



# ***Research Team Briefing Papers***

January 17, 2007

As part of the Downtown Rising process, small, multi-disciplinary, issue-oriented research teams were formed to probe, analyze and discuss issues pertinent to the development of the final vision. The areas of focus included transportation, arts and culture, hospitality, Main Street, business friendliness, urban living, education, green/environment, beautiful streets, and World City. Each team was asked to prepare a briefing paper and present their recommendations to a joint Downtown Rising Convener/Cabinet meeting. Selected components of these recommendations were incorporated into the final vision (see [www.downtownrising.com](http://www.downtownrising.com)). These recommendations, as well as other background information and recommendations, are provided here for further discussion.



# Downtown Education Research Team

## Research Team Participants

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### **Purpose:**

*Formulate education recommendations for the final Downtown Rising vision.  
Develop downtown's credentials as a university town and as a place with a stellar public education system.*

### **I.1 Background**

Colleges, universities and K-12 educational opportunities are major economic drivers. Downtown Salt Lake City has an abundance of educational assets within or in close proximity to downtown. Downtown Rising Conveners and Cabinet members would like to strategically develop these educational assets to build a more prosperous and livable downtown community.

Research team participants identified this as the current baseline:

**a. Brigham Young University**

- i. BYU-Salt Lake Center will be relocating downtown to 66,000 sq. ft. located at Triad III (70% more space than they currently have).
- ii. Bulk of classes are taught late afternoon and evening.
- iii. 1848 headcount; 670 FTE.
- iv. No student housing associated with the move.
- v. No plans to grow significantly.

**b. LDS Business College**

- i. Relocation to TRIAD is complete.
- ii. Bulk of classes are taught morning/afternoon.
- iii. 1400 headcount; 1154 FTE (capacity is significantly greater).
- iv. Students come from 49 states and 49 countries.
- v. Housing provided in Plaza Hotel (350 women) and the old Travelodge (100 men).
- vi. Plan to grow slowly.

**c. Salt Lake Community College**

- i. Main Street building did not work.
- ii. A new lease has been signed for a new building on University Blvd. (400 South), just north of the SLC Main Library. (22,000 square feet/14 classrooms).
- iii. Intend to do more marketing and strategic positioning of downtown campus.

**d. Utah State University**

- i. Presence downtown limited to a development office. No instruction provided downtown.
- ii. Recently leased space at the Granite School District Offices (about 21<sup>st</sup> South and State).
- iii. Open to possibilities of a downtown presence.

**e. University of Utah**

- i. Recognition of proximity to downtown.
- ii. No plans for offering classes downtown.
- iii. Potential growth areas and connections vis-à-vis downtown include USTAR/expansion of research park, office building needs, University Blvd. (400 South) developments, enhancements to the arts and culture necklace, expansion of international programs downtown (associated with World Trade Center Utah), and stronger connections to downtown (transportation and otherwise).

**f. Board of Regents**

- i. Own 8500 sq. ft. building at Gateway. Building is also the headquarters for the Utah College of Applied Technology.
- ii. 225 employees.
- iii. Building includes IP video; they can teach classes from the facility in every county.
- iv. Some training done at the building.
- v. Looking to include exhibits at the building (Utah Museum of Natural History and Utah Museum of Fine Arts) and create a downtown link to cultural amenities offered at the university.

**g. Public Education**

- i. Acknowledgement that significant public education assets are within and proximate to downtown. (e.g. public schools, state board headquarters, district headquarters.)
- ii. Many outreach programs are also downtown (e.g. City Library, Leonardo, Clark Planetarium, Children's Museum).

**I.2. Key Observations**

**a. Education/Economic Development** – Broad consensus that education is a primary economic draw and driver.

**b. Timing** – Right now we have a significant opportunity to create a downtown education vision because of all of the changes occurring downtown (BYU, SLCC, LDS Business College).

**c. K-12 perception** – We must overcome perceptions that there are no good K-12 opportunities downtown. Even more, we must strengthen the opportunities that already exist for high quality K-12 learning downtown. Our vision should NOT be limited to the old and the young urban professionals.

**d. "University Town"** – There is a difference between a college town and a university town.

- i. Iowa City is an example of a "college town."
- ii. Boston is an example of a "university town." A university town is not a physical location, but rather a collection of people and activities – educated populace, niche shops and parks, rivalries, etc. Salt Lake City is more of a university town.

**e. Student Draw** – Students don't need to live downtown to enliven downtown.

- i. Approximately 30% of students and faculty come through downtown to access the University of Utah.

### **I.3. Barriers**

- a. Inadequate collaboration** – Education providers do not collaborate effectively. One participant said, “We collaborate, but we are not very deliberative or purposeful about it.” To make an education vision happen we will need downtown strategic alliances.
- b. Dispersed institutions/connectivity** – Educational institutions are too scattered. We need to be better connected.
- c. Cost** – Land downtown is too expensive. You can only develop high-end facilities.
- d. Lack of entertainment** – Students complain that there is not enough to do downtown. We need a hospitality district to attract the student population downtown.
- e. Start-up funding** – Need start-up funding for any new development downtown.
- f. Liquor laws** – Liquor laws are an issue for public school locations downtown. Schools cannot be within 600 feet (about one block) of an establishment with a liquor license.

### **I.4 Recommendation**

- a. Early Kindergarten-2<sup>nd</sup> Grade Instruction Downtown** – Provide pre-K through 2<sup>nd</sup> grade instruction in select office building locations downtown. Approximately 62,000 people commute into downtown Salt Lake City each weekday. The young children of these parents will benefit from being close to their parents during the day and from having an “urban” education (close proximity to resources like SLC Main Library, museums, cultural venues, etc. The proposal is for the Salt Lake City School District to provide this training in specialized settings downtown.
- b. USTAR** – Proactively reach out to the accelerated R&D program at Utah’s research universities. This R&D program, and the related manufacturing, will require supporting professional services (legal, accounting, financial, etc.) Professional service companies benefit from locating near each other (agglomeration effect) and downtown is their location of choice. An estimated 400-500 new companies will spin-off from the USTAR initiative over the next 20 years.
- c. International Training Center** – Collaborate with World Trade Center Utah and other international projects to develop a center and curriculum for training high-level executives about doing business

internationally. The concept would be to have a state of the art center (advanced technology, inspiring setting, prominent faculty) that would provide month-long training, 6-8 times per year.

- d. Consortium campus/"edutainment" centers** – There is some interest in building a shared infrastructure for downtown offerings (advising, registration, computer labs, etc.). This would not have to be constrained to instruction (e.g. "edutainment centers" that co-locate bookstores, continuing education centers, cybercafés, gourmet food courts and fitness/wellness centers.
- e. University Blvd./Branding** – A university/campus-influenced presence can be a great tool for urban redevelopment and civic enrichment. A first step would be to call 400 South by its name, "University Blvd." And concentrate campus-related developments along this "learning corridor."



# Downtown Hospitality Research Team

## II.1. BACKGROUND

Hospitality Industry growing and important part of Utah and Downtown Salt Lake City economy.

- . Convention delegates
- . Visitors downtown
- . Economic impact

Quality of life imparted by visitors and convention delegates important to enliven city.

7,000 hotel rooms in downtown core.

Downtown convention hotel would be helpful to maximize use of Salt Palace. Currently, downtown hotels not sufficient to accommodate larger conventions.

Proliferation of limited service hotels may be having impact on viability of larger hotels in downtown core by creating oversupply of rooms w/out added value of marketing that larger hotels bring.

Convention Center in top 13% in United States with over 500,000 square feet.

Salt Lake City is generally competitive with our peer cities in attracting conventions.

Assets are airport service and proximity, Salt Palace, clean and safe, and service.

Liabilities are perception as boring and no nightlife or entertainment (See survey of Association Execs).

Best way to change that perception is to enhance Broadway between 200 W and West Temple as the epicenter of a lively, diverse, 24/7 mixed use district with restaurants, clubs, shopping and entertainment in close proximity.

- The area along West Temple to 200 West and 300 South already has a distinctive look, feel, appropriate scale and concentration of desired uses.
- The SLCVB has identified that the perception among convention planners is that there is not a “nightlife” in Salt Lake City and that perception impacts the decision to locate their conventions in Downtown Salt Lake City.

