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# M E M O R A N D U M

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**DATE:** September 21, 2004  
**TO:** City Council Members  
**FROM:** Russell Weeks  
**RE:** Review of *Salt Lake City Council Policy Statement on the Future Economic Development of Downtown*  
**CC:** Cindy Gust-Jenson, Rocky Fluhart, Sam Guevara, Alison McFarlane, DJ Baxter, Louis Zunguze, Lee Martinez, LuAnn Clark, David Dobbins, Gary Mumford, Janice Jardine

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This memorandum pertains to a review of the *Salt Lake City Council Policy Statement on the Future Economic Development of Downtown* that the City Council adopted in January 2003. The Administration has submitted three documents. The first document is a response to sections of the *Policy Statement*. The sections include the one titled *First Steps* and four "statements of principle." In particular, the Administration responded to the fourth statement of principal – *Support All Facets of Downtown Development* – because the section included "indicators of success" in carrying out the City Council's policy. The Administration also has submitted a document titled *Economic Development Report to the City Council* and a document containing tables under the title *Downtown Master Plan Review*. The Administration can be expected to reference all the documents during its oral briefing September 23. In addition, the Downtown Alliance has submitted a budget and work plan for fiscal year 2004-2005. Alliance representatives are scheduled to discuss the plan with the City Council at the September 23 work session.

This memorandum's format will start with a listing of key points from the Administration's and Alliance's documents. That will be followed by a discussion section involving outstanding and future issues that City Council staff believes may warrant City Council consideration.

## KEY POINTS

It should be noted that the Administration's responses indicate that it has taken at least some action on each of the 35 recommendations listed in the *First Steps* section. This memorandum will attempt to highlight some of the responses. However, there appear to be three "indicators of success" that warrant mentioning first.

## SUCCESS INDICATORS

One indicator of success listed under the heading *Support All Facets of Downtown Development* estimates the total office space vacancy rate in the Central Business District at mid-year 2004 at 15.7 percent, according to the Administration. When the City Council first began

preparing its *Policy Statement on the Future Economic Development of Downtown* in spring 2002 the CBD's total office vacancy rate was 10.9 percent. The respective vacancy rates for Class A, Class B, and Class C office space at mid-year 2004 are listed as 9.96 percent, 12.9 percent, and 28.19 percent. The respective vacancy rates for Class A, Class B, and Class C office space were listed in early 2002 as 10.12 percent, 12.95 percent, and 9.12 percent.

The Administration also lists 10.12 million square feet of downtown office space at mid-year 2004. The Collier's CRG year-end market review for 2001 listed 6.76 million square feet of office space in the Central Business District, and 3.28 million square feet of office space on the CBD's periphery. The two figures equal 10.04 million square feet of office space.

According to the Administration, much of the downtown office space activity has involved businesses moving from Class C office space to Class B office space and moving from Class B space to Class A space. In both cases leasing "rates have not changed dramatically over the last few years so tenants have been able to upgrade for nearly the same price," according to the Administration.

A third Administration response to an indicator of success – under the subheading *Retail* – says, "Salt Lake City's share of the retail sales tax within the CBD has held steady over the past three years between \$5.6 million and \$6 million."

The vacancy rates for Class A and B offices plus the City's share of retail sales tax within the Central Business District over the last three years would seem to indicate business activity in Salt Lake City's downtown – despite what have been perceived as difficulties – has held fairly steady.

Two more "indicators of success" seem worth highlighting. The first is hotel occupancy rates increased in July 2004 to 63.6 percent from 61.1 percent in July 2003, according to the Administration. That compares with hotel occupancy rates of nearly 80 percent in the early to mid-1990s, according to a 1996 study by James W. Hire and Associates. (Hire's company noted that in 1996 hotel construction was at a feverish pace throughout Salt Lake County in anticipation of the 2002 Winter Olympics. However, the study predicted that occupancy rates would "rebound to the low 70 percent range by 2002 through 2004.")

The other indicator involves a listing of convention bookings. According to the Administration, 30 conventions will be held in 2004. However, that number will decline to 25 conventions in 2005 and 19 conventions in 2006. The decline may reflect the lack of meeting space available at the Salt Palace Convention Center that was discussed earlier this year. It may be an issue the City Council might wish to inquire about further.

### **RESPONSES TO FIRST STEPS**

As indicated earlier, the City Council's *Policy Statement* contained 35 "first steps" the Council suggested should "be considered immediately." In preparation for the briefing the Administration has responded to each of the 35 recommendations. According to the Administration, highlights include:

- Cooperating with the Economic Development Corporation of Utah to prepare a three-part mailer advertising office space downtown.

- The Redevelopment Agency's Main Street grants and low interest loan programs which have helped 21 new and existing businesses along Main Street.
- Working cooperatively with the real estate industry largely by helping market the downtown through real-estate professionals.
- Working with KUTV Channel 2 to advertise the availability of parking downtown. The program also is used to promote the downtown to residents of southern Davis County.
- An idea "to rid the City of parking meters." According to the Administration, Mayor Ross Anderson has asked for a cost-benefit analysis of the idea.
- The Administration's continuing work to complete "Broadway Boulevard" – "to make the temporary center-of-street parking a permanent, safe and beautiful City amenity."
- Adopting the *Bicycle and Pedestrian Master Plan*.
- Reducing pedestrian injury accidents by 31 percent over four years.
- Moving construction of the light rail line from downtown to the Salt Lake City International Airport from Phase 3 to Phase 1 of the Wasatch Front Regional Council's long-range transportation master plan.
- Continuing the International Jazz Festival and initiating the Downtown Living Tour, the Salt Lake City marathon and 5K races, and the Utah Day.
- Working to complete a city-wide housing policy.
- Helping fund housing projects through the Redevelopment Agency.
- Creating the position of economic development manager.
- Updating the *Downtown Master Plan*.

#### OTHER ISSUES

The Administration's responses include a few items that might be noted.

The Administration notes downtown businesses' concerns with "parking and circulation impacts due to proposed downtown developments." The effect of development downtown on the CBD's parking and traffic circulation in the next two to five years could be significant. Potential development includes: renovating the Crossroads and ZCMI Center malls, expanding the Salt Palace Convention Center, and construction of a new federal courthouse west of the Frank Moss Courthouse. Renovating the two malls may have the greatest effect on parking because some consider them the *de facto* downtown public parking garages.

The Administration notes, "UTA is in the process of evaluating and potentially expanding the Free Fare Zone on TRAX as the pending reconfiguration of the downtown bus zone is discussed." However, City Council staff attended a meeting September 16 in which UTA officials indicated that the existing free fare zone might have to be part of future renegotiations of existing agreements with the City that established the current free fare zone. UTA officials indicated to staff that fare box collections and new electronic methods of charging mass transit riders may affect the free fare zone in the future.

The City Council may wish to inquire about the extent of contacts the Administration has had with the State Building Board or its executive director to find opportunities to work together to enhance state offices or locate state cultural centers downtown.

The City Council also may wish to seek clarification on whether a suggested inventory of potential housing sites within two blocks of the Salt Lake City Main Library is finished.

The City Council may wish to ask the Administration to expand on its strategy to explore business incubation with the business schools of the University of Utah, Salt Lake Community College, and Brigham Young University.

It should be noted that the Administration's interest in the "elimination of private club membership requirements," and the "one ounce/sidecar oddity" would require amending State law.

### **ECONOMIC DEVELOPMENT REPORT**

According to the Administration, "Industrial and retail vacancies within Salt Lake City dropped in the first half of 2004. Industrial space includes warehousing, manufacturing and distribution businesses. Falling vacancies are just one sign of resurgence in economic development activity. Growth is being reported in every sector of the market."

The Administration lists six economic development projects as having been completed. Two projects involve the expansion of facilities and workforces for two existing companies. The other four are business start-ups or relocations.

According to the report, the Administration is working to retain local businesses or help them expand. In addition, the City's Revolving Loan Fund has made 16 loans in the last eight months. Thirty-six businesses or individuals applied for the loans.

The Administration is working with the Vest Pocket Business Coalition on that organization's Local First campaign. The campaign includes a study to show the finance effect locally owned businesses have on their communities; an outreach campaign to consumers and merchants; and a public service component to area merchants to help them remain competitive in a changing market place.

### **DOWNTOWN MASTER PLAN UPDATE**

The Administration has submitted a matrix of 11 major projects and goals suggested in the 1995 *Downtown Master Plan*. According to the matrix, since the adoption of the master plan the City has either completed or partially completed many of the projects and goals. Completed items include:

- Installing "people-oriented amenities" downtown.
- Helping create a balanced transportation system through supporting construction of light-rail and improvements to Interstate 15.
- Supporting expansion of the Salt Palace Convention Center.
- Supporting the consolidation of state courts into one building.
- Creating a "town square" on Block 57.
- Extending Memory Grove to the downtown.
- Using zoning to better define the downtown's boundaries.
- Establishing the Gateway area west of the Central Business District.
- Making housing a top priority.

The Administration plans to update the downtown master plan, and the matrix contains a number of recommendations that may lead to revising it.

## DOWNTOWN ALLIANCE WORK PLAN & BUDGET

The Alliance's work plan for the current fiscal year divides the Alliance's activities into two broad areas: economic development and marketing and events. According to the Alliance's Executive Director Bob Farrington, the work plan's aim is to address issues such as job creations and how to encourage residential living in the downtown.

The Alliance lists "an aggressive and integrated branding campaign" as part of its goals for both areas of activities. In September the Alliance's newsletter said the Alliance had begun work toward a "downtown branding process" that would "provide a consistent and exciting image of the downtown area" for use in promotional materials by the Alliance and other organizations. The newsletter said the campaign's anticipated outcome would be to have a slogan or brand with the strength and staying power of New York City's or the state of Virginia.

