



**SALT LAKE CITY CORPORATION**  
Community and Economic Development  
City Council Transmittal

  
Patrick Leary, Chief of Staff 5/11/2016

Date Received: 5/09/2016  
Date Sent to Council: 5/11/2016

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**TO:** City Council  
James Rogers - Chair

**FROM:**



Mike Reberg, Director of Community and Economic Development 5/10/2016

**SUBJECT:** PLNPCM2013-00768 Draft Downtown Community Plan Revisions

**STAFF CONTACT:** Molly Robinson, Urban Designer  
Molly.Robinson@slcgov.com

**COUNCIL SPONSOR: Not Required - Petition from Applicant(s)**

**DOCUMENT TYPE:** Ordinance

**RECOMMENDATION:** That the City Council, in accordance with the Planning Commission's recommendation, adopt the draft Downtown Community Plan with recommended edits in Addendum A.

**BUDGET IMPACT:** None

**BACKGROUND/DISCUSSION:**

*Schools in the Downtown*

On April 26, 2016 at a worksession briefing, the City Council requested specific references to educational facilities, specifically public and private schools, within walking distance to proposed family housing in the downtown. The current draft of the *Downtown Community Plan* includes the following initiatives related to schools. The Planning Division does not recommend additional changes on this topic.

- Housing Choice (p. 40): Goal 2 (Sustainable urban living for families), Initiative 6 - Locate family housing in areas with good access to schools. New schools should be located in areas where housing that supports families are more likely.
- Vibrant & Active (p. 44): Goal 1 (Residential population), Initiative 2 - Work with the Salt Lake City School District, providers of private education, childcare providers, and nonprofits to fulfill educational needs for the growing population.
- Prosperous (p. 48): Goal 1 (Quality of life), Initiative 1 - Work with Salt Lake City School District, private day cares, and private schools to locate facilities in the downtown and in neighborhoods on the fringe of downtown.
- Equity & Opportunity (p. 52): Goal 2 (All ages and stages), Initiative 1 - Improve and expand recreation and education facilities to support residents of all ages in a growing community.
- Equity & Opportunity (p. 52): Goal 4 (Education), Initiative 1 - Work closely with the Salt Lake City School District to monitor growth to ensure timely responses to downtown needs for public schools. (Other initiatives under this goal are related to early education, after school, and other education-based amenities)
- Welcoming & Safe (p. 68): Goal 2 (Child-friendly), Initiative 3 - Locate schools near dense housing nodes and encourage the development of licensed daycares to support families with children living downtown.

### *Transit Master Plan*

The City Council also requested changes to the *Downtown Community Plan* to include references to the forthcoming Transit Master Plan. This is to ensure that both plans are aligned with similar objectives. The Planning Division recommends the changes listed in Addendum A of this transmittal.

## **ADDENDUM A**

- P. 5 – CHANGE (assumptions)
  - 3. It is anticipated that phase one of the DOWNTOWN STREETCAR will be operational by 2020.
  - to
  - 3. It is anticipated that phase one of the TRANSIT CIRCULATOR will be operational within 10 years.
- P. 59 – ADD (end of Impact paragraph)
  - Transit alignments should be consistent with the citywide Transit Master Plan.
- P. 60 – ADD (end of Goal 1, Initiative 4)
  - ...in accordance with the citywide Transit Master Plan.

- P. 82 – ADD (paragraph at end)
  - The *Downtown Plan* recognizes that other transit options may achieve a similar purpose. Transit modes and alignments will be consistent with the forthcoming citywide Transit Master Plan. Land use along transit corridors should be of sufficient density to support the transit system.
  
- P. 84 – CHANGE (subheading)
  - ...RAIL CIRCULATION...
  
  - to
  
  - ...TRANSIT CIRCULATION...
  
- P. 84 – CHANGE (first paragraph)
  - ...rail circulation...
  
  - to
  
  - ...transit circulation...
  
- P. 84 – ADD (end of first paragraph)
  - ...and should be consistent with the citywide Transit Master Plan.
- P. 84 – ADD (end of last paragraph)
  - Land use along transit corridors should be of sufficient density to support the transit system.



# THE DOWNTOWN PLAN

## DOWNTOWN'S STORY FROM TOMORROW



DRAFT: August 27, 2015

A VISION AND POLICY PLAN PROMOTING DOWNTOWN SALT LAKE CITY

AS AN INTERNATIONALLY-RECOGNIZED DESTINATION AND A VIBRANT NEIGHBORHOOD

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

[WWW.DOWNTOWNPLANSLC.COM](http://WWW.DOWNTOWNPLANSLC.COM)

THIS PLAN IS NOT YET ADOPTED

# OUR VISION FOR DOWNTOWN

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

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

Downtown's sense of purpose will be derived by its current role as the primary destination for culture and entertainment, the center of commerce, the seat of government for the State of Utah, and as an international center for a worldwide faith. Development of downtown as the center for dense urban living—comprised of housing, parks, local serving retail, and community services—will dominate downtown's identity as a vibrant neighborhood. Downtown will offer intimate spaces, outdoor adventure, and move with a distinctive energy that reflects our culture. It will be diverse and eclectic—a creative mix of neighbors and collaborative partners committed to pioneering downtown's future. Underscoring the whole vision is the concept that sustainable development that responds to regional ecological conditions and is supportive of local business and entrepreneurship will be accessible to all people throughout the social and economic spectrum of our community.

