



PLAN SALT LAKE

SALT LAKE CITY | CITYWIDE VISION

Adopted December 1, 2015



PLAN SALT LAKE

INTRODUCTION	03
OVERVIEW	04
Sustainable Growth & Development	09
VISION	12
GUIDING PRINCIPLES	14
Neighborhoods	17
Growth	19
Housing	21
Transportation & Mobility	23
Air Quality	25
Natural Environment	27
Parks & Recreation	29
Beautiful City	31
Preservation	33
Arts & Culture	35
Equity	37
Economy	39
Government	41
APPENDIX	
MEASURING SUCCESS: Matrix	42
City Implementation Tools:.....	44
ACKNOWLEDGEMENTS	45



A VISION FOR THE FUTURE

Plan Salt Lake sets a citywide Vision for Salt Lake City for the next 25 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 should 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 and looking down at a map or drawing on a table. Another child is partially visible next to her. In the background, a woman is standing, and a sign on a wall lists names: CHRIS MONSON, BRETT PALMER, and GARRETT BLOMQUIST.

81
EVENTS

3,035
COMMENTS RECEIVED

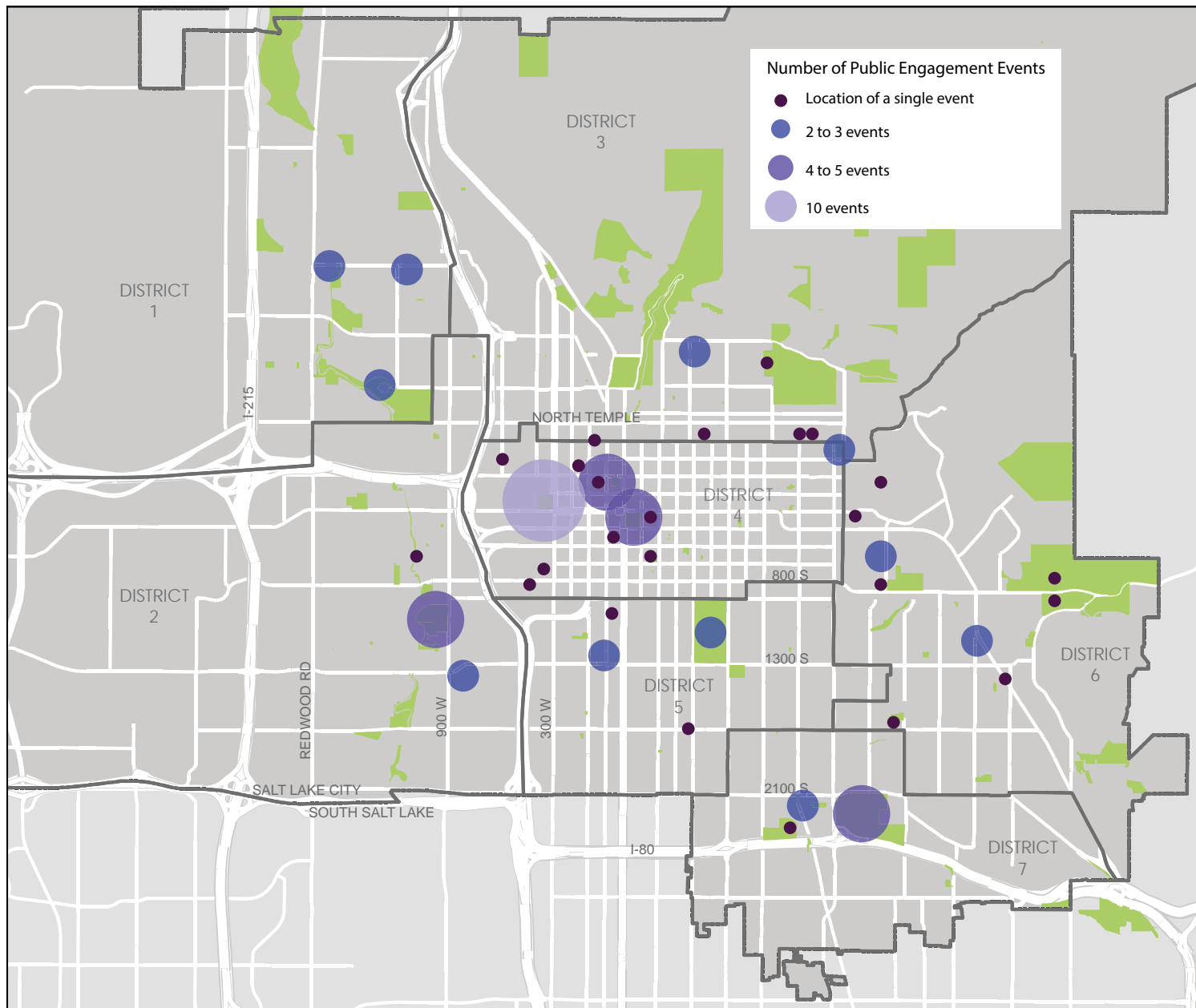
43
LOCATIONS CITYWIDE

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.