## **II.2 KEY ISSUES**

- Location of the hospitality district: Is the current area (W. Temple-200 West/300 South) the logical place for the focus of a Hospitality District?
- Pedestrian friendly, aesthetically pleasing streets are needed to facilitate walk-ability to and in the hospitality district.
- Is there a reasonable way to make small modifications to Utah liquor laws to make them understandable to visitors and not create negative perceptions?
- The hospitality area needs to have some proximity to the hotels, the convention center, shopping and other visitor attractions.
- Construction of more limited service hotels might not be helpful in attracting more conventions.
- Proximity to Salt Palace of larger hotel key to attracting more conventions.
- Hospitality areas must appeal first to visitors and be an expression of local flavor and interest.
- Infill of vacant parcels and surface parking important to create continuous and contiguous streetfront activity.

## **II.3. BARRIERS**

- Zoning regulations that limit the number of liquor licensees. Flexibility in locating licensees would be helpful in establishing a “Hospitality Zone”.
- It is not necessary to increase the number of liquor licensees, but simply to allow some flexibility in the placement of those licensees would go along way in overcoming this barrier.
- Achieving mix of uses in hospitality district that are unique, distinctive and attractive to local residents and visitors.
- Any changes to state liquor laws are difficult.
- Is there a market, financing and developer interest for a development scheme a that helps accelerate the appropriate mix of uses to achieve the desired end in a reasonable time frame?
- Difficult for some to appreciate the payoff for such a concentration of activity to economic well being of downtown.

## **II.4 RECOMMENDATIONS**

- Create a marketing campaign that markets the existing resources and venues; and highlights the activities and assets currently available.
- Allow more flexibility in zoning for liquor licenses in a targeted area.

- Concentration on Broadway between West Temple and 200 West area including physical and development changes and infill.
- Insure that parking is sufficient, convenient and simple.



# Main Street Research Team

## Research Team Participants

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Carla Wiese (Downtown Alliance)  
Downtown Alliance (Downtown Development Committee)

### III.1. BACKGROUND

- Main Street has been historically been the commercial center of Utah.
- Main Street was originally a location of small business/shop owners.
- Success (or failure) of Main Street is a barometer of success of Downtown.
- The evolution of Main Street has been from a retail location to a mixed use to the newest trend as the location for high rise office development.
- The presence of TRAX means that the area can handle a higher density development (58,000 riders/day).
- Along with the large office space type development, there is a mix of small, historic buildings that add to the character and personality of Main Street.
- Premier Salt Lake City hotels located on Main Street
  - Hotel Monaco 225 rooms
  - Grand America 775 rooms
  - Little America 850 rooms
- There are **22** restaurants and **5** private clubs on Main Street from 600 South to South Temple.
- Approximate total square footage of retail and office space: **4,223,082**. (doesn't include NAC/Tribune properties, Utah Theatre or Crossroads and ZCMI Center)
- Total office and retail square footage in CBD: **7,457,306** (doesn't include NAC/Tribune properties, Utah Theatre or Crossroads and ZCMI Center)
- Approximately **57%** of office and retail square footage in the CBD is located on Main Street.
- **97** Residential units located on Main Street
  - 379 South Main/New Grand Apts. 80 units

- 159 South Main/Incantations 10 units
- 140 South Main/Main St. Coffee Single Family Unit
- 122 South Main 1 unit
- Lollin and Karrick 5 units
- Major Main Street Tenants include:
  - Wells Fargo
  - Zions Bank
  - US Bank
  - Key Bank
  - Sam Weller's Books
  - Garff Enterprises
  - KUTV Channel 2
  - JC Penney
  - Federal Courts
  - Major Law Firms
- City Creek Development
  - 900,000 sq. ft. of retail
  - 1.4 million sq. ft. of office
  - Three Anchor department stores
  - Approximately 6 acres of open space
  - 500-900 Residential units both rental and owner occupied
- Other new developments
  - 222 South Main which will add 449,968 sq. ft. of Class A office space
  - Rehab of the Walker Building will convert 35,457 sq. ft. of Class C
  - Planned conversion of the Boston Building to 51 residential condominium units.
- Arts and Cultural Activities
  - Gallivan Center
    - 25,000 visitors to the ice rink from November to February
    - 168,000 attendees for public events
    - 10,000 attendees at private events
  - Temple Square
    - Over 5 million visitors

### **III.2. KEY ISSUES**

- How do we accelerate development in the 100-200 South block?
- In the short term, how do we make vacant buildings more aesthetically pleasing and avoid the look of a boarded up, empty Main Street?
- How will City Creek development alter the look and function of Main Street?
- What is Utah Theatre's future as a cultural facility?
- What are the best uses for the NAC and Tribune Building?
- What are the future plans for the Sinclair property at 400 South and Main?
- How will future Light Rail alignments impact Main Street?
- How to best connect the Salt Palace to Main Street?

### **III.3. BARRIERS**

- Banking and other Institutional use buildings have created a de facto “financial district”.
- Current design guidelines preclude central street level activity
- Uncertainty about uses of some of the major properties
- No clear, agreed upon direction and role for Main Street
- Competition for development in other parts of Downtown

### **III.4. RECOMMENDATIONS**

- The mixed use character of Main Street should be continued and fostered.
- Mid block pedestrian connections to Regent Street would access parking and a connection to West Temple would access the Salt Palace.
- The street level of office space should be maintained as retail that is accessible from the street.
- There is merit in the idea of having one “anchor” developer or development plan that coordinates several developments and owners in 100 South Block of Main Street.
- More permeability to ground floor of office towers.
- Utah Theatre’s should be used is as cultural facility with mixed use possibilities.
- Accelerate short term physical enhancements to current boarded or vacant buildings.



# Urban Living Research Team

## Research Team Participants

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### IV.1. Background

Currently, we are experiencing a good market for residential housing in downtown Salt Lake City. We need to be careful not to confuse a good market with a long term trend.

There isn't a strong residential ethic/tradition in downtown SLC but as other attractions come downtown, you will see the residential component grow.

Downtown Salt Lake City will see some speculation but you won't see speculation like you have seen in other markets such as Las Vegas, Miami and New York. We have a different culture and environment here that is vastly different from those locations.

### IV.2. Key Issues

The way the market is set up, you end up building to the two extremes. On one end you are building for the high end buyer that can afford market driven price of an urban condo. On the other end you are building to the affordable housing market that is subsidized and makes it possible for the developer to build. The problem is the mid-market gap.

Safety and security are important issues for home buyers, especially in an urban setting. This is more than just statistics. It is a perception. A vibrant, dense and active downtown goes along way in providing a sense of safety.

Along with the safety issue, there is the concern of the transient population. The homeless exist in Salt Lake and we are not going to be able to change that. The concern is the negative behavior and conduct along with the negative elements of prostitution and drug dealing that often prey on the homeless population. The presence of bike patrol officers and police being readily available goes a long way to alleviating some of these problems. Not only does it make individuals feel safer, but criminal elements are much less likely to congregate where there is a strong community policing presence.

Having strong leadership from the Mayor's Office to deal with these issues is important. This means funding for basic infrastructure like lighting and also for permanent housing for the homeless population. This is an issue that needs leadership from the City.

Neighborhoods have a common basis. You can't artificially create a neighborhood but you can work from existing historical neighborhoods. Basic amenities, such as lighting, should exist prior to development, or at least be planned in conjunction with the development. Public amenities and improvements need to be consistent with, and reinforce the overall housing plan. Smaller infrastructure projects spread out over a larger area may benefit the housing market more than expensive infrastructure projects concentrated in smaller areas. For example, providing well lighted streets that make streets more walkable and add to the perception of safety throughout the City will increase the curb appeal of downtown housing and benefit not only the housing market, but the overall attractiveness of Downtown. Private sector also needs to buy into the city improvements so that there is some agreement as to what the end result for the community will be. This will save money over the long run.

### **IV.3. Recommendations**

There should be prioritizing or at least some sort of goal setting in regards to RDA funding. This would prevent projects that don't have a lot of merit from being funded simply because they were first in line. A strategic plan from the RDA would go along way towards a more efficient and effective use of funds.

We should encourage and reinforce historical neighborhoods or neighborhoods that are in the embryonic stage. Neighborhood amenities to encourage residential development could/should coincide with the "neighborhoods" that we already have an outline for.

If city officials are concerned about a mid-market gap, then incentives should be provided to developers to fill that gap. There is currently no system in place to

facilitate development of mid-market housing and as stated previously, there is, to a certain extent, a deterrent to meeting this market.