The Alliance also plans to cut the cost of parking tokens to downtown businesses in an effort to make their use more universal.

In addition, as an affiliate of the Salt Lake Chamber of Commerce, the Alliance plans to continue working with the Economic Development Corporation of Utah and the City on business recruitment issues.

## POTENTIAL FUTURE ISSUES/DISCUSSION

The Salt Lake City Council adopted its *Policy Statement on the Future Economic Development of Downtown* in January 2003. However, the Council studied, created and revised the *Statement* throughout the last three quarters of 2002. The primary reasons for developing the *Policy Statement* were uncertainties – at least perceived – about future downtown development after the 2002 Winter Olympics; uncertainty about the future of the Nordstrom department store on Main Street; and uncertainties about the City's economy in the absence of major construction projects geared to finish before the Winter Olympics and about the tourism industry in the wake of the September 11, 2001, attacks on New York City that dampened tourism nationwide.

The City Council has scheduled the review of the *Policy Statement* and the Administration's response to it in part because some of the uncertainties have been cleared up and because in its post-Olympics era Salt Lake City has remained dynamic instead of standing still.

Two announcements – the decision by Nordstrom to stay in the downtown and Delta Airlines' decision to remain at Salt Lake City International Airport as the airport's hub carrier – appear to have made Salt Lake City's dynamic more positive. But many issues remain in the short-term and long-term, and developments within the City will have to be considered in the context of the City's master plans and community needs.

A couple of things might be noted. First, every study since the 1988 Regional/Urban Design Assistance Team study has indicated that the most dynamic development has occurred on the north end of downtown and development generally has followed a northwest to southeast pattern. The pattern has been reinforced by the presence of the Gateway Mall and the Salt Lake City Main Library and Library Square which have become major downtown draws. Plans by Property Reserve Inc. to renovate the Crossroads Plaza and ZCMI Center malls and develop a campus for Brigham Young University and the LDS Business College also will reinforce the pattern. The development pattern then in some respects is like the number seven – 7 – or a "Z." in

which Main Street is the stem. It should be noted that the pattern follows the two light rail lines to Sandy and the University of Utah.

The development pattern leads to the question of whether the City should try to maintain a strictly north-south development pattern recommended in the 1988 R/UDAT study. The study recommended that the City should try to reinforce a north-south development axis by steering development down Main and State streets.

The second item that might be noted involves growth. The Wasatch Front Regional Council still estimates that the populations of Salt Lake, Davis and Weber counties will increase from 1.4 million residents in 2002 to 2.14 million residents by 2030. The Regional Council estimates that Salt Lake County's population will grow from 923,931 residents to 1.43 million residents by 2030 – an increase of about 508,000 people. As recently as last week speakers at the Utah League of Cities & Towns fall meeting discussed how the State and municipalities can pay for the anticipated growth given the existing structure of the state and local tax systems. On the other hand, Salt Lake City remains in a position to attract residential and commercial growth. In his *State of the City Address* this year, Mayor Ross C. Anderson indicated that the City would work to attract 15,000 new residents in the next seven years. That figure is roughly 3 percent of the total anticipated population growth in Salt Lake County over the next 25 years and 2 percent of the total growth in Salt Lake, Davis and Weber counties over the next 25 years. In addition, a report by the Denver-based Civitas planning group noted in its analysis of Library Square that many of Salt Lake City's downtown blocks are under-utilized because of their low densities and interior surface parking lots.

Against that background here are a number of projects or proposals currently being considered, discussed or planned in Salt Lake City's downtown:

**Utah Museum of Art and History** – located on Main Street and scheduled to open in November.

**Renovation of the Crossroads Plaza and ZCMI Center malls** – While the renovation project probably will solidify the north end of Main Street the two parking garages connected to the malls are likely to be demolished, raising questions about where people will park vehicles during construction.

**A "cultural block" encompassing at least the Utah Theater on Main Street and the Capitol Theater at 50 West 200 South** – One issue involves funding for the project. If that issue is addressed, another issue is traffic flow during construction.

**A proposal to create a campus for homeless people** – According to news reports, the proposal might provide \$48.3 million to consolidate services for homeless people on one Salt Lake City block, possibly between 300 West and 400 West and 500 South and 600 South streets or between 500 West and 600 West and 600 South and 700 South streets. According to news reports, the existing sites of providers for homeless people could be converted into a mixed-income apartment complex. It should be noted that the *Gateway Specific Plan* lists as an objective to "develop strategies that will help integrate social service facilities into the social fabric of the Gateway District." (Please see attachment.)

**Salt Palace Convention Center Expansion** – The planned expansion is part of an agreement to retain the Outdoor Retailers conventions held twice a year. The conventions are key sources of revenue.

**Brigham Young University Downtown Campus** – According to The Downtown Alliance, the downtown campus eventually is expected to accommodate more than 5,000 students and faculty.

**Salt Lake Community College** – the college is renovating its downtown campus on Main Street.

**Mass Transportation** – At a meeting last week with downtown business representatives Utah Transit Authority General Director John English said that UTA has no plans to operate a transit mall on 100 South Street. Mr. English said that now that the downtown's future configuration was clearer, UTA would like to participate in a transportation study that would integrate all of UTA's components into a single system. He estimated that the study might cost about \$250,000 and be funded with \$80,000 in UTA funds, \$80,000 from the City and the remainder made up by a variety of downtown stakeholders. Ideally, the master plan would be in place by 2006, he said.

Mr. English also noted that the Wasatch Front Regional Council's *2030 Plan* calls "for a major acceleration of highway and transit policies" that would complete many of the proposed projects for mass transit and highways within the next 10 years. How the projects would be funded remains an issue. It should be noted that one of the Administration's accomplishments has been to move the planned light rail line between the downtown and Salt Lake City International Airport up the Regional Council's project list from the third tier of projects to the first tier.

In addition, Mr. English noted that commuter rail remains on schedule to open in 2007, that work on the Intermodal Hub in Salt Lake City is progressing, that UTA the light rail connection between the Intermodal Hub and the existing light rail line was progressing, and that UTA has had on-going discussions with Salt Lake City about a trolley car circulator in the downtown.

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## Proposal would create 'campus' for homeless

Consolidation: Several charitable service agencies would move south together, away from high-visibility sites.

By Jacob Santini  
The Salt Lake Tribune

Salt Lake Tribune

The Road Home, Catholic Community Services and the 4th Street Clinic - agencies that provide shelter, food and medical care to the homeless - are hearing a high-powered sales pitch to move in together.

It's an offer that, according to an estimate given last week, could provide \$48.3 million to consolidate homeless services onto one Salt Lake City block. It would move the charitable agencies south, away from their high-value, high-visibility sites near The Gateway shopping district.

The money could come from federal and state housing funds, grants, donations, low-interest bonds and redevelopment agencies, said Lane Beattie, president of the Salt Lake Chamber.

But Beattie said the funding figure is "so preliminary" that it may turn out to be inaccurate. "There is nothing concrete in this discussion," he said.

He's not the only one advocating for caution regarding the proposal.

"Nothing is hard and fast," said Pamela Atkinson, a longtime advocate for the homeless.

There is some apprehension about the campus concept, which was unveiled to homeless-service providers last week by the chamber. Since The Gateway was envisioned in the late 1990s, providers and advocates have feared the homeless would be forced out. That concern was so strong that the 4th Street Clinic opted to buy its property last year.

"I'm extremely pleased we bought when we did," said Allan Ainsworth, the clinic's director.

Even without that history, some providers would remain wary.

"The idea of moving from where we are, it is not so appealing," said Maggie St. Claire, executive director of Catholic Community Services, which also owns its site.

At the same time, St. Claire and her counterparts are listening.

The proposal was pitched as a way to expand services, increase housing options and potentially provide stable income for the agencies through the leasing of their current sites, providers said. But Glenn Bailey, executive director for the Crossroads Urban Center, questions whether that's the chief motivation behind the proposal.

"I do think there is pressure from the business community," he said. "[The chamber is] not acknowledging that is a motive."

The Road Home and Catholic Community Services bring the homeless to an area that also has become a popular neighborhood for shopping, watching a movie or dining out. Bailey argues those businesses don't want the homeless lining up for meals and shelter across the street.

Beattie argues that interpretation is wrong. "If that were the truth, we would not be talking about downtown [to relocate]," he said.

Salt Lake City Mayor Rocky Anderson expressed reservations about a potential move.

"I just don't want to see us pouring huge resources into picking up what we have and moving them a couple blocks, when the money really ought to be going into permanent housing and supportive services," Anderson said. "I also never want us to do something for the purpose of keeping the homeless out of sight."

Anderson and seven homeless-service providers signed a statement in February 2003 vowing to stay in the Gateway area. That came as the Salvation Army announced negotiations to lease its 300 South property to the Hilton Hotel chain.

The deal has since been completed and the charitable organization razed its soup kitchen, food bank and clothing pantry. When construction of the extended-stay hotel is complete and business space is filled, the Salvation Army will be getting a cut of the profits.

That type of move is "not necessarily a bad thing if you can take advantage of an increase of property values and build up the resources to assure your continued existence" like Salvation Army did, Anderson added.

Catholic Community Services and the 4th Street Clinic could barter similar deals by leasing their land. The Road Home rents its property from another nonprofit agency, Shelter the Homeless Inc.

The Salvation Army now uses, and rents, the dining room at Catholic Community Services to serve meals to the homeless. Capt. James Sullivan is searching for another facility in the area, but is having little success.

With that search in mind, Sullivan is fully behind the chamber's concept. "It's the right choice for Salt Lake City right now," he said.



Beattie said one possibility to replace the Road Home and Catholic Community Services is a proposed mixed-income apartment complex.

