEAUTIFUL

- Commit to burying powerlines along major streets and corridors, particularly at entrances to the downtown.

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 prioritize pedestrians. A process for land acquisition and development of public easements should be established. While mid-blocks are discussed in the Broadway District, the principles and objectives listed here apply to all of the mid-block walkways identified throughout downtown.

Any new mid-block walkway should respond to the *Design Guidelines for Mid-block Walkways*, a tool used by the Planning Division and identified in the zoning code.

Mid-block Walkway Principles

Three important characteristics of downtown's mid-block walkways contribute to their success as pedestrian environments.

- Pedestrian Priority – Prioritizing pedestrians in the public realm means elevating the pedestrian experience along mid-block walkways by managing potential conflicts with motorists and vehicle circulation expectations.
- Experience – The pedestrian experience is supported by an environment that is accessible, comfortable, connected, convenient, engaging, and vibrant.

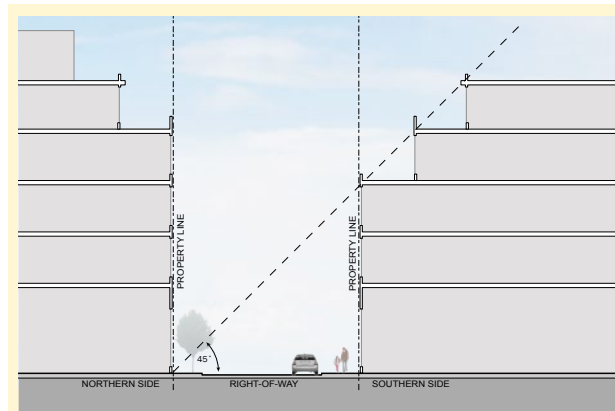
- Connectivity – Physical connections through city blocks offer multiple routing options to a diverse range of activities, resources, services and places, encouraging physical activity.

Mid-block Walkway Objectives

The following objectives support the three core principles and outline a framework for improvement and expansion of the mid-block walkway network.

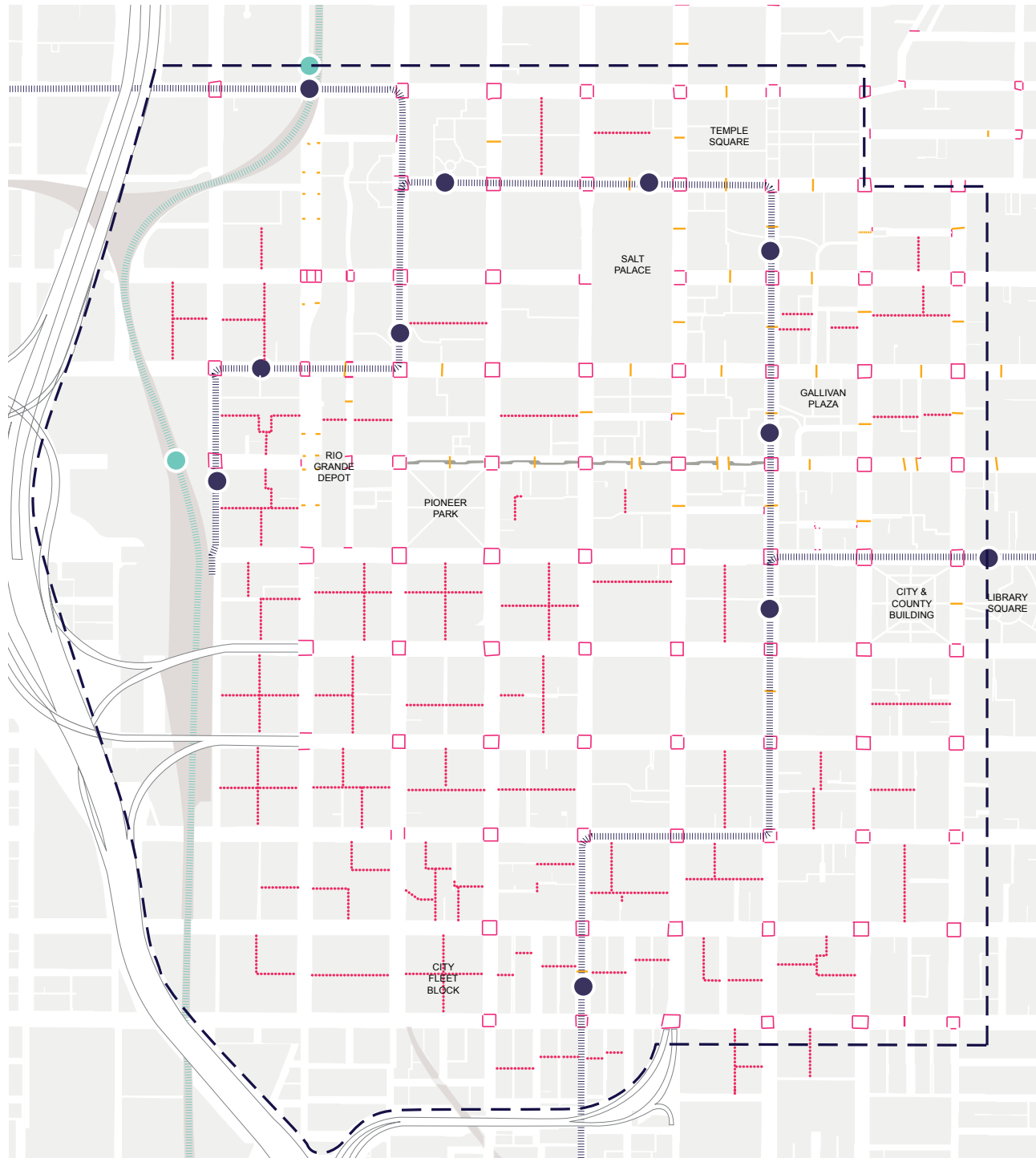
- To ensure that the unique and valued characteristics of downtown's mid-block walkways are maintained and enhanced through appropriate built form.
- To maintain and improve the city's mid-block walkway network and encourage the creation of new walkways and connections.

- To enhance the climatic conditions and amenity of the mid-block walkway to encourage more intensive pedestrian use and social activity.
- To encourage activity, vitality and interaction between mid-block walkways and adjacent private uses.
- To protect and create views along mid-block walkways that provide a visual link to other streets and walkways in the pedestrian network, or which terminate at notable buildings or landmarks.
- To recognize that some mid-block walkways provide for essential servicing and vehicular access and to ensure that new development does not adversely impact or impede the operation of these functions.



Enabling Sunlight to Reach the Ground

The shaping of building heights and setbacks that enable sunlight to penetrate to the ground is important to the comfort and safety of mid-block walkways and to the successful growth of vegetation. If buildings that front mid-block walkways are too high, the walkway can become a dark chasm, and a pleasant sense of refuge can turn into a perception of a dangerous place. Mid-block streets are narrower than typical 132-foot wide Salt Lake City primary streets, therefore lower building heights and setbacks along mid-block streets and walkways is appropriate.



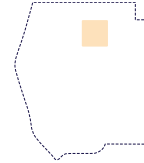
LEGEND

- Study Area
- |||●||| Existing TRAX Lines & Stations
- |||●||| Existing Frontrunner Lines & Stations
- Existing Crosswalks
- Existing Mid-block Crossings
- Proposed Mid-block Walkways

MID-BLOCK WALKWAY NETWORK



SALT PALACE DISTRICT

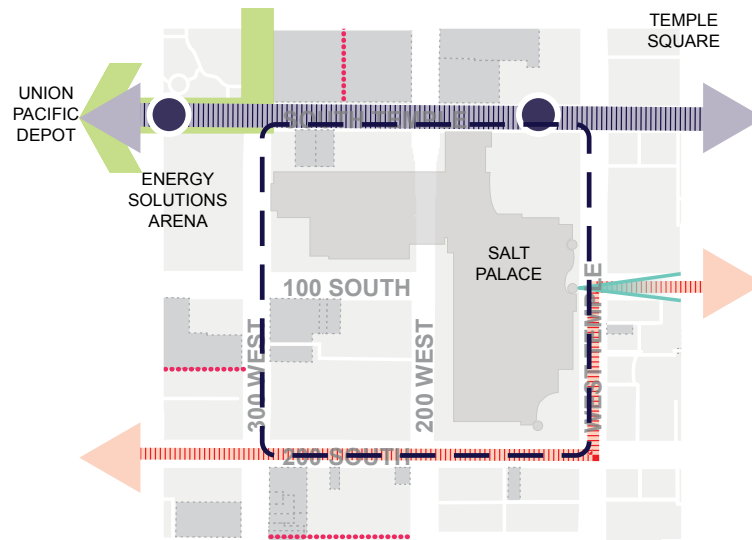


UNIQUE CONCENTRATION OF DEVELOPMENT, PEOPLE, AND ART

Our Vision:

The Salt Palace District welcomes and hosts downtown’s visitors graciously. Active streetfronts cater to our guests’ every need, drawing them from their convention and trade activities to the doors of lodging, shops, theaters, restaurants, and venues that are unique to Utah. It is a major economic driver for downtown and the city. The new convention center hotel is always a buzz of activity for visitors and Utahns seeking high-style hospitality. The Salt Palace District offers artistic entertainment opportunities, where both locals and visitors make downtown a neighborhood and a destination. It is well-connected to adjacent districts in the downtown and other neighborhoods in the city, offering people opportunity to explore the city in a grand manner.

With the level of activity, the Salt Palace does not turn its back on the primary streets. To the extent possible, primary streets, such as West Temple, South Temple, 200 South and 300 West, are lined with spaces that help activate the sidewalks. Building facades have space for active uses, line the sidewalk with windows and doors to break up the long expanses of walls that are common with such large buildings. Small pocket parks and plazas offer respite for the traveller and social interaction for small groups.



LEGEND

- District
- Green Loop/Park
- Opportunity Site
- Proposed Mid-block Walkways
- View Corridor
- Existing TRAX Lines & Stations
- Proposed Downtown Streetcar Preferred Route

SALT PALACE DISTRICT INITIATIVES

...IS VIBRANT & ACTIVE

- Improve the signage and wayfinding system for all modes to ease movement and encourage a dynamic, layered environment that is rich with detail.
- Enable street performers.
- Partner with Salt Lake County to ensure the long term viability of convention space at the Salt Palace.

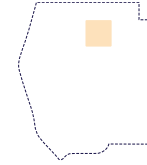
...IS WELCOMING & SAFE

- Maximize visual transparency from sidewalk into stores and vice versa, including lighting for optimal nighttime light spill and daytime solar shading to enhance the safety and quality of the pedestrian experience. Window displays that stimulate interest in products or services is encouraged.
- Locate public restrooms throughout downtown.

...UNITES CITY & NATURE

- Develop water management program to capture and reuse stormwater and groundwater for landscape irrigation.

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 are 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, with retail, restaurant and other active uses facing and accessed from the street.
- 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.
- Improvements to the Salt Palace should address and activate the public realm, particularly along 200 South and West Temple.
- A stepped or shaped massing is preferred

- The visual impact of parking should be minimized. Surface parking is discouraged and any parking structure should be hidden from public ways.