Encourage street animation and density to assist in creating the perception of safety and security and also vibrancy which will help sell downtown living.



# World City Research Team

## Research Team Participants

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**V.1. Global awareness and global engagement** [Importance of increasing - also what we mean by SLC as a world city.]

### V.2. Key issues

- **Look and feel of capital city**
- **Comparative advantages**
- **Connectivity**
- **Image** [What it is - what we'd like it to be - how to get there]

### V.3. Analysis

#### 1. Look and feel of the capital city

- Warmth of flags - could be as simple as Salt Palace halls
- Importance of buildings, monuments and public spaces in creating spirit of city.

## **2. Comparative advantages**

- Transportation hub
- Olympic legacy
- Language and culture familiarity
- Volunteer spirit
- Natural beauty - skiing - national parks - etc.
- Convention Center and hotels - especially Grand America - a five star hotel reasonably priced and in beautiful setting.
- Universities - esp. Uof U in capital city with world class international assets Mid-East Center, Health Care - enthusiastically growing in other international areas - expect you'll hear something about that from the Education committee so will leave to them.
- Arts and Culture including symphony, opera, ballet etc.
- A great choral music center
- A world religious center - and not just for Mormons. Elaine Emmi, President of the Salt Lake Interfaith Roundtable, herself a Quaker said one of the things she loves about Salt Lake City is that you can talk about religion in public here - hasn't found that true in other places she has lived.
- Utahans and friends of Utah around the globe.
- Strong economy - growing population

## **3. Connectivity**

- World Trade Center Utah - a central purpose is connectivity - WTC network - Utahns and friends of Utah around the globe database and connectivity activities - possibly a global trading company - assistance in educating Utah companies re global business and connecting Utah companies around the globe - also a resource for business within Utah and U.S. The WTCU also build connectivity through executive language training programs, receiving distinguished international visitors, etc and will help advertise and utilize other competitive advantages such as language capabilities by tying in to a translation center. Plans are under way to have an international arbitration center at the trade center utilizing language and other comparative advantages.
- Increase connectivity through more international visitors
- Connectivity through international culture exchange
- Diplomacy [Govs office, Trade missions, etc.]
- Humanitarian

- Education, especially higher ed.
- Other.

#### **4. Image**

- Reference to importance of buildings, public spaces, and monuments in defining image of city. Have some fine ones. Need others that are representative of whole community and add international ambience. WTCU building itself will be an important part of the international ambience and image of our capital city. Others additions will be mentioned by speakers that follow.

#### **V.4. Barriers**

- Failure to think big enough - broad enough.
- Anything else worth mentioning? Cost? Maybe having University on board.

#### **V.5. Recommendations**

The final Downtown Rising vision statement should include:

- An international component as an important part of the "look and feel" of the city.
- The World Trade Center Utah
- The Global Exchange Place [and other international education components.]
- Importance of keeping the airport hub.
- Elements re welcoming international visitors [such as language-proficient volunteer hosts/hostesses, citizen and official diplomacy, etc.]
- Humanitarian and strategic peacebuilding center. [The "heart" of the city.]



## Transportation Research Team

### Research Team Participants

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### VI.1 Downtown Transportation Master Plan Overview and Study Framework

For the past eight months, planners from Salt Lake City, the Redevelopment Agency of Salt Lake City, UTA, UDOT, the Salt Lake Chamber of Commerce and the Downtown Alliance, with guidance from a consultant team, have been studying downtown transportation needs for Salt Lake City. All modes of transportation have been reviewed in a 30-year timeframe.

Several goals and objectives were identified for the study and approved by the Salt Lake City Council in June 2006. In summary the overall goals of the study are as follows:

**Goal No. 1 – Serving Downtown:** Downtown transportation will be supportive of and compatible with Salt Lake City’s vision of downtown and downtown land uses, activities and businesses.

**Goal No. 2 – Pedestrian Friendly:** Downtown Salt Lake City will be pedestrian friendly, where walking is the primary mode of transportation.

**Goal No. 3 – Easy to Use:** All forms of downtown transportation will be easy to use and understand.

**Goal No. 4 – Enhanced Transit Accessibility and Mobility:** All transit resources available in downtown will be used to enhance regional accessibility to downtown and mobility within downtown.

**Goal No. 5 – Balanced Modes:** Salt Lake City will creatively address congestion and enhance mobility in ways that are compatible with the other goals and objectives for downtown.

A draft Downtown Transportation Master Plan document is being prepared and will be ready for public review by the end of January 2007. Below is a summary of key plan elements that have evolved over eight months of study, which will likely be included in the draft plan.

### **VI.2. Rail Transit (See Map for Reference)**

The Downtown Transportation Master Plan has an explicit goal of enhanced transit accessibility and mobility. An enhanced TRAX system will continue to be the backbone of transit service in downtown, providing regional connectivity and local downtown circulation.

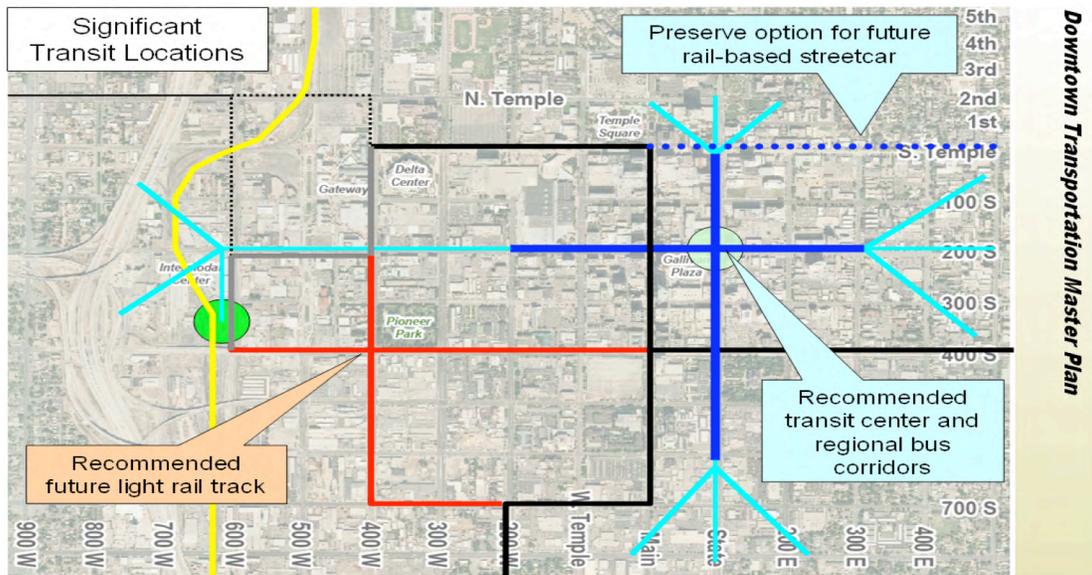
Key elements of the rail transit plan are as follows:

- The current downtown TRAX network can accommodate planned Mid-Jordan, West Valley, and Airport extensions in the 2015 timeframe;
- At some point over the next 30 years, rail transit capacity will be reached and need to be expanded in downtown. Possible trigger points for an expanded TRAX network are:
  - TRAX service compromising or impeding automobile traffic flow in downtown;
  - New and/or expanded development in downtown requiring additional transit service;
- Additional track will be constructed in downtown:
  - Along 400 South from Main Street connecting to the Intermodal Facility at 600 West and 300 South;
  - Along 400 West from 200 South (or 400 South) to 700 South, and then eastward to the main trunkline at 200 West;
- All additional tracks will be constructed to LRT standards and may include operation of transit vehicles such as a vintage trolley car to provide circulation in downtown.

### **VI.3. Bus Transit (See Map for Reference)**

While TRAX service will grow, buses will still capture up to 50 percent of the transit market. Key elements of the bus transit plan are as follows:

- State Street and 200 South will remain as key regional facilities for bringing bus service into downtown, with State Street remaining as the dominant route;
- Bus transfers will be accommodated generally at the intersection of 200 South and State Street. Additionally, a transit information center is proposed to be located in first floor space of one of the close by office buildings. This facility will complement the Intermodal Center on the west side of downtown;



Bus service to and from the Intermodal Center will help to distribute patrons using commuter rail within downtown Salt Lake City;

- Routing via branded corridors will be implemented to supplement circulation needs (see discussion below).