As the City grows, it needs to consider all aspects of growth and the impact it has on our streets, parks, public spaces and buildings, and utilities. Out of necessity, these items need to be found throughout the City, in every neighborhood. Because they are required citywide, no master plan can identify the exact locations of where all of these facilities may be located. Major projects, such as new parks, recreation centers, water treatment facilities, fire and police stations and other principal buildings should go through a public process. Minor facilities should be expected within neighborhoods, often without being specifically identified in a master plan.

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

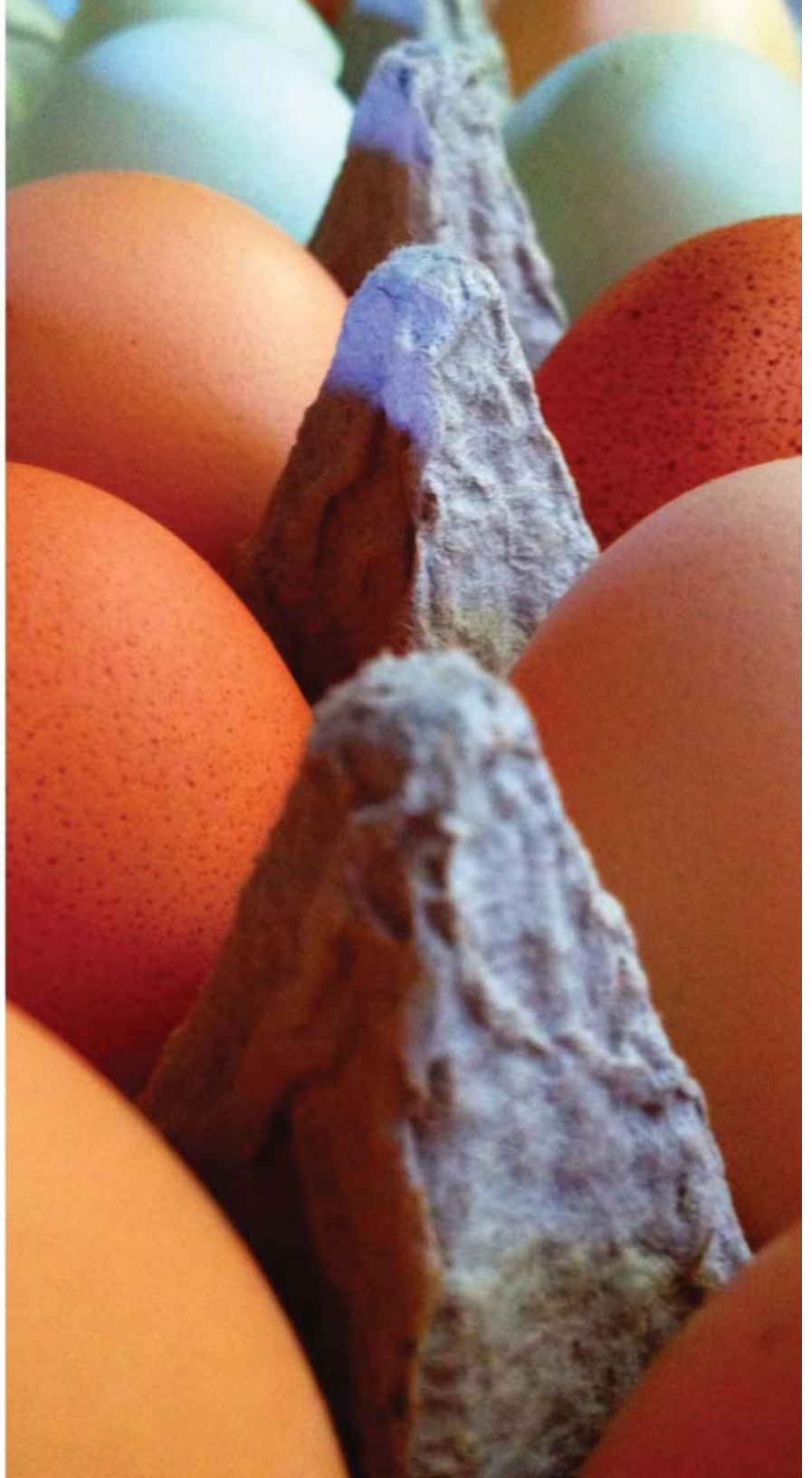
The cost of public infrastructure investments, such as transit, can be recaptured through new development and increases in density. Transit-oriented development maximizes transit infrastructure benefits through increased ridership and density. This type of development results in more walkable, vibrant, 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 wellbeing 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 throughout the City, 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 long standing 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.

