



Staff Report

PLANNING DIVISION
COMMUNITY & ECONOMIC DEVELOPMENT

To: Salt Lake City Planning Commission
From: Nick Norris (801)-535-6173 or nick.norris@slcgov.com
Date: September 3, 2014
Re: Plan Salt Lake

Master Plan: Plan Salt Lake

REQUEST: Mayor Ralph Becker is requesting the Planning Commission review and make a recommendation to the City Council regarding the adoption of Plan Salt Lake. Plan Salt Lake is a master plan that establishes a citywide vision, identifies shared community values reflected in a set of guiding principles, lists specific initiatives that will help reach the Vision and establishes targets to allow us to measure our progress. Plan Salt Lake is intended to serve as a guide for creating and updating element plans, community master plans, and other similar planning efforts. The document will help guide the decision making process related to master plans, budget, land use, etc.

RECOMMENDATION: Planning Staff recommends that the Planning Commission forward a positive recommendation to the City Council to adopt Plan Salt Lake. This recommendation is based on the information in the staff report, the process, consideration of the Mayor's Livability agenda and City Council Philosophy Statements, and consideration of other adopted citywide plans. Below is a motion that the Commission may consider in making a recommendation that is consistent with the Planning staff's.

"I move that the Planning Commission forward a recommendation to the City Council to adopt Plan Salt Lake based on the information presented in the staff report, the public involvement process associated with creating the plan, and the testimony and discussion provided during the Planning Commission briefings and public hearings."

ATTACHMENTS:

- A. Draft Plan Salt Lake document
- B. Existing Conditions Report
- C. Public Engagement Report
- D. Public and Department review comments

PROJECT DESCRIPTION:

Plan Salt Lake is a citywide visioning document intended to align other master plans towards a common goal. Salt Lake City has not had a citywide master plan since the 1960's. As a result, master plans were created, updated and used without considering how they may impact the City as a whole.

Plan Salt Lake combines many of the existing, citywide policies that are broad in nature into a single document so that they can be considered equally during the creation of new master plans, updating existing plans and in the decision making process.

In 2012, the City's Community and Economic Development Department started to work on a plan to consolidate all existing City policies related to the function of the CED Dept. into one place. The Planning Division was asked to manage the project. As the project unfolded, it morphed into a Vision Document due to the complexity of trying to assemble all of the policy documents into one place. The Visioning Document was intended to gather the highest level policies from these documents and organize a public outreach effort around the high level statements to determine the value of those statements.

The public engagement effort was done in three phases. The first phase occurred in 2012 and consisted of gathering and categorizing values identified when people were asked what they like or don't like about Salt Lake City. This input was used to identify common themes and shared values that were used to craft a vision statement and guiding principles around the key areas identified in Plan Salt Lake (see attachment A for details).

After the first phase, an Existing Conditions report was created to establish a base line of information intended to help us understand how people's perceptions of the City aligned with the facts related to our demographics, built environment, social environment, economic environment and natural environment. The Existing Conditions report helps the City understand the issues we face so that we can compare how our efforts impact changes over time and allows us to be more responsive to those changes.

The second phase of the engagement process occurred in 2013. The purpose of the second round was to get people to prioritize the values and guiding principles and determine if they accurately reflected what was heard in the first phase. After this phase, the Vision and Guiding Principles were finalized and the existing, high level policies were organized under each Guiding Principle. These policies were refined into the "Initiatives" identified in the plan. An initiative is a short statement on what the City is going to do related to each guiding principle. Many of these initiatives are things that the City is already doing, but that are not specifically stated as a goal of the City or one of the City's programs.

The final phase of the public engagement process involved making the draft plan available for review and comment. The Plan was made available at a number of community events held throughout the City and posted on Open City Hall. A full report of the public engagement activities can be found in Attachment C.

The Existing Conditions report established a base line of understanding where Downtown is currently. This report helped identify the challenges and opportunities that exist in Downtown and inform the Vision, Goals, Action Items, Key Moves and Catalytic Projects. A copy of the report is attached as Attachment B.

DISCUSSION:

The City has not adopted specific factors when considering amendments to Master Plans. Throughout the planning process, Planning Staff has used a number of adopted policy documents, citywide master plans and planning efforts done by other groups to provide some insight into policies that may impact the City.

Mayor's Livability Agenda

The Mayor's Livability Agenda is a document created by the Mayor's Office that is intended to help frame priorities as they relate to making Salt Lake City "one of the greenest, most accessible, most inclusive and most economically viable municipalities in the country." The document contains 6 sections:

1. The Resilient Economy
2. Salt lake City in Motion
3. A wise Energy Future and Quality Environment

4. Innovation and Celebration of Education
5. A Commitment to Equality and Opportunity
6. Enhancing the Artistic and Cultural Life

The Resilient Economy Section focuses on how the City administers specific tools, such as the RDA programs, Community Development Block Grants, Community Reinvestment Act, Capital Improvement Program, etc. The Economy chapter of Plan Salt Lake is aligned with the Mayor's Livability Agenda and the ongoing goals of the Economic Development Division of CED.

Section 2 "Salt Lake City in Motion" discusses providing transportation options. The documents states "Drive if you want to, but it shouldn't be your only, or necessarily best, option in town." The City has a citywide Transportation Plan. The Transportation and Mobility Guiding Principle states the City should provide "A transportation and mobility network that is safe, accessible, reliable, affordable and sustainable, providing real choices and connecting people with places." The initiatives come from existing policy documents and support this principal. It is anticipated that this section will be used to help guide the upcoming Transit Master Plan that the CED Dept. is starting in 2014 or 2015.

The purpose of the section titled "A Wise Energy Future and Quality Environment" is to find ways to conserve existing resources, protect our natural assets, plan for climate adaptation, reduce our waste and lead the region to better air quality. These values are identified in a number of sections in Plan Salt Lake, including the Neighborhoods, Growth, Air Quality, Natural Environment, and Beautiful City.

While the City plays a limited role in education, the Mayor's Livability aims to support the Education system in the City. Education is a key component of Equity and Economy sections of Plan Salt Lake. Providing more access to education facilities throughout the City is an important element of social equity and necessary for a strong and diverse economy.

The City has made a strong push towards making "A Commitment to Equality and Opportunity", the fifth section of the Livability Agenda. The Equity section of Plan Salt Lake strives to provide all residents with ample opportunity to improve their quality of life access to quality education, employment, housing and community resources.

Salt Lake has a strong and historic commitment to the arts and this is reflected in both the Mayor's Livability Agenda as well as Plan Salt Lake. The overall goal in both is to provide diverse opportunities to access the arts and culture of our community.

City Council Philosophy Statements

In 2012, the City Council adopted a series of philosophy statements on several subjects pertaining to the City. The document states "It is the Council's intent that this collection of philosophy statement will provide direction and communicate vision that can be used and built upon by City residents, business owners, developers and City employees." These philosophy statements cover:

- Historic Preservation
- Housing
- Economic Health of the City
- Arts and Culture
- Neighborhood Quality of Life
- Transparency
- Transportation and Mobility
- Parks and Open Space
- Sustainability
- Education

The sections of Plan Salt Lake resemble the above list and the Council Philosophy Statements influenced the organization and content of Plan Salt Lake.

The Council Philosophy Statement on Historic Preservation mirrors the City's adopted Historic Preservation Plan, which is a citywide plan, intended to guide the future historic preservation efforts of the City. Plan Salt Lake expands the concept of preservation to also include neighborhood character and the unique characteristics of our neighborhoods that may not be historic.

The Philosophy Statement on Economic Health of the City identifies the importance that the City plays in local, regional and State economies. There are a number of value statements about supporting businesses of various sizes, supporting greater population growth through density opportunities, annexation opportunities and improving the overall quality of life, and other similar values related to the economy. Plan Salt Lake is closely aligned with this Council Philosophy Statement.

Similar to the Mayor's Livability Agenda, the Council supports a strong vision for arts and culture in the City by supporting a wide variety of artistic expressions in different locations and at different scales. The Guiding Principle and associated initiatives in Plan Salt Lake support the City Council Philosophy Statement on Arts and Culture.

In the Quality of Life Philosophy Statement, the Council has outlined a vision and shared values that represent a position of accessible housing, opportunity for social interaction, safety, access to food, retail, entertainment, and schools and variety of nearby business that are accessible by a number of transportation options. These things are found in several sections of Plan Salt Lake.

The Council Philosophy Statement on Transparency endorses best practices in open government, including expanded public engagement, an open decision making process and improving access to government data and processes. Plan Salt Lake includes a section on Government that is based on this statement.

The Council's Vision for Transportation and Mobility states "Salt Lake City residents should have choices in modes of transportation which are safe, reliable, affordable and sustainable. Residents should reap the value of well-designed transportation systems that connect residents to neighborhoods and the rest of the region." The Plan Salt Lake Guiding Principle is similar to this statement and the associated initiatives from existing policies help support the Council's statement.

The vision for the Council's Philosophy Statement on Sustainability is to "measurably change habits and patterns to use only what is minimally needed for our generation so resources are readily available, and where possible, replenished for future generations." The Council Philosophy Statement lists planning for future growth using tools such as land use planning, zoning, land acquisitions, setting growth targets, expanding housing choices and transferring development opportunities to increase the use of sustainable practices. These philosophies are found throughout Plan Salt Lake in the Guiding Principles, Initiatives, and Targets.

The vision adopted by the City Council related to Parks and Open Space focuses on both programmed and non-programmed recreational opportunities. Plan Salt Lake separates Natural Spaces and Parks and Recreation into two different sections, but both sections capture the intent of the Council's Philosophy Statements.

The Council Philosophy statement on Education is very similar to the Mayor's Livability Agenda. As discussed, Plan Salt Lake supports increasing access to education opportunities for all residents and links it to both Equity and Economy sections.

The Comprehensive Housing Policy (the title of the Philosophy Statement on Housing) lists several purposes, including to foster and celebrate the urban residential tradition, ensuring a wide range of housing types, ensure affordable housing is available in all neighborhoods, emphasizing the value of transit oriented development, and supporting green building techniques. Plan Salt Lake addresses many of these items, but does so in different sections. The Housing section focuses on providing housing choice, accessibility and affordability. The Growth section focuses on what to consider as we grow so we can make sure we grow in the right way and in the right places.

Sustainable Salt Lake Plan 2015

Although not an officially adopted master plan of the City, the Sustainable Salt Lake Plan 2015 establishes certain metrics and benchmarks with a goal of reaching those by 2015. Some of the measures have extended goal dates due to the nature of the item. These metrics heavily influenced the existing conditions report as well as the targets identified in Plan Salt Lake. The Planning Division has talked with Sustainability about finding a way to incorporate Plan Salt Lake into this plan and the Sustainability Dashboard.

Wasatch Choice for 2040

Wasatch Choice for 2040 is a regional planning effort that “considers how growth, mobility, housing and jobs can be shaped for the next few decades to have outstanding positive impacts on the life of residents in the Greater Wasatch Area.” This effort focuses on “centered growth” which can be summarized by making changing strategic changes to a small percent of our metropolitan area can yield huge benefits. The benefits of “centers” is that they provide housing and transportation choices, reduce the time distance and money associated with transportation, helps business reach more consumers and employees to have a selection of more jobs, improves air quality, reduces growth pressure on sensitive areas and reduces demand for water.

Many of these concepts can be found in various sections of Plan Salt Lake. Sustainable Growth and Development section of Plan Salt Lake incorporates many of the concepts, but makes them specific to Salt Lake City. These principles include placemaking, mixing of uses, connectivity and circulation, density, compatibility, maximizing public investments, being responsive and resilient and green buildings. The intent is that future land use plans and decisions will consider these concepts.

August 27th Planning Commission Briefing

At this briefing, the Planning Commission asked staff to look at the following things:

- Finding a way to link the tools and the metrics
 - We attempted to link the metrics to the specific tools. However, adding the metrics to the columns resulted in a large table that spanned over two pages. We also felt that linking metrics to tools might send the perception that only those specific tools could be used for specific metric related items.

The Planning Division intends to create a reporting document that measures the success of Plan Salt Lake, as well as other City master plans, that would include a section of specific actions, the result of those actions and what tools/resources were used to carry out an action. This allows us to fully evaluate each tool, as well as each action, to better understand how successful the tools are. It is probably more appropriate to put this into a reporting document vs. the actual plan so it avoids the need to update the plan as data is created.

- Fill in the missing “purpose” cell of the tools chart for Community Development Corp.
 - This was done.

NEXT STEPS:

The Planning Commission is a recommended body for all master plan amendments. The Planning Commission can choose to forward Plan Salt Lake with a recommendation to adopt the plan, adopt the plan with specific changes, or to not adopt the plan. Given the amount of review that has already occurred with the Planning Commission, the level of public engagement and the relative simplicity of Plan Salt Lake, Planning staff is of the opinion that the plan captures the vision of the community and helps further the City’s existing philosophies.

After a recommendation is made, the City Council is required to consider the Planning Commission’s recommendation. The Council can adopt the plan as recommended, make modifications to the plan as it sees fit and then adopt the plan or deny the plan. If the plan is denied, the existing Downtown Master Plan, Gateway Specific Plan and applicable section of the Central Community Master Plan remain in place.

ATTACHMENT A: Plan Salt Lake (draft version)



PLAN SALT LAKE

SALT LAKE CITY | CITYWIDE VISION

AUGUST 2014



PLAN SALT LAKE

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A VISION FOR THE FUTURE

Plan Salt Lake sets a citywide Vision for Salt Lake City for the next twenty-five years. It considers where we are as a city, where we want to be, and establishes the framework for decision making that will get us there. The Plan is based on existing City policies and input gathered from thousands of people including City residents, leaders, business owners, experts, and visitors. The Plan intends to set the stage for future neighborhood, community, and City element plans to address how they will each contribute to the 2040 Vision for Salt Lake City.

By establishing a consolidated citywide vision, Plan Salt Lake creates a framework to prepare our City for growth, while focusing on sustainability and livability. At the root of the Vision is quality of life for current and future generations. We recognize that cities evolve and change overtime. As the natural, built, social, and economic environments change, it is our responsibility to ensure we are responsive, resilient, and contributing to our collective Vision.

OVERVIEW

PURPOSE

The purpose of Plan Salt Lake is to create a shared Vision for the future of Salt Lake City for the next 25 years. The Plan outlines the over arching “umbrella” policies related to managing growth and change that are best identified on a citywide level.

This document is intended to provide direction to policy makers, residents, property owners, designers, planners, business owners, and leaders. The purpose of Plan Salt Lake is to:

- Establish and articulate a citywide vision for Salt Lake City;
- Identify the commonly held values of our community;
- Establish a framework for future community master plans and element plans (also known as thematic plans) to carry out the Vision; and
- Set targets and identify metrics to help measure our success over time.

PROCESS

The first step in determining where we want to be as a City was to analyze where we are today, creating a baseline for measuring our progress overtime. In January 2014, the Plan Salt Lake Existing Conditions Report was complete. The report presents a significant amount of data in many different areas to develop a full and clear picture of Salt Lake City.

Next, the Plan Salt Lake team undertook an extensive public input and research process, analyzing existing City policies and planning documents. Over a two year period, the Plan Salt Lake team received input from thousands of citizens and stakeholders.

IMPLEMENTATION

Plan Salt Lake establishes a framework for neighborhood, community, and element plans to implement the 2040 Vision. The Plan is broken down into thirteen Guiding Principles, each with a set of Initiatives that provide more detail and depth to the Vision. Future community master plans and element plans will be guided by these citywide Principles and Initiatives and will be required to address how they individually contribute to carrying out the shared Vision identified in this document. Because each neighborhood and individual community within Salt Lake City is unique, each community will help carry out the Vision in its own unique way.

A matrix, found on pages 42 and 43, has been developed to help us measure our progress overtime. It includes the Guiding Principles and 2014 Targets, as well as the unit of measurement and baseline numbers.





A background photograph of children at a public engagement event. In the foreground, a young girl with blonde curly hair is smiling. Behind her, another child is visible. To the right, a woman with blonde hair is standing. In the background, a sign lists names: CHRIS MONSON, BRETT PALMER, and GARRETT BLOMQUIST. The children are sitting at a table with a 'PLAN SALT LAKE' sign and some drawings.

81

EVENTS

3,035

COMMENTS RECEIVED

43

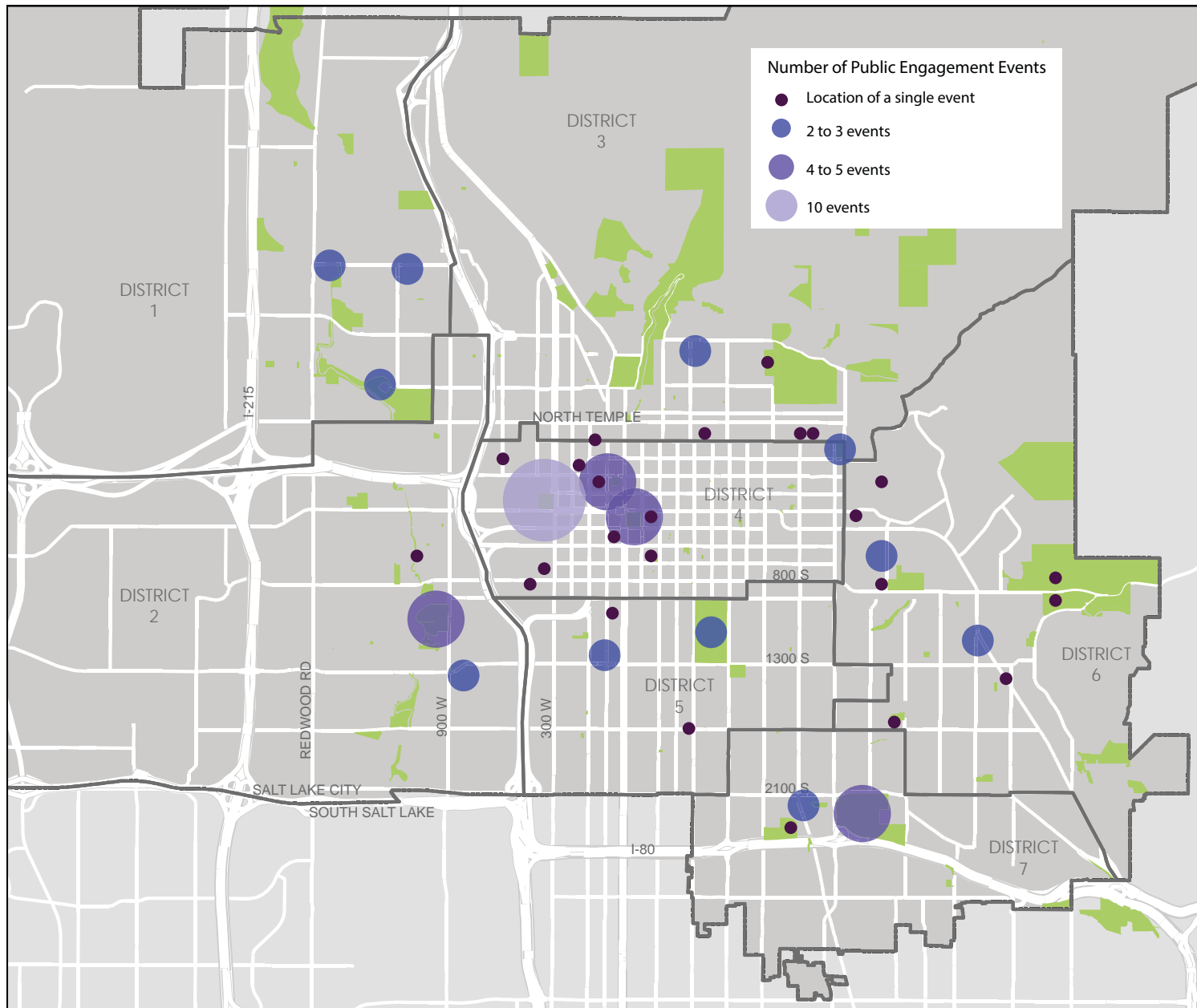
LOCATIONS CITYWIDE

PUBLIC ENGAGEMENT

During 2012 and 2013, the Plan Salt Lake team undertook an extensive public engagement effort to identify what Salt Lake City residents and visitors value and gather input on what the future vision for Salt Lake City should be. The team attended 81 events at locations across the City and gathered thousands of comments from City residents and visitors. From the input received, several key themes emerged as priorities and values of Salt Lake City residents and visitors. The public input, along with established City policies, was used to create the Vision, Guiding Principles, and Initiatives laid out in this Plan.

The feedback we received affirmed and reiterated much of what has already been identified as important values in existing and previously adopted City policy.

PUBLIC ENGAGEMENT EVENTS (2012-2013)





SUSTAINABLE GROWTH & DEVELOPMENT

Salt Lake City is committed to sustainable growth and development. The Sustainable Salt Lake – Plan 2015 reflects our current broad and ambitious agenda to protect our resources, enhance our assets, and establish a path toward greater resiliency and vitality for every aspect of our community. Plan Salt Lake builds upon the principles and goals identified in Sustainable Salt Lake, incorporating sustainability principles throughout the Plan with the goal of livability and making our City one of the greenest, most inclusive, and economically viable cities in the country.

Sustainability concepts can be incorporated into the design of infrastructure, public spaces, and private development. These concepts have the potential to improve the overall quality of life for our community by reducing energy consumption, improving air and water quality, and providing more lifestyle choices. The following concepts should be used to guide future growth and development in Salt Lake City.

PLACEMAKING

Placemaking is both an idea and a tool. At its root, Placemaking is centered on the belief that public spaces are the core of neighborhoods, communities, and cities. Development plays a critical role in shaping public spaces, creating a sense of place and Placemaking. With the right mixture of uses, infrastructure, and amenities, desirable, attractive places are formed. Placemaking goes beyond just the urban design of public spaces and takes into consideration how a place can facilitate patterns of activities and connections that define a place. The policies in Plan Salt Lake establish the framework for creating a sense of place in our neighborhoods, communities, and city overall.

DIVERSE MIX OF USES

By creating places with a diverse mix of uses, building types, connections, and transportation options, people have the choice of where they live, how they live, and how they get around. As our City grows and evolves overtime, having a diverse mix of uses in our neighborhoods citywide will become increasingly important to accommodate responsible growth and provide people with real choices.

CONNECTIVITY & CIRCULATION

Connectivity and circulation are critical to responsible, sustainable growth. We must ensure that our neighborhoods and districts are well connected by both providing a wide-range of transportation and mobility options and increasing the number of connections in our community. Smaller blocks and a diversity of connections are necessary to achieve this.

DENSITY

Density and compact development are important principles of sustainable growth, allowing for more affordable transportation options and creating vibrant and diverse places. Density in the appropriate locations, including near existing infrastructure, compatible development, and major transportation corridors, can help to accommodate future growth more efficiently. This type of compact development allows people to live closer to where they work, recreate, shop, and carry out their daily lives, resulting in less automobile dependency and greater mobility.

SUSTAINABLE GROWTH & DEVELOPMENT (continued)

COMPATIBILITY

Compatibility of development generally refers to how a development integrates into the existing scale and character of a neighborhood. New development should be context sensitive to the surrounding development, taking into account the existing character of the neighborhood while providing opportunities for new growth and to enhance the sense of place.

MAXIMIZE PUBLIC INVESTMENTS

The cost of public infrastructure investments, such as transit, can be recaptured through new development and increases in density. Transit-oriented development maximizes transit infrastructure benefits through increased ridership and density. This type of development results in more walkable, vibrant, and accessible neighborhoods, as well as increases in property values and sales tax revenues for the community.

RESPONSIVE & RESILIENT

Designing infrastructure and development to be adaptable and responsive to a changing climate and demographic shifts will ensure our community is resilient and meets the changing needs of future generations. This means creating places that are durable and long lasting while being flexible, allowing for a diversity of users and uses.

GREEN BUILDING

Green infrastructure and development should incorporate sustainable building best practices including high performance energy and resource efficiency, renewable energy generation, transit and pedestrian orientation, storm water and water management, and the use of high quality, durable building materials.



VISION

Salt Lake City is the social, economic, and cultural center of the region. It is a place that welcomes all with open arms, isn't afraid to tackle the complex issues of our times, and is committed to effective and transparent governing.

We are a city that values a healthy lifestyle where we enjoy clean mountain air to breathe and fresh water to drink. Our quality of life is centered on our access to our natural surroundings and the ability to interact with one another as we walk and bike our kids to school, enjoy our numerous cultural resources and events, or shop and dine at our unique local shops and restaurants. Our City respects the natural environment and the relationship we have with it. We recognize and value the importance of protecting our quality of life for future generations.

Whether through our ancestry or architecture, our past helps define the context of our City. Every generation and development adds to that context. As we grow, we expect that growth will make a positive contribution to our community by respecting our past and adding to the definition of the City.

We expect to have true choices about how we live our lives, from what kind of home we live in to how we travel to work, shop, worship, or recreate. We expect to be safe while we are in our neighborhoods and to have the resources and services we need.

We strive for a complete education for all, understanding that a strong education is the backbone of a successful economic environment.

We expect that our government will be open, fair, and responsive to the needs of the City. We expect that all people will be treated equitably, with dignity and respect, and be free from discrimination and that these tenets will be followed as we see demographic changes.



GUIDING PRINCIPLES

1/ Neighborhoods that provide a safe environment, opportunity for social interaction, and services needed for the well-being of the community therein.

2/ Growing responsibly while providing people with choices about where they live, how they live, and how they get around.

3/ Access to a wide variety of housing types for all income levels, providing the basic human need for safety and responding to changing demographics.

4/ A transportation and mobility network that is safe, accessible, reliable, affordable, and sustainable, providing real choices and connecting people with places.

5/ Air that is healthy and clean.

6/ Minimize our impact on the natural environment.

7/ Protecting the natural environment while providing access and opportunities to recreate and enjoy nature.

8/ A beautiful city that is people focused.

9/ Maintaining places that provide a foundation for the City to affirm our past.

10/ Vibrant, diverse, and accessible artistic and cultural resources that showcase the community's longstanding commitment to a strong creative culture.

11/ Ensure access to all City amenities for all citizens while treating everyone equitably with fairness, justice, and respect.

12/ A balanced economy that produces quality jobs and fosters an environment for commerce, local business, and industry to thrive.

13/ A local government that is collaborative, responsive, and transparent.





1/ NEIGHBORHOODS

GUIDING PRINCIPLE/ Neighborhoods that provide a safe environment, opportunity for social interaction, and services needed for the wellbeing of the community therein.

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2040 TARGETS:

1. COMMUNITY AMENITIES (PARKS, NATURAL LANDS, LIBRARIES, SCHOOLS, RECREATION CENTERS) LOCATED WITHIN 1/4 MILE WALKING DISTANCE OF EVERY HOUSEHOLD
2. SAFE NEIGHBORHOODS - REDUCTION IN CRIME

We believe that vibrant neighborhoods are fundamental to the health and vitality of Salt Lake City and its residents and visitors. Our neighborhoods have the ability to contribute and enhance our quality of life by providing basic goods and services, support, safety, amenities, and opportunities for social interaction.

Salt Lake City is made up of unique neighborhoods and districts, from Downtown's urban neighborhood, to the historic Avenues, to the tree lined streets of Rose Park. Each individual neighborhood contributes to shaping our City as a whole and plays an important role in helping us fulfill our collective Vision. As a City, our neighborhoods, districts, and the residents and visitors who live, work, play, and do business within them, define who we are and what we value. It is important that we embrace and support the character and uniqueness of each neighborhood, while understanding the important role that they play in helping us reach our collective Vision.

Salt Lake City neighborhoods are diverse, exciting, safe, and well maintained. We believe all of our neighborhoods should be inclusive and supportive of all people, at all stages of life including families, young people, and older adults.

Our neighborhoods provide valuable opportunities and amenities for recreation, culture, social interaction, and community gathering places, services, and events. These places include businesses, schools, parks and natural lands, libraries, community events, and more. It is important that these resources are located within neighborhoods, close to residents and accessible by walking, bicycling, and public transit.

Our community gathering spaces are vital to our neighborhoods, offering open space and places for social engagement, learning, community building, and opportunities to connect with the community and nature. Community gathering spaces vary by neighborhood and come in many different sizes and forms, from parks and natural lands, to schools and libraries, we value and recognize the important role that community spaces play in civic engagement, social interaction, walkability, and community identity. Our neighborhoods must provide access to community gathering spaces, including parks and recreation facilities, within walking distance in all neighborhoods in our City.

Neighborhood business districts also play an important role in shaping the unique character of our neighborhoods and provide valuable goods and services for nearby residents. While they vary in size and draw, neighborhood business districts contribute to the overall livability and economic health of our City.

INITIATIVES

1. Maintain neighborhood stability and character.
2. Support neighborhoods and districts in carrying out the City's collective Vision.
3. Create a safe and convenient place for people to carry out their daily lives.
4. Support neighborhood identity and diversity.
5. Incorporate artistic elements and support cultural events on a neighborhood scale to reinforce neighborhood character and identity.
6. Promote accessible neighborhood services and amenities, including parks, natural lands, and schools.
7. Encourage and support local businesses and neighborhood business districts.
8. Provide opportunities for and promotion of social interaction.
9. Improve the usefulness of public rights-of-way as usable public space.
10. Improve green infrastructure (including parks, natural lands, green-ways, and urban forestry) in neighborhoods by incorporating best management practices for our parks and streetscapes.

2/ GROWTH

GUIDING PRINCIPLE/ Growing responsibly, while providing people with choices about where they live, how they live, and how they get around.



2/ GROWTH

GUIDING PRINCIPLE/ Growing responsibly, while providing people with choices about where they live, how they live, and how they get around.

2040 TARGET:

1. INCREASESALT LAKE CITY'S SHARE OF THE POPULATION ALONG THE WASATCH FRONT

Responsible growth means minimizing our impact on the natural environment while providing people with lifestyle choices, including a range of housing types and choices citywide, and providing mobility choices through a variety of transportation options including walking.

The key strategies for responsible growth are addressed in the following Initiatives and include an emphasis on transit oriented development (TOD), infill and redevelopment of underutilized properties, and locating growth and new density in areas that are already serviced by existing infrastructure including Downtown, along transit corridors, and within large commercial nodes such as the Sugar House Business District.

In recent decades, Salt Lake City's population has seen a modest increase but has not kept up with the growth of the surrounding suburbs along the Wasatch Front. Based on current and forecasted trends, it is expected that Salt Lake City will see a significant population growth over the next twenty-five years. It is our responsibility to ensure growth and development adds to the public realm through the use of high

quality materials, sustainable building practices, and best practices in urban design. With the right tools and policies, growth can enhance quality of life for the residents and visitors of Salt Lake City, providing more choices and setting new standards for best practices in development.

Anticipated future growth provides us an opportunity to minimize the negative impacts of population growth while maximizing the benefits including increases in political representation, distribution of federal funds, and population-based sales tax revenues. Because of our expansive infrastructure, access to parks and recreation, and major employment centers, Salt Lake City is uniquely situated to accommodate growth. Capitalizing on our strengths and welcoming new residents will help us clean our air, promote healthy lifestyles, and increase the opportunities for people to succeed.

As we grow and our City becomes more dense and urbanized, we must ensure that our community is walkable and provides access to amenities that contribute to our quality of life, including access and opportunities to connect with one another and the natural environment. Walkability and proximity to the places and services necessary to carry out our daily lives will become increasingly important, as will the need to protect the natural environment including a connected open space network. It will be important to consider not only proximity to amenities and services, including parks and recreational facilities, but also quantity and quality of these services and amenities to ensure they meet the demands of future users and residents.

INITIATIVES

1. Locate new development in areas with existing infrastructure and amenities, such as transit and transportation corridors.
2. Encourage a mix of land uses.
3. Promote infill and redevelopment of underutilized land.
4. Preserve open space and critical environmental areas.
5. Reduce consumption of natural resources, including water.
6. Accommodate and promote an increase in the City's population.
7. Work with regional partners and stakeholders to address growth collaboratively.
8. Provide access to opportunities for a healthy lifestyle (including parks, trails, recreation, and healthy food).



3/ HOUSING

GUIDING PRINCIPLE/ Access to a wide variety of housing types for all income levels, providing the basic human need for safety and responding to changing demographics.

3/ HOUSING

GUIDING PRINCIPLE/ Access to a wide variety of housing types for all income levels, providing the basic human need for safety and responding to changing demographics.

2040 TARGETS:

1. INCREASE DIVERSITY OF HOUSING TYPES
2. DECREASE%OFINCOMESPENTONHOUSINGFORCOST-BURDENED HOUSEHOLDS

Almost half of the total housing units in Salt Lake are single-family detached dwellings. While preserving the existing housing stock will continue to be a priority for Salt Lake City, over the next 25 years, it will be critical for us to encourage and support a diversity of new housing options and types with a range of densities throughout the City to best meet the changing population.

In recent years, we have seen a renewed interest in walkable neighborhoods, increased residential development downtown, and transit-oriented development. There is a growing demand for urban living, primarily driven by Baby Boomers and Millennials, paired with changing demographics on a national and local level that include an aging population, growing minority communities, and an increase in single-parent households and households without children. These changing households require changes to our housing policies and housing stock to provide choices on how best to meet their needs. The following Initiatives are focused on helping us meet these changes and demands by providing a range of housing types and choices for all abilities, incomes, and stages of life.

Affordability is a critical component of housing choice. As people's income levels rise and fall, providing housing options that match income levels and stages of life will allow people to make their own choices. This includes offering a wide range of housing types for all income levels in neighborhoods throughout the City.

INITIATIVES

1. Ensure access to affordable housing citywide (including rental and very low income).
2. Increase the number of medium density housing types and options.
3. Encourage housing options that accommodate aging in place.
4. Direct new growth toward areas with existing infrastructure and services that have the potential to be people-oriented.
5. Enable moderate density increases within existing neighborhoods where appropriate.
6. Promote energy efficient housing and rehabilitation of existing housing stock.
7. Promote high density residential in areas served by transit.



4/TRANSPORTATION&MOBILITY

GUIDING PRINCIPLE/ A transportation and mobility network that is safe, accessible, reliable, affordable, and sustainable, providing real choices and connecting people with places.

4/TRANSPORTATION&MOBILITY

GUIDING PRINCIPLE/ A transportation and mobility network that is safe, accessible, reliable, affordable, and sustainable, providing real choices and connecting people with places.

2040 TARGETS:

1. PUBLIC TRANSIT WITHIN 1/4 MILE OF ALL HOMES
2. REDUCE SINGLE OCCUPANCY AUTO TRIPS
3. DECREASE PEDESTRIAN, BIKE, AND AUTO ACCIDENTS

Over the next twenty-five years, our transportation and mobility options must expand and offer affordable, safe, and accessible choices for all, including people with disabilities, young people, and the elderly. Transit in Salt Lake City must become more accessible and more convenient in all of our neighborhoods. Cycling and walking must have the necessary infrastructure to ensure that they are not just recreational activities but convenient, safe, and viable transportation options.

In recent years, the transportation network in Salt Lake City has become increasingly multi-modal with an expanded transit system and increased bike lanes, but the primary form of transportation is still private automobile use. This automobile dependency increases air pollution and traffic and encourages development that is designed for cars, not people.

Through our infrastructure maintenance and design, we have an opportunity to better connect and enhance our neighborhoods and our quality of life. By includ-

ing embedded art and pedestrian elements into our transportation network, including streetscapes and infrastructure, we can reinforce our community identity, enhance our quality of life, and better utilize our public right-of-ways for people, not just cars.

With the 2040 Targets of transit within a ¼ mile of all residents, a reduction in single occupancy vehicle mode-share, and increased safety, we can achieve our Vision of clean air and increased mobility choices while improving the overall safety, health, and well being of our City.

INITIATIVES

1. Create a complete circulation network and ensure convenient equitable access to a variety of transportation options by:
 - Having a public transit stop within 1/4 mile of all residents
 - Expanding pedestrian and bicycle networks and facilities in all areas of the City
 - Providing incentives for the use of transit
 - Enhancing the regional transportation network
 - Creating a system of connections so that residents may easily access employment, goods and services, neighborhood amenities, and housing.
2. Reduce automobile dependency and single occupancy vehicle trips.
3. Make walking and cycling viable, safe, and convenient transportation options in all areas of the City.
4. Prioritize maintenance of existing infrastructure (enhancing quality of life, safety, sustainability, and mobility).

5. Encourage transit-oriented development (TOD).
6. Support and enhance the Salt Lake International Airport as a regional and international amenity (including freight).
7. Collaborate with regional partners to relieve congestion and enhance rights-of-way for alternative modes of transportation.
8. Enhance rights-of-way to join, rather than segregate, adjacent neighborhoods.
9. Incorporate green infrastructure into our rights-of-way and transportation network.
10. Incorporate pedestrian oriented elements, including street trees, pedestrian scale lighting, signage, and embedded art, into our rights-of-way and transportation networks.



5/ AIR QUALITY

GUIDING PRINCIPLE/ Air that is healthy and clean.

5/ AIR QUALITY

GUIDING PRINCIPLE/ Air that is healthy and clean.

2040 TARGETS:

1. REDUCE EMISSIONS
2. REDUCE CITYWIDE CONSUMPTION OF ENERGY

Air quality has been identified as one of the most important issues for Salt Lake City residents and is one of the most frequently discussed topics in the region. This is especially true during the winter months when the Wasatch Front is plagued by pollutant trapping inversions and deteriorating air quality. The inversions create more than just a health hazard and negative impact on the natural environment, they affect overall quality of life for residents and create negative perceptions for visitors and investors.

Poor air quality is directly related to pollutants caused by vehicle and industry emissions. It is our responsibility to reduce emissions of unhealthy air pollutants and climate-changing greenhouse gases to ensure the region's health, resilience, and quality of life. Salt Lake City is aggressively working to reduce vehicle emissions and improve air quality through programs that conserve electricity and natural gas, encourage individuals to decrease their personal motor vehicle use, and reduce other sources of air pollution. The City has been working to reduce both its own internal fleet emissions, and the vehicle emissions generated by the community.

With future changes to our climate, we will need to evaluate and address climate change impacts on air quality and develop a climate adaptation plan that

integrates adaptation strategies into our planning processes. We can employ policies that best link land use with transportation and target growth in places with existing infrastructure and development to maximize infrastructure investments, reduce resource consumption, and minimize automobile dependency.

Through public policy, education, and collaboration, we can improve our air quality in Salt Lake City. With a 2040 Target of reducing emissions and citywide energy consumption, we aim to do our part in improving air quality in our City.

INITIATIVES

1. Reduce greenhouse gas emissions.
2. Reduce individual and citywide energy consumption.
3. Increase mode-share for public transit, cycling, walking, and carpooling.
4. Minimize impact of car emissions.
5. Protect and enhance the existing urban forest, including street trees.
6. Support and promote renewable energy sources.
7. Encourage energy efficiency citywide.
8. Incorporate climate adaptation strategies into city planning processes.
9. Ensure local industries meet stringent environmental standards.

6/ NATURAL ENVIRONMENT

GUIDING PRINCIPLE/ Minimize our impact on the natural environment.



6/ NATURAL ENVIRONMENT

GUIDING PRINCIPLE/Minimize our impact on the natural environment.

2040 TARGETS:

1. EXPAND NATURAL LANDS AND WATERSHED PROTECTION ACREAGE
2. REDUCE WATER CONSUMPTION
3. INCREASE RECYCLING AND REDUCE WASTE

Salt Lake City is an environmentally conscious community committed to preserving and protecting our natural environment and resources for current and future generations.

The natural environment that is integrated into our City and surrounds our community is part of our identity and one of our most important assets. Our sense of place is heavily shaped by our location between the Wasatch Mountains and the Great Salt Lake, putting us at the center of where the mountains, foothills, and valley lowland environments merge.

As a City, we recognize the importance of protecting and managing our natural resources and important habitat to sustain biodiversity and ecosystem functions. We are committed to the protection and stewardship of our open space, native vegetation, water supply, and aquatic and terrestrial wildlife habitat while providing access and educational opportunities for the public. We will continue to provide the highest levels of service and implement policies that will help us do our part in conservation and stewardship.

Water is one of our most precious natural resources. With population growth, increasing demand, and changes in short- and long-term supply levels due to weather fluctuations and climate change, water conservation is necessary to sustain our water supply for future and current generations. Salt Lake City is committed to protecting our water supplies, ensuring water quality and safety, and complying with or exceeding all EPA requirements. We will continue working to address our stream and storm water quality and to reduce the risk of damage by floods.

Future changes to our climate will have an impact on our natural resources and the natural environment. These changes will need to be addressed at a local level. It is our responsibility to plan for and mitigate the impacts of climate change on our community.

Through policies, pricing, and education, we have committed to reducing overall waste and greenhouse gas emissions, increasing recycling and renewable energy generation, and supporting the highest and best use of materials and land.

Over the next twenty-five years, we will strive to protect and restore critical wildlife habitat, sensitive natural lands, and open space. These environments are crucial to water supply and quality and to the ecosystems that sustain us. We will work to preserve and restore riparian corridors in and around our community.

INITIATIVES

1. Preserve natural open space and sensitive areas to sustain biodiversity and ecosystem functions through:
 - Increased education regarding stewardship of natural lands;
 - Restoration of natural lands and critical habitat;
 - Support of stewardship of City-owned natural open space;
 - Implementation and promotion of best practices in management and stewardship of natural lands;
 - Restoration of aquatic and riparian corridors and habitats (including day-lighting of streams and water corridors); and
 - Reduction in habitat fragmentation.
2. Protect water quality and supply by:
 - Reducing water consumption per capita;
 - Limiting development in the canyons;
 - Preserving and expanding acreage of property critical to watershed protection;
 - Operating facilities to ensure water quality meets regulatory requirements;
 - Promoting and supporting reuse of reclaimed and secondary water sources; and
 - Protecting ground water sources.
3. Practice responsible waste management by:
 - Reducing and preventing waste;
 - Reusing and repurposing materials, including promoting the reuse of existing buildings over demolition; and
 - Increasing the recycling rate in the City.



7/ PARKS & RECREATION

GUIDING PRINCIPLE/ Protecting the natural environment while providing access and opportunities to recreate and enjoy nature.

7/ PARKS & RECREATION

GUIDING PRINCIPLE/ Protecting the natural environment while providing access and opportunities to recreate and enjoy nature.

2040 TARGETS:

1. INCREASE PARK SPACE
2. PARKS OR OPEN SPACE WITHIN WALKING DISTANCE OF EVERY HOUSEHOLD
3. INCREASE MILES OF TRAILS

As a City, we value active communities - ensuring access and opportunities for people of all ages, abilities, and backgrounds to live a healthy lifestyle. This includes accessible and safe places to recreate and carry out a variety of physical activities. These places range from pocket parks and urban plazas to natural lands and trail networks.

Salt Lake City is committed to balancing conservation of important habitat and natural resources with access to recreation and opportunities to enjoy nature. Our goals are to preserve and steward natural areas, increase access to parks, and enhance trail and open space connectivity. We are committed to providing public spaces that serve a multitude of user while preserving urban green space. We are dedicated to preservation, development, and maintenance of parks throughout the City for the use and enjoyment of the community. Our current City park system includes 126 parks, consisting of 925 acres and 58 municipal playgrounds.

Our parks, plaza, greenways, and natural lands all contribute to our community identity, sense of place, and livability. These places play an important role in providing spaces for people to gather and celebrate, recreate and engage in organized sports, as well as opportunities for people to connect with nature, find solitude and offer respite from the built environment. Our developed parks are designed to sustain heavy use and activities – both active and passive. How our parks are used, has and will continue to change over time in response to changes in community demographics and interests.

The City provides opportunities for citizens to recreate through the development and maintenance of recreation facilities. Recreation programming is provided by Salt Lake County in many of these facilities. Private, non-profit leagues also play an important role in programming many of the ball courts and fields.

Along with the many acres of urban parks and natural lands, the City owns and maintains thousands of acres of undeveloped public lands. A large portion of these lands are located in the foothills and mountains above Salt Lake City and provide areas critical to aquifer recharge, habitat for ecosystem preservation, as well as opportunities for low intensity, passive recreational use.

We understand that our parks and public spaces need to be safe, accessible, and well connected. In line with promoting an active community, we believe people of all backgrounds, ages, and abilities should be able to easily access our parks, this means a well connected pedestrian and bicycle network allowing for greater mobility and accessibility.

INITIATIVES

1. Balance protection and management of natural lands with access to recreational opportunities.
2. Provide accessible parks and recreation spaces within 1/2 mile of all residents.
3. Enhance trail and open space connectivity through improved visual and physical connections.
4. Protect and enhance existing parks, recreational facilities, and trails allowing for modifications to enhance usability and promote activity.
5. Establish level of service standards that address type, proximity, quality, and quantity of park space that is responsive to both citywide and neighborhood needs.
6. Integrate artistic elements into parks, urban trails, and other urban public spaces.
7. Support urban agriculture and local food systems that produce healthy and sustainable food for the community, while providing valuable open space.



8/ BEAUTIFUL CITY

GUIDING PRINCIPLE/ A beautiful city that is people focused.

8/ BEAUTIFUL CITY

GUIDING PRINCIPLE/A beautiful city that is people focused.

2040 TARGETS:

1. PEDESTRIAN ORIENTED DESIGN STANDARDS INCORPORATED INTO ALL ZONING DISTRICTS THAT ALLOW RESIDENTIAL USES
2. ACTIVE AND VIBRANT PARKS AND PLAZAS

Salt Lake City is a beautiful city with a distinct urban form characterized by our built environment and our pristine natural surroundings and topographical features. Our large blocks and wide streets contribute to our urban form along with our unique location, nestled against the foothills of the Wasatch Mountains to the East and the wetlands, Great Salt Lake, and Oquirrh Mountains to the West.

Open space and the natural environment are defining features of Salt Lake City. Our beautiful City parks and open spaces, paired with the dramatic views of and proximity to the Wasatch and Oquirrh mountains, make Salt Lake City a beautiful place to live and visit. These aesthetic and recreational qualities attract new residents, visitors, employers, and investment to our City.

As a City, we believe the built environment should match the grandeur of our natural setting. We believe in urban design and development that enhances our quality of life and reflects our commitment to high quality materials, building standards and people-focused development. We recognize the critical role that the built environment plays in shaping our sense of place, public realm, and overall quality of life.

Our wide public rights-of-way provide us with a unique opportunity to incorporate more than just roadways. Within this public space, we can incorporate pedestrian elements and green infrastructure that enhances our streetscapes and quality of life.

As a city, we value public artwork that enhances the public realm. We support and promote incorporating art into public buildings, infrastructure, and public spaces. From sidewalks to bridges, we are committed to seeking out and supporting opportunities to incorporate art into all City infrastructure projects.

Salt Lake City residents and visitors recognize our green network, including our urban forest, parks, and street trees, as one of our greatest assets. Our green network plays an important role in shaping our streetscapes and urban form. It enhances the livability of the City, improving air and water quality while providing shade, buffering noises, and enhancing walkability and streetscapes citywide. We recognize that this green network contributes to a healthy and beautiful city and we will continue to make its maintenance and expansion a priority.

Our built environment, including buildings and infrastructure, should be people-focused. Our 2040 Target to incorporate Pedestrian Oriented Design Standards into the City's residential and commercial zones, will help us achieve our Vision of a beautiful, people-oriented city.

INITIATIVES

1. Reinforce downtown as the visually dominant center of the City through the use of design standards and guidelines.
2. Identify and establish standards for key gateways into the City.
3. Identify, preserve, and enhance view corridors and vistas, including views of natural lands around and within the City.
4. Use art to create and reinforce a sense of place, including embedded art in infrastructure of all sizes.
5. Support and encourage architecture, development, and infrastructure that:
 - Is people-focused;
 - Responds to its surrounding context and enhances the public realm;
 - Reflects our diverse cultural, ethnic, and religious heritage; and
 - Is sustainable, using high quality materials and building standards.
6. Promote and expand the City's street lighting program throughout the City.
7. Reinforce and preserve neighborhood and district character and a strong sense of place.
8. Promote increased connectivity through mid-block connections.
9. Protect, maintain, and expand the City's urban forest, including the provision of adequate space and infrastructure for street trees to thrive.
10. Develop landscapes that reflect our geographic region.
11. Create opportunities to connect with nature in urban areas.
12. Reinforce the development of a connected green network of urban open spaces and forest that accommodates active transportation and provides contact with nature.

A black and white photograph of a city street. On the left, a historic brick building with ornate architectural details and a sign that reads "CENTER" is visible. To the right, a modern glass skyscraper stands in contrast. The image is used as a background for a text overlay.

CENTER

9/PRESERVATION

GUIDING PRINCIPLE/ Maintaining places that provide a foundation for the City to affirm our past.

9/ PRESERVATION

GUIDING PRINCIPLE/Maintaining places that provide a foundation for the City to affirm our past.

2040 TARGETS:

1. INCREASENUMBEROFPROTECTEDSTRUCTURESANDSITES

Salt Lake City's Historic Preservation Program aims to preserve the best examples of the City's historic architecture, buildings, landmarks, and landscapes. Our historic preservation tools and resources protect assets that are uniquely historic and best represent the story of the City's past.

As a City, we value neighborhood character and the defining elements that make up our neighborhoods and City. The historic development patterns, including building composition and landscaping, details and elements all play important role in defining the character of our places.

Our City contains a number of officially designated historic landmarks sites, local and national historic districts, and other unofficially recognized sites and spaces that are unique to us. From City parks and open spaces to the historic homes and buildings found throughout the our community, Salt Lake City is rich with places that reflect our unique past. We take great pride in our history and in our places. While we believe it is important to preserve our past by identifying and protecting unique places that best tell our story, we also recognize that places evolve and change over time. Change and new development should respect the character defining elements of our City and neighborhoods.

We recognize that preservation is an important component of community character and sense of place. In addition to more traditional historic preservation tools aimed at preservation of individual structures and sites, Salt Lake City offers tools geared towards stabilizing and preserving neighborhood and community character and identity. As our City grows, finding the right places to preserve the character is as important as finding the right places for growth to occur.

We understand and respect that change is part of history and that places evolve. As a City, we will continue to balance preservation and character conservation with growth and redevelopment, prioritizing preservation while allowing flexibility and change where appropriate.

INITIATIVES

1. Preserve and enhance neighborhood and district character.
2. Encourage the incorporation of historic elements into buildings, landscapes, public spaces, streetscapes, neighborhoods, and districts where appropriate.
3. Retain areas and structures of historic and architectural value.
4. Integrate preservation into City regulation, policy, and decision making.
5. Balance preservation with flexibility for change and growth.
6. Improve education and outreach about the value of historic preservation.

10/ ARTS & CULTURE

GUIDING PRINCIPLE/ Vibrant, diverse, and accessible artistic and cultural resources that showcase the community's long standing commitment to a strong creative culture.



10/ ARTS & CULTURE

GUIDING PRINCIPLE/Vibrant, diverse, and accessible artistic and cultural resources that showcase the community's long standing commitment to a strong creative culture.