#### VI.4. Downtown Transit Circulation

An objective of the Downtown Transportation Master Plan is to help create a downtown that is accessible without the need for a car. Having a good transit circulation system is important to visitors and those arriving downtown via regional transit, those parking in or near downtown, and those living downtown. It is important that the downtown transit circulation system be easily recognizable, provide frequent service, and be either free or low-cost. Key elements of downtown transit circulation are as follows:

- TRAX service will continue to be free within downtown between downtown origins and destinations. UTA and the City are currently negotiating extensions to the TRAX free fare zone.
- When additional TRAX tracks are added downtown, the light rail tracks will be able to accommodate additional trains that would only circulate on the tracks downtown.
- Two to three circulation routes will be identified and signed with an easy to identify color or symbol. Potential circulator corridors include the following:
  - 200 South corridor, connecting the Intermodal Center with the transit information and transfer center at 200 South and State Street;
  - State Street from 400 south to North Temple, making this major UTA movement more visible to the public;
  - Hotel to Salt Palace corridor, connecting the hotels along 500 South and 600 South with destinations near the Salt Palace using West Temple;

Along these routes, all buses displaying the route identification information will follow the indicated route through downtown. UTA will route regional buses through downtown to achieve the density of service necessary to make a circulator convenient and reliable.

- UTA will reroute the State Capitol and Main Street Shuttles to provide supplemental service along the circulator routes.
  - If additional funding is identified, dedicated branded, rubber-tired circulation vehicles can be purchased and operated to supplement the downtown circulation provided by the regional rail and bus systems. These will operate in branded corridors.
- Downtown circulation in the above bus corridors should be free or provided at a nominal cost;
- UTA and the City are currently negotiating the extent of the free fare zone for buses downtown;

### **VI.5. Pedestrians**

An explicit goal of the Downtown Transportation Master Plan is that downtown is “pedestrian friendly.” Within the context of pedestrians, as well as bicyclists and motorists, it is important that downtown residents and visitors know that they have a special conditions while in downtown. Specific elements of the pedestrian plan are as follows:

- The downtown core will have specific boundaries to indicate to all that pedestrians have specific rights to mobility. Motorists will be expected to operate at slower speeds and have more interface with pedestrians.
- For pedestrian circulation, there are two major realms in the downtown core: the grid and the block:
  - The grid system of streets in downtown will be the backbone of the pedestrian plan;
  - Within city blocks, pedestrians will have special rights and be “pedestrian dominant.”
- For the grid, urban design guidelines for pedestrians will be developed for the three grid street prototypes: arterial streets, multi-modal streets and local streets.
- For the block, urban design guidelines for pedestrians will be developed for existing and proposed streets, alleys and service lanes, walkways, and open spaces.
- Additions are proposed to the recently installed wayfinding system. Specifically, smaller kiosks at every corner or mid-block crossing are proposed within the downtown core; pedestrian scaled signage to indicate mid-block walkways and pedestrian routes are also proposed. The kiosks should have both visual and audible directional information.
- Additional mid-block streets and walkways are being identified and prioritized. Strategies will be developed to help create pedestrian links and corridors through redevelopment, including policies to develop public links through development and between development parcels.
- Throughout downtown, specific corridors will be prioritized. Some corridors or “circuits” (designated routes along grid streets) will connect areas of high pedestrian activity in downtown.

- Mid-block pedestrian crossings will be provided on many streets including 200 West, West Temple, Main Street, South Temple, 100 South, 200 South and 300 South.
- Develop signage, speed limits, and signal operations that allow Main Street to remain open to vehicle flow, but also allow pedestrians to cross Main Street mid-block at unsignalized crossings. Eventually, the same treatments could be implemented along South Temple, between Main and 400 West.

## **VI.6. Bicyclists**

The bicycle element of the Downtown Transportation Master Plan has two explicit objectives: 1) create quality mobility options for all bicyclists and 2) provide a safe environment for bicyclists and all non-motorized transportation modes. The bicycle plan will accommodate both commuter bicyclists and casual bicyclists, attract new bicyclists, and provide maximum bicycle accessibility within the downtown core. Key elements of the bicycle plan are as follows:

- Improve visibility and safety of bicyclists on downtown streets. This can be accomplished in two primary ways:
  - Separate bike lanes on certain downtown streets (e.g., 200 West and 200 South) that are specially marked in downtown. Use of colored pavement to provide enhanced visibility for bike lanes is recommended;
  - Special markings or use of colored pavement (recommended) indicating travel lanes that are to be shared by both bicyclists and motorists.
- Bicycle facilities that are off-street and operate between travel lanes and sidewalks. These facilities will be recommended for certain streets and will help accommodate those bicyclists that are uncomfortable in auto traffic.
- Mid-block bicycle facilities that could be shared with pedestrians.
- Improved bicycle amenities downtown including:
  - Secure bicycle parking downtown in the form of bicycle lockers, bicycle cages, and bicycle storage/repair concessions;
  - Bicycle commuter amenities, including the provision of change rooms and showers in downtown office buildings.
- Comprehensive education program and community bicycling events.

## **VI.7. Parking**

The parking plan for downtown has three primary objectives: 1) automobile drivers will be able to “park once,” 2) the availability, visibility and accessibility of parking will be managed to achieve ease of use, and 3) on-street parking will be managed to encourage short-term use. An important feature of the parking plan is the effective management of short-term parking in particular. Short-term parking is defined as the parking needed for shopping and/or visiting downtown uses (such as office buildings) on an infrequent (i.e., not daily) basis, and generally for less than eight hours. Key elements of the plan are as follows:

- A parking management entity will be established to manage both public parking and short-term parking in private facilities. The parking management entity could be a Parking Authority or a division of an existing city department (such as the Redevelopment Agency) or the Downtown Alliance.

- Parking will be managed to balance the availability of parking at reasonable rates to foster downtown businesses and the economy.
- Short-term parking will be managed as follows:
  - In order to create turnover of on-street parking spaces, the hours of enforcement will be shifted to better match the demand for such parking. The hours of enforcement will shift from 8:00 a.m. to 6:00 p.m. to 10:00 a.m. to 8:00 p.m.;
  - On-street and off-street parking rates will be managed, to the extent possible, to make the less convenient off-street parking more economical than on-street parking. This may involve incentives or subsidies to private parking providers to enable reasonable rates (if market rates are higher). This may also involve requiring participating private parking companies to provide short-term parking to the public on the ground floor of their facility;
  - Short-term off-street public parking may be required by the parking management entity as part of new development;
  - On-street parking rates will vary depending on location in relation to the core business/retail area of downtown;
  - All on street parking in downtown will be metered, either by conventional meters (at each space) or multiple-space meters located near on-street parking spaces;
  - The city may contract with private parking providers to extend hours of operation to include evening hours at reasonable rates.
- The city's token program will be expanded to a more comprehensive validation program so that cars can be parked once but drivers can obtain useable validations at multiple destinations.
- Way-finding for parking will be improved and possibly include the following;
  - Signs to clearly indicate which parking facilities are open to the public;
  - Signs to clearly indicate parking rates and/or acceptance of validation;
  - Parking maps and other information on the internet;
  - Use of intelligent technologies to include variable message signs indicating availability of parking. Such signs may be located at key points outside of downtown or within downtown.
- Future construction of surface parking in the core of downtown will be prohibited or discouraged.
- Future construction of a public parking garage may be undertaken by the parking management entity or city if needed. This is not considered needed in the short term. Future parking needs may also be met by private parking providers.

#### **VI.8. Streets and Traffic Circulation**

As with pedestrians, the character of travel will change once a motorist enters the downtown core. Travel speeds will generally be lower to accommodate/encourage alternative modes of transportation. Key elements of the streets and traffic circulation plan are as follows:

- A street hierarchy will be defined in all of downtown. Streets will be classified as follows:
  - Arterial streets to channelize and move traffic through downtown (e.g., 500 South and 600 South);

- Multi-modal streets that will accommodate transit and other modes, but not automobiles at higher speeds;
- Local streets that will cater to pedestrians.
- Streets cannot be all things to all people. Different streets will have different modes prioritized with the goal of having grids of different types of streets throughout downtown.
- Guidelines will be developed for each street classification.
- Guidelines will vary based on the adjacent land use such that the downtown core will have different street guidelines than adjacent residential or mixed use areas.
- Signals will be timed to help facilitate traffic flow
- No additional one-way streets are being proposed.