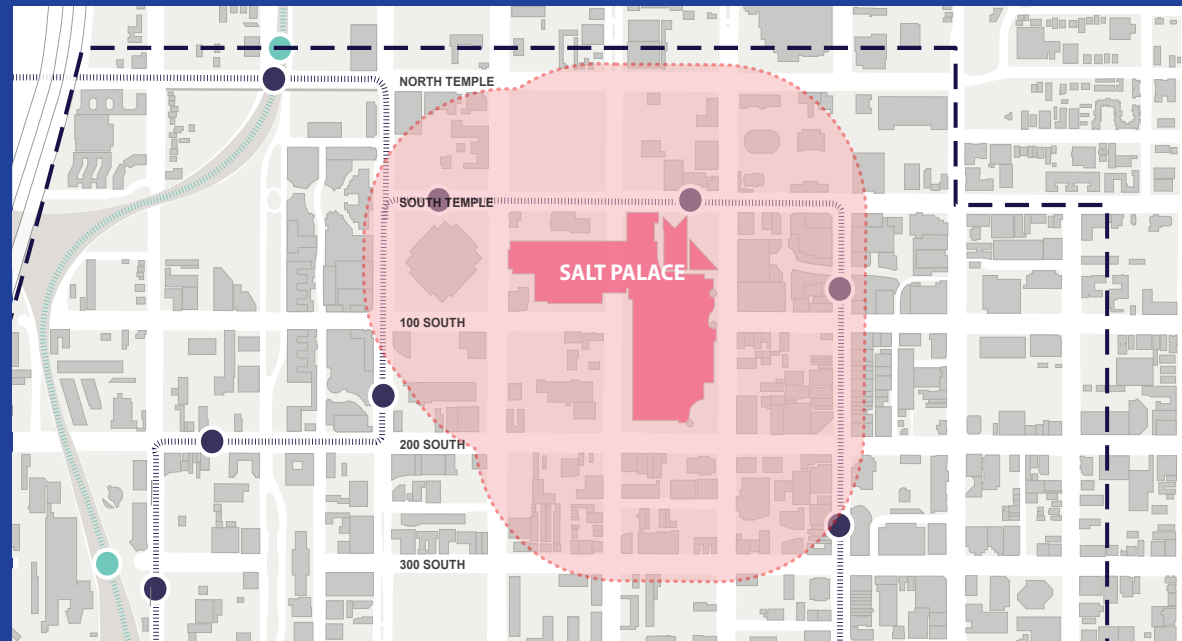




Photo credit: Monte Caldwell, Dining on Edison, Edison Quarter

DEPOT DISTRICT

A COMPLETE URBAN NEIGHBORHOOD

Our Vision:

The future of the Depot District is a dense urban neighborhood that provides a full range of housing options and is served by all modes of transit. The Depot District is home to major destinations, including the Energy Solutions Arena, Gateway Mall, BYU Salt Lake Campus and the LDS Business College. The area could easily be the location of a major job center, such as an urban oriented technology center or research park (also see Grand Boulevards District).

Celebrated in the Depot District is a mix of historic and new buildings. The historic buildings establish the district's character and represent the past industrial use of the area. New construction complements the historic buildings, respecting street and site patterns, building placement, site access, and building form and scale. The spaces left over from the presence of the railroad allow for new midblock, small scale streets, alleys and walkways that are well designed and function for all users. The walkways connect to interesting spaces, both private and public.

The area is home to many community service providers that care for and help our most at risk populations. As such, public safety and security are critical to the needs of all those who live, work, shop or are served in the neighborhood. Service providers operate in a manner that reduces their impact on the neighborhood and aesthetically fit the character of the district.



DEPOT DISTRICT INITIATIVES

...PROVIDES HOUSING CHOICE

- Utilize interior streets and walkways for townhouse development to activate interior of blocks while keeping main streets commercial.
- Encourage development of/Create incentives for housing for families with children, 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.

...IS VIBRANT & ACTIVE

- 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.
- Encourage active use of the public realm surrounding Energy Solutions Arena to foster a vibrant sports and entertainment center.
- Animate the public realm in and around Pioneer Park for all people.

...IS PROSPEROUS

- Utilize interior streets and walkways for townhouse development to activate interior of blocks while keeping main streets commercial.
- Embrace the Utah Jazz and Energy Solutions Arena as a major generator of downtown activity through support of synergistic development near the Arena.

...FOSTERS EQUITY & OPPORTUNITY

- Address barriers (I-15, railroad tracks, bridges, etc.) between Guadalupe, West Salt Lake and downtown through public realm, transit, and development improvements.
- Develop strategies that will help integrate social service facilities into the social and physical fabric of the Depot District.

...IS CONNECTED

- Extend the Red Line along 400 S directly to Central Station from the University of Utah.
- Partner with Energy Solutions Arena to create a comprehensive strategy for Arena access and events, including staging for events, parking and traffic management.

...IS WALKABLE

- Encourage development of small neighborhood service nodes.
- Consider economic development tools for small neighborhood retail (i.e. coffee shops, book stores, bodegas, small grocery stores).
- Establish new dog park facilities in key locations near housing.
- Address barriers to walking routes, such as through public buildings like the Rio Grande Depot.

...IS WELCOMING & SAFE

- Maximize visual transparency from sidewalk into stores and vice versa, including lighting for optimal nighttime light spill and daytime solar shading to enhance the safety and quality of the pedestrian experience. Window displays that stimulate interest in products or services is encouraged.
- Work with UTA and other partners to extend all transit operating hours for early morning and late 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.
- Improve public safety in the Depot District, particularly around Pioneer Park, for the enjoyment of all.

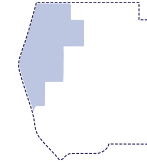
...UNITES CITY & NATURE

- Establish a significant urban forest along the edge of I-15 to help address emissions issues and mask I-15 from view.

...IS BEAUTIFUL

- Investigate burying powerlines along major streets and corridors, particularly at entrances to the downtown.

CATALYTIC PROJECT: HUB IMPLEMENTATION STRATEGY



The Redevelopment Agency owns 9.63 acres between the historic Rio Grande Depot and the Intermodal Hub. The redevelopment strategy for this property and adjacent properties creates a festival street along 300 South (see section at right) and space for a year-round farmer's market. With Frontrunner, TRAX, Greyhound and added connectivity to downtown via the future streetcar, the Hub Implementation Strategy is a true transit oriented development. The key concepts of the strategy include:

- Increased use of Frontrunner to and from the area by increasing the office use in the area
- Smaller blocks bounded by new streets and walkways
- Reduced street widths
- Preserved older buildings where possible
- Employment-based transit-oriented development
- Integrated residential, office and commercial uses
- Unique paving, lighting, planting, and other design elements
- New pocket parks and plazas
- Reimagined "park blocks" along 500 West as usable linear park space.

The plan (next page) 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 plan. Over time, this concept should extend to North Temple, where this type of development is already occurring and south to 500 South.

The Hub area is an ideal location for a year-round market as it is a natural extension of the Pioneer Park Farmer's Market and dovetails with the RDA concept for a festival street along 300 South.

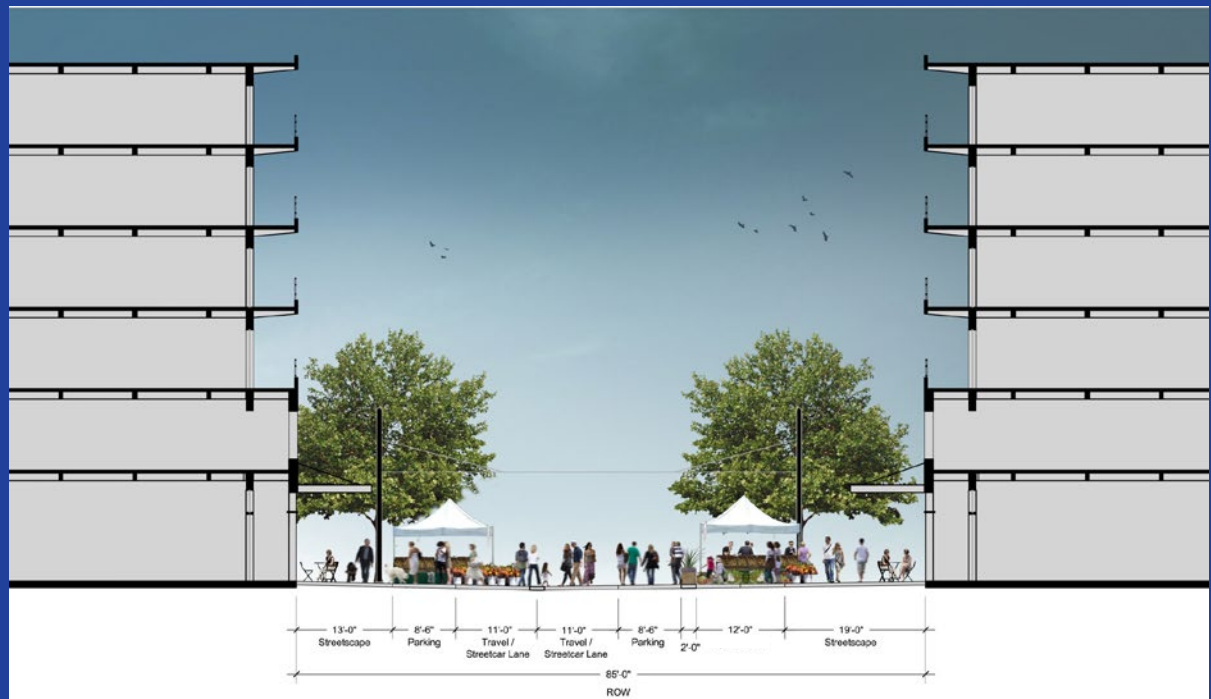


Image credit: Design Workshop

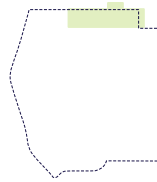
300 South is proposed as a festival street between 500 West and 600 West. The right-of-way has been narrowed to 85 feet, creating a proportionately-enclosed space between buildings.



Google earth

Image credit: Design Workshop

TEMPLE SQUARE



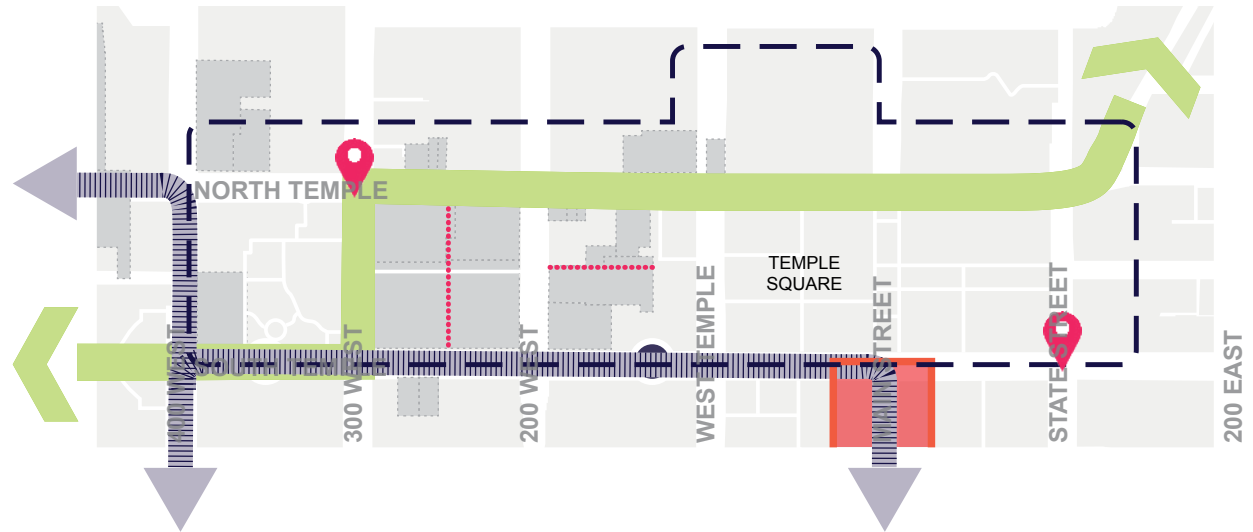
Our Vision:

Temple Square provokes an image of the city like no other. It is home to a major, international religion that draws worldwide attention. The historic character, spiritual context and open landscapes create a unique setting that sits in contrast to the Central Business District.