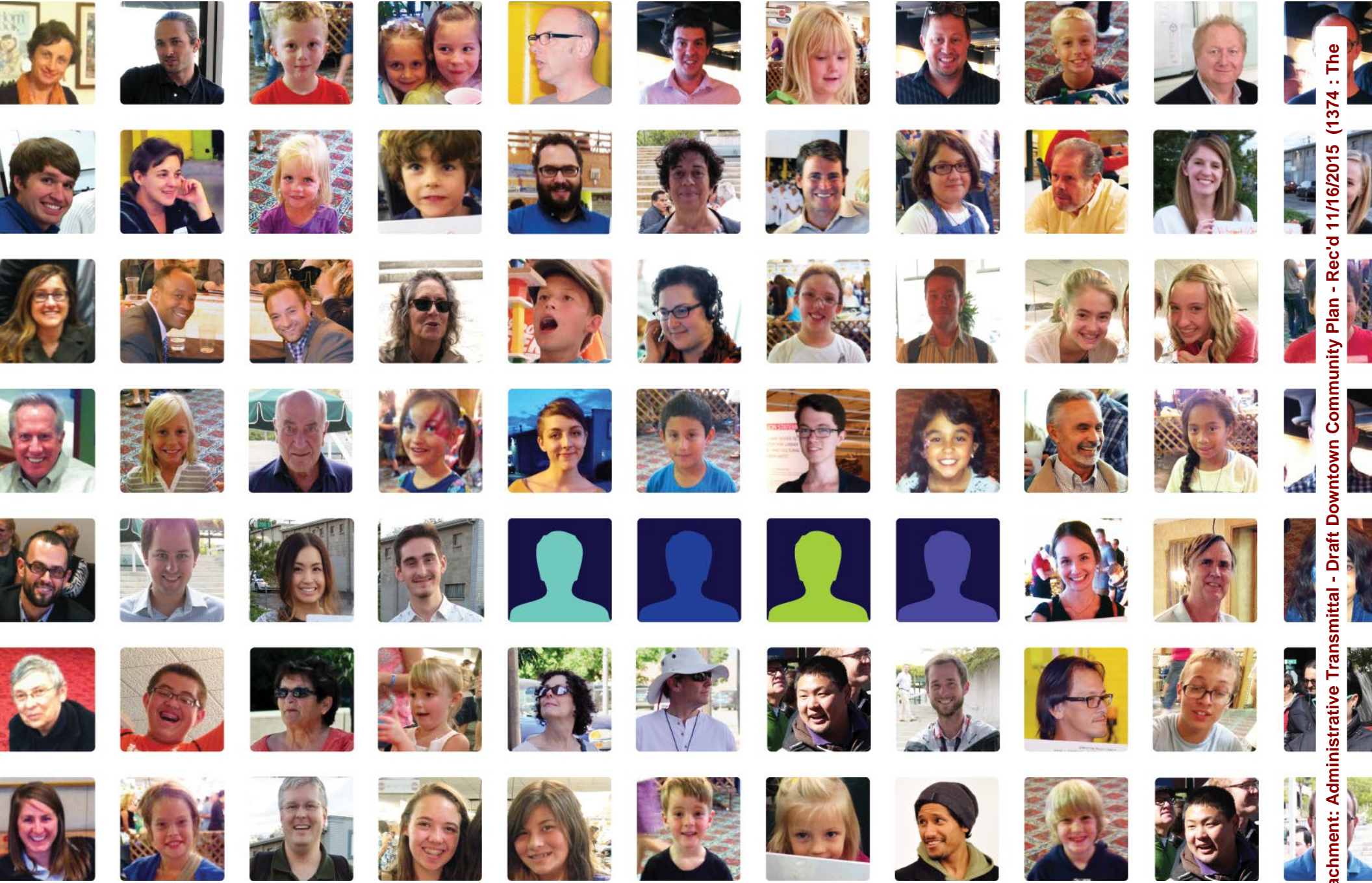




Photo credit: Lance Tyrrell

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

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

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

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

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

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

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Photo credit: Lance Tyrrell

# SALT LAKE URBANISM

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

### *Downtown as a Model of Urbanism*

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

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

### *Vision: Center for Sustainable Urban Living, Commerce & Culture*

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

### *An Internationally-Recognized Destination*

Downtown has international importance: as an Olympic city; as host to the headquarters of The Church of Jesus Christ of Latter-day Saints; and as the crossroads of world-class outdoor recreation, business, and culture. Our transit system is unparalleled for a city of this size. Downtown's image and its people's entrepreneurial spirit position downtown as a

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

### *A Growing Neighborhood*

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

### *Balancing Destination & Neighborhood Needs*

The plan aims to balance neighborhood needs with destination dynamics. It answers questions related to future growth and development, program and design of downtown, and provides a contextual understanding of the unique character and history of the place. It addresses downtown as a major destination for culture, civic and commercial activities, and as a growing residential neighborhood, seeking to develop the synergies across both. It is the companion document to *Downtown in Motion*, the transportation plan for downtown.

### *Character & Image are Defined by Mountains*

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

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

### *A New Direction for Downtown Growth*

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

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

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

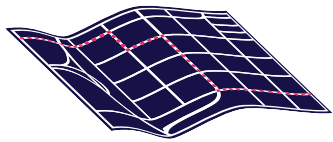
# WHAT IS THE DOWNTOWN COMMUNITY PLAN?

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

The Downtown Community Plan includes four key components:



a VISION describing where we want to go



a ROAD MAP of how we will get there



EXAMPLES of what downtown will look like



a MONITORING FRAMEWORK to understand our progress

### Coordinates with other local and regional plans

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



### Responds to other planning efforts

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

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

### Existing Conditions Analysis provides key lessons

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

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

# HOW THE PLAN WILL BE USED

## A GUIDING DOCUMENT FOR DECISION-MAKING

### *Downtown Community Plan is a vision and implementation plan*

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

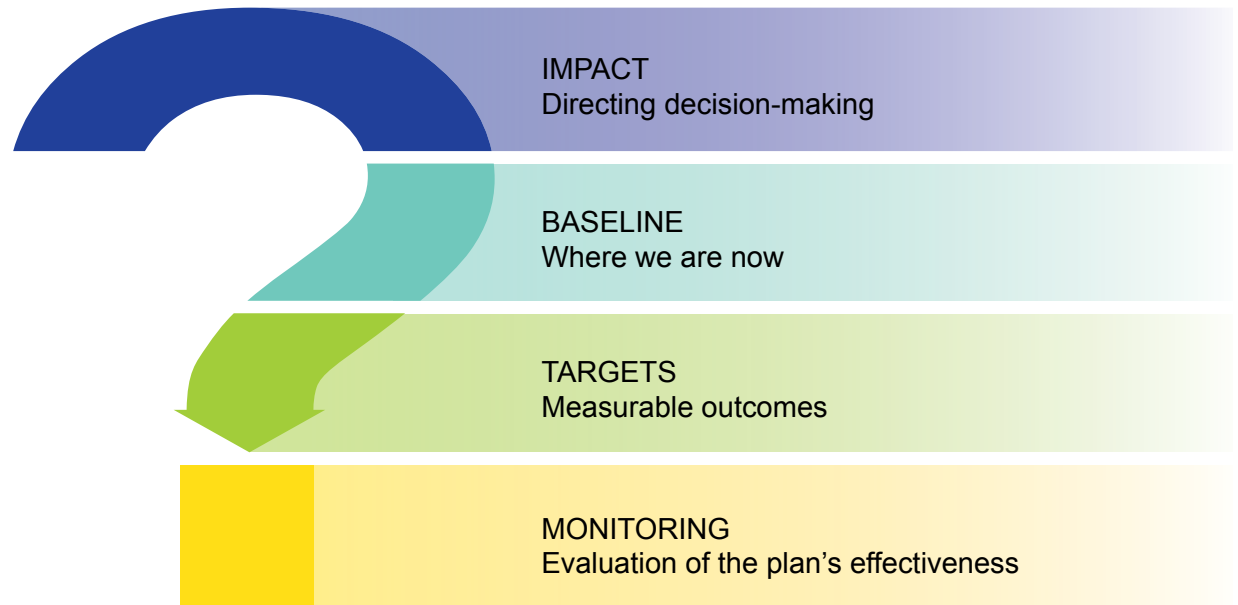
### *Partnering on Implementation*

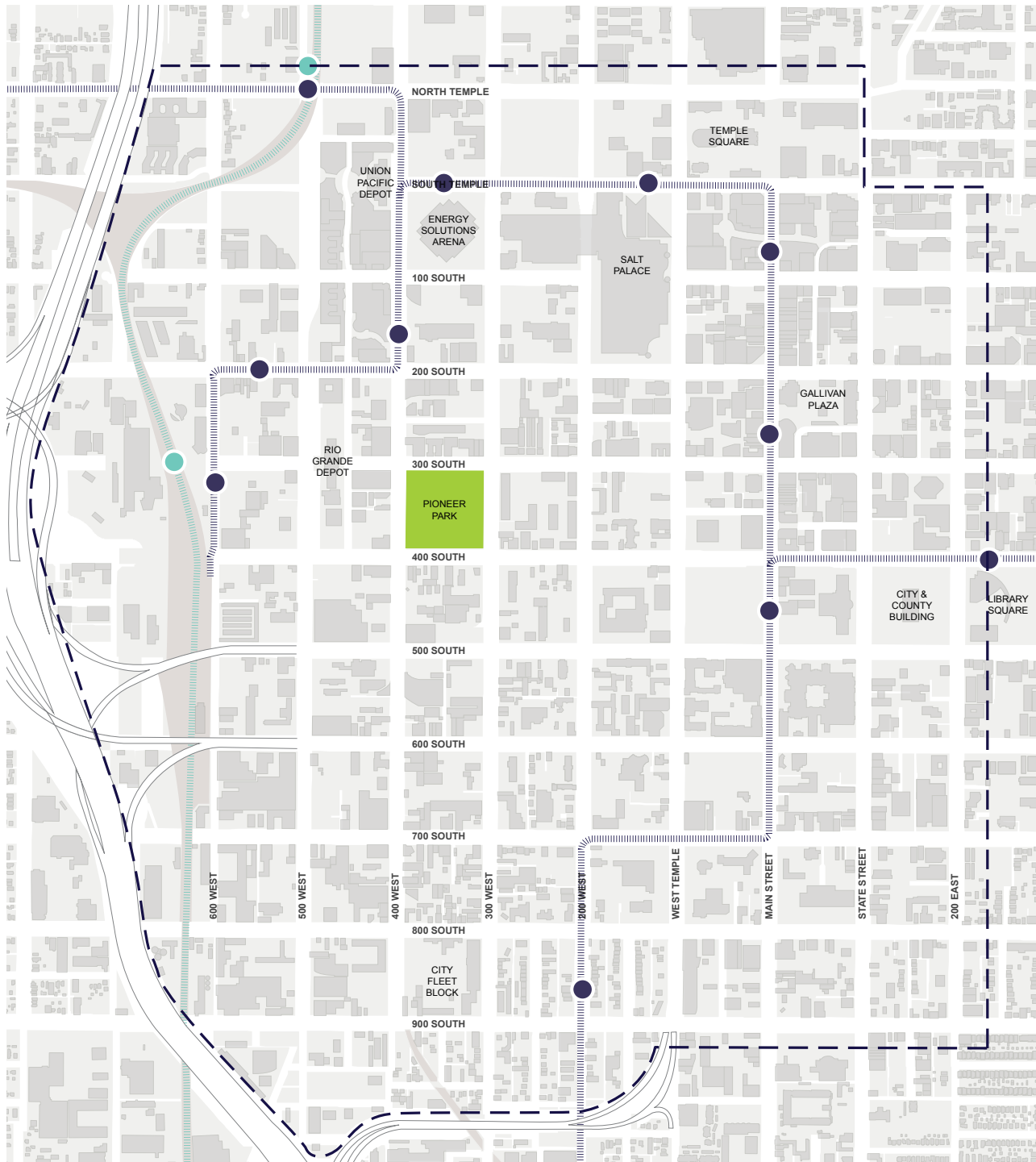
Implementing a master plan is not the job of one entity. Rather, it requires participation from both the public and private sectors. The role of the public sector is to establish the framework, the development regulations and make public investments that help fulfill the vision. This is intended to spur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

### *Guiding Decision-Making*

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

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





LEGEND

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

DOWNTOWN TODAY



# OUR ASSUMPTIONS

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

1. There will be a significant growth in demand for quality **HOUSING OPTIONS FOR ALL HOUSEHOLD TYPES** within the Downtown Community Plan study area.
2. There will be 25% more **WORKERS** and upwards of **20,000 RESIDENTS** in the downtown by 2040.
3. It is anticipated that phase one of the **DOWNTOWN STREETCAR** will be operational by 2020.
4. A new **CONVENTION CENTER HOTEL** with at least 850 guest rooms will be operational by the end of 2018.
5. The new **GEORGE S. AND DOLORES DORÉ ECCLES THEATER** will add another major cultural institution to the downtown by summer 2016.
6. Salt Lake City will face increasing global and local **ECONOMIC COMPETITION**.
7. Salt Lake City will have an **INCREASINGLY DIVERSE** population that drives growth in all sectors.
8. **CHANGING ENVIRONMENTAL CONDITIONS** will determine the need for certain design responses for the best possible downtown.
9. Together with the private sector, City Hall will work to identify community needs and evaluate current **ZONING, URBAN DESIGN, AND LAND USE POLICIES** to facilitate an adequate supply of emergency shelter and transitional housing facilities in the community.

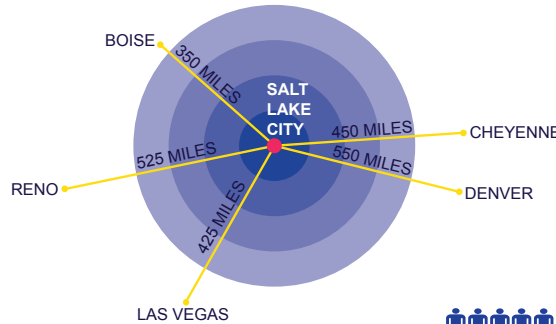
# DRAFT 08/27/15 REGIONAL CENTER

## DOWNTOWN SALT LAKE CITY NOW...

As a major job center, religious and cultural center, and historic core, downtown has a role in the region larger than just the downtown for Salt Lake City. It is the downtown for the entire Wasatch Front and could be considered the downtown for the entire Intermountain West.