The property owned by the 4th Street Clinic did not have a future use specified in the chamber's proposal, leading clinic officials to speculate they could rent to another clinic for low-income clients, or lease it to a developer, said Ainsworth.

The chamber's concept has more appeal than previous proposals to move, partially due to the possible relocation in downtown Salt Lake City. Nearly two years ago, a move to the State Fairpark, at least 10 blocks from downtown, was proposed. Even earlier, there was a proposal to move the providers to Salt Lake County land.

Bailey said the chamber identified two city blocks as possibilities at Thursday's meeting. The first is between 300 to 400 West and 500 to 600 South, and the other is from 500 to 600 West and 600 to 700 South.

Beattie declined to confirm the addresses, citing potential harm to negotiations, but added there are as many as five blocks that could be used.

The 300 West, 500 South block is owned by the Newspaper Agency Corporation, the company responsible for printing and advertising for *The Salt Lake Tribune* and *Deseret Morning News*. That property will be put up for sale after construction on a new printing facility is complete.

Whether to stay or go is going to center on improving services to the homeless.

"Bottom line: we have to continue to serve the client," St. Claire said.

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*Tribune reporter Heather May contributed to this report.*

## Items From Salt Lake City Council Policy Statement on the Future Economic Development of Downtown

### FIRST STEPS

Based on the quantity and quality of public input the City Council has received resulting from its focus on Main Street and Downtown, the Council suggests the following areas be considered immediately relating to the seven elements of a successful downtown:

- Business Center
  - Administration should identify major corporate presences in downtown, ascertain their satisfaction, and make appropriate efforts to ensure that they will remain downtown and not relocate to the suburbs. *The Mayor and other representatives of the Administration have met with IHC, Qwest and Fidelity Investments. Meetings will be set with Fidelity Investments, Beneficial Life and other major corporations. In addition, the Administration will offer to work with tenants in the three buildings of Triad Center who may consider other sites within the Central Business District as the Triad Center begins transformation to BYU / LDS Business College Campus.*

*Another targeted approach is to work with Key Bank Tower tenants whose leases may terminate before construction of mall space begins to assist with alternate CBD space.*

- Administration, in cooperation with EDCU, should target businesses to locate corporate or regional headquarters downtown.

*The Administration and RDA staff has cooperated with EDCU on a marketing campaign which resulted in a 3-part mailer that highlighted downtown office space. Two of the mailers have been sent and the responses have been pursued as they are received.*

*Mailers were sent to an entire list of site selectors and EDCU database as well as targeted to the financial services sector.*

*The Administration is also working, in conjunction with EDCU, on a business retention project, which entails personal contacts, site visits and real estate research. One project on which the Administration has recently worked intensively relates to the retention of the U.S. Postal Service Remote Encoding Center.*

- The City should encourage greater cooperation between the Salt Lake Chamber of Commerce, Downtown Alliance, and EDCU.

*In conjunction with the Downtown Development Committee, the Administration and RDA staff has reviewed downtown issues at least on a monthly basis. Members of the Downtown Alliance/Chamber of Commerce and EDCU are members of the committee. Critical issues such as marketing, police enforcement, parking, public improvements and traffic issues have been discussed, with recommendations being forwarded to City Council or RDA Board.*

*Additionally, the Administration works on a regular basis with EDCU on recruitment, retention and expansion projects, and relies on EDCU for research and demographic materials.*

- The Administration should meet with major landowners of property fronting Main Street between 600 South and South Temple, to ascertain plans for development and to encourage appropriate development as supported by market conditions.

*The Mayor and Administration and RDA staff meet regularly with owners or their agents regarding development of properties including Rick Howa, Internet Properties, Commerce CRG, Wasatch Property Management, Hamilton Partners, and CB Richard Ellis.*

*The Mayor and Administration staff has also met with Earl Holding regarding southern CBD properties.*

*Indicating that they do not believe this is the appropriate time for a major development, Sinclair Oil has applied for a conditional use permit to landscape three parcels of property now being used for parking – 450 S. Main, 465 S. Main, and 47 West 600 South.*

- The City should endorse legislation to be presented to the Utah Legislature extending historic preservation tax credits – that currently exist only for residential properties – to commercial properties.

*The Administration will pursue the extension of historic preservation tax credits during the upcoming legislative session.*

- The City should utilize the assistance of the Utah Heritage Foundation in identifying key vacant or underutilized historic buildings and all financial incentives available to encourage appropriate development as supported by market conditions.

*The Utah Heritage Foundation has been consulted regarding Historic Tax Credits as a possible financing mechanism for the Utah Theater. Staff has also researched New Market Tax Credits that may augment Historic Tax Credits.*

- The City should strongly consider encouraging legislation to extend the expiration date of the Central Business Redevelopment District to enable the City to continue to use RDA tools in the future to bolster the center of downtown.

*The Mayor, RDA staff, and members of the City Council are working to accomplish the extension of the CBD sunset date through the tax entity committee. If that process proves unsuccessful, efforts will be made to extend the sunset date legislatively, although that is not the preferred means toward a solution.*

### **Retail**

- The City should continue to support and encourage retail on Main Street, with complimentary retail at The Gateway, Trolley Square, and in East Downtown in an effort to generate economic growth in the broader downtown area.

*The Administration continues to encourage and support retail development on Main Street and in retail centers.*

*The Main Street grant program has assisted new and existing businesses including:*

*The Art of Baking (100 South block)*

*Vienna Bistro (100 South block)*

*Sam Weller's Zion Bookstore (200 South block)*

*City Weekly (200 South block)*

*The Metro Day Spa and Salt City Deli (pending – 300 South block))*

*Cheers to You (pending – 400 South block)*

*The Coffee Garden at Sam Weller's (pending – 200 South block)*

*AJ Kiwi Mart (200 South block)*

*Shogun(300 South block)*

*The Atlantic Café (300 South block)*

*Lambs (pending – 200 South block)*

*Royal Eatery (400 South block)*

*Wilson-Davis (200 South block)*

*The revolving loan fund and RDA low interest loan programs have also proven to be a useful tool for promoting retail development. Within the last eight months, loans have been given to:*

*Four Winds Healing Arts Center (Trolley Square)*

*Bag Lady Boutique (241 East 300 South)*

*Beehive Tea Room (12 W. Broadway)*

*Caffe di Gelato (Crossroads Mall)*

*Wild Mushroom Pizza (365 West 400 South)*

*House of Kabob and Pita (268 S. Main)*

*Siegfried's Delicatessen (20 West 200 South)*

*Boston Deli (400 South and Main Street)*

*The Administration staff spends a tremendous amount of*

*time with Downtown retailers, helping to answer questions and solve problems. The issues include parking, signage, licensing, transportation, zoning, permitting, panhandling, policing, and promotions.*

- The City and RDA, in conjunction with local businesses and landowners, should actively promote and market our downtown's opportunities to national, regional and local retailers, using existing plans and studies to identify and recruit potential retailers for the downtown area.

*The City works cooperatively with the real estate industry to attract retailers on a case-by-case basis and also by participating with agents/brokers in the annual International Council of Shopping Centers trade show. In meeting with local property owners, it has been discussed that the City works cooperatively to market downtown to the retail industry through real estate professionals. Public sector support is primarily offered through financial incentives and assisting businesses through various City processes.*

*The Administration created a Downtown Main Street Powerpoint presentation and marketing brochure that is used for presentation to potential commercial and retail clients. A series of Open Houses for agents and interested business people were held to present facts and*



*information about Downtown as well as discuss available properties.*

- Perceived parking problems continue to be a major obstacle to retail activity downtown. The City should continue to support the Parking Token initiative of the Downtown Alliance, but also look at more aggressive marketing of existing downtown parking to Salt Lake residents. Such marketing efforts could include advertising the availability of parking but also the advantages of covered parking at a mall versus parking in a flat parking lot in the elements of sun and snow. Marketing efforts also should dispel misperceptions that no parking is available downtown.

*The City's Destination Downtown campaign now running on KUTV Channel 2 (as part of the in-kind air time loan agreement) features an "Access Downtown" spot. The access spot highlights availability of parking stalls, TRAX and bus service, parking lots and meters. The access spot runs on rotation with the two other spots that have been produced. The campaign will feature two more spots throughout the year, with the "access" spot running intermittently. The 30-second spots were also used last December to promote the free parking meters during the month of December promotion.*

*New parking signage – large green “P’s” and arrows painted onto City streets identify parking garages or terraces. There are currently six areas with signage, with an additional ten scheduled before cold weather hits.*

*A prototype neon parking sign was developed and marketed to parking lot owners and operators. The sample sign is mounted on the west side of the Crossroads Mall. The signs were offered to Downtown operators for a 50/50 split on cost with the RDA. To date, no operators have placed an order for the signs. The Administration has proposed that the RDA consider purchasing the signs for the Central Business District lots.*

*An RDA Board subcommittee on downtown parking issues was recently created. It met with the Downtown Alliance’s Parking and Transportation Committee on August 31 and identified and prioritized 24 parking issues. Evaluation is now underway on the highest priority items:*

- 1. UTA bus rerouting proposals. This will be the main topic of the next meeting 9/22 during which UTA will discuss their plan and receive input from downtown businesses.*
- 2. Identify the best return for City/RDA money investments in downtown parking. Numerous*

*ideas have been generated and will be evaluated. Initial work is focusing on developing a holiday parking proposal for this year.*

3. *Parking and circulation impacts due to proposed downtown developments. Major projects and their timetables will be identified and discussions held with project sponsors to identify ways to minimize circulation impacts due to barricading and parking impacts due to temporary or permanent on- and off- street parking changes. This effort will include evaluating marketing and advertising that can be done to keep the public informed of how to get around downtown and where to park.*

*The Downtown Alliance is about to begin the next Parking and Transit token promotion. Tokens are deeply discounted so the cost to merchants is not as high as before.*

- *The City should also consider additional free parking downtown, such as that provided on a pilot basis on 300 South. The cost-benefit of parking meters should be studied.*

*An evaluation of downtown city streets to identify potential candidate streets to add more on-street parking*

*was performed. This has led to the addition of middle-of-the-street parking on 300 East and conversion of parallel parking on the south side of 100 South east of West Temple to angle parking.*

*The Mayor would like to rid the City of parking meters and has asked that a cost benefit analysis relating to parking meters be conducted.*

- The UTA Free Fare zone should be advertised by the City and downtown merchants. The UTA, the City, and downtown merchants should evaluate and implement ways, including small buses and possible expansion of the Free Fare Zone, to link the Gateway, Main Street, the future Intermodal Hub, and Trolley Square in such a fashion as to make movement around the downtown simple and easy for any visitor.