## Green City Research Team

### Research Team Participants

Dianne Nielson, Chair (Utah Department of Environmental Quality)  
Chuck Ware (Design Workshop)  
Aaron Nelson (Design Workshop)  
Doug Dansie (Salt Lake City Planning)  
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Rick Graham (Salt Lake City Parks and Recreation)  
Robert Forbis (SL City Planning Commission, Salt Lake County Policy Analyst)  
Jordan Gates (Salt Lake City Environmental Advisor to the Mayor)

### Background:

A downtown that looks and thinks green is good for business. Over the long run, practices that reduce energy and water consumption lower operating costs for business. A downtown that looks and thinks green has improved ability to attract skilled labor that are looking for forward-thinking cities that care about the environment and about the health of their citizens. Many key conventions also look for destinations that care about the environment. Notably, Salt Lake's largest convention – the Outdoor Retailer's Convention – openly states the importance of environmentally friendly policies as it considers where it will take its business.

Salt Lake City should be congratulated for taking a strong lead in its stance to protect the environment. The Green City research team has examined a number of key ideas that have been explored for Salt Lake city in the past and has also looked at our peer cities in the West as we have developed a set of key recommendations for consideration by the Conveners and the Cabinet.

### VII.1 GOAL: DOWNTOWN LOOKS GREEN

#### A. Objective: Increase the density of downtown

Density downtown helps reduce growth pressures on vacant lands on the fringes of our region. Downtown residents also tend to have the shortest commutes, use the least water, and use more public transportation than residents in any other part of the state or even the intermountain west.

**a) Strategies:**

- Incentivize construction in downtown redevelopment areas
- Promote linked pockets of green space within the city blocks. These green spaces provide destinations and help to reduce the urban heat island temperature of the city and raise humidity in this hot, dry desert city.

**b) Actions to Explore:**

- Increase allowable floor-to-area ratios, as necessary, in portions of downtown
- Move projects to the head of the approval process queue
- Reduce required fees
- Transit corridor zoning
- Incentivize brownfield and infill redevelopment, e.g. with tax credits and TIF
- Prohibit development of new surface parking lots in the downtown zone.
- Reduce city required parking regulations.
- Explore development of a Smart Growth Zone to incentivize downtown and transit station development. In such a zone, incentives are offered such as reduced fees, density bonuses, and perhaps the ability to jump to the head of the development review queue.

**c) Strategies:**

- Consider working with the legislature to strengthen the State's redevelopment agency tools as they are applied to central city reuse areas.
- Salt Lake City should examine ways to more effectively utilize the redevelopment agency tools that are currently available and establish a district order of priority for focusing RDA and capital improvement dollars.

**d) Background:**

- Currently a supermajority vote of the Taxing Entity Committee meeting is required to approve a redevelopment areas;<sup>1</sup>
- Eminent domain is not allowed for redevelopment projects.
- The size of the redevelopment project area is limited to 100 acres
- If 2/3 or more of the property owners object, the redevelopment area may not be established.
- If 40% or more of the property owners within a proposed project area object to the establishment of a project area, it must go to a vote of the community at the next general election.

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<sup>1</sup> The taxing entity committee is made up of two members from the local school district, one member from the Utah State Office of Education, two members from the county, two members from the city or town creating the redevelopment agency project area and one member representing all other affected taxing entities

**e) Strategies:**

Use land more for building footprints than for surface parking

**f) Actions to explore:**

- Evaluate Salt Lake City’s required parking ratios
- Develop more aggressive transportation demand management (TDM) incentive and regulatory policy to reduce parking demand
- Prohibit new surface parking lots downtown

**B. Objective: Grow the urban forest**

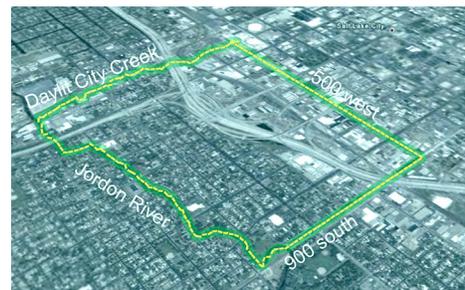
**a) Strategies:**

- Improve the walkability of downtown by creating a more cohesive urban forest
- Develop a tree master plan
- Develop a tree conservation ordinance and pruning standards (as necessary)
- Fill in any missing segments in the street tree network through incentives and requirements
- Add treed medians to key pedestrian-priority streets
- Develop an approved street tree list to help ensure a tree canopy and trees that work in an urban environment.
- Reinforce and advance a primary objective of the Salt Lake City’s Urban Forestry Ordinance to protect watersheds, soil stability, air quality and habitat for urban wildlife.
- Upgrade the City’s capital and operating budget for care and renewal of the urban forest.

**C. Objective: Use green connections to tie between major parks and regional natural features**

**a) Strategies:**

- Expand natural landscapes, connecting the city to the mountains, the river and the lake.
- Protect, preserve and restore the natural environment, with greenbelts and wildlife corridors.
- Improve the walkability of downtown by creating green connections between major parks and regional natural features
- Develop a Green Loop through downtown, tying it to the Jordan river
  - Complete the image of city creek, tie together the water images in the Gateway center with the City Creek Centre, extend city creek west of the Gateway to Jordan River



- Explore utilizing 900 south rail ROW as a high quality landscaped connection between the Jordan River and Liberty Park
- Strengthen the planned extension of 500 west park blocks to create a park focal point for new urban neighborhoods. 500 West park blocks should extend to 900 South.
- Coordinate with the Beautiful streets recommendations. North / south routes to consider include: 200 East, East West routes to consider include 100 South, 300 South.
- Establish strong relationships between new park development and private development, e.g. residential uses.
- Incorporate the bicycle master plan.

**D. Objective: Explore new public parks such that one is within walking distance of all parts of downtown**

Explore possible large scale public parks to serve future downtown residents of West Gateway, South Downtown, and Main Street, and upgrade public amenities in existing public parks. A major public park should be within walking distance of all parts of downtown (especially where growth is expected to the south and west)

**a) Strategies:**

- Create an exploratory committee to examine possible uses/ destinations for large public parks to be located within a half mile of each other.
- Explore city referendum options for funding new public parks downtown. (Who wouldn't vote for new parks downtown?)
- Where will residents recreate in the emerging neighborhood west of the Gateway?
- What is the future of the 9<sup>th</sup> South rail ROW?
- Explore connections to west Salt Lake City



**VII.2. GOAL: DOWNTOWN THINKS GREEN**

**A. Objective: Assist the development community in analyzing the potential benefits of sustainable practices**

**a) Strategies:**

- Consider utilizing or hiring city staff members to provide technical assistance
- Provide list of architects and builders that can share expertise in green building
- Sponsor green building conference to increase understanding of techniques and potentially to recruit a green-building non-profit to Downtown.

- Establish an ongoing organization or department to encourage, monitor and potentially enforce sustainable practices. This body would be used to accelerate corporate and community implementation of sustainability practices.

**B. Objective: Increase the use of high performance building standards for new construction**

**a) Strategies:**

- Incentivize high performance standards, e.g.:
  - LEED projects are moved to the head of the Salt Lake City development review queue
  - Fee reductions
  - Utility bill credits for conversion of lighting or water fixture
- Require minimum, common sense sustainable standards for new construction: e.g., energy efficient lighting fixtures, water efficient fixtures
- Consider banning building materials that contain ozone-depleting agents
- Promote high performance standards
- Develop sustainability criteria in City policy, City Purchasing, Municipal Operations and Program decisions.

**b) Actions to explore:**

- Develop a city landmark as an emblem of sustainability. For example, consider opening a stand alone city office of sustainability in a high profile LEED building.
- Investigate affordable green housing programs, e.g. near transit, with grants and loans.
- Highly encourage Taubman/LDS project as a national model of green practices, e.g. reuse demolished building materials.
- Green Business Development – Develop training opportunities and/or jobs for SLC residents.

**C. Objective: Develop sustainable public infrastructure – “Green Streets”**

The role of Green Streets would to aid in things such as aquifer recharge, storm water filtration and reduced runoff, urban heat island reduction, CO2 reduction, water conservation, reuse of materials, use solar-powered street lights, etc.