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

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

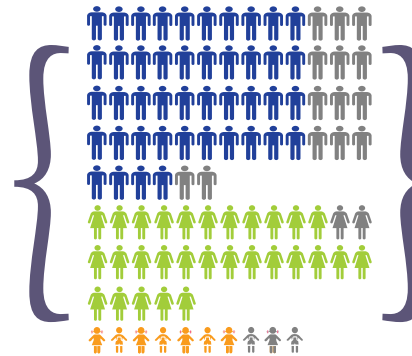


### A NOTE ABOUT OUR DATA:

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

## GENDER IMBALANCE

Men outnumber women in the downtown almost 2:1

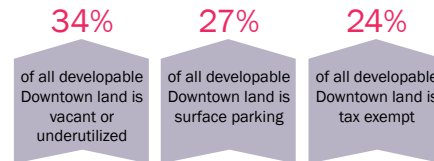


## HOMELESSNESS

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

Source: 2010 Census

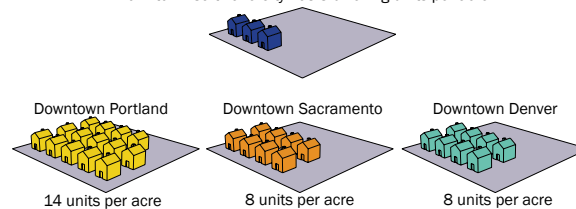
## LAND USE + DEVELOPMENT



Source: SLC

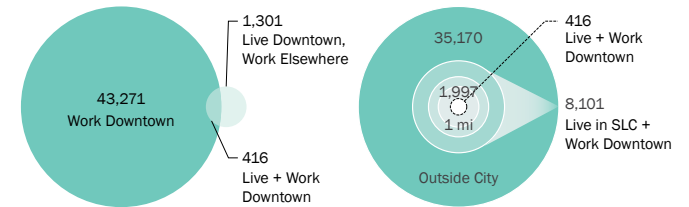
## HOUSING DENSITY

Downtown Salt Lake City has 3 dwelling units per acre



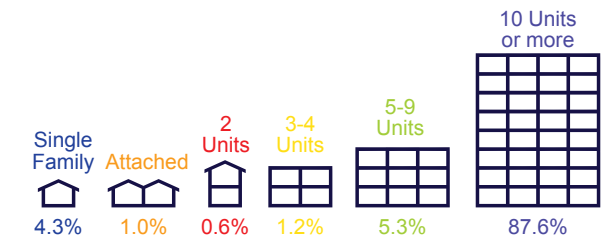
Source: 2010 Census

## EMPLOYMENT



Source: 2010 Census

## HOUSING OPTIONS



Source: 2010 Census

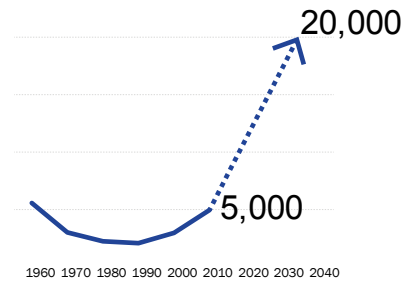
## DRAFT 08/27/15 POPULATION GROWTH

### ...AND IN THE FUTURE

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

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

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



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

## COMMERCIAL ENGINE



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

## PUBLIC REALM INVESTMENT



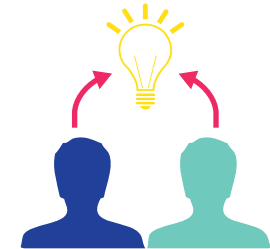
Activating the public realm to provide a comfortable and engaging experience for pedestrians first, supports a dynamic urban life downtown.

## ACCESS TO SERVICES



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

## CREATIVE ENERGY



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

## TRANSPORTATION HUB



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



# THE BIG PICTURE

## DOWNTOWN AND ITS ROLE ON THE WASATCH FRONT

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

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

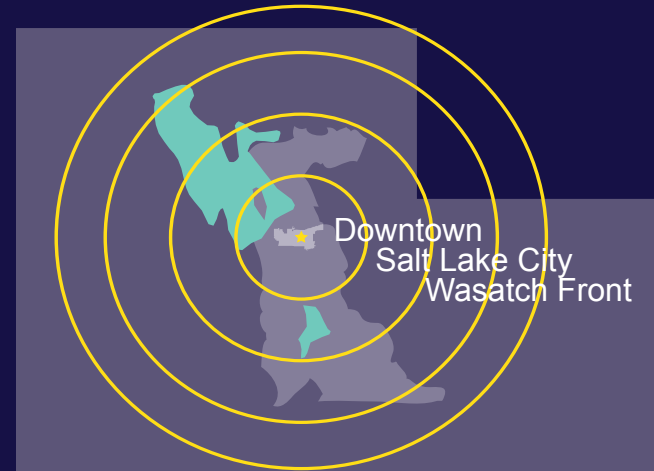
# 75%

OF UTAH'S POPULATION.

The region's transit network includes

# 188 MILES

OF RAIL LINES ALONG THE WASATCH FRONT.



### TOP EMPLOYERS DOWNTOWN:

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

Source: Workforce Services



# 24,000

DAILY DOWNTOWN LIGHT RAIL BOARDINGS

highlights the reliance on transit to and within the downtown.

Source: UTA



10.8%

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

Source: Downtown Alliance/Utah State Tax Commission



5,000

RESIDENTS

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

Source: 2010 Census



1,259

NEW HOUSING UNITS

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



\$2 BILLION

IS SPENT ANNUALLY by Salt Lake area visitors.



70,000

EMPLOYEES

work in the downtown.

Source: Downtown Alliance



43%

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

Source: Steven Brozo, University of Utah



200+

ANNUAL EVENTS

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



71,625

UNIQUE BIKE TRIPS

taken in GREENBike's first two years of operation.

Source: GREENBike



183

RESTAURANTS, BARS, AND CAFES

are located downtown, which is 32% of the city's share.