*The Administration has no resources for advertising the Free Fare Zone. However, the Mayor and others in the Administration often promote the free fare zone in interviews on the radio and television about City events. The Administration believes that paid advertising of the Free Fare Zone is the responsibility of UTA.*

*The Administration's approach has been to use KUTV-2 in-kind advertising to promote access to downtown, including parking, bus and TRAX service.*

*A downtown shuttle system was one of the items to be discussed at an upcoming meeting of the RDA Subcommittee Board. Additionally, UTA is in the process of evaluating and potentially expanding the Free Fare Zone on TRAX as the pending reconfiguration of the downtown bus zone is discussed. UTA anticipates public process to begin February 2005 – August, with implementation of new bus zone by Fall 2005.*

*The Downtown Alliance is in the process of producing a small downtown fold-out map that will identify downtown parking with detail as one of the features.*

- The City should encourage and support the owners of the ZCMI Center and Crossroads Plaza in undertaking significant renovations and upgrading of both mall properties including making the retail spaces more accessible to the streets.

*City and RDA staff has offered assistance in the past, but have been asked to wait until plans are far enough along that assistance with City processes is necessary.*

- RDA dollars should go toward supporting additional retail in all the CBD with a primary focus on filling vacant Main Street locations.

*Main Street grants have been successful in attracting and maintaining at least five new businesses (with five more pending authorization from the RDA board) and several others that relocated without assistance. Recently, the grants have been expanded to include existing Main Street businesses. (Five applications are now pending authorization by the RDA board).*

- The Downtown Alliance and Downtown Merchants Association should be encouraged to develop more joint marketing opportunities with conventions being hosted in downtown to attract more tourists to stores and restaurants.

*Most recently during the Outdoor Retailers Summer Market Show, jazz groups were organized to perform throughout the Central Business District to attract and appeal to convention delegates.*

- Given the proximity to downtown of communities in South Davis County, those communities should be targeted in a special marketing campaign. Emphasis should be on helping Davis County residents feel welcomed to and appreciated by Salt Lake City.

*The Destination Downtown campaign currently running on KUTV Channel 2 reaches the South Davis County communities and an even broader audience of Utah television viewers.*

*Also, the Administration has made it clear, through joint press conferences with South Davis County Mayors and Commissioners, and through other public statements, that Salt Lake City is enthusiastically assisting South Davis in moving toward better mass transit options for travel to and from Salt Lake City.*

- Efforts to make Main Street more pedestrian friendly should continue by creating elements that generate interest along the length of Main Street. Elements could include public art, window decorations and benches where people can relax.

*The RDA has funded Main Street amenities in the past, including benches and artwork. Staff is working on a concept that would renovate some of the old painted signs on the sides of buildings to celebrate the historic element of the CBD and enhance Main Street. A proposal for flower baskets was not funded last year, but will be brought before the RDA board again, prior to consultation with Eric Jergensen and Eldon Cannon, the master gardener for Temple Square.*

- 100, 200, and 300 South streets, along with South Temple Street, are important links between Main Street and West Temple Street, where much of the convention and tourist traffic flows. Efforts should continue to be

made to make these links as inviting as possible to pedestrians.

*The Administration is working toward completion of Broadway Boulevard – to make the temporary center-of-street parking project a permanent, safe and beautiful City amenity. The elements of the plan include markers at entrances, permanent landscaping, and consideration of restricting business to locally-owned, independent shops and retailers.*

*City is working with the property owner at corner of West Temple and 300 South (formerly the Zephyr) to encourage completion of site plan and offer assistance with City process.*

*RDA staff is currently working on a concept with the Salt Lake City Arts Council for public art on South Temple between West Temple and 400 West. In subsequent years, artwork will be incorporated along 100, 200 and 300 South streets.*

- **Institutional Center**
  - The City should meet with the State Building Board and/or its executive director to find opportunities to work



together to enhance state offices or locating state cultural centers downtown.

*The Utah Museum of Art and History has received financial and full support from the City. The state Archives will assist with various displays and paintings for the museum.*

*The City has offered support of the Chamber of Commerce's Cultural Block proposal.*

- The City should meet with officials of the University of Utah to find areas where the City and University can work together to locate functions that attract people and activities downtown, including classrooms, museums and galleries.

*A meeting was held in mid-August with University of Utah facilities and government relations personnel to begin discussion of attracting University programs/sites along the 400 South corridors and into the downtown area.*

*Pre-football game rallies were held last football season at Gallivan Plaza. Attendance was minimal.*

*Utah Day – September 2 was a tremendously successful community event to celebrate the U of U football season.*

*It required collaboration from several City departments with the U of U Athletic Department.*

*The City's economic development strategy includes exploration of business incubation with the U of U, Salt Lake Community College, and Brigham Young University's Business Schools.*

- The City should meet with officials of Salt Lake Community College to ascertain the success of their downtown classroom building and to see if there is anything the City can do to aid its success.

*Funding for the purchase and renovation of the SLCC Main Street campus was provided by the RDA.*

*Relationships with the Mayor, staff, and City Council with school administration have been established and are ongoing. Several meetings of the type suggested by the City Council have taken place.*

- The City should meet with officials of the LDS Church to ascertain any plans for expansion of office space, use of properties (such as State Street and First South) in the downtown area.

*Several meetings have been held and will continue to be held. There is substantial work in the planning phases and in progress including structural and seismic work at the Salt Lake Tabernacle, the renovation of Crossroads*

*and ZCMI malls, and the transition of Triad Center to an educational facility.*

○ **Local government and related public facilities**

- The City Council will continue to support making downtown more friendly to pedestrians, the disabled, and bicyclists.

*The City's first ever Bicycle & Pedestrian Master Plan has been adopted. It represents an update to the previous bicycle master plan and the addition of pedestrian considerations. Projects have been identified for implementation. Additionally, the City's Pedestrian Safety Committee has just completed its fourth year of efforts to improve pedestrian safety. Pedestrian injury accidents involving automobiles have been reduced 31% since this effort began.*

*Among the pedestrian initiatives implemented by the Administration are: pedestrian flags program, countdown pedestrian signs, "LOOK!" signs at crosswalks, increased enforcement efforts, and pedestrian-activated lights (overhead and in pavement).*

*Among the bicycle safety initiatives are: 200 South back-in angle parking, and increased signage.*

*The Administration is appreciative of the Council's continued support for making Downtown friendly to pedestrians, people with disabilities, and bicyclists.*

- The City should pursue ways to move the future construction of a light-rail connection to Salt Lake City International Airport – including completion of the downtown light-rail loop – further up the list of projects on the Wasatch Front Regional Council's long-range transportation plan.

*The construction of light rail to the airport has successfully been moved to Phase 1 from Phase 3 of the Wasatch Front Regional Council's long range transportation plan. Progress will depend on the State Legislature's willingness to authorize additional sources of funding for transit. UTA has mounted a serious lobbying effort for 2005 and the Chamber of Commerce has placed the transportation initiative as one of five project proposals they will support this year. Until the light rail line to the airport is funded, the City has held discussions with UTA to consider express service to the airport that is coordinated with light rail stops. Discussion of a Delta Air Line check-in kiosk on the express bus has also been discussed.*

- The City Council is committed to support the installation of Olympic legacy memorabilia in a prominent location downtown.

*Legacy projects have been placed at Gallivan Center, the Delta Center and the Salt Palace.*

- **Arts, Culture, entertainment, and nightlife**

- The City should focus on offering several successful events, such as “First Night,” rather than putting efforts into weekly activities that are less likely to be successful.

*The Salt Lake City International Jazz Festival has proven to be an enormously successful City event, now in its fifth year.*

*The Downtown Living Tour, held for the first time in August 2004, was well-received by the community and exceeded first-year expectations with between 400 and 500 participants.*

*The weekly Come Alive after Five and the Twilight Concert Series are ongoing seasonal programs that attract thousands of office workers, City and suburban residents to explore the CBD after hours.*

*The annual Living Traditions Festival brings thousand to the Downtown area in a multi-cultural celebration.*

*The Salt Lake City Marathon and 5K brought thousands of participants, several hundred from outside the state and country, to Salt Lake City. City Council's support of the event as a whole and the extra police assistance has helped build a strong relationship and partnership between the City and the Salt Lake City Marathon.*

*The inaugural Utah Day held in September 2004 was very successful and will become an annual community event.*

*The Downtown Alliance's Dine-o-Round (Sept 8 -27) is another successful event aimed at highlighting downtown dining establishments.*

- The City should consider current alcohol policies and monitor any changes in state laws that may be proposed in 2003.