Surface parking lots present a great opportunity for redevelopment. City Hall encourages appropriate redevelopment of surface parking lots and other underutilized properties. Compatible infill development can enhance the overall district image and contribute to greater connectivity and sense of arrival in the downtown. Temple Square continues to act as a buffer between the commercial activities downtown and the residential neighborhoods of Capitol Hill, Marmalade and the Avenues to the north and east. Continuation of the east-west mid-block connection from 1st Avenue to 400 West is a key organizing feature of the district and provides permeability and access through the open spaces. The ongoing efforts to recognize the importance of City Creek (originally called "Napopah" by the Utes) is continued as it weaves from Memory Grove, along North Temple and through the Temple Square District on its way west through the Depot and Euclid neighborhoods.

The Salt Lake Temple is one of the iconic buildings in the city. Building heights should be

limited west of the Temple to maintain the view of the building so it remains an integral piece of the city's skyline.



LEGEND

 District	 Proposed Mid-block Walkways
 Main Street Retail Core	 Entrance Landmarks
 Green Loop/Park	 View Corridor
 Opportunity Site	 Existing TRAX Lines & Stations

TEMPLE SQUARE INITIATIVES

...IS PROSPEROUS

- Establish a research campus, possibly in association with a major university or major employer.

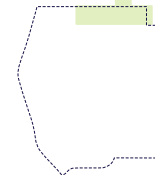
...FOSTERS EQUITY & OPPORTUNITY

- Support maintaining the campus of The Church of Jesus Christ of Latter-day Saints as a unique setting and destination in the downtown.

...UNITES CITY & NATURE

- Investigate feasibility of daylighting City Creek, even if it is a physical representation of the creek.

CATALYTIC PROJECT: BLOCK 85 INSTITUTIONAL DEVELOPMENT

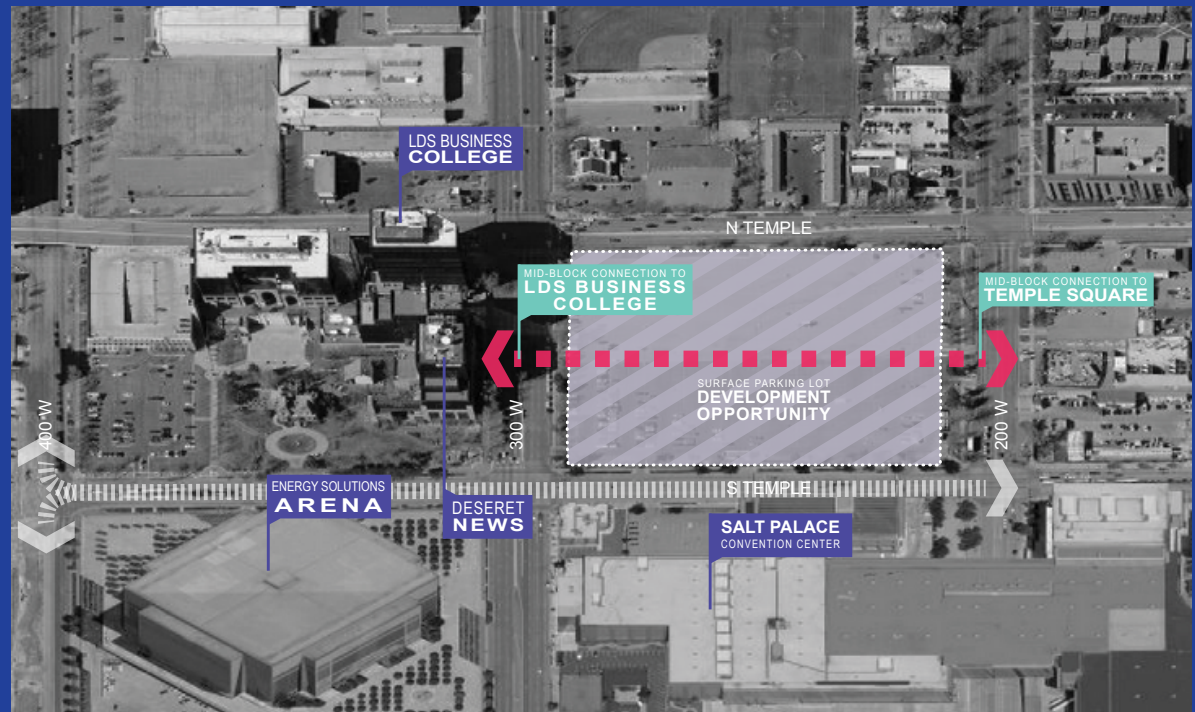


The block bounded by N Temple, 200 W, S Temple, and 300 W (Block 85) is entirely surface parking. Owned by The Church of Jesus Christ of Latter-day Saints, it represents a significant future development opportunity as part of the Church's headquarters downtown. It is a unique site at the northern entrance to downtown where four major destinations converge: Temple Square, Energy Solutions Arena, the Salt Palace, and the Gateway Mall. Future development will be consistent with other Church uses in the Temple Square District.

This area has particular redevelopment characteristics and opportunities for a high-quality, urban institutional environment:

- Current use as a surface parking lot allows flexible planning of future uses
- Large, 10-acre institutional and commercial site
- Proximity to the TRAX Arena station, including both the Green Line to the Airport and the Blue Line to Central Station
- A location that can serve as an important transition between the commercial aspects of the downtown and the residential neighborhoods to the north

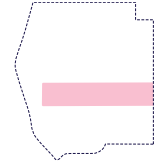
- Proximity to Energy Solutions Arena and the activity generated there annually.
- Proximity to the LDS Business College and BYU Salt Lake Center.





GRAND BOULEVARDS

WELCOMING VISITORS IS AN IMPORTANT PART OF DOWNTOWN'S IMAGE, MAKING IT MEMORABLE



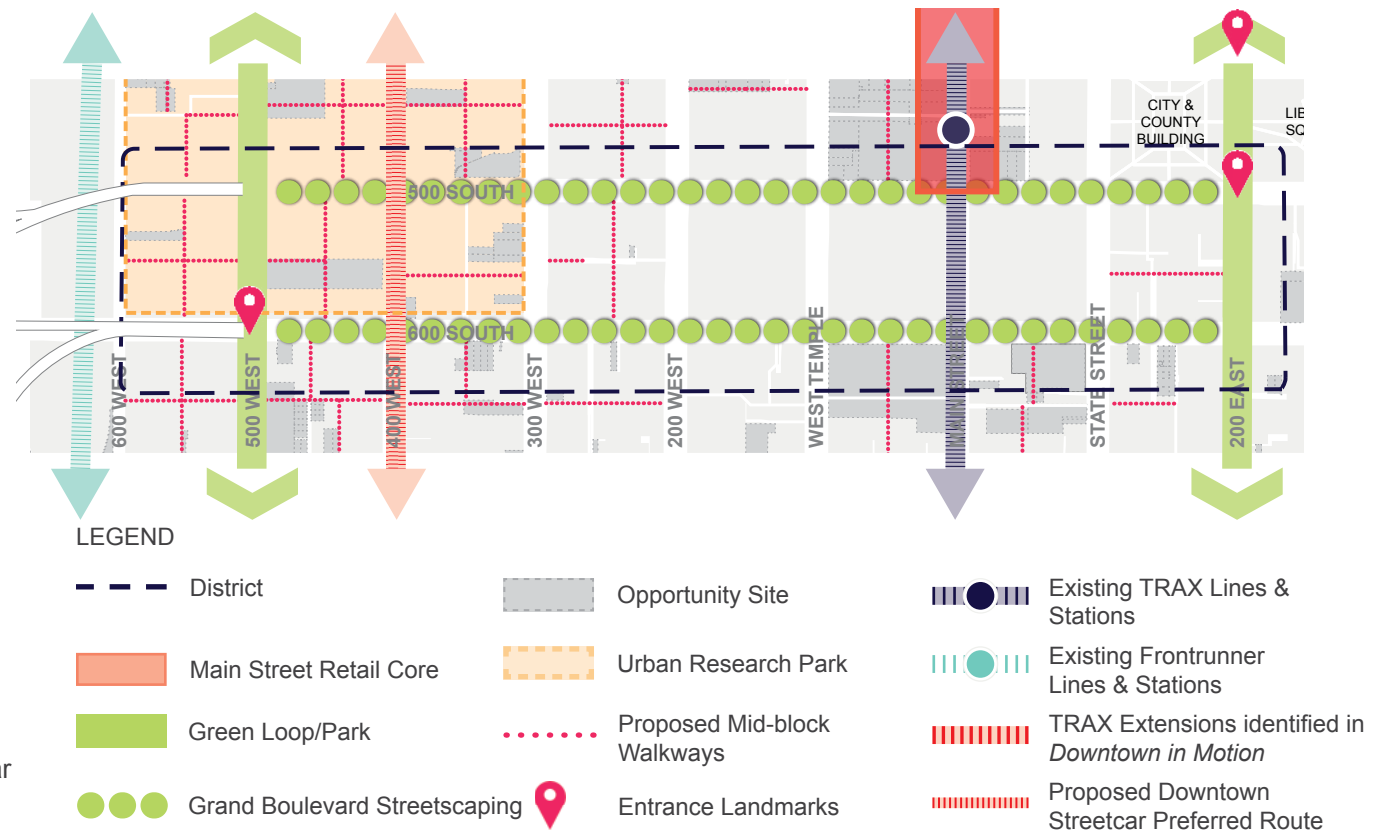
Our Vision:

The Grand Boulevards District is a major point of arrival to the downtown by car 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 Boulevards are designed to transition vehicles from highway speeds to an integrated, urban environment. Unsightly elements, such as large power lines and billboards, are relocated, consolidated or enhanced to improve views of the mountains to the east and the skyline of the Central Business District.

The redevelopment opportunities in this district include mid-rise buildings that shape the street edge and provide residential, innovation and research development, and additional office development in an urban development pattern. As an innovation district, the Grand Boulevards District 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. 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. It includes an urban research park similar

in form to University Park and Technology Square in Cambridge, MA and Mission Bay in San Francisco, CA. This is one of many development possibilities for the district.

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.



GRAND BOULEVARDS DISTRICT INITIATIVES

...PROVIDES HOUSING CHOICE

- Utilize interior streets and walkways for townhouse development to activate interiors 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.

...IS VIBRANT & ACTIVE

- Explore potential locations for a major sports venue with good transit connections.

...IS PROSPEROUS

- 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.

...IS RICH IN ARTS & CULTURE

- Develop a theme monument or landmark within the Boulevard District.

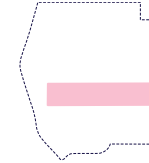
...IS WELCOMING & SAFE

- Incorporate public art to ensure these areas are welcoming and truly grand.
- Work with UTA and other partners to extend all transit operating hours for early morning and late evening travelers.

...IS BEAUTIFUL

- Commit to burying powerlines along major streets and corridors, particularly at entrances to the downtown.