# GEOGRAPHY OF THE DOWNTOWN

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

## *Downtown for the Intermountain West*

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

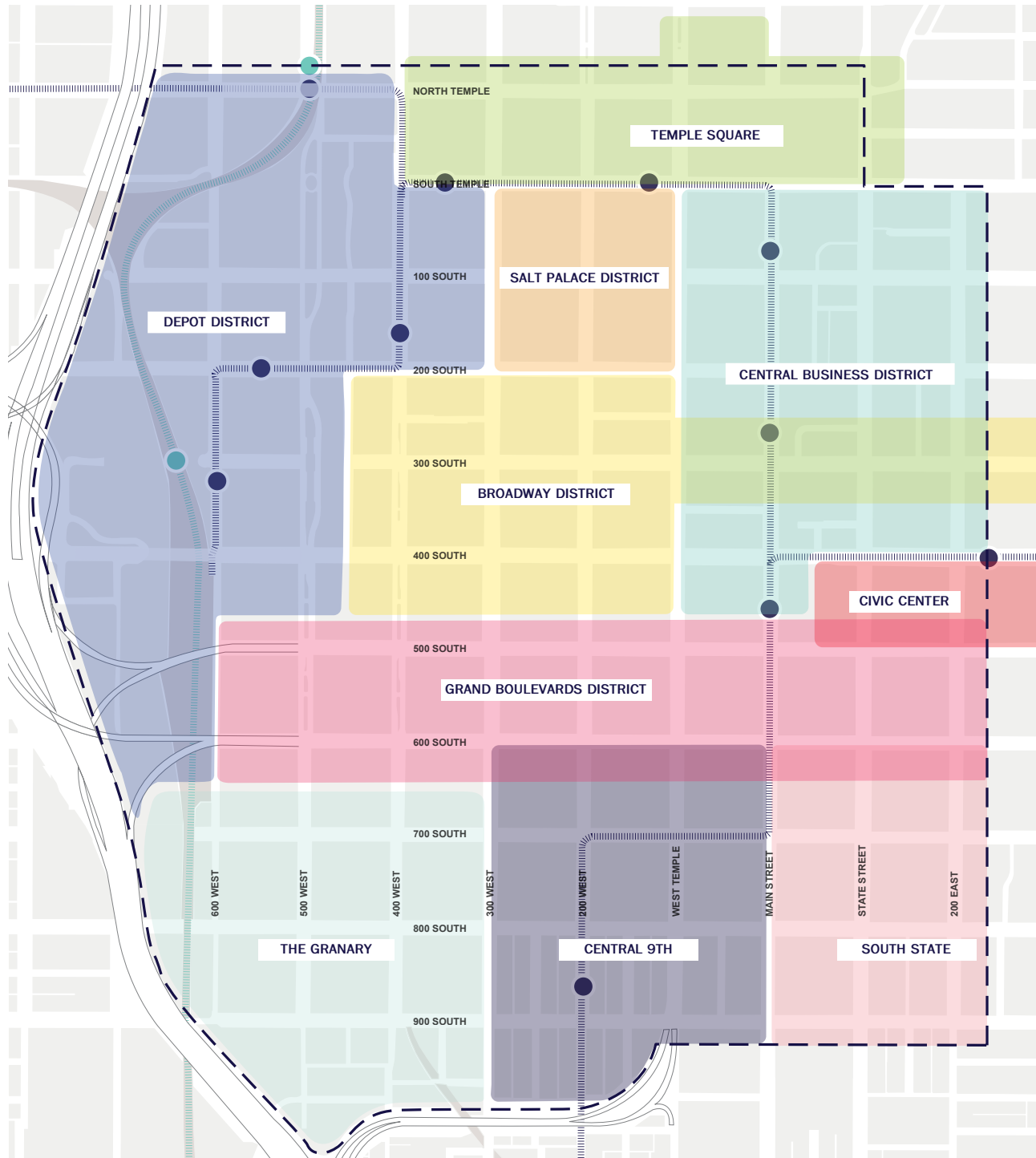
## *Downtown as a whole*

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




## *Downtown as the sum of 10 interconnected districts*

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

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

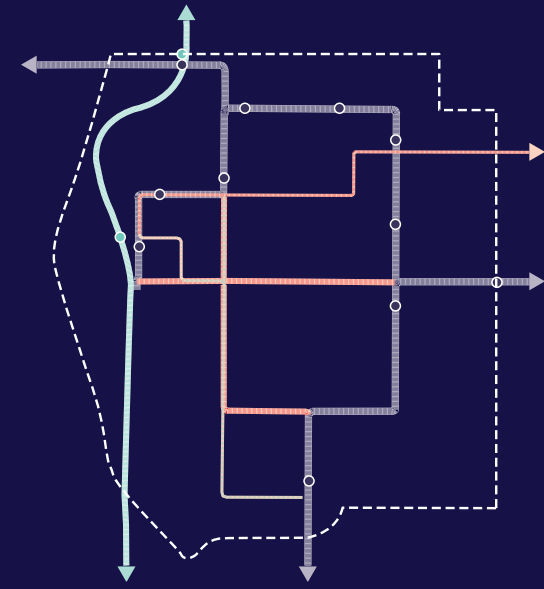
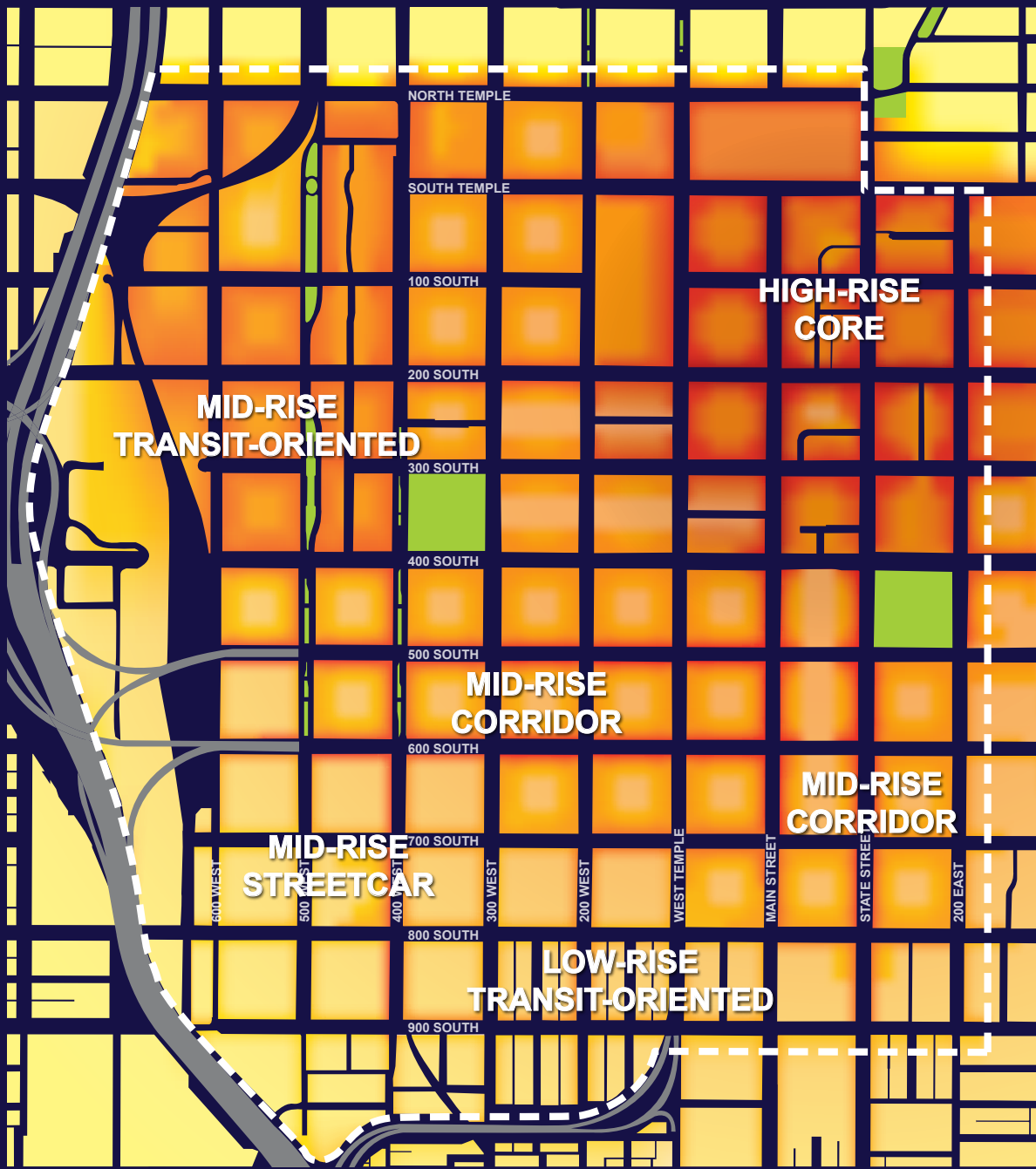


LEGEND

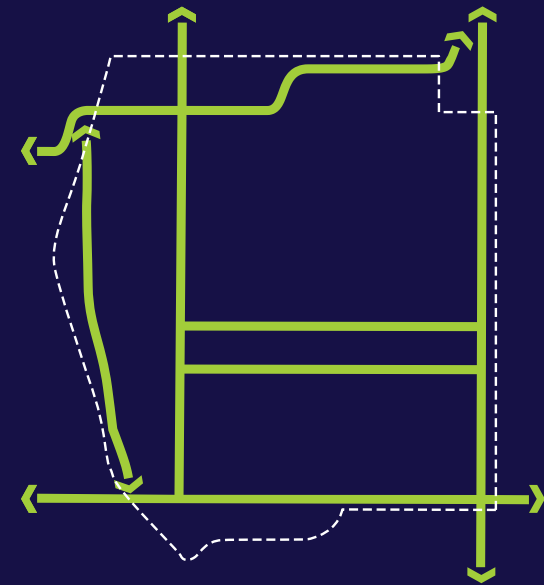
-  Study Area
-  Existing TRAX Lines & Stations
-  Existing Frontrunner Lines & Stations