*The Administration is reviewing alcohol policies to determine if changes can be made. The Administration strongly advocates elimination of private club membership requirements, the one ounce/sidecar oddity, and the City's limit of two taverns or private clubs per block face.*

- In partnership with Salt Lake County – the owner of downtown arts facilities – consider the feasibility and advisability of constructing a Broadway-style theater on or near Main Street, capable of presenting full-scale productions.

*The Administration has worked for over two years to advocate in favor of the historic renovation of the Utah Theater, which could become a major performing arts center in the heart of Downtown.*

- The City Council will support marketing efforts to dispel misperceptions that “there’s nothing to do” downtown. *As part of the KUTV Channel 2 loan transaction, the Destination Downtown campaign is designed to promote downtown access, business, entertainment, and housing.*

*The recent Downtown Living Tour was established to create more awareness of housing and the range of Downtown activities and amenities.*

- **Tourism**

- The City should support a feasibility study regarding further expansion of the Salt Palace to keep Salt Lake City competitive in attracting conventions.

*Study is completed and was partially funded by the RDA.*

- The City should cooperate with the Salt Lake Convention and Visitors Bureau and the Utah Travel Council in attracting convention business and tourists to Salt Lake City.

*The Administration has representation on SLCVB Executive Committee and assists with ongoing activity. In addition, the Mayor makes regular calls to meeting planners in the decision-making process for city site selection, and drafts letters for meeting planners' packets.*

- **Housing**

- The City should continue to encourage downtown housing for a full spectrum of income levels throughout the downtown area.

*The Downtown Living Tour (August 2004) was an event designed to introduce and showcase the options in downtown housing.*

*The RDA staff has committed funds for several downtown housing projects including Pierpont Lofts, Uffens Marketplace and CitiFront Apartments.*

*New housing projects are detailed in this document.*

- The City should conduct an inventory of land within two blocks of the new main library that could be used for



housing sites and study the feasibility of purchasing the sites for housing uses.

*City assisted in the funding of The Library Square Condominiums. The RDA has also committed to assisting with the 120-unit condo project at 400 South and 200 East.*

- The City should explore ways to protect further multifamily housing units on 300 East Street between South Temple and 400 South streets and encourage in-fill development of multifamily housing along 300 East Street.

*Housing issues are further discussed in the draft of the housing policy that is scheduled to be reviewed by the Mayor and then presented to the City Council.*

- The City should encourage retail services, especially grocery stores, necessary to support an increased residential population as well as services that cater to downtown workers.

*Retail development will be encouraged at 300 West 600 North that will provide services specifically for nearby residences. An RFP should be distributed within the month of September.*

*The Administration worked with a major property owner to attract a Downtown grocery store over the last year.*

*Negotiations continue at Gateway to accommodate a Target store, which would carry dry goods.*

To further focus and shape City policies to enhance the success of downtown and Main Street, the City Council adopts these statements of principle:

### **1. City's Leadership Role**

The City can and should be a vigorous advocate of downtown, encouraging business investment, working to retain as well as attract businesses to downtown, and making it easy to do business in the City. The City's advocacy should include being proactive to make businesses feel welcome in and a part of Salt Lake City.

*The Main Street Grant Program and increased marketing activity of the Revolving Loan Fund are two specific proactive programs that have shown results in the Central Business District.*

*The position of Economic Development Manager is structured to provide businesses with an ombudsman to help maneuver City process. Working with businesses one-on-one has greatly increased the City's exchange with the business community. There has also been much more attention put toward marketing City programs and services through the Vest Pocket Business Coalition, the Chamber of Commerce, Downtown Alliance and other business organizations like*

*SCORE, the Women's Business Development Center, the Pete Suazo Business Center, and the Hispanic Chamber of Commerce.*

The City Council recognizes that many decisions affecting the fate of downtown must be made by the private sector. There is much City government can and should do to encourage a healthy downtown. And yet it must be remembered that the City, through the tools available to it, is a catalyst and coordinator, not a wealth-creator in and of itself.

City government should provide focus and leadership to encourage and support private efforts leading to downtown investment. It should make sure that its roles — including but not limited to infrastructure, business licensing, regulation, zoning and code enforcement and public safety — are done efficiently, effectively, and in a way that encourages rather than discourages private investment.

*Research is underway on establishing a One Stop Permit Counter for Business Services. Initial interviews with existing customers and the building trade industry have been conducted. A One Stop consultant is working with the Community Development department on the process.*

The City should encourage and facilitate communication and cooperation among the various private and public interests who have a stake in downtown, such as the Downtown Alliance, the Salt Lake Chamber of Commerce, the Economic Development Corporation of Utah, the Downtown Merchants Association, the Salt Lake

Convention and Visitors Bureau, and County, State and Federal governments.

The City should leverage its resources as much as possible by encouraging, utilizing, and not duplicating, the services of private non-profit organizations including the Downtown Alliance, the Salt Lake Chamber of Commerce, and the Economic Development Corporation of Utah, in furthering the City's goals for downtown.

## **2. Build Upon Downtown's Strengths and Uniqueness**

People will come downtown when it provides an experience or opportunity they can't find in their own neighborhoods. Salt Lake City must distinguish itself from the suburbs by building upon what is unique to downtown — things that cannot be experienced anywhere else.

The City Council supports a greater emphasis on leveraging historic preservation as an economic development tool by working more closely with the Utah Heritage Foundation to find opportunities to use Salt Lake City's historic buildings in new and exciting ways, for office, cultural, retail, and institutional uses.

Despite numerous efforts to promote downtown, for too long Salt Lake City too often has assumed that downtown will attract people just because it exists. The time is long past when people will come to downtown because it is the only place to shop, eat at a restaurant, or

see a movie. The City Council encourages greater efforts to market downtown to people where downtown is geographically the closest retail shopping area. Marketing campaigns should target Salt Lake City residents, the daytime population, particularly office workers, University of Utah employees and students, visitors, and the suburban population, particularly residents of South Davis County.

- The City Council supports encouraging the Downtown Alliance and Downtown Merchants associations to promote joint marketing opportunities, such as seeing the Utah Symphony and enjoying a dinner or staying the night in downtown hotels. The Council supports marketing campaigns targeting University of Utah employees and students to come downtown for restaurants, entertainment and shopping and to our own residents who shop in suburbs rather than coming downtown.
- The City Council supports the development of other anchors to Main Street, in addition to retail, that will attract people to the City's core. Anchors could include museums, a Broadway-style theater, Olympic legacy or other similar attractions that would provide unique "draws" to downtown.

### **3. Take the long view rather than focusing on quick fixes**

While there are some immediate steps that should be taken during the next one to three years, City policy-makers must resist the temptation to think short-term and instead take a long-range view of how

decisions now will impact the City five, ten, even twenty years into the future.

*In August 2004, Planning Staff met with the Planning Commission Master Plan Subcommittee to review progress on the current work to revise the Downtown Master Plan. At the recommendation of the Planning Director, members of the Committee agreed that staff should focus on identifying emerging development and redevelopment opportunities, determine where gaps exist and how to address them and then update the Plan rather than rewrite the entire Master Plan.*

The City Council believes that the elements of sound development and marketing strategies for the downtown already exist in available plans and studies. The Council believes that the time for additional plans and studies have past, and the time for implementing a coherent, rational, and achievable program is now.

The City Council urges the Mayor and his administration to fashion an implementation program based on existing plans and strategies and carry out the implementation.

*The Thomas Consultants and the Downtown Master Plan have been the guiding documents for implementation of a downtown strategy. The strategy has been geared toward filling Main Street storefronts at street level, and working with the real estate industry to assist when possible with filling office vacancy. In addition, creating awareness of*

*downtown housing options, and support or production of programming and events that capitalize on Central Business District activity is a subset of the implementation strategy.*

To keep the City Council and general public involved and informed of specific program steps taken and tied to long-term priorities with measurable benchmarks, the City Council supports having the Administration provide updates to the Council and the public on the program's implementation. Regularly, the Administration should share, on a confidential basis as needed, its efforts with a subcommittee of the Council that will include representatives of Council and Redevelopment Agency leadership.

*Administration would welcome a subcommittee of the Council to work with staff on key downtown issues on a regular basis.*

#### **4. Support All facets of Downtown Development**

Too often the focus on downtown is on just one aspect of downtown – such as nightlife or retail – while failing to recognize that a successful downtown is made of several important elements.

Each element is important in its own right, but, like an ecosystem, the success of each is intertwined and interdependent. These elements can be summarized as follows and measured by the criteria listed under each section:

- **Business center**, providing the premier location for a variety of businesses, in particular, local, regional, and where possible national headquarters.
  - Indicators of success include:
    - Square footage and type of office space in the downtown inventory
      - *@ 10.12 million s/f of downtown office space*
    - The vacancy rate
      - *CBD overall for mid-year 2004 – 15.37% (9.96%-class A; 12.9%-class B; 28.19%-class C)*
      - *Overall vacancy is expected to fall another 1.5% by end of the year.*
    - The number and size of “headquarters” located in the downtown.
      - *Currently there are @ 15 “headquarters” in the CBD*
    - New businesses relocating to the Central Business District.
      - *Takashi, House of Kabob and Pita, Panda Café, DocuPrep, Wilson-Davis, The Beehive Tea Room, Viennese Bakery, Metro Day Spa and Salt City Deli, Equity Title, Trade College (pending), Biaggis, Five Star Restaurant, Circle*