**a) Strategies:**

- Create a ‘sustainable street’ **pilot project** (e.g., 200 East, 600 West) to serve as an experiential model for sustainable public infrastructure.
- Develop and implement prototypes for environmentally friendly “Green parking lot” design.
- Provide greywater reuse assistance to developers and homeowners



- Explore secondary water utilization on parks or for landscaping
- Develop programs to reduce pervious surfaces



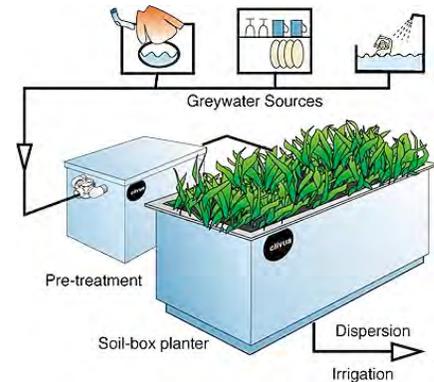
## D. Objective: Conserve Water and Improve Water Quality

### a) Strategies:

Increase the use of water-wise landscaping

### b) Actions to explore:

- Remove regulatory barriers to conservation. E.g., allow water wise landscaping and xeriscaping, don't prohibit it.
- Develop financial incentives: e.g., utility bill credits.
- Augment technical assistance as necessary
- City to develop Recycled Water Plant, a facility to purify wastewater to safe levels for reuse in landscaping, industry and recharging groundwater.
- Eliminate pollution of groundwater basins.
- Water demand reduction programs, e.g. tiered pricing.
- Use less water in parks and begin monitoring progress in park usage. For example, Denver uses 28% less water today in parks than in 2001. Utilize water-conserving irrigation in parks and water wise landscaping such as native grasses.



### c) Strategies:

Improve efficiency of water use

### d) Actions to explore:

- Examine city pricing structure to determine if further modifications are necessary
- Consider warnings and fines for inappropriate watering behavior
  - Mid-day watering
  - Watering that misses and lands on hardscape
- Increase the use of water-efficient fixtures
  - Regulatory standards for new construction
  - Explore Incentives such as utility bill credits in exchange for the replacement of inefficient fixtures

## E. Objective: Increase recycling and reuse, reduce solid waste generation

### a) Strategies:

- Require participation in blue-bin program
- Require property managers to provide convenient recycling options to tenants

- Compost organic debris from parks and open space
- Provide yard debris bins and service to residential customers (strategy primarily for outside of downtown)
- For large construction projects, require certain materials to be recycled, e.g., rubble wood, metals, corrugated cardboard
- Develop a volume based fee scale for garbage collection – “pay as you throw”

**F. Objective: Reduce energy consumption and greenhouse gas emissions**

**a) Strategies:**

- Increase supply of renewal energy sources to serve Salt Lake’s power needs
  - Follow the lead of Governor Huntsman’s 20% improved energy efficiency goal by 2015

**b) Strategies:**

- Reduce energy demand

**c) Actions to explore:**

- Require energy efficient lighting, regulate lighting impact on night sky
- Consider adopting design guidelines to improve proper orientation of buildings to solar exposure.
- Pursue an Energy Efficiency Coalition or Consortium, or other comprehensive energy project to expedite downtown SLC’s position on renewable energy. Include engineering firms, research institutions, higher education, existing energy associations, energy service companies and public agencies.
- For solar energy, develop a downtown massing plan aimed at guaranteeing solar access for energy conversion. Consider solar envelopes as part in zoning regulations.

**G. Objective: Encourage alternative modes of transportation**

This is a critical objective of thinking green, but the Green City research team purposefully did not delve into this subject to avoid duplicating efforts with the transportation research team.

**a) Strategies:**

- A fundamental strategy is to link employment uses, regional entertainment, sports and cultural destinations and zoned densities with Transportation Plans.



# Beautiful Street Research Team

## Research Team Participants

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### VIII.1. SUMMARY

This document outlines recommendations from the Beautiful Streets research team. The basic notion of the Beautiful Streets team was to examine modifications to downtown to make it more walkable. This is based on the belief that a walkable downtown greatly helps in attracting tourists, residents, and businesses. Also, that a walkable downtown helps increase transit ridership by enabling a car-free downtown experience much more enjoyable.

We've organized our recommendations for the **A) Central Business District**, for all of **B) Downtown**, for the **C) Gateway streets** into downtown. The last two sections **D) Prioritize street improvements** and **E) Prioritize new mid-block connections** to increase downtown walkability.

### VIII.2A. CENTRAL BUSINESS DISTRICT

When people come to the heart of downtown, they should feel like they've entered a distinct and highly special place. The visual appeal, walkability, scale of buildings, and the sheer number of people will provide this experience. Unfortunately, downtown Salt Lake City's central business district is not as walking friendly as many of our peer cities. This is in large part a result of the wide streets and high traffic speeds we have. The Beautiful Streets research team recommends that within a small, central area of downtown, pedestrian improvements should be focused to markedly improve walkability. We recommend that this downtown area be bounded by the following streets: 300 West, 400 South, North Temple and State street. In this area, pedestrian and bicycle movement should generally take priority over auto movement

and convenience (although changes should not preclude auto access nor substantially harm auto convenience). We recommend a variety of improvements:

**1. Salt Lake’s CBD will have an undeniable sense of place**

When people come to the CBD, they need to know they have entered a special place. There are a number of recommendations to explore to make this happen:

- Change in density
- More attention to building design
- Distinct system of lighting, street furniture, sidewalk furniture

The rest of the recommendations in this section flesh-out other strategies to help achieve a special atmosphere in the heart of our downtown.

**2. No new visible surface parking lots**

Surface parking has an extremely negative impact on the appeal and pedestrian-friendliness of a CBD for tourists, residents and employees. Any new surface parking lot that is contemplated must be shielded from view from the public right of way by buildings. Over time, as the market matures, the norm in Downtown Salt Lake should be no new surface parking areas.

**3. Public spaces should be visually inviting as viewed from the street.**

Clear visual corridors should lead into downtown’s public spaces.

**4. Every block should have a mid-block street crossing, and**

**5. New mid-block street or pedestrian routes should be developed wherever possible**

Downtown’s blocks are the largest of any major downtown in the United States, 660 feet on a side. Within the downtown core, a highly effective way to improve walkability is to effectively divide the streets into smaller blocks via new streets or pedestrian only walking routes and then to ensure that there is a street crossing at the mid-point of each block. This helps people travel more as the crow flies and would encourage pedestrians to use more of the emerging mid-block walking routes.

**6. Slow auto speeds in the downtown core area through design changes and posted speed limits**

The road layout and design of streets should lead to slower auto speeds. The designed-for speed should be reduced through elements such as high textured street materials that are both attractive and which continually let the driver know they are in a pedestrian-first area.

Some of the changes to explore include:

- Sidewalk neck-downs at every intersection to reduce pedestrian crossing distances
- Mid-street pedestrian refuges and landscape medians boulevards
- High textured street materials, such as brick
- Narrower streets
- Reduced speed limits

## **VIII.2B. DOWNTOWN WIDE**

### **1. All streets downtown must meet basic standards of walkability**

- Safety, such street crossings with pedestrian islands for refuge
- Shade and protection from the elements
- Downtown streets should present a cohesive urban street wall to walk next too. Urban streets should avoid resembling a gap-toothed smile, where holes exist in the street frontage of buildings.
- Ground-floor building elements should be scaled to make a pedestrian feel comfortable

### **2. Signs should fit in an urban environment**

- Design: free-standing signs are suburban in character and should not be utilized downtown. If buildings greet the street, free-standing signs are not necessary
- Wayfinding: signs should be coordinated and linked with a comprehensive system of wayfinding and area identification

### **3. Parking garage entrances should minimize impact on the public realm and the walkability of downtown**

#### **• Mid street parking ramps**

Parking garage ramps in the middle of the street present a barrier for mid-block crossings, introduce visual barriers, and remove the opportunities to utilize the right-of-way in ways that improve the beauty and walkability of downtown.

Past mid-street parking garage entrances, such as the parking garage exit north of Gallivan center in the middle of 200 south, should be covered to minimize the hole in the street. The cover should add to the beauty or vibrancy of downtown: e.g., pedestrian refuges, public art, landscaping, parking.

Any new mid-street parking ramps should carefully attend to design to minimize negative visual impact and pedestrian accessibility of the adjacent area.

Because these ramps utilize public rights of way it is appropriate for the city to consider the public impact of such ramps before they are approved. The proposed design should be weighed against the next best alternative, a standard parking garage entrance accessed via a curb cut.

#### **• Standard parking garage entrances**

For parking garage entrances that provide access via a curb-cut, careful attention must be paid to the role of the street that will be impacted and the location of other parking garage entrances. In general, parking garage entrances should be avoided, where possible, on key walking streets – especially in the core downtown area.