1/ NEIGHBORHOODS

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

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.

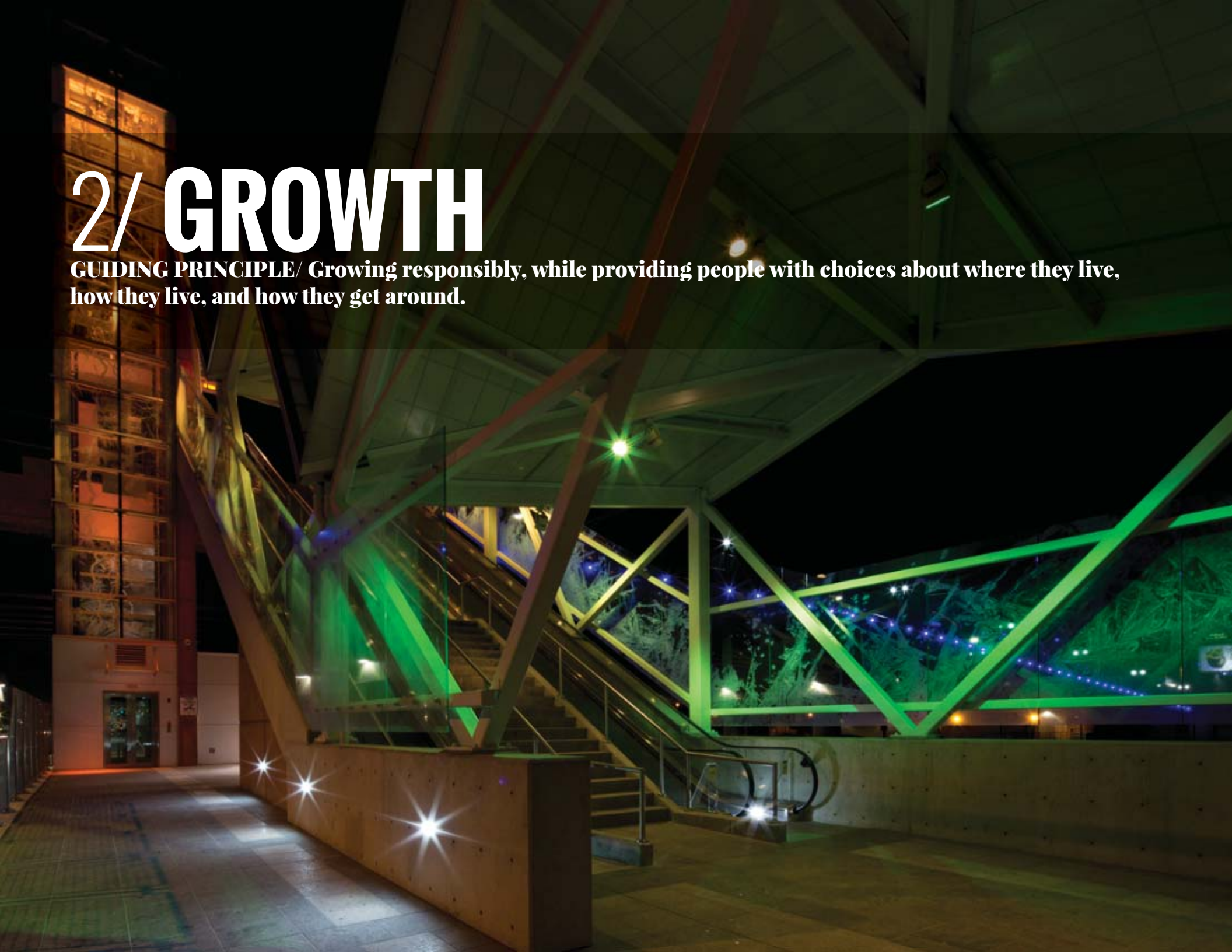
Neighborhood business districts also play an important role in shaping the unique character of our neighborhoods and provide valuable goods and services for nearby residents. While they vary in size and draw, neighborhood business districts contribute to the overall livability and economic health of 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. Support policies that provides people a choice to stay in their home and neighborhood as they grow older and household demographics change.
6. Incorporate artistic elements and support cultural events on a neighborhood scale to reinforce neighborhood character and identity.
7. Promote accessible neighborhood services and amenities, including parks, natural lands, and schools.
8. Encourage and support local businesses and neighborhood business districts.
9. Provide opportunities for and promotion of social interaction.
10. Improve the usefulness of public rights-of-way as usable public space.
11. Improve green infrastructure (including parks, natural lands, green-ways, and urban forestry) in neighborhoods by incorporating best management practices for our parks and streetscapes.
12. Support west side business nodes.