*Lounge, Dodo, Christopher and Banks, Vortex,  
The Body Shop.*

- Existing businesses expanding at their present locations in the Central Business District.
  - *Sam Weller's Zion Bookstore – addition of Spanish bookstore and coffee kiosk and window service*
  - *Hamilton Partners has begun tenant search for a new office building*
  - *Zions Bank Tower – renovation of Kennecott Towers (hdqtrs of Zions Bank)*
  - *Royal Wood Office Plaza – 200 South 230 West, remodel and renovation of former Expo Mart*
  - *Big-D Corporation – 400 South 400 West, new corporate headquarters for Big D*
  - *Main and 400 South (formerly First Security) – renovation of Salt Lake's premier modernist building now leasing*
  - *Wachovia Securities – One Utah Center, expansion on ground floor due to merger of Wachovia and Prudential Securities*
  - *Frank Moss Federal Courthouse project – 400 South 50 West, \$100 million expansion and renovation of existing building*

- Existing businesses renewing their leases.
  - *Statistics not available, but can generally be determined by the vacancy rate in CBD office space.*
  
- **Retail**, supporting the retail needs of daytime population and drawing people to the downtown.
  - Indicators of success include:
    - Number of jobs generated
    - Square footage of retail
      - *2.0 million s/f*
    - Total retail sales and retail sales per square foot at each of the major retail destinations.
    - Sales tax revenue generated.
      - *Salt Lake City's share of the retail sales tax within the CBD has held steady over the past 3 years between \$5.6 million and \$6.0 million dollars.*
  
- **Institutional Center**
  - Indicators of success include:
    - Increased presence of county, state and federal offices

- *State Archives – 310 Rio Grande, new facility to house state archives and state history research center*
- Presence of educational facilities available to the public
  - *Salt Lake Community College on Main Street*
  - *BYU / LDS Business College proposed downtown campus*
  - *Salt Lake Art Academy housed temporarily in the former Salt Lake Library*
  - *Jean Massieu School for the Deaf housed in former Salt Lake Library*
- **Local government and related public facilities**
  - Indicators of success include:
    - Well-maintained public infrastructure
    - Continued development of efficient public transportation systems with easy access to homes and businesses and connected to a wider area
      - *Intermodal Hub, 200 south 600 West*
      - *Light Rail extension from the Delta Center to the Intermodal Hub with two stations. Work is still being done on the public process regarding the stops.*

- **Arts, culture, entertainment and nightlife, providing unique entertainment and cultural opportunities for residents throughout the region and visitors**
  - Indicators of success include:
    - Sales generated
    - Number of nights of entertainment offerings
      - *There is a tremendous diversity of entertainment offerings almost every night of the week.*
    - Location of new entertainment and cultural facilities including theater for Broadway productions and museums
      - *Utah Museum of Art and History, Main Street*
      - *Children's Museum of Utah – 100 S. Rio Grande, expansion and new location at Gateway*
      - *Leonardo Project – 200 East 500 South, proposed multi-purpose science and community art center*
  
- **Tourism including convention visitors**
  - Indicators of success include:
    - Convention bookings

- *2004 – 30 groups, 157,130 attendance, \$121,775,750 economic impact (following leads for 52 more groups)*
- *2005 – 25 groups, 127,408 attendance, \$98,741,200 (following leads for 21 more groups)*
  - *In 2005, the International Association for the Preservation of Barbershop Quartet Groups will come to Salt Lake City. They will bring 12,000 delegates with an expected \$9.3 million economic impact*
- *2006 – 19 groups, 91,600 attendance, \$70,990,000 economic impact (following leads for 7 more groups)*
- **Hotel occupancy rate**
  - *July 2003 - 61.1%*
  - *July 2004 - 63.6% (increase of 2.4%)*
  - *2003 --- Average daily rate \$72.61*
  - *2004 --- Average daily rate \$73.03*

#### **New Projects:**

- *Salt Palace Convention Center Expansion*
- *Prime Hotels and Resorts – 215 W. South Temple, name change and remodel of former Wyndham property*

- *Rio Grande Plaza – 423 West 300 South, \$23 million mixed use of extended stay Hilton, retail and office*
  
- **Housing — available at all ranges of income levels — will further enhance the livability and vibrancy of downtown**
  - Indicators of success include:
    - The number of housing units
      - *Estimated 3,300 units*
    - Vacancy rates
      - *Approximately 9%*
    - Population
      - *Estimated 4,500 residents in the downtown core*
    - The mix of market rate, middle income, affordable and low income housing units
  
  - New Projects:
    - *Uffens Marketplace – 45 units, 11,000 s/f retail*
    - *Questar Block --- proposed 200 unit apartments*
    - *Emigration Court Apartments – 238 units*
    - *Library Square Condos – 29 live/work condos*
    - *Cowboy Property Studios – 95 super studios*
    - *The Parc at Gateway – 152 condos*
    - *Metro Condominiums – 120 condos*

**Economic Development  
Report to City Council  
September 2004**

**RECRUITMENT**

Since January 2004, the Administration's Economic Development department has responded to numerous inquiries for recruitment proposals. Request for proposals for recruitment projects have been received directly by Salt Lake City's Economic Development Department, from the Economic Development Corporation of Utah, the State of Utah Department of Business and Economic Development, and from the real estate industry.

Industrial and retail vacancies within Salt Lake City dropped in the first half of 2004. Industrial space includes warehousing, manufacturing and distribution businesses. Falling vacancies are just one sign of resurgence in economic development activity. Growth is being reported in every sector of the market.

In cooperation with the Economic Development Corporation of Utah, the Economic Development Department undertook a recruitment campaign geared toward national companies in the Financial Services sector. Requests for more information were handled by EDCU and the City's Economic Development department.

A commercial real estate direct mail piece featuring available properties and upcoming projects in downtown Salt Lake City was distributed to over 300 national site selectors. Requests for more information were handled by EDCU and the City's Economic Development department.

Listed below are some of the larger economic development projects that are in various stages of development.

**Completed Projects:**

Cephalon - Expansion of biopharmaceutical facilities and workforce by 365 jobs.  
(135 to 500 employees )  
Recipient of Industrial Assistance Fund \$2.1 million  
150 N. Tommy Thompson Rd.

L-3 Communications – Expansion of facility and workforce.  
Expansion of 82,000 feet of warehousing and manufacturing space  
Expansion of 52,000 feet of office and laboratory space  
(L-3 now occupies over 700,000 square feet on 72 acres of land)  
By December 2005 the workforce over the last year has expanded by 250 employees. In 2005, the anticipated labor expansion is an additional 150-200 employees.  
Recipient of Industrial Assistance Fund of \$800,000

700 North 2200 West

Inline Plastics Corporation – 84,358 s/f; Western regional plastic manufacturing and distribution facility; 35 employees at start up; up to 100 employees  
1927 South 4650 West

Phasyc – 6,675 s/f manufacturing operation; relocation from Modesto, California; 20 employees; expansion at a later date  
1585 S. Gladiola

Project Bulk– 70-acre freight transfer facility and warehouse and distribution center; up to 500 employees  
700 South 5800 West (5600 West Industrial Park)

Tire Factory – 45,000 s/f, distribution center for independent tire retailers with more than 160 stores in Western US; 20 employees  
Crossroads Corporate Center, 1100 South 3800 West

**Tracking Leads:**

Project Turbo – electrical power products. Response to RFP

Project Brave – Fortune 500; relocation of 300 technical jobs. Response to RFP

Project Wood - manufacturing of wood cabinetry for kitchen and bath. 80,000-120,000s/f; 30-100 employees initially; 300-500 at full scale. Response to RFP

Project Orion - aerospace assembly plant; Response to RFP  
(Alternative site in Utah selected by site selector to present to client.)

Project Trout – consumer goods manufacturing facility from California 150,000 s/f industrial; 150 jobs. Response to RFP

Project Grease – relocation of corporate headquarters for parts manufacturer; 50,000 manufacturing/assembly; 50 employees. Response to RFP

GSA forensics lab. 20 employees. Assistance with site selection and market data.

Project Ireland – 90,000 s/f. Soft drink bottling and manufacturing; 70 jobs. Site visit and market research.

Project Peterman – Regional insurance center; 450 jobs. Preliminary information. Selection will be narrowed from Seattle, Portland, Boise and Salt Lake City.

Project Tiger – Window and door manufacturer in early stages of identifying sites for relocation.



Lowes – New retail development. Assistance with research and market data.

Fortius Financial Group – Financial services company; 5 employees. Assistance with research and market data

Project Titan --- Major manufacturer – request for information on three Salt Lake City sites.

Project Gateway – Research and development facility; 175 employees.  
(Gateway Building)

### **Recruitment projects relocated elsewhere:**

Academy of Nursing – West Valley location already built out, free parking, turnkey operation.

Fetzer's – Necessary expansion project. Considered Ninigret Park, West Valley and West Jordan. Impact fees were a deterrent and West Valley's incentives of reduced cost or free land and RDA incentives were greater than Salt Lake could offer.

Project Blacktop – Regional insurance office. 500 employees. Considered only SLC and West Valley City in Utah. Project chose Colorado Springs citing earthquake potential in Salt Lake Valley as deterrent to business development.

Project Cranberry – Relocation of corporate headquarters from Massachusetts; research and development of nutraceutical products; 30 employees.

Last week company notified the Economic Development department that, due to strong labor force and purchase of a building, they will remain in Massachusetts.

### **RETENTION**

Kenworth Trucking --- Seeking relocation within Salt Lake City; 125 employees. Assistance with site selection and information on revolving loan fund.

Ricos --- Major expansion of food manufacturing and distribution facility. Assistance with revolving loan fund to aid in expansion and increase in employees.

Univision --- Site identification, assistance with revolving loan fund to retain company in Salt Lake City and specifically in the Central Business District

DynoNobel – Market research, site identification. Company left the CBD for more suitable office space in West Valley City.

## **EXPANSION**

Project Ring – Assistance to utility company for potential expansion of programs and employees

Project REC – Physical facility expansion and workforce expansion of major employer located near Salt Lake International Airport. Proposal delivered June 2004. Decision will be made by the end of September.