2040 TARGETS:

1. INCREASEOVERALLPARTICIPATIONINARTSANDCULTURAL ACTIVITIES
2. EMBEDDEDARTINALLCITYINFRASTRUCTUREPROJECTS

Salt Lake City residents and visitors recognized our City and our downtown as the hub of entertainment and nightlife for the region. We support the growth of existing and new cultural and entertainment opportunities, from local restaurants, to concert venues, to museums and theaters. We understand that arts and culture play an important role in tourism, our local and regional economy, and in bringing the community together. We cannot imagine our City and our neighborhoods without it.

Our City has a rich culture and vibrant arts community. As a City, we are committed to supporting arts and culture through investment in facilities, events, art in infrastructure, and supporting of our local arts and culture community. We support many different types of art and events in our community including national- and regional-scale festivals, concerts, performances, and exhibitions and local, neighborhood-scale festivals, installations, and celebrations.

We strive to make our parks, plazas, streetscapes, and other public spaces venues for artistic and cre-

ative expression. We are committed to integrating art into the fabric of our City. By embedding art into our infrastructure, from large-scale infrastructure projects such as overpasses, bridges, and transit, to small-scale neighborhood benches and signage, we support and recognize embedded art as vital to community identity, expression, and character.

Salt Lake City is a regional center for arts, entertainment, and culture and a national and international destination for tourism. We are home to world class entertainment and cultural venues including museums, theaters, galleries, and sports arenas that add to the vibrancy of our City, Region and State.

Small local venues and events are equally important to our quality of life. Whether it is a block party, gallery strolls, or live music at a restaurant, bar, or park, the intimacy of experiencing local art and culture is a defining element of our neighborhoods.

INITIATIVES

1. Support opportunities for vibrant expression of cultural diversity.
2. Promote and support Salt Lake City as a regional entertainment, artistic, and cultural center and destination.
3. Promote and support Salt Lake City as an international tourism destination.
4. Ensure access to, and support for, a diversity of cultural facilities citywide.
5. Support and encourage public art.
6. Seek partnerships to enhance the arts.



11/ EQUITY

GUIDING PRINCIPLE/ Ensure access to all City amenities for all citizens while treating everyone equitably with fairness, justice, and respect.



11/ EQUITY

GUIDING PRINCIPLE/ Ensure access to all City amenities for all citizens while treating everyone equitably with fairness, justice, and respect.

2040 TARGETS:

1. DECREASE COMBINED COST OF HOUSING AND TRANSPORTATION
2. IMPROVE OUR OPPORTUNITY INDEX SCORE IN ALL AREAS OF THE CITY

Our City is a place where residents and visitors can live, work, play, and do business free from discrimination, and be treated with tolerance and respect.

We are committed to providing universal access and opportunity to all. As a City, we value accessibility in all aspects of our community, from access to public amenities and events, to healthy food, housing, employment, education, and recreation. In accordance with the requirements of the Americans with Disabilities Act, Salt Lake City works to ensure that people with disabilities have access to City programs, services, activities, and facilities.

Salt Lake City is a place for opportunity. Using the Opportunity Index as a measure of our success over time, we will strive to provide our citizens with ample opportunity to improve their quality of life through access to quality education, employment, housing, and community resources.

We will strive to eliminate concentrated areas of poverty to improve overall quality of life and opportunity for all of our residents.

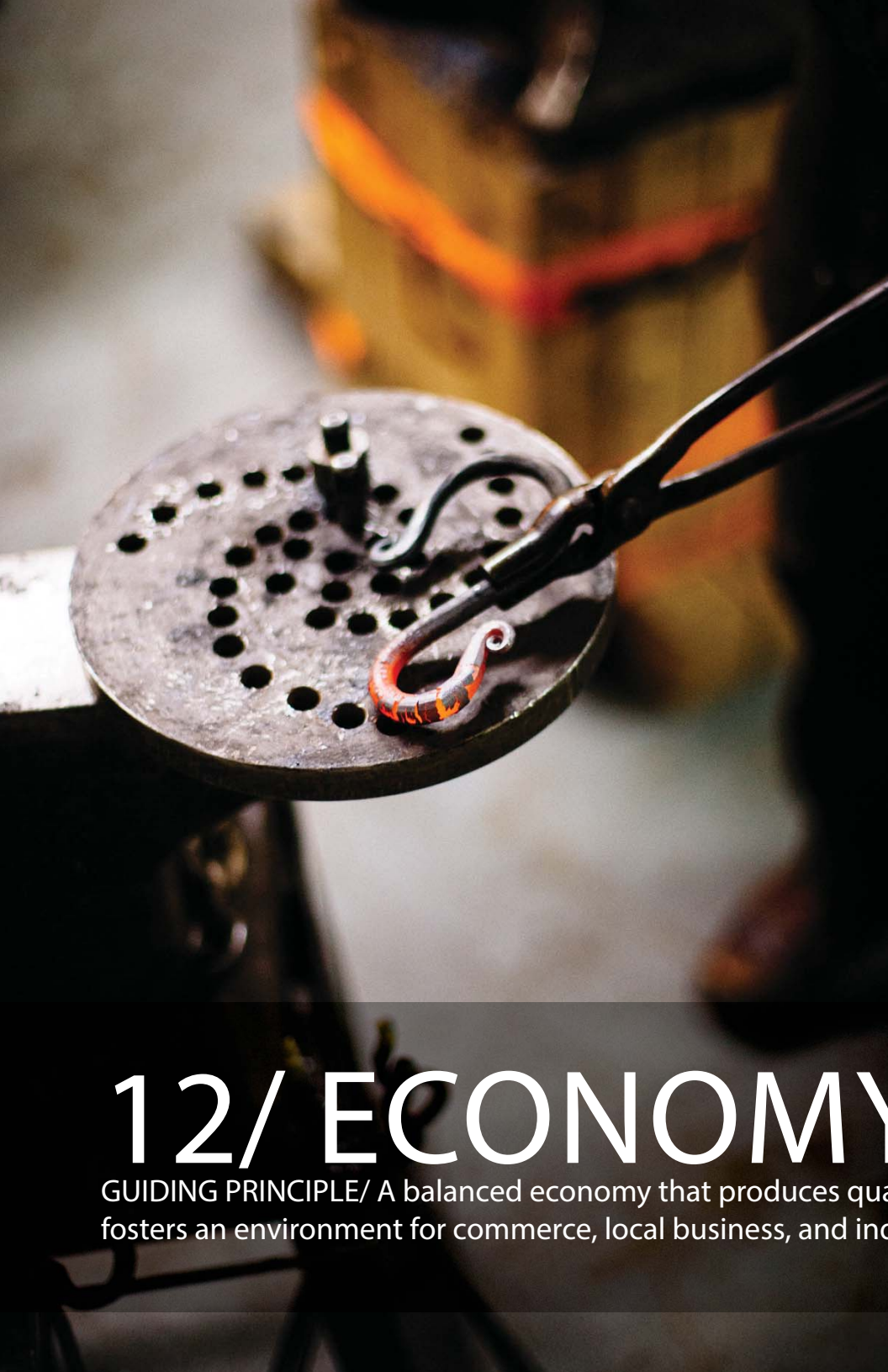
INITIATIVES

1. Recognize and advocate for the rights of all residents and visitors.
2. Ensure access to all City amenities and services.
3. Promote and foster high rates of social capital.
4. Be among the most inclusive, welcoming, and dynamic cities.
5. Collaborate with community partners and the private sector to combat discrimination and ensure safe and equal access.
6. Provide and promote clear and effective communication.
7. Educate the public on the importance of nondiscrimination, equity, and respect.

THE OPPORTUNITY INDEX

The Opportunity Index was developed by Measure of America and Opportunity Nation to set a national standard of measuring opportunity in communities throughout the United States. The Index measures 16 indicators on an annual basis and is "designed to connect economic, academic, civic and other factors together to help identify concrete solutions to lagging conditions for opportunity and economic mobility." (<http://opportunityindex.org/about/>)

*In 2013, Salt Lake County received a C+ (50.07/100) from the Opportunity Index.



12/ ECONOMY

GUIDING PRINCIPLE/ A balanced economy that produces quality jobs and fosters an environment for commerce, local business, and industry to thrive.

12/ ECONOMY

GUIDING PRINCIPLE/ A balanced economy that produces quality jobs and fosters an environment for commerce, local business, and industry to thrive.

2040 TARGET:

1. INCREASE HOUSEHOLD INCOME

Salt Lake City is the economic center of the region, with a strong downtown core that is the center of financial and commercial activity of the City, region and State. We value a resilient and diversified economy with high quality jobs and a strong local, national, and international industry base.

We understand the importance of supporting businesses that provide excellent wages and benefits for our citizens and enhance the overall quality of life and the livability of our City. While the 2010 Census shows the median household income in Salt Lake City is increasing, we are still below the County and State median household income. Over the next twenty five years, we will support policy and actions that increase the median household income in Salt Lake City.

Education is a measure of a healthy, economically sound community. Salt Lake City residents value our educational institutions and an educated workforce. We recognize that education is linked to greater opportunity.

Salt Lake City is home to several higher education facilities including the University of Utah, Westminster

College, LDS Business College, and Salt Lake Community College. These facilities play an important role in our community, contributing to our culture, our neighborhood and regional character, research and innovation, and our economy.

As a City, we will continue to grow and support an educated workforce by incorporating more student housing and educational spaces throughout the city and in our downtown.

We will maintain and improve the City's position as the prime location in the State for new and existing businesses and commerce, including corporate headquarters, to locate, innovate, grow, and improve. We will continue to build and promote a diversified economic base by encouraging different types and scales of businesses.

We recognize and value the important role that neighborhood and local businesses play in creating unique community identity and a sense of place and will continue to support these neighborhood business nodes citywide.

We understand the importance of connecting people with employment and services and will continue to strengthen multi-modal connectivity by increasing mobility connections (transit, rail, trail, and multi-modal streets).

We value and encourage entrepreneurship and innovation, and see the creative economic sector as an important part of our local and regional economy.

INITIATIVES

1. Encourage a resilient and diversified economy.
2. Strengthen our role as an economic and social commerce center.
3. Support quality jobs.
4. Increase household income.
5. Support neighborhood businesses.
6. Integrate higher education into the social and economic fabric of the City.
7. Maintain the City's competitive economic edge.
8. Support entrepreneurship and innovation.
9. Foster and support growth of the creative economy sector.





13/ GOVERNMENT

GUIDING PRINCIPLE/ A local government that is collaborative, responsive, and transparent.

13/ GOVERNMENT

GUIDING PRINCIPLE/A local government that is collaborative, responsive, and transparent.

2040 TARGET:

1. INCREASE PUBLIC PARTICIPATION

In 2009, Mayor Becker and the Salt Lake City Council jointly adopted the City's Open Government Policy, recognizing the value of an open, transparent, accountable, and efficient government. The policy outlines basic principles that an open government should consistently follow.

As a City, we value collaboration and efficiency, recognizing the importance of collaboration both within city government departments and divisions, as well as with non-governmental organizations (NGOs), community stakeholders, and the public. We understand that collaboration leads to effective, efficient, and innovative solutions and that NGOs play a critical role in providing valuable services to our community.

It is the role and responsibility of government to reflect and incorporate the interests, needs, and desires of the public. At Salt Lake City, we strive to actively educate and engage the public in the civic process. Engagement is encouraged, celebrated, and offered through a wide variety of channels from community councils and City commissions to innovative public outreach efforts like Open City Hall.

The following Initiatives are derived from the City's adopted policies on openness, collaboration, accountability, and transparency.

INITIATIVES

1. Ensure easy access to complete and understandable information.
2. Provide opportunities for public participation, input, and engagement throughout the decision making process.
3. Utilize best practices in technology to maximize efficiency, transparency, and public participation.
4. Facilitate open communication and transparency.
5. Encourage collaboration and partnerships to ensure efficiency and responsiveness.
6. Maintain and enhance City infrastructure in a way that is equitable and fair.
7. Collaborate to set short- and long-term priorities and invest accordingly.
8. Support and promote opportunities for education in all stages of life.
9. Protect people and infrastructure from crimes and natural hazards.
10. Maintain a safe and healthy natural and human environment.
11. Be prepared for severe disasters.
12. Prepare for climate change impacts on community health and safety.

PLAN SALT LAKE MATRIX

GUIDING PRINCIPLE	METRIC	BASELINE	2040 TARGET
1/ NEIGHBORHOODS			
Neighborhoods that provide a safe environment, opportunity for social interaction, and services needed for the wellbeing of the community therein.	METRIC 1/ Amenities located within 1/4 mile of households METRIC 2/ Violent Crimes/100k people	1/ (See Existing Conditions Report pg. 42, 44, 50, 60, 66) 2/ 673 violent crimes/100k people (2012)	1/ Community Amenities (Parks, Natural lands, libraries, schools, rec centers) located within 1/4 mile walking distance from every household 2/ Safe Neighborhoods - Reduction in Crime
2/ GROWTH			
Growing responsibly, while providing people with choices about where they live, how they live, and how they get around.	METRIC 1/ Total Population of SLC METRIC 2/ Total Population of Wasatch Front (Weber, Davis, Salt Lake, Box Elder, and Utah counties).	1/ 191,180 people (2013 estimate) 2/ 2,217,304 people (2010)	1/ Increase Salt Lake City's share of the population along the Wasatch front
3/ HOUSING			
Access to a wide variety of housing types for all income levels, providing the basic human need for safety and responding to changing demographics.	METRIC 1/ % of Housing Units (by type) METRIC 2/ % of cost-burdened households (spending 35% or more of monthly income on housing)	1/ 81,178 total housing units (48% SF, 31% >20 units attached, 21% <20 units attached) 2/ 26.1% (owners), 39.4% (renters)	1/ Increase diversity of housing types 2/ Decrease % of income spent on housing for cost-burdened households
4/ TRANSPORTATION			
A transportation and mobility network that is safe, accessible, reliable, affordable, and sustainable, providing real choices and connecting people with places.	METRIC 1/ # of Housing Units within 1/4 mile of transit METRIC 2/ SOV mode-share % METRIC 3/ Average VMTs/yr/capita METRIC 4/ # of accidents	1/ TBD 2/ SOV make up 69% of total mode-share 3/ 7,400 VMTs/year (2010) 4/ TBD	1/ Public transit within 1/4 mile of all homes 2/ Reduce single occupancy auto trips 3/ Decrease pedestrian, bike, and auto accidents
5/ AIR QUALITY			
Air that is healthy and clean.	METRIC 1/ Metric tons of carbon dioxide equivalent (CO2e) emissions/year	1/ 4.75 million metric tons of CO2e emissions (2009)	1/ Reduce emissions 2/ Reduce citywide consumption of energy (reduce carbon footprint 50% below the 2005 level by 2040)
6/ NATURAL ENVIRONMENT			
Minimize our impact on the natural environment.	METRIC 1/ Watershed protection lands purchased to date (2011) METRIC 2/ Water consumption per capita (2013) METRIC 3/ Household waste diverted from landfill (% and tons)	1/ 26,000 acres 2/ 210 gallons per capita 3/ 40.8% (31,643 tons) of household waste (FY 13/14)	1/ Expand natural lands and watershed protection acreage 2/ Reduce water consumption 3/ Increase recycling and reduce waste

PLANSALT LAKEMATRIX

GUIDING PRINCIPLE	METRIC	BASELINE	2040 TARGET
7/ PARKS & RECREATION			
Protecting the natural environment while providing access and opportunities to recreate and enjoy nature.	METRIC 1/ Acres of park space METRIC 2/ Acres of natural lands METRIC 3/ Miles of trails	1/ 680 acres of park space 2/ 1185 acres of natural lands 3/ 36 miles of trails	1/ Increase park space 2/ Parks or open space within walking distance of every household 3/ Increase miles of trails
8/ BEAUTIFUL CITY			
A beautiful city that is people focused.	METRIC 1/ % of zoning districts with pedestrian orientation design standards METRIC 2/ # of event permits	1/ 27% of all districts (2014) 2/ 498 Event permits issued (FY13/14)	1/ Pedestrian Oriented Design Standards incorporated into all zoning district (w/ res. uses)* 2/ Active and vibrant parks and plazas
9/ PRESERVATION			
Maintaining places that provide a foundation for the City to affirm our past.	METRIC 1/ # of historic districts and character conservation districts METRIC 2/ # of Historic Landmark Sites	1/ 7 local historic districts, 0 character conservation districts (2013) 2/ 281 Historic Landmark sites (2013)	1/ Increase number of protected structures and sites
10/ ARTS & CULTURE			
Vibrant, diverse, and accessible artistic and cultural resources that showcase the community's long standing commitment to a strong creative culture.	METRIC 1/ Local Arts Index, participation (county wide level data) METRIC 2/ % of City Infrastructure projects with art/artist on staff	1/ 225.3 participation score 2/ N/A (no data available - new initiative)	1/ Increase overall participation in arts and cultural activities 2/ Embedded art in all city infrastructure projects
11/ EQUITY			
Ensure access to all City amenities for all citizens while treating everyone equitably with fairness, justice, and respect.	METRIC 1/ Location Affordability (% of income spend on housing & transportation combined) METRIC 2/ Opportunity Index Score	1/ 41% 2/ 4.9/10 citywide (2.5/10 Westside, 6.3 /10 Eastside w/1-15 as divide) (2013)	1/ Decrease combined cost of housing and transportation 2/ Improve our opportunity index score in all areas of the City
12/ ECONOMY			
A balanced economy that produced quality jobs and fosters an environment for commerce, local business, and industry to thrive.	METRIC 1/ Median household income METRIC 2/ Total valuations (FY13/14) METRIC 3/ Total sales tax revenue (FY13/14)	1/ \$44,501 (2010) 2/ \$936,930,676 (FY13/14) 3/ \$ 48,834,004 (FY13/14)	1/ Increase household income
13/ GOVERNMENT			
A local government that is collaborative, responsive, and transparent.	METRIC 1/ % of registered voters who participated in the Official 2011 General Election Canvass	1/ 23%	1/ Increase public participation

CITY IMPLEMENTATION TOOLS

TOOL	PURPOSE	MANAGING ENTITY	MINIMUM TIME TO ACCESS FUNDS	PARTNERS	LIMITATIONS	PUBLIC INFRASTRUCTURE	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 Depts.	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 Depts.	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				•	•	•

POTENTIAL TOOLS

This section also includes a brief list of tools that are not currently used but the city 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 actions found in the Downtown Master 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 a tool that 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. 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

Salt Lake City 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.

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 are often 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.

ACKNOWLEDGEMENTS

This Plan is a result of invaluable input, expertise, and collaboration offered by dozens of organizations and thousands of individuals. The Plan Salt Lake team would like to thank the Salt Lake City Departments and Divisions directors and staff, the Stakeholder Working Group, Technical Committee, Champion Group, and the numerous community councils, boards, and groups that contributed to the Plan, as well as the public for their irreplaceable insight and participation. Although it is impossible to acknowledge all who contributed, we would like to thank everyone who shared their ideas, time, and passion for the future of Salt Lake City.

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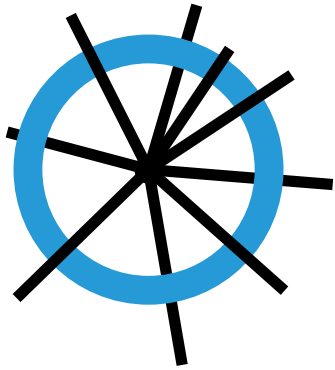
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- Page 26, Jesse Peterson (Bonneville Shoreline Preserve)
- Page 32, David Newkirk (courtesy Downtown Alliance)
- Page 46, Lance Tyrrell (Sugar Beet, 2003. Artist Day Christensen)

ATTACHMENT B: Existing Conditions Report



PLAN SALT LAKE

Existing Conditions Report

June 2014 | SALT LAKE CITY





Photo credit: Lance Tyrell

INTRODUCTION

Plan Salt Lake is the new citywide vision for Salt Lake City. By reviewing past policies and plans, examining existing conditions and engaging the public, *Plan Salt Lake* will be used to guide Salt Lake City through the next 25 years.

Plan Salt Lake is necessary because the City does not currently have a comprehensive, citywide vision. General citywide plans help decision makers craft policy and ensure specific plans meet citywide goals.

The first step is analyzing where we are today before we start planning for the future. This report analyzes data in many different areas to develop a full and clear picture of Salt Lake City.

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Photo credit: Shauna Ehninger

HISTORY 1.0

Salt Lake City was founded as a “planned” City.

Salt Lake City, founded in 1847, was planned prior to being settled. As the Mormon Pioneers began their trek west, their leader, Brigham Young, did not know where he was leading his people, but had an idea about what kind of place they were looking for. He was seeking a place where they could build Joseph Smith’s “City of Zion.” When the first pioneers entered the Salt Lake Valley, Brigham Young declared “this is the place.” Though the Mormon Pioneers settled the valley, they were not the first people to call the Salt Lake Valley home.

Prehistory to 1800s Fremont Indians and other native tribes traverse the area.

Before the western expansion of the United States and the Mormon migration to the Salt Lake Valley, the region was traveled by numerous indigenous people and home to ancient cultures. During the Paleo-Indian period, which ranges from 9000 BC to approximately 5500 BC, evidence exists of big and small game hunters, collectors and foragers within the valley. From 5500 BC to approximately 1000 BC, which is known as the

Archaic period, evidence reveals that family bands of hunters and gatherers increased their use of plants, used pit houses and caves for shelter, and even enjoyed complex social and religious organizations.

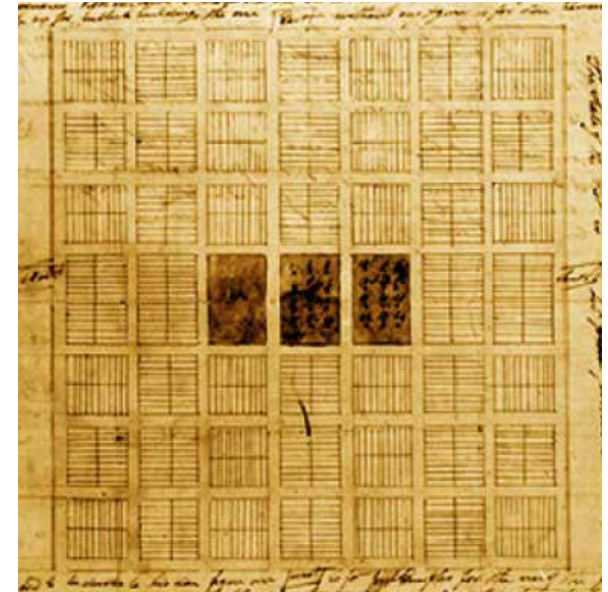
From the Late Formative Prehistoric era that ended approximately 1300 AD, paleontologists have uncovered evidence of farming, elaborate architecture and various ceramic styles. From 1300 AD until the present day, which is known as the Proto Historic era, the greater region was occupied by several Indian tribes that are known and recognized today; Ute, Paiute, Goshute, Shoshone and Navajo —each of which have provided a rich cultural legacy for contemporary society.

A century before the LDS pioneer settlement, other European groups started traveling through this area; the Spanish in the late 1700s, fur trappers and mountain men in the early 1800s, and US government explorers and settlers heading to the west coast in the early 19th century.

Plat of Zion (1847-1919)

The history of planning in Salt Lake City begins in 1847 when the pioneers of the Church of Jesus Christ of Latter-Day Saints (LDS) entered the Salt Lake Valley. They were the first non-Native Americans to settle permanently in the valley. Within a few days of their arrival, they created a town plan based on Joseph Smith’s “Plat of the City of Zion.”

The original plat of the City (based on the Plat of Zion, but not completely consistent with it) was laid out to include public buildings and store-houses for the Bishop centered on a



Original Plat of Zion

temple. The remaining lots were designated for residences. Lots north and south of the plat were designated for city barns and stables, and for farms and agriculture. Lots to the east and west were reserved for future agricultural uses. The blocks were separated by streets 132 feet wide so that a team of four oxen and a covered wagon had space to turn around. Natural resources; such as water and timber, were considered a community asset and were owned and shared by the community as a whole. The City was originally planned for 15,000 to 20,000 people, and laid out to be a city as self sufficient as possible. The areas today known as Central City, the Lower Avenues, Capitol Hill and the Marmalade neighborhoods developed into the City’s first residential neighborhoods.

The discovery of silver in Park City led to an influx of prospectors who altered the conservative reputation of the City. For the first time, Salt Lake City had saloons and brothels. As the community grew, the development pattern began to change. The blocks were subdivided into smaller parcels and the small household agriculture began to disappear. Residents began moving from the city center as it started becoming crowded with commerce, noise and commotion. While the neighborhoods were growing further to the east from what is now Downtown, the pattern of wide streets and large blocks, which Salt Lake City is renowned for, stayed relatively unchanged. However, narrow streets that bisected the ten-acre lots were created to allow the interior of the blocks to be developed for homes.

The completion of the transcontinental railroad in 1869 and the continued growth of the rail network ended Salt Lake City's relative isolation from the rest of the United States. In turn, the economy became more diversified and integrated into the United States. The western side of the Downtown area began to develop into more industrial types of uses, primarily due to the growth of mining and related activities.

Due to the economic diversification, a business district (not included in the original plan) began to develop along Main Street. Full time police and fire departments were established along with multiple newspapers. Municipal improvements arrived with the growth of the City. Improvements included better water distribution, installation of gas lamps and electric street lights as well as a streetcar system.

The streetcar system was a major influence on

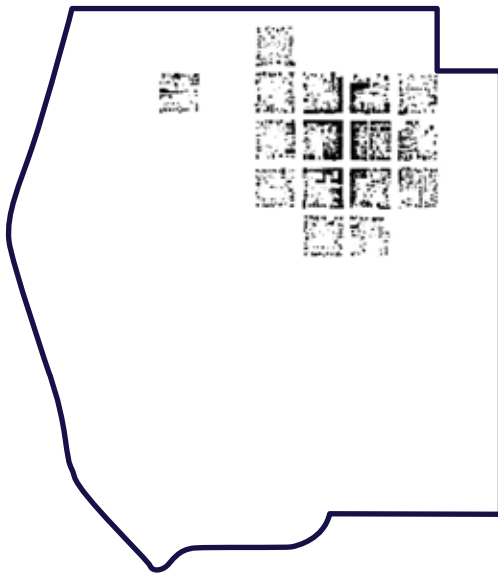
the development of the City beginning in the 1890s. Prior to the streetcar, most people lived within walking distance of Downtown. The streetcar allowed people to live further from Downtown. Apartments were built further away, and intersections where two streetcar lines met became small commercial centers. The residential neighborhoods expanded in all four directions from Downtown. The Fairpark, Euclid and Poplar Grove neighborhoods were established west of Downtown. The Avenues continued to expand up the hill to approximately 9th Avenue. To the east, the Central City neighborhood expanded to the edge of what is now the campus of the University of Utah. To the south, the residential neighborhoods expanded to about 1300 South.

The early part of the 1900s ushered in an era of large growth in Salt Lake City. Between 1900 and 1930, the City's population tripled. The growth resulted in changes to the built environment, but also started to produce negative impacts as well. The Jordan River became the dumping ground for the City's waste-water. The industrial growth and the use of coal for heat created significant air pollution. The expansion of the railroad split the community resulting in the westside neighborhoods and the eastside neighborhoods. Class differences began to emerge with the wealthier residents moving higher up the hillsides to the north and east.

Salt Lake City responded to the common problems of urbanization and industrialization in much the same way as other cities across the Country did by ushering in the Progressive Era (approximately 1890 to 1920). During this period, the City created a commission form of government giving authority to elected commissioners to oversee the function of

the City. The City began paving streets, constructed a sewer system, installed more street lights and started building public parks. Eagle Gate, which had served to mark the entrance to Brigham Young's estate, was reconstructed to allow traffic flow. This period of public improvements coincided with the national trend of "City Beautification."

Managing the expansion of the City was difficult, and for the first time since the City was founded, the City commissioned a new plan to help guide its growth.



Downtown SLC, 1884



Downtown SLC, 1889



Downtown SLC, 1898



Downtown SLC, 1911

1919 Report of City Planning for Salt Lake City, Utah

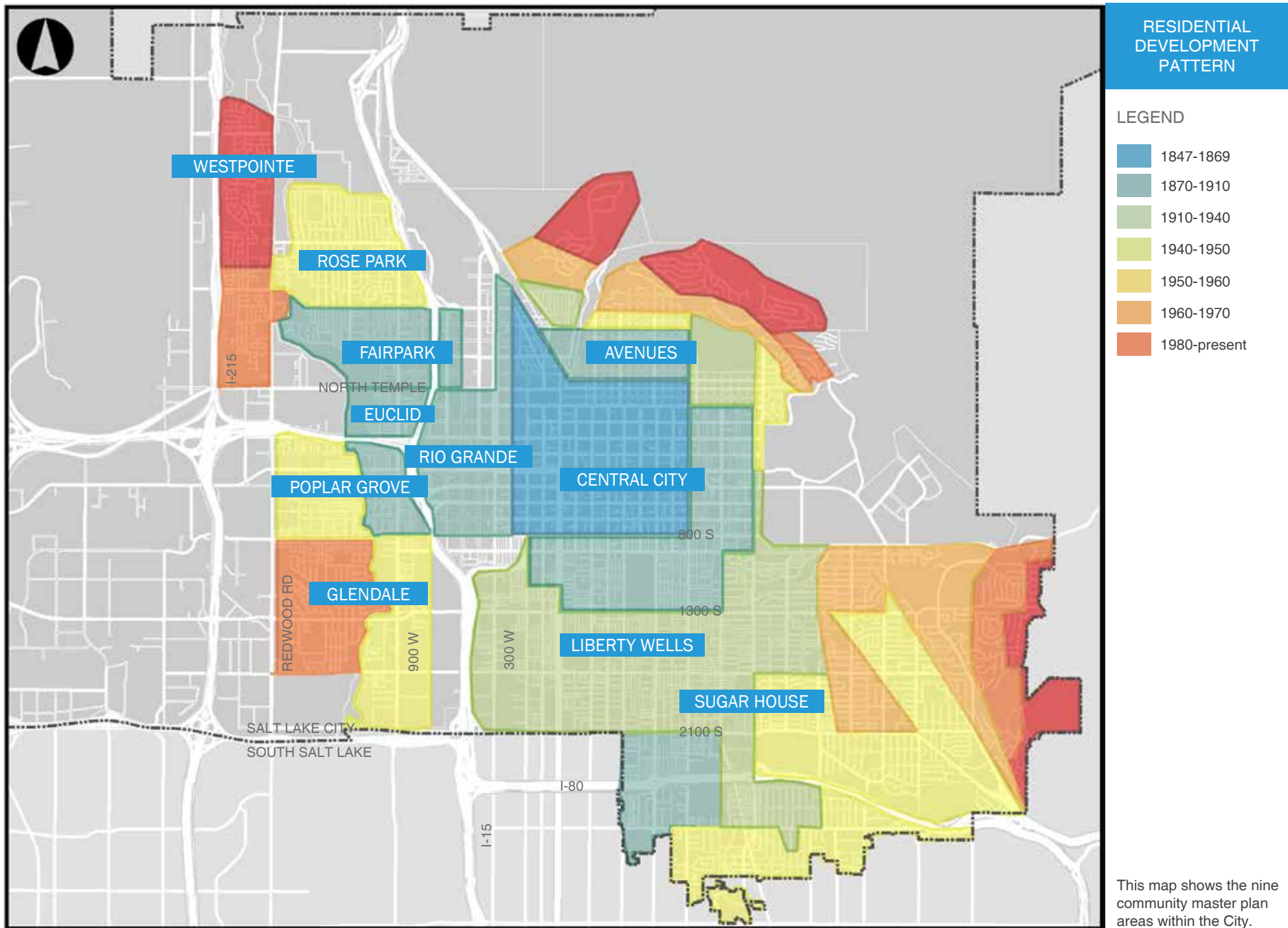
The first citywide master plan was prepared in 1919 by George E. Kessler. Titled "The Preliminary Report for Salt Lake City", it presented recommendations for transportation and highway facilities, proper zoning, ample commercial areas, recreation facilities, utilization of natural amenities, elimination of clutter, grouping of public and semi-public buildings, and improved water supply.

During this time, growth continued at a rapid pace. At its height in 1918, Salt Lake City had a streetcar network that stretched 145.89 miles and had 165 streetcars in service. That same year, the system carried a record number of passengers; 38.9 million. This network reached all over the City and even connected to other systems that provided access to networks in neighboring communities such as Murray and Davis County.

During this time, the City adopted zoning regulations that separated the land uses that caused the most problems; manufacturing, packing houses, breweries and stables. The 1927 Zoning Ordinance identified where businesses could be located and set aside places for residential development. The zoning ordinance also established rules for heights of buildings, setbacks between buildings and where buildings could be placed on a lot.

Between 1910 and 1940, the eastern portion of the Avenues was developed. The Liberty Wells neighborhood grew to the south of Downtown. To the east, the Yalecrest neighborhood became home to the City's wealthiest families. The Sugar House

area developed not only as a residential neighborhood, but also has a popular commercial alternative to Downtown. In the 1930s, the Great Depression slowed growth in Salt Lake City just as it did nationwide.



This map shows the nine community master plan areas within the City.

1943 City Plan: Salt Lake City, Utah

After a depressed era in the late 1920s and through the 1930s, World War II ushered in an era of local prosperity. War industries proliferated along the Wasatch Front because of Utah's interior location and access to the railroad. On the national scene, hundreds of thousands returned home from the war. The Nation was about to see one of its largest periods of growth in its history, and Utah was no exception. As a result of the rapid pace of change and growth, there was a new interest in planning across the Nation. Enabling legislation at the State level led to the City creating a new master plan in 1943.

For the first time, the plan investigated population, employment and the prospects for future growth. The 1943 City Plan addressed specific topics; such as parks and recreation, transportation, public health and public safety. The Plan identified the need for hospitals, schools and libraries. The Plan recommended improvements to the sanitary sewer system, storm drains, air pollution and housing. Blight, land use and public works projects were addressed. The 1943 City Plan included a future land map that carved out areas for homes, businesses and industry. The Plan was accompanied by a zoning map that would be used as an implementation measure.

During the 1940s, the City neighborhoods saw another major growth period. The Rose Park neighborhood was established north of the Fairpark. The Poplar Grove neighborhood expanded to the west. The Sugar House neighborhood continued to expand. The Country Club neighborhood began to be developed, and the neighborhoods grew to the east near Foothill Boulevard. This continued

growth led to a flurry of public improvement projects in the 1950s, including the expansion of the Salt Lake Airport, construction of the City's first water treatment plants, upgraded storm drainage system and expansion of the City park system.

Perhaps the biggest change that occurred in the 1940s was the start of the rapid growth of privately owned automobiles. The growth of the automobile led to the decline and elimination of the City's streetcar system which shut down by 1945. The largest impact on Salt Lake City, however, was that the automobile ushered in the era of suburbanization.

The growth of suburbs started in the late 1940s; picked up steam in the 1950s; and by the 1960s, the suburbs were booming. More people were moving out of the City. The City began to see a decline in sales tax generation, and the development community responded. Historic buildings were demolished in order to make room for automobiles. Parking lots replaced buildings, and streets were paved wider than ever before. There was very little residential growth in the 1950s with the growth limited to pockets high in the Avenues and along the East Bench. The 1960 Census indicated that the City was losing people for the first time.



By 1950, the development pattern in Downtown had already changed due to the growth in auto ownership.



Salt Lake City, circa 1945 (courtesy of the Deseret News archive)

1967: A Master Plan for Salt Lake City, Utah

In response to the rapid decline of the City, residents and the business community saw the need for a plan to save the City. The first step was the creation of the "Second Century Plan" which was intended to stabilize Downtown Salt Lake City and return it to its prominence. The Second Century Plan was to create a new citywide master plan. In 1967, the City adopted the Master Plan for Salt Lake City.

The basis for the master plan was to consider the City as a whole; and in response, analyzed the physical, social and economic characteristics of the City. This analysis led to the recommendation in the plan to create seven planning communities, each with its own master plan. These community plans delineated in greater detail what the physical development of the community should be, and identified the necessary programs for implementation of plan recommendations.

Growth continued to be slow in Salt Lake City. The Glendale neighborhood was the area that saw the largest growth between 1960 and 1970. Other areas of growth were limited to the upper East Bench and Jordan Meadows.

While residential growth was slowed, the City made several attempts to keep businesses in the City and to stabilize the Downtown area. The City undertook a large makeover of Main Street by adding trees, improving sidewalks and installing new street lights. Two new malls were built in Downtown in the 1970s. The idea was to beautify Downtown and bring people back.

While growth was slow, the City continued to see, perhaps at a faster pace, the destruction of many historic buildings. These historic structures were being replaced by apartment buildings, parking lots and strip commercial centers. The rapid loss of historic structures in the City led to a historic preservation movement. The first historic district in the City was established along South Temple in 1976.

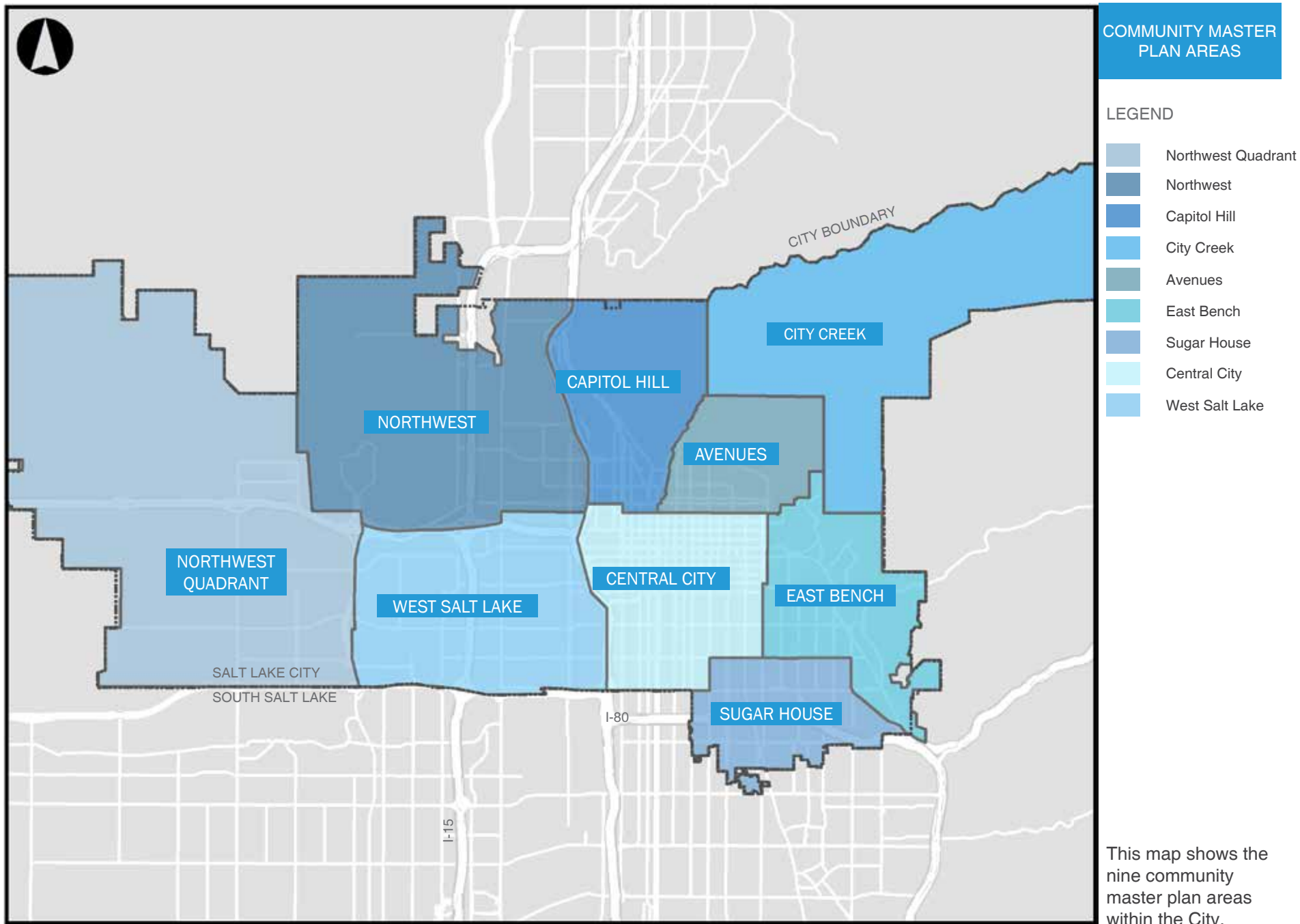
The Community Improvement Program was initiated in the 1970s. A series of 13 publications were intended to identify the problems that existed in each of the City's neighborhoods, and recommend solutions. This approach impacted the master plans as more emphasis was placed on specific areas of the City versus the citywide approach. The first community master plans adopted by the City included the Avenues, Northwest Community and Sugar House.



Main Street, 1972



Historic home in Salt Lake City



1980s

The idea of community master plans was continued into the 1980s with the City adopting specific plans for the Capitol Hill and East Bench communities as well as City Creek Canyon. Several small area plans; plans that focus on specific blocks, intersections, etc., were also developed in the 1980s. During this time, the City continued to see a growing emphasis on historic preservation, and the City conducted several surveys to determine the historic value of various neighborhoods. The work eventually led to the creation of several new historic districts in the City including Central City, Capitol Hill, Avenues and Exchange Place Historic Districts.

During the 1980s, Salt Lake City saw improvements to Downtown by the expansion of the Salt Palace and the construction of an office complex later known as the Triad Center. The Salt Lake International Center near the Airport, and Research Park at the University of Utah also began developing. Residential growth continued to be slow with the Westpoint neighborhood along Redwood Road, and the upper reaches of the Avenues and East Bench seeing almost all of the new homes built in the City.

1990s

In terms of master plans, the 1990s continued the trend of looking at community master plans versus the citywide approach that dominated the first 100 years of the City. Several community master plans were created or updated including Capitol Hill, West Salt Lake, Downtown and East Downtown. In addition, the City began creating master plans for specific purposes including adopting the Transportation Master Plan and the Parks and Recreation Recovery Action Plan.

The City continued to see relatively slow growth up to the start of the 1990s. However, for the first time since 1960, the City began to see more people living in the City. The increase in population was reflected in a number of major projects mostly in the Downtown area. The most significant change was to the transportation system. The region built its first light rail transit line connecting the suburbs south of the City to Downtown, and rebuilt Interstate 15 through Salt Lake County. The I-15 project shortened the viaducts into the City opening up new development opportunities, while the focus on mass transit began to shift attitudes about how people move around.

Other major projects in the City included the construction of a new sports arena in the Gateway area, the Salt Palace Convention Center as well as new hotels and office towers in Downtown. Despite the beginnings of a turnaround, the retail aspect of Downtown continued to suffer and the two Downtown malls fell further behind their suburban counterparts.



Gateway area, prior to redevelopment



Gateway area, after redevelopment



The Accord Arena at the Salt Palace



The Salt Palace Conventions Center replaced the Accord Arena in the mid to late 1990s.

2000s

In the last decade, Salt Lake City has seen a resurgence in both new development and population growth. In 2010, the population climbed back to the 1960 level. With little single-family home development occurring in the City, the new residential development was in the form of condominiums, apartments and townhouses. The new millennium kicked off with the opening of the Gateway Development; one of the largest mixed use developments in Utah. The project mixes shopping, dining, entertainment and office use with residential. The project helped attract other developments including more residential development to a former rail yard. The catalyst for the development was the Gateway Specific Master Plan which was the first master plan that focused on the western edge of Downtown.

The Gateway Specific Master Plan continued the 30 year trend of focusing master plans on specific areas of the City. Other master plans adopted or updated in the last decade include the Capitol Hill Community Plan, Central City Community Master Plan and the Sugar House Community Plan.

Other plans; such as the West Salt Lake Master Plan, East Bench Master Plan and Downtown Master Plan, are in the process of being updated.

The last 15 years has seen a whirlwind of activity in Salt Lake City. The 2002 Olympic Winter Games put the City in the international spotlight. Hosting the Winter Olympics infused money into the local economy and helped fund major infrastructure projects; such as the I-15 reconstruction, light rail construction and numerous recreation facilities in the City and

the region. Since the Olympics, the City's light rail infrastructure has expanded by adding service to the Salt Lake City International Airport, the University of Utah Medical Center and other suburban communities. The creation of regional commuter rail connected Salt Lake City to Ogden and Provo, linking most of the Wasatch Front to transit. In 2013, the City, South Salt Lake City and the Utah Transit Authority will open the State's first streetcar line since the 1930s when the Sugar House streetcar line begins operation. The entire transit network is centered on Salt Lake City.

New development has occurred in most parts of the City whether it is a growth in the industrial sector west of Redwood Road to the new commercial and residential growth in the Sugar House business district; however, the trend of minimal single-family development occurring in the City has continued. Most of the development within neighborhoods has been "in-fill" development which ranges from replacing an existing single-family home with a new home, or building a handful of new homes on what was a larger residential parcel.

The City has invested millions of dollars in public improvements and has partnered with both private and public entities to fund enhancements. Since 2000, the City and its partners have made improvements to Liberty Park, redesigned North Temple Boulevard, and enhanced interstates, streets and parks.



2013

The growth pattern in Downtown Salt Lake City today is much different than it was in the past. The amount of white spaces demonstrate the impact of larger buildings, surface parking and the distances between buildings.



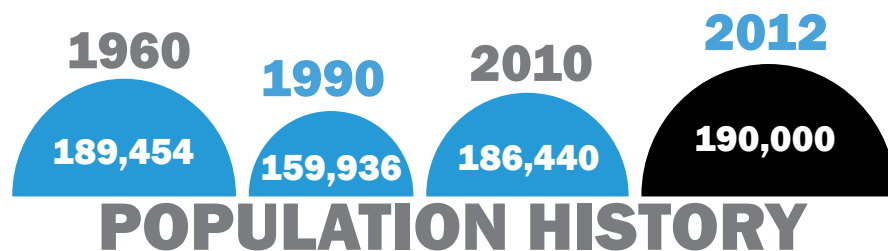
DEMOGRAPHICS 2.0

Salt Lake City's face is changing, and the City needs to be prepared to meet the needs of future residents.

Demographics provide us with a snapshot of our community. While our demographics are constantly changing, analyzing patterns over time helps us understand what our community will be like in the future. Key demographics are discussed in this section. For this report, the statistics in this section are based on US Census data found in a variety of reports including the 10 Year Census, American Housing Survey, American Community Survey and the Salt Lake City Census 2010 Atlas —a report produced by the University of Utah for Salt Lake City.

Population

From 1960 to 1990, Salt Lake City's population decreased from 189,454 to 159,936 —a loss of 15.6 percent. This was primarily due to Federal government incentives and infrastructure investments that encouraged suburban development. This trend known as "suburban flight" occurred in and around urban communities throughout the United States. Consequently, it reduced the number of new housing units built in Salt Lake City during this span of time. However, according to the US Census Bureau, Salt Lake City's population recently increased from 159,928 in 1990 to 186,440 in 2010 —a growth of 16.6 percent. Salt Lake City's estimated population for 2012 is 190,000 which means that the City has exceeded its previous peak population established in the 1960s.



Homeless

From 2010 to 2012, there was a 16.1 percent increase in the homeless population in Salt Lake County and a 30.0 percent increase in homeless families that include children. The annualized homelessness estimate for Salt Lake County was 11,187 for 2012. It was estimated that 1.1 percent of Salt Lake County's total population experienced homelessness in 2012. There are 17 housing and shelter providers to help the homeless population in Salt Lake City.

Data received from the Road Home Shelter helps clarify the amount of homeless in downtown portions of the City which has the highest concentration of homelessness. Put simply, for every five residents in the Downtown area, there is one homeless person. Differing slightly from a point in time count, the annualized data from the Road Home is data that counts one person who has received shelter service only once for that year. For all of 2011, the Road Home provided service for roughly 6,000 people. This number illustrates the intensity of homeless in the Downtown. Compared to Salt Lake County and the entire State of Utah, the Road Home serves nearly half of Utah's homeless population.

Data from the Road Home indicates families are the fastest growing homeless demographic in the Downtown. In 2010, the Road Home saw a 58 percent increase in the number of families seeking shelter compared to the previous two years.

The State of Utah has worked to end chronic homelessness which has dropped 9.5 percent since 2012. This has occurred as government agencies have worked with non-profit groups to construct housing with an approach of

“Housing First”. Recent developments have focused on providing housing for homeless veterans. Though strides have been made in ending chronic homelessness, it is still a major issue for the City.

Daytime Population

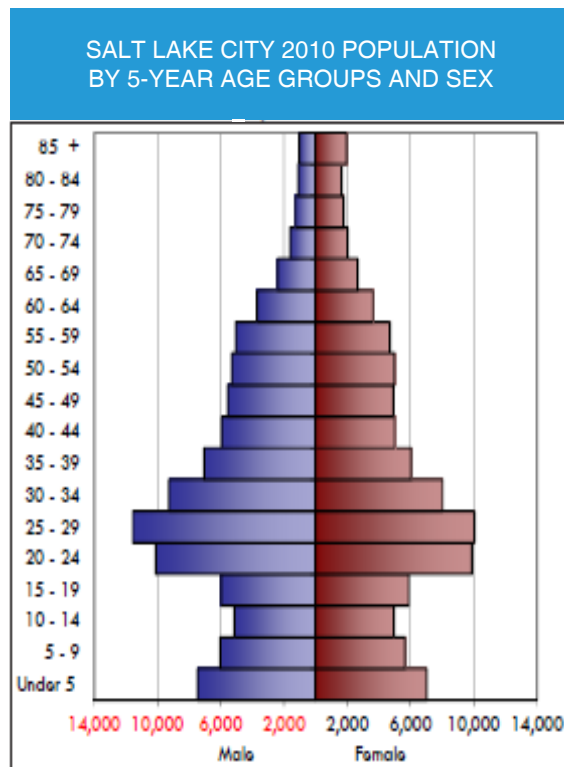
Salt Lake City is a large destination for commuting populations from surrounding communities. The daytime population increases to 312,923 which is a 72 percent increase. The daytime population includes those working in the City as well as those who reside in the City that do not work. According to census reports, only two other cities in the Nation with 100,000 or more people show a higher percentage of increase in daytime population.

In 2013, there were 221,367 persons employed in Salt Lake City. The total number of employees has consistently grown through the decade. In 2002, there were 200,674 persons employed in Salt Lake City. This shows an increase of over 20,000 employees or 9.4 percent which is greater than the City's population growth of 2.58 percent.

Of the total number of persons employed within Salt Lake City, only 73,614 or 35.1 percent of those employees also reside within Salt Lake City. This number has decreased since 2002 when 76,090 or 37.9 percent of employees resided within Salt Lake City. This indicates a slow trend of less people living and working in the City.

Age

Salt Lake City has a median age of 30.9 years which is slightly older than the Salt Lake County average at 30.8, but significantly older than the State of Utah as a whole at 29.2. That corresponds with a lower dependency rate, meaning there are less people under the age of 18 in relation to the working population in Salt Lake City compared to the County and State. About 25 percent of the City's population is under the age of 18, and 43 percent of the City's youth lives in Council Districts 1 and 2.