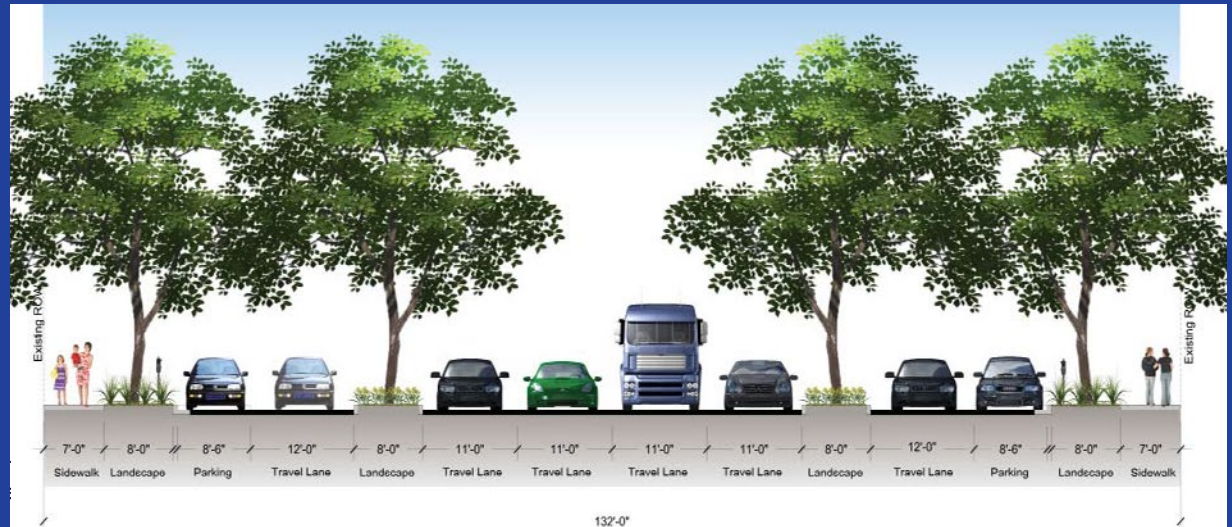
CATALYTIC PROJECT: GRAND BOULEVARD PROJECT: 500 SOUTH & 600 SOUTH



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 each corridor. 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, particularly by automobile. They also have the power to spur redevelopment and economic growth, capitalizing on significant investments already made along the corridor. City Hall should consider establishment of a new RDA project area to help finance the public realm investments.

Important considerations include the function of the street, the available space, minimum space to support trees, long term maintenance, etc.

The image below demonstrates just one of the options that might be considered as the concept is further developed and funding sources identified. There are multiple solutions that should be explored further. The Grand Boulevards project will need to maintain efficient movement of people and goods as a priority.



From the *Grand Boulevards Corridor Plan*: This section represents the boulevards between 300 West and State Street. The goal is to utilize a Multi-Way configured street to get vehicles headed for local businesses on “protected” local streets to allow those vehicles continuing east to do so uninterrupted within four lanes of travel.

Image credit: Design Workshop

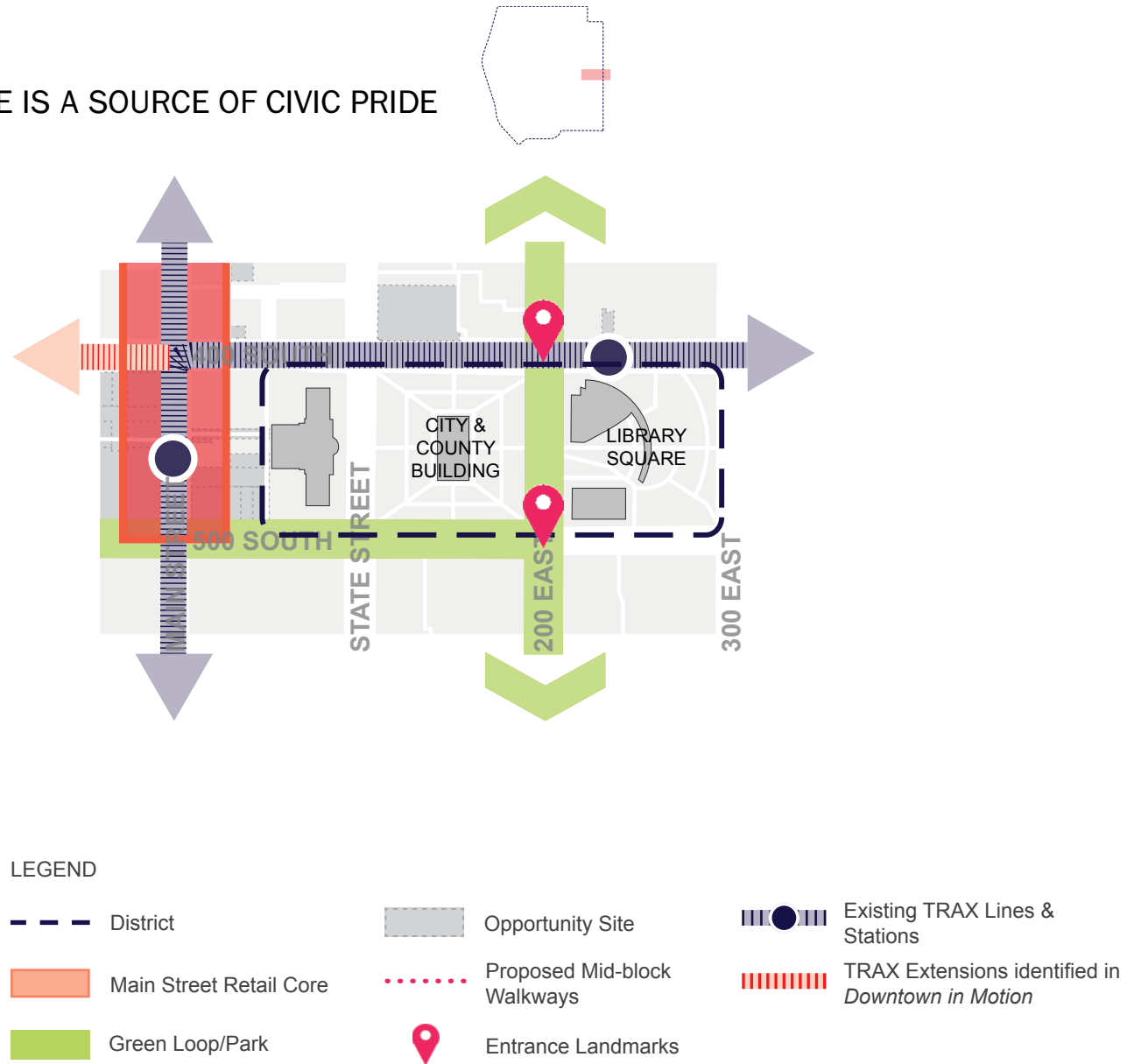


CIVIC CENTER

A PUBLIC REALM THAT'S FULL OF LIFE IS A SOURCE OF CIVIC PRIDE

Our Vision:

The Civic Center 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 and the basis for an open, transparent and effective government. The Civic Center is the heart of the local government, but also a place for people to gather, rally, protest, socialize, be educated, and entertained. Its outdoor public spaces, particularly on Library Square, are re-imagined with daily use in mind and programmed for year-round activity and comfort. Continuation of the east-west mid-block connection from Washington Square to 400 East is a key organizing feature of the district and improves the east-west connections to East Downtown. The Civic Center District is surrounded by a mix of uses and buffers the neighborhoods to the east and south from the hustle and bustle of the Central Business District. The Civic Center District is nearly built-out, with limited area for growth. Any new development should focus on the east side of Main Street, where facilities could be built that support the services and functions of the Civic Center.



CIVIC CENTER DISTRICT INITIATIVES

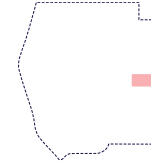
...IS VIBRANT & ACTIVE

- Improve the signage and wayfinding system for all modes to ease movement and encourage a dynamic, layered environment that is rich with detail.

...IS RICH IN ARTS & CULTURE

- Consider alterations to Library Square that promote the daily use of the outdoor spaces.

CATALYTIC PROJECT: REIMAGINING PUBLIC SPACES



The public spaces throughout the Civic Center 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 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.

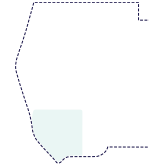
It is also important for the Civic Center District to continue to be the place where people can openly, safely and comfortably demonstrate their rights to free speech, to peacefully assemble and to petition the government. It is also the primary location of the Judicial branch of government. Programming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





THE GRANARY

WHERE HISTORIC GRIT AND MODERN REFINEMENT MEET



Our Vision:

The Granary continues its transition from primarily industrial uses and warehouse buildings and is repurposed for creative industries and supports office, retail, and restaurants. The area has more residents, primarily on the eastern half of the district.

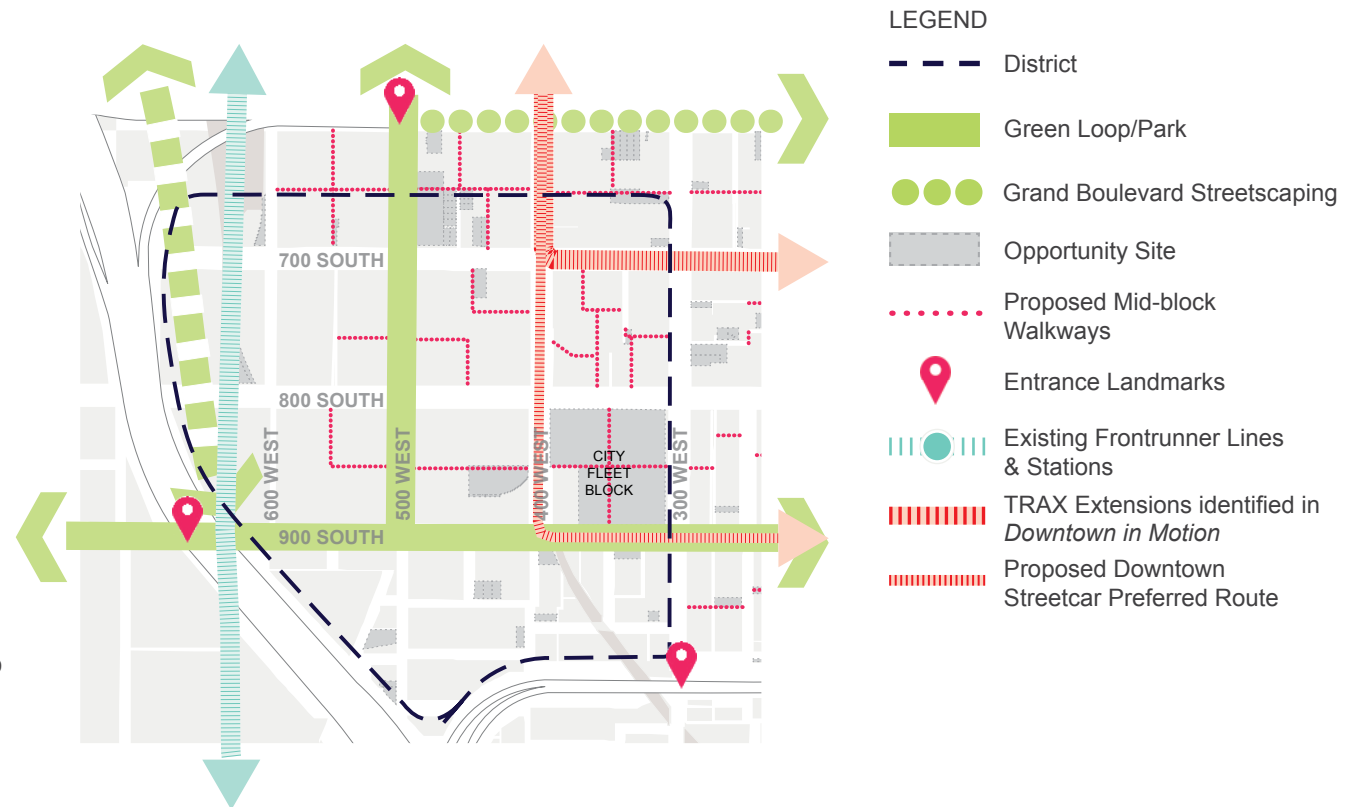
Rail spurs and alleys that once served industry are converted to pedestrian avenues and unique public spaces interior to the blocks. The wide streets with relatively few cars provide opportunities for a new way of thinking about our streets as public spaces that provide space for movement and public gathering. The district is characterized by its growing creative industry, which is supported by new business incubator space. Reuse of older warehouse buildings and new infill development match the market demands for a thriving employment center. Mid-rise housing and small local-serving retail make the Granary a complete neighborhood.