### **4. Enhance district identity through a coordinated system of streetscape architecture, signage and furnishings**

To help build a district by district identity in the downtown area, we propose that a coordinate system of public improvements be implemented.

## **VIII.2C. GATEWAY STREETS**

The gateway streets into downtown include 400, 500 and 600 south, North Temple. These streets need to signal to drivers that they are entering the downtown of a major city. They need to have a distinct feel as compared to similar streets in suburban cities.

### **1. Reduce the visual impact of billboards**

Reduce the number of billboards; require them to lay flat against a buildings façade. No private signs should be freestanding in downtown.

### **2. Parking should be visually subordinate to buildings**

This strategy is key to giving drivers a visual queue that they are entering an urban destination. To accomplish this:

- No parking should be between buildings and the sidewalk. Parking can be to the side of a building, but should be shielded with a decorative wall that helps establish an urban streetscape without “gaps in the smile”

### **3. Build-to lines**

To bring buildings uniformly near the street – helping to create the urban street wall consistency characteristic of urban places

### **4. Landscape buffers**

The landscape buffers that are already used to some extent on these streets should be implemented with more consistency

### **5. Bury power lines**

To reduce visual clutter

## **VIII.2D. PRIORITY STREETS TO IMPROVE BEAUTY OR WALKABILITY**

The following streets are recommended for near-term, priority action by the Beautiful Streets research team. Specific suggestions for some of these streets have been initially addressed by the Design Workshop professional internship. Further development of specific recommendations will be developed by the University of Utah design studio (in-progress).

### **1. 200 East (approx 500 South to N. Temple)**

Improvements to this street should take advantage of its low traffic flow; less space is likely to be needed to move autos than this street currently provides. Simultaneously, the areas around 200 East have the potential to be transformed into a key urban neighborhood. Modifications to 200 East could aid the development of an urban neighborhood by providing active open space:

- Usable landscaping
- Distinctive walking paths
- Plazas
- Alternative parking configurations
- Public art

## **2. West Temple (600 south to North temple)**

West Temple holds tremendous potential to link together many prominent downtown destinations with a pedestrian friendly boulevard. Any modification to West Temple should acknowledge its key role in moving automobiles through downtown. Regardless, the street is not a high quality pedestrian route. Given the link it provides between major hotels on the south to the Salt Palace, Symphony Hall, the Family History Library, and the future City Creek Center, it is critical for the long-term future of downtown that West Temple be attractive and walkable. Modifications to be considered include:

- No retail should turn its back to West temple. All retail entrances adjacent to West temple should have a prominent entrance for pedestrians onto this street.  
We need to improve the key streets downtown that aren't vibrant and pedestrian friendly, rather than making them worse out of neglect.
- Changes to the Salt Palace façade to provide purposeful pedestrian destinations along the west side of West Temple. Ideas to explore include:
  - a "City History" walk
  - a linear sculpture garden
  - Play canals
  - Kiosks and food carts
  - Outdoor dining
- Introduction of shade trees
- Reuse of any turning lanes to create pedestrian refuges, public art, or landscaping
- Widening of sidewalks
- Alternative on-street parking configurations

## **3. 600 South (I-15 to 300 East)**

This corridor is one of the main vehicular gateway entrances into the City from the highway. It is most typically the route used to bring visitors from the airport into the city's core. We recognize the critical role of this street in moving traffic, but recommend a series of design modifications to give it the role of an urban boulevard.

- Billboards create clutter which makes it difficult to see what businesses are along the street.
- There is competition between pole signage and billboards.
- Overhead power lines should be buried so that landscaping, street trees and specialty lighting can become the canopy that frames this entry.  
Burying the power lines will also reduce the risk of damage due to inclement weather, thereby reducing extended periods waiting for repairs.

This corridor should be a grand expression of a capital city providing a more dignified entrance.

## **4. 100 South (West Temple to State Street)**

100 South east of the Salt Palace is a prime opportunity to create a vibrant focal point for downtown. This section of 100 south is where the demands of traffic are low and the public realm could showcase the Salt Palace Tower and a growing

restaurant scene on 100 South. The big idea is to turn 100 south into a linear park activated with people, but still open to auto movement and on-street parking.

Major modifications should be considered such as:

- Pedestrian priority street - turning the street into a space designed to be shared by pedestrians and low-speed motor vehicles (similar in that regard to the street in the middle of the Gateway shopping center).
- Substantial new plaza and landscaping areas to the sides of the pedestrian priority street.
- Alternative on-street parking configuration to increase on-street parking.

## **VIII.2E. KEY OPPORTUNITIES FOR NEW MID-BLOCK ROUTES**

A long standing policy in Salt Lake City has been to introduce new pedestrian routes through the middle of our large blocks. We have prioritized a list of key opportunity areas to consider new mid-block pedestrian routes or new streets. In general we recommend new streets over pedestrian only routes as streets can increase development potential by providing auto access and parking, streets tend to feel more genuine than pedestrian only routes. Any new streets through the middle of blocks would not serve as through routes, but would be relatively narrow, walkable streets that activate an energetic, urban streetscape.

### **1. Pierpont connection**

The two isolated street segments of Pierpont Avenue are perhaps the most intimate, walkable, and urban streets in Downtown. Between these two street segments is a block where there is potential to create a new connection. Such a Pierpont connection would create one potential three-block area for an entertainment district or a strengthened restaurant row.

### **2. West Gateway (South Temple to 400 S, 500 W to 600 W)**

This string of blocks west of the Gateway Shopping Center will likely rapidly transform into an urban neighborhood in the near term. Now is the time to establish a system of mid-block routes to break the large blocks into smaller, more intimate spaces.

### **3. Arrow Press Square**

A redesign of Arrow Press Square could create a strong focal point for the cultural and entertainment destinations that exist and will grow in that portion of downtown. Redesigns should be coordinated with modifications to adjacent buildings and venues to establish a highly active plaza environment.

### **4. Mall redevelopment (City Creek Centre)**

The Beautiful Streets research team compliments the anticipated introduction of new outdoor walking routes through the current ZCMI/ Crossroads mall blocks. We recommend that the LDS church carefully consider impacts of parking access on the streets that surround this interior walkway. For example, 100 South could become a new linear park or plaza and, thus, attention should be paid to the impact of the City Creek Center on 100 South. As outlined in A.6., we recommend that new parking garages should be accessed on private land, not through cuts in the public street.



## Arts and Culture Research Team

### Vision Statement

Downtown Salt Lake is a creative environment that:

- Provides lifelong memories, education and inspiration through arts and cultural experiences;
- Enhances the quality of life;
- Brings locals and visitors Downtown;
- Fosters a thriving arts community; and
- Generates social and economic vitality.

### IX.I. Background

Downtown Rising's Core Principles state that downtown is:

- A central gathering place;
- A mix of activities;
- An economic hub;
- A center for education, arts & culture; and
- A high-quality urban experience.

The arts, in all disciplines, contribute to the Downtown Rising's Core Principles in a multi-layered way.

### Salt Lake City's Historical Arts and Cultural Foundation

- The Salt Lake Theatre was built for performances before homes were constructed.
- In 1899, the Utah Legislature created the first state arts agency in the country.
- Downtown Salt Lake has always been a center for the arts. Major Utah arts and culture facilities located downtown include: Abravanel Hall, Capitol Theatre, Church Museum of History & Art, Clark Planetarium, Discovery Gateway, LDS Conference Center, the Museum of Utah Art & History (MUAH), the Rose Wagner Performing Arts Center, Downtown Salt Lake Public Library, the Salt Lake Art Center, and Temple Square.

### Arts Contribute to Economic Development and Social Activity

Arts and cultural amenities are often the "tipping point" in business location decisions.

- Salt Lake's creative capital is a unique asset. Utah's creative industries have shown more growth than many other sectors of our economy. A 2006 Americans for the Arts study concluded that in Salt Lake City there are 8,928

jobs at 776 arts-related businesses, including both nonprofit and for-profit companies.

- More than 800,000 people were documented as attending both paid and free downtown art events in 2005. These included hundreds of performances held at the Salt Lake County Center for the Arts Facilities as well as First Night, Twilight Concert Series, SLC International Jazz Festival, Living Traditions Festival and the Utah Arts Festival.
- Attendance at the monthly Friday night Salt Lake Gallery Stroll has increased dramatically over the past few years.
- By supporting this vision, the Chamber and Salt Lake citizens directly contribute to the growing industry of cultural tourism.
- Salt Lake City was rated number 14 of mid-sized cities nationally as an "Arts Destination."