Source: Computations by the Bureau of Economic and Business Research based on Census 2010 SF1 data compiled by the DIGIT Lab, University of Utah.

Race/Ethnicity

Currently, minorities make up 34.4 percent of Salt Lake City's population or 64,114 persons. People who identify themselves as Hispanic or Latino make up 65 percent of this minority group or 41,637 persons. People who identify themselves as Asian are the next largest group with 13 percent or 8,150 persons. The growth of Salt Lake City in the past 20 years can be attributed mainly to growth in minority populations. From 1990 to 2010, White, not Hispanic population in Salt Lake City, decreased by 9,766 persons or 17.0 percent. Hispanics alone accounted for 72 percent of Salt Lake City's growth.

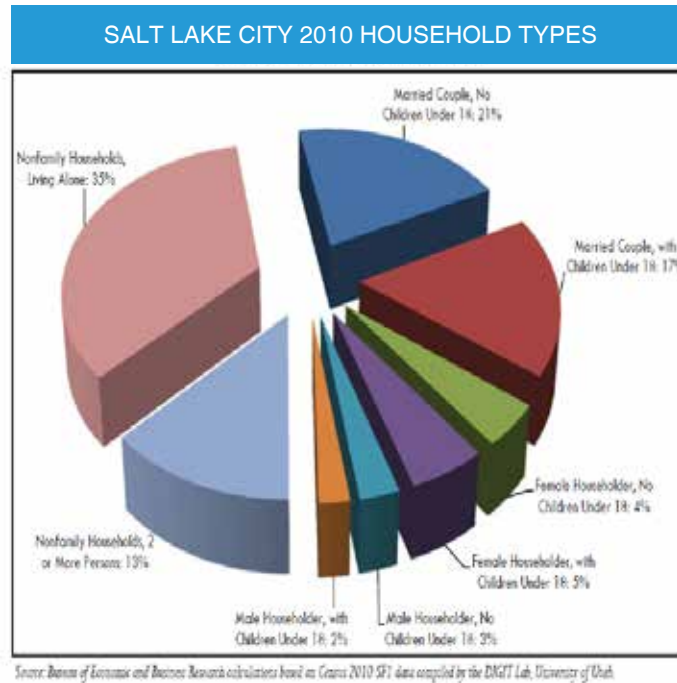
Salt Lake City is much more racially diverse than both Salt Lake County and the State of Utah overall; 26 percent of the County's population identifies itself as minority, and 18.1 percent of the State's population identifies itself in the same manner.

Neighborhood Diversity

Council District 1 and Council District 2, which are located on the City's west side, are the most diverse in the City. The largest minority population resides in Council District 2 where 68.9 percent of the population is minority. Council District 1 has the second largest minority population with 63.1 percent. These neighborhoods are not only the most diverse in the City, but in the State as a whole. The other council districts in the City are not as racially diverse with Districts 6 and 7 being the least racially diverse districts in the City.

Household Types

Household composition provides information about the arrangement of the population within the housing units in the City. According to the 2010 Census, 97.4 percent of the Salt Lake City population lives in a household as defined by the Census. The chart to the right describes the household composition in Salt Lake City.



Household Income

The median household income in Salt Lake City is increasing. In the 2000 Census, the median household income for Salt Lake City was \$36,944. By 2010, the median household income had increased to \$44,501. Salt Lake County had a median household income of \$59,168 in 2010, which shows steady growth since the 2000 Census when the median household income was \$48,373. The State of Utah in 2010 had a household median income of \$57,783 showing growth from 2000 when it was \$45,726.

In examining income statistics provided by the Internal Revenue Service, three areas of Salt Lake City were in the top ten lowest income areas. The lowest income area was the zip code that includes most of the University of Utah; clearly a high student population lends to this statistic. Neighborhoods in Council Districts 1 and 2 were ranked fifth and tenth in low income households in the State of Utah. They were also two of the three lowest income areas of Salt Lake County.

When household incomes are broken down by City Council Districts, a clear divide exists between the west side and central city districts, and the east side districts. Districts 1, 2 and 4 have the lowest household incomes. The City Council Districts with the highest income are District 3, 6 and 7. This divide demonstrates a strong correlation between low median incomes, a lower median age, and a higher percentage of minorities. This also indicates that social equity is an issue in Salt Lake City.

COMPARISON OF MINORITY, MEDIAN AGE AND MEDIAN HOUSEHOLD INCOME ACROSS CITY COUNCIL DISTRICTS

Council District	Total Population	% Minority	Median Age	Median HH Income
1	27,505	63%	25.7	\$38,540
2	27,307	69%	27.5	\$39,533
3	26,212	22%	35.1	\$67,750
4	26,716	28%	32.6	\$39,761
5	25,904	27%	32.5	\$45,597
6	26,617	14%	33.0	\$62,094
7	26,177	15%	32.5	\$64,307
Salt Lake City	186,438*	34%	30.9	\$44,501

* Number differs due to boundary issues

Source: Bureau of Economic and Business Research, University of Utah

GROUP QUARTERS POPULATION

	SALT LAKE CITY	SL COUNTY	SLC SHARE OF TOTAL
Total in Group Quarters	4,795	14,006	34.2%
INSTITUTIONALIZED	822	9,420	8.7%
Correction Facilities (adult)	221	6,327	3.5%
Juvenile Facilities	62	646	9.6%
Nursing Facilities	539	2432	22.2%
NONINSTITUTIONALIZED	3,973	4,586	86.6%
Student Housing	2,112	2,112	100%
Military Quarters	0	0	0%
Other facilities	1,861	2,474	75.2%

Group Quarters Population

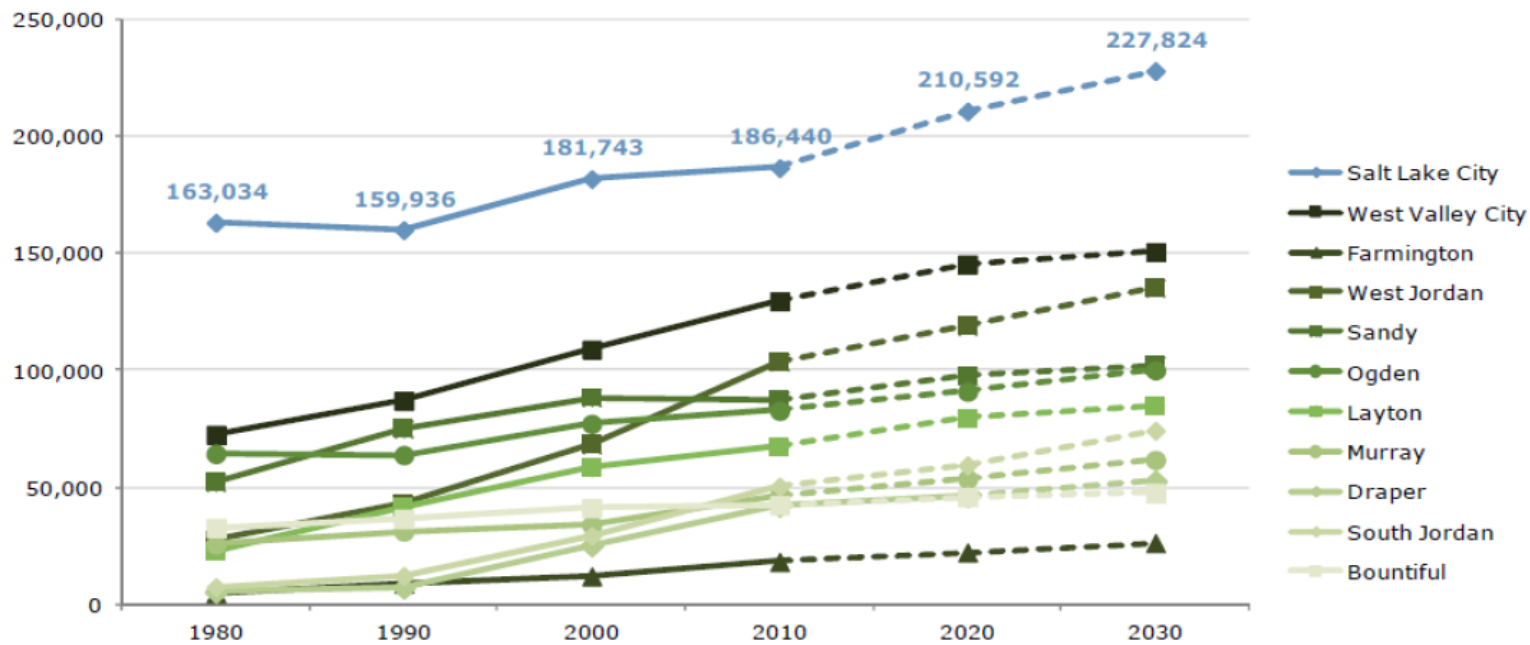
The Group Quarters Population include people who were not living in housing units. This population is grouped into institutionalized and noninstitutionalized populations.

Institutionalized group quarters include correctional facilities, nursing facilities and other care facilities.

Noninstitutionalized facilities include college dormitories, military quarters, group homes, homeless shelters, hostels, and etc.

In Salt Lake City, 82.9 percent of the group quarters population are noninstitutionalized; 44 percent of the group quarters population live in student housing while 38 percent are in other noninstitutional facilities. Most of the 1,861 people in "other" noninstitutional facilities are homeless.

POPULATION TRENDS IN SALT LAKE CITY AND SURROUNDING COMMUNITIES: 1980 - 2030



Population Growth

According to the Governor's Office of Management and Budget, the population of Salt Lake City is expected to grow 13 percent by 2020, and 22 percent by 2030. From 2000 to 2012, the City's population grew by 4 percent. Most of the new growth is found within minority populations. By 2040, Salt Lake City may be a "minority/majority" city where no one race or ethnicity makes up a majority of the population.

By 2020, one in ten residents in Salt Lake County will be 65 or older. This is a relatively low number compared to the rest of the State and the Country. However, by 2030 almost 14

percent of the County will be 65 or older, and almost 19 percent will be 65 or older by 2050. This change will have an impact on housing preferences and service demands.

Education

Education is a measure of a healthy, economically sound community. While Salt Lake City does not have authority over the Salt Lake City School District, the two agencies work together to ensure that our children have access to quality education. Salt Lake City is also home to several higher education facilities including the University of Utah, which contributes to our overall quality of life.

K-12 Education

The majority of Salt Lake School District students pass the State standardized tests (UPASS) each year;

- 69 percent of elementary students,
- 67 percent of middle school students, and
- 54 percent of high school students.

Graduation rates in Salt Lake City in 2012 were 67 percent which is a slight increase from 64 percent in 2011. This is compared to the State overall which had a graduation rate of 78 percent in 2012, and 76 percent in 2011. The graduation rate in Salt Lake City was lower than most school districts along the Wasatch Front. Other districts with similar graduation rates were the Granite School District and the Ogden School District. Both of these school districts have similar rates of minority students and communities of high poverty levels, indicating that graduation rates are influenced by socioeconomic issues.

On average, students in the Salt Lake School District are more racially diverse than the population of Salt Lake City overall. While the City's minority population is 34.4 percent,

minorities account for 59 percent of students in elementary schools, 85 percent of middle school students, and 55 percent of high school students. Most of the minority students are educated in the western areas of Salt Lake City. This is further evidence that minority groups are leading the growth of Salt Lake City.

The Salt Lake School District has 12 charter schools associated with it. There are also 17 private schools in Salt Lake City. *(The test scores and racial makeup of charter schools and private schools were not made available.)*

Salt Lake City has a relatively high educational attainment among its adults; 86 percent of Salt Lake City residents over the age of 25 have a high school diploma, and 39.5 percent have a bachelor's degree. This is compared to the Utah rate of 90.6 percent with a high school diploma, and 29.3 percent with a bachelor's degree.

There is a great disparity in educational attainment between City Council Districts. Districts 3, 6 and 7 each have over 95 percent of their residents over 25 years in age with at least a high school degree. Only 62.2 percent of District 2 residents over 25 have a high school degree or higher.

Higher Education

Currently, there are 74,528 students enrolled in higher education institutions in Salt Lake City; these include the University of Utah, Salt Lake Community College, Westminster College and the LDS Business College. There are other private college and universities located in Salt Lake City. In 2011, The University of Utah, Salt

Lake Community College and Westminster College had 72,673 students. In 2020, the three are projected to have 80,858 students. *(The University of Utah, Salt Lake Community College and Westminster College have shared their student population projections, while other institutions have not.)*



BUILT ENVIRONMENT

3.0

The built environment includes every aspect of the City that is man-made from the sewer lines to the streets to the tops of the buildings. The built environment influences how we live, where we live, where we work and how we move around.

Land Use

Land use is the essence of planning. Historically, land use patterns in Salt Lake City have been influenced by immigration, growth, planning and construction. Within the modern era, land use is the result of plan implementation, or lack thereof, through zoning administration, civic leadership and private development.

Land use typologies, locations, patterns and quantities are the primary metrics used in the analysis of existing development. Analysis of the following land use data will provide understanding and insight of current and future land use needs in Downtown Salt Lake.

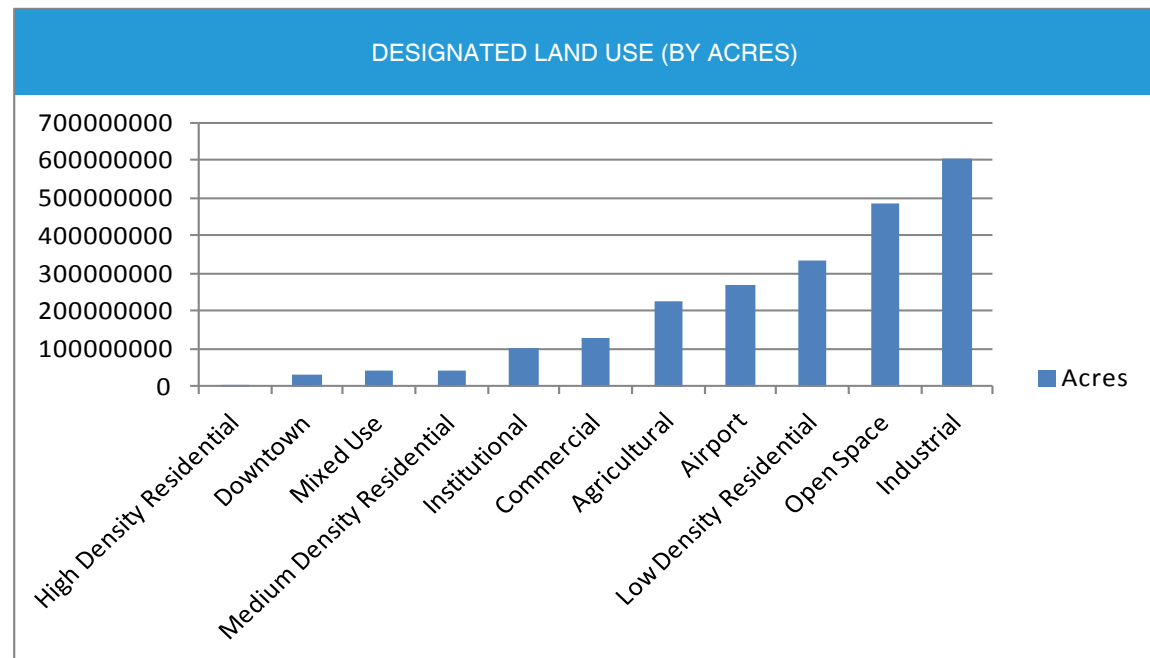
Land use can be broken down in a number of ways with each providing a different insight into how land is used or intended to be used in the City. In considering simply how the land is used, this report breaks down the land uses into following categories:

- Agriculture
- Airport
- Commercial
- Downtown
- High Density Residential
- Industrial
- Institutional
- Low Density Residential
- Medium Density Residential
- Mixed Use
- Open Space

In Salt Lake City, 22 percent of the total land area and 81 percent of all parcels of land is dedicated to residential land uses. This reflects the smaller lot sizes of most residential lots in the City when compared to the large lots used for commercial and industrial purposes. The low density residential neighborhoods, which include those areas that are predominately single-family homes, have an average density of four dwelling units per acre. The high density residential areas have an average density of ten dwelling units per acre. When comparing to other places, single-family neighborhoods in Salt Lake City have similar densities to many of the suburbs in Salt Lake County. According to the Center

for Transit Oriented Development, transit begins to be a viable transportation option at around 15 dwelling units per acre. In other words, Salt Lake City's residential areas are not very dense and that makes transit options difficult.

Thirty-seven percent of land in Salt Lake City is used for "institutional" types of uses. The institutional type of land use includes government land, schools, churches and other similar types of uses. Often times, land in this category does not generate property taxes. Salt Lake City's property tax revenues are impacted by having more than one-third of land not generating property tax revenues.



Current Zoning

Salt Lake City has had zoning regulations since 1927. Since that time, the theory, practice and application of zoning regulations has evolved. The current application of zoning is to utilize zoning to implement community or small area master plans. Salt Lake City uses a mix of both Euclidian based zoning, which focuses on separating land uses, and design based zoning which allows a mix of uses and applies design standards to new buildings. The City is in the early stages of applying form based codes to certain parts of the City, primarily around transit stations.

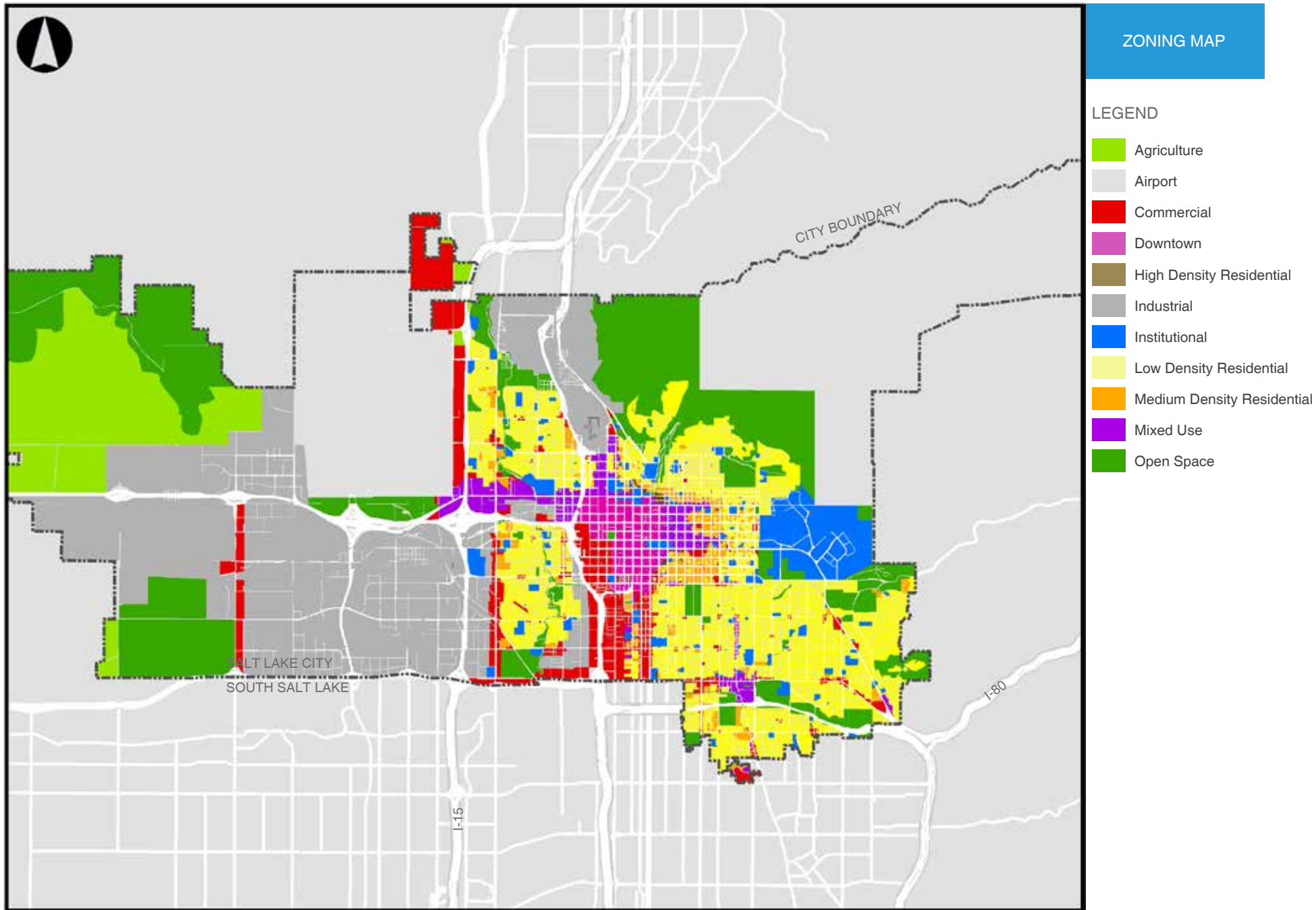
The administration of the current zoning ordinance is assigned to the Planning Division and Building Services. The City has adopted 52 different zoning districts that are grouped into residential, commercial, manufacturing, downtown, gateway and special purpose categories. In addition, there are 12 overlay districts that are intended to supplement the base zoning districts. Character conservation districts are established as a special type of overlay district which add design standards that reflect the overall character of a specific area.

Recent studies done by the Planning Division indicate that the zoning ordinance is generally producing a development pattern that it is intended to do. However, there is growing discontent with the current zoning among those that administer the ordinance, property owners, developers, residents and some elected officials. The issues can be summed up rather simply by stating that the zoning ordinance, as written, assumes everything is new construction, when in reality, the majority of structures regulated by the zoning ordinance are not new construction. This

simple fact creates difficulties in administering the ordinance, understanding of the zoning ordinance by those that use it, and conflict when something may be unexpected but allowed.

The Zoning Map

The zoning map shows where each zoning district is mapped. Each parcel in the City has a zoning designation. The map on the next page shows the general zoning categories. Within each category there may be several unique districts. The intent of the map is to generally show the dispersion of land uses throughout the City. The official zoning map provides the specific zoning designations for each parcel and should be referenced for actual zoning designations.



Housing

Housing is a specific point of emphasis by the City. The City and its residents have long supported maintaining existing neighborhoods. There is a growing emphasis and desire to see increased density in the areas of the City that can support it; such as Downtown, along transit corridors, and within large commercial nodes such as the Sugar House Business District.

Housing Supply

Housing in Salt Lake City primarily consists of detached single-family residential. Of the 81,401 total housing units in Salt Lake City surveyed in the US Census Bureau 2011 American Community Survey, 39,026 units or 47.9 percent were single-family detached dwellings. There are 26,188 dwelling units (32.2 percent) that are found in a mix of housing types such as duplexes, triplexes and apartment buildings with less than 20 units. Structures with 20 or more dwelling units equaled 16,187 units or 19.9 percent of the total housing units in Salt Lake City. Ninety-two percent (74,801) of the housing units in Salt Lake City are occupied. The 2011 American Community Survey shows that Districts 3 and 4 have the lowest occupancy rates with 89.4 percent and 89.2 percent respectively. Districts 1, 2 and 6 have the highest rates with 95.5 percent, 94.4 percent and 94.1 percent respectively.

The majority of owners (85 percent) live in single-family detached homes, while the majority of renters (81 percent) live in attached housing units.

Household size in Salt Lake City decreased from 2000 to 2010. The average household size decreased among all race and ethnicity during this time.

Housing Conditions

The Salt Lake County Assessor's Office scored the condition of the 42,542 residential properties in Salt Lake City in 2012. Not all properties in the City were evaluated by the County Assessor's Office. The majority of residential properties surveyed were either scored in average or fair condition in terms of exterior and overall condition.

The average year built of properties surveyed was 1940, though the average effective year built was 1989. Effective year built takes into account improvements made to the structure that extends its life. Eighty-one percent of homes in Salt Lake City were built prior to 1960. This would imply that the City has a historic housing stock which helps add community character, but also presents maintenance challenges due to the age of structures, seismic issues and potential health hazards; such as asbestos and lead based paint. Considering the effective year built, 95 percent of units have an age of 1980 or sooner, demonstrating that although the homes are older, most of them have had improvements made to them that are prolonging the life of the structures.

Due to high occupancy rates, Salt Lake City has a low number of boarded, vacant and secured homes. There were 148 residential properties in the City that have been deemed as Boarded/Vacant & Secured in February 2013. This number is less than 1 percent of the total residential properties in the City.

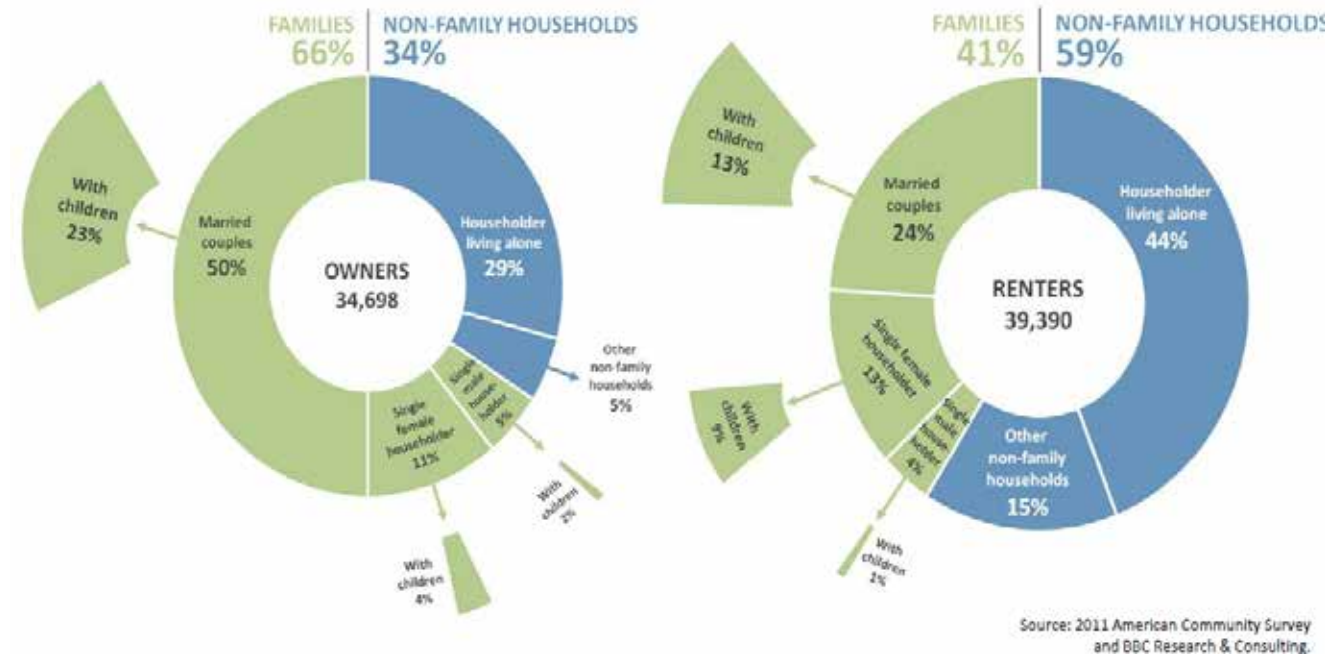
Districts 2 and 4 had the most Boarded/Vacant & Secured properties with 49 and 34 respectively. Districts 6 and 7 had the fewest totals, 3 and 5 respectively.

Housing Programs

Salt Lake City distributed \$6 million in Federal Housing and Urban Development (HUD) funds in Fiscal Year 2011-2012. The majority of these funds are Community and Development Block Grants (CDBG) and HOME Investment Trust Funds. Other HUD programs include Emergency Solutions Grants (ESG) and Housing Opportunities for Persons with AIDS (HOPWA). To provide further help to individuals and non-profits, the City used savings from previous years' HUD allocations.

HUD funds allow the City to provide emergency home repairs, rehabilitate dilapidated structures, encourage the development of affordable housing units, provide grants for first-time home buyers, give money to non-profit organizations, provide services to the homeless and to infrastructure projects that serve moderate-income households.

Federal HUD funds fluctuate from year to year. In the previous five years, funds have been as high as \$6,359,876 in Fiscal Year 2010-2011, and as low as \$4,670,001 for Fiscal Year 2012-2013. The fluctuation in Federal monies directly affects the assistance the City can provide through its programs.



AVERAGE HOUSEHOLD SIZE BY RACE AND ETHNICITY, SALT LAKE CITY: 2000, 2010

Race/Ethnicity	2000	2010
White (not Hispanic)	2.23	2.17
Hispanic/Latino	3.85	3.66
American Indian (not Hispanic)	3.05	2.67
Asian	2.55	2.43
Pacific Islander	5.16	4.63
Black (not Hispanic)	2.58	2.61
Other Race (not Hispanic)	2.82	2.25
Two or More Races (not Hispanic)	2.54	2.35
Total Population	2.48	2.44

Source: 2000, 2010 U.S. Census; Bureau of Economic and Business Research, University of Utah

Housing Affordability

The median value of owner occupied housing units in Salt Lake City is \$244,000. There is a disparity in affordability in Salt Lake City. While 34.5 percent of homeowners have less than 20 percent of their monthly income going into housing costs each month, another 26.1 percent have monthly housing costs of 35 percent or more of their monthly income. The same is true of renters but in reverse; 39.4 percent of renters have monthly housing costs of 35 percent or more of their income, and 26.3 percent have monthly housing costs of less than 20 percent. According to the US Bureau of Labor Statistics, on average, transportation expenses consume approximately 15.3 percent of the total monthly household budget.

Another way to gauge housing affordability is to consider the combined cost of housing and transportation. Given that the majority of residents in Salt Lake City move around by private automobile, transportation costs are considered by many as a necessary part of their household budget. The US Department of Housing and Urban Development and the US Department of Transportation have created the "Location Affordability Portal" which shows the combined cost of housing and transportation. In Salt Lake City as a whole, a typical household spends approximately 25 percent of their income on housing and 16 percent on transportation for a combined amount of 41 percent.

The combined costs vary across the City. Neighborhoods on the upper East Bench have a combined cost as high as 79 percent, primarily due to the high cost of housing. The East Downtown area generally has the

lowest combined costs which are as low as 31 percent near the Trolley Trax Station.

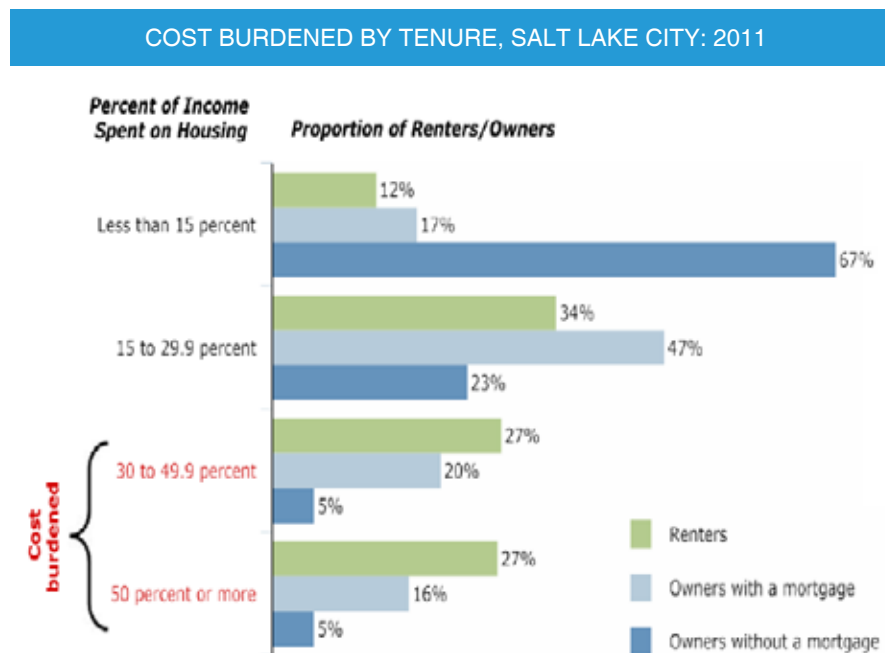
When you consider low income households, those with incomes less than \$31,500, most of Salt Lake City becomes unaffordable, which means households are spending more than 45 percent of their income on transportation and housing costs. Only two Census Blocks are below 45 percent; an area west of Capitol Hill and an area around 400 East and 800 South.

According to the National Low Income Housing Coalition, the fair market rent for a two-bedroom apartment in Utah is \$727. In order for housing, which includes the cost of rent and utilities, to be considered affordable (meaning no more than 30 percent of household income going towards housing costs), a household would have to earn \$29,089 annually or \$13.99 per hour assuming a standard work week. The

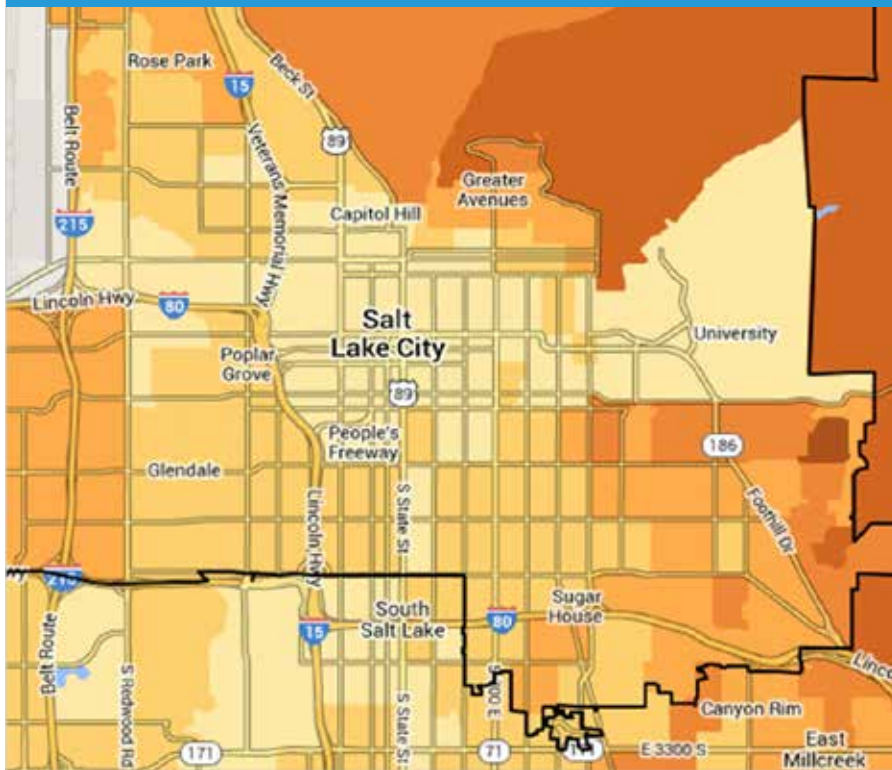
median household income of Salt Lake City is \$44,501 compared to \$57,783 for the State of Utah according to the American Community Survey 5 Year Average 2007-2011.

The City has relatively few middle and upper income households and a high proportion of low income households; 42.5 percent of City households earned less than \$35,000 per year in 2012.

Household incomes and housing costs determine the burden of household costs. More than half of all renters in Salt Lake City are considered cost burdened (more than 30 percent of household income going towards housing). Twenty-seven percent of renters are spending more than 50 percent of their household income on housing and are considered severely cost burdened.

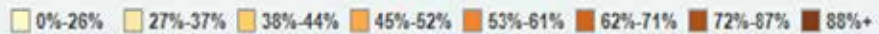


LOCATION AFFORDABILITY
SALT LAKE CITY COMPARED TO TYPICAL REGIONAL HOUSEHOLD



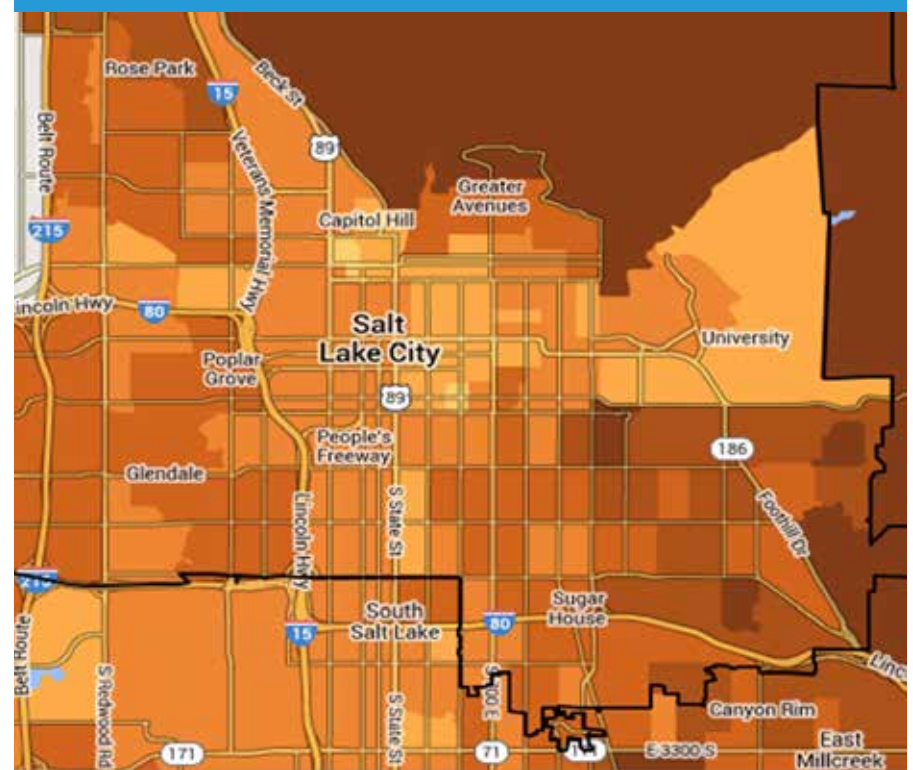
Location Affordability (Housing and Transportation, % of Income)

Regional Typical Household



Housing	+	Transportation	=	Location Affordability
25%		16%		41%
\$14,669		\$9,388		\$24,057

LOCATION AFFORDABILITY
SALT LAKE CITY COMPARED TO LOW INCOME REGIONAL HOUSEHOLD



Location Affordability (Housing and Transportation, % of Income)

Low Income Household



Housing	+	Transportation	=	Location Affordability
38%		24%		62%
\$11,970		\$7,560		\$19,530

Urban Form

The foundation of Salt Lake's urban form is the Plat of Zion. The urban form is defined by public spaces which includes the street, park strip and sidewalk, and the private spaces including front yards and buildings. The City's street system is based on square blocks that measure 660 feet on each face. The original streets were created at 132 feet wide. The size of the blocks and the width of the streets have been criticized for not promoting pedestrian friendly neighborhoods. However, Salt Lake City, like most cities, was developed in phases and the more recent neighborhood subdivisions were not designed with the same size grid.

Salt Lake City neighborhoods are defined by tree lined streets, park strips and sidewalks; the dimensions of which vary from neighborhood to neighborhood.

Blocks

The block size in Salt Lake City vary depending on the historical development pattern. The original plat of the City included ten-acre blocks which is found primarily in the Downtown and Central City areas. Blocks in the Avenues are noticeably smaller than in the Downtown area. Blocks in the Foothills are defined by the topography and are rarely rectangular in nature. The images on the next page show various block patterns found in the City. Each image is one square mile.

Streets

Our streets serve multiple purposes. Not only do they serve the obvious role of providing necessary infrastructure to move automobiles, they also provide mobility to bicyclists and pedestrians. Historically, before the automobile, streets were public places. Public gatherings, protests and festivals all took place in the street. They were places for people, not just for transportation.

In Salt Lake City, there are interstates, State roads and city streets. Streets are classified based on their function. These functions only consider the automobile and not other modes of travel. Interstates and State roads are regulated and controlled by the Utah Department of Transportation (UDOT). UDOT also controls intersections of State highways and city streets. City streets are those streets that are owned, maintained and regulated by Salt Lake City.

Most streets in Salt Lake City include on-street parking either on the side of the street or in the middle of the street as along 300 South and 300 East in the Downtown area. On-street parking is intended to be used by the general public. In heavily used commercial areas, parking meters are used to encourage short term stays to promote high turnover in parking stalls.

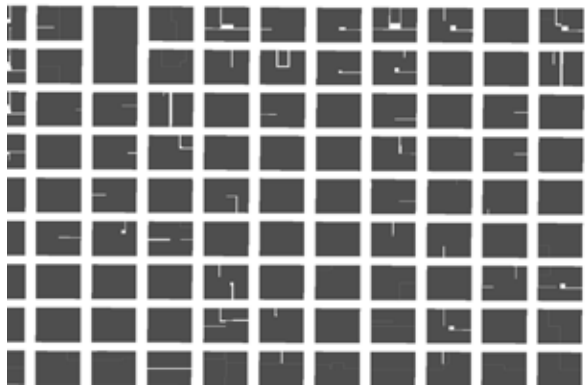
In some instances, parking permit programs are in place that reserve on-street parking for certain uses. This is common around the University of Utah and other major destinations where residents desire exclusive use of the on-street parking due to the heavy use of the parking by students at the University.



EAST BENCH BLOCK PATTERN



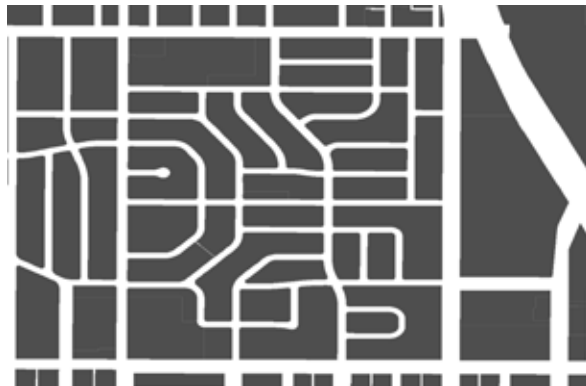
GLENDALE BLOCK PATTERN



AVENUES BLOCK PATTERN



DOWNTOWN BLOCK PATTERN



ROSE PARK BLOCK PATTERN



WASATCH HOLLOW BLOCK PATTERN

Classification of Streets

Freeways/Expressways (State Routes): These are primarily interstates and highways that have limited access. I-15, I-80, I-215, Bangerter Highway and SR 201 belong in this category.

State Arterials: These are State highways that generally serve the region even though they may be entirely within Salt Lake City. Examples include Foothill Boulevard, 700 East, State Street, Redwood Road, 400 South and portions of West Temple, 300 West, 500 South and 600 South.

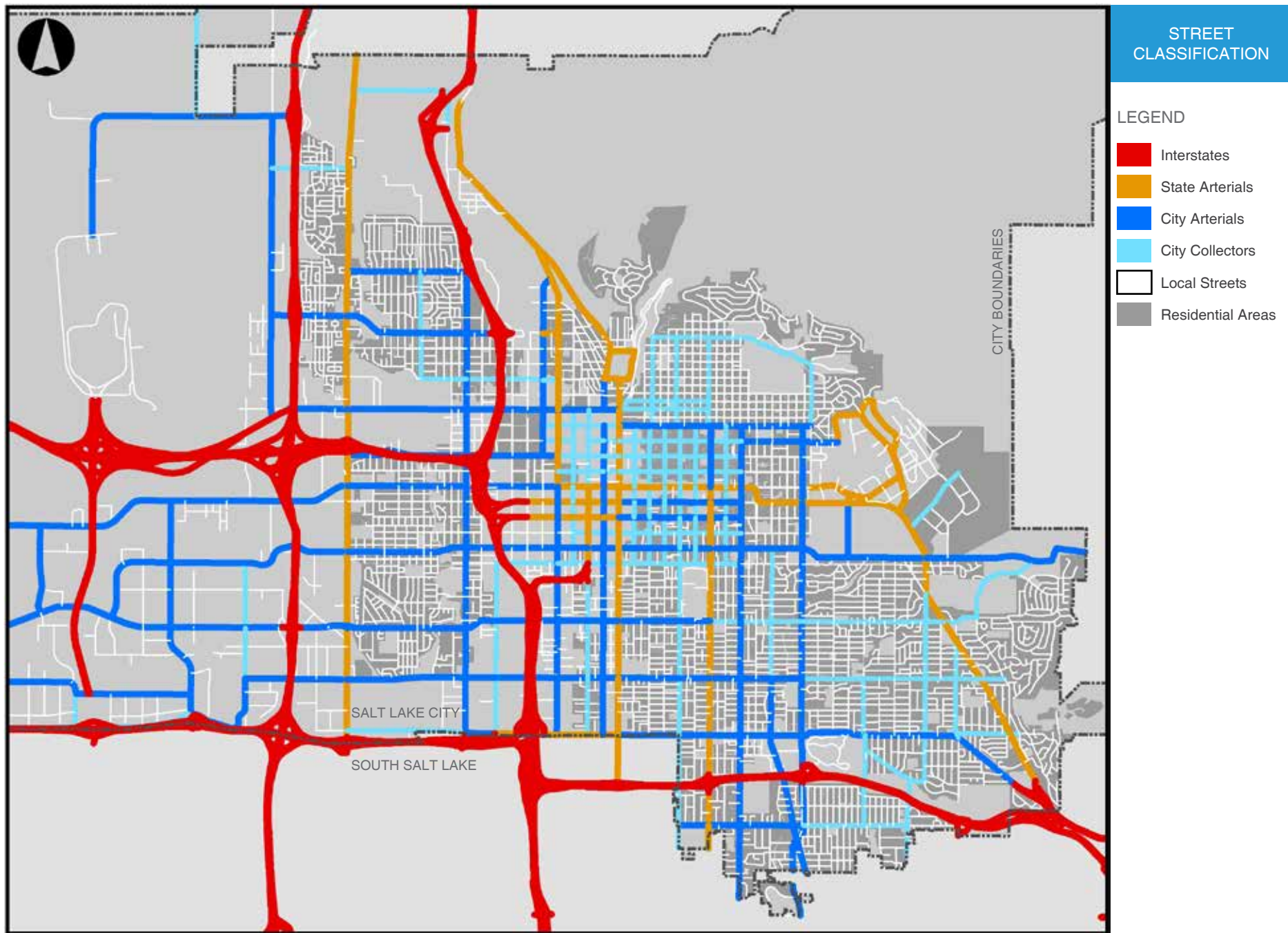
City arterials are those streets that are intended to move vehicles through the City for several miles. Arterials are generally multi-lane streets carrying high traffic volumes with relatively high speed limits. These streets provide commuters with access through the City and not necessarily to their destination. Examples of City arterials include South Temple, 800 South/Sunnyside Ave, portions of 1300 South and 1700 South, 2100 South, 900 East, Main Street, portions of 300 West, 900 West, 2200 West and portions of 600 North.

City collector streets are those streets that provide connections between arterials and local streets. They are intended to move traffic from neighborhoods to larger streets. They include both single-lane and multi-lane streets. They provide direct access to abutting properties and carry a mix of local and commuter traffic. Examples include 100 South, 200 South, 300 South, 200 West, 500 East, 11th Ave, portions of 1300 South and 1700 South, 1700 East, 2100 East and 2300 East.

City local streets are those streets that have low speed limits, provide direct access to private property, and are mostly used by those who live in the area or by businesses in the area.

Streetscape Contexts

The function and classification of streets, coupled with the built environment and land uses along the street, produce a streetscape "context" that helps describe the street. Each context includes a series of characteristics that make certain streets are similar to other streets. In Salt Lake City, there are basically three types of streetscapes; urban, major and neighborhood. The City's Urban Design Element is a master plan that describes in further detail the streetscapes in Salt Lake City.



Urban Streets

Urban streets are primarily located in the Downtown, East Downtown and Sugar House areas. These streets may have taller buildings located close to the sidewalk, large sidewalks, and street trees that are planted in grates, planters or relatively small park strips. Adjacent land uses spill out onto the sidewalk in the form of outdoor dining, sales and signs. Streets are lined with a mix of uses sometimes found in single buildings. These are generally considered more pedestrian oriented.

Major Streets

Major streets in Salt Lake City mostly include State and City arterials where the street is designed to move a lot of vehicles quickly. The context can often be described as auto oriented due to the multiple travel lanes, small park strips, few or no street trees, and commercial areas that are often set back from the street with parking lots between the street and the building. Sidewalks are often narrow and located close to the street. Bike lanes are sometimes located on the streets, but the high speed of vehicles makes most bicyclists uncomfortable.

Neighborhood Streets

Neighborhood streets are often more narrow, lined with small buildings and include sidewalks that are separated from travel lanes by wider park strips and street trees. They sometimes pass through commercial districts, but the commercial districts are relatively small scale, with buildings close to the sidewalk and parking located behind or to the side of the building.

Iconic Imagery

Iconic imagery includes those places, vistas and buildings that define the City. They are often the most recognized and cherished elements of the City.

Salt Lake City has a number of natural vistas and elements of the built environment that add to the character of the City. Ranging from the view of the mountains from Downtown to the tranquil setting of Memory Grove, these places help make Salt Lake City unique.



South Temple Street, circa 1900. Streets were public gathering places, not just places for cars.



NEIGHBORHOOD STREET



MAJOR STREET

Historic Preservation

Most of Salt Lake City's neighborhoods developed prior to World War II. Many of the pre-WWII neighborhoods retain their original characteristics in terms of the age of building, building details, scale and development pattern. Due to this, many of the neighborhoods have been designated as historic districts. The City's Historic Preservation Plan establishes the City's preservation philosophy. The Historic Preservation Program is administered by the City's Planning Division.

A historic district is a geographic area with a concentration of older buildings and sites unified by development, events or design. The Salt Lake City Council designates local historic districts and local landmark sites upon a recommendation from the Salt Lake City Historic Landmark Commission and Planning Commission. Districts or sites listed that are locally designated require review and approval for new construction and changes to the exterior appearance of buildings and sites. National designation does not impose any development restrictions on property owners, but does provide access to financial incentives such as historic tax credits.

Salt Lake City has seven local historic districts, all of which have also been designated as national districts. There are sixteen national historic districts that have not been locally designated.

The first historic district, South Temple, was locally designated in 1976. The most recent was Westmoreland in 2010. Each of the local districts had at least 77 percent of the structures within the district deemed contributory. There are 281 designated landmark sites in Salt Lake City. While they are located throughout Salt Lake City, they are mostly associated with the local and national districts.