The Granary's historic grit and modern refinement come together, forming a unique place in the downtown. Clean industries that do not negatively impact the public health thrive in the area. The redevelopment of the Fleet Block, a 7.5 acre parcel owned by Salt Lake City, demonstrates the best of urban family living and industry, the mixing of land uses once thought to be incompatible, and improved connections that focus on putting people first. Zoning changes

support a true mix of housing options including townhouses, the reuse of historic buildings, and mid-rise development.

The neighborhood is highly served by transit with both TRAX and the Downtown Streetcar. 900 South connects the Granary to the west side. The 9Line trail and area near the I-15

underpass provide opportunities for east and west to support one another and a destination for residents from other parts of the city. Infrastructure improvements to 400 West promote redevelopment opportunities along that corridor further linking the Granary to the rest of downtown.



GRANARY DISTRICT INITIATIVES

...PROVIDES HOUSING CHOICE

- Utilize interior streets and walkways for smaller scale building, like 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.

...IS VIBRANT & ACTIVE

- Rethink and reclaim public rights-of-way and find creative solutions to enabling people to use more of the right-of-way. Linear parks, median parking, divided boulevards, community gardens, innovative multi-use streets, solar streets and unique stormwater basins are examples of ways to rethink the Granary's wide streets.
- Simplify the procedures for allowing food carts, food trucks and food truck courts.
- Encourage and incentivize active rooftops with rooftop patios, gardens, solar gardens, etc.

...IS PROSPEROUS

- Invest in transportation and utility infrastructure to remove barriers to private investment.
- Establish a business incubator focused on the arts, digital arts, film, and creative industry as part of a creative district.
- Encourage the growth and establishment of mid-size to large employers in the Granary.
- Allow on-street parking to count towards parking requirements.
- Streamline the process for reuse of existing buildings to support the growing art, creative industry and craft businesses in the Granary.

...IS CONNECTED

- Rebuild 400 West into a multi-modal street with adequate curb, gutter, parkstrip and sidewalk.
- Connect the Granary to the Depot District with transit.

...IS RICH IN ARTS & CULTURE

- Respond to needs of the arts community (including creative commercial manufacturers and suppliers to artists and cultural organizations) by developing district-level targets for arts programs and assets.
- Determine if there are character defining or historically significant buildings in the Granary and create incentives for the reuse and rehabilitation of those buildings while making it more difficult to demolish such buildings.
- Connect across physical barriers (i.e. I-15, railroad lines, bridges) using art and lighting.

...IS WALKABLE

- Develop the 9Line Trail according to the 9Line Master Plan.
- Encourage development of small neighborhood service nodes.
- Provide tax incentives for small neighborhood retail (i.e. coffee shops, book stores, bodegas, small grocery stores).
- Establish new dog park facilities in key locations near housing.

...IS WELCOMING & SAFE

- Support the creation of business districts for business owners that wish to improve neighborhood aesthetics with flowers, trees, and other plantings.

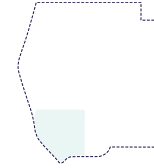
...UNITES CITY & NATURE

- Establish a significant urban forest along the edge of I-15 and along the streets in the Granary 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.
- Utilize permeable pavements to help manage stormwater.

...IS BEAUTIFUL

- Commit to burying powerlines along major streets and corridors, particularly at entrances to the downtown.

CATALYTIC PROJECT: PUBLIC INFRASTRUCTURE INVESTMENT



Due to the industrial nature of the Granary, the area developed without infrastructure that is commonly found in a downtown. Many streets have never had basic pedestrian facilities, such as sidewalks, street trees, parkstrips, and curb and gutter are lacking. The street surfaces are in disrepair and need to be rebuilt. If the area is to transform into a mixed-use area, which has already started, infrastructure will have to be improved. Currently, the burden is on the private market to build the infrastructure necessary to support new development. These infrastructure shortcomings are not limited to the Granary but can be found throughout the downtown.

Public infrastructure investment makes redevelopment of vacant and underutilized properties in the Granary more attractive to developers. It supports citywide objectives of investing in existing neighborhoods with redevelopment opportunities. The opportunity to install innovative infrastructure that captures the character of the area and improves the experience for future residents will help the Granary live up to its potential.

Building public infrastructure stimulates private investment because the cost of

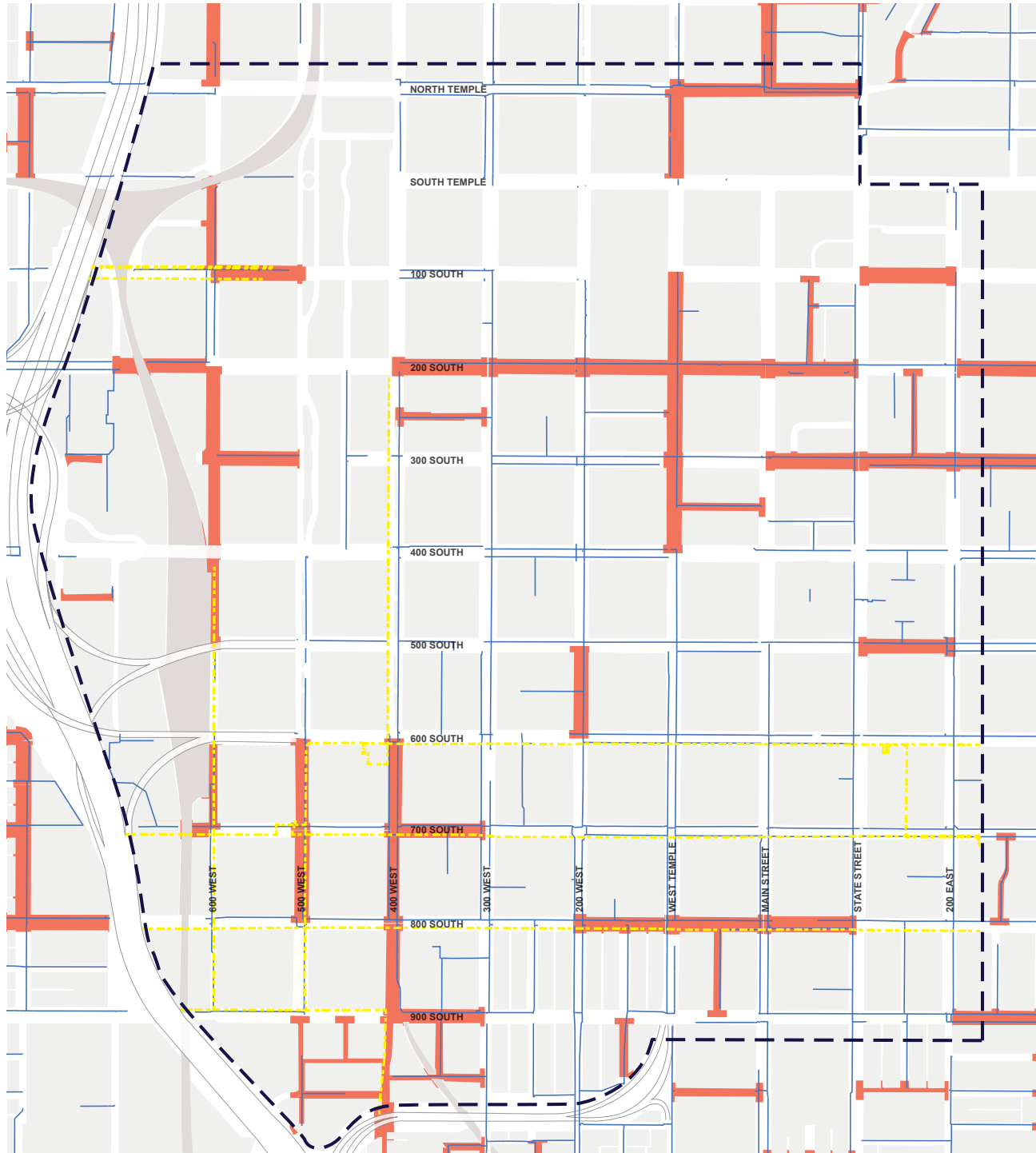
the infrastructure is paid for by public tax dollars. Tools, such as the RDA's tax increment financing, should be considered to accomplish this.

Private infrastructure, like the addition of Google Fiber, will have a big impact on the economy, providing a competitive advantage for downtown and Salt Lake. This

investment will draw larger tech companies, but will largely impact the individual contractor and small business opportunities. Investment in transportation, utility and open space infrastructure to support existing development will remove barriers to future investment and support business development.



Photo credit: Lance Tyrrell



LEGEND

- Study Area
- Very Poor to Marginal Pavement Condition
- Water Mains 6" or Less
- Overhead Transmission Lines

INFRASTRUCTURE ISSUES



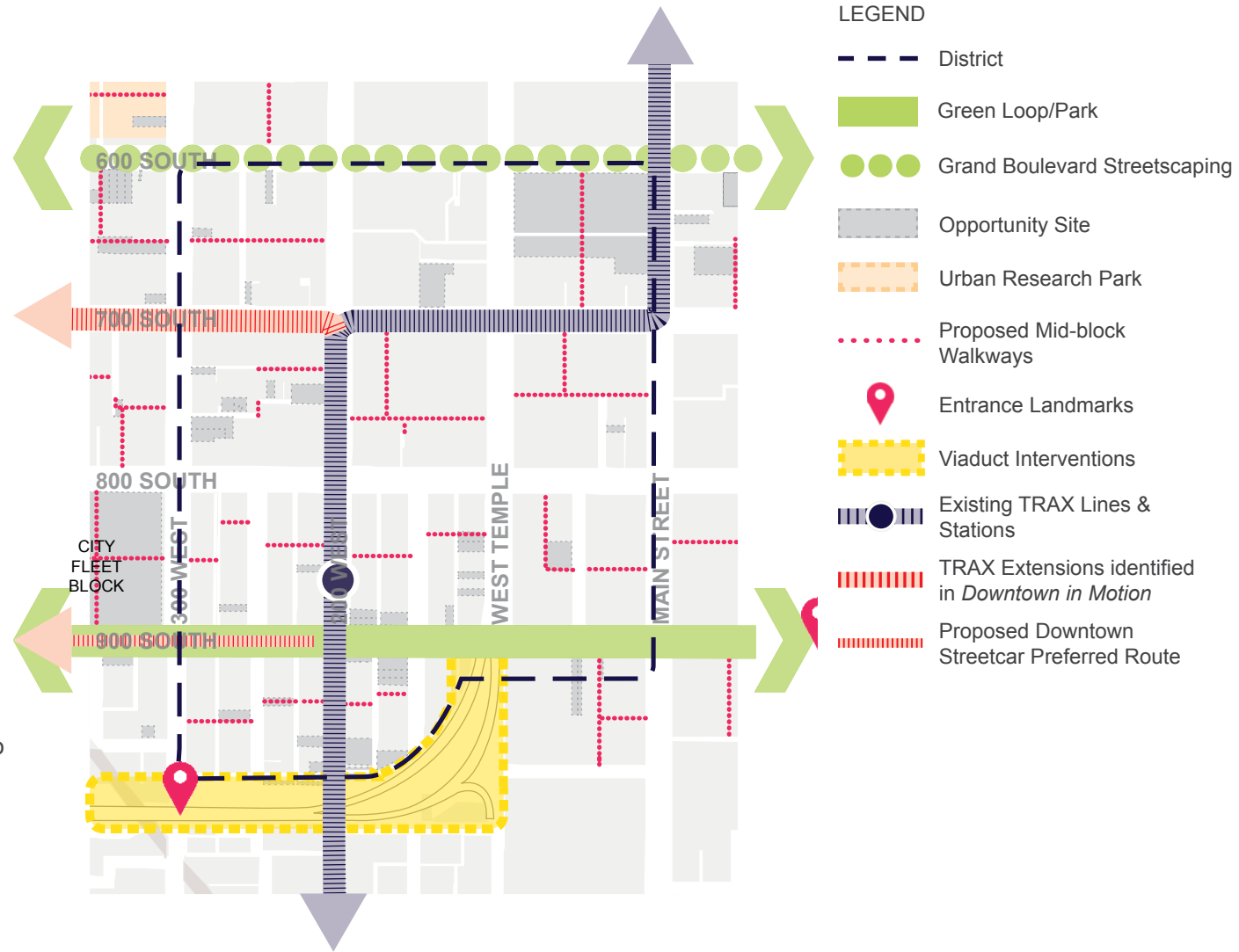
CENTRAL NINTH

A GROWING NEIGHBORHOOD WITH A WIDE RANGE OF HOUSING CHOICES

Our Vision:

Central Ninth defines the downtown principle of providing housing choice. 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 a form-based code that emphasizes building orientation, scale and design over land use.