### **Artists Build Community**

Artists, in all disciplines, play a major role in developing and sustaining the creative environment with public art, galleries, studios, architecture, performances, and landscape design.

- Artist live/work spaces, like Salt Lake's Artspace, serve as a catalyst for economic development in downtown fringe areas. These areas spur development of retail, gallery, dining, and office spaces. This type of space needs long-term public/private investment. Salt Lake's Artspace had a 25-year lease and within 20 years, the neighborhood was changed and stabilized.

## **IX.2. Key Issues**

### **1. Creating future cultural audiences**

The arts are quietly disappearing in our schools. Arts are not included in the core curriculum in K-12 grades in Utah and arts teaching competency is not required for elementary teacher certification. There is strong documented evidence, through national studies, of the correlation between understanding and participation in arts and audience development for cultural organizations.

### **2. Informing the public about arts events**

The more people participate in the arts, the more they want to participate in the arts. One of the keys to making this relationship more successful is to ensure that people know what is going on downtown, how to get information, how to purchase tickets, how to get information about public transportation and parking, and other activities they can participate in while downtown.

The arts community will benefit by full houses, active gallery strolls, informed conversations, and increased public and private support. Downtown will benefit from an active, engaged, lively populace that enjoys and recognized the connection between the arts and downtown.

### **3. Deciding whether to build new arts facilities and where to place them.**

The issue of additional cultural venues is a constant. Does Salt Lake City need new facilities to bolster the arts and culture community in downtown? If yes,

where will they be built and how will they be paid for? How will new facilities affect existing venues and programming?

Existing arts groups are challenged to fill seats at existing venues. For example, almost 30 percent of the seats went unsold during the Utah Symphony's primary classical series in 2005 and about 10 percent for Utah Opera. Conversely, Salt Lake is limited in its ability to compete for national Broadway touring shows due to limited seating. It is estimated that Salt Lake loses an additional 100,000 seats from productions that won't come to Utah.

#### **4. Encouraging artists to live and work downtown**

Artists need to be welcomed, encouraged and supported in order to live and work downtown. Studies already validate that artists revitalize neighborhoods. How can we encourage artists to live and work in downtown? Artists often see the potential of neighborhoods before the general public. Then, once they create desirable spaces, they often move out because they are unable to afford the rent. How can we encourage gentrification, without taking advantage of the artists that make the improvements?

### **IX.3. Barriers**

1. We have seen an alarming decline in arts education in our schools.
2. Audience attendance, particularly for paid performing arts events, is in decline.
3. Lack of consensus on performing and visual arts facility needs has deterred progress in this area.
4. Artists do not have a unified voice to represent them .

### **IX.4. Recommendations:**

#### **1. Increase Investment in Arts Education**

##### **Background**

A 1994 survey by Utah Arts Council, Utah Humanities Council, Utah PTA, State Office of Education and other partners documented disturbing trends:

- 35-45% of Utah elementary schools provided no arts instruction.
  - Secondary level arts courses mainly in visual arts and music.
  - Very little instruction in dance, drama, literature or creative writing.
- A 2006 survey confirmed continual downward trend due to number of factors including:
- No Child Left Behind mandate and emphasis on test scores.
  - Increased graduation requirements in math and science.
  - Qualified arts teachers not being replaced, Utah-based pilot arts programs *art works for kids* and *artstream*, use the arts to teach in all curriculum areas such as math, reading, physical education. Students involved in these programs received two to three times the national average of arts instruction, giving them an edge over other students.
  - In a well-documented University of California study of more than 25,000 students nationwide, researchers found that students with 4+ years of arts coursework scored 58 points higher on verbal and 38 points higher on math SAT scores than students with less than 2 years of arts.

## **Conclusions**

- Position Utah as the national exemplar in arts education and experiences for children by encouraging school districts to adopt and expand pilot arts programs in all elementary schools.
  - Downtown Salt Lake City can become the living arts experience laboratory by building on world class arts offerings.
- Support education legislation including Governor Huntsman's STAR 20 Initiative that calls for adding highly-qualified, certified teaching adults in K-3 to improve learning through reduced class size.
- Focus on developing highly-qualified artist teachers capable of integrating arts to improve student learning in all subject areas.
- Seek to build a "Creative Community" through arts and culture as creative workers seek interesting cultural experiences.
  - Develop our future creative workforce and talent by investing in arts education and amenities for downtown arts education laboratory.

## **2. Create Cooperative Downtown Arts Marketing Initiative**

### **Background**

The goal of a cooperative marketing component is to ensure that residents and visitors alike think of our downtown first when they look for a quality arts or cultural experience. These experiences include the visual arts, dance, music, theatre, literary, architecture and design, public art, film and video, ethnic and traditional arts, or a combination of the above.

### **Conclusions**

We propose the creation of a cooperative marketing plan. This would be in addition to individual arts and culture groups' ongoing efforts. The marketing plan would benefit all of the arts activities and strengthen the connection between our community, the arts and downtown.

- A cooperative marketing effort must be a long-term strategy in order to have a significant and measurable impact. It must be supported with on-going public and private funding to ensure its success. We recommend proceeding with the concept of an integrated, cooperative marketing effort by:
  1. Conducting additional research.
  2. Securing funding from several sources.
  3. Engaging a professional firm to develop and implement the marketing plan.
  4. Clearly stating the measures of success and evaluating progress on a regular basis.

## **3. Community Consensus on Facility Needs**

### **Background**

Several studies have been commissioned that indicate the need for a variety of new performing and visual arts venues. Non-profit arts groups in other cities, with defined downtown cultural communities, continue to be viable because the increased activities from additional venues draw new audiences. Based on this evidence, it is believed that Salt Lake's arts community would have the same success. The 2005 HVS International study recommends building a few new facilities to augment what is already available and to attract larger touring shows. The study recommends creating

a coalition that would further study the proposals made in the report and determine the next steps.

### **Conclusions**

Create a community-based Master Plan Committee, spearheaded by Salt Lake County. The Master Plan committee would be charged with developing specific recommendations for new and existing arts facilities. The options developed by this committee would be submitted to State, County and City governments, the business community and the public for review. Then they would be developed into a scope of work proposal for architectural services.

- Potential Facilities – it is recommended that all would include retail, restaurant, and/or café/coffee shop spaces at street level
  - New Performing Arts Center to support touring and local productions
    - 2,500-seat and 800-seat theatres and 300-seat black box theatre
    - Classrooms, workshops, and studios for school education programs
  - New Visual Art Center
    - New home for Salt Lake Art Center
    - Exhibition, multi media, and black box presentation spaces and exterior sculpture garden
  - New Film Art Center
    - Six screening rooms holding up to 300 persons each
    - Home for Salt Lake Film Society, Salt Lake City Film Center and Sundance Film Center’s archives and possibly for American Film Institute (AFI) library presentations
- Potential Renovation Projects for Existing Facilities
  - Renovated Capitol Theatre / New Ballet West Academy (in progress)
    - New home for Ballet West with expanded studios, offices, and costume shop
    - New restrooms, expanded lobby, concessions, and boutique sales spaces
    - Improved seating, sightlines and ADA accessibility and support systems
  - Renovated Abravanel Hall Plaza & Lobby
    - New plaza water fountain feature and message center for advertising downtown events
    - Renovate lobby, expand concessions and boutique sales spaces
  - Expand Rose Wagner Center
    - Two additional black box style theatres with 200+ seats each
    - Additional dressing rooms, rest rooms, and satellite ticket office
- Support for Museum of Utah Art and History façade and facility improvements
- Possible lease space at 127 South Main for contemporary artist work and exhibit space

### **4. Support Public Policies that Create a Nurturing Environment for Individual Artists**

### **Conclusions**

- Governments (city, county & state) should use tax incentives and policy authority with artists' needs in mind
- Consider artists as small business. Create an arts incubator space, with creative space as well as classes on business practices, etc. to help them succeed.

### **Recommendations Summary**

1. Increase and support arts education initiatives.
2. Explore funding and planning for overall marketing effort for an overall marketing effort for downtown arts and cultural organizations and presenters
3. Have Salt Lake County immediately establish a steering committee to oversee development of a cultural facilities master plan.
4. Create a supportive environment for individual artists.