DISTRICTS





Frontrunner, TRAX, and Streetcar network



Green Loop linear park system

# DIRECTING GROWTH & DEVELOPMENT

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

## *Intensifying the Core Brings More Choice*

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

## *Growing Out from the Core to the South & West*

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

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

## *Districts are Unique Concentrations of Development, People, and Art*

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

## *Improving Points of Arrival*

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

## *Connecting Neighborhoods*

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

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

## *Introducing the Urban Landscape*

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

## *A Public Realm That is a Source of Civic Pride*

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

# THE DOWNTOWN COMMUNITY PLAN IN BRIEF

CHOICES: THERE'S SOMETHING FOR EVERYONE DOWNTOWN

## 1 VISION – ESTABLISHES THE COMMUNITY'S ASPIRATIONS

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

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

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

## 47 GOALS – DEFINE OUR PATH AND MEASURE OUR PROGRESS

## 5 KEY MOVES – THAT WILL MAKE NOTICEABLE IMPROVEMENTS



CULTURAL CORE



STREETCAR



TRAX EXTENSION

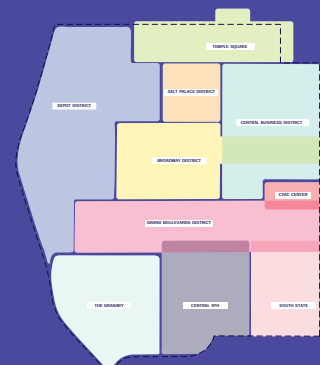


GREEN LOOP



SPORTS EXPANSION

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



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



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

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# LIVABILITY

## LIVABILITY IS A MAJOR THEME OF THE DOWNTOWN COMMUNITY PLAN

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

### *A livable city provides choices*

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

### *Housing choice is key to fulfilling city livability goals*

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

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

### *Choice and affordability go hand-in-hand*

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

### *Public and private amenities will enrich the downtown experience*

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

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

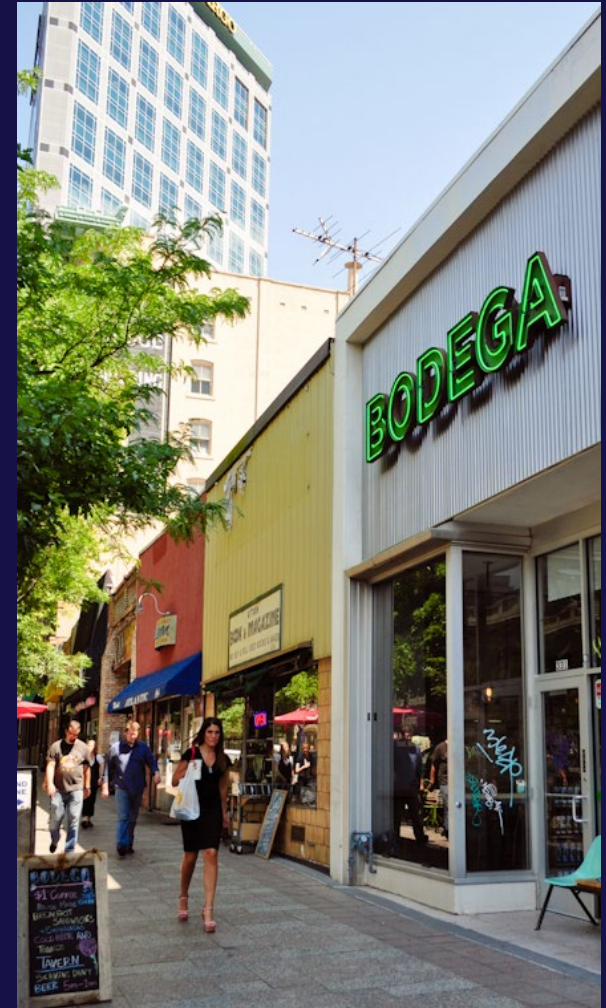
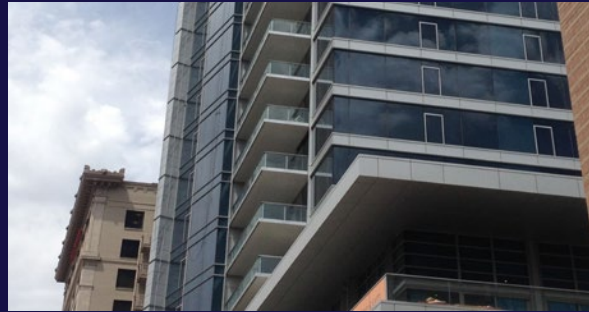


Photo credit: Lance Tyrrell

# BEST PRACTICES FOR URBAN RESIDENTIAL DEVELOPMENT



## OUTDOOR ACCESS

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



Photo credit: Lance Tyrrell

## INDIVIDUALITY & IDENTITY

Ground floors of all buildings should be designed to express individual units within a coherent massing; and where landscaping of units occurs in the private zones of those units, it should permit reasonable customization by residents.



## CHOICE & CONVENIENCE

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



## SAFETY & SECURITY

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



## VIEWS & SUNLIGHT

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



## RELATIONSHIP TO STREET

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

# URBAN DESIGN FRAMEWORK

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

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

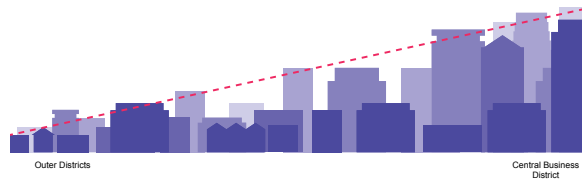
## *A Successful PUBLIC REALM Promotes a Dynamic Social and Civic Experience*

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

## *URBAN FORM is the Physical Shape of the city*

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

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



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

## *STREETS Form the Essence of the Downtown Experience*

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

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

## *MID-BLOCK STREETS & WALKWAYS Facilitate Pedestrian Movement and Choice*

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

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

*VIEWES & VIEWSHEDS Connect People to Place*

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

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

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



State Street view corridor



Viewshed to the Wasatch Front from downtown

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

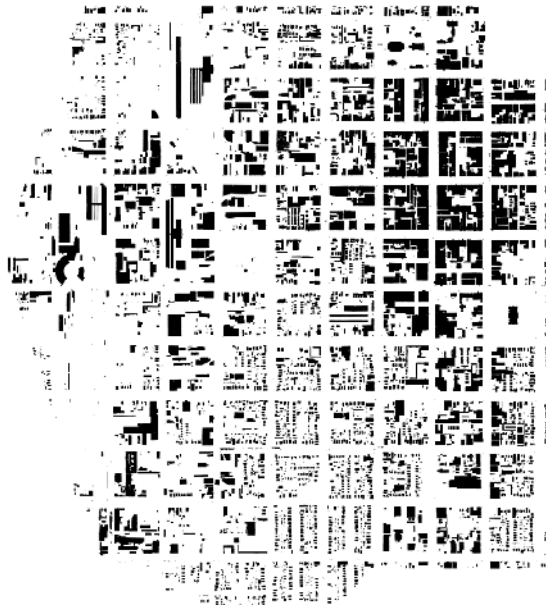
Over time, downtown changed from having a fine-grained, tightly-arranged development pattern of smaller footprint buildings to one that is more spread out with larger individual buildings (coarse). The grain of development –whether fine or coarse— impacts walkability, local economics, character, and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