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. INCREASE SALT 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 25 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, stabilized property taxes, 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 throughout the city, providing the basic human need for safety and responding to changing demographics.

2040 TARGETS:

1. INCREASE DIVERSITY OF HOUSING TYPES FOR ALL INCOME LEVELS THROUGHOUT THE CITY
2. DECREASE PERCENT OF INCOME SPENT ON HOUSING FOR COST-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.
8. Support homeless services.



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 25 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. This includes more frequent transit service with longer service hours. 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 including 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 rights-of-way 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.
 - Increase the frequency and service hours of transit in neighborhoods.
 - 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. Prioritize connecting residents to neighborhood, community, regional, and recreation nodes by

- improved routes for walking, biking and transit.
3. Prioritize connecting nodes located throughout the City to each other with improved walking, biking and transit.
4. Reduce automobile dependency and single occupancy vehicle trips.
5. Make walking and cycling viable, safe, and convenient transportation options in all areas of the City.
6. Prioritize maintenance of existing infrastructure (enhancing quality of life, safety, sustainability, and mobility).
7. Encourage transit-oriented development (TOD).
8. Support and enhance the Salt Lake International Airport as a regional and international amenity (including freight).
9. Collaborate with regional partners to relieve congestion and enhance rights-of-way for alternative modes of transportation.
10. Enhance rights-of-way to join, rather than segregate, adjacent neighborhoods.
11. Incorporate green infrastructure into our rights-of-way and transportation network.
12. 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 25 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.

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 liveability 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.



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. INCREASE NUMBER OF PROTECTED STRUCTURES AND SITES

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 roles 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.