Transit connections are many as TRAX, the Downtown Streetcar, and the 900 South Streetcar connects 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 9Line Trail providing access to the Jordan River Parkway to the west and Liberty Park to the east. Reimagined connections to the Ballpark neighborhood reconnect Central Ninth to its neighbors to the south.



LEGEND

- District
- Green Loop/Park
- Grand Boulevard Streetscaping
- Opportunity Site
- Urban Research Park
- Proposed Mid-block Walkways
- Entrance Landmarks
- Viaduct Interventions
- Existing TRAX Lines & Stations
- TRAX Extensions identified in *Downtown in Motion*
- Proposed Downtown Streetcar Preferred Route

CENTRAL NINTH DISTRICT INITIATIVES

...PROVIDES HOUSING CHOICE

- 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 housing for families with children, 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 interior streets: Montrose, Washington and Jefferson Streets north of 900 South.
- Support transit oriented development.
- Encourage the development of owner occupied housing units for all income levels.

...IS PROSPEROUS

- Enhance the 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.

...IS RICH IN ARTS & CULTURE

- Respond to needs of the arts community (including creative commercial manufacturers and suppliers to artists and cultural organizations) by developing district-level targets for arts programs and assets.
- Connect across physical barriers (i.e. I-15, railroad lines, bridges) using art and lighting.

...IS CONNECTED

- Study alternatives that improve connectivity between the Ballpark and Central Ninth communities.

...IS WALKABLE

- 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.
- Explore pedestrian-scale interventions (i.e. lighting, public art, tree planting) between the Ballpark and Central Ninth neighborhoods to improve pedestrian connections.

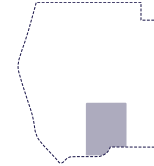
...UNITES CITY & NATURE

- 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.

...IS BEAUTIFUL

- Commit to burying powerlines along major streets and corridors, particularly at entrances to the downtown.

CATALYTIC PROJECT: CONNECTING CENTRAL NINTH TO BALLPARK



The 900 South Viaduct separates the Central Ninth neighborhood and the Ballpark neighborhood to the south. The two neighborhoods should be better connected to provide both neighborhoods with housing options, access to open space, and provide opportunities to walk to transit, shops, dining, etc.

The connections could be improved by addressing the West Temple and 900 South viaduct. As the viaduct ages and comes closer to the end of its structural life, City Hall should work with area residents and business owners, UDOT, and UTA (who owns the abandoned rail corridor that passes under the viaduct) to study alternatives that improves the connectivity between the neighborhoods.

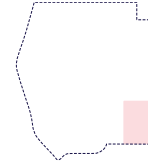
Improving underpasses and adding amenities on both sides of the viaduct will help improve the connectivity and desirability of both neighborhoods. This may include the addition of public art, pedestrian lighting, street trees, and other pedestrian comfort amenities along the north-south streets.





SOUTH STATE

IMPORTANT CORRIDORS OF MODERATE SCALE FORMING A MID-RISE NEIGHBORHOOD



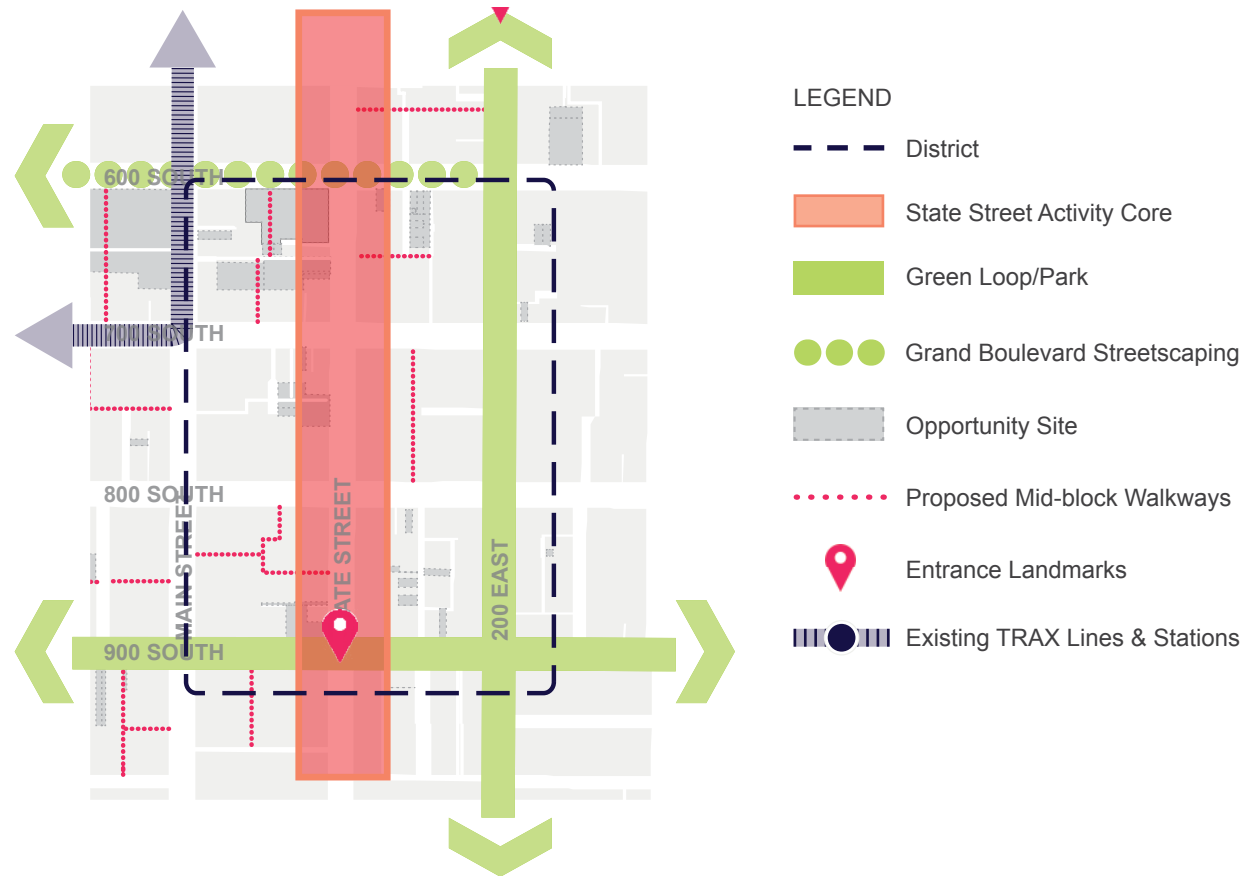
Our Vision:

South State is a quickly urbanizing district. This growing community is defined by well-designed mid-rise buildings that reflect the older buildings along Main and State Streets. New housing and job opportunities improve the pedestrian environment, the look of the district, 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 the neighborhoods to the east, which provide unique housing choice in close proximity to the Central Business District. South State has a functional role for district residents, providing for their daily needs, while fulfilling a symbolic role as the backbone of Salt Lake County –the preeminent address in the state. The character of growth along Main and State Streets recognizes its relationship to adjacent neighborhoods through a development form that is moderate in scale 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. The historic scale and orientation of the buildings between

600 South and 900 South provide a template for future development, with buildings close to the street, storefronts providing interest for passers-by, parking to the side or rear of buildings, and easy, convenient on street parking supporting small businesses.



SOUTH STATE DISTRICT INITIATIVES

...PROVIDES HOUSING CHOICE

- Utilize interior streets and walkways for townhouse development to activate interior of blocks while keeping State Street primarily commercial.
- Encourage development of or create incentives for housing for families with children 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.

...IS VIBRANT & ACTIVE

- Encourage development of pedestrian-oriented businesses along State Street with office or residential above.

...IS PROSPEROUS

- Allow onstreet parking to count towards parking requirements.
- Streamline the process for reuse of existing buildings to support business development.

...IS RICH IN ARTS & CULTURE

- 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 district-level targets for arts programs and assets.
- Develop a public monument or landmark at the south end of downtown.

...IS WALKABLE

- 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.

...IS WELCOMING & SAFE

- Maximize visual transparency from sidewalk into stores and vice versa, including lighting for optimal nighttime light spill and daytime solar shading to enhance the safety and quality of the pedestrian experience. Window displays that stimulate interest in products or services is encouraged.

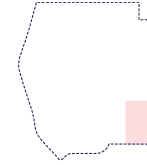
...UNITES CITY & NATURE

- Develop a "garden model" for block redevelopment to locate gardens interior to the block and on rooftops for food production and aesthetic enjoyment.

...IS BEAUTIFUL

- Commit to burying powerlines along major streets and corridors, particularly at entrances to the downtown like at 900 South and State Street.

CATALYTIC PROJECT: ZONING FRAMEWORK FOR FUTURE DEVELOPMENT



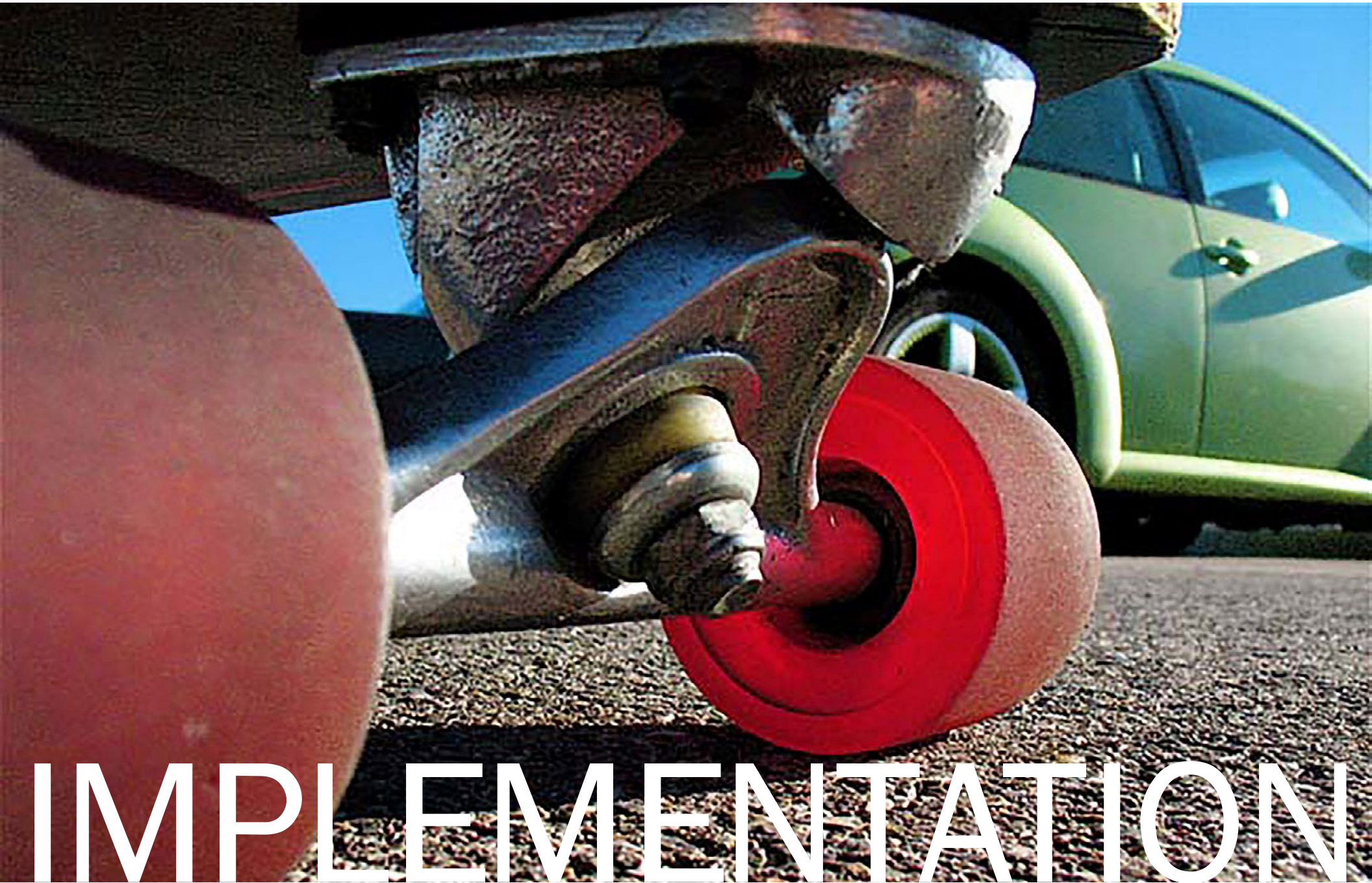
Changes to the zoning code to reflect community desires for a more beautiful and urban district is the primary driver of redevelopment in the South State District. Buildings should be moderate in height and no taller than the right-of-way is wide. Stepbacks at three-to-six stories provide a pedestrian 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 driveways on Main and State 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 Main and State Streets 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.