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

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

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

1950



2012



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

# URBAN DESIGN FRAMEWORK

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

## *ICONIC PAVING PATTERNS help establish and characterize different districts*

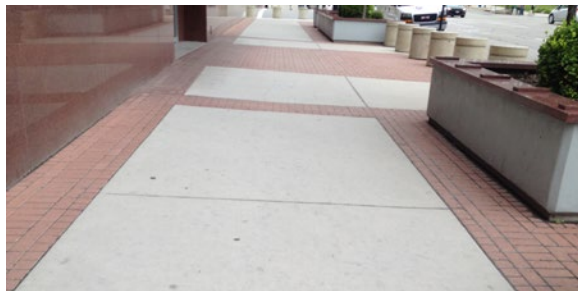
District paving reinforces the image of a unified district rather than one building project or multiple projects. This practice is most apparent in the Central Business District, the Depot District, the Salt Palace District, and the Broadway District. This practice has been a policy since the adoption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

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

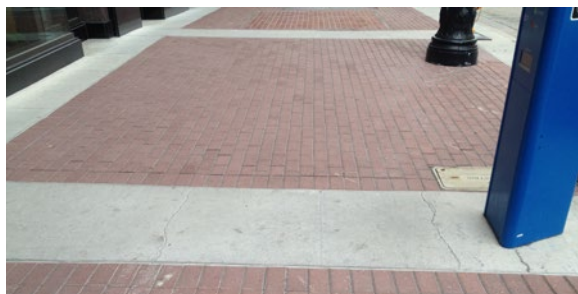
Main Street has an iconic paving pattern and material unique to the rest of the city. Interior streets and walkways such as Pierpont Avenue, Social Hall Avenue, and Market Street may have their own theme as long as it is consistent for the entire length of the street. Private walkways should not extend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



Main Street paving pattern



Standard concrete with brick highlights paving pattern



South Temple paving pattern

## *STREET FURNITURE, PUBLIC ART & SIGNAGE make a place legible*

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

*PEDESTRIAN LIGHTING has a unifying effect on the downtown*

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

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

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

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

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

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

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

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



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

# DOWNTOWN'S JOURNEY TO TODAY

NATION



UTAH



DOWNTOWN



1847

Mormon Pioneers Settle in Utah and Establish Plat of Zion

1853

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

1864

Mormon Tabernacle Built

1868

ZCMI Opens

1893

Saltair Constructed

1893

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

1909

Samuel Newhouse Constructs Exchange Place

1916

State Capitol Completed

1933

Airport Constructed

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

NATION



**IMPORTANT**  
*Zion's Savings Bank and Trust Company was in no way affiliated with the Deseret Savings Bank. The Church had no financial or stock interest in the Deseret Savings Bank.*  
 The Church is the largest stockholder in this Bank. Back of that ownership is the pledge of the strength, integrity and resources of the Church. **IT WILL NOT LET THIS BANK FAIL.**  
 Fortunately, this bank needs no help from the Church. It is in a strong, clean, liquid condition. It can pay off every depositor in full. Fear of its failure is not only without foundation, but positively foolish. There is no safer bank in the State or the Nation.  
*Heber J. Grant.  
 Anthony W. Ivins.*



UTAH



DOWNTOWN



1946

Streetcars Close

1957

I-15 Opens

1962

Second Century Plan

1969

Second Salt Palace Built

1988

R/UDAT

1995

Downtown Master Plan Adopted

1999

TRAX Sandy Line Opens

2002

Salt Lake City Hosts the Winter Olympics

2012

City Creek Center Opens

2013

Public Safety Building Completed





Photo credit: Dave Brewer

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# OPPORTUNITIES – IMPORTANT ATTRIBUTES

BELOW ARE THE DOWNTOWN’S MAIN OPPORTUNITIES, BUT THE LIST IS NOT EXHAUSTIVE



Photo credit: Lance Tyrrell

## 1. MOUNTAIN SETTING

Downtown is nestled against the Wasatch Front, deriving much of its identity from the mountain backdrop. The mountains signify the city’s connection to nature, access to water, and align with its goals around sustainability. Few downtowns have the access to the mountains that downtown Salt Lake City has. The Salt Lake City region is a high mountain desert and is limited in its capacity for growth due to the natural boundaries the mountains and the Great Salt Lake provide. As recognized in Wasatch Choice for 2040, the region’s major planning effort, downtown has the capacity to accommodate a high percentage of the future growth of the region.



## 2. SENSE OF PLACE, HERITAGE AND CHARACTER

As the historic location for initial settlement for the Mormon Pioneers, downtown is the headquarters for an international religion. The streets and layouts of the blocks provide the framework to recapture the fine grained development pattern of our past. The collection of historic buildings creates a foundation for our built environment that respects our past and allows growth to help define our future. Local businesses contribute to the sense of place and unique character of the downtown. The mountains contribute to the sense of place and views to them dominate that image. Proximity to the wilderness, the native communities it houses, and the water that flows from the mountains are all unique to this place.



## 3. HIGHLY ACCESSIBLE TO UNIVERSITY & AIRPORT

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



Photo credit: SB Dance, John Brandon (photographer)

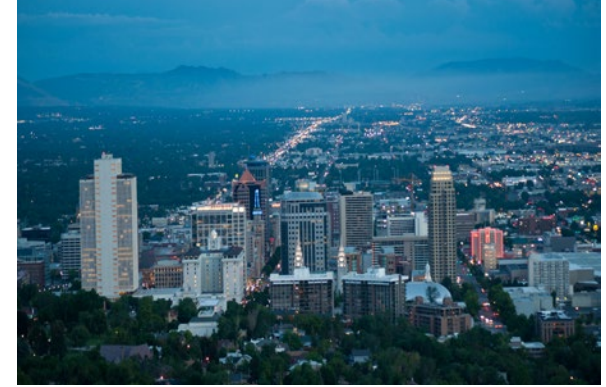
#### 4. CULTURAL PROMINENCE

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



#### 5. SEAT OF ECONOMIC AND POLITICAL POWER

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



#### 6. GROWING REGIONAL POPULATION

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



## 7. DESIRE FOR DOWNTOWN LIVING

National trends indicate increasing preferences across generations for more housing opportunities in urban areas, specifically within or close to city centers. Recent studies suggest that people who live in an urban setting are healthier, more mobile and enjoy a lower cost of living. Downtown is the logical place for urban housing that both accommodates regional growth and provides a market for urban neighborhood services within walking distance.