STATE CAPITOL



LIBRARY SQUARE



SUGARHOUSE PARK



REUSED HISTORIC STOREFRONT



SOUTH TEMPLE HISTORIC DISTRICT



MEMORY GROVE/CITY CREEK



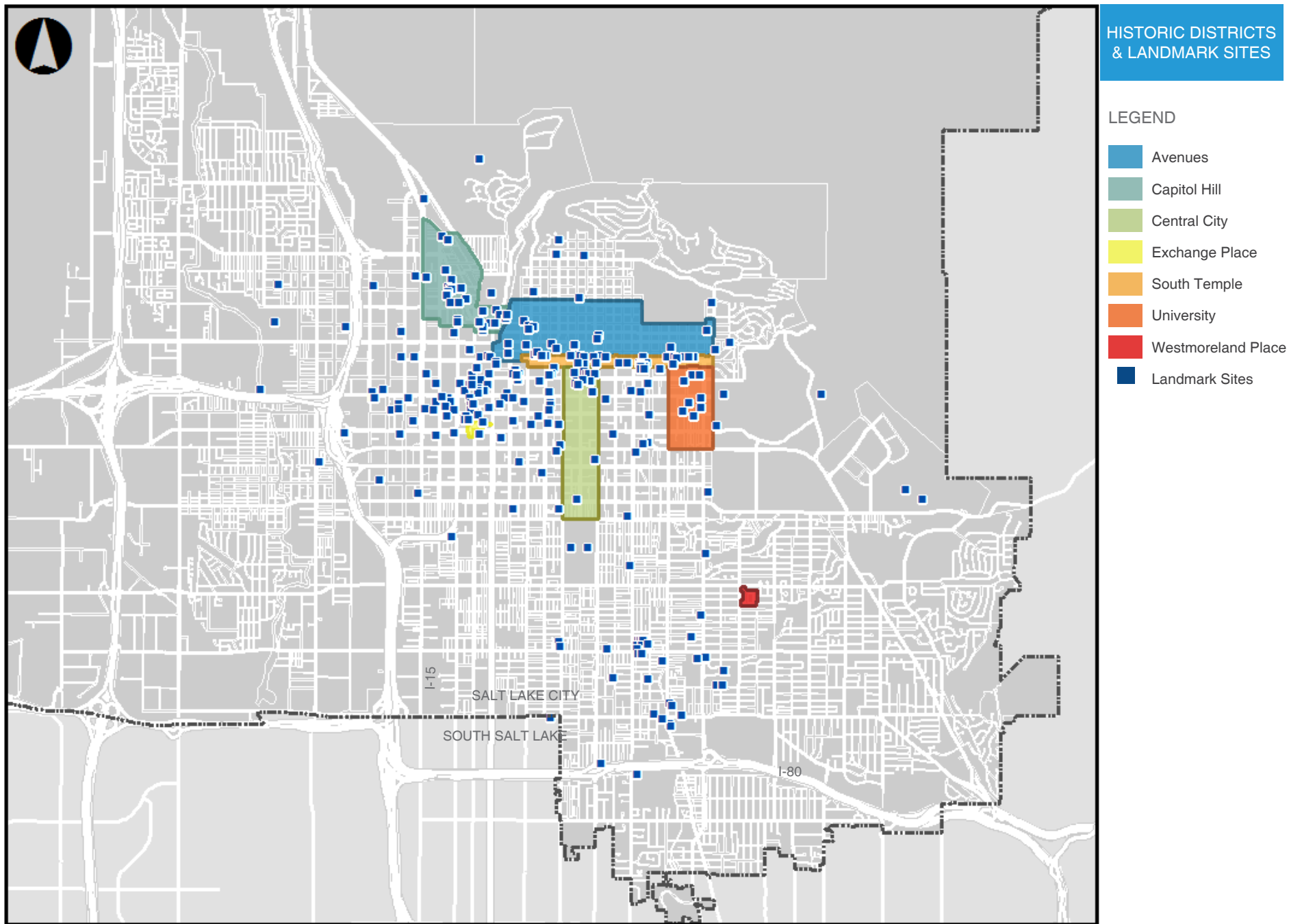
UNIVERSITY DISTRICT HISTORIC RESIDENCE



JORDAN RIVER



WASHINGTON SQUARE



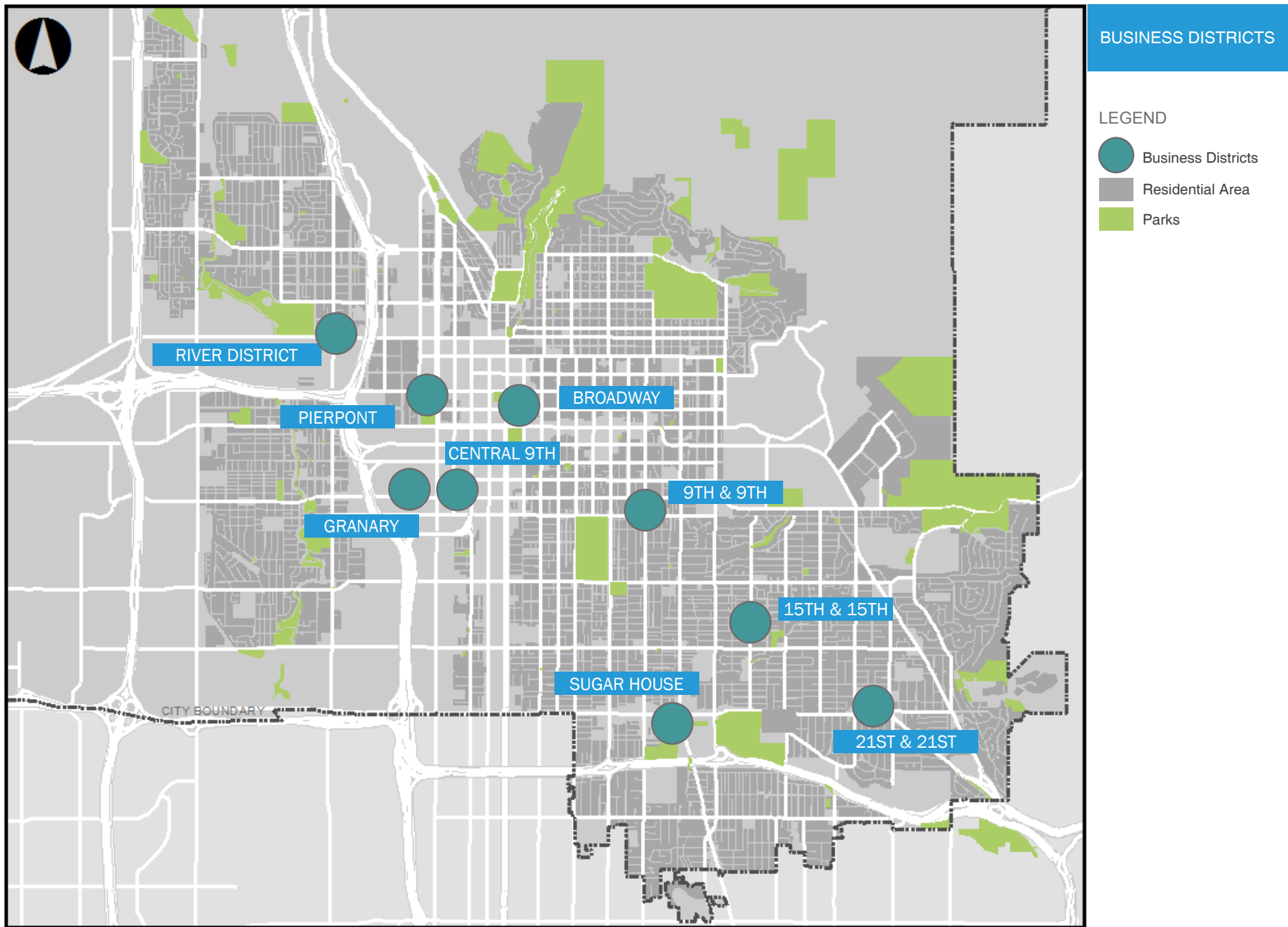
Neighborhood Business Districts

Salt Lake City supports neighborhood anchor areas or commercial uses that enhance the function of residential neighborhoods.

Neighborhood business districts are important not only to the economic development of Salt Lake City, but also to provide residents with daily needs in close proximity to where they live. These districts, often called nodes, vary in size and draw, but they all contribute to the livability of our City. Some of these nodes are officially recognized business districts while others are simply a collection of businesses that occupy the corners of primary streets. Presently, nine recognized neighborhood level business districts exist within the City:

- The **9th and 9th** Business District – East Liberty Park Neighborhood
- The **15th and 15th** Business District – Wasatch Hollow Neighborhood
- The **Sugar House** Business District – Sugar House Neighborhood
- The **Pierpont** Business District – Downtown Neighborhood
- The **21st and 21st** Business District – Sugar House Neighborhood
- The **Broadway** Business District – Central City Neighborhood
- The **River District** – Fairpark/Poplar Grove Neighborhoods
- The **Granary District** – Downtown/Ballpark Neighborhoods
- The **Central 9th** Business District – Downtown/Ballpark Neighborhoods

Other areas within neighborhoods are currently zoned as Neighborhood Commercial (CN) or Community Business (CB) districts. Some of these areas already contain neighborhood level businesses while others have the potential to produce new neighborhood business districts. In addition, the City has recently created the Small Neighborhood Business District (SNB) with the intent to recognize stand-alone commercial buildings, often surrounded by homes, that provide similar amenities to a neighborhood and contribute to the economic prosperity of the City.



Neighborhood Parks

Salt Lake City provides for and encourages parks and recreation areas in various forms and locations to enhance residential neighborhoods and the surrounding community.

It is important that the City “provide recreational opportunities in every neighborhood and to every citizen” — *Futures Commission*. There are 22 community parks, 30 mini parks, 28 neighborhood parks, 16 open spaces, 12 special mini parks, 7 off-leash dog parks, and 9 special use parks serving the neighborhoods throughout the City. Access to these parks and other open spaces exists within each neighborhood; however, these areas may not be easily accessible to every citizen. While most residential areas are within easy walking distance ($\frac{1}{4}$ mile), many residences still fall outside of this buffer.

Some parks are highly developed and include a range of different recreational facilities while others remain in their natural state. Those categorized as special use parks include locations like the Hogle Zoo, Red Butte Garden, the Gallivan Center and the open space surrounding the Utah State Capitol. These special use parks are heavily utilized by the public. For example, the Hogle Zoo has exceeded 1 million guests for the first time in 2011 and again in 2012. Red Butte Gardens reported that they average more than 150,000 annual visitors.

There are 126 parks in Salt Lake City comprising 925 acres with 58 municipal playgrounds. Of those parks, 125 are owned and maintained by the City. One park, Sugar House Park, is owned and maintained by Salt Lake County. The parks range in size from 160 acres to some that are less than a quarter of an acre.

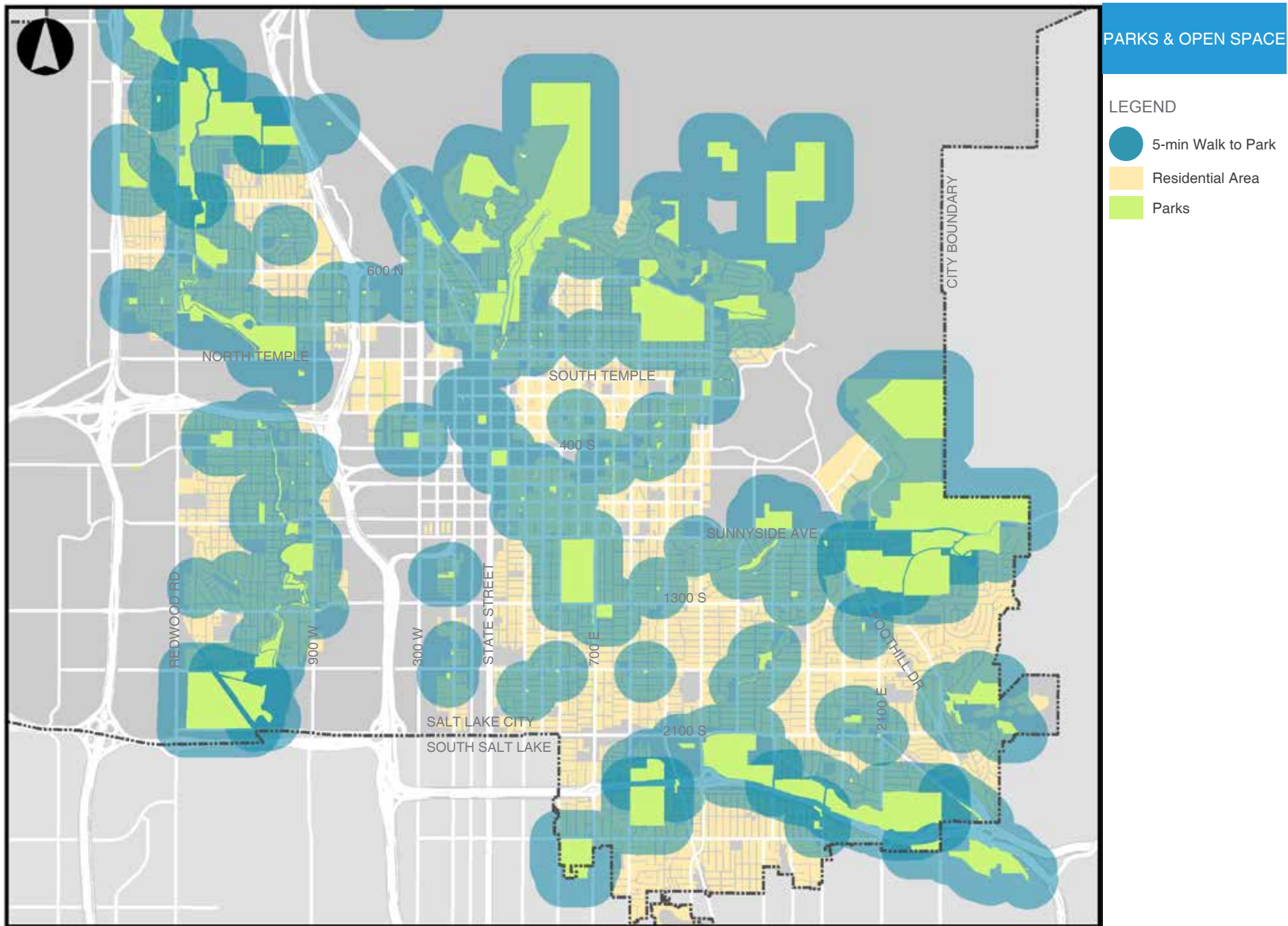
The City also maintains and/or owns natural open space outside of the City to preserve the watershed and provide recreation opportunities for City residents. Areas include Parley's Nature Park, City Creek Canyon and other areas of the Wasatch Canyons and foothills. These areas provide access to hiking, biking, wildlife viewing and other alternatives to activities found in developed parks. Many of these areas are adjacent to and connected to other public lands such as US Forest Service lands.

The City exceeds the national target ratio of 6.5 acres per 1,000 people of parks, natural lands and golf courses. In 2012, the City's ratio was 10.3 acres per 1,000 people.

Besides parks, the City is home to several recreation centers in which some are owned by the City and others by Salt Lake County. The County operates, but the City owns three aquatic centers; Fairmont Park, the Steiner Complex and the Sorenson Center. There is also an outdoor pool at Liberty Park which is operated by the City. Salt Lake County also owns and operates the Central City Recreation Center and the Northwest Recreation Center.

The City currently maintains 26 miles of paved shared-use trails. The trails include regional trails like the Jordan River Parkway and the Bonneville Shoreline Trail that connect several cities, natural trails like the trails going into the smaller canyons, reclaimed trails such as the 9 Line Trail, and park trails like the jogging path at Liberty Park.

Salt Lake County conducted a community survey in 2012 asking what residents want in their parks and recreation system. While 84 percent of respondents live within a five to ten minute walk of a park, 79 percent travel to parks and recreation facilities via car, 72 percent walk, 38 percent bike, and only 4 percent use public transportation. In the survey, participants were allowed to make multiple choices. Open lawn areas, disability access to facilities, children's playgrounds (traditional and natural) and group pavilions were the most identified wanted amenities. Outdoor basketball courts, soccer fields, little league fields and tennis courts were the most wanted sports amenities. Ninety-eight percent of respondents consider trails a medium or high priority. Preferred top action priorities are improving regional trails, building new trails and preserving natural areas and open space. Generally, people are satisfied with parks and recreation facilities; 75 percent are satisfied with maintenance of parks, 72 percent see a value in the parks, and 67 percent are satisfied with the number of parks.



Commuting Patterns

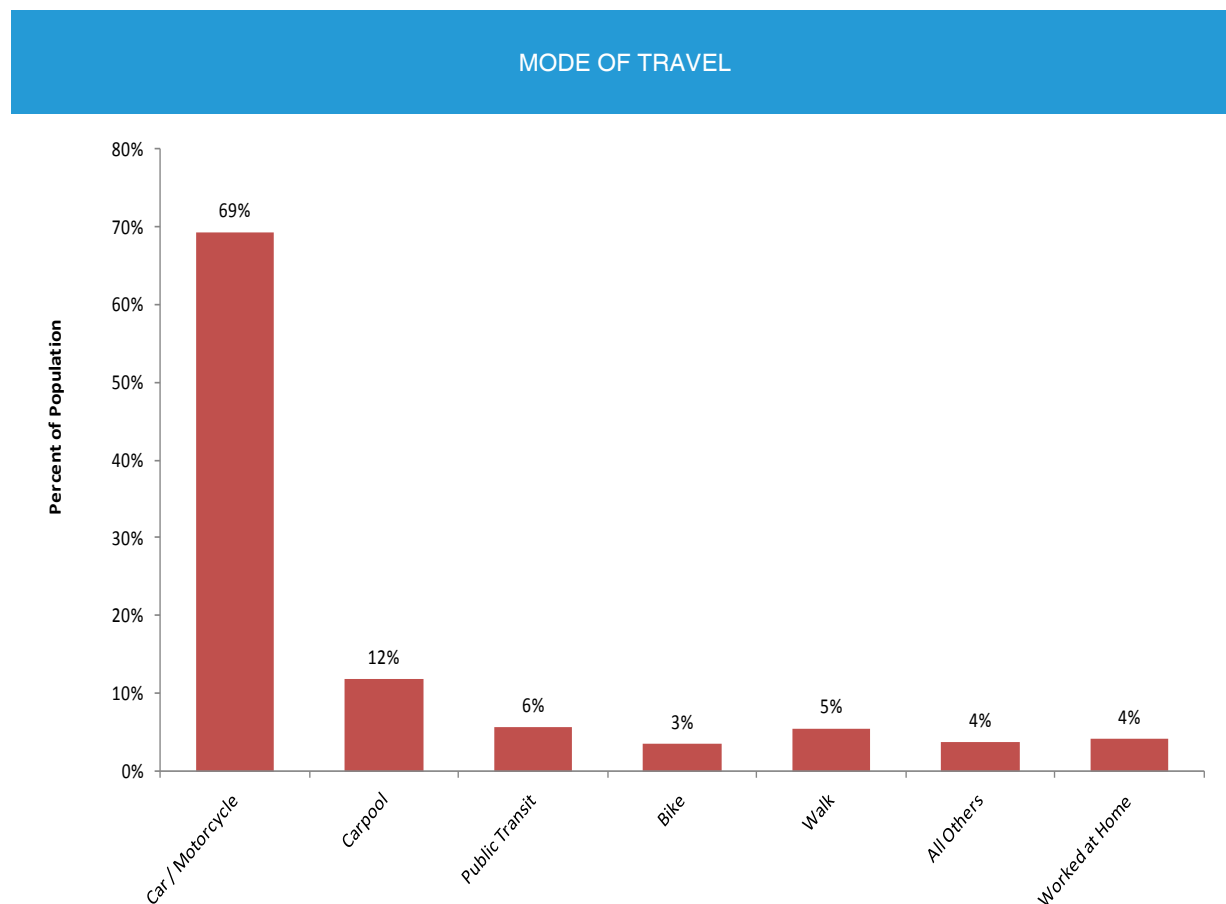
People commute to work by car, transit, bicycle or on foot. A small number of Salt Lake City residents work from home and do not commute.

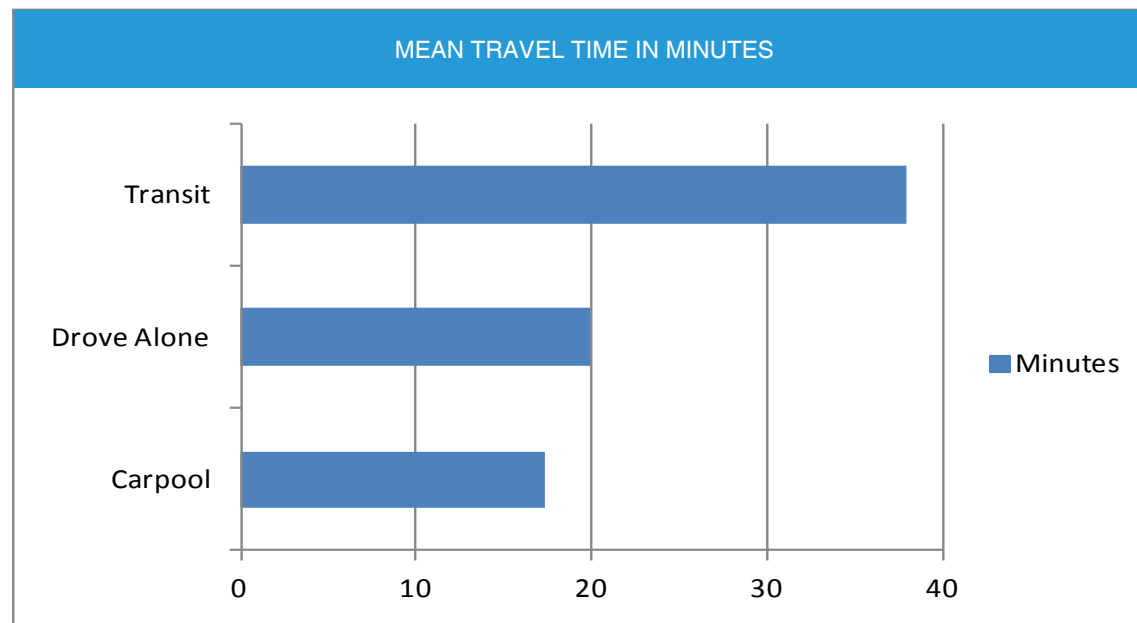
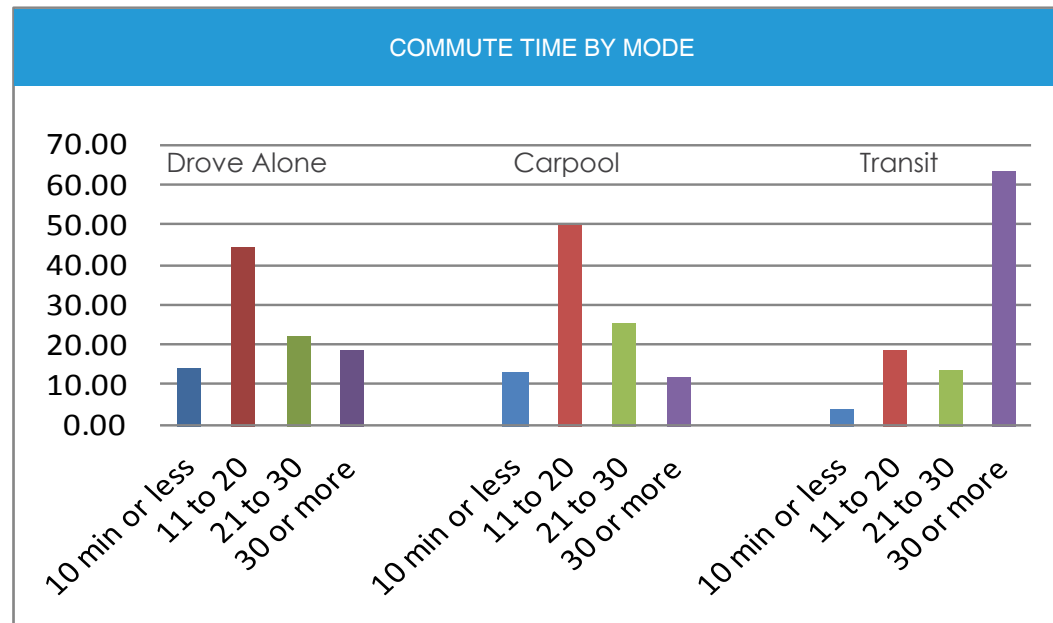
Almost 70 percent of commuters into the City arrive traveling alone in a car or motorcycle. This number has not changed in the years between 2000 and 2010. The average Salt Lake City resident drives 7,400 vehicle miles each year. This is substantially lower than the State of Utah average of 10,143, and less than the Salt Lake Metropolitan Area average of 9,339.

The number of Salt Lake City residents commuting via public transportation has shrunk slightly in the last decade from 6.3 percent to 5.7 percent. This number is comparable to other US cities, such as St. Louis, Phoenix, Detroit and Dallas. This number is lower than cities such as Denver and Portland.

The number of commuters that walk to work has increased by 0.6 percent since 2000. Numbers are not available for those that biked to work in 2000, but 2013 surveys show 3.5 percent of trips in Salt Lake City are by bike.

The average commuting time in Salt Lake City is 19.4 minutes which is less than the State average of 21.4 minutes, and substantially less than the National average of 25.4 minutes.





Data in both charts from the 2012 American Community Survey 1 Year Estimates

Walk and Bike Score by Neighborhood

Neighborhood	Walk Score	Bike Score
Downtown	87	85
E. Central	70	80
Liberty Wells	63	80
Greater Ave.	61	58
Sugarhouse	61	69
Capitol Hill	59	63
Bonneville Hills	59	72
Central City	87	91
Fairpark	57	81
Jordan Mead.	56	72
Wasatch Holl.	52	69
Yalecrest	50	71
Poplar Grove	47	64
Glendale	46	61
Rose Park	41	61
East Bench	40	50
Arcadia Heights	33	29
Westpointe	27	49
Cent. Lib. Wells	68	88
E. Liberty Park	NA	NA
Foothill/ Sunny-side	NA	NA
Sunnyside E.	NA	NA

Pedestrians

Most people are a pedestrian at some point during the day. Some segments of the population; such as those that are too young to drive, cannot physically drive or choose not to drive, are pedestrians more often than others. Trips by foot vary throughout the City with a high number of trips in the Downtown area being made by foot, to residential neighborhoods where only a few trips are made by foot. The pedestrian environment in Salt Lake City is impacted by the design of the infrastructure, the speed and volume of streets, and the number of destinations within walking distance. Due to the wide streets, long blocks, design of the streets and separation of land uses in Salt Lake City, few trips are made by foot. (See the discussion of commuting patterns above.)

Bicycles

The City Administration has consistently promoted alternative forms of transportation in and around Salt Lake City. There has been an emphasis on accommodating bicycle travel on City streets and separated trailways. Salt Lake City has invested heavily in bicycle infrastructure throughout the City. There are over 26 miles of paved multi-use trails in the City. These trails include the Jordan River Trail, City Creek Canyon, Memory Grove, the 9 Line Trail and the Airport Trail. Trails in development include the Parley's Trail which will run adjacent to the streetcar line into Sugar House. Other planned trails include a trail along the Surplus Canal and the Jordan & Salt Lake City Canal.

Salt Lake City has over 150 miles of bicycle lanes on city streets to support the growing network of bike trails. The City is also adding facilities for bicycle parking, storage and maintenance including over 150 on-street bicycle racks that will accompany an existing Bicycle Transit Center located at the Intermodal Hub in Downtown Salt Lake City. This Center provides bike rentals, bike service and lockers. At this Hub, a person is connected to light rail, commuter rail and bus service.

The City has conducted an annual count of those traveling within the City by bicycle since 2010. The study was accomplished by having volunteers physically count cyclists at key locations throughout the City. They have returned to the same locations each year. The growth from 2010 to 2011 was 27.2 percent. The change between 2011 and 2012 was an increase of 12 percent. The substantial increase in the number of cyclists using both on-road bikeways and off-road paved trails

mirrors the Administration's emphasis and implementation of new and improved bicycle facilities throughout the City emphasizing Downtown and the University of Utah. In 2011, 2.7 percent of total commuters were cyclists.

In 2013, a bike sharing system, called GREENbike, was launched in the Central Business District. It is designed to serve short trips within Downtown. Initially operating 10 stations, it now has 12 stations as of August 2013. This program facilitates bicycle travel for a broad range of people by providing utilitarian city bikes with chain-guards, lights, fenders and baskets; and allows members to avoid the hassles of bicycle ownership with the large up-front costs, maintenance and theft. This program aims to encourage bicycle use and provide a simple, healthy and pollution-free transportation option.

In the four-month period since the program launched (August 2013), 4,000 individuals have used the system and more than 17,000 trips have been made. By comparison at the end of their first year of operation: Boulder, Colorado with 13 stations recorded 17,000 trips and 7,070 users; and Madison, Wisconsin with 27 stations recorded 19,000 trips and 6,440 users. The program operates through an agreement between the City and the Downtown Alliance. Many partners and sponsors provide financial support. GREENbike plans additional expansions within the Downtown and nearby areas in the future.

In a survey given to GREENbike members the Summer of 2013, 52 percent said they drive a personal vehicle less often than before the GREENbike program launched. Thirty percent of those members use mass transit more often and only 4 percent use it less often as a direct result of the GREENbike program.

Of all GREENbike users, one-third live out of State, one-third live in the County, and the remaining live along the Wasatch Front. The survey indicated that GREENbike has a positive impact on local commerce with 56 percent of people surveyed saying they shop more at locations near stations than they did before GREENbike started. Thirty-eight percent are spending more money in local establishments and 79 percent said that stations "enhance the attractiveness of nearby shopping locations". Only 3 percent said they reduce attractiveness. Though no improvements to bike facilities have been made since GREENbike launched, 93 percent of the members surveyed said they feel safe riding GREENbikes in Downtown.

Public Transportation

Salt Lake City is connected to a well established transit system that includes buses, light rail, streetcars and commuter rail. The Utah Transit Authority (UTA) is the provider of transit services. It is a system that includes a multitude of communities along the Wasatch Front including Box Elder, Weber, Davis, Salt Lake, Tooele and Utah counties. On average, there are over 125,000 trips on the UTA system on a typical spring or fall day. Forty-three percent of transit riders are between the age of 25 and 44, and 95 percent of all using the system are of working age which is considered 18 to 64 years of age. Sixty percent of all riders are male and 40 percent are female. Over 65 percent of Wasatch Front residents have used UTA in the past year.

Nearly 28 percent of all trips on UTA are going to the University of Utah. The Central Business District creates 19 percent of all transit trips, but it attracts nearly 27 percent of all daily trips. More than 69 percent of that traffic is from light rail.

The majority of those utilizing the UTA system are “regular riders” or those using it at least five days a week. Most of those riders are students heading to and from the University of Utah, and commuters into and out of Downtown. These regular riders contribute to 60 percent of total riders. That same percentage reflects the number of riders who actually had other means of travel besides UTA.

The remainder of users, those that are not students or commuting Downtown, generally do not have another mode of travel and many are low income with more than one-third reporting annual incomes of less than \$25,000.00.

Of the regional system, there are 12 bus lines serving only Salt Lake City, 13 bus lines connecting Salt Lake City with other cities in Salt Lake County, 3 bus lines connecting the City with Tooele County, and 10 bus lines serving Davis and Weber Counties. There are also special services buses including 3 express lines connecting Salt Lake County suburbs with Downtown, 1 connecting Salt Lake City to Park City, and 2 bus routes that connect Downtown and the University of Utah to ski resorts in Little Cottonwood Canyon.

Commuter Rail

The FrontRunner, a commuter rail service, connects Salt Lake City with Ogden and Provo. There are two commuter rail stations in the City providing a direct link to bus and light rail lines.

Light Rail

There are three light rail lines connecting Salt Lake City with neighboring communities. The Green Line connects the Salt Lake International Airport to West Valley City via Downtown. The original light rail line, the Blue Line, connects Salt Lake Central Station with Draper City at 12300 South. The Red Line connects the University of Utah with the Daybreak Community located in South Jordan. There are a total of 24 light rail stations located in the City.

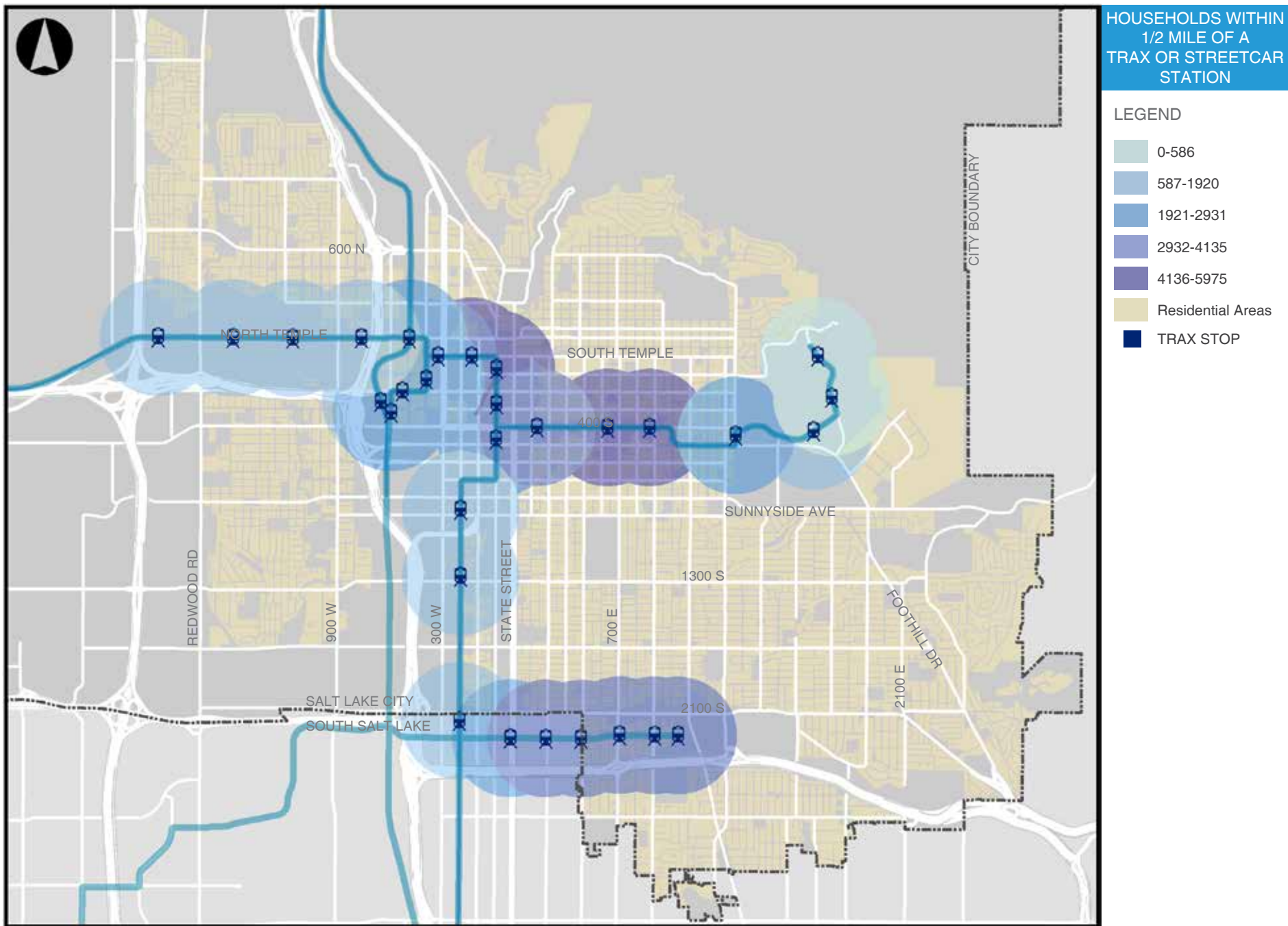
The Courthouse Station has the most weekday daily boardings; 6,156 persons pass through the Station each day. The Ft. Douglas Station has the fewest weekday daily boardings with 400 persons per day. The majority of stations have between 900 and 3,000 persons pass through each weekday.

Street Car

The City's first street car in 70 years opened in December 2013. The “S Line” connects the Sugar House neighborhood to the Central Point Trax Station. The line provides three new transit stations in Salt Lake City at 700 East, 900 East and 1045 East (Sugarmont Street). Expansion of the system to 2100 South and 1100 East is planned in the next few years.

Bus

There is a clear pattern of north and south travel patterns and rare examples of popular east to west travel patterns excluding North Temple, 2100 South, and the routes directly connecting the Downtown area eastward to the University of Utah. The highest bus usage is along State Street. Other north to south routes show a significant amount of usage along Redwood Road, 500 East, 900 East, 1100 East, 1300 East and 2100 East. Those routes with the highest ridership are also those that provided the highest frequency of buses. Although there are other routes throughout the City, they do not attract a great deal of traffic.



Automobiles

Most of Salt Lake City developed prior to many people owning an automobile, and as such, much of the City originally developed without the automobile in mind. However, the wide streets that were laid out in 1847 to accommodate a team of oxen easily converted to serve the automobile.

There are 1,858 lane miles of public streets in Salt Lake City. The average annual maintenance budget, which includes the Capital Improvements Program (CIP) and the Streets Division surface treatment program, is approximately \$7.2 million with occasional additions of federal funding. Unfortunately, this level of funding is inadequate to maintain City streets in their present condition. According to the Transportation Division, approximately \$19 million would be needed each year to effectively maintain the street network, and consequently, the overall condition of the City street network continues to decline each year.

City streets have a design life of 30 years; however, the estimated average life of a new street is approximately 80 years. This extended life requires several extensive rehabilitations as well as periodic maintenance. The actual functional life of existing City streets varies widely depending on such factors as maintenance history, age, roadway structure and traffic loads. Many of the City's streets have far exceeded their design life, and the poor condition of these streets is readily evident. The current replacement rate of deteriorated City streets is insufficient to meet increasing maintenance need.

Freight

Salt Lake City is a junction for major freight lines that travel from the north and south and eventually to the west. The junctions are located in Downtown with the east-west rail lines running at approximately 600 West, and the western lines running between South Temple and 100 South. A major rail transfer station is located in the western industrial area of the City at approximately 6000 West.

Salt Lake City is also a major truck route due to the convergence of I-15 and I-80. Due to the junction of two major interstates that cross the Country, both east-west and north-south, the City's industrial areas are major contributors to City and State economies.

Air Transportation

The Salt Lake City International Airport is the primary source of air transportation in the State. More commercial flights originate or end here than at any other airport in Utah. The Airport is an important asset to the City, and influences tourism, commerce and industry statewide. Twenty million passengers passed through the Airport in 2012. Salt Lake City International Airport is the 26th busiest airport in North America. There are 645 daily scheduled flights by 7 airlines using 4 runways. In addition, the Airport provides commercial freight service and military service. In 2013, the Airport was connected to the region's light rail and commuter rail line when the Airport Light Rail Line opened, providing residents and visitors alternative ways to get to and from the Airport. The Airport is uniquely located within five miles of Downtown.

Infrastructure

The City's infrastructure consists of a number of different systems all intended to make sure the residents and businesses within the City can function in a modern lifestyle. It includes our power grid, streets, water lines and many other networks that we often take for granted until they are not available.

Electricity

In 1881, Salt Lake City became the fifth city in the world to power a street lighting system with central-station electricity following London, New York City, San Francisco and Cleveland. Today, a network of high voltage transmission lines and substations serves thousands of customers.

Large transmission lines (46 kilovolts and 138 kilovolts) carry electricity from power sources located west of the City to substations where it is transformed to lower voltages (8 kilovolts and 12.5 kilovolts) and distributed to customers throughout Downtown.

The long-term utility plan calls for systematic conversion of existing 46 kilovolt facilities to 138 kilovolts to keep pace with customers' increased electrical capacity needs. It will also upgrade older portions of the distribution network from 8 kilovolts to the current standard of 12.5 kilovolts.

Overhead transmission and distribution facilities are found throughout the City. In some areas, the power system is buried underground. Many residents prefer underground power systems. While it is possible to bury power lines, it is not always economically feasible. The cost to bury high voltage transmission lines



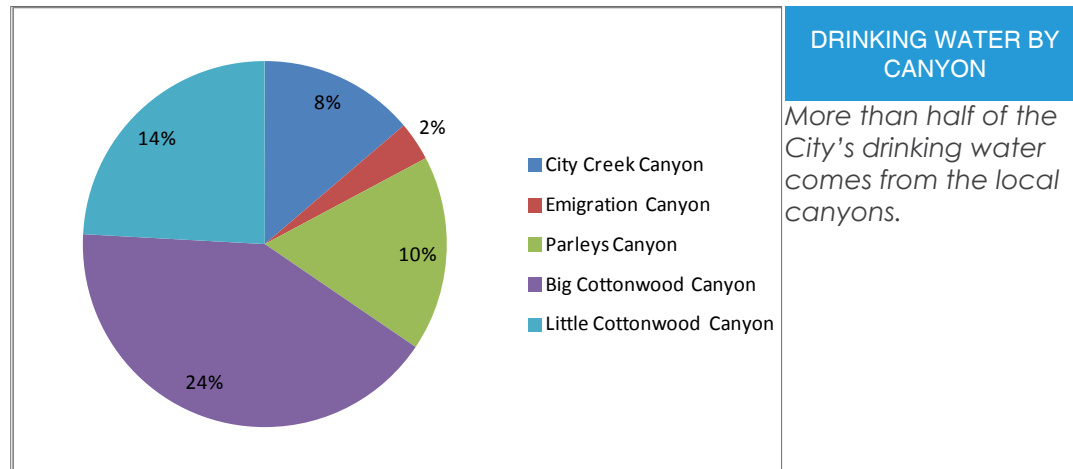
underground is much more expensive than burying distribution lines, and Utah law requires the requesting entity to bear the increased cost. In the case of new transmission lines, that is the incremental difference between overhead and underground construction, while it is 100 percent of the cost to convert existing overhead lines to underground.

Clearances required under the National Electric Safety Code may constrain development of properties adjacent to overhead power lines, particularly high voltage transmission lines like the one on 600 South which requires 35 feet clearance. These constraints can include setbacks from the street and landscape limitations to maintain required clearances below and around power lines.

Telecommunications

Over the past 20 years, the way in which people communicate has changed dramatically. Cell phones are now common place among every segment of the population. The demand for high speed internet access is becoming a major quality of life factor for many, and an economic development consideration. In Salt Lake City, our telecommunication network consists of both cellular antennae infrastructure and cables (underground and overhead), and router cabinets necessary for the telecommunications systems to function. The City regulates telecommunication infrastructure through the zoning ordinance which determines the height, location and process for approval of telecommunication equipment.

Similar to electricity infrastructure, there is a growing demand for the service which triggers a need for adequate infrastructure. The location of utility cabinets particularly has become an issue in Salt Lake City as more and more people demand the service, but have issues with where the infrastructure is located.



Drinking Water

The primary source of water for the City comes from stream flows from the surrounding canyons. As of June 30, 2012, the City owned 2,567 acres or 4.01 square miles of land in the protected watershed. These areas of the watershed and their protection are of utmost importance to Salt Lake City and its residents.

Salt Lake City Public Utilities provides culinary water to all of its residents and also to a large region outside of the City boundaries. There are 90,251 water service accounts in the entire system which covers over 135 square miles. Sixty-one percent or 55,453 of those accounts are City residents. The annual residential account averages 7,480 gallons per month for eight months, and 40,000 gallons for four months. This equates to an annual cost of \$511.60. In 2012, the City supplied 31,745,800,000 gallons of water which is an increase from 2008 of 31,736,570,000.

The winter of 2011-2012 was unusually mild raising concerns about climatic changes and impacts to the water resources. Current climate change models show the State becoming drier. Public Utilities is engaged with other western cities, Federal agencies and universities in an attempt to understand and prepare for these impacts, and to identify how to adapt to them. Salt Lake City Public Utilities recognizes that climate change will have an impact on water supply. Due to this, it is conducting a vulnerability analysis.

Twenty percent of the City water supply comes from underground sources. The City maintains 1,300 miles of underground water pipe, and spends \$7 million a year in capital improvements.

Following a common practice, Salt Lake City Public Utilities believes it is cheaper to pursue watershed protection than capital costs to

the system. Salt Lake City spends \$1 million a year in watershed protection to avoid hundreds of millions in capital costs. This is a substantial amount, but is much less than that amount spent on other capital improvements. This system is made up of nearly 1,300 miles of culinary water lines, 26 wells, 30 pump stations, 23 distribution reservoirs, 14 distribution tanks and 6 storage reservoirs supplying 31.7 billion gallons of culinary water annually.

The watershed is located in the canyons of the Wasatch Front where there are 11,989 acres of undeveloped privately owned parcels compared to 2,708 acres of developed privately owned parcels. Further, there are hundreds of thousands of acres of undeveloped public land located within the boundaries of the Wasatch National Forest.

As the population along the Wasatch Front increases, more and more people are going

to look to the mountains for recreational opportunities. There are a variety of developed and dispersed recreational opportunities such as skiing, biking, hiking, jogging, sightseeing, fishing and hunting. The Wasatch Canyons Tomorrow Report predicts the steady growth of recreational visitors in those canyons. This increase of visitors can have a significant impact on the local economy.

According to the Metropolitan Research Center of the University of Utah, non-winter visits to the Wasatch Canyons will continue to increase this century. By 2030, over 3 million visitors will travel to the canyons in the summer for recreation. The majority of those visitors will be using forest trails.

This growth will have an impact on the limited amount of public land available especially on the access points to these canyons and other areas of open space. These access points are generally narrow and limited in their ability to be enlarged. Salt Lake City will have to work to create a balance between protection of the public lands with an emphasis on watershed protection areas and providing public access. Complicating the issue is that most of the watershed is outside City limits which means the City does not control land use or development. Salt Lake County is the entity that does and is currently considering updates to the development regulations in the canyon areas.

Storm Water

Salt Lake City has an extensive storm water drainage system that includes gutters, underground pipes, ditches, canals, natural streams, lift stations and detention basins.

There are over 1.7 million feet or 336 miles of existing underground storm drain pipe. The City utilizes and maintains 112 detention basins located throughout the storm water system. These basins help to slow the flow of storm water into the system in times of excessive rainfall.

The City utilizes canals, ditches, creeks and rivers to distribute storm water to the Jordan River and eventually the Great Salt Lake. The City owns and maintains approximately 38 miles of open canals and ditches:

- CWA#1- 2,689 feet or 0.51 miles
- CWA#2- 20, 986 feet or 3.97 miles
- CWA#3- 6,598 or 1.25 miles
- CWA#4- 1,538 feet or 0.29 miles
- City Drain- 20, 452 feet or 3.87 miles
- Goggin- 51,581 feet or 9.77 miles
- Lee Drain- 30,899 feet or 5.85 miles
- Little Goggin- 15,802 feet or 2.99 miles
- Surplus- 44,619 feet or 8.45 miles
- Middle Branch Brighton- 3,799 feet or 0.72 miles

The City also maintains the natural creeks that flow westward from the Wasatch Mountains into the Jordan River. These creeks originally ran unimpeded to the Jordan River, but as development has occurred in the City, large portions have since been encased in underground pipes. These natural bodies of water are listed below and the lengths listed include portions that are both above and below ground:

- City Creek- 64,592 feet or 12.23 miles
- Dry Creek- 7,433 feet or 1.41 miles
- Emigration Creek- 23,732 feet or 4.49 miles
- Parley's Creek- 22,853 or 4.33 miles
- Red Butte Creek- 18,964 feet or 3.59 miles
- Jordan River- 47,314 feet or 8.96 miles

There are areas of the City that cannot naturally drain into one of the natural bodies of water discussed earlier. Because of that, the City owns and maintains a system of 26 storm water lift stations most of which are located in Northwest and West Salt Lake. A lift station pumps the water to a higher elevation to remove it from low lying areas.

In total, the City spent \$12 million in fiscal year 2012/2013 in repairs and improvements to its storm water system.

Sewer

The City provides a sanitary sewer system throughout the City. The system serves the entirety of the City with nearly 50,000 sewer connections. Currently, there is more than 652 miles of underground sanitary sewer pipe. Because of the flat terrain in areas of the western parts of Salt Lake City, the sewer system also incorporates a system of 35 sanitary sewer lift stations in those areas.

The Water Reclamation Facility is designed for maximum monthly average capacity of 56 million gallons per day; current influent flow is 34 million gallons a day. There is space to expand the plant for future needs.

Prior to 1890, there were no sanitary sewers in Salt Lake City. Each property had its own outhouse or on-site septic system. The first planned sewers were constructed in 1889. The system conveyed sewage under 500 South from about 300 West to the Jordan River where the sewage was pumped to a canal further west. A "sewer farm", a few miles north and west of the City, was created to accept the waste for disposal and re-use as irrigation. Soon the system expanded to

Main Street and 100 South; and by 1903 ,the sewer system covered most of the Central Business District.

In 1911, a five-mile outlet canal was completed that emptied directly into the Great Salt Lake to discontinue discharges to the Jordan River. By 1923, practically all of the developed portions of Salt Lake City were served by the sewer. In 1963, a ground breaking ceremony was held for a new sewage treatment plant, thereby ending the open channel discharge of untreated waste to the Great Salt Lake.

New infill or densification of existing projects may cause a demand beyond the capacity of existing water or sewer systems. The cost of upgrades to accommodate the higher needs may be incurred by the development.

The threshold for upsizing is dependent on the "base flow" or existing flow in the pipe, and the capacity that the new develop requires. This means that each project and each location needs to be evaluated separately. Projects with larger demands on an existing eight-inch sewer may need to be evaluated and might need to upsize the public sewer. A significantly larger project on a twelve-inch line may also need to do infrastructure improvements.

Waste Management

Salt Lake City's goal is to decrease waste and divert recyclable waste from the landfill. Salt Lake City's Zero Waste Resolution, which was adopted by the City Council in 2011, aims for a goal of diverting 50 percent of waste to be recycled, a goal of 70 percent diversion rate by 2025, and a lofty goal of "Zero Waste" by 2040.

Salt Lake City is the refuse and recycling collection service provider for all single-family, duplexes and triplexes within Salt Lake City. Participation in curbside recycling and the curbside green waste program is required. The City has achieved a diversion rate of 38 percent for the residential sector through curbside recycling, glass recycling, green waste collection and diversion of green waste through the Neighborhood Cleanup Program.

Recycling by the non-residential commercial sector and multi-family residential sector is voluntary. A study completed in the Spring of 2012 estimated that the recycling rate for the non-residential and multi-family sector in Salt Lake City was approximately 10 percent of all waste.

Approximately 245,000 tons of waste was generated in Salt Lake City by residential and non-residential entities in 2012. Considering diversion through mandatory residential waste programs and voluntary commercial waste programs, approximately 19 percent of the total waste was recycled or composted in 2012 (~46,000 tons).

The Salt Lake Valley Solid Waste Management Facilities (Landfill and Transfer Station) are jointly owned by Salt Lake City and Salt Lake County, and accept commercial and residential waste generated in Salt Lake County. The Transfer Station is located in South Salt Lake City. Waste collected at the Transfer Station is compacted and hauled to the Salt Lake Valley Landfill, located in the western portion of Salt Lake City. The Landfill facility covers over 500 acres, and includes a compost and mulching operation, household hazardous waste facility, citizen unloading area, and soils regeneration site. The life expectancy of the Landfill is 2065, which has lengthened due to increased recycling and a general decrease in the amount of waste being produced.