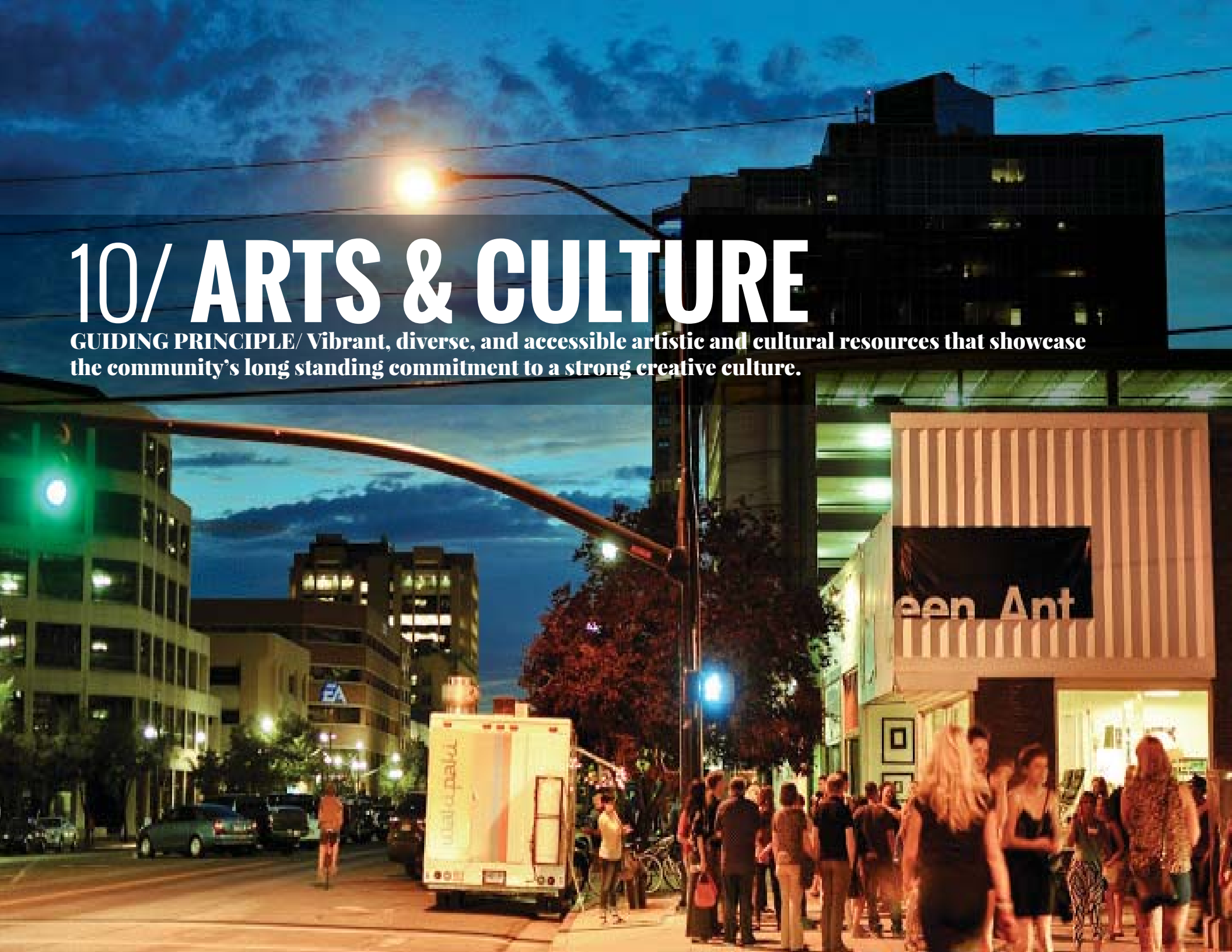
We understand and respect that change is part of history and that places evolve. As a City, we will continue to balance preservation and character conservation with growth and redevelopment, prioritizing preservation while allowing flexibility and change where appropriate.

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. INCREASE OVERALL PARTICIPATION IN ARTS AND CULTURAL ACTIVITIES
2. EMBEDDED ART IN ALL CITY INFRASTRUCTURE PROJECTS

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 creative

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 overtime, 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. Pursue equitable access to privately provided services and amenities across the City.
4. Support policies that provide housing choices, including affordability, accessibility and aging in place.
5. Promote and foster high rates of social capital.
6. Be among the most inclusive, welcoming, and dynamic cities.
7. Collaborate with community partners and the private sector to combat discrimination and ensure safe and equal access.
8. Provide and promote clear and effective communication.
9. 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.