## 8. LOCAL AND INTERNATIONAL DESTINATION

Downtown is both a local and international destination for a wide spectrum of interest groups. The Salt Lake International Airport connects people from all over the world and is conveniently located near downtown. The LDS Church brings in hundreds of thousands of visitors every year for ecclesiastical purposes. The Salt Palace Convention Center hosts large conventions that help fill hotels and support local businesses. Salt Lake City is the launching point for world class skiing, winter recreation, and the National Parks located in Utah. Restaurants and shops provide residents and visitors a unique experience.

# CHALLENGES – MAIN CONSTRAINTS

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



## 1. UNREALIZED DEVELOPMENT POTENTIAL

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



## 2. SOCIAL EQUITY CHOICES

Downtown has limited access to reasonably-priced and sized housing for individuals and families (of all sizes and types), despite demand. Male residents outnumber women in the downtown almost 2:1, indicating unequal gender distribution. This suggests that perceptions of safety, equitable business opportunities, and local-serving conveniences limit the potential to attract women to live downtown. Downtown is the primary location for homeless service providers in the region, representing an unequitable distribution. Activities associated with homelessness are a source of tension for the community and its prevalence counters City Hall's commitment to livability for all residents. There are no public schools in the downtown area to accommodate future growth, and youth services and amenities are lacking.



## 3. HOMELESSNESS PERSISTS

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



#### 4. PUBLIC REALM DEFICIENCIES IMPACT ALL MODES

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



#### 5. URBAN FORM CHALLENGES

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



#### 6. LOSS OF OUR HERITAGE

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

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



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

### 7. PHYSICAL INFRASTRUCTURE LIMITATIONS

Some areas lack basic infrastructure, such as curb, gutter and sidewalk. Large power lines run along many of the major streets, which impair view corridors and limit development potential; burying power lines is costly, but not doing so may be more costly in the long run. Buried infrastructure in park strips and overhead power lines make it difficult to plant trees. Billboards clutter the public realm and restrict redevelopment of underdeveloped properties. Some properties have been polluted by past land uses, which makes reuse difficult. Water, sewer, and stormwater utilities are often undersized for new development, discouraging developers or limiting their projects.



### 8. ECOLOGICAL SUSTAINABILITY

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



### 9. GLOBAL & LOCAL COMPETITION

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





# HOW DID WE GET HERE?

## COMMUNITY ENGAGEMENT IS THE CORNERSTONE OF ANY PLANNING PROCESS

### *Over 1,000 People Contributed to the Plan*

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

### *More than 100 Events*

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

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

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

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

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

### *Model for Future Public Processes*

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



# SNAPSHOT OF THE PROCESS

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

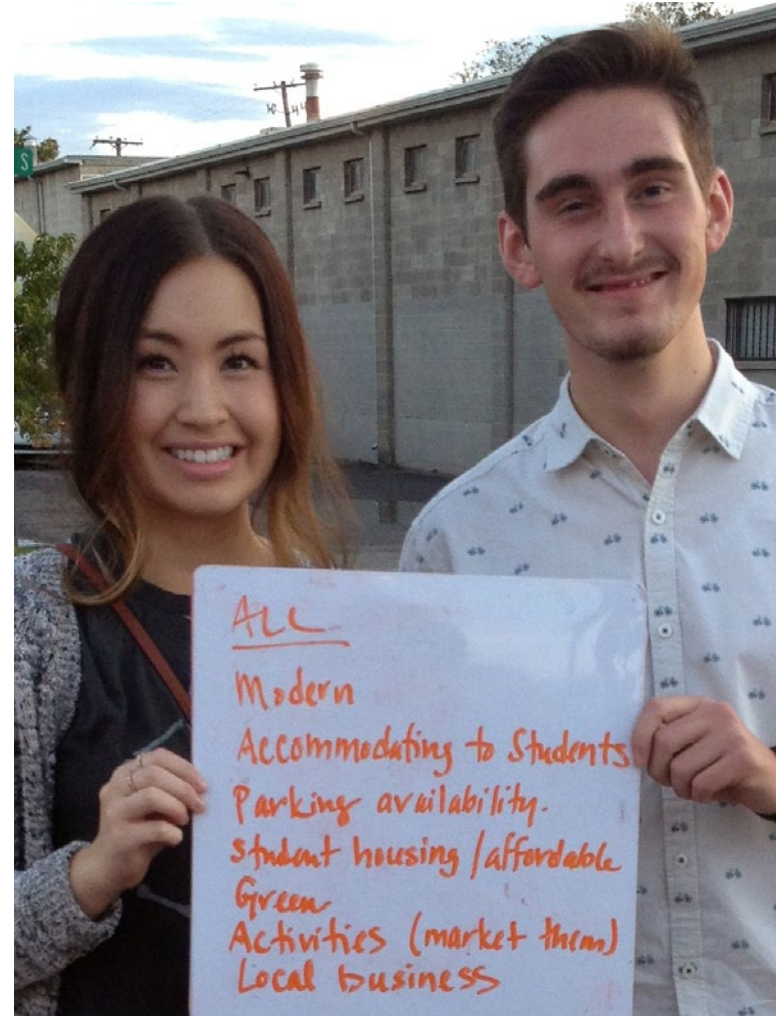
1,415 PEOPLE READ ABOUT THE DOWNTOWN COMMUNITY PLAN ON OPEN CITY HALL

752 PEOPLE SIGNED UP ON OUR EMAIL LIST

594 PEOPLE ATTENDED AN EVENT

521 TWITTER FOLLOWERS

106 PUBLIC EVENTS AND MEETINGS



# SETTING & DELIVERING PRIORITIES

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

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

The Plan has a place-based focus for the development and growth of the downtown, and is organized around 5 key moves, 10 districts and 10 catalytic projects. These are the projects City Hall will set as priorities for investment in terms of its financial resources and skills, and it is expected that the private sector will lead investment based on these priorities. These projects are identified here only in concept and as the opportunity and political will grow, the details and funding for each will be researched and decided.

*Implementation is incremental not instantaneous*

In this context not all catalytic projects will be advanced at the same time, but delivered as the public and market demands. Some projects are already underway, carried over from previous planning efforts, while some may be years down the road. The complexity, time, coordination and expense of the projects vary. The role of the Downtown Community Plan is to establish the framework for the districts where these projects are located. This ensures they are complementary and have maximum benefit to each district, downtown as a whole, the city, the Wasatch Front region and Utah.

*Plan helps achieve citywide goals in line with demand*

The Implementation chapter suggests the effort required to execute each of the initiatives, including the catalytic projects, in terms of time, responsibility, coordination, and financial needs. City Hall utilizes the plan to help establish priorities and promote growth and change where appropriate so the downtown can help achieve citywide goals. Recognizing that delivering the catalytic projects needs to be in step with demand for development, the catalytic projects will happen as and when the private sector responds or opportunities arise. For example, the Convention Center Hotel may create the impetus and funding opportunities for upgrading adjoining public areas.

*Projects respond to push-pull of the market*

Other opportunities identified in the Downtown Community Plan will fall into place as the catalytic projects take shape. Just as the catalytic projects have the opportunity to stimulate the market, new development and market demands will also impact the timing of the catalytic projects.



Photo credit: Lance Tyrrell

Attachment: Administrative Transmittal - Draft Downtown Community Plan - Rec'd 11/16/2015 (1374 : The