Photo credit: Ana Valdemoros

SOCIAL ENVIRONMENT

4.0

The social environment of Salt Lake City is defined by our neighborhoods and the people who live within them. It includes the basic functions of government providing safety and security in all things. It includes providing the services that the community demands and considers critical to living a quality life.

Neighborhoods

The very notion of a neighborhood is difficult to define and equally difficult to place exact boundaries upon. The idea of where a neighborhood begins and ends is described differently by those who experience it. The City embraces the values and quality of life that attract residents and businesses to our neighborhoods. Quality of life in the neighborhoods of Salt Lake City is impacted by each of the criteria described throughout the rest of this section.

In Salt Lake City, neighborhood boundaries are often based on established different neighborhood organizations, although often times, people consider themselves part of a neighborhood despite the boundaries drawn on a piece of paper.

In Salt Lake City, there are 21 different

neighborhood based organizations that include most of the geographic boundaries of the City. (See map on following page.) These organizations provide an opportunity for residents and businesses to meet together to discuss issues within their neighborhood. The organizations are integrated into City government through ordinances that require certain notifications. Notifications relating to new development, zoning changes and other similar activities are sent to the organizations so that they are made aware, and can help identify issues and solutions. However, they do not possess any sort of regulatory authority.

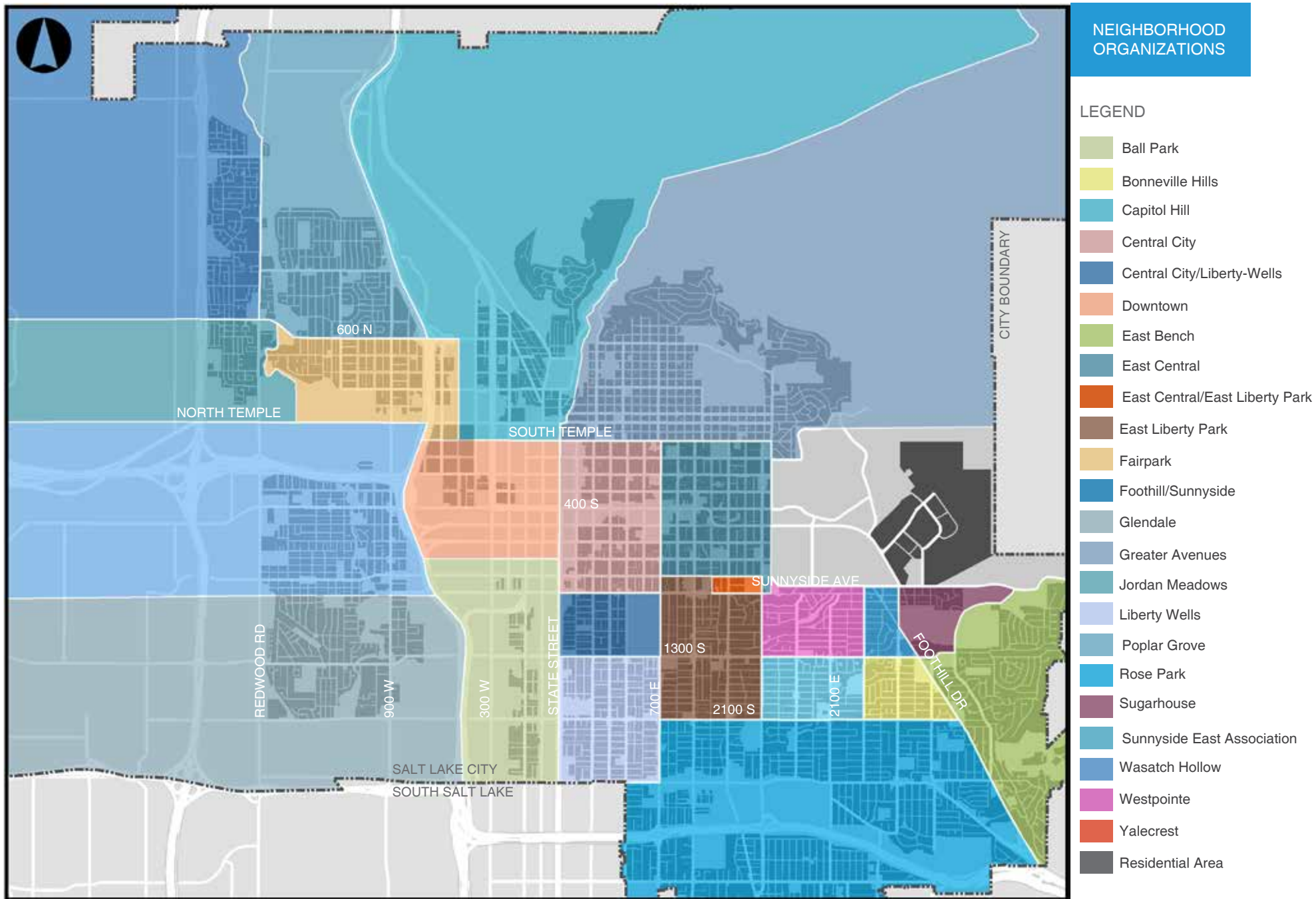
Neighborhood Services

Salt Lake City discourages any compromise to the livability, charm, or to the sense of a healthy community.

Neighborhood services are those things that every neighborhood needs and that help define our neighborhoods. They are often things that go unnoticed until needed. Some are provided by government, others by non-profit organizations. For the purpose of this report, neighborhood services include (in no particular order):

- Religion
- Schools
- Public Safety
- Government
- Arts and Culture
- Non-profits

Each of these contribute to the quality of life in Salt Lake City and are important aspects of the social environment of the City.



Religion

There are 165 places of worship within Salt Lake City associated with 24 religious faiths. Eighty-seven (52.7 percent) are associated with the Church of Jesus Christ of Latter-Day Saints.

In addition to offering worship, all of the various churches in the City provide opportunities for socializing, perform community services and contribute to neighborhood character.



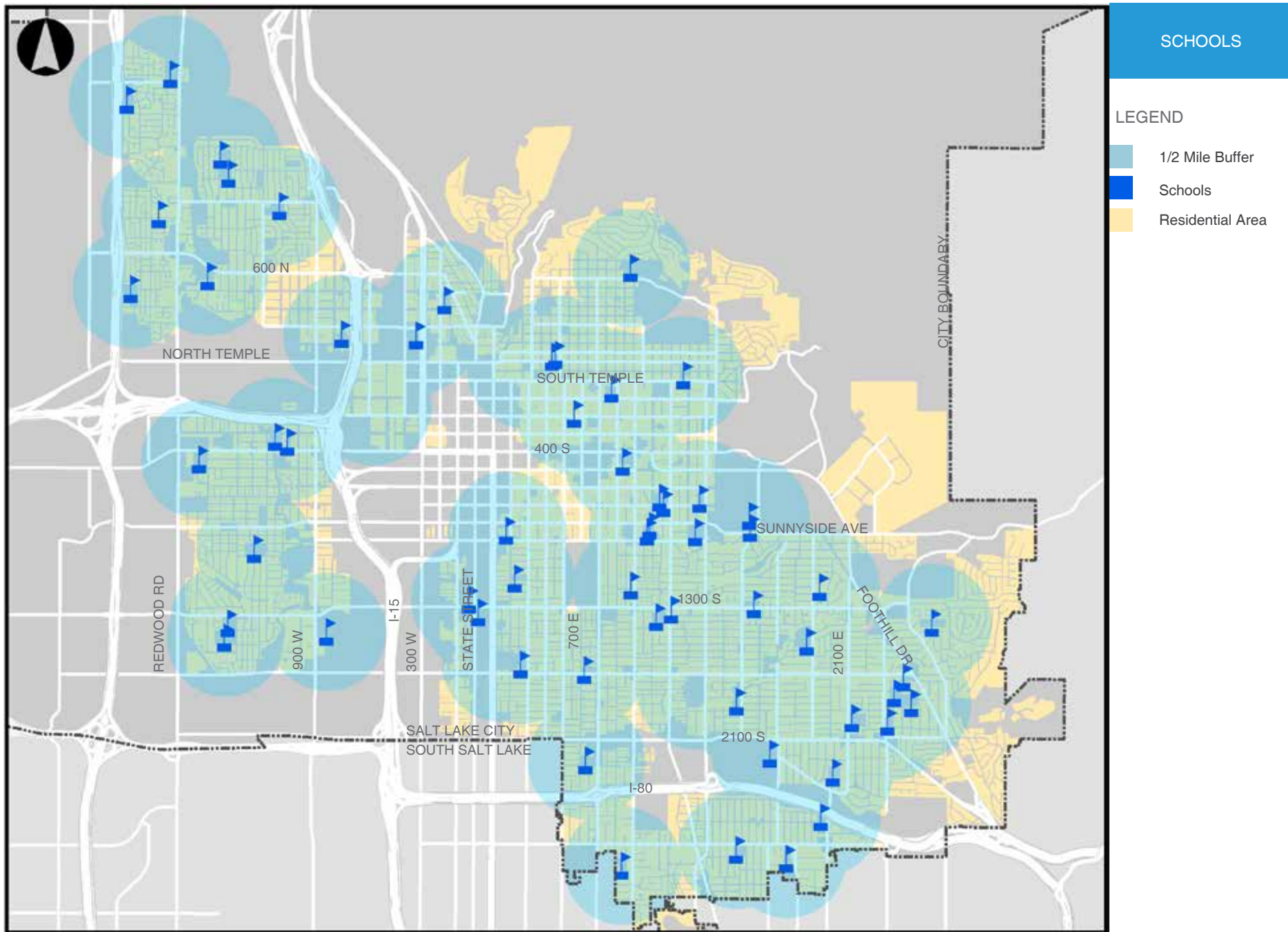
PRESBYTERIAN FAITH



LATTER-DAY SAINT FAITH



SUMMUM CHURCH

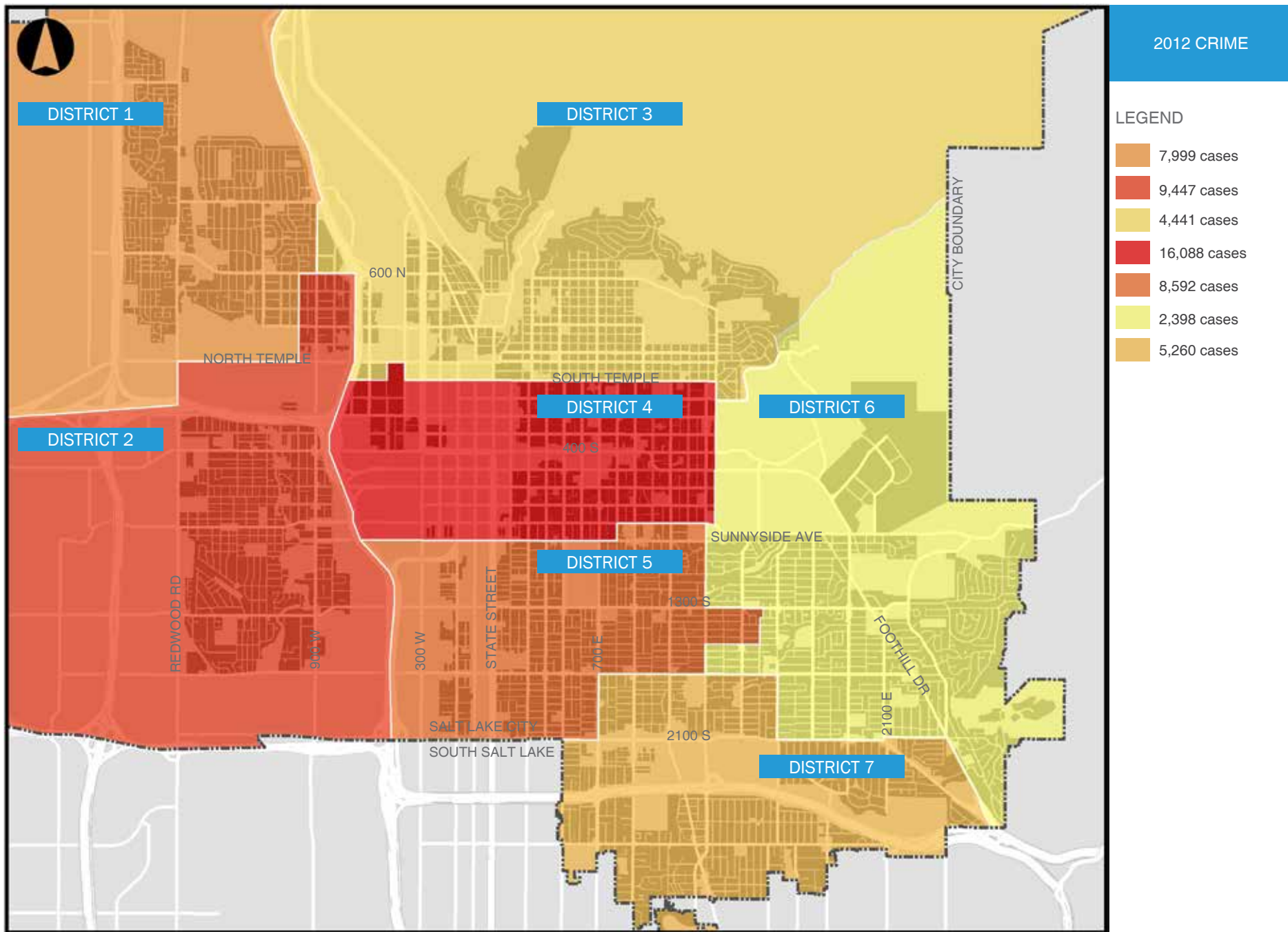


Neighborhood Schools

Salt Lake City values schools and recognizes their importance within the existing fabric of neighborhoods and the access residents have to quality education.

The City supports schools being within walking distance of residents. Schools can be found throughout the City and in nearly every neighborhood. Most residents live within a half-mile of a school, which is about a 20 minute walk. The City's neighborhoods contain 65 schools:

- 28 public elementary schools
- 20 private schools
- 5 intermediate schools
- 5 high schools (2 are charter or private schools)
- 4 charter schools
- 3 alternative learning schools



Public Safety

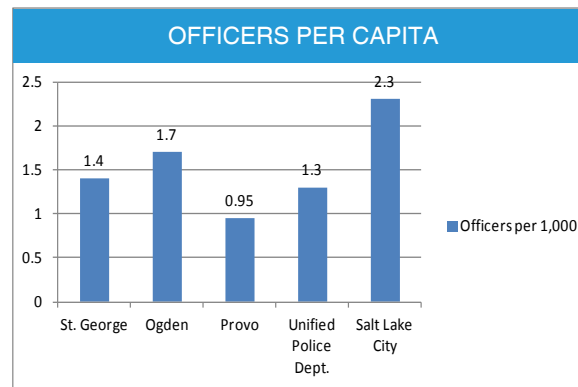
Public safety is one of the primary functions of government. Salt Lake City is the primary public safety provider in the City, although other agencies contribute to making sure residents, workers and visitors feel safe and comfortable by maintaining order and providing rapid response when needed. To accomplish this, Salt Lake City provides a police force that is sufficient in size to serve not just the residents of the City, but the large increase in daytime population. As a result, Salt Lake City provides more resource, on a number of officers per population basis, than most other cities in the region. Doing this is necessary to provide an acceptable level of safety, but comes at a cost. Salt Lake City has to allocate a higher percentage of revenue to public safety than other cities due to our high daytime population.

Crime

Crime rates vary by City Council Districts, and in turn by neighborhood. District 4, for example, tends to experience a higher crime rate than the other City Council Districts. This may be caused in part by the influx of people coming to work in the District during daytime hours or for community events. This influx of people causes the population of District 4 to drastically increase during certain hours of the day. With a greater number of people, a greater potential for crime may also exist. Another potential reason behind increased crime in District 4 may be its proximity to the City's homeless shelters.

In order to combat crime at the neighborhood level, the City has developed the Community Intelligence Unit or CIU. The CIU consists of

eight officers who attend monthly community council meetings in order to learn more about the problems that specific neighborhoods are facing. This allows the Salt Lake City Police Department to more effectively combat neighborhood level crime. Another important tool used to combat this level of crime is the Neighborhood Watch Program. "Neighborhood Watch is one of the most effective and least expensive ways to prevent crime and reduce fear. It fights the isolation that crime both creates and feeds upon. It forges bonds among area residents; helps reduce burglaries, robberies and car prowls; and improves relations between law enforcement and the community." —*Salt Lake City Police Department*. Neighborhood Watch groups have been formed at geographical units as small as an apartment complex, but have been effective at the neighborhood level.



When compared with other cities, the Federal Bureau of Investigation reported in "Crime in the United States 2011" that Salt Lake City had more crime than the national average and

ranked 343 out of 432 cities in least amount of crime. In 2012, 9,807 incidents of larceny was the largest single category of crime, followed by 8,785 traffic citations and 8,455 violations of public ordinances.

Fire Protection

The City is well served by a network of fire stations distributed throughout the City. There are 14 fire stations located in 13 fire districts in all regions of the City, including two stations that serve the Salt Lake City International Airport. The City maintains a fleet of 11 engines and 3 truck companies. Some of their equipment includes two 100-foot tractor trailer aerials and six aircraft rescue and fire fighting apparatus. Because the Salt Lake City Fire Department faces various types of development and activities that are unique in the State of Utah, the City must provide many different types of equipment.

The Salt Lake City Fire Department is the largest municipal fire department in the State. Some stations, including those serving the Downtown area, are some of the busiest stations in the State. The Department has many specialties including medical rescue, water rescue, hazardous material (HazMat) clean up, high rise fire fighting and heavy rescue training.

Hospitals

Salt Lake City is well served by hospitals and other health care services. There are eight major hospitals in Salt Lake City with more than 1,200 beds among them. The hospitals are primarily located on the eastern side of the City, which means that people who live in Districts 1 and 2 have to travel farther to get to a hospital. However, medical clinics and health care providers can be found throughout the City.

Government

Salt Lake City is home to the State Capitol, and also functions as the County seat. Government land uses equate to the largest land areas within the City limits generally because of Federal land uses, education facilities and City lands. Publicly owned lands do not generate property tax revenue. While the number of government agencies that are based in Salt Lake City bring in a high number of workers, it also reduces City property tax revenues, particularly in the Central Business District.

The US Government operates a wide array of government offices within the City. Many offices of the US Government are commonly found in State capitols, and Salt Lake City is no exception. It also controls large portions of the City that are located within the boundaries of the national forest including much of City Creek Canyon.

The “seat” of government for the Utah Territory moved from Fillmore, Utah to Salt Lake City in 1857. On January 4, 1896, Utah was officially granted statehood, and Salt

Lake City became the capitol of Utah. In addition to the State Capitol and the State Office complex around the Capitol, a number of State agencies are housed within Salt Lake City including the Third District Court, Department of Commerce, Department of Agriculture, State Archives, Department of Motor Vehicles and State Health Department.

Salt Lake County was originally governed from the City & County Building in Downtown Salt Lake City, but since 1987, it has been based at the Salt Lake County Government Center located at 2100 South and State Street. The County government often intersects with City government and Salt Lake County is heavily integrated into Salt Lake City. Several County facilities are located in Salt Lake City including the Salt Palace Convention Center. The County operates the recreation centers within the City, and Sugar House Park is jointly funded by Salt Lake City and the County. The County has been active in developing regional trails and bicycle networks, and has helped in the development of the transportation network. The County manages several of the performing art venues in the City including Abravanel Hall and Capitol Theater, and soon the Utah Performing Arts Center.

Salt Lake County is unique in that it has a partisan County mayor. Besides a mayor, Salt Lake County also has a county council. Members include three councilors elected at-large, and six councilors elected by district. Council members from districts serve four-year staggered terms in partisan elections, while at-large members serve six-year terms.

In 1951, Jedediah M. Grant was chosen to serve as the first Mayor of Salt Lake City. There have been 34 mayors since then. The current mayor, Ralph Becker, began his first

term January 7, 2008. Since 1979, Salt Lake City has had a non-partisan mayor-council form of government. The mayor and the seven councilors are elected to four-year terms. Mayoral elections are held the same year as three of the councilors. The other four councilors are staggered two years from the mayoral election. Council seats are defined by geographic population boundaries. Currently, each councilor represents approximately 26,000 citizens. Officials are not subject to term limits.

Salt Lake City, itself, employs over 3,000 public employees who provide all municipal services to residents, ranging from public safety to business licensing.

Arts and Entertainment

Arts and entertainment activities are held throughout the City at different scales, and are intended for different audiences depending on the location of the activity. Arts and entertainment activities are provided by the private sector with movie theaters, art galleries, music venues and sports arenas. Arts and entertainment activities are also provided by the public sector through festivals, museums and government operated theaters, and provided by community members who often hold block parties and other social gatherings.

Arts Council

The Salt Lake City Arts Council provides funding for a variety of different organizations. These organizations include; seven focused on arts education, three performing arts companies, six dance companies, eight musical companies, two focused on arts accessibility, five community art groups and twelve museums.

The Arts Council provides grant opportunities through the City Arts Grants Program which provides funding for artists, non-profits and arts groups to conduct arts programming in Salt Lake City. In 2012, the Arts Council awarded 106 grants that totaled \$325,000. Award amounts range from \$500 to \$7,500 for a variety of groups working in all arts disciplines including arts education, performing arts, dance, music, visual arts and groups that focus on arts accessibility.

The Salt Lake City Arts Council works to provide a balance between supporting arts activities through grants and producing programs for the public. The programs include

the Brown Bag Concert Series (presenting local performing artists at lunchtime in several Downtown locations), the Living Traditions Festival (a three-day folk life festival featuring the traditional art forms of Salt Lake City's native and immigrant ethnic communities), the Twilight Concert Series (a summer music series presenting at Pioneer Park with an average attendance of 35,000 per concert), the Finch Lane Gallery Visual Arts Program (presenting year-round exhibitions at the Art Barn in Reservoir Park), the Guest Writers Series (a literary reading series in partnership with the University of Utah), and the Public Art Program (commissioning an average of four public art pieces a year).

The Salt Lake City Arts Council manages the City's Public Art Program. The Program, established by ordinance, supports the City's history of investing in public displays of artwork throughout the City. Commissioned artwork can be found in parks, fire stations, transit stops or in public right-of-ways adjacent to streets. This project is funded through a program referred to as "1% for the Arts" which is a City policy to allocate at least 1 percent of the funding for all public projects to public art.

Salt Lake City hosts a diverse collection of art and cultural related organizations. The City supports the arts through grant opportunities as well as through programming produced by the City's designated arts agency, the Salt Lake City Arts Council.



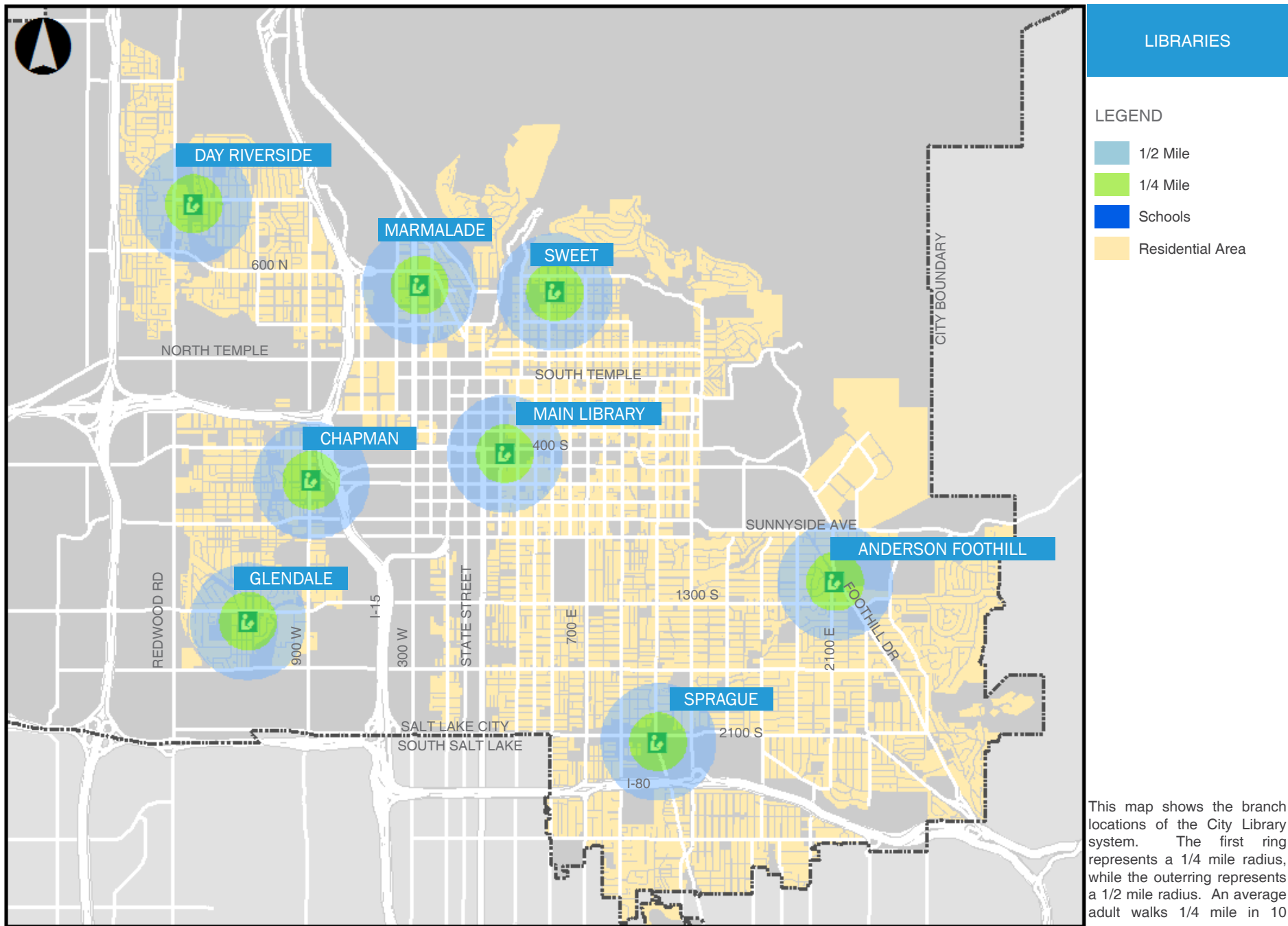
ART DISPLAY. DISTRICT4



GALLIVAN CENTER



MUSEUM OF NATURAL HISTORY



Zoo, Arts and Parks

The Zoo, Arts and Parks (ZAP) tax was approved in 1997 by Salt Lake County voters. This additional 1/10 of 1 percent of sales tax provides funding for many different arts programs throughout the County, and funds other cultural, zoological and botanical organizations. In 2012, the ZAP funded projects for 167 different organizations. This is an increase from 150 in 2007.

There are two levels of ZAP funding. Tier One is designated for large groups such as Ballet West or the Utah Symphony & Opera Company. Only 23 groups can receive annual funding. They receive 48.9 percent of the total available tax revenue. From 1997 to 2011, there has been a total of \$124,999,830 distributed to Tier One groups.

The Hogle Zoo and Tracy Aviary, which receive a dedicated portion of funds each year, received \$30,188,736 in that same time period. They receive 12.1 percent of the total available tax revenue. These facilities have seen great public support for their services, expansions and refurbishments. In 2008, Salt Lake County voters approved general obligation bonds to facilitate improvements in which \$33 million was approved for the Hogle Zoo, and \$19.6 million was approved for Tracy Aviary.

Tier Two funding is designated for smaller groups. They received 9 percent of the total available tax revenue. From 1997 to 2011, there has been a total of \$16,571,471 distributed to Tier Two groups.

Public Art

The City has over 130 public art projects that are located in all City Council Districts. In addition, the Salt Lake City Arts Council managed 20 “Art in Transit” projects for the TRAX Stations along the light rail lines running through the City. There are also 111 artworks ranging from sculptures, mayoral portraits, photographs and paintings located at the City & County Building.

The Arts Council also provides funding for public art installations throughout the City. The City has a history of investing in public displays of artwork throughout the City. They are generally found on public property in parks, fire stations, transit stops and public right-of-ways adjacent to streets:

- * Council District 1 has 8 displays
- * Council District 2 has 20 displays
- * Council District 3 has 9 displays
- * Council District 4 has 49 displays
- * Council District 5 has 12 displays
- * Council District 6 has 6 displays
- * Council District 7 has 11 displays

Libraries

Salt Lake City's six libraries circulated 3.6 million items in 2012. A majority of Salt Lake City residents, 60.3 percent or 102,336 residents, have a library card. Most Salt Lake City residents do not live within walking distance to a library. The Main Branch of the library system is located adjacent to TRAX providing easy access to residents of the City and also visitors from outlying communities.

The Salt Lake City Library System continues to expand having approved the construction of two new library branches in 2013. These branches are currently under construction and are located in the Marmalade and Glendale neighborhoods. These additional locations will make a significant impact in the number of households that have convenient access to the library system.

Cultural Entertainment

Salt Lake City has valued the performing arts since its beginnings. When Mormon pioneers constructed Social Hall at 51 S State Street on New Years Day 1853, it was the first recreation or social center built in the Intermountain West. This occurred only six years after the initial settlement of the valley.

Downtown is where most of the performing arts venues are located, but the University of Utah and the area surrounding it has a great concentration of art venues as well. Transportation to these art venues located by the University of Utah is an issue because it is not a pedestrian friendly neighborhood, and it is away from the concentration of the tourism industry located Downtown.

Salt Lake City will begin construction in 2014 on the Utah Performing Arts Center (UPAC). A state-of-the-art theater with 2,500 seats, it will be located near 100 S Main Street. Approximately 258,000 to 276,000 attendees are expected annually. The theater will attract the biggest and best touring Broadway productions, nationally prominent family shows, and music and comedy acts.

Many buildings throughout Salt Lake City are used for performing arts venues as well as their primary use, including religious buildings and sports arenas.

Cultural entertainment includes a variety of different art genres, activities and events. Cultural entertainment venues include the Clark Planetarium, Discovery Gateway, Hogle Zoo, Red Butte Garden, the Salt Lake City Library System, The Leonardo, This is the Place Heritage Park and Tracy Aviary.

Sporting events also contribute to the cultural characteristics of Salt Lake City, which is home to the Utah Jazz, the Salt Lake City Bees, Utah Blaze, Tour of Utah and the University of Utah Athletics. Salt Lake City is also home to multiple road racing, bicycling and other sporting events. In terms of athletics, Salt Lake City may be best known for hosting the 2002 Olympic Winter Games, which is a reflection of the importance for winter recreation in the area.

Salt Lake City values cultural events such as neighborhood street fairs that help communities cohere, create and re-create their identities.

Throughout Salt Lake City, neighborhood based events take place on a regular basis. Some of these events include:

- Festivals - *The Salt Lake City Jazz Festival, the Utah Brazilian Festival and the 9th & 9th Street Festival.*
- Fairs - *The Avenues Street Fair.*
- Concerts - *The Twilight Concert Series, Big Band Dance Nights and Excellence in the Community Concert Series.*
- Markets - *Sugar House Farmers Market, Downtown Farmers Market, People's Market and Urban Flea Market.*
- Youth Events - *Youth City Summer Program.*

Nonprofit Organizations

It is difficult to determine the number of non-profit organizations operating in Salt Lake City because different sources have different numbers. According to GuideStar.org, there are approximately 1,079 non-profit organizations located within Salt Lake City, which is approximately 56.81 non-profit organizations per 10,000 persons in Salt Lake City. However, according to the 2005-2009 American Community Survey, the 5-Year Estimates reported that only 11.03 non-profit organizations exist per 10,000 persons in Salt Lake County. Meanwhile, the Utah Nonprofit Association lists 958 non-profit organizations in the City.

While it is impossible to list all of the services provided to Salt Lake City residents by non-profits, some have played notable roles in the development of Salt Lake City.

Neighborworks Salt Lake has worked to transform neighborhoods, and build

leadership from within the community. They have contributed millions of dollars to the City through the building of housing, economic development and youth mentoring.

The YWCA provides an important and necessary service to women and families in Salt Lake City, and work towards establishing equity within the community. The YWCA is "dedicated to eliminating racism, empowering women, and promoting peace, justice, freedom and dignity for all."

The United Way of Utah tracks services provided to Salt Lake City residents. In 2012, it reported 25,922 service requests from Salt Lake City residents, and 40,423 referrals of service to Salt Lake City residents. These are both decreases from 2010 levels in which there were 33,313 calls for service and 50,323 referrals of services.

Other notable non-profits include the Road Home that helps to house the homeless, various religious organizations that provide social services, the Utah Food Bank that helps ensure residents do not go hungry, and countless others that deserve recognition but are too numerous to list. All of the non-profits in Salt Lake City are important to maintaining a certain level of life quality, social equity and empowerment.

Food

While most of the residents of Salt Lake City have access to fresh, healthy foods, some neighborhoods do not. According to the Salt Lake City Food Assessment Report, there are neighborhoods that do not have easy access to a supermarket. These types of neighborhoods are often referred to as food deserts. These neighborhoods are generally also low income neighborhoods; such as Poplar Grove, West Capitol Hill and portions of the Ballpark neighborhood. These neighborhoods either do not have a grocery store nearby or it is not convenient to travel, by any means, to a grocery store. Rather, much of the food purchased comes from convenience stores which are common in neighborhoods. Poor access to good foods is reflected in the health statistics from those neighborhoods.

Grocery stores often have large service areas, so if neighborhoods are within that service area, it is not likely that a new store will open unless the neighborhood population grows or the household income increases. Simply wanting a grocery store is not enough to attract one. In those cases, other options may be available; such as smaller markets, neighborhood gardens, food co-ops and urban agriculture.

Salt Lake City is home to nine community gardens located in areas throughout the City. Some of these gardens are located on City property and others are on property owned or leased by non-profit groups such as Wasatch Community Gardens. Other community gardens are operating on the property of elementary schools located throughout the Salt Lake City School District. There are nine active farmers markets operating in the City

each summer with the Downtown Farmers Market being the largest. Farmers markets currently operating in Salt Lake City are:

- The People's Market located at Jordan Park in Glendale.
- The Downtown Farmers Market located at Pioneer Park in Downtown Salt Lake City on Saturdays.
- The International Refugee Center (IRC).
- Stand located at the Horizonte School located in the Ballpark neighborhood.
- The University of Utah Farmers Market located on the campus of the University of Utah.
- The Winter Market located at the Utah State Fairgrounds.
- The Campus Edible Gardens Market located at 300 S 1400 East.
- The Market on State located at 556 W 600 South.
- The Westminster College Farm Stand located on the campus of Westminster College.
- The Downtown Tuesdays Market located at Pioneer Park in Downtown Salt Lake City on Tuesdays.



DOWNTOWN FARMERS MARKET

In 2013, the Downtown Alliance along with other sponsors will open the Winter Market. The Winter Market will carry on the goals of the various farmers markets that operate during growing seasons.



ECONOMIC ENVIRONMENT

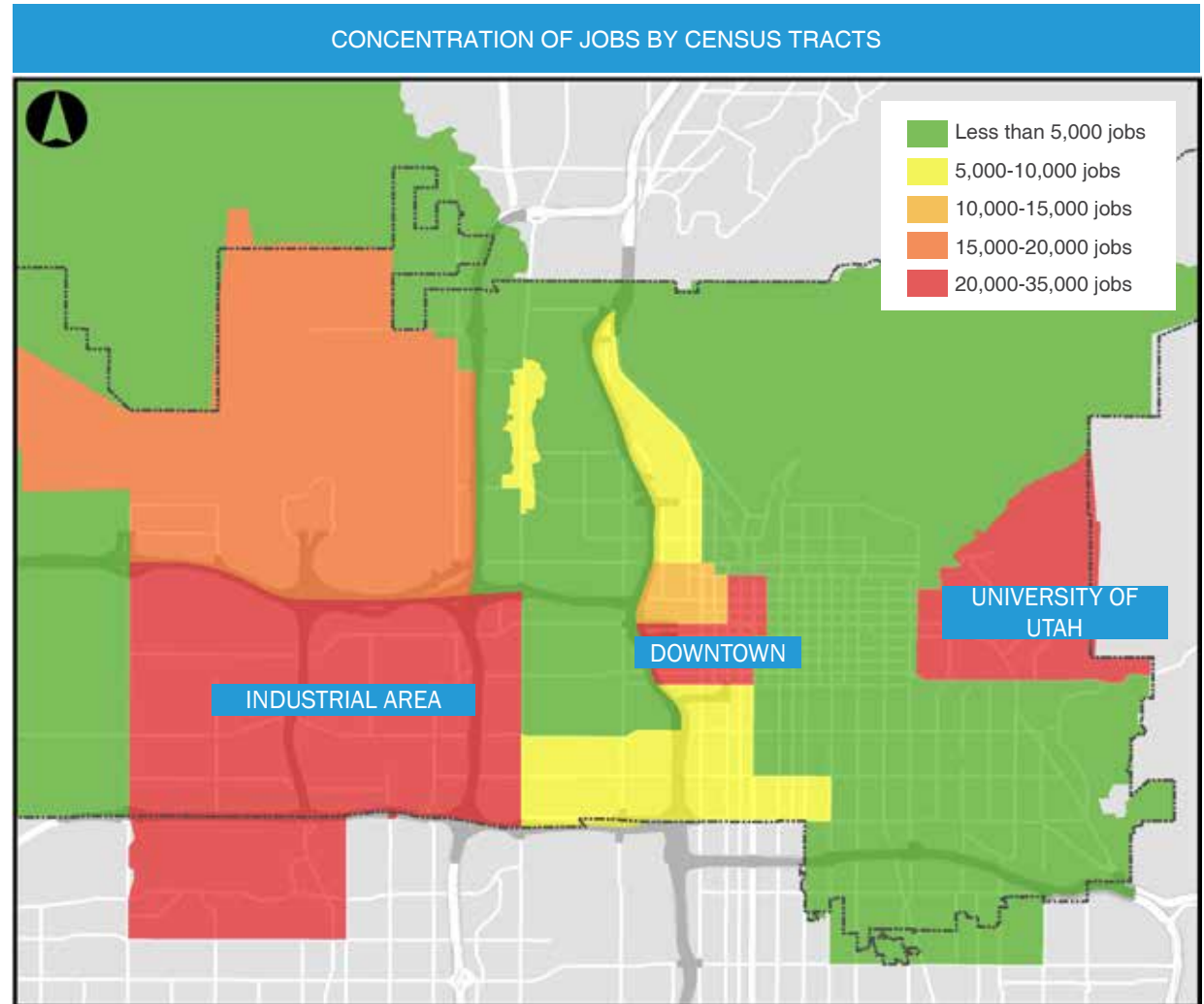
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Salt Lake City's economy is rebounding from the 2007-2009 recession.

The economic environment provides an indication of how the local economy is performing. The performance is determined by analyzing current data and by identifying more long term trends. The current data provides a snapshot of where we are based on the latest information, while the trends show us how the City is performing over time. Trends are important because they provide insight into the ability of the local economy to respond to changing market conditions.

There are three main geographic areas in Salt Lake City that drive the economy: The University of Utah, Downtown and the Industrial area west of Redwood Road. These are areas where new value is added to the City, and the highest concentrations of jobs are located.

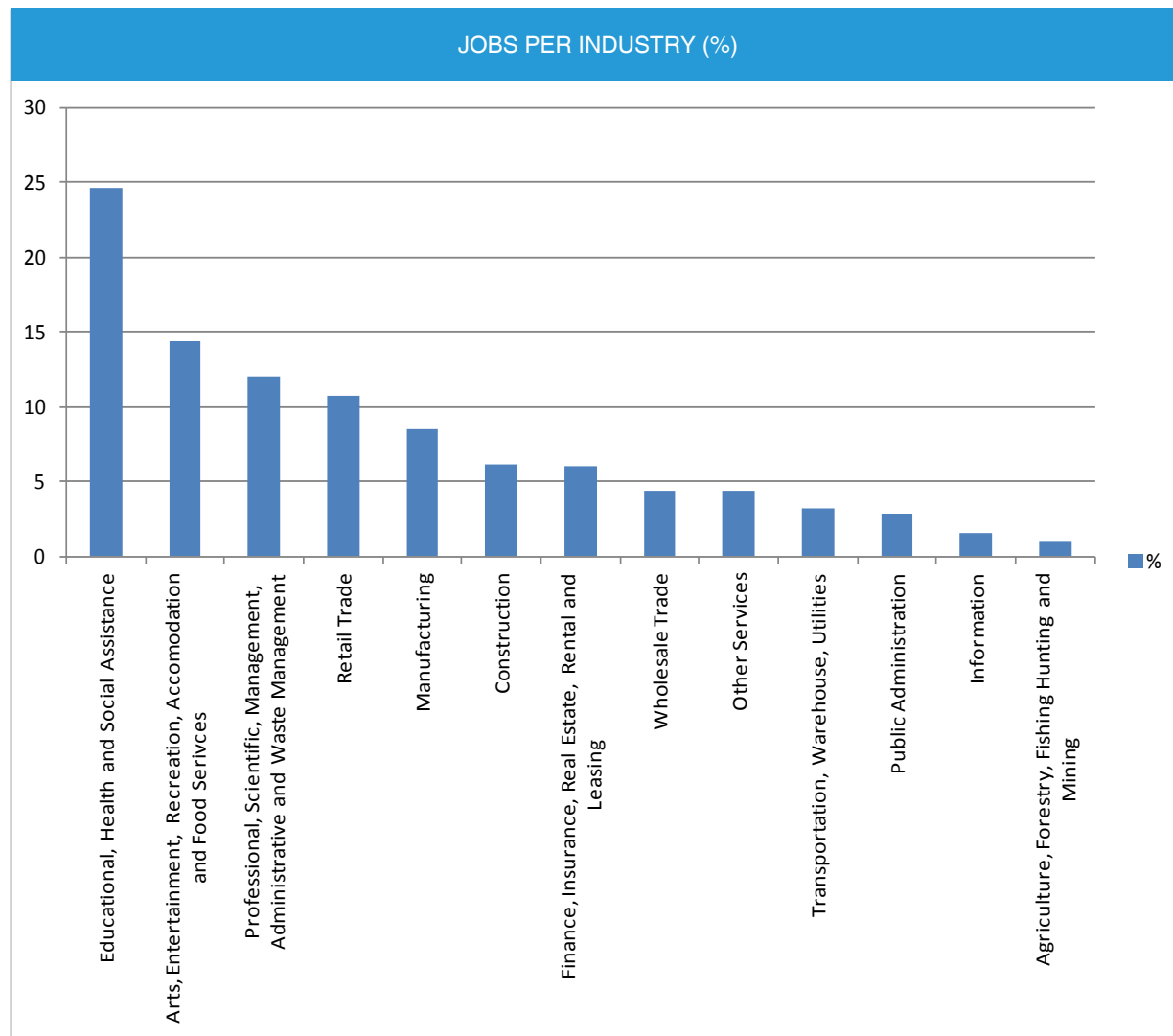
Equally important are the business areas that are incorporated into neighborhoods and provide services to residents. The focus of an economic environment report is the economic indicators, the drivers of the economy and the local business environment.



Employment

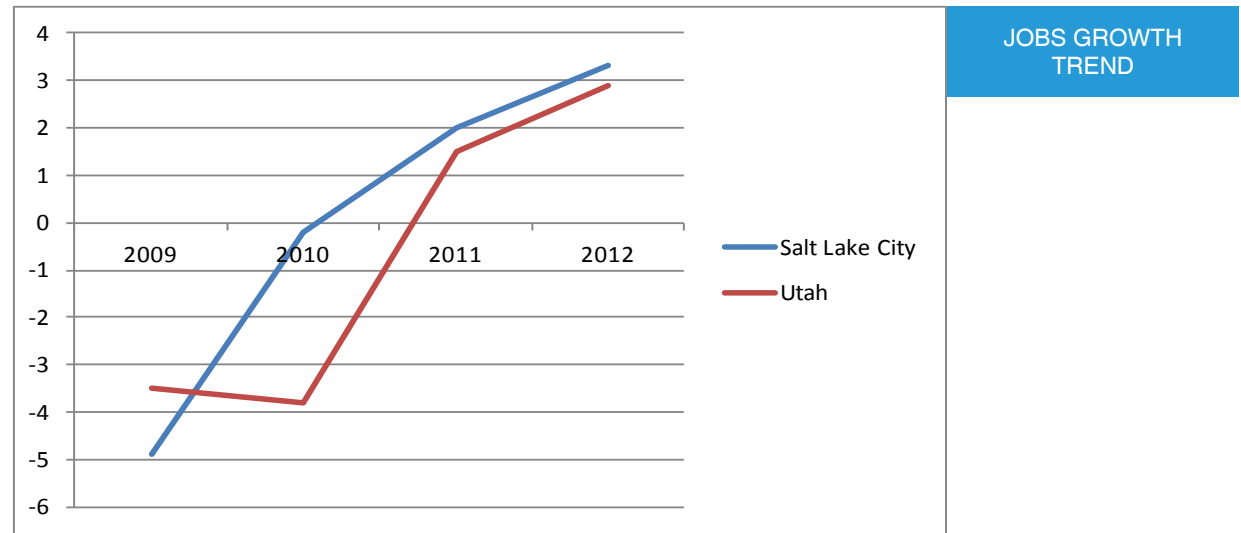
Salt Lake City's major industries are government, trade, transportation, utilities, and professional and business services. Salt Lake City has the local headquarters for one Fortune 500 Company —Huntsman Inc., and two Fortune 1000 Companies —Questar and Zion's Bancorp. There are other Fortune 500 Companies that have a large presence in Salt Lake City including Goldman Sachs which has over 1,000 employees in the City.

According to the 2010 Census, industry in the City varies, but much of the population works in only a few categories. The largest group, making up 25 percent, is educational services, health care and social assistance. Many of these workers are located at the University of Utah which is one of the next largest groups being professional, scientific and management services at 13 percent. Arts, entertainment, recreation and food services are close with 11 percent, as is retail trade at nearly 10 percent. Despite the large manufacturing area in the City, manufacturing jobs only make up approximately 9 percent.



Job Growth

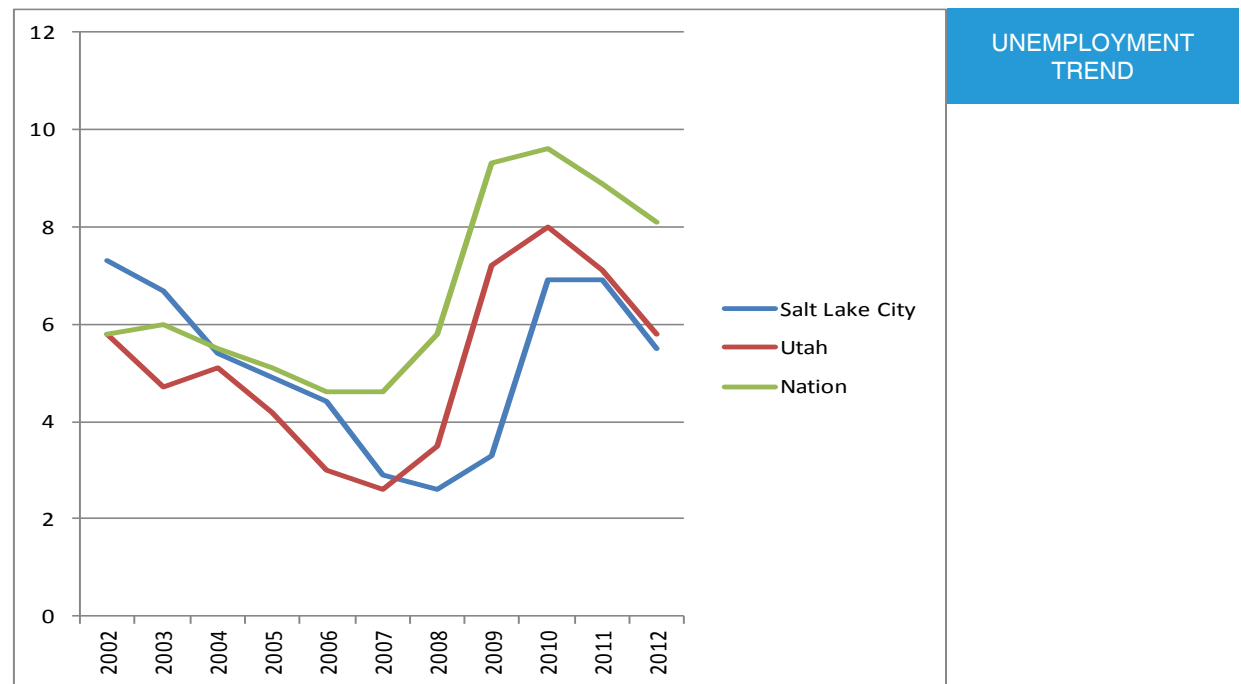
Salt Lake City as a metro area is adding jobs faster per capita when compared to the 100 largest metro areas in the Country. Since 2010, the metro has added 62,000 jobs; a rate of 534 new jobs for every 10,000 people according to CareerBuilder.



Unemployment

Through 2012, Salt Lake City had a lower unemployment rate than the State and Country as a whole. The City's unemployment trend follows National and State trends. The City was not as impacted as the rest of the Country or the rest of the State during the 2007-2009 recession that saw steep increases in unemployment. Major construction projects, particularly City Creek Center, kept the construction industry in Salt Lake City employed, despite the slow down in the housing industry seen State and Nation wide.

Recent development and major employers expanding or moving into the City have helped fuel the decrease in unemployment and recover from job losses experienced in 2007-2009.