The transition between primary street properties, like those that front on State and Main Streets, and smaller-scale zones, like those along Edison Street in the South State District, should be created through alternative setback & angular plane provisions. This allows for a sensitive transition to lower-scale neighborhoods and for sunlight to penetrate to the ground for optimal growth of trees and vegetation.



Photo credit: Lance Tyrrell



DELIVERING THE PLAN

The delivery framework for the plan is based on four resources: staff effort, financial resources, time, and community commitment.

Achieving the Vision Step-by-Step

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, but without them cities spend a lot of time and money correcting actions that were done without consideration of the future.

Identifying the Who, What, and How

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!

Match Task to Resources

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 initiative 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.

Setting Priorities

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.

Identifying Available Resources

One of the most important aspects of plan implementation is understanding what resources are available, the tools to manage those resources and the regulatory environment’s impact on the private sector. Regulatory and

financial tools should promote and bolster private investments that realize the plan’s vision.

Paying for the Projects

No master plan can be implemented without money. The Mayor and the City Council determine the wisest and most responsible use of revenues from tax dollars and fees paid by residents, property and business owners, and visitors to the city. Some of this revenue is directed to programs and actions that help implement master plans, both directly and indirectly.

Identifying Available Tools

The city has established a number of tools that can be used to help fund projects listed in this plan. Some tools, such as zoning, are relatively easy to utilize and do not require a great deal of City Hall’s resources, but can have large impacts on the private sector. Other tools, such as public improvement projects, can require millions of dollars and complex partnerships that take a lot of time to establish. The list of tools that follows is not exhaustive. The implementation section is intended to first consider the time, staff resource and general level of difficulty so that tools and resources available at the time of implementation can be considered. This provides city decision makers with flexibility.

EXISTING CITY TOOLS

IDENTIFYING AVAILABLE TOOLS AND RESOURCES

Implementation tools include regulatory tools and financial tools

Regulatory tools include building and zoning codes, business license regulations and other laws adopted by City Hall. These are primarily aimed at the core functions of government, protecting the health, safety and welfare of people and property.

Available Financial Tools

Financial tools are those things that allocate money for certain purposes. The biggest tool City Hall uses is the General Fund, which allocates tax revenue to specific city functions. In many ways, all of City Hall's programs help implement some aspects of adopted plans.

Regulatory Tools and Partners

City Hall has limited resources available to carry out the initiatives, key moves and catalytic projects. Identifying the tools, partners and funding sources are a key component of turning plans into realities. Some projects will require tools and funding from a range of sources, including local, state and federal governments. In addition, property owners, local businesses, non-profits, and others bring some tools to the table. This list of tools is intended to identify the tools currently utilized by City Hall and tools that City Hall should work on establishing to help implement the *Downtown Community Plan*.

The primary tools listed here are managed by the Community and Economic Development Department (CED) and the Redevelopment Agency of Salt Lake City (RDA). Other City Hall departments, such as Public Utilities and Public Services, have other tools that may also be considered in implementation of this plan, ranging from utility upgrades to building new parks or adding new park amenities.

The Role of the RDA

The mission of the Redevelopment Agency of Salt Lake City (RDA) is to improve blighted areas of Salt Lake City, encourage economic development of Salt Lake City, encourage the development of housing for low and moderate income households within Salt Lake City and encourage compliance with and implementation of the Salt Lake City master plan. The RDA will participate with Salt Lake City, Salt Lake County, the State of Utah and other public entities, as appropriate, in implementing its mission. The role of the RDA is to help implement city master plans, like the *Downtown Community Plan*.

TOOL	PURPOSE	MANAGING ENTITY	MINIMUM TIME TO ACCESS FUNDS	PARTNERS	LIMITATIONS	PUBLIC NFRA-STRUCTURE	PROPERTY ACQUISITION AND DISPOSAL	HOUSING	BUSINESS SUPPORT	PROGRAMS, SOFT COSTS
Urban Renewal Area (URA)	Eliminate blight	RDA	3-5 YRS	Taxing Entity Committee	Can only be used to capture property tax	•	•	•		
Economic Development Area (EDA)	Create new and higher paying jobs	RDA	2-3 YRS	Taxing Entity Committee	Can only be used to capture property tax	•	•	•		
Community Development Area (CDA)	Promote development	RDA	2-3 YRS	Individual Taxing entities	May be used to capture sales tax and property tax	•	•	•	•	•
SLC Business Revolving Loan Fund (RLF)	Provide low interest loans to businesses located in or moving to the city	ED	N/A	Business owners	Geared toward for-profit entities only		•		•	
Foreign Trade Zone (FTZ)	Economic development	ED	N/A	Business owners					•	
Business Improvement District (BID)	Raise funds for marketing, branding, safety, and security of business districts	ED	varies	Business owners, community	Funding sources must be voluntary agreed to by participants	•			•	•
Community Development Block Grant (CDBG)	Improve housing, public facilities, and infrastructure for low and moderate income persons	HAND	9 Mo.	Community, City Hall	Limited use for new construction; currently not used for economic development	•	•	•		•
Capital Improvement Program (CIP)	Improve streets, parks and public buildings	HAND	1 YR	Community, City Hall	Used almost exclusively for physical improvements	•	•			
Neighborhood Matching Grant (NMG)	Provide matching grants for neighborhood improvement projects	ED/HAND	3-6 Mo.	Community	Cannot be used by individual businesses or persons	•				
Special Assessment Area (SAA)	Improve the public way through special tax assessments	ENGINEERING	18 Mo.	Property owners		•			•	•
City Arts Grants	Financial support for arts programs and projects	ARTS COUNCIL	Varies	Community		•				•
Community Development Corporation (CDC)	Promote development	ED/HAND	Varies	Community, HAND				•	•	•

RDA: Redevelopment Agency ED: Economic Development HAND: Housing and Neighborhood Development

POTENTIAL TOOLS

This section also includes a brief list of tools that are not currently used but City Hall may consider establishing after weighing the pros and cons of doing so. Some of these tools may require changes to state law, city policy, or new resources, to establish, manage and administer. As with any city program, the cost of establishing these tools should be considered to determine if they are worthwhile.

There are numerous tools that are used in cities nationwide to help implement master plans

Most tools involve some revenue source, usually an additional tax or capture of existing tax, that is used to pay for infrastructure improvements, stimulate new development, historic preservation, create or retain jobs, job training, and other purposes that are similar to the goals and initiatives found in the Downtown Community Plan. This list is not meant to be all inclusive or definitive, but is intended to identify possibilities that may make it easier, more cost effective and speed up the implementation of this plan. It purposefully does not list the numerous federal programs that exist to support local governments, such as the various transportation funding bills and programs. These programs change frequently and those city departments that seek those funds are typically aware of the options and requirements.

Transfer of Development Rights (TDR)

TDR is intended to promote the preservation of open space, historic buildings and other important places in the city by allowing a property owner to sell their unused development rights to someone else for use on another property. TDR programs are authorized by state statute and have been used in Utah, primarily for preserving agricultural land. They purposefully set a maximum development right in transfer areas and receiving areas to create a market for the transfer. This means that some receiving areas have zoning regulations that intentionally limit the development right in the hopes that the free market will purchase the right from owners in the transfer areas. This tool can require significant administrative oversight, require long term commitment to the program, and manipulate the private development market.

Transportation Development Districts

A Transportation Development District is a tool that increases property taxes within a defined area to support transportation improvement projects. Most often, these are used to fund the building of transit lines. They are typically approved by vote of residents living within the defined area. They are often managed by a city department with funding allocations approved by the legislative body.

Property Tax Abatement

Many communities use property tax abatements to incentivize new development or significant renovation. This requires coordination with multiple government agencies. Typically, a project has to meet minimum thresholds to qualify, such as investments over a certain amount or creation of a minimum number of jobs that exceed the city's median income. Abatement areas and the process to qualify, review and approve are established by ordinance. These programs run the risk of negatively impacting the city's revenues generated by property taxes and could impact the manner in which property taxes are calculated.

Zoning Incentives

City Hall currently uses zoning incentives in the Transit Station Area (TSA) zoning district. The incentives include additional building height and a quicker approval process when a development includes certain elements above what is required by the base zoning standards. This tool is less than 5 years old and has been well received by the development community. This requires a high degree of work from the Planning Division to work with stakeholders to draft the zoning regulations, incentives, guidelines and the process for review. Some residents do not like the process as it may remove community input at the development level.

POTENTIAL TOOLS (CONT.)

Historic Preservation Grants & Loans

Similar to the federal program, some cities utilize grants and loans to encourage historic preservation and adaptive reuse of historic buildings. These are generally funded out of the General Fund and eligible properties are those that are locally listed as a cultural resource. It is possible that a fund could be set up to apply to any building that may be historic but is not listed. This tool requires funding and the allocation of staff resources to administer the program.

Workforce Housing

Workforce housing programs offer ways to help fund housing in qualifying census tracts. This tool works well in areas with lower property values and may work in some parts of the downtown. Senior housing often qualifies for this funding source.

Facade Improvement Programs

This type of program is intended to improve storefronts, particularly along streets that are intended to be pedestrian-oriented streets. They are typically low interest or grant based. A match from the applicant is often required.

COMPLEXITY

New Development is Often Determined by Use, Time and Risk

For this plan to be successful, it requires new development in the downtown. The level of complexity of new development is often determined by the use, time, and risk. The more complex a project is—number of uses, financing structure, number of landowners—then the greater the length of time it takes to complete a

project and the greater the risk involved. Public-private partnerships are particularly complex and challenge both parties. The chart below shows the increasing level of complexity based on these factors. The intent of this diagram is to help decision makers know what project types require public-private partnerships, identify the types of tools that could be used, and outline the expected timeframe for completion of a project.