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

2040 TARGET:

1. INCREASE HOUSEHOLD INCOME
2. PERCENTAGE OF HOUSEHOLDS WITHIN 1/2 MILE OF A NEIGHBORHOOD, COMMUNITY OR REGIONAL BUSINESS NODE.

As the business, financial, and cultural capital of Utah, Salt Lake City has experienced vast economic growth and success. Since the Great Recession of 2008, the City has seen a steady rise in all economic indicators including employment, wages, valuation, and development. This success has resulted in thousands of jobs and millions of dollars in revenue for the City and its residents. With its strong downtown core, excellent public transportation system, great access to the natural environment and resources, and high quality of life; Salt Lake City has established itself as the economic center of the region and the State.

While significant strides have been made to improve the business environment, Salt Lake City understands there is more work to be done. Using the City's existing vibrant and diverse economy as a foundation, it has the opportunity to create an even more prosperous future for its business community and its residents. Salt Lake City is committed to developing a comprehensive economic development plan that meets the needs of the businesses and bolsters economic development. In order to achieve economic success, the City's economic development plan will identify goals and objectives, utilizing effective tools, policies, and

12/ ECONOMY

programs, while being flexible enough to respond to economic changes and opportunities. Accompanied by strong leadership and organizational structure, Salt Lake City will develop the economic vision to establish itself as the State and regional leader in economic development and becoming the next Great American City.

An economic vision for the City should reflect those values and characteristics that make Salt Lake City unique. Our natural setting provides spectacular views, easy access to recreation opportunities and a natural environment that contributes greatly to our quality of life. Our young, friendly and family-oriented nature shapes our approach as an inventive, resourceful, collaborative and civic-oriented community.

Salt Lake City recognizes that education is linked to greater opportunity and values its educational institutions that provide a robust, highly-educated workforce. The City is home to several higher education facilities including the University of Utah, Westminster College, LDS Business College, and Salt Lake Community College. These institutions play an important role in our community, contributing to our culture, our neighborhood and regional character, research, innovation, and economy.

Neighborhood and local businesses play an important role in place making and creating a unique community identity. The City will continue to support these neighborhood business nodes citywide and assist them in their growth. The City also values and encourages entrepreneurship and innovation, and sees the creative economic sector as an important part of our local and regional economy. In addition, Salt Lake City is committed to maintaining and improving the City's position as the prime location in the State for new and

existing businesses through aggressive recruitment and retention efforts to help businesses locate, innovate, and grow.

To carry out this vision, Salt Lake City has identified three primary economic development goals that will be the catalyst for a detailed economic development plan:

Shift the Culture

Salt Lake City pledges to address existing barriers to economic development with the organization to support a culture of customer service. The City has prioritized economic development at the cabinet level to help evaluate City policy, processes, and programs through an economic development lens to take advantage of opportunities to streamline and improve.

Prioritize Commercial Success

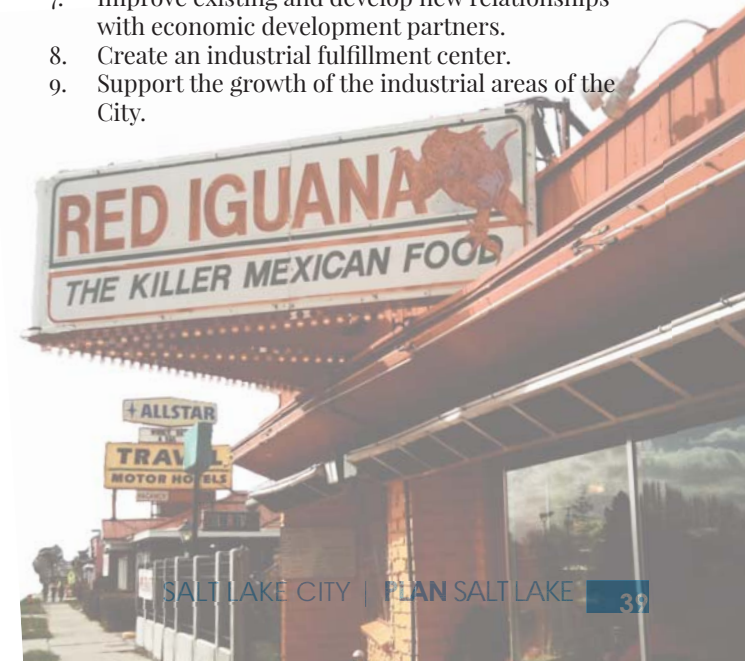
Salt Lake City pledges to support business development through effective and efficient use of economic development tools. By utilizing and leveraging the Economic Development Loan Fund and the Foreign Trade Zone, the City can assist new and existing businesses grow and thrive. The City will create new and innovative grant programs to assist businesses and the entrepreneurial community. With greater collaboration between the Redevelopment Agency and the Economic Development Division, the City can better manage and deploy tools and incentives.