Ward Engineering

1300 South West Temple – Owner considering expansion at existing site or relocation.

Ken's Automotive

624 South 300 West --- Owner expanding to adjacent lot with additional services.

## **REVOLVING LOAN FUND**

Over the past eight months the department has received applications for 36 revolving loans. Sixteen of the loans have been granted.. Approximately 20 loan inquiries are handled each month which result in an average of four or five monthly applications.

An agreement was extended in July for partnership between Salt Lake City Corporation and the Utah Microenterprise Loan Fund. Fifteen loans were made in the first year to Salt Lake City businesses. We anticipate another thirteen to fifteen loans will be made with the extended partnership.

A new brochure detailing the requirements of the Revolving Loan Fund was produced and is being distributed to business groups including U.S. Small Business Administration, Vest Pocket Business Coalition, Salt Lake Chamber of Commerce, Hispanic Chamber of Commerce and Pete Suazo Business Center.

## **Business Advisory Board**

With the review and approval of three new members to the board within the next month, the Business Advisory Board will at full membership (12 members). A new chair, Mary Corporon (who also serves on the board of the Vest Pocket Business Coalition) was elected in July. With the new members, new leadership and under the direction of the Economic Development Manager, the board is positioned to advise Administration on issues that affect business within Salt Lake City.

## **Economic Development Website**

With the assistance of IMS, the Department created a separate Economic Development website. Final edits are being completed and the site will be live at the end of September.

## **Economic Development CD**

An economic development CD was produced for use in recruitment and retention packets. 100 CD's were produced. Additional CDs can be produced at any time.

## **Special Projects**

**The Downtown Living Tour** was held August 21, 2004. It was a first-time event produced by the Economic Development Department to create awareness of the availability and variety of downtown housing in Salt Lake City.

Sponsors of the event also included Zions Bank, Gastronomy and The Downtown Alliance.

Attendance was estimated to be between 400 and 500 people. Four condominiums have been put under contract as a direct result of the Downtown Living Tour - two condominiums at The Parc at Gateway, one condominium at Library Square, and one lease with option to buy at The Warehouse Condos.

The event was produced under the \$15,000 budget. For the 2005 Downtown Living Tour, an account of \$2,500 is in place. We anticipate this to be an annual event and believe it can be expanded to be one of Downtown's biggest and best events.

**The Local First Campaign** is an initiative of the Vest Pocket Business Coalition with support from the Economic Development Department. There are several objectives to be met by the campaign including:

- A study to show the impact of locally-owned businesses
- Communication to the general public of impact to the community by small local businesses
- Direct outreach to consumers and merchants through media strategy, public relations strategy, website development, and printed materials.
- Public service component to area merchants to help them remain competitive in the changing marketplace.

## **International Council of Shopping Centers**

Annual retail trade show yielded 14 appointments with developers and retail real estate agents considering projects in Salt Lake City. Focus of the department for this year's show was to meet with developers already in the area for potential expansion projects.

## **KUTV 2 Destination Downtown Campaign**

Four television spots have been produced; two more will be produced before year's end. The campaign "Destination Downtown" highlights downtown access, business, events,

housing and special programs such as free holiday parking, and the Downtown Living Tour.

# Downtown Master Plan Review

## Major Projects

The 1995 Downtown Master Plan contained 11 major projects designed to accomplish the following goals and objectives.

### 1) People Oriented Amenities

<i>Topic</i>	<i>Policy</i>	<i>Implemented?</i>	<i>Method</i>	<i>Recommendation for the future</i>
Street trees	Included in all sidewalk/park strips	Generally	Policy	Include & delineate policy to ensure continued accomplishment
Standard paving patterns	Create a distinctive pattern for Downtown in general and Main Street and South Temple specifically	Yes	Policy	Include & delineate policy to ensure continued accomplishment
Street lighting	Part of a larger system of dist. and boulevards, distinctive light designs	Yes.	Policy	Include & delineate policy to ensure continued accomplishment
Public Art	To be encouraged, 1% of public projects investment			
Ground level glass	60%+ transparent glass in req. on retail streets, Main St., from S. Temple to 4 <sup>th</sup> S., 1 <sup>st</sup> - 3 <sup>rd</sup> S. between W. Temple and State St.	Yes	Integrated into zoning code	Reiterate general policy
Ground level retail activity	Required of all buildings along retail streets & Block 57 Plaza	Yes	Integrated into zoning code	Reiterate general policy
Coordinated parking entrances	Entries prohibited on Main St. between S. Temple & 4 <sup>th</sup> South, discouraged between 4 <sup>th</sup> & 9 <sup>th</sup> S.	Yes	Policy	Reiterate general policy
Police patrol	Foot, auto & bike, highly visible, non-threatening, substation on Block 57 Plaza	Yes	Policy	
Cleanliness	Sidewalks swept/washed during			

	summer. Snow removal in winter			
On street ambiance	Regulated vendors, musicians, artists, carriages, etc.	Yes	Ordinance changes	Reiterate general policy
Mid block walkways	Center walkways to shorten distance to cross streets.	Yes	Policy and ordinance	Expand general policy into a more definitive plan

## 2) Balanced Transportation System Mass Transit

<i>Topic</i>	<i>Policy</i>	<i>Implemented?</i>	<i>Method</i>	<i>Recommendation for the future</i>
Light rail system	Linking downtown to the suburbs	Yes. Sandy to downtown and to university hospital	Policy	Advance policy on transit lines, particularly downtown to airport and south Davis routes
Bus network	Expansion of service throughout the valley, focusing on Main St.	In process	Working with UTA	Needs reevaluation
I-15 freeway improvements	Additional lanes, interchange. Minimized negative impacts	Yes. I-15 project completed	Working with other agencies	Continue policy discussion for north I-15 and I-80
6 <sup>th</sup> N. viaduct/interchange improvement	Modified to make better use of 3 <sup>rd</sup> & 4 <sup>th</sup> W. streets	Yes	Working with other agencies	Engage in broader discussion of downtown access & neighborhood impacts including possibility of 1 <sup>st</sup> South off-ramp access
Improvements to 4 <sup>th</sup> West	Curb, gutter, sidewalk. To better define roadway, improve efficiency	Yes	Policy. Working with other agencies	Discuss 4 <sup>th</sup> West southbound and other access issues
Long range consolidation of heavy rail lines on 5 <sup>th</sup> West	Behind the rail depots. First priority to remove rails from 4 <sup>th</sup> W. north of 2 <sup>nd</sup> S.	Yes	Working with railroad and other agencies	Discuss realignment of Grants Tower and long-term rail access
Improve 5 <sup>th</sup> West	To provide a freeway frontage road/secondary access route from the south	Partial	Policy & budget	Clarify policy regarding overall access to downtown
Closure/narrowing of 2 <sup>nd</sup> Avenue @	To discourage through traffic in	Partial	Policy	Review measures taken to determine

State St.	residential areas			effectiveness
Victory Road disconnected from direct access to Beck St.	To encourage commuter traffic to use 3 <sup>rd</sup> & 4 <sup>th</sup> West, not Capitol Hill area	No	See policy	Discuss northern access in broad terms
Center medians on W. Temple, 2 <sup>nd</sup> N., Main St. & State St north of N. Temple	Replaced to clearly identify residential areas, discourage through traffic	No	See policy & budget	Determine if still valid
Major markers placed at north and east ends of downtown	To define boundaries	No	Policy and budget	Needs more work
Improved signage to university	To direct through traffic	Partial	Policy, budget and working with other agencies	Needs more work
Zoning ordinances	To be changed to reflect parking maximums as well as minimum capacities	Partially	Ordinance change	Evaluate policy and/or implement parking maximums incorporated into ordinance
30% of stalls within primary retail area	Required to be validated or metered short term parking	Partially	Ordinance change	Needs work
Improvements of or contributions to fund mass/alternate transit system	In lieu of parking construction	Yes	Ordinance change	Restate policy
Enlarge Park & Shop, create parking authority or empower downtown management group.	To oversee the coordination and management of parking in central core	Yes	Policy & management	Continue to define process
Eliminate distance from building req. for parking	Except for retail sites. Allowed to be constructed at peripheral sites	Yes	Ordinance change	Restate policy
Encourage employers flexibility	Use of alternate transit, mass transit, flextime, etc.	Yes	Ordinance change	Restate policy
Shared parking	Promoted for day and nighttime uses	Yes	Ordinance change	Restate policy

### 3) Salt Palace Expansion/Update

<i>Topic</i>	<i>Policy</i>	<i>Implemented?</i>	<i>Method</i>	<i>Recommendations</i>
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				<i>for the future</i>
Salt Palace	Continue to develop Salt Palace plans	Done	Policy. And Working with S.L. County	Needs to be updated to reflect changing needs
Delta Center	Arena to host sports activities	Done	Working with business community	Update policy regarding other venues
Museums	Encourage west downtown locations	Partial	Policy and working with other governments	Needs to be reevaluated
Science center	Hansen Planetarium needs additional space, new location	Partially	Working with other levels of gov't.	Clarify goals in light of Leonardo project
Performing arts complex	Additional arts space req.	Partially	Working with other levels of gov't.	Needs to be updated

#### 4) Consolidated Courts Complex and Civic Center

<i>Topic</i>	<i>Policy</i>	<i>Implemented?</i>	<i>Method</i>	<i>Recommendations for the future</i>
Consolidated courts complex & civic center	Combining courts and related functions at a single location	Yes	Working with other levels of gov't.	Continue policy discussions regarding south end anchors

#### 5) Town Square/Block 57

<i>Topic</i>	<i>Policy</i>	<i>Implemented?</i>	<i>Method</i>	<i>Recommendations for the future</i>
Town square/Block 57	Design to be a center of activity	Yes	RDA, budget	Restate policy and evaluate long term options