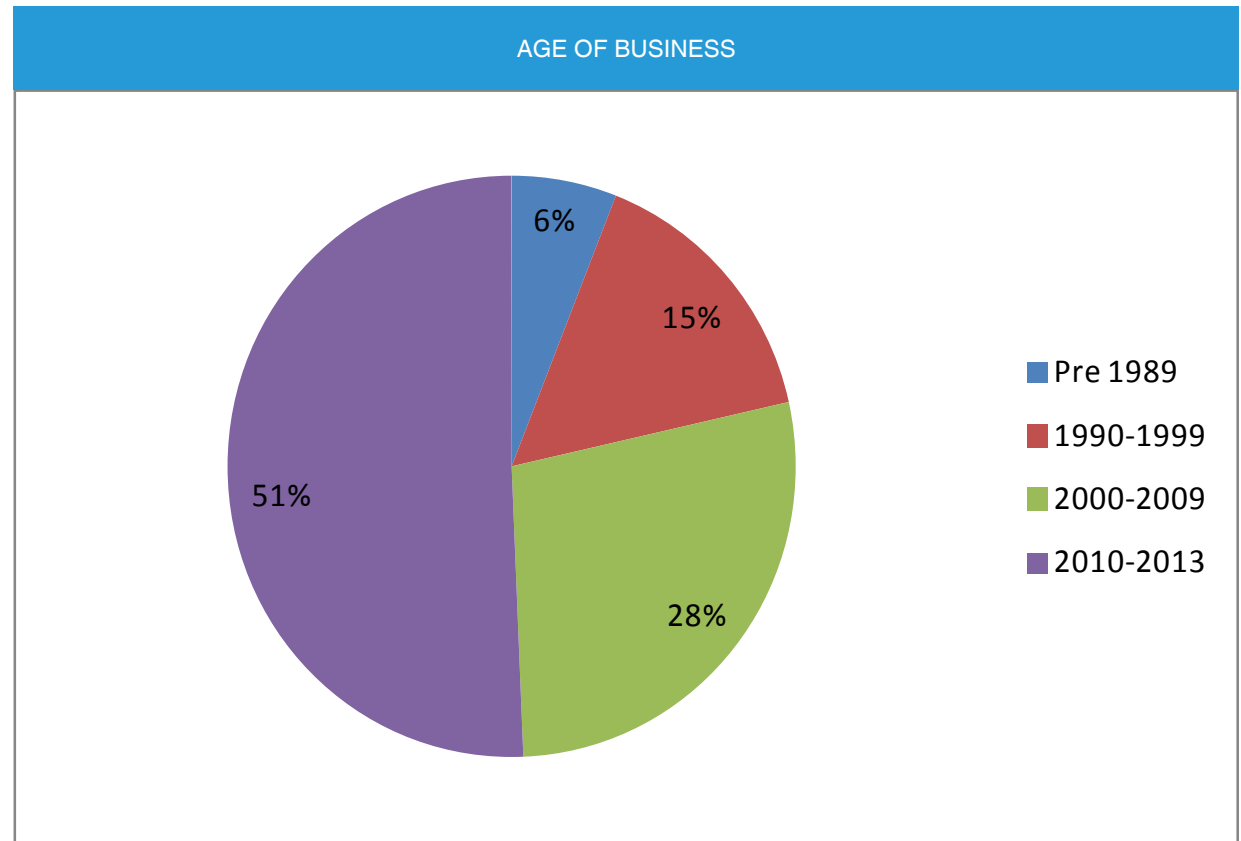


Business Development

Salt Lake City licenses all businesses that are operating in the City. In 2013, there were over 12,500 licensed businesses in Salt Lake City. Due to how data has been gathered in the past, it is difficult to determine how many new businesses have been established over the years or how long businesses have been operating without looking at each individual license and creating new data sets.

In 2012, there was one business for every 15 residents or 67.2 businesses for every 1,000 people.

Most businesses in Salt Lake City are less than three years old, and only 6 percent of businesses licensed are issued to businesses that have existed in a continuous location prior to 1990.



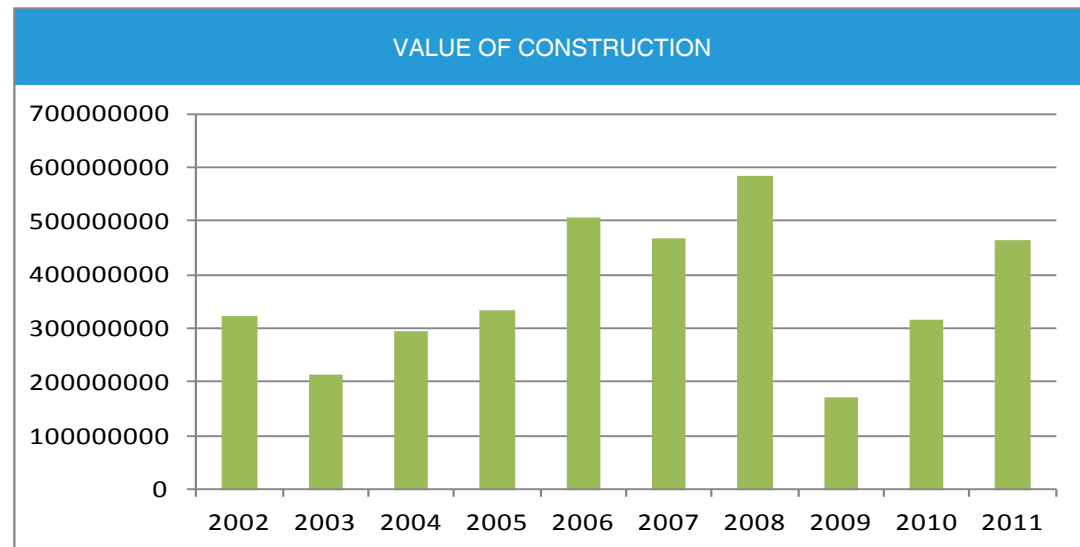
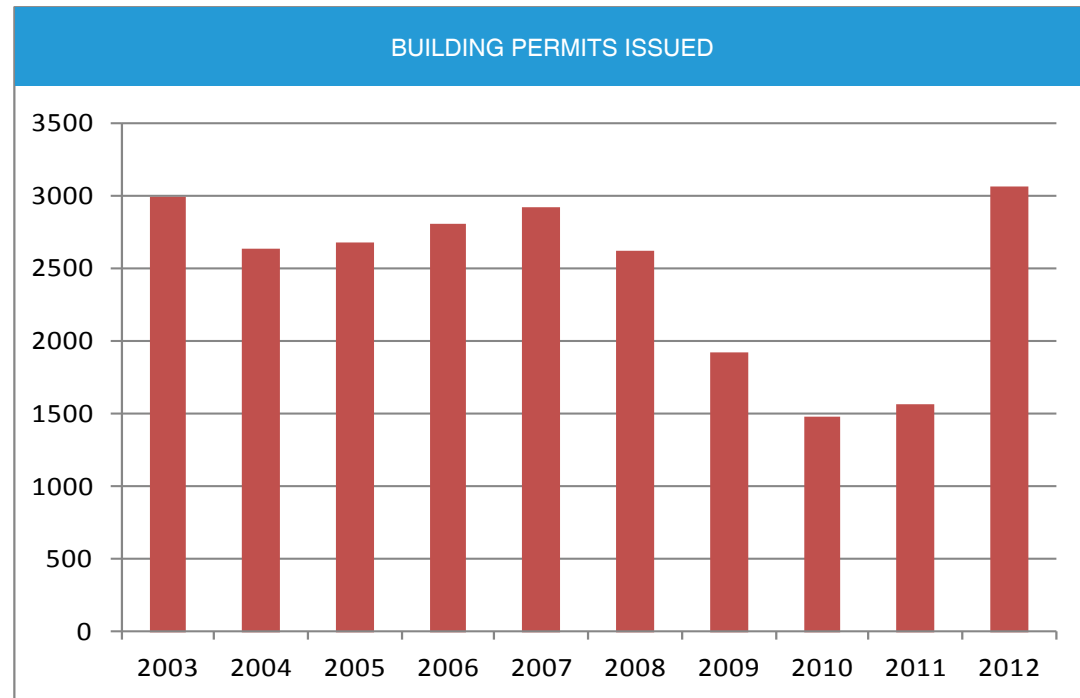
Building Permits

Building permit trends indicate a decrease in permit activity that corresponds to the increase in unemployment. A low point in permits issued occurred in 2010, with a slight increase in 2011. Building permits rebounded sharply in 2012 with the highest annual total in the past ten years.

The total value of new construction is an indicator of growth in the City. The value of construction associated with the building permits issued has fluctuated over the past ten years. From 2002 to 2003, the valuation of new construction dipped more than \$100 million. The value rebounded over the next three years to around \$500 million and peaked out in 2008 at nearly \$600 million. A large drop occurred in 2009 with total new construction value dropping over \$400 million. At the end of 2011, the valuation had more than doubled the 2009 numbers.

When considering both the number of permits issued and the value of the issued permits, it is clear that during 2009, although there was a drop in the number of permits issued, the value of the permits dropped at a more significant rate than the number of permits. This indicates that the permits were associated with relatively small projects with low new value. Home remodels, tenant improvements and other similarly scaled projects were common in 2009.

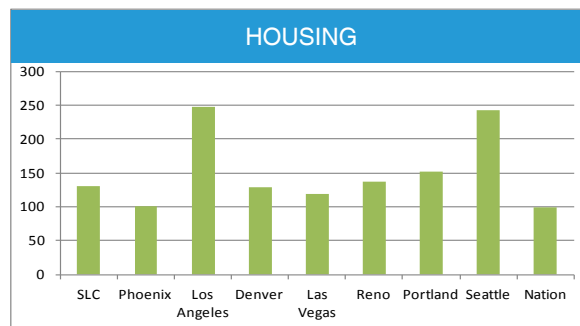
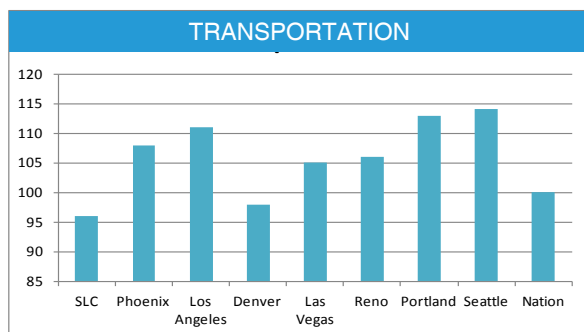
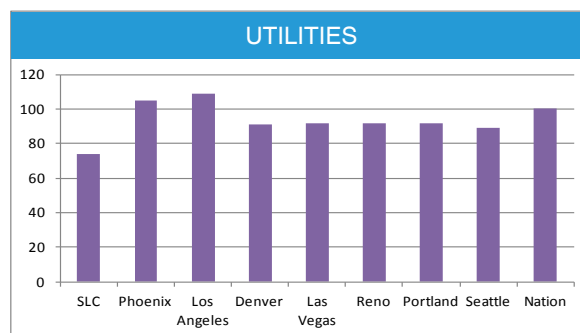
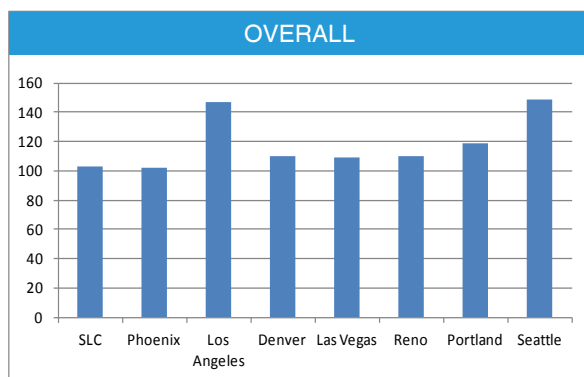
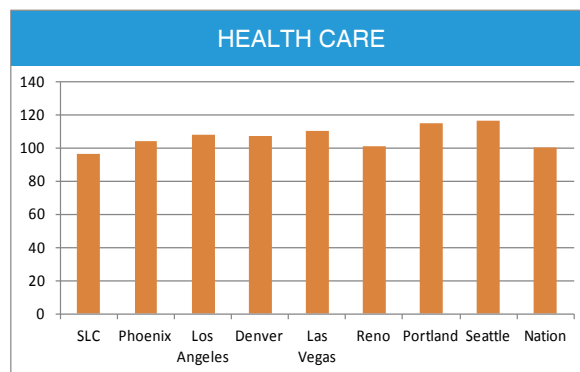
In 2010, even though there were less permits issued than in 2009, the value of those permits increased by almost 100 percent indicating that larger projects, mainly new developments, were beginning to rebound.



Cost of Living

Salt Lake City has a higher overall cost of living compared to the Nation based on 2012 information from Sperlings Best Places. The cost of living in Salt Lake City is lower than other major western cities in the US. On the charts to the right, the national average is a score of 100.

In most cases, Salt Lake City's cost of living is below the other western cities shown. Health care, transportation and utilities in Salt Lake City are less than the national average. Housing is above the national average.



Poverty

The poverty rate in Salt Lake City is growing. The City's poverty rate of 21.2 percent is substantially higher than the rate of Salt Lake County and the State; both at 13 percent. One out of every seven (14.9 percent) families in Salt Lake City are living in poverty. This is similar to the rate in Denver, CO where 14.6 percent of families are living in poverty.

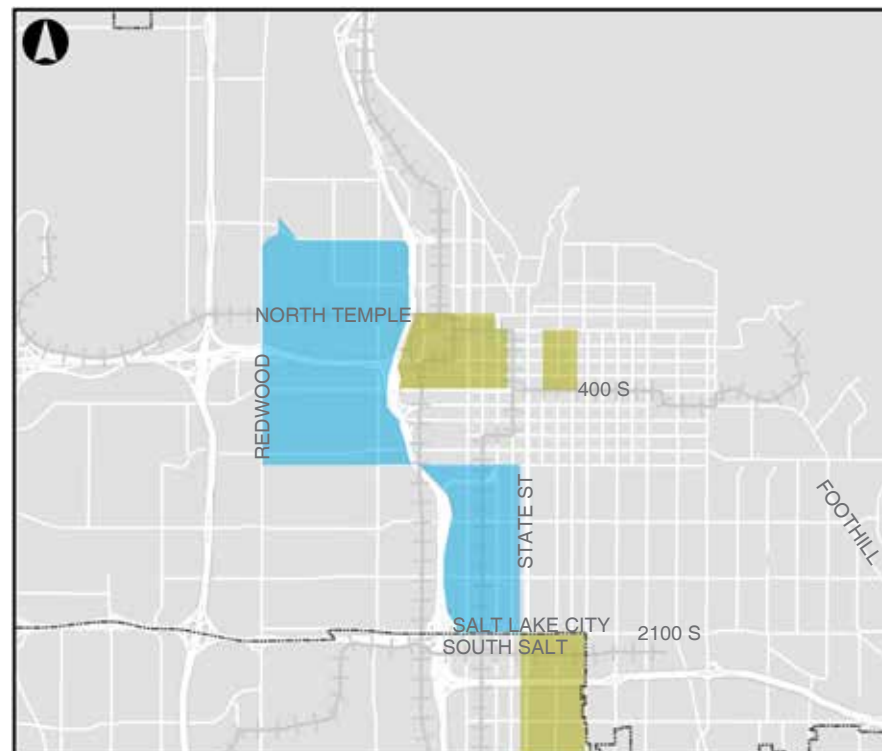
Concentrated areas of poverty

When viewed through a geographic lens, the City is noticeably split where families living in poverty are located. The City contains areas of both racially (RCAP) and ethnically (ECAP) concentrated areas of poverty. The Fair Housing Act requires entitlement communities to identify strategies and actions to reduce segregation and provide equal access to opportunity.

	2000	2012
Individuals		
All people	15.30%	21.20%
Children (under 18 years)	18.70%	25.90%
Adults (18 years and over)	14.20%	19.90%
18 to 64 years	N/A	20.50%
65 years and over	8.50%	16.10%
Families		
All Families	10.40%	14.90%
with children	15.50%	21.80%
Female householder, no husband present	21.70%	29.60%
with children	29.30%	33.70%

2000 Census, 2012 American Community Survey

SALT LAKE CITY POVERTY RATES: 2000 AND 2012



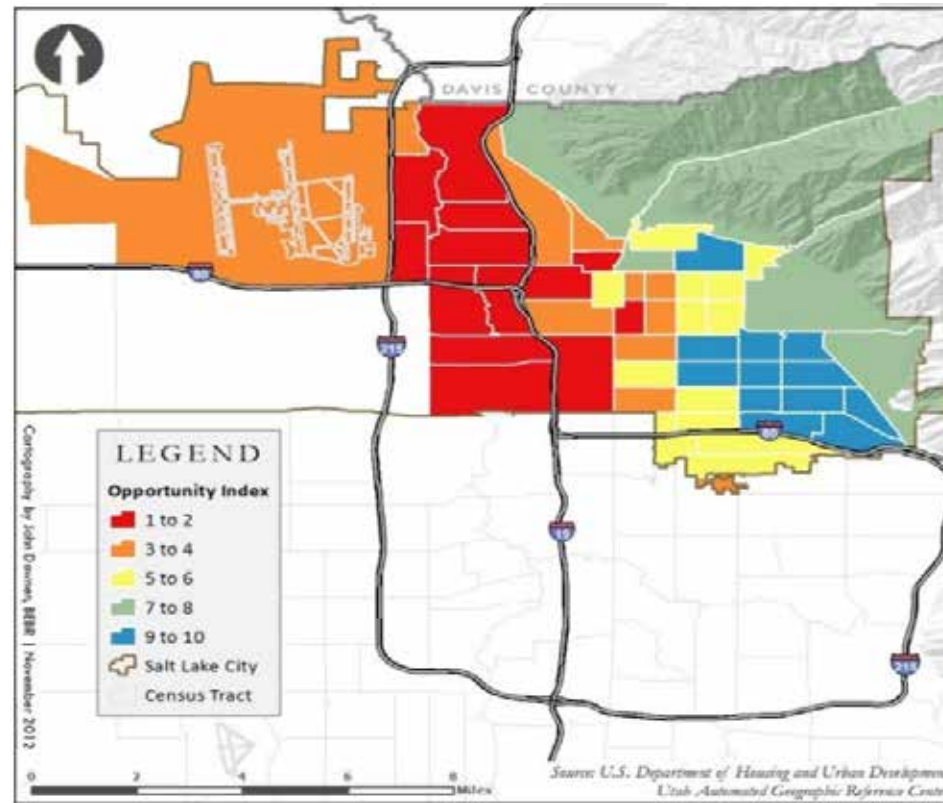
RACIALLY & ETHNICALLY CONCENTRATED AREAS OF POVERTY BY CENSUS TRACT

LEGEND

- RCAP/ECAP
- NEAR RCAP/ECAP

Opportunity Index

The opportunity index is a measure of economic mobility and the ability to climb the ladder of opportunity. It takes into account a number of different variables ranging from employment, education, health to civic life. The opportunity index includes a scale of 1 to 10 with 1 being poor and 10 being excellent. In Salt Lake City, there is a geographical divide that corresponds with education, household income and minority populations. As a whole, Salt Lake City has an opportunity index of 4.2. The census tracts on the western half of the City have an opportunity index of 1.9, while the census tracts on the east half of the City have an index of 6.3. Some east side census tracts have scores greater than 9, while most census tracts west of I-15 have an index less than 2. According to the US Department of Housing and Urban Development, families in neighborhoods of concentrated poverty and segregation are stuck in neighborhoods where one's zip code predicts poor education, employment and health outcomes that are not sustainable.



OPPORTUNITY INDEX
BY CENSUS TRACT

Real Estate

The real estate sector of the economy is often looked at as an indicator of the financial health of a community. Real estate is often broken down into two segments; residential and commercial.

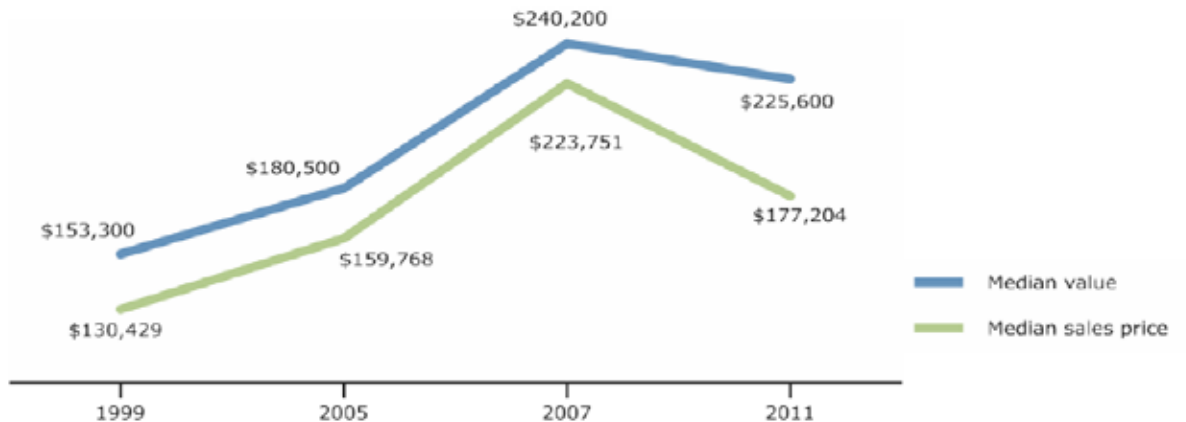
Residential

The National Association of Realtors says Utah's housing market is improving quickly and sees the trend likely to continue. The number of houses for sale was at a 15-year low at the end of 2012 with 7,229 units compared to the high of 14,683 units in 2007. The Salt Lake Board of Realtors predicts that the sales of single-family homes will increase 15 to 20 percent in 2013, and that prices will increase 10 to 20 percent. The sales of condominium, duplexes and townhouse units will increase 17 percent.

The number of homes sold in 2012 in Salt Lake City was 2,605 which is a substantial increase from 2,151 in 2011, and 2,063 in 2010. The median sales price has increased as well. In 2012, the median sales price was \$178,162 as compared to \$177,204 in 2011. The recent high median sales price was \$216,811 in 2008. Houses for sale are on the market for shorter periods of time. In 2012, the average listing was on the market for 97 days as compared to 124 days in 2011, and 133 days in 2010.

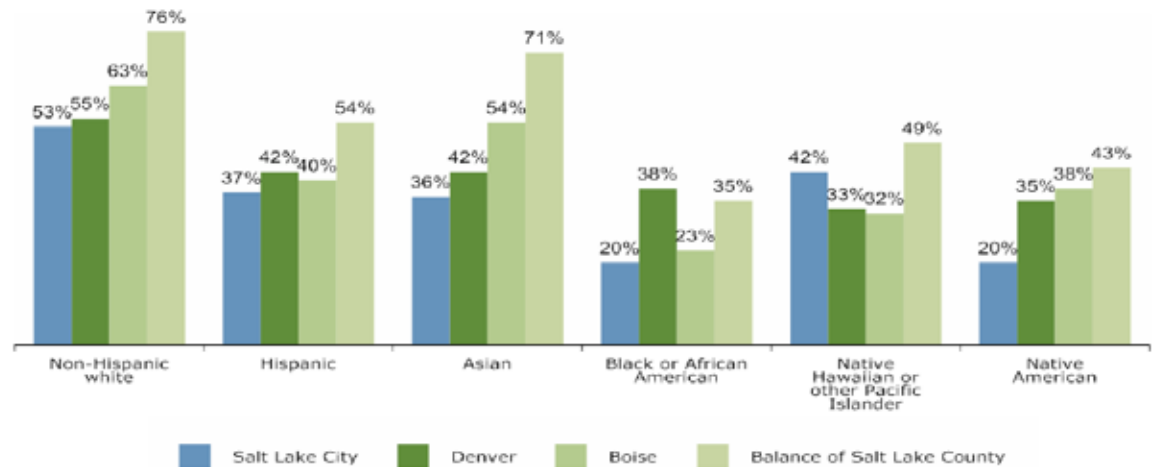
Despite the recent increase, owners lost purchasing power between 2000 and 2011. Median home value increased 47 percent and median sales price increased 36 percent, but owner incomes only increased 26 percent.

MEDIAN HOME VALUE AND MEDIAN SALES PRICE TRENDS, SALT LAKE CITY, 1999-2011



Source: 2000 Census; 2005, 2007 and 2011 American Community Survey, Salt Lake Board of Realtors and BBC Research & Consulting.

SALT LAKE CITY HOMEOWNERSHIP RATE BY RACE AND ETHNICITY: 2010



In Salt Lake City, it is becoming more difficult for renters to purchase a home. Only 20 percent of renters can afford the median home value of \$225,600. Twenty-nine percent of renters can afford the median sold price (\$177,204).

Renters in Salt Lake City also lost purchasing power from 2000 through 2011. Median rent increased 35 percent during this period, but renter incomes increased only 17 percent.

In the rental market, 35 percent of the City's households that rent earned less than \$20,000 a year in 2011. Only 13 percent of rentals in the City were in the affordability range for these households. There is a shortage of approximately 8,200 rental units within this household income range. This group does include a high number of students, but many of the renters are low income families, persons with disabilities and persons who are under employed or unemployed.

SALT LAKE CITY RENTAL MARKET MISMATCH: 2011						
Income Range	Maximum Affordable Rent, Including Utilities	Renters		Rental Units		Rental Gap
		Number	Percent	Number	Percent	
Less than \$5,000	\$125	2,966	8 %	397	1 %	(2,568)
\$5,000 to \$9,999	\$250	4,608	12	1,168	3	(3,441)
\$10,000 to \$14,999	\$375	2,773	7	1,667	4	(1,106)
\$15,000 to \$19,999	\$500	3,119	8	1,994	5	(1,126)
\$20,000 to \$24,999	\$625	3,569	9	6,847	17	3,279
\$25,000 to \$34,999	\$875	5,866	15	14,125	35	8,259
\$35,000 to \$49,999	\$1,250	6,225	16	8,284	21	2,059
\$50,000 to \$74,999	\$1,875	4,920	13	4,467	11	(453)
\$75,000 or more	\$1875+	4,267	11	999	3	(3,268)
Total/Low Income Gap		38,312	100 %	39,947	100 %	(8,240)

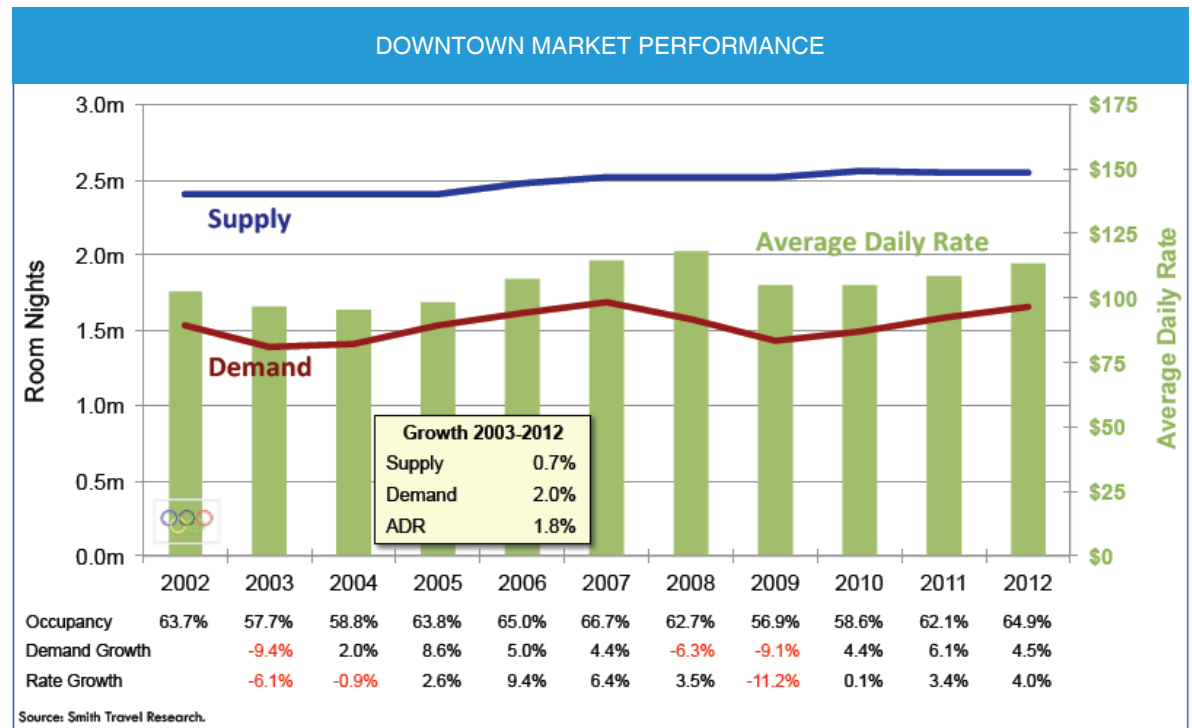
Source: 2011 American Community Survey and BBC Research & Consulting.

Commercial

The commercial real estate market in Salt Lake City bounced back in 2011 after a challenging year in 2010. Year-end office vacancy rate fell to 15.3 percent in 2011, down from 17.1 percent in 2010. In 2012, the International Center absorbed over 250,000 square feet of new office space, and the Central Business District (CBD) absorbed nearly 100,000 square feet of new office. In 2011, Salt Lake City added no new office space.

Over the last year, employment in the key sectors of finance, professional and business services grew well above national averages, fueling office demand in the Downtown area. According to a report by Newmark Grubb Knight Frank, the Salt Lake City office market ended 2012 with a strong performance, as the vacancy rate dropped to the lowest levels in seven years. Key office areas of Salt Lake City include the International Center, CBD, CBD Outlying, Foothill Corridor, Northeast Avenues, Sugar House and Research Park. The total inventory of each of those areas is listed below:

- The International Center has a total inventory of 2,131,048 square feet of office and a vacancy rate of 2.5 percent.
- The CBD has a total inventory of 8,413,880 square feet of office and a vacancy rate of 12 percent.
- The CBD Outlying has a total inventory of 5,036,382 square feet of office space and a vacancy rate of 5.3 percent.
- The Foothill Corridor has a total inventory of 208,209 square feet of office space and a vacancy rate of .5 percent.



- The Northeast Avenues have a total inventory of 241,862 square feet of office space and a vacancy rate of 0 percent.
- Sugar House has a total inventory of 594,668 square feet of office space and a vacancy rate of 2.4 percent.
- Research Park has a total inventory of 1,691,325 square feet of office space and a vacancy rate of 1 percent.

The Milken Institute recently announced its "Best Performing Cities" listing, citing that Salt Lake City had jumped 49 spots to reach number 6 of the top 25. Fortune Magazine also recently recognized Salt Lake City as one of the 15 most business-friendly cities in the world.

Neighborhood Business Districts

The Central Business District of Salt Lake City is the largest concentration of commercial businesses in the City, but there is a historic pattern of neighborhood business nodes located throughout the City. Some, such as 9th & 9th and 15th & 15th whose names reference the main intersection of the node, are located in primarily residential neighborhoods. Some nodes have developed into popular commercial centers providing services to surrounding neighbors as well as enticing customers from all over the City to shop and dine.

There is a growing emphasis on supporting local businesses in Salt Lake City. A number of organizations, most notably Buy Local First Utah, promote the locally owned businesses throughout the State. The neighborhood business districts in Salt Lake City add to the character of the City, and many of the people who live near the business districts do so because of the proximity to the businesses.

City Programs

Salt Lake City's Revolving Loan Fund reported disbursing more than \$1.6 million to local businesses in 2011; the highest amount in the Program's history. The fund makes low-interest loans available to businesses within Salt Lake City boundaries. The Program is designed to stimulate business development and expansion, and encourage private investment and economic development while enhancing neighborhood vitality.

Tourism/Conventions

Recreational tourism has increased from 2010 to 2012, with a 4 percent increase in hotel occupancy, a 3 percent rise in attraction attendance, a 5.5 percent increase in park attendance, and a 5.3 percent jump in restaurant receipts. Overall, tourist spending remained down slightly over the Summer of 2011, which may indicate tourists taking shorter trips to nearby markets.

The convention industry continues to expand even during economic downturns; conversations continued to progress regarding construction of a convention headquarters hotel. A record number 21,000 visitors in 2013 filled hotels and restaurants for what appears to have been the largest Outdoor Retailer Winter Market ever staged. According to Visit Salt Lake, the outdoor recreation industry contributes \$5.8 billion annually to Utah's economy, supports 65,000 jobs, generates nearly \$300 million in annual State tax revenues, and produces nearly \$4 billion annually in retail sales and services.

City Revenue

The City's general fund is the primary source for funding typical government services at the local level. Revenues for the general fund are generated by taxes, fees, fines, and forfeitures and charges for service. Some government services are funded by separate funds. The Airport, Public Utilities and Golf are funded outside of the general fund.

In fiscal year 2012-2013, property, sales and franchise taxes generated approximately 70 percent of the total revenue for the City. To maintain existing infrastructure, the City Council passed a tax increase. As with many local governments, the City's infrastructure is aging, and the cost of maintenance, repair and replacement is growing faster than the revenues.

SALT LAKE CITY GENERAL FUND SOURCES	
Property Taxes	\$63,110,222
Sales and use Taxes	50,795,055
Franchise Taxes	28,384,888
Licenses and Permits	18,664,813
Fines and Forfeitures	11,341,887
Intergovernmental Revenue	5,614,383
Charges and Fees for Service	4,937,524
Parking (meter and bagging revenue)	3,255,000
Other Revenues	19,713,754
Total	\$205,817,526



Photo credit: Ana Valdemoros

NATURAL ENVIRONMENT

6.0

Salt Lake City lies within the Basin and Range physiographic region of Utah. This region is bounded on the east by the north to south oriented Wasatch Range, and on the west by the Great Salt Lake and the Oquirrh Mountains. Much of the basin topography is formed by natural forces; including seismic activity, glaciers, water runoff and erosion from the Wasatch Range, which consists of mountainous terrain, stream valleys and alluvial basins.

Air Quality

Air quality is the most important issue facing Salt Lake City due to widespread health concerns and environmental implications. Within Salt Lake City, the Air Quality Index reports good, moderate, unhealthy and hazardous air quality days.

According to the American Lung Association State of the Air 2013, Salt Lake City's ozone is below the standards of good air quality. The year round particle pollution gets a passing grade. Nonetheless, Salt Lake City is considered the sixth worst city in the Country for short term particle pollution. For ozone and year round particle pollution, Salt Lake City has not been among the 25 worse cities for air pollution.

Air quality is monitored by State officials, and during winter months, each day is assigned a designation green, yellow or red. A green designation meaning that air quality is good, yellow worsening, and red is poor air quality. In the winter of 2010-2011, there were three bad air quality days. In the winter of 2011-2012, there were six bad air quality days in Salt Lake County. In the winter of 2012-2013, there were 22 days of bad air quality. Though the number of days with poor air quality saw a significant jump in 2012, there has been some improvement. From 2005 to 2009, per capita emissions of Salt Lake City residents actually declined 3 percent.

According to the City's Energy and Transportation Sustainability Plan, in 2009, residents emitted 4.75 million metric tons of carbon dioxide or 26 metric tons per person, which is above the national average. A

majority of these emissions, 54 percent, resulted from electricity use. The vast majority of the City's electricity is provided by Rocky Mountain Power, which generates 93 percent of its electricity from coal-powered plants. The transportation sector made up approximately 24 percent, and natural gas emissions accounted for about 20 percent.

Sources of Air Pollution

Air pollution, in a variety of gases, particulates, etc., is released by buildings, automobiles, and industrial land uses, all of which are significant contributors to poor air quality in Salt Lake City. Particulate matter, which is a complex mixture of extremely small dust and soot particles released by these sources, is the primary contributing factor of poor air quality in Salt Lake City.

Natural Considerations

Geography and climate of the Salt Lake Valley contribute to our poor air quality because of temperature inversions contained by surrounding mountain ranges which occur in winter months and hot days of the summer months.

During winter months, high pressure builds up and traps air in the valley. The result is cold air being pushed to the valley floor and the warmer air moving over the top of the cold air. The warmer air prevents the colder air from escaping. Because the air cannot be circulated, the air pollution is also trapped in the valley. In 2008, new Federal standards went into effect. The new standards lowered the acceptable level of fine particulate matter (PM_{2.5}). When this standard is applied to measures from 2001 to today, there is a general trend of improved air quality based

on the number of days per year that exceed the 2008 standard.

In summer months, residents of the valley face different air pollutants. Ozone does reach dangerous and unhealthy levels during the heat of June, July and August. In 2012, ozone concentrations at the mountain valley sites were moderate to high. Salt Lake City experienced seven days with ozone (bad air day) exceeding 75 ppb; the maximum for National Ambient Air Quality Standard (NAAQS).

Ongoing Solutions

Air quality may be improved by reducing the amount of point and non-point emissions through car sharing, public transportation, active transportation, low emission technologies, energy conservation in buildings and establishing emission requirements. Auto dependent communities in Salt Lake City have an average of 40 percent higher overall CO₂ footprint than urban communities with higher walkability and mixed use development.

In recent years, Salt Lake City has helped address the issue by zoning changes that allow more density in areas that are well served by transit and contain a mix of uses. In addition, investments by the Salt Lake County tax payers combined with State and Federal funds have expanded the transit system and improved the transportation networks in the valley.

Environmental resources are also able to clean the air and reduce energy consumption. In Salt Lake City, planting an average of four shade trees per house would lead to a net energy savings of \$1.5 million annually. If implemented, the estimated reduction

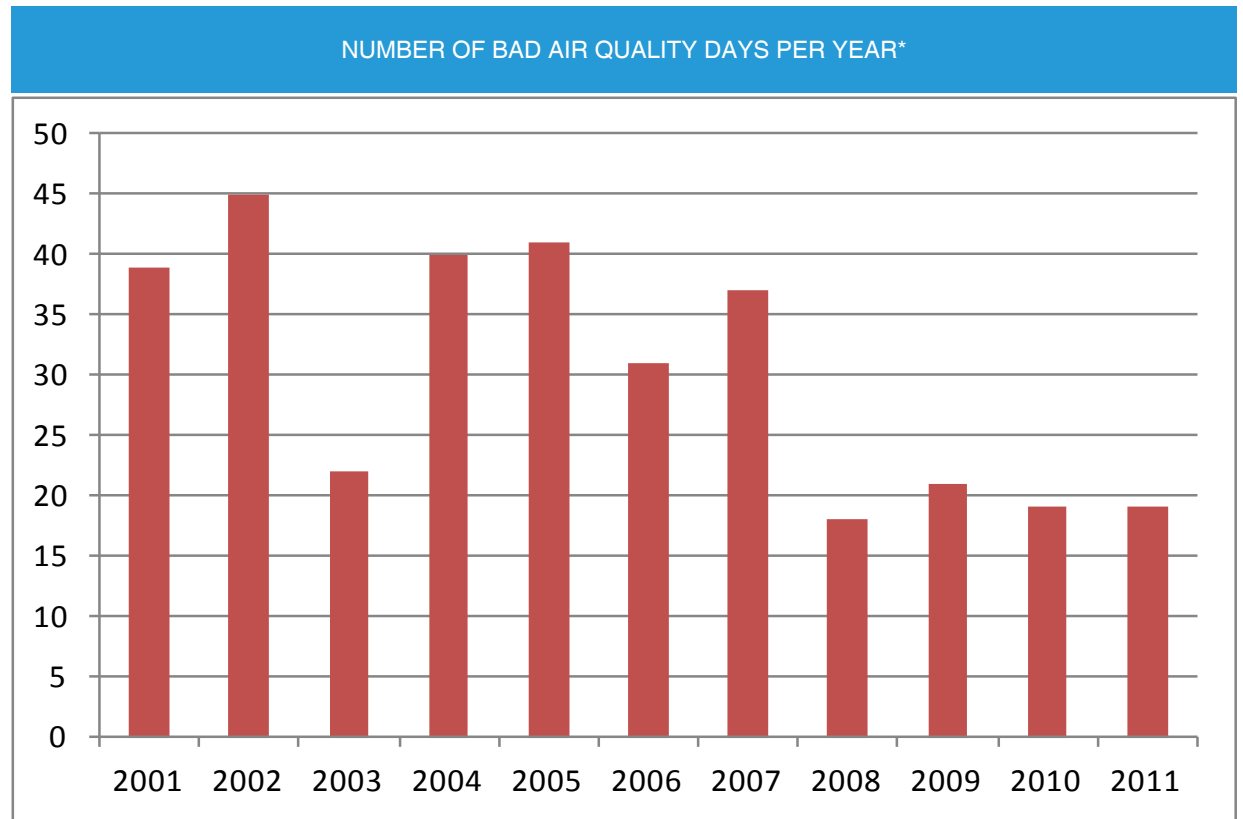
of carbon emissions per year is 13 kilotons which is based on a per-tree reduction of approximately 10kg/year. These types of relatively low cost action items reduce the emissions or offset the emissions created by heating and cooling of buildings, which is a major source of emissions that contribute to our poor air quality.



HEALTHY AIR



POLLUTED AIR



*The chart above shows the number of days that air in Salt Lake County exceeded the 2008 EPA National Ambient Air Quality Standard for pollutants harmful to public health and the environment. A measure in excess of $PM_{2.5}$ is considered hazardous.

Source: UCAIR Utah Clean Air Partnership

Water

The canyons of the Wasatch Mountains provide a high quality water source for approximately 340,000 people including those within incorporated City boundaries as well as the eastern bench of Salt Lake County. The Salt Lake City Watershed Management Plan and Watershed Ordinance are implemented by the Salt Lake City Department of Public Utilities to proactively protect this 190 square mile watershed.

Salt Lake City works in close collaboration with other governmental agencies including the US Forest Service and Salt Lake County to protect the Wasatch watersheds from degradation. The water supply primarily comes from surface sources. Mountain snowpack stores water that is released throughout the summer, some of which is stored in reservoirs in side canyons in the protected canyons. Some culinary water comes from water stored in Deer Creek Reservoir, the Central Utah Project, an artesian basin and a number of ground water wells. A number of natural springs have been piped to provide Salt Lake City residents with access to spring water. These springs are generally found in and around the Liberty Park area.

Prior to the adoption of the Federal Clean Water Act, water resources were not always protected. As a result, a number of areas within the City have ground pollutions that have contaminated our water supplies, as well as our ground water. Having limited development and controlled uses in our watersheds is critical to sustaining high water quality and supplies, and to protect public health and the natural environment. Regulations that help achieve this include ground water recharge zones and well protection.

Ground Water

The relatively high water table in Salt Lake City has an adverse effect on development. The problem has recently intensified due to above average precipitation, increased impervious surface runoff and inefficient landscape irrigation systems. Noticeable impacts are seen in flooded basements, overflowing septic facilities and complications with underground utilities. Other problems arise with ground water contamination, sewer systems, water treatment facilities and underground storage tanks. Structural damage to buildings and transportation infrastructure, and destabilization of sloped terrain also occur. Although problems associated with ground water can be mitigated, it can be expensive to address and difficult to predict.

Ground water depths are typically identified during a geotechnical study. Habitable space would either have to be located above the depth of the ground water or a pumping system would need to be included in the development. Any ground water that is discharged into the system is only allowed to be discharged at a specific rate, so developments would normally include some sort of reservoir, such as a pipe system or retention basin. Storm water is not allowed to flow directly into gutters. It also cannot flow directly into the sewer system as it takes up capacity of the sewer pipes.

Existing buildings are not required to retrofit foundation drains. However, building owners will often install systems to address ground water issues before it causes expensive property damage.



Ground water can have an impact on development. Often times, basements and subterranean parking structures are required to pump ground water to prevent it from damaging buildings.

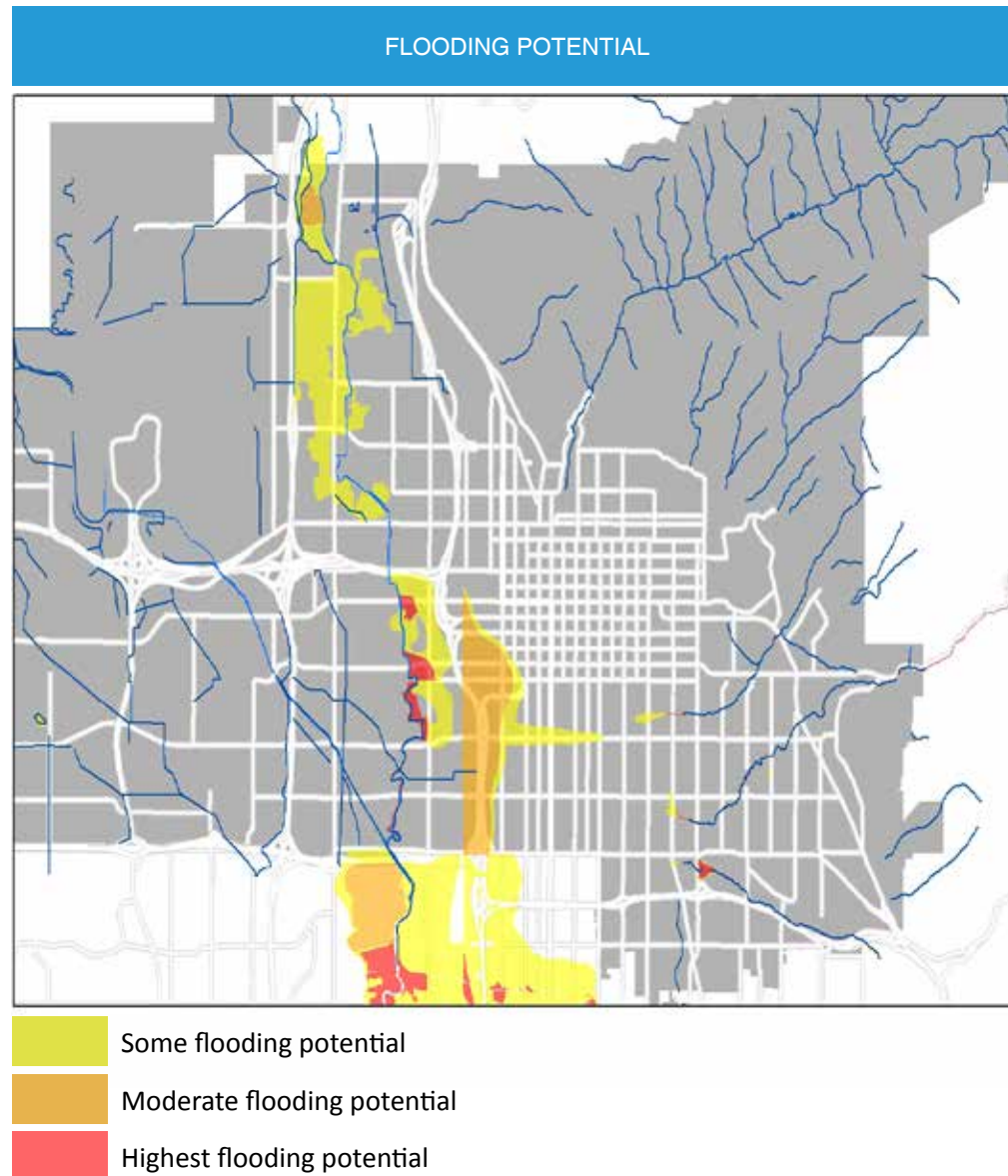
Natural Hazards

The Salt Lake region is susceptible to natural hazards ranging from earthquakes to floods.

Flooding

Salt Lake City has experienced flooding issues in the past. Historically, most flooding was in the low lying areas of the City along the Jordan River. As the City developed, storm drains, canals, diversion dams and other measures were taken to control flooding. However, in 1983, Salt Lake City experienced a major flooding event that was a combination of a deep mountain snowpack and a cold and wet spring that delayed the start of the runoff season. The trigger for the flooding was a sudden increase in temperature that resulted in rapid snowmelt. The combination of events led to major flooding along most rivers and streams in the City, most notably City Creek. Since then, the City has worked with the Federal government and Salt Lake County to improve the river channels, provide more stream bed clean out locations and improve the overall flood control infrastructure to reduce the risk of flooding.

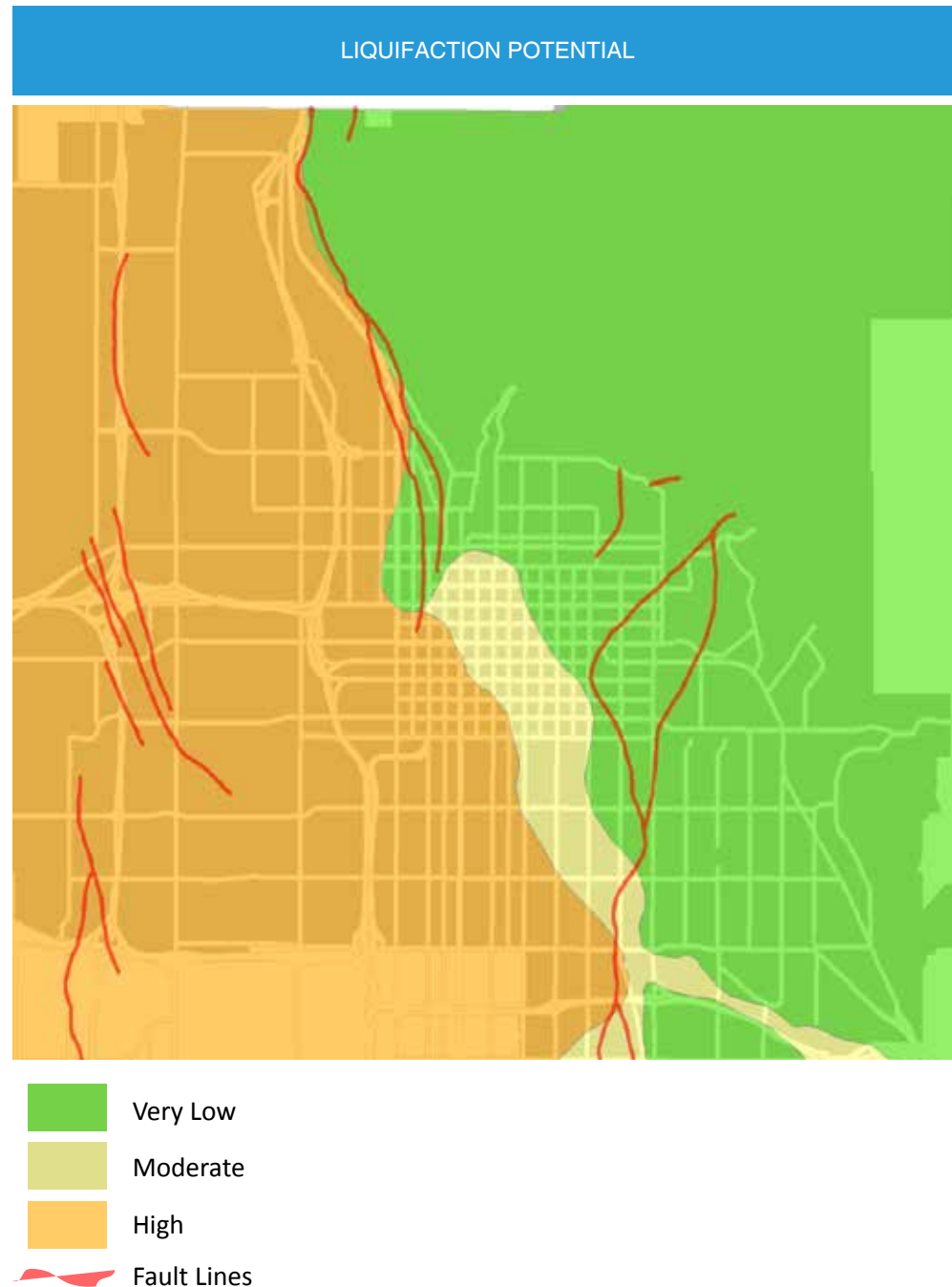
Flood insurance maps are used to identify those areas that are prone to a certain level of flooding and to determine the risk. Most of Salt Lake City is located in areas that are not prone to flooding. The exceptions are low lying areas near rivers and streams. Often referred to as “being in the floodplain,” these areas may be difficult to develop and only support a limited type of development.