Strengthen Partnerships

Salt Lake City pledges to foster new and reaffirm existing partnerships with organizations who share our goals to create a Great American City. The City is blessed with many motivated and passionate partners and it will work to further define its relationships with them and encourage an atmosphere of mutually beneficial collaboration.

INITIATIVES

1. Maintain and grow Salt Lake City as the economic center of the region.
2. Support the economic growth of Downtown, including:
 - Energy Solutions Arena update
 - Innovation District in the Granary with an activated Fleet Block
 - Reactivate the Gateway
 - Develop Station Center
 - Expand Research Park in or near the downtown area
3. Support the growth of small businesses, entrepreneurship and neighborhood business nodes.
4. Align economic development tools with each other.
5. Recruit corporate headquarters and major employers to locate in the City.
6. Support the redevelopment of Salt Lake City International Airport.
7. Improve existing and develop new relationships with economic development partners.
8. Create an industrial fulfillment center.
9. Support the growth of the industrial areas of the City.





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 property from crime.
10. Maintain a safe and healthy natural and human environment.
11. Be prepared for severe disasters and develop a resiliency plan to recover from major disasters.
12. Prepare for climate change impacts on community health and safety.
13. Improve licensing and permitting processes.

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

PLAN SALT LAKE MATRIX

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.

ADMINISTRATION

Ralph Becker, Mayor
Eric D. Shaw, Community & Economic Development Director
Mary DeLaMare-Schaefer, Community & Economic Development Deputy Director

CITY COUNCIL

Lisa Adams
Luke Garrott (Vice Chair)
Kyle LaMalfa
Charlie Luke (Chair)
Erin Mendenhall
Stan Penfold
James Rogers

PLANNING COMMISSION

Emily Drown (Chair)
Angela Dean
Michael Fife
Michael Gallegos
James Guilkey
Carolynn Hoskins
Matt Lyon
Clark Ruttinger (Vice Chair)
K. Marie Taylor
Matthew Wirthlin

PLAN SALT LAKE PROJECT TEAM

Wilf Sommerkorn, Planning Director
Cheri Coffey, Assistant Planning Director
Nick Norris, Planning Manager
Michaela Oktay, Planning Manager
BreAnne McConkie, Principal Planner and Project Manager
Elizabeth Buehler, Project Manager (former)
John Anderson, Principal Planner
Katia Pace, Principal Planner
Daniel Echeverria, Principal Planner
Michael Maloy, Principal Planner
Ana Valdemoros, Principal Planner

PHOTO CREDITS

- Cover, Page 3, 5, 15, 20, 22, 24, 30, 34–36, 40, back cover, Lance Tyrrell
- Page 6, Katia Pace
- Page 8, 11, 28, 38, Mike Schirf, Mike Schirf Photography
- Page 13, Nick Britton
- Page 16, Jeffrey Miller
- Page 18, Michael Dubreuil (Crystal Light, 2013. Artist Catherine Widgery)
- Page 26, Jesse Peterson (Bonneville Shoreline Preserve)
- Page 32, David Newkirk (courtesy Downtown Alliance)
- Page 46, Lance Tyrrell (Sugar Beet, 2003. Artist Day Christensen)