TYPE	EXAMPLES	COMPLEXITY	TIME
Single tenant; Single use; Private financing	Single use building	Low	9 months-2 years
Multi-tenant; Single use; Private financing	Apartment or office building	More tenants to secure	2-3 years
Multi-tenant; Multi-use; Private financing	First Floor retail with residential above	Different types of leasing, different types of construction, complex zoning	2-5 years
Multi-tenant; Multi-use; Public-private financing	Office/residential over retail	Public benefit required (affordable housing, historic preservation), public review process, requirement for “fair return” on public dollars	5-7 years
Multi-tenant; Multi use; Public-private financing; Public landowner and/or tenant	Private office, residential over public uses	Public design and review, security, leasing complexities, complexity increases with more public partners	5-7+ years



MONITORING FRAMEWORK

PROGRESS TOWARDS THE VISION

A monitoring framework based on key metrics is necessary to understand our progress over time.

The Downtown Community Plan is a “Living Document”

It is anticipated that the Downtown Community Plan will be monitored over time to determine how effective it is and to identify when it is time for an update. This makes it a “living document,” which is always in a state of “becoming.” The Existing Conditions Report serves as the baseline for monitoring because it is the data and information that was used to establish where we currently are as a city.

Biennial Evaluation to Observe Impact of Plan

Every two years, an Evaluation Report will be published to keep track of and observe the impact of the Downtown Community Plan. Actions and Catalytic Projects listed in the Downtown Community Plan will also be evaluated by examining the degree to which they have been achieved.

Baseline & Targets Identified in Plan

The Evaluation Report will utilize the metrics identified in the Vision & Principles section as the benchmarks and the degree of change will be used to gauge success. In some instances, a breakdown of the metrics may be used to develop a complete understanding of the trend. The metrics and the targets will be dependant on the availability of data. For instance, census data is provided every 10 years, with estimates

being released by the US Census Bureau periodically. In addition, we understand that metrics may change over time as new data and new measures become available.

Monitoring Identifies Issues and Trends for Decision-Makers

The Evaluation Reports will identify any key issues and undesired trends so that decision makers can determine if a change in City Hall policy is required. The desired outcome of the report is to maintain things that are working and things that are not working can be changed or eliminated.



ACKNOWLEDGEMENTS

CHAMPIONS OF THE DOWNTOWN

The Downtown Community Plan was made possible by a citizenry that is committed to bettering their city.

Downtown Salt Lake City plays a significant role in the Intermountain Region and therefore, the level of interest in the *Downtown Community Plan* was high. The planning process was designed to be inclusive, thoughtful and responsive to public concerns and sensitivities. Multiple public engagement strategies sought to actively engage our community through varying opportunities for meaningful public input.

Public Engagement Principles

- Each participatory effort has real potential to make a difference and will inform the creation of long-term policy.
 - By harnessing existing relationships, we can promote our process and identify champions.
 - Meaningful participation begins with a transfer of knowledge about the past, the existing conditions, and future trends.
- Engaging a broad, diverse public by providing multiple venues and means for community involvement is important in the creation of a democratic, representative plan.
 - Involving as many people as possible is key to City Hall's commitment to public engagement.
 - By providing convenient opportunities for participation, we demonstrate respect for participants' time and schedules.

This effort was coordinated by the Salt Lake City Planning Division staff and reviewed by a 33-member Advisory Group. The Advisory Group represented 23 different interest groups ranging from Arts to Youth.

Advisory Group

- Earl Arnoldson, Salt Lake City School District
- Stacy Bare, Sierra Club
- Karla Bartholomew, Salt Lake County Health Dept
- Scott Beck, Visit Salt Lake
- Allison Beddard, Cushman Wakefield
- John Bennett, Governor's Office
- Jake Boyer, The Boyer Company
- Angela Dean, SLC Planning Commission
- Nichole Dunn, Salt Lake County Mayor's Office
- Jorge Fierro, Rico Brand and Frida Bistro
- Michael Fife, SLC Planning Commission
- Maria Garcia, Neighborworks
- Mark Gibbons, LDS Church, PRI, City Creek
- Andrew Gruber, Wasatch Front Regional Council
- Christian Harrison, Downtown Community Council
- Lynnette Hiskey, State of Utah Arts Council
- Kirk Huffaker, Utah Heritage Foundation
- Michael Iverson, Central City Neighborhood Council
- David Lang, Goldman Sachs
- Michael Larice, College of Architecture + Planning, University of Utah
- Nathan Lee, Utah Department of Transportation
- Jason Mathis, Downtown Alliance
- Matt Minkevitch, The Road Home
- Flor Olivio, University of Utah Student
- Christie Oostema, Envision Utah
- Jim Olson, Utah Jazz
- Mark Peach, City Presbyterian
- Jason Perry, University of Utah
- Vasilios Priskos, Internet Properties Inc.
- Karamea Puriri, Craft Lake City, SLUG Magazine
- Robert Rendon, Hispanic Chamber
- Matt Sibul, Utah Transit Authority
- Alice Steiner, Citizen (At-Large Member)

MAYOR

Ralph Becker

CITY COUNCIL

District 1 – James Rogers
 District 2 – Kyle LaMalfa
 District 3 – Stan Penfold
 District 4 – Luke Garrott, *Vice Chair*
 District 5 – Erin Mendenhall
 District 6 – Charlie Luke, *Chair*
 District 7 – Lisa Adams

PLANNING COMMISSION

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 Angela Dean
 Michael Fife
 Michael Gallegos
 James Guilkey
 Carolynn Hoskins
 Matt Lyon
 Clark Ruttinger, *Vice Chair*
 K. Marie Taylor
 Matthew Wirthlin

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TECHNICAL COMMITTEE

Mike Akerlow, HAND
 Alene Bentley, Rocky Mountain Power
 Alden Breinholt, Public Services
 Larry Butcher, Building Services
 Kelsey Ellis, Arts Council
 Robin Hutcheson, Transportation
 Edward Itchon, Building Services
 Jack Hammond, AIA Utah
 Karen Krieger, Arts Council
 Debbie Lyons, Sustainability
 Joanne Milner, Mayor's Office
 Nancy Monteith, Parks & Public Lands
 Jeff Niermeyer, Public Utilities
 Michelle Ross, Police Department
 Andrew Riggle, Disability Law Center
 Bianca Shreeve, Mayor's Office
 Jeff Snelling, Engineering
 Brad Stewart, Public Utilities
 Kim Thomas, YouthCity
 Joyce Valdez, Mayor's Office
 Russ Wall, Salt Lake County
 Thomas Ward, Public Utilities
 Russell Weeks, Council Office
 Rolen Yoshinaga, Salt Lake County
 Kevin Young, Transportation
 Renee Zollinger, Sustainability

WORKING GROUP

Nichol Bourdeaux, HAND
 Matt Dahl, RDA
 Tammy Hunsaker, HAND
 Jason Mathis, Downtown Alliance
 Jesse Dean, Downtown Alliance
 Colin Quinn-Hurst, Transportation
 Julianne Sabula, Transportation
 Brad Stewart, Public Utilities
 Michael Stott, Mayor's Office
 Nick Tarbet, Council Office
 Jessica Thesing, Economic Development
 Russell Weeks, Council Office

PROJECT TEAM

Jill Remington Love, *Director Community & Economic Development*
 Mary DeLaMare-Schaefer, *Deputy Director Community & Economic Development*
 Nora Shepard, *Planning Director*
 Cheri Coffey, *Deputy Planning Director*
 Nick Norris, *Planning Manager*
 Michaela Oktay, *Planning Manager*
 Molly Robinson, *Project Manager*
 Doug Dansie, *Senior Planner*
 Michael Maloy, *Senior Planner*
 Daniel Echeverria, *Principal Planner*
 Tracy Tran, *Principal Planner*
 Amber Beale, *Intern*
 Richard Decker, *Intern*
 Matthew Gray, *Intern*
 Jeff Miller, *Intern*
 Tyler Smithson, *Intern*
 Lance Tyrrell, *Intern*
 Brendan Willig, *Intern*
 Xi Wang, *Intern*

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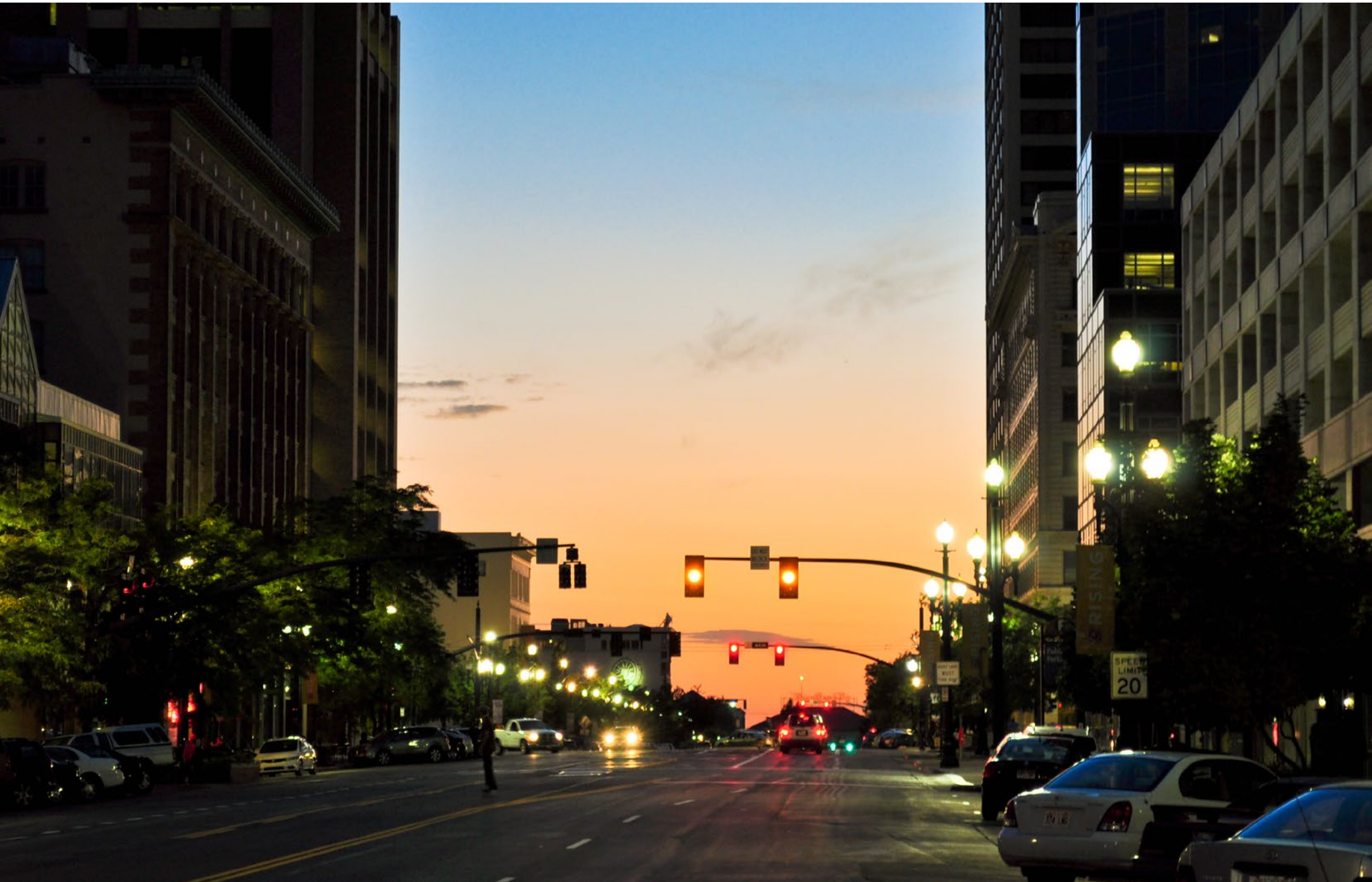


Photo credit: Lance Tyrrell

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