Seismic Issues

Active fault lines are found throughout the Salt Lake Valley. Geologic evidence indicates that the faults have played a major role in shaping the terrain that forms the Salt Lake Valley. A fault that runs along 1300 East along the east side of Salt Lake City is predicted to be the most likely fault to create issues. Geologists predict that if the fault were to rupture, a vertical shift would occur with the lower elevation dropping by as much as ten feet. This is a significant issue because most of the structures along 1300 East were constructed prior to modern building codes requiring proper seismic reinforcement. If a major event were to occur along this fault, it would have devastating effects on the residents, neighborhoods, the City and the State.

Due to a number of factors; including the size of the faults, the ground water table being relatively close to the surface and the development history of the City, liquefaction of soil layers are a major concern associated with active faults in Salt Lake City. The potential for soil layers and water to mix during a seismic event is high. The result is a concrete like substance that can compromise the structural integrity of buildings and the foundations that support them. This is compounded by the shaking that is normally associated with earthquakes. Liquefaction potential changes throughout the City moving from low to high as one travels east to west.



Wildfires

Due to our hot, dry summers, wildfires are an issue in Salt Lake City. The foothills, adjacent forests, and mountainous areas are prone to wildfires particularly in late summer months. The wetlands in the Northwest Quadrant are also susceptible to wildfires. The Salt Lake Valley is often filled with smoke from wildfires that are outside of the City, sometimes hundreds of miles away.

Those places where the urban environment interfaces with the natural environment are susceptible to property damage, injury and potentially loss of life. After a fire, slopes are susceptible to landslides because the vegetation that would normally absorb rainfall and snowmelt is no longer there. Soils may become saturated and result in landslides that add a different threat.

The Salt Lake City Fire Department is primarily responsible for wildfires at the urban interface. Other agencies including the Unified Fire Authority, State agencies and the Federal government provide resources to fight wildfires and reduce the threat.

Severe Weather

Salt Lake City is subject to severe weather year round. Salt Lake City has experienced prolonged droughts multiple times since it was settled. Periods of extreme heat in the summer tax the power grid and put segments of the population at risk for health issues. In the winter, large winter storms have shut down the City and the Airport, and resulted in large scale power outages. For the most part, Salt Lake City has been able to adapt in order to address the impacts of severe weather.

Wind and tornados have occurred within Salt Lake City. Wind events have caused property damage and toppled decade-old trees. One notable wind event ripped the copper from the Capitol Dome in the mid 1980s. In 1998, a rare tornado went through Downtown, Capitol Hill and the Avenues leaving a trail of damage to buildings, toppling the large trees on Capitol Hill, destroying much of the urban forest in Memory Grove; and unfortunately, resulted in one fatality and a number of injuries.

Soils

Soil is a naturally occurring mix of mineral and organic ingredients with a definite form, structure and composition. The exact composition of soil changes from one location to another. In Salt Lake City, the soil composition is largely determined by the location of mountain streams and from sediment from the ancient Lake Bonneville.

Soils are generally fertile, but naturally only support meager vegetation because of the lack and timing of precipitation and the high salt content in the soil. Since the valley was first settled in 1847, the ability of the soil to support food production has been challenging. Early settlers diverted streams and created irrigation networks to compensate for the lack of precipitation during the growing season.



Although well equipped for winter weather, large storms can negatively impact the City, yet help prevent temperature inversions and help supply our water.



Most soils in Salt Lake City are enhanced to support food production.

Ecosystems

There are several ecosystems found within Salt Lake City. Some are large ecosystems that are part of even larger ecosystems such as the Great Salt Lake, and others are micro ecosystems that are separated or disconnected from larger systems. The ecosystems are part of the larger bio system for the region and provide different recreation and education experiences to different users. Each ecosystem is defined by natural characteristics, as well as vegetation, wildlife and microclimate.

Wildlife

The foothills provide the largest habitat for wildlife within Salt Lake City. The natural systems; such as river and stream corridors, natural open spaces that drop into the City and the Northwest Quadrant, provide other wildlife habitat. Some species have adapted to living in an urban environment and are considered valuable aspects like the peregrine falcon in Downtown.

Salt Lake City has used a Foothill Protection Ordinance and Open Space Ordinance to limit development in and adjacent to the foothills of the City. One of the purposes for the ordinance is to maintain wildlife habitat and limit the impacts that development may have on the environment.

The environment surrounding the Great Salt Lake is an important habitat for migratory birds and is considered an important element of international bird migration routes. The Salt Lake City Zoning Ordinance prohibits development in the Northwest Quadrant below a certain elevation, partly to protect

this habitat and the natural forces that shape the environment adjacent to the Great Salt Lake, and to prevent destruction to structures caused by the ever changing levels of the Lake.

Growing concern about the stream and river corridors within the City has led to new development regulations that limit how close development can be to a river or stream. This ordinance is intended to preserve the corridors without limiting private property rights. Some of these corridors contain public lands; such as along the Jordan River, City Creek, Emigration Creek, Red Butte Creek and Parley's Creek. The City is involved in several corridor restoration projects intended to return some of these areas into a more natural condition while still allowing people to enjoy them.

SALT LAKE CITY WATERWAYS



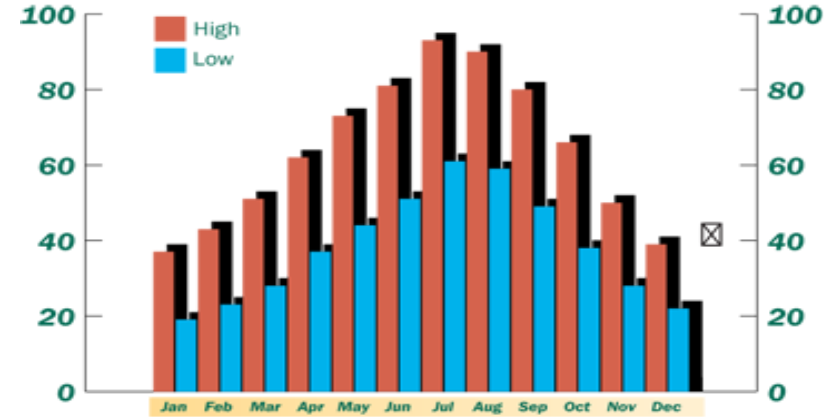
Most of the rivers and streams have been placed underground as they enter the developed areas of the City. The result is that the natural corridors have been disrupted and are not connected.

Climate

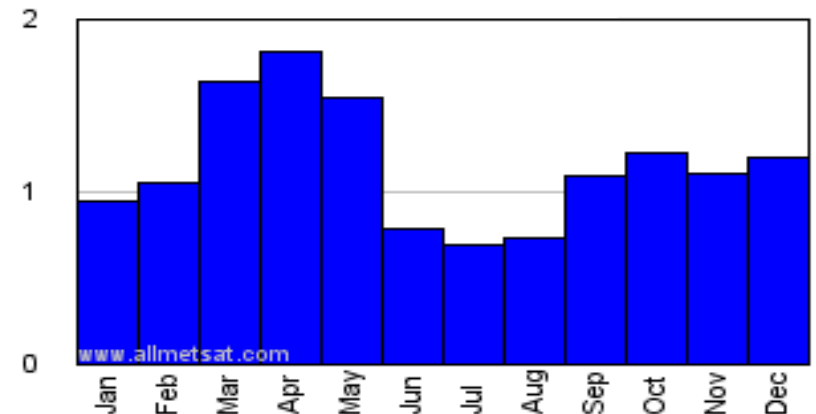
Salt Lake City is often categorized as semi-arid, although the total precipitation is fairly equal between the cold months and the warmer months. The climate is generally moderate with four distinct seasons. The mean temperature for the year is 52.7 degrees, and the City sees an average of 16 inches of precipitation in the form of rain and snow per year.

The temperatures in Salt Lake City can be described as moderate with seasonal extremes. The summers are relatively hot with an average high in the low 90s, while the winter months see daily highs in the upper 30s. July and August are the driest months of the year with an average of less than three-fourths of an inch of water in each month. March, April and May are the wettest months of the year with nearly two inches of water per month.

AVERAGE MONTHLY TEMPERATURES (FAHRENHEIT)



AVERAGE MONTHLY PRECIPITATION (INCHES)



Urban Forest

Within different parts of the City, the tree canopy varies greatly. In industrial areas, the tree canopy covers as little as 2 percent of the land; while in residential areas, the tree canopy covers as much as 20.5 percent. The citywide average is 18 percent.

Tree canopy is important due to the many benefits that trees provide. Research indicates that:

- 49 percent of Salt Lake City ground surfaces are impermeable. This means that they are covered by asphalt, concrete, buildings and other surfaces that do not absorb water.
- Tree lined streets and neighborhoods have higher property values by as much as 20 percent.
- Shaded surfaces can be cooler by as much as 9 degrees Fahrenheit when compared to non-shaded surfaces.
- Planting trees to shield the sun's rays can reduce the amount of heat that buildings absorb during warm weather. These savings can range from 10 to 40 percent for a typical home or office in energy use savings.
- Evergreen trees that are strategically placed for windbreak protection can save as much as 20 percent of energy used by buildings.

Despite the benefits of trees, our climate and soils limit the species that can thrive in our environment. The Salt Lake City Urban Forester recommends the following trees for our local climate and their ability to resist disease:

- European Hornbeam
- European Beech
- Ginkgo
- Kentucky Coffee tree
- Yellow Poplar
- Bur Oak
- White Oak
- Chinkapin Oak
- Lacebark Pine
- Bristlecone Pine
- Wireless Zelkova



The urban forest is an integral component of our quality of life and provide many benefits.

ATTACHMENT C: Public Engagement Report

OVERVIEW OF THE PUBLIC COMMENTS FOR

2014

Plan Salt Lake



Intro

The Plan Salt Lake Public Comment Report is a summary of the visioning phase of the Plan Salt Lake planning process. This phase was done during two periods, stretching over a few months in 2012 and again in 2013. The purpose of the visioning phase was to identify common themes based on Citywide values. These themes will inform the overall Vision for Plan Salt Lake.

The first section of this report categorizes the comments received. Many of the comments received relate to multiple categories, which is reflected in this report.

The second section provides insight into the types of outreach activities, when and where they occurred and the total number of comments received.



Plan Salt Lake is a Vision Plan for Salt Lake City. It will establish what kind of City we want to be in the future and how we can work together to do it.

Housing

Housing

Housing is an important issue to those who participated in the Plan Salt Lake Process. Afordability is the biggest concern. Not only do people observe affordability as an issue, but the Plan Salt Lake Existing Conditions report indicates that the current housing supply is not afford-able to a high percentage of Salt Lake City residents.

The type of housing is also a concern among partici-pants, 26% of which indicated that a diverse housing supply is important in order to provide housing choices and options to everyone, regardless of income, age or lifestyle.

Lesser concerns include reducing property nuisances, increasing home ownership and eliminating discrimi-nation in housing.

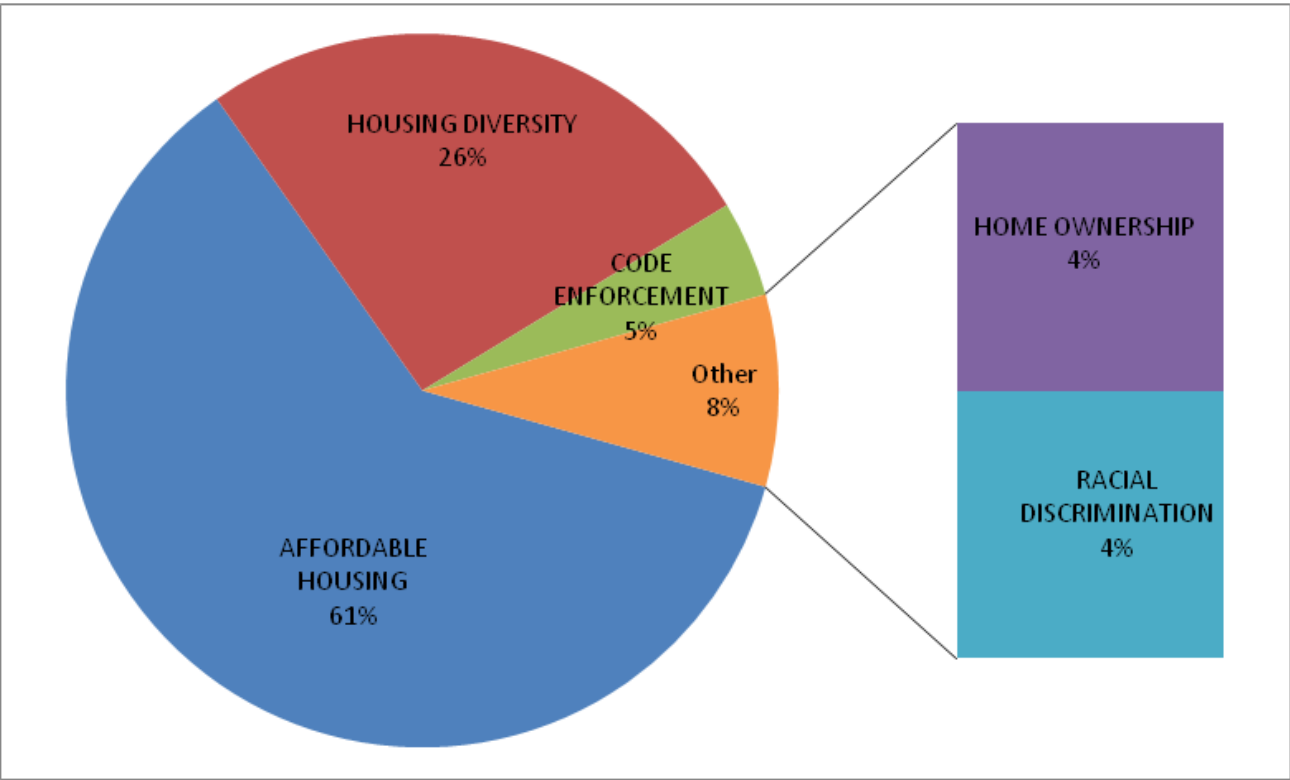
When considering comments from other categories, it is clear that new housing options should be located in

places that already have the infrastructure in place to support a more sustainable lifestyle. Located housing within walking distance to transit and with a certain amount of commercial uses added in was often seen as something that is missing in Salt Lake City, particularly in the Downtown area.

Many people also recognized that housing in mixed used areas are necessary in order to reduce the amount of driving and therefore, reduce the amount of air pollution.

These comments about adding housing options and density in appropriate areas as well as the comments received about existing low density neighborhoods indicates that people see preserving the character, scale and housing type in these neighborhoods is important, although it is not necessarily refelcted directly in the comments about housing.

Residents of Salt Lake City want more affordable housing options as well as more a more diverse housing supply if it is located in the right places.



Transportation

Transportation is the number one concern identified in the Plan Salt Lake process.

The public is aware of the relationship between transportation and air quality and expects the City to promote ways to minimize the impact of car emissions. It is evident that this is seen as a priority.

Public Transportation was the top solution for cleaner air, but was also seen as a key to economic development and for providing people with choices, particularly to those who choose not to drive.

Many of the comments were directed towards UTA and how they may improve:

- extended hours to accommodate people who don't have a regular schedule, or people who depend on public transportation on the weekends.
- Increase routes and frequency so that more people have access to public transportation.
- Decrease the cost of riding, the "free fare zone" was often cited as a benefit.

There is enthusiasm for bicycling in Salt Lake City for many reasons, including improved health and air quality. There is a strong desire for the City to expand bicycle lanes and trails and to make it friendlier and safer.

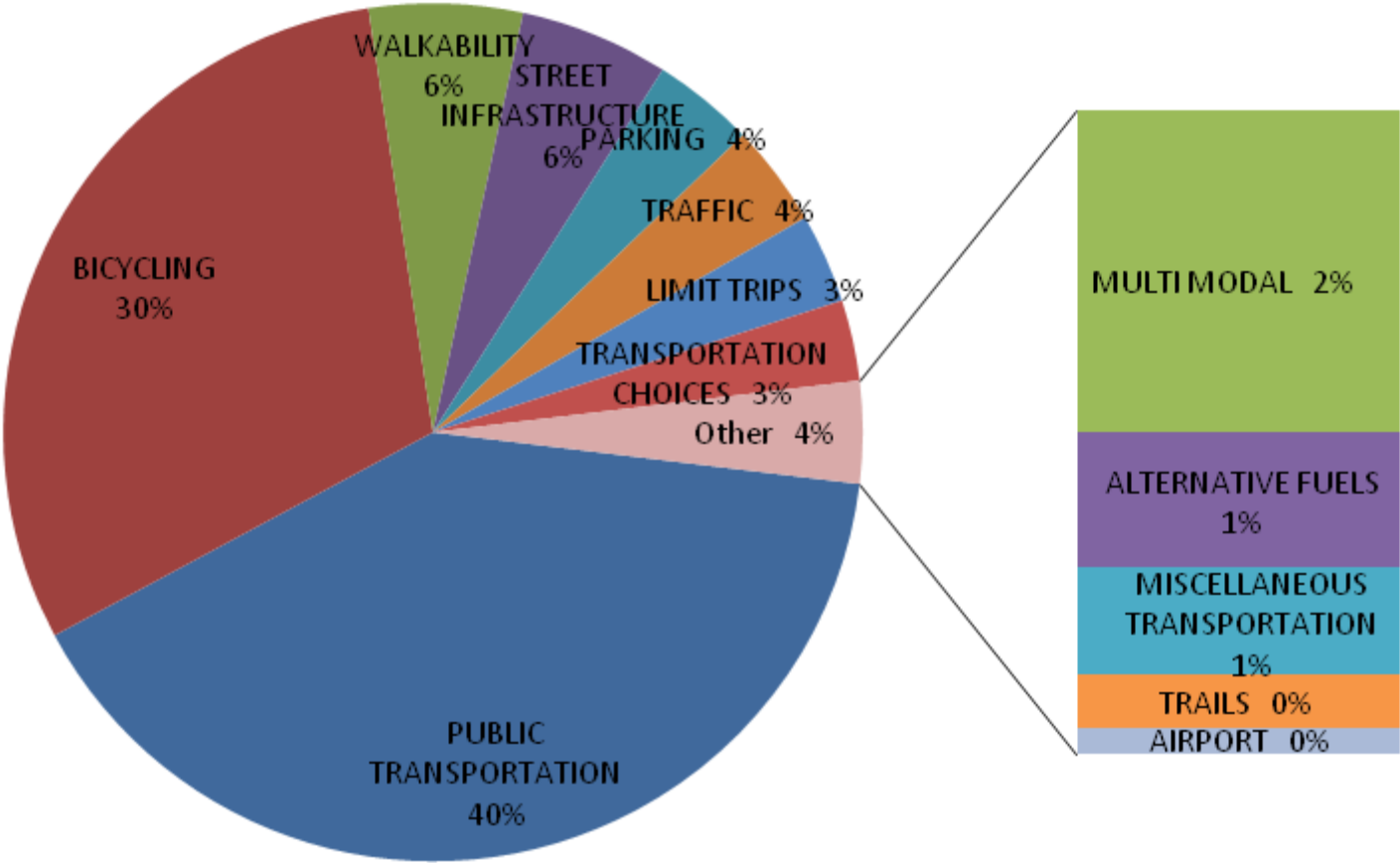
Walkability is one of the indicators of the vitality of a city, but people are not making the connection walkability and transportation. Only 6% of the comments specifically identified walkability as a transportation issue, but more people recognize the need for being able to walk to neighborhood amenities or throughout Downtown.

There is a strong desire for the City to expand bicycle lanes and trails and to make it friendlier and safer.

The following comments also address aspects of using transportation wisely:

- Parking or lack thereof, to create incentives for people to leave their car at home and walk, to use public transportation or bike. A few of the parking comments were just for more convenient parking, but parking as a topic represented a small percentage of comments.
- Support for the creation of the street car and the desire to expand the street car or trolleys.
- Support for the idling free campaign.
- A popular idea is to limit vehicular trips, especially in the winter months/days when the air quality is bad.
- Encourage alternative fuels, alternative modes of transportation and carpooling.

Other transportation comments include: traffic concerns such as the need for better traffic on 400 South, too much traffic on some neighborhood streets and improving street infrastructure.



A more accessible and convenient public transit network is seen as the key to improving air quality.

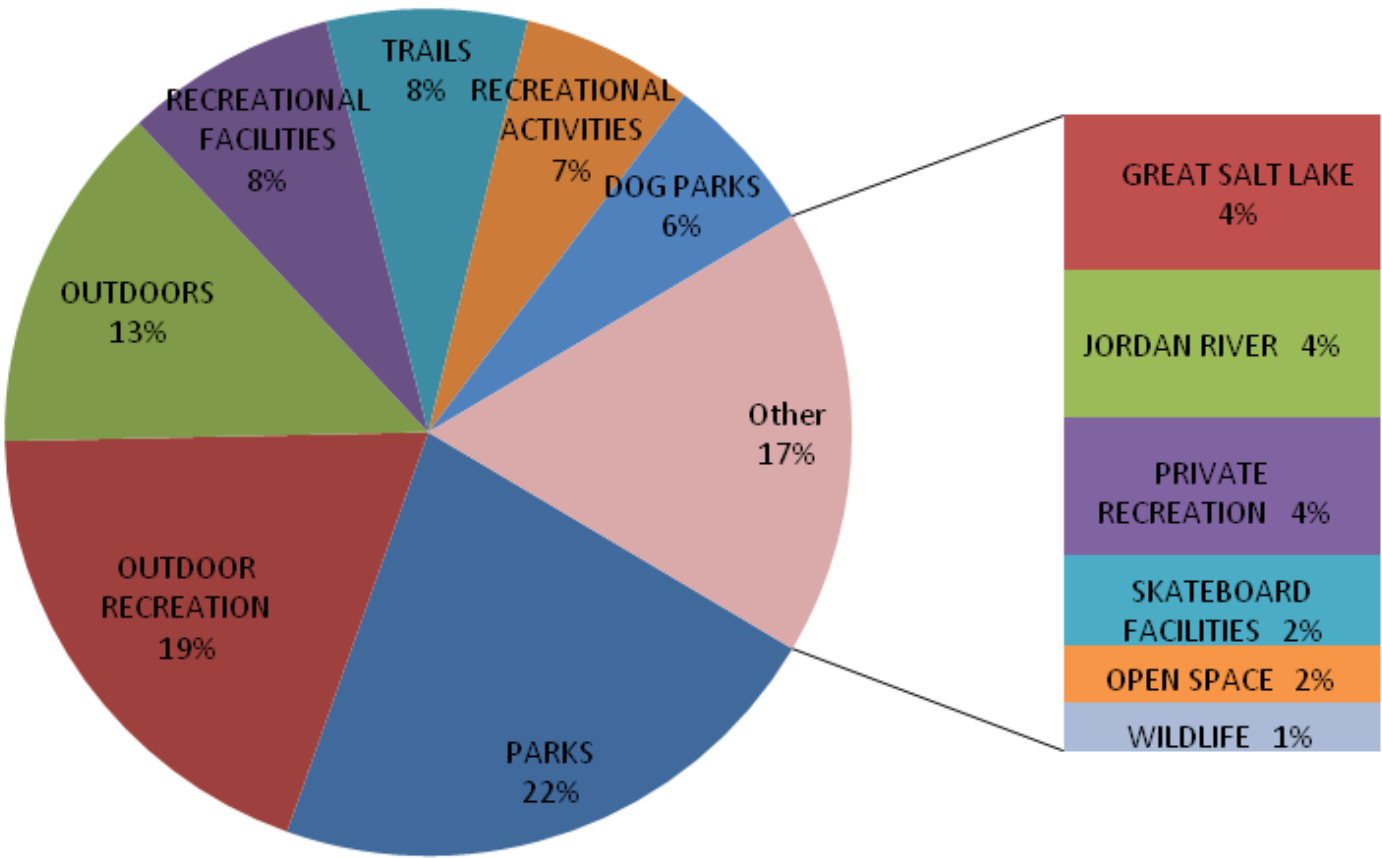
Recreation and Open Space

Salt Lake City is beloved for its many recreational opportunities and the strong connection to nature. Public comments show that people love the mountains because the mountains define the community both physically and socially. The community draws on the mountains for recreation and resources and provide scenic vistas throughout the City.

The community values a number of outdoor amenities, including the Great Salt Lake, the Jordan River, City Creek Canyon, and the various trails, particularly those in the foothills. There is a growing desire for more trails, particularly trails for bicycling.

People also love the many parks, Liberty Park being one of the favorites. Maintenance of parks was a common concern and many comments indicated that maintenance could be improved. Recreation amenities that the community wants to see more of include skate parks and long board opportunities, more dog parks, and new bike parks.

Also important were recreational facilities such as senior centers and recreational centers where people can go swimming, play soccer, baseball, tennis, golf, etc. The cost of accessing organized sports and facilities was mentioned as a concern.

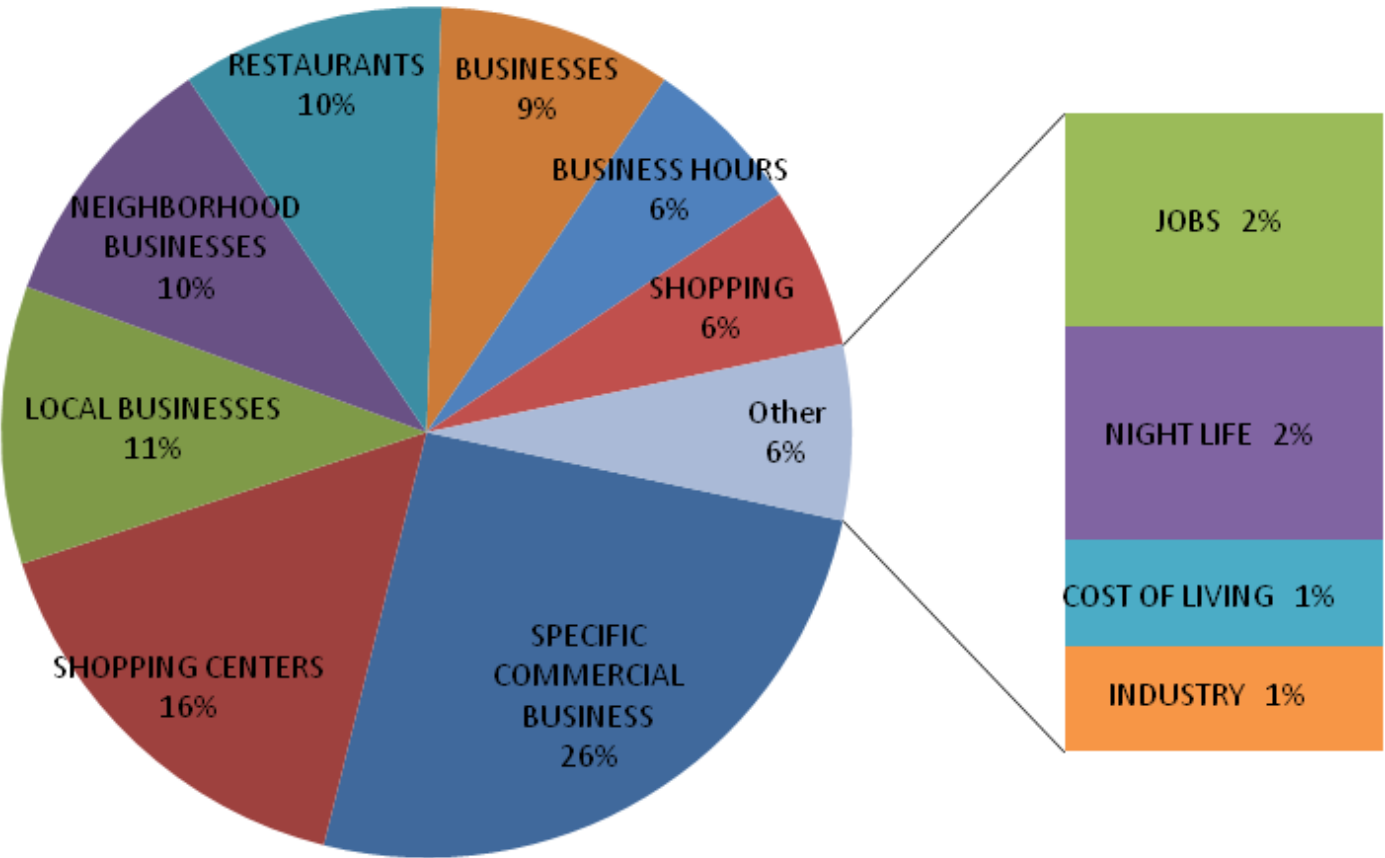


Economic Development

Although Salt Lake City has a diversified economy, the public focused on comments about the retail and the entertainment aspect of the economy. For the residents and visitors of Salt Lake City, City Creek and the Gateway Mall are important not just as shopping centers but as destination and gathering places. Almost as important are the neighborhood businesses and local businesses that create unique character for the neighborhoods.

The comments definitely reflect a desire for more restaurants, pubs, and cafes. More night life, more neighborhood bars, late night hangouts, and extended restaurant hours are all mentioned. This comment has also been heard frequently during other Community visioning process, including the Downtown and West Salt Lake Master Plan processes.

At the same time people want the commercial development to be kept at a small scale and for the neighborhoods to maintain their character. Neighborhood commercial areas are seen as amenities that people desire, but are concerned about their growth.

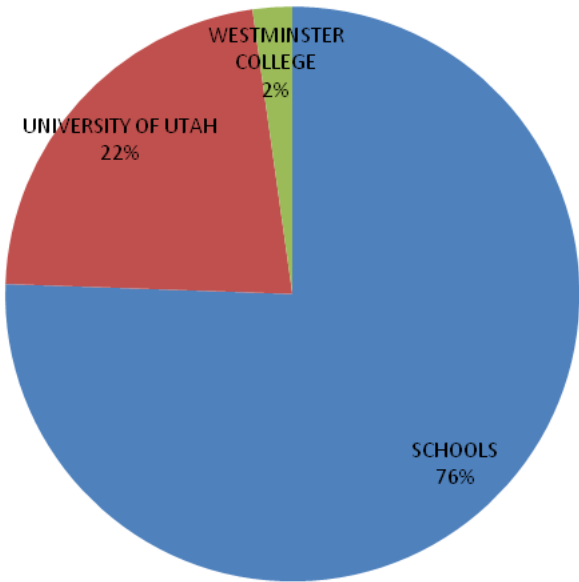


Education

Salt Lake City residents value their schools, especially their local neighborhood schools. Schools are not only important for their education value, but they add to the social interaction that people value about their neighborhoods.

There were several comments on how to improve various aspects of education on these schools, such as the need for more money, volunteers, specialized professionals, etc. Some comments identified school playgrounds, fields, etc. as defacto neighborhood parks due to their proximity and, to some degree, the lack of use in the summer and after school.

The University of Utah was also mentioned, but these comments were not limited to education, many were about the university’s sports and cultural amenities. Few comments made the connection between the University and economic development or recognized the University as one of the major trip generators in the region. Few people mentioned the other colleges and universities located in the City.



Salt Lake City residents value their schools, especially their local neighborhood schools.

Arts and Culture

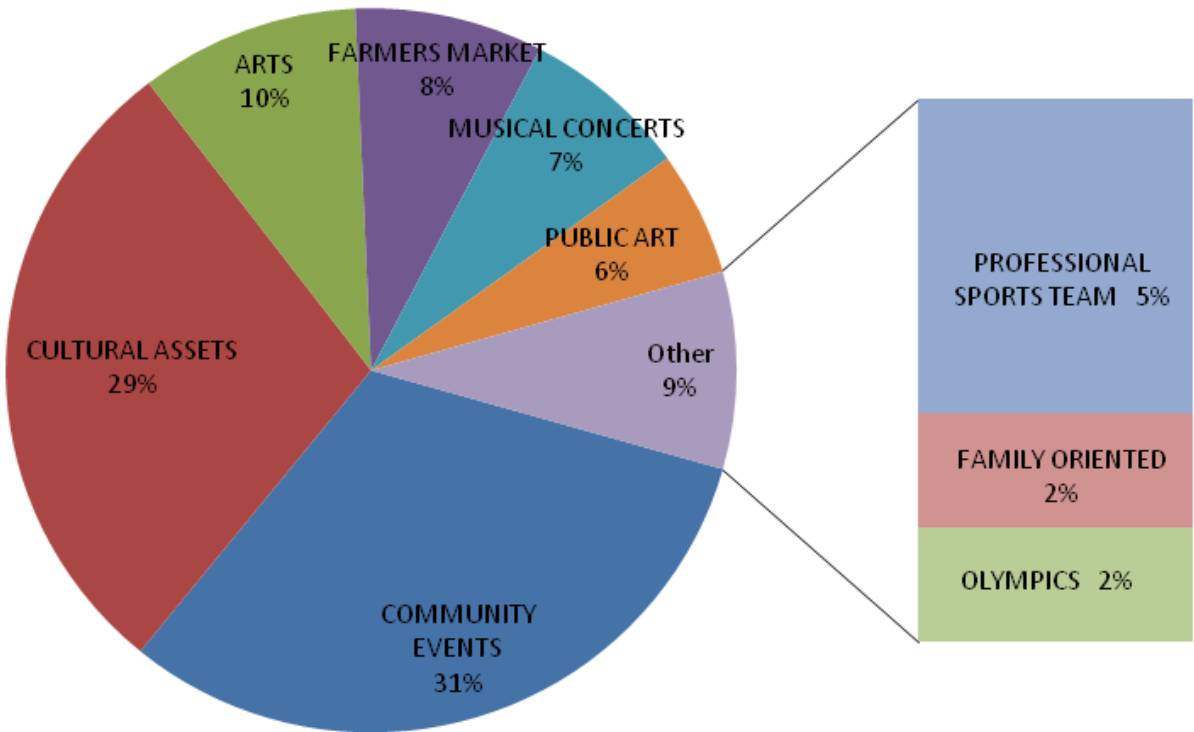
Residents and visitors identified community events and cultural assets as key ingredients to the quality of life in Salt Lake City. Live performances and festivals are the most popular art and cultural activities mentioned by people.

Access to a variety of art venues and genres was identified as one of the most important aspects of arts and culture in the City. Live performances and public art are valued, particularly when they are low or no cost.

The Downtown Farmers Market is a popular destination and event during the growing season. People see it not only as an opportunity to purchase locally grown and produced products, but also as cultural asset, where local commerce, socialization and food mix in an urban setting.

Sports and recreation are seen as a cultural activity and bind many people together. People identified rallying behind our professional sports teams and university teams as community building opportunities. The Olympics were often mentioned as something that adds to the cultural identity of the City and something that residents of the City reflect back on.

Few people mentioned diversity, public spaces and family orientation as important aspects of arts and cultural. This suggests that either people don’t relate these items to arts or culture or it wasn’t at the forefront of their thoughts when asked about it.



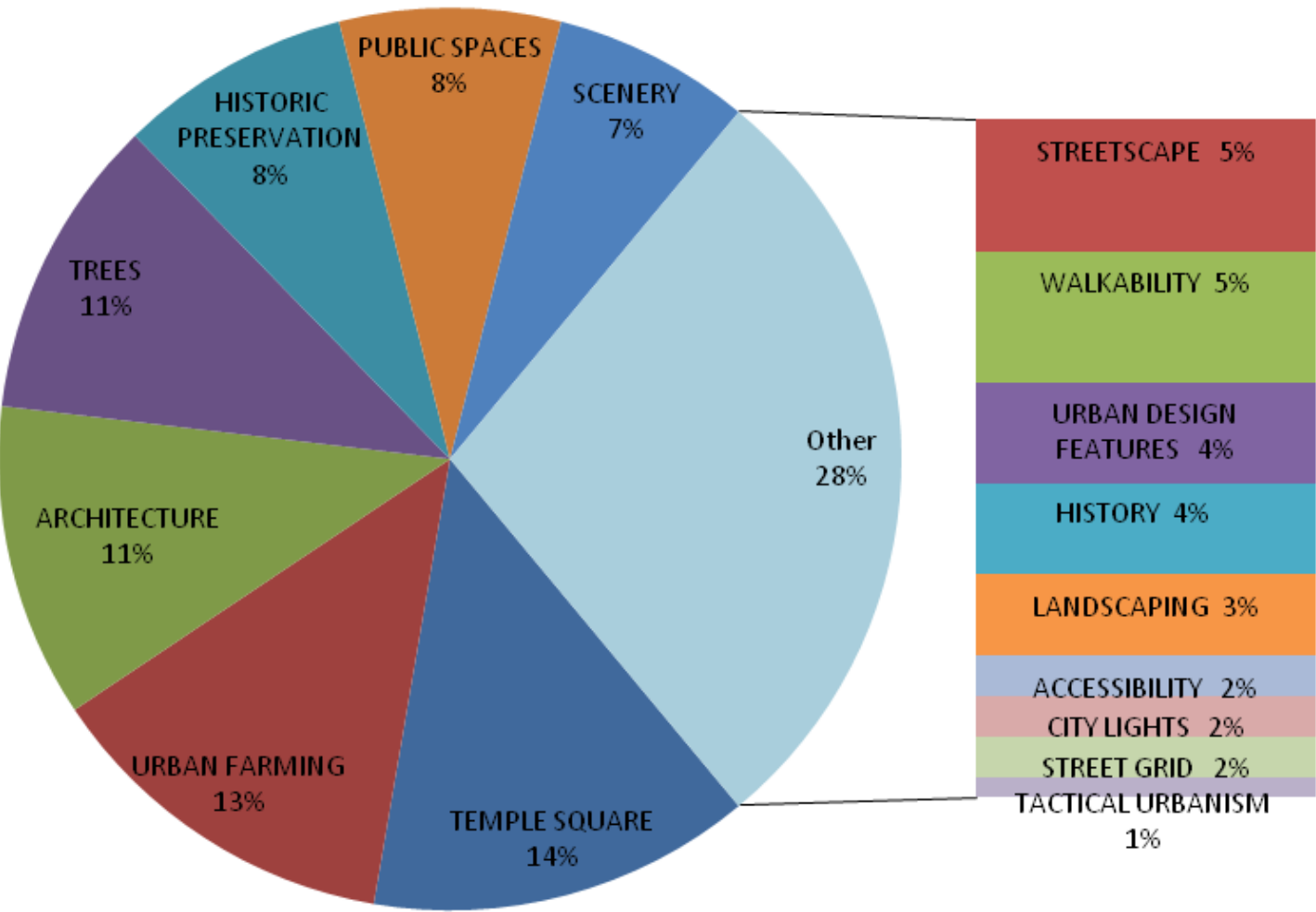
Urban Design

Whether people recognize what is Urban Design or not, they do recognize what features of Salt Lake City they are attracted to. Temple Square for example is an iconic image of Salt Lake City as are the mountains; both are beloved features to residents and visitors alike. There are other features of Salt Lake City that were mentioned multiple times by people that recognize them as character defining, such as the street grid system, the city lights, the flowers and gardens, and the street lined trees.

Salt Lake City is full of history, especially Downtown, and whether people live on a historic neighborhood or a historic building they appreciate them. They appreciate the architecture of the city as well as the streetscape and street infrastructure.

It's often the streetscape that defines the place and the urban experience that many people enjoy, and as such there were many suggestions to improve that experience with more trees, public spaces, drinking fountains, public restrooms, landscaping, etc.

A well designed city invites people to walk and explore it. Residents and visitor enjoy that in Salt Lake City, but they want more and they want that experience to be extended to all, including people with disabilities.

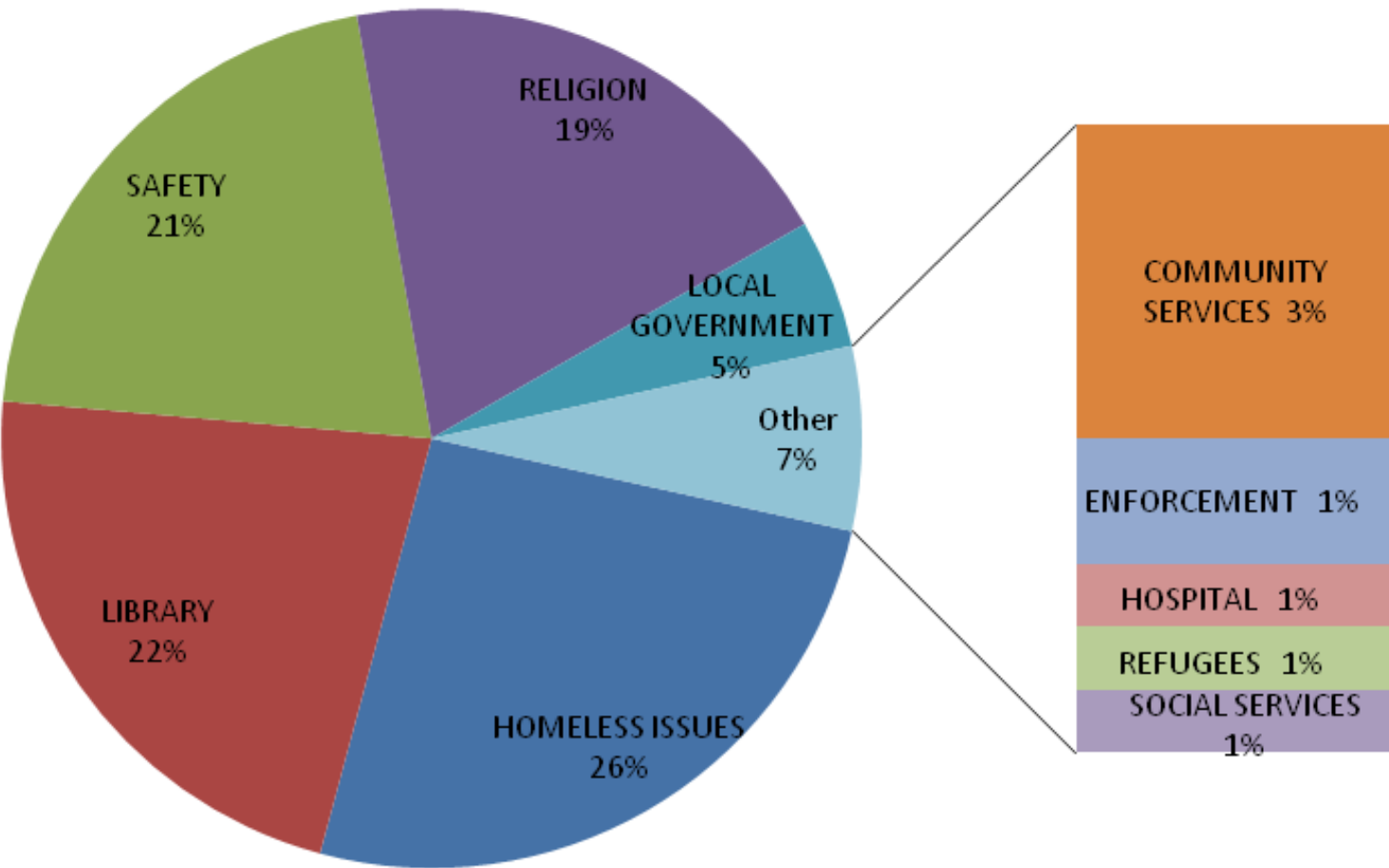


Community Services

The homeless is an important issue to the residents and visitors of Salt Lake City. People are concern for the well being of the homeless and how they should be cared for. At the same time some people commented that they feel unsafe around the homeless. Even so, people in Salt Lake City feel that the city is a safe place. There were some comments calling for more safety.

The public was divided on how they felt about religion more specifically the predominant religion in Salt Lake City, the LDS Church. About half of the comments were positive and the other half reflected the desire to have the church have less influence in their lives and in government.

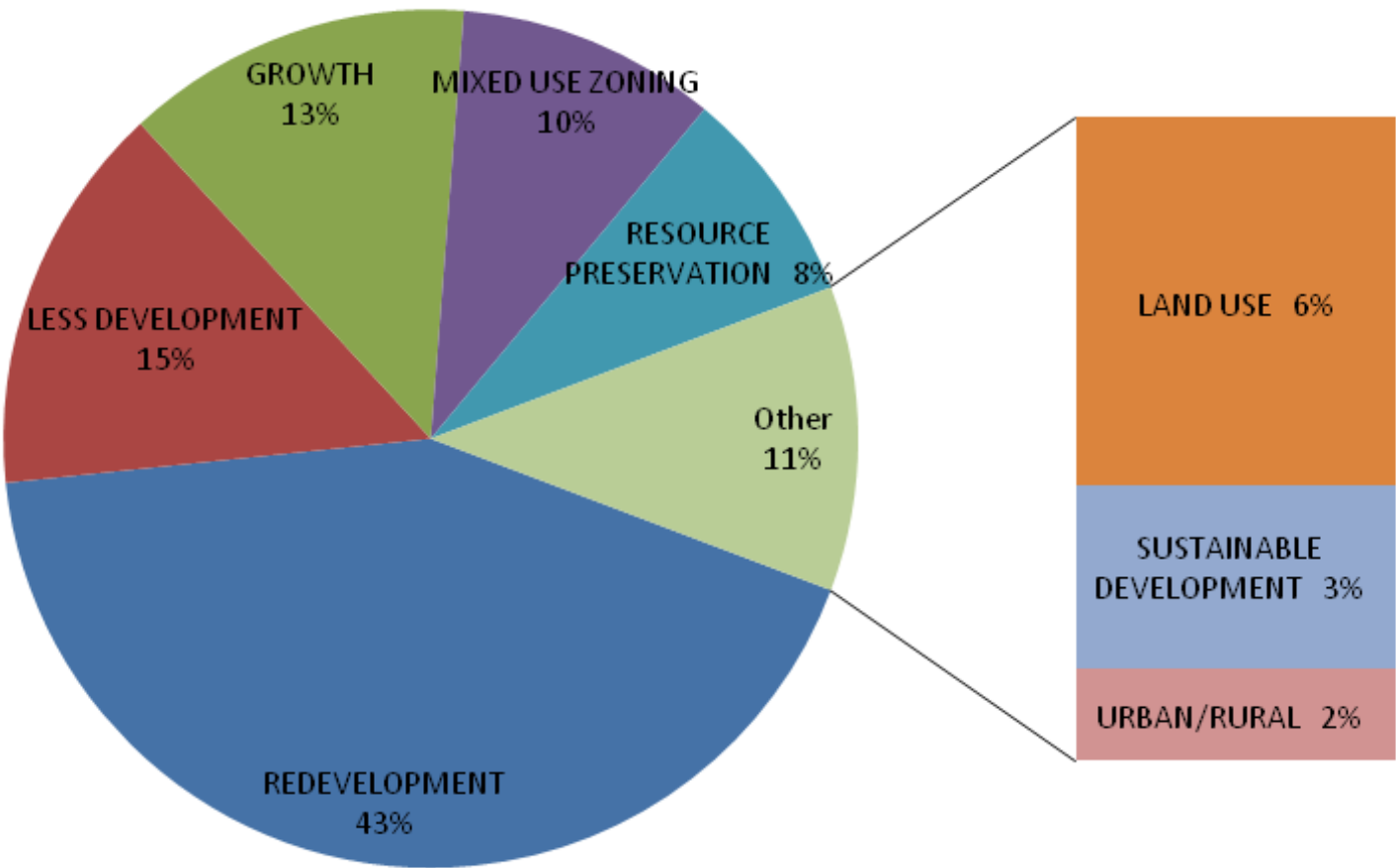
Salt Lake City's library system was frequently mentioned, particularly the programming of the Main Library, as well as the space around it and the architecture of the building. The Urban Room was often cited as one of the best aspects of the Main Library.



Land Use

Salt Lake City is growing and will continue to grow. The public understands that and expects the city to grow smart. “More density, less sprawl” was one of the suggestions on how to be sensitive to the growth expected. Many of the comments focused on redeveloping existing strip commercial areas. Some people would like to see the City stop growing and put measures in place that would reduce growth and limit development. People would prefer to maintain stable neighborhoods and see growth occur in places that accommodate it due to the infrastructure, mix of uses and transportation options that are nearby. Preserving our natural resources, particularly water, were important to people, particularly due to the impact that growth may have on those resources.

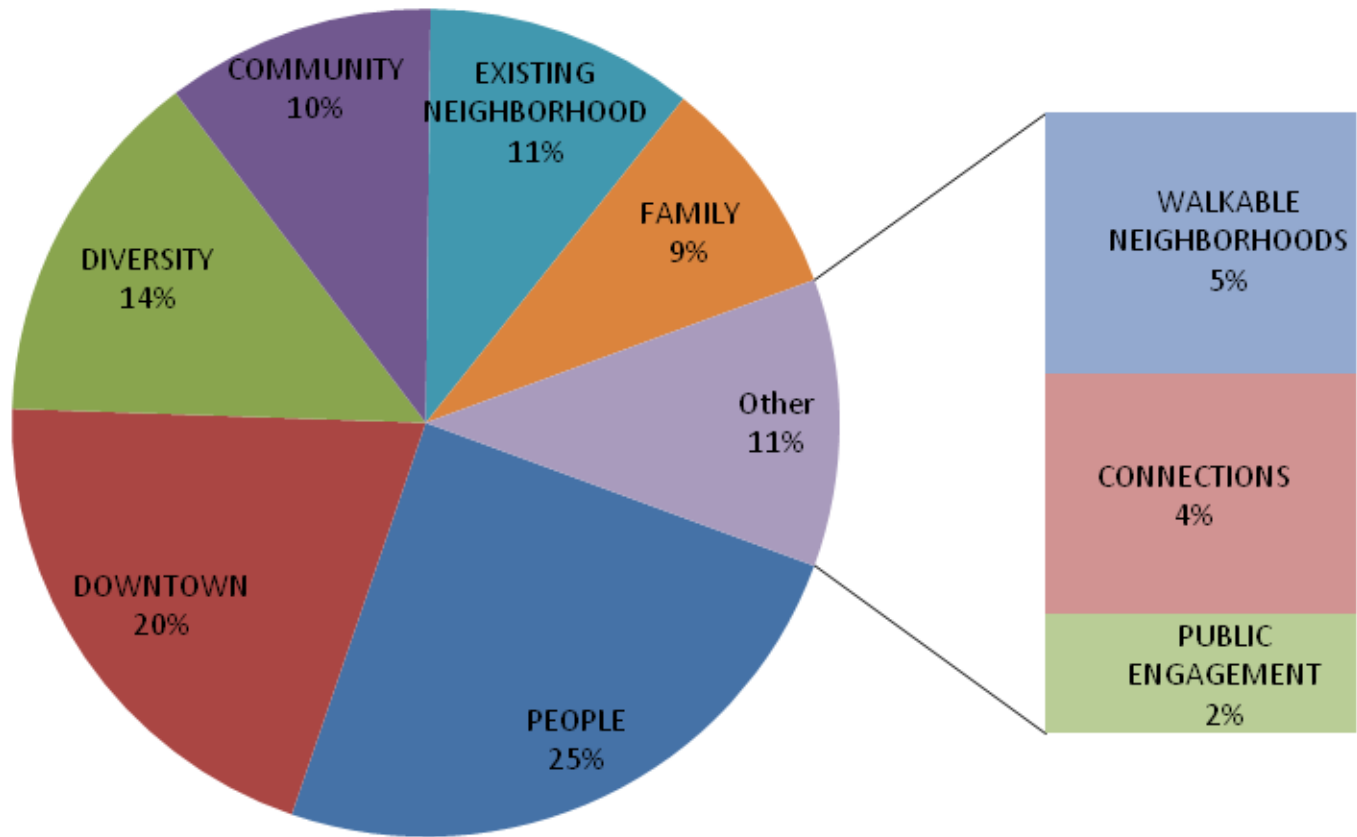
The public expects the city to be sensitive to future development in order to maintain and increase the quality of life of residents and visitors of Salt Lake City.



Neighborhoods

The connections people make with each other is crucial to a city. This idea was clearly manifested when the public was asked what they loved about Salt Lake City or what was important to them. The answer in most cases was simply “People,” next in importance was “Family.” It’s no coincidence that almost every neighborhood in the city was mentioned as favorites, with Downtown being mentioned the most. Perhaps because Downtown is more than a neighborhood, it is shared by residents and visitors alike as a gathering place. When it comes to neighborhoods, people like that their neighborhood has connections between other places that they love.

Along those lines, the sense of community is very important, whether this sense of community comes from a neighbor or a neighborhood this feeling of belonging was documented over and over. Even more important was the value of diversity, whether it is diversity of people, of culture, or of income, the residents of Salt Lake City want to see the City become more diverse and to celebrate that diversity.

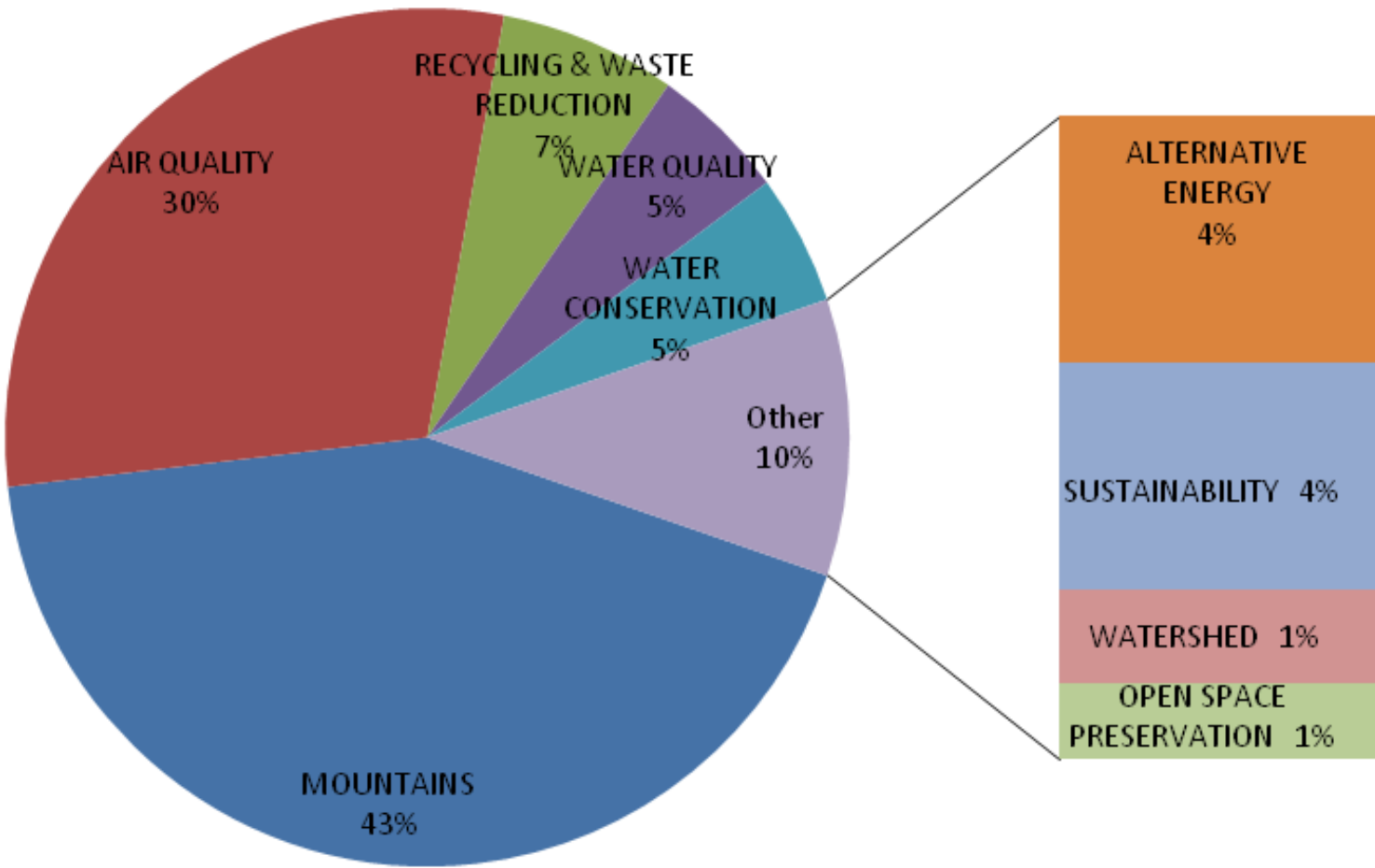


Resources

The desire for an environmentally conscious community has been manifested on most of the comments received. When asked what the favorite thing about Salt Lake City was, people answered “The Mountains” more often than anything else. The mountains define Salt Lake City. The reason for choosing the mountains include beauty, recreation, water supply and quality and maintaining wildlife habitat. Protecting the waterheds was seen as a critical duty of the City because it not only protects our water supply, but also limits development in the Canyons, protects the natural habitat and offers non-motorized recreation opportunities.

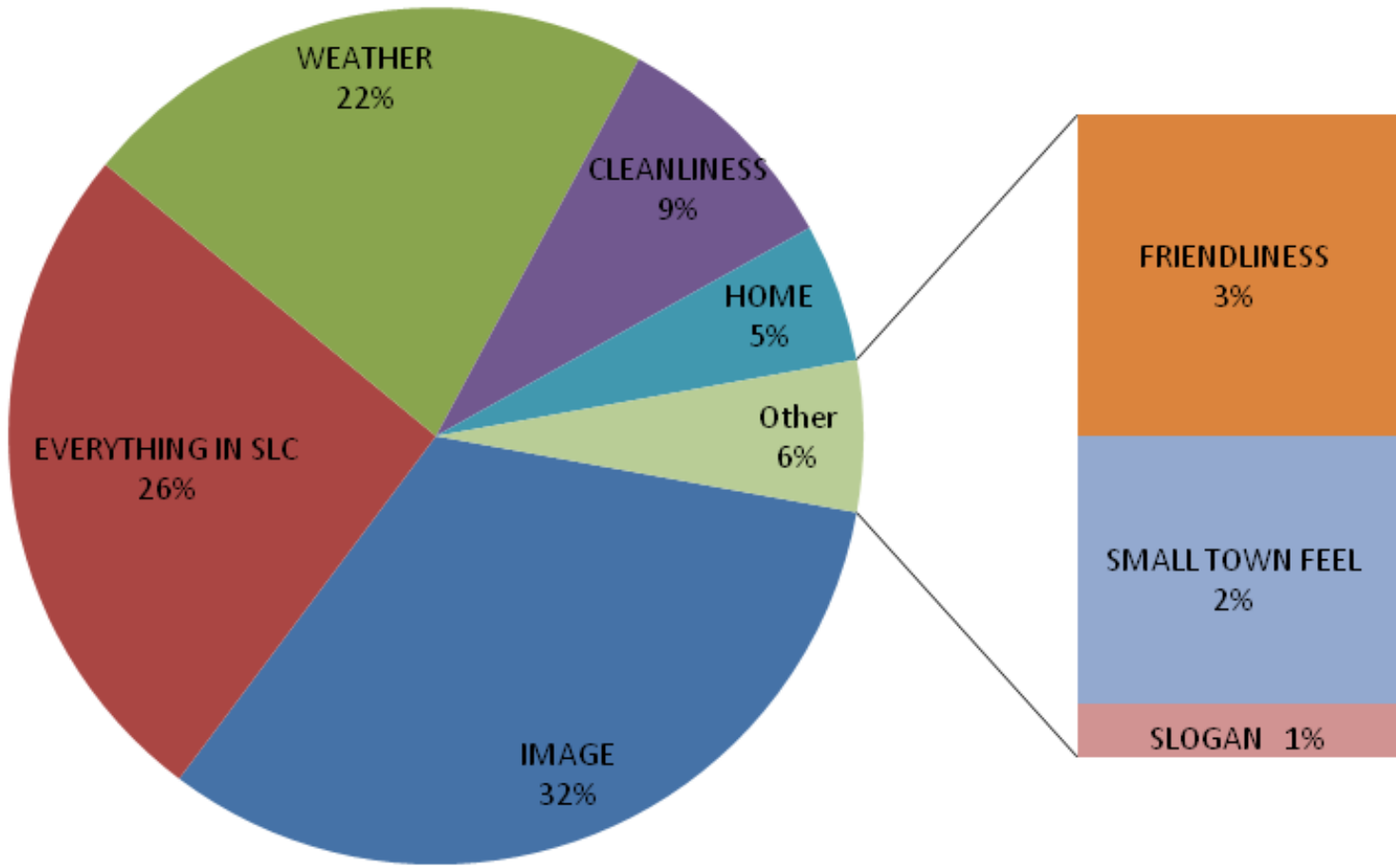
When asked about what people’s major concern about Salt Lake City, the most repeated answer was “Air Quality.” Air quality was mentioned directly or indirectly repeatedly. Comments ranged from how important clean air is and suggestions to achieve cleaner air. Many of the comments concerning air quality where directly related to transportation.

Suggestions for a better environment called for more recycling and waste reduction, better water quality, water conservation, alternative energy and open space preservation.



Miscellaneous Comments

A number of comments that were received do not necessarily relate to any one category. These comments are important and reflect some of the values of the community. People generally expect a lot from the City. More than 1 in 4 people indicated that they love everything about Salt Lake City. Many people enjoy the variety that our four seasons provide, but they are also concerned about the impact of climate change. As discussed in other areas, many people have a positive image of the City. Visitors who participate frequently mentioned how clean the Downtown area was.



VENUES	DATE	Number of Comments
Main Library	5/14/2012	112
Bike Bonanza	5/18/2012	33.55
Rose Park Community Festival	5/19/2012	100
CommUNITY Fest	5/26/2012	94
Riverfest	6/2/2012	81
People’s Market	6/10/2012	37
Granary District Block Party	6/15/2012	47
Planning Open House	6/21/2012	27
Friday Night Flicks Reservoir Park	6/22/2012	21
People’s Market	6/24/2012	21
Downtown Farmers Market	6/30/2012	76
Twilight Concert Series	7/5/2012	42
Twilight Concert Series	7/12/2012	90
People’s Market	7/15/2012	38
Twilight Concert Series	7/19/2012	93
Library Open House	7/19/2012	2
Sugar House	7/20/2012	69
Twilight Concert Series	7/26/2012	219
Twilight Concert Series	8/2/2012	40
Sugar House	8/3/2012	60
Craft Salt Lake	8/11/2012	246
Hogle Zoo	8/14/2012	66
Twilight Concert Series	8/16/2012	67
Dan’s on Foothill	8/21/2012	33
Sugar House Farmers Market	8/24/2012	22
Avenues Street Festival	9/8/2012	114
Downtown Farmers Market	9/22/2012	2
Downtown Farmers Market	10/6/2012	17
Random White Board		7

Background of the Process

2012 Public Events

Between May and October of 2012, Plan Salt Lake participated in 28 public events, such as Farmer Markets, Community Festivals, booths at public venues, etc.

The primary technique used to get comments was to ask people what they liked about Salt Lake City, what they didn’t like and what they would like to see in Salt Lake City in 20 years.

Most participants wrote or drew their answers on butcher paper, some provided verbal comments and others wrote or drew comments on white boards that were then photographed.

The total number of comments from these public events was 1,953.

The total number of comments from the 2012 public events was 1,953.

2013 Public Events

In May of 2013 Plan Salt Lake started the next phase of public events. The intent of this phase was to develop further meaning about what people liked about the City and what were the major issues or concerns we are facing. From May through July of 2013, the planning team attended 23 public events. The method for gathering comments changed to meet the intent for this phase, with the public being asked to either answer a question about a topic or fill out a comment card.

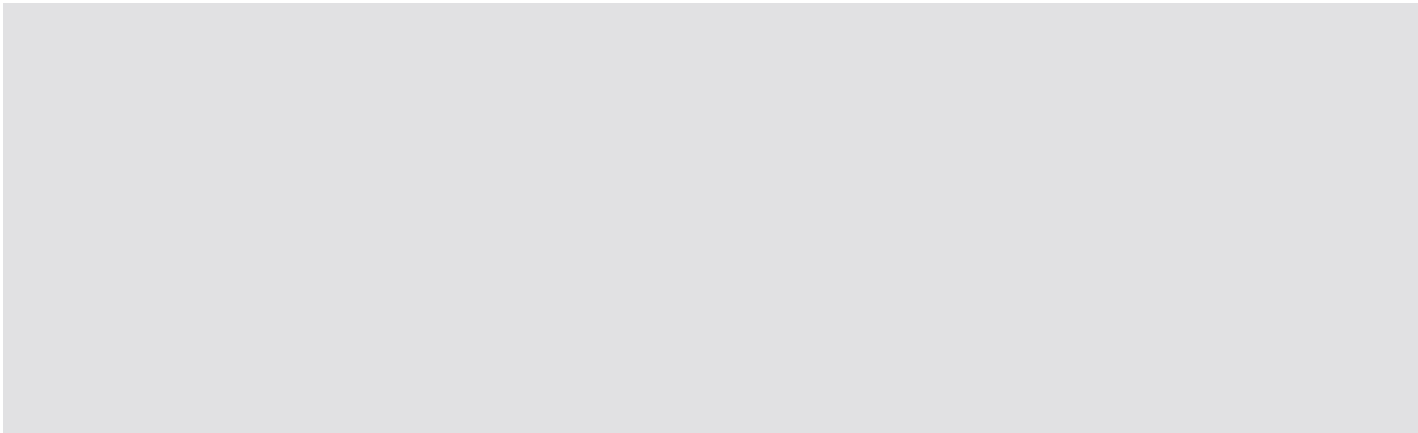
Even though the number of comments dropped from the previous public events, the overall quality and length of the comments increased, which was one of the goal of this phase. More of the comments included valid recommendations. The total number of comments from these public events was 298.

VENUES	DATE	Number of Comments
Open Streets	5/4/2013	101
Cinco de Mayo	5/5/2013	0
Local Talk @ the Library	5/8/2013	0
Downtown Kick-off	5/9/2013	4
WCG Plant Sale	5/11/2013	26
Bike Bonanza	5/17/2013	10
Rose Park	5/18/2013	18
Main Library - Share Room	5/21/2013	31
Community Fest	5/30/2013	14
CNU	5/31/2013	0
River Fest	6/1/2013	14
Utah Pride	6/2/2013	0
Flicks @ Liberty Park	6/7/2013	12
Ice cream Social	6/13/2013	12
Flicks @ Lindsey Garden	6/14/2013	0
Downtown Farmers Market	6/15/2013	20
Arts Fest	6/20/2013	4
People’s Market	6/23/2013	7
Flicks @ Reservoir Park	6/28/2013	0
SH Farmers Market	7/5/2013	13
Flicks @ Fairmont Park	7/12/2013	6
Flicks @ Wasatch Hollow	7/19/2013	0
First Encampment	7/20/2013	6

Community Council Meetings

Between the months of May and October of 2013 Plan Salt Lake team attended 14 Community Council meetings. At the meetings a Plan Salt Lake team member would first introduce the plan and then ask those present at the meetings to fill out a comment card. The total number of comments from the Community Council Meetings was 233.

VENUES	DATE	Number of Comments
Sunnyside East C.C.	5/8/2013	54
Downtown C.C.	5/15/2013	24
Poplar Grove C.C.	5/22/2013	17
Bonneville Hills C.C.	5/23/2013	3
ELPCO	5/23/2013	26
Avenues C.C.	6/5/2013	33
Central Community C.C.	6/5/2013	10
Rose Park C.C.	6/5/2013	26
Yalecrest C.C.	6/5/2013	6
Ballpark C.C.	6/6/2013	7
Liberty Wells C.C.	6/12/2013	15
Fairpark C.C.	6/27/2013	7
Sunnyside/Foothill C.C.	9/5/2013	5
Sugar House C.C.	10/2/2013	0



Open Houses

In the months of July and August of 2013, Salt Lake Planning hosted seven public open houses around Salt Lake to gather input for Plan Salt Lake.

The open houses included displays on what we heard and learned through previous public input and the participants were asked to help determine how the City should accomplish the ideas heard. The total number of participants at the Open Houses was 72 people.

VENUES	DATE	Number of Comments
Plan Salt Lake District Meeting 6	7/30/2013	11
Plan Salt Lake District Meeting 2	7/31/2013	9
Plan Salt Lake District Meeting 7	8/1/2013	3
Plan Salt Lake District Meeting 1	8/5/2013	20
Plan Salt Lake District Meeting 4	8/6/2013	10
Plan Salt Lake District Meeting 5	8/12/2013	16
Plan Salt Lake District Meeting 3	8/19/2013	4

Small Group Meetings

Plan Salt Lake attended 9 Small Group Meetings during August and October of 2013.

These small group meetings were mostly non-profit organizations that requested a Plan Salt Lake team member to make a short presentation.

In some instances after the presentation the group filled out comment cards. The total number of comments at these Small Group Meetings was 96.



VENUES	DATE	Number of Comments
League of Women Voters	5/1/2013	36
Art Council	8/14/2013	0
Wasatch Community Gardens	8/27/2013	28
The Nature Conservancy	9/10/2013	32
Business Advisory Board	9/11/2013	0
Downtown Alliance	9/12/2013	0
University of Utah Community Council	9/12/2013	0
U of U Architecture	9/17/2013	0
Utah Housing Coalition	10/2/2013	0

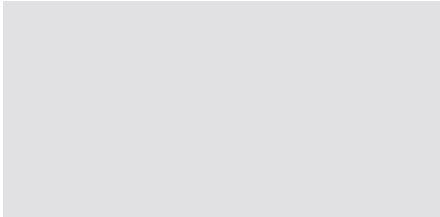
Other Public Participation Methods

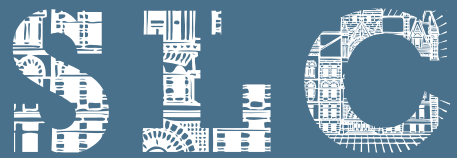
Plan Salt Lake took advantage of a text-message survey called Textizen. This survey was designed so anyone with a mobile phone was able to call in and respond a brief survey about what they liked about Salt Lake City, what they didn't like and what they would change. This process did not produce measurable results, likely due to a lack of resources to do marketing or strategically placed advertising.

Survey Monkey was another online survey offered with the intent to reach people on their time and convenience. The survey asked questions with topics such as transportation, neighborhoods, resources, future growth and economic development.

A total of 337 people responded to the survey.

A Plan Salt Lake website and Facebook was created for an easy access to information about the plan. It also served as a secondary purpose of getting comments from the public, although it was infrequently used. Approximately 45 comments were gathered through the website and SpeakOutSLC, a web based tool that allows people to start their own topics on the subject and where other users can comment on those topics.





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ATTACHMENT D: Public and Department Review Comments

PLAN SALT LAKE – DEPARTMENT REVIEW & COMMENTS

Project: PLNPCM2011-00682: Plan Salt Lake – City-wide Vision and Consolidated Policy Document

Department/Division: Public Utilities
Reviewer: Brad Stewart
Comments Summary: Consider breaking Clean Air and Water into two guiding principles and sections. Water should be a stand along principle or significant portion of the Natural Environment guiding principle section. Emphasis should be on stewardship/the need to protect and manage our natural resources first and access second. Important water related topics should include conservation, ground water protection (not just surface water), stormwater quality, preservation and expansion of watershed protection acreage, secondary water sources. Also include mention of obligation to abide by Clean Water Act and emphasis on riparian corridor preservation and restoration in the initiatives and/or narrative. Additional topics to include somewhere in plan are the importance of our urban forest and the role that street lighting and other streetscape amenities (benches, etc.) play in our urban design/urban environment. Brad will provide data and images for metrics and targets.

Department/Division: Engineering
Reviewer: Jeff Snelling and Lynn Jarman
Comments Summary: Emphasis on preservation and maintenance of existing infrastructure, specifically rights-of-way and roads. Maintenance of existing infrastructure vs. new construction is much more sustainable, cost effective, and enhances quality of life for residents and visitors. Consideration of more durable and higher quality materials upfront to result longer lifecycle of infrastructure, greater longer term savings and more sustainable. Public safety and emergency management (including response time and connectivity/accessibility) are tied directly to our infrastructure therefore a need for well maintained, well connected, and redundancy in networks are crucial for responding to emergencies. Ensuring we adhere to all ADA regulations and that our infrastructure is accessible for people of all backgrounds, ages, abilities, and incomes is a priority. Also important is thinking about how our infrastructure (rights-of-ways, road, trails, etc.) interfaces with and connects neighborhoods and neighboring municipalities. Moving forward, collaborating with other City departments will be a priority (for example, working closely with the Arts Council to integrate embedded art and artistic elements into infrastructure projects of all scales).

Department/Division: Transportation
Reviewer: Robin Hutchenson
Comments Summary: A large number of public comments received were around bicycle and pedestrian amenities and connectivity. Accessible, convenient, and more user friendly public transit is also a priority. Reducing single-occupancy automobile trips and vehicle miles traveled will continue to be an important goal of transportation (and is directly tied to air quality). Moving forward, we will put an increased emphasis on safety. All modes of transportation, including bicycle and pedestrian modes, should be safe and viable transportation options. Mobility and coordinating land use and transportation were also important topics.

Department/Division: Housing
Reviewer: Michael Akerlow
Comments Summary: Need for more affordable housing options citywide. General need for more choice in housing options for all segments of our community – low and very low income, aging populations, families, people of all abilities, etc. Important role that location and neighborhood amenities make including proximity to transit and transportation corridors, services, schools, etc. Need to focus on making housing more affordable and accessible for low and very low income.

Department/Division: Police
Reviewer: Sgt. Fred Ross
Comments Summary: No specific comments were received.

Department/Division: Public Services
Reviewer: Rick Graham, Todd Reese, Lisa Shaffer, and Nancy Monteith
Comments Summary: *See attached comments for additional detail.*
General comments: Language and use of “Open Space” vs. Natural Lands. Meaning of open space is different to different people. Integrate more about parks, natural lands, and open space throughout all of the guiding principles and initiatives. General need to design our parks and public spaces for more flexibility and adaptability. Recreation, use, and sport trends change overtime and we can’t always predict what future use demands will be so we need to make our public parks and places adaptable. Balancing open space protection with accessibility. Consider changing Parks and Open Space to Parks and Recreation or Parks and Natural Lands.

Department/Division: Sustainability
Reviewer: Vicki Bennett, Debbie Lyons, Kate Lohnes
Comments Summary: Important issues to include are climate adaptation throughout the Plan. As a City we need to be prepared for the impacts of climate change and need to plan and incorporate climate change mitigation efforts in all of our future planning efforts. Other topics that will continue to be important are food production, waste reduction, air quality and reduction of greenhouse gas emissions. Sustainability should be incorporated throughout all of the guiding principles and initiatives. Need to include more about energy use and energy efficiency, reduction in water consumption, and waste diversion.

Department/Division: Arts Council
Reviewer: Karen Krieger
Comments Summary: Include more art and culture throughout the different guiding principles and initiatives. Art embedded into City infrastructure projects should be one of the top art/culture priorities moving forward. Need to include an artist on major infrastructure projects and also incorporate artistic elements into project of all scales. Art reinforces neighborhood and community identity and sense of place. Public art should also be used for way finding and should be incorporated to make our places unique – always finding artful ways to reflect our city.

Department/Division: City Council
Reviewer: Councilman Kyle LaMalfa
Comments Summary: The general approach is mostly aligned with the Council resolution passed (2013-33) and is broadly defensible. Appreciated inclusion of clean air & water, and transparency. Topics that need to be included are institutions, cross department & jurisdiction cooperation, and infrastructure. Include more for the general reader about basic purpose of the plan. For indicators (metrics to measure our success overtime) look for more universal, general national standards that might exist.* Include a page about our extensive outreach strategy.
**Per Council comments, Planning researched other possible national measurement options and worked closely with each individual department, including Sustainability and their Sustainability Dashboard, to identify which metrics were the most relevant for Salt Lake City specifically.*

Department/Division: EMS
Reviewer: Cory Lyman
Comments Summary: EMS providing the following comments:
Guiding principles 1, 6, 10 and 14 are most applicable to Emergency management and our programs. I don’t have any specific comments.

Department/Division: RDA
Reviewer: DJ Baxter
Comments Summary: No specific comments were received.

Department/Division: Airport
Reviewer: Allen McCandless
Comments Summary: No specific comments were received.

Comments on Plan Salt Lake

PPL 06.20.2014

Below are PPL comments on the Plan Salt Lake. We wanted to include some thoughts related to parks and natural lands for each principle. I have also included our original redlines on the hard copy document for your reference.

We would like to meet with the Plan Salt Lake team to go discuss the comments and in particular define the use of the words: open space, natural lands, and parks and how that may influence some of the text in several of the guiding principles.

General comments on the plan:

What is the role of the green network of parks, natural lands and urban forestry in the development of a livable city? How do we define each one of these elements and what are the implications?

- **Open Space:** The generally accepted definition refers to all open areas including developed parks, natural lands and even streetscapes. Salt Lake City, however, has used the term “Open Space” in a very narrow sense of the word in the code to refer to lands that are purchased/owned and intended to remain in a natural state in perpetuity. PPL staff would like to see the word “natural lands” to be used for this narrower definition in the code. (Salt Lake City Code Title 2.94 definition)
- **Natural Lands:** Natural lands are lands that are primarily in an undeveloped state with natural vegetation and the intent is for them to remain in this state. There should be an emphasis placed on protection and conservation of our natural lands that include riparian corridors, foothills and interstitial space that are predominantly in an undeveloped state with native vegetation. Passive recreation is appropriate for these areas.
- **Developed Parks:** Parks are developed and maintained to support high levels of use for active and passive recreation Both active and passive recreation is appropriate for these areas.(Salt Lake City Code Title 2.94 definition)
- **Recreation:** Includes both active and passive recreation.
- **Trails:** Trails may go through parks and natural lands.

Guiding Principles

6/ Protect and Conserve the natural environment

- Parks and recreation contribute to quality of life. Park systems should strive to conserve historic and natural landscapes of significance, provide access and social equity, and contribute to a community’s health and wellness.
- Developed parks need to adapt to changing community demographics and recreation needs while natural lands protect sensitive landscapes and provide ecosystem services resulting in quality of life and economic benefits.

Following are comments specific to each guiding principle:

1/Neighborhoods

2040 Target

- Parks located within ¼ mile walking distance from every household

General note for text:

- Parks and natural lands enhance community identity and character, provide places for social interactions and contribute to a walkable neighborhood.

Initiatives

- Improve the green infrastructure (parks, natural lands, urban forestry) of neighborhoods by incorporating best management practices to manage for stormwater in our parks and streetscapes as well as creating a connected walkable environment.

2/Growth

2040 Target

General note for text:

- As we urbanize and create more walkable communities the need for a well connected open space network also increases and supports quality of life. Parks and open space should be

Initiatives

3/Housing

2040 Target

General note for text:

- Housing should be considered as a bundle of good and that includes access to a well connected and adequate parks and recreation facilities.
- As communities become denser it is important to not only look at proximity but also quantity and type of parks and open space provided.
- We should have established level of services standards that address type, proximity, quality and quantity of open space per population.

Initiatives

Metrics

- Provide XX acres/1,000 people of park space.

4/Transportation & Mobility

2040 Target

General note for text:

- Green infrastructure can be incorporated into our transportation network. Incorporating surface storm water etc.....

Initiatives

Metrics

5/ Clean Air and Water

- Coordinate with Public Utilities on this principle
- Refer to the Sustainability Plan

2040 Targets:

- Protect sensitive landscapes
- Do we want to include something about our riparian areas in this section? These need protection too as they are easily degraded by overuse. These areas are some of our most contentious public spaces in the city.

Baseline Numbers

- Protected watershed acres

6/ Natural environment

Change the tag line under natural environment. Should be more like

“Conservation and preservation of the natural environment”

Plans to review include:

- Riparian corridor overlay
- Foothill protection zone
- Low land conversation district
- Critical lands inventory

2040 Targets

- Increase XX of critical lands protection
- XX feet of daylighted streams
- XX restored natural lands
- XX acres of land owned

Narrative description

- What is our tool to recover and recapture damaged areas by encroachment?

Initiatives

Move items 1,3,4,5,6,7 to 5- clean air and water

1. (2) Protect critical natural wildlife habitat, water-sheds, and ecosystems.
2. Develop a natural lands management plan
3. Provide adequate funding and staff to maintain natural lands
4. Increase education and stewardship of natural lands
5. Reduce habitat fragmentation
6. Promote land use and management practices that steward high quality habitat, water quality, and other ecosystem services.
7. Fund restoration and stewardship activities

Metrics:

- Percent cover of noxious weeds
- Percent land (of total city) protected as natural lands

Baseline numbers

- XX acres of natural land protected
- XX acres of natural land owned

7/ Recreation and Parks

2040 Targets:

- XX acres / 1,000 people
- 100 % population within ¼ mile walking distance to a park

Narrative

- Move first paragraph to natural environment section
- Keep send paragraph
- We are “Salt Lake City’s Parks and Public Lands Division”
- Thousands of acres of natural lands
- Move second half of this paragraph to 8/ Beautiful City “ These lands not only provide beautiful vistas and critical habitat.... Investment in our City.”

Initiatives

- Move # 1 to natural environment
- Protect view shed out of city and into open spaces in urban core and on urban wildland interface
- Protect and enhance existing parks, recreational facilities and trails. Enhance parks to allow for higher use and modifications.

Metrics

- XX acres / 1,000 people
- X % population within ¼ mile walking distance to a park

Baseline numbers:

- XX acres / 1,000 people
- X % population within ¼ mile walking distance to a park

8/Beautiful City

2040 Target

- Vibrant public parks and plazas (level of public engagement)

Narrative

- People move here for the natural beauty that surrounds us. Where does that fit into this section? How can we embody the natural environment and access to it in our built form?

- Our urban forest, parks and streetscapes create a green network that enhances the livability of the city. As communities densify, our need for urban open spaces and contact with nature also increases. The green network provides many ecosystem benefits including cleaner air, stormwater management, and places of refuge.

Initiatives

- Develop landscapes that reflect our geographic region and connect us to the wider landscape
- Create opportunities to connect with nature in our urban areas by enhancing developed landscapes with wildlife habitat
- Reinforce the development of a connected green network of urban open spaces and forest that also accommodates active transportation and provides contact with nature.
- Protect, maintain, and expand the City's urban forest and green network, including street trees.

Metrics

- Views and access to nature
- XX acres parks/1000 population
- PPL maintenance budget (indicative of quality improvements and level of care)

Baseline numbers

- How many people move here for natural environment
- Engaged citizens, popularity of urban public spaces, feeling of safety and comfort
- % volunteerism

9/Preservation

2040 Targets

- Preservation of historic and ecological significant landscapes.

Narrative

- How do the landscapes you refer to relate to the natural environment?
- Natural landscapes as well as and designed and historic landscapes contribute to the community character and sense of place

Initiatives

Metrics

Baseline numbers

10/Equity

2040 Targets

- Access to open space, trails and recreational facilities

Initiatives

Metrics

Baseline Numbers

12/ Arts and Culture

2040 Targets:

Narrative:

- Urban parks and the city as art
- Parks as a place for public art
- Parks as a venue for cultural activities
- Temporary versus permanent art in the public realm

Initiatives:

Metrics:

Baseline Numbers:

PPL Comments on Plan Salt Lake:

July 29, 2014

7/ Parks & Natural Lands

- This is consistent with our program names. Open Space is a sticky word that means many different things to many different people. Salt Lake City uses the words “open space” in a very narrow way in our ordinances and this could potentially cause confusion.

Guiding Principle: Balancing stewardship and health of parks and natural lands while also cultivating/ encouraging/ supporting active communities and opportunities to connect with nature

Use the words “active community” rather than “recreation”:

- The population that wants to recreate in our natural lands is just one facet of the City. There is also the need to get people out and moving in all areas of the city and across all economic scales. Planning and design for “active communities” speaks to all ages, abilities and economic levels.
- Salt Lake City does not have a recreation program. All recreation programming is done by Salt Lake County.

Parks and open space should be accessible and feel safe to encourage use:

- For many the most important aspect is making the parks and open space easily accessible (between ¼ - ½ mile away), well connected – so that when they get there they can easily get to other areas, and safe and welcoming.

Parks, natural lands, and open space should be well connected and form a green infrastructure network:

- We need to emphasize ways to connect our public lands into an integrated whole. To ensure use; paths, trails and parks need to be promoted and maintained. Our open space network should be developed to encourage walking and bicycling to the destination. Well connected networks also offer ecological benefits to communities.

Street trees and park strips are an important component of a pleasing environment and further encourage active communities.

- Park strips and street trees are a key component to making a pleasing environment that further encourages active communities. The urban forest is an important component in a well connected system.
- Trees that can be planted in large contiguous areas are often healthier and grow larger. Larger trees are exponentially more beneficial to our community.

Most of the narrative seems oriented to outdoor recreation in natural lands and we need to also include something about the importance of developed parks in community engagement. Include something like this:

- Developed parks play an important role in providing places for people to gather and celebrate, places for active recreation and team competition, opportunities to connect with nature, find solitude and offer respite from the built environment. Developed parks are designed to sustain heavy use and activities – both active and passive. Their uses may and do change over time to respond to changes in community demographics and interests. Parks contribute to community identity and livability and are often a point of pride for citizens.

Initiatives:

8. Increase the number of street trees and support the development of a healthy urban forest.

Metrics:

Metric: Acres of parks/ 1,000 population

Metric: Acres of natural lands/ 1,000 population

Metric: parks and natural lands located $\frac{1}{4}$ - $\frac{1}{2}$ mile from every residence

Metric: miles of trails/ 1,000 population

Metric: Street trees/ 1,000 population

*Generally there are not established metrics for acres of natural lands. The amount a community has is determined by what is available, what the quality is, and what the values of the community are.

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

All On Forum Responses sorted chronologically

As of September 4, 2014, 9:25 AM



As with any public comment process, participation in Open City Hall is voluntary. The responses in this record are not necessarily representative of the whole population, nor do they reflect the opinions of any government agency or elected officials.

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

Introduction

Plan Salt Lake will be a broad, citywide visioning document that will help guide the City into the future by identifying where we currently are, where we want to be, and how we will get there. The Plan will bring together existing Citywide policies and help residents, business owners, visitors and City policymakers make decisions today that impact tomorrow.

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

As of September 4, 2014, 9:25 AM, this forum had:

Attendees:	197
On Forum Responses:	6
All Responses:	12
Minutes of Public Comment:	36

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

Responses

The purpose of a vision statement is to outline the ideal conditions for your community. Does this statement reflect your ideal conditions?

Answered 11

Skipped -5

ability above agree all also any been buildings business **choice** citizens
does **economic** education fact goals good historic home honest jobs kind
like more need needs one only paragraph personal
quality S see social sounds **statement** t true **vision** well-
paying

Guiding principles are simple statements that add more depth and meaning to the Vision. The Guiding Principles for Plan Salt Lake help define what quality of life means in Salt Lake City. What are your thoughts on the guiding principles?

Answered 11

Skipped -5

- agree also areas building community control do goals government
guiding high historic individual its lake local mention more
must need one order over past point preservation
preserving **principles** property seem than them through
up very vision want way what

How would you measure success?

Answered 11

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

Skipped

-5

activities **air** allowed **also** businesses **community could** district
easier **education events** from **good how** important indicators
issued **jobs m** measure more new **number** numbers one other out people
public quality rates **s slc** sure **tax** transit **use** very **water** who

Name not shown inside Council District 6

March 29, 2014, 10:30 AM

Plan Salt Lake Vision

Salt Lake City is the social, economic and cultural center of the region. It is a place that welcomes all with open arms, isn't afraid to tackle the complex issues of our times and is committed to effective and transparent governing.

We are a city that values a healthy lifestyle where we enjoy clean mountain air to breath and fresh water to drink. Our quality of life is centered on our access to our natural surroundings and the ability to interact with one another as we walk and bike our kids to school, enjoy our numerous cultural resources and events or shop and dine at our unique local shops and restaurants. Our City respects the natural environment and the relationship we have with it. We recognize and value the importance of protecting our quality of life for future generations.

Whether through our ancestry or architecture, our past helps define the context of our City. Every generation and development adds to that context. As we grow, we expect that growth will make a positive contribution to our community by respecting our past and adding to the definition of the City.

We expect to have true choices about how we live our lives, from what kind of home we live in to how we travel to work, shop, worship or recreate. We expect to be safe while we are in our neighborhoods and to have the resources and services we need.

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

We strive for a complete education for all, understanding that a strong education is the backbone of a successful economic environment.

We expect that our government will be open, fair and responsive to the needs of the City. We expect that all people will be treated equitably, with dignity and respect, and be free from discrimination and that these tenets will be followed as we see demographic changes.

The purpose of a vision statement is to outline the ideal conditions for your community. Does this statement reflect your ideal conditions?

The first 3 paragraphs of the Vision Statement are great. But paragraph 4 almost sounds like it might contradict the preceding one. Maybe it's the use of "true choice" vs "choice." It confuses me. Living in a city means rules and responsibilities. You can't buy the lot next door and put in a pig farm. You need to shovel your sidewalk. Poor people shouldn't expect to be given a mansion. Personal and communal responsibility: good. Entitlement attitudes (across the economic spectrum): bad. Regarding Education in the Vision Statement, I think education deserves to be highly valued for the benefits it brings to our job growth and economy, but it does more than that. I think it also helps us learn and relate better to one another as human beings resulting in a healthier, smarter, more compassionate society that has the ability to work together to solve any problems we face.

Guiding Principles

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

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

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

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

The right to breathe clean air and drink clean water

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

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

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

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

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

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

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

City.

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

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

A local government that is trustworthy and transparent.

Guiding principles are simple statements that add more depth and meaning to the Vision. The Guiding Principles for Plan Salt Lake help define what quality of life means in Salt Lake City. What are your thoughts on the guiding principles?

The Guiding Principles are very good. They link together in many ways, but not everyone sees that. This is particularly true when it comes to "Preserving Our Past". I want this to be about more than a marker here or a building there or doing genealogy research downtown. Re-ordering the bullets might be one small way to help. But why not just say "Historic Preservation?" People are beginning to learn that Historic Preservation strongly relates to "Neighborhoods"—it can promote its identity and/or diversity. Stopping unnecessary demolitions links with "Responsible Use of Resources" by helping our landfills. Historic Preservation also encourages more LOCAL JOBS, local craftsmen, helps keep our tax dollars here in the city. This latter point needs to be highlighted.

Performance Indicators

Performance Indicators are metrics that can be used over time to gauge our success in achieving the Vision for Salt Lake City. Each Guiding Principle will have a series of Policy Statements based on simplified versions of existing City Policies. Performance Indicators will be tied directly to the Guiding Principles and Policy Statements to indicate how well we are implementing the Vision.

How would you measure success?

The list looks extensive, very good. Like the other poster, I'm not sure about the COA numbers. Maybe it could be useful if you also look at over the counter approvals and the numbers around city residents getting state tax credits for remodeling in a historic district. The only other things I can think to comment on might already be covered under 16 #cultural and community events. One would be a breakdown on city volunteers. Another would be stats specifically related to activities for kids. I'm thinking of after-school activities, boys and girls clubs, scouting, art, dance, soccer fields/games, etc? These metrics could also help attract good jobs/businesses. As the city grows and becomes more dense, I think it's very important we have a variety of activities for children to participate in, keep the gang influence weak.

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

Name not shown inside Council District 6

March 21, 2014, 9:45 AM

Plan Salt Lake Vision

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Whether through our ancestry or architecture, our past helps define the context of our City. Every generation and development adds to that context. As we grow, we expect that growth will make a positive contribution to our community by respecting our past and adding to the definition of the City.

We expect to have true choices about how we live our lives, from what kind of home we live in to how we travel to work, shop, worship or recreate. We expect to be safe while we are in our neighborhoods and to have the resources and services we need.

We strive for a complete education for all, understanding that a strong education is the backbone of a successful economic environment.

We expect that our government will be open, fair and responsive to the needs of the City. We expect that all people will be treated equitably, with dignity and respect, and be free from discrimination and that these tenets will be followed as we see demographic changes.

The purpose of a vision statement is to outline the ideal conditions for your community. Does this statement reflect your ideal conditions?

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

Generally. However the 'true choices' concerns me. Especially in regards to 'what kind of home we live in'. It sounds like we'll have the ability to demolish and build whatever kind of home we see fit, and justify it by our personal needs. When in fact new building can disrupt existing streetscapes and erodes the original architecture that is referred to above as defining the context of our city.

Guiding Principles

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A local government that is trustworthy and transparent.

Guiding principles are simple statements that add more depth and meaning to the Vision. The Guiding Principles for Plan Salt Lake help define what quality of life means in Salt Lake City. What are your thoughts on the guiding principles?

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

There should be additional wording re: preserving our past. That is too general and vague. 'Preserving our past' should contain a nod to doing that through protecting the existing historic structures, areas and neighborhoods that actually show and contain the 'story' of SLC's past. The recently adopted city wide preservation plan must be more than just a statement, there must be follow up and follow thru and this document should support and promote that objective.

Performance Indicators

Performance Indicators are metrics that can be used over time to gauge our success in achieving the Vision for Salt Lake City. Each Guiding Principle will have a series of Policy Statements based on simplified versions of existing City Policies. Performance Indicators will be tied directly to the Guiding Principles and Policy Statements to indicate how well we are implementing the Vision.

How would you measure success?

I'm not sure how the # of certs of appropriateness is going to be measured. If you find and deem too many have to be issued that could be determined to be a negative when in fact a greater number issued means there is appropriate and managed change and growth occurring.

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

Name not shown inside Council District 5

March 17, 2014, 3:14 PM

Plan Salt Lake Vision

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We expect that our government will be open, fair and responsive to the needs of the City. We expect that all people will be treated equitably, with dignity and respect, and be free from discrimination and that these tenets will be followed as we see demographic changes.

The purpose of a vision statement is to outline the ideal conditions for your community. Does this statement reflect your ideal conditions?

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

I'm surprised that there is not any mention of creating an economic climate that is friendly to business or any emphasis on promoting well-paying jobs for the local population. The closest it comes is "a strong education is the backbone of a successful economic environment." The Vision Statement is very heavily weighted towards "quality of life" goals and seems to ignore the fact that all of these are made possible by the economic base of the city, which is a direct result of the city's ability to develop, attract, and keep quality business enterprises. I would like to see these essential goals (quality businesses and well-paying jobs) represented in the Vision Statement.

Guiding Principles

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A local government that is trustworthy and transparent.

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

Guiding principles are simple statements that add more depth and meaning to the Vision. The Guiding Principles for Plan Salt Lake help define what quality of life means in Salt Lake City. What are your thoughts on the guiding principles?

The Guiding Principles seem to imply that the city government is going to need to exert control over very many aspects of individual and community life in Salt Lake City in order to achieve its goals. This inevitably results in limitations on individual freedom and property rights, in other words, in fewer choices for its citizens, as well continually increasing sales, property, and business taxes to fund such an idealistic vision. I would like to see some wording about the need to maintain a balance between individual liberty/property rights/low taxes and the design/control/development of city environments/resources.

Performance Indicators

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How would you measure success?

We recommend that measures include: air & water quality; mass transit usage; availability of green space; the fiscal soundness of SLC city budget; the number of new businesses and jobs coming into the City vs. leaving; trends for crime rates in SLC; improving test scores, graduation rates, and illegal drug use rates for students in the SLC School District; and a satisfaction survey of the SLC population.

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

Name not shown inside Council District 7

March 17, 2014, 10:12 AM

Plan Salt Lake Vision

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The purpose of a vision statement is to outline the ideal conditions for your community. Does this statement reflect your ideal conditions?

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

I agree with the above but it is too general. Need more specifics.

Guiding Principles

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A local government that is trustworthy and transparent.

Guiding principles are simple statements that add more depth and meaning to the Vision. The Guiding Principles for Plan Salt Lake help define what quality of life means in Salt Lake City. What are your thoughts on the guiding principles?

No mention of better public transit with high density housing to make this realistic. Also no mention of making the streets more favorable to pedestrians and bicyclists and less automobile friendly.

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

Performance Indicators

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How would you measure success?

Cleaner air, easier access to public transit, more people walking &/or cycling.

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

Name not shown inside Council District 7

March 17, 2014, 9:38 AM

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We expect to have true choices about how we live our lives, from what kind of home we live in to how we travel to work, shop, worship or recreate. We expect to be safe while we are in our neighborhoods and to have the resources and services we need.

We strive for a complete education for all, understanding that a strong education is the backbone of a successful economic environment.

We expect that our government will be open, fair and responsive to the needs of the City. We expect that all people will be treated equitably, with dignity and respect, and be free from discrimination and that these tenets will be followed as we see demographic changes.

The purpose of a vision statement is to outline the ideal conditions for your community. Does this statement reflect your ideal conditions?

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

include provisions for dogs in terms of maintenance and support for off-leash areas.

Guiding Principles

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

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

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

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

The right to breathe clean air and drink clean water

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

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

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

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

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

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

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

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

A local government that is trustworthy and transparent.

Guiding principles are simple statements that add more depth and meaning to the Vision. The Guiding Principles for Plan Salt Lake help define what quality of life means in Salt Lake City. What are your thoughts on the guiding principles?

Resource areas should encourage local management through community building by and for users.

Performance Indicators

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

Performance Indicators are metrics that can be used over time to gauge our success in achieving the Vision for Salt Lake City. Each Guiding Principle will have a series of Policy Statements based on simplified versions of existing City Policies. Performance Indicators will be tied directly to the Guiding Principles and Policy Statements to indicate how well we are implementing the Vision.

How would you measure success?

educational events, use levels, assessment of environment, user community involvement.

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

Steven McQuinn inside Council District 4

March 12, 2014, 2:00 PM

Plan Salt Lake Vision

Salt Lake City is the social, economic and cultural center of the region. It is a place that welcomes all with open arms, isn't afraid to tackle the complex issues of our times and is committed to effective and transparent governing.

We are a city that values a healthy lifestyle where we enjoy clean mountain air to breath and fresh water to drink. Our quality of life is centered on our access to our natural surroundings and the ability to interact with one another as we walk and bike our kids to school, enjoy our numerous cultural resources and events or shop and dine at our unique local shops and restaurants. Our City respects the natural environment and the relationship we have with it. We recognize and value the importance of protecting our quality of life for future generations.

Whether through our ancestry or architecture, our past helps define the context of our City. Every generation and development adds to that context. As we grow, we expect that growth will make a positive contribution to our community by respecting our past and adding to the definition of the City.

We expect to have true choices about how we live our lives, from what kind of home we live in to how we travel to work, shop, worship or recreate. We expect to be safe while we are in our neighborhoods and to have the resources and services we need.

We strive for a complete education for all, understanding that a strong education is the backbone of a successful economic environment.

We expect that our government will be open, fair and responsive to the needs of the City. We expect that all people will be treated equitably, with dignity and respect, and be free from discrimination and that these tenets will be followed as we see demographic changes.

The purpose of a vision statement is to outline the ideal conditions for your community. Does this statement reflect your ideal conditions?

Plan Salt Lake Draft Vision Document.

What are your thoughts on the the draft Vision, Guiding Principles, and Performance Indicators document.

In general, yes.

Guiding Principles

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

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

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

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Guiding principles are simple statements that add more depth and meaning to the Vision. The Guiding Principles for Plan Salt Lake help define what quality of life means in Salt Lake City. What are your thoughts on the guiding principles?

A degree of enforcement will be required, and that is where resistance will arise. Personally, I favor facilitation and information furnished to the people whose behavior must adjust, rather than trying to make landlords into enforcers, which doesn't work. Salt Lake City would need more high rises in order to accommodate population

Plan Salt Lake Draft Vision Document.

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growth. Where does that fit into guiding principles? My vision for the ideal city of the future is a landscape of isolated skyscrapers separated by wild lands, and I'm sure no one else feels that way. My point is that we can all agree on generalities while finding ample cause for disagreement over specific implementation.

Performance Indicators

Performance Indicators are metrics that can be used over time to gauge our success in achieving the Vision for Salt Lake City. Each Guiding Principle will have a series of Policy Statements based on simplified versions of existing City Policies. Performance Indicators will be tied directly to the Guiding Principles and Policy Statements to indicate how well we are implementing the Vision.

How would you measure success?

The list of performance indicators should always be open, as new indicators will arise. The key question is, who will be monitoring these indicators? The person who pilots the plane should be the one looking at the instrument panel, not some intern writing annual reports.

Plan Salt Lake

What are your thoughts on the Draft Plan Salt Lake plan?

All On Forum Responses sorted chronologically

As of September 4, 2014, 9:24 AM



As with any public comment process, participation in Open City Hall is voluntary. The responses in this record are not necessarily representative of the whole population, nor do they reflect the opinions of any government agency or elected officials.

Plan Salt Lake

What are your thoughts on the Draft Plan Salt Lake plan?

Introduction

Plan Salt Lake is a comprehensive, citywide Vision for Salt Lake City. It will be used to guide future community master plans and element plans over the next twenty-five years.

Plan Salt Lake

What are your thoughts on the Draft Plan Salt Lake plan?

As of September 4, 2014, 9:24 AM, this forum had:

Attendees:	98
On Forum Responses:	1
All Responses:	3
Minutes of Public Comment:	9

Plan Salt Lake

What are your thoughts on the Draft Plan Salt Lake plan?

Responses

Is there anything missing from Plan Salt Lake? If so, what?

Answered	3
Skipped	-2

parking plan **process t**

Do you agree with the Vision and Guiding Principles?

Answered	3
Skipped	-2

Do you support the Plan Salt Lake?

Answered	3
Skipped	-2

future only parking

Steven McQuinn inside Council District 4

August 15, 2014, 10:39 AM

Is there anything missing from Plan Salt Lake? If so, what?

You don't have a contingency process for climate change shock. There are some huge impacts coming that will severely affect the economy of the region across the gamut of your planning parameters. There should be a process for following indicators and generating response options. Process is the most important thing you can plan.

Do you agree with the Vision and Guiding Principles?

Yes, but again, climate change impacts will knock much of this for a loop, and you need to accommodate that emerging reality.

Do you support the Plan Salt Lake?

I do. However, without a climate change impact assessment process, it is only wishful thinking. It would be brave for a city to not only envision the future but to also monitor the present for changes that can thwart that future.