#### 6) Memory Grove Extension

<i>Topic</i>	<i>Policy</i>	<i>Implemented?</i>	<i>Method</i>	<i>Recommendations for the future</i>
Memory Grove extension/City Creek parkway	Bring M.G to 1 <sup>st</sup> Ave. Integrate C.C. parkway through downtown to connect with Jordan River parkway	Partially	Policy & budget	Needs to be updated to incorporate the State St. to Jordan River corridor

#### 7) Downtown Zoning Modifications

<i>Topic</i>	<i>Policy</i>	<i>Implemented?</i>	<i>Method</i>	<i>Recommendations</i>
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				<i>for the future</i>
Removal of height req. from basic land uses	Allows height to be controlled as a separate issue	Yes	Ordinance change	Restate policy
Implementation of mixed use in east downtown area	To solidify the eastern boundary of downtown and stabilize residential area	Yes	Ordinance change	Restate policy
Mixed use zoning in area adjacent to Pioneer Park	To enhance existing and encourage new residential use	Yes	Ordinance change	Restate policy
Warehouse historic dist. development	Rio Grande Depot, Pierpont areas, preserve as historic areas	No	Establishment of a historic district	Still valid Restate policy
View corridors	Temple Sq., City-County Building, Cathedral of the Mad., State Capitol.	Yes	Policy & ordinance	Continue to refine policy
Downtown view corridors	From downtown to surrounding views, mountains etc.	Yes	Policy & ordinance	Continue to refine policy
Gateways	Changes in zoning to enhance entry into downtown on major streets	No	Ordinance & policy	Continue discussions regarding gateway's image
Retail overlay for Main Street	Design standards for pedestrian	Yes	Ordinance	Restate policy
General parking requirements	Parking design measures	Yes	Ordinance	Restate policy
Theater & arts dist. overlays	To encourage a concentration of related businesses	No	Policy & ordinance	Still needs work

### 8) Theme Monument

<i>Topic</i>	<i>Policy</i>	<i>Implemented?</i>	<i>Method</i>	<i>Recommendations for the future</i>
Theme monument	Anchor the south end of downtown	No	Policy, budget	Warrants reevaluation

### 9) Gateway Redevelopment Area

<i>Topic</i>	<i>Policy</i>	<i>Implemented?</i>	<i>Method</i>	<i>Recommendations</i>
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				<i>for the future</i>
Gateway redevelopment area	Master plan	Yes	Policy, ordinance	Continue to refine and integrate Gateway

### 10) Sports Park/Stadium

<i>Topic</i>	<i>Policy</i>	<i>Implemented?</i>	<i>Method</i>	<i>Recommendations for the future</i>
Sports Park/Stadium	To host additional professional sports organizations	Partial	Budget, policy	Still valid

### 11) Housing

<i>Topic</i>	<i>Policy</i>	<i>Implemented?</i>	<i>Method</i>	<i>Recommendations for the future</i>
Housing	Top priority	Partial	Budget, policy, ordinance	Policy needs to be expanded upon and opportunities identified




SALT LAKE  
**Downtown Alliance**  
an affiliate of the Salt Lake Chamber

175 East 400 South, Suite 600  
Salt Lake City, Utah 84111

t: 801.359.5118  
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www.downtownslc.org  
August 30, 2004

TO: Salt Lake City Council members  
Mayor Rocky Anderson

FR: Robert Farrington Jr.   
Executive Director

RE: 2004-2005 Downtown Alliance Budget and Work Plan

On behalf of the Downtown Alliance Board of Trustees we are pleased to forward to the Salt Lake City Council and Administration the Downtown Alliance Work Plan and Budget for fiscal year 2004-2005.

This work plan is consistent with the Downtown Alliance Strategic Plan and Salt Lake City Council policy statements regarding the downtown area. The Downtown Alliance plan has also been approved and adopted by the Salt Lake Chamber of Commerce, with which we now have an affiliated relationship.

We believe that this work plan and budget accomplishes the following:

*Meets the expectations of downtown businesses and property owners for services and programs.*

*Continues the successful programs of the Downtown Alliance and provides opportunities and flexibility for new initiatives.*

*Raises over \$280,000 in direct cash expenditures to supplement the assessment funding, and provides an additional \$200,000 in trade and in-kind contributions. (This does not include the over \$350,000 raised for First Night Salt Lake)*

*Fulfills the contract requirements with Salt Lake City Corporation for management services for the Central Business Improvement District.*

*Address merger, consolidation and coordination issues with the Salt Lake Chamber of Commerce, and other organizations promoting downtown Salt Lake City.*

*Keeps Downtown Alliance staffing levels at the same level as the previous contract, allowing for the same delivery of services.*

*Maintains the assessment rate at the same level as the previous contract period.*



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Downtown Alliance Work Plan

The Downtown Alliance welcomes our close working relationship with the Salt Lake City Council, Administration and City staff, and strives to incorporate the goals of the City and those of the downtown businesses community into a common plan of action.

We are excited about the many new initiatives and projects underway and being planned in downtown Salt Lake City. With a common purpose and focused implementation plan we look forward to an exciting and productive year.

Thank you for allowing us the opportunity to present our work plan to the City Council.



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## **Downtown Alliance Salt Lake City**

### **Work Plan and Budget Fy 2004-2005**

**Presented to  
Salt Lake City Council**



**ECONOMIC DEVELOPMENT GOAL** – *Develop the downtown economy by promoting the downtown area as the premier mixed use business and regional destination in the Intermountain West.*

**Business Recruitment**

- **Chamber Affiliation**  
Take a leadership role, in cooperation with the Salt Lake Chamber, in development of major public and private initiatives by building business, public sector and community support.
- **Marketing and Advertising**  
Initiate a marketing campaign directed at general business and job growth. The project will include coordination with EDCU and DCED to avoid duplication of efforts.
  - Create and implement a multi-dimensional marketing campaign to brand downtown as a superior location for office, commercial and retail business to local and national prospects in cooperation with Salt Lake City and the EDCU.
    - Direct mail to target industries and businesses in the region
    - Business oriented publications
    - Public Relations and media partnerships
    - Broker and Property owner assistance
  - Direct contact with national and local businesses that may be potential commercial or retail tenants in Downtown.

**Trade Shows/Site Visits**

Participate in national and local trade shows, and economic development initiatives to sell downtown Salt Lake City as a superior business location.

- International Council of Shopping Centers regional and national shows
- Outdoor Retailers and other trade shows and conferences held in Salt Lake City
- CCIM, BOMA, and other real estate oriented organizations
- Urban Land Institute
- **Web Page**  
Utilize the Downtown Alliance web site for updated business and economic reports and create a section on capital projects under consideration or under construction.
- **Retail Recruitment**  
Provide technical assistance to businesses to create an effective retailing presence and help attract interest in downtown retail locations
- Provide specialized marketing recruitment directed to the retail sector in coordination and participation with Salt Lake City and Salt Lake City RDA.
  - Target missing or underserved retail sectors
  - Coordinate with brokers, property owners and property managers

### **Research and Information**

- Stakeholder information – dissemination of information and targeted research for key stakeholders, property owners, and project developers.
- Publications – publication of special studies, economic reports, benchmark studies and various business and economic materials throughout the year.
- Initiate and fund feasibility studies which develop recommendations on important economic development initiatives.
- Identify all major leases and expiration dates for major downtown tenants, and mobilize support to keep them downtown

### **Policy / Partnerships**

- Funding to assist government or other non profit organizations in joint venture programs or studies that have a direct economic impact on Downtown.

### **Planning and Development**

- Funding for addressing panhandling, boarded buildings, and other “broken window” issues in downtown
- Possible funding for small area or block redevelopment plans

### **Transportation and Parking**

- Plan and market the third and final year of a downtown token program to enhance parking and transit options
- Improved directional signage
  - Painted markings in travel lanes
- Create a new downtown transit pass available to mid-size and smaller businesses
- Keep current information about parking supply, demand and rates

### **Main Street Initiatives**

- Retail and business recruitment and promotion consistent with the Main Street Plan

### **Housing**

- Promotion of existing and planned units of downtown residential units
- Creation of a “Living Downtown” fair promoting downtown living options
- Web Page updates and other printed materials

**MARKETING AND EVENTS GOAL** - *The Downtown Alliance will enhance and promote the urban experience in downtown Salt Lake City for local residents, downtown employees, and visitors.*

**Marketing and Promotions**

- **Advertising and Branding**  
Use print advertising in daily and weekly entertainment newspapers to continue an aggressive and integrated branding campaign which highlights downtown shopping, dining, entertainment, and art and cultural activities.
- **Liveitupdown! Calendar and Promotion**  
Produce monthly calendars for the Main Street kiosks that highlight downtown activities and also reinforce the Liveitupdown! campaign.
  - Provide event and activity information to downtown businesses, workers, visitors and local residents through a monthly calendar distribution.
- **Web Support**  
Improve web-site communications, making it the definitive event/activity site: [www.liveitupdowntown.com](http://www.liveitupdowntown.com). Expand communications and increase number of subscribers.
- **Event Marketing**  
Create seasonal infill activities and promotions with media and businesses into an integrated branding and promotional campaign.
- **Public and Media Relations**  
Undertake a proactive public and media relations effort to promote downtown.
- Create a launch and media event for the downtown summer season including the Summer Guide and calendar of events release.
- **Signage and Banners**  
Display banners and signage at downtown events and locations that reinforce downtown marketing message.
- **Guides and Publications**  
Create and update guides and publications that support downtown businesses and the branding campaign, including a Nightlife Guide, Downtown Guide, Living Downtown Guide, and Dining Guide.
- **Hospitality Promotions**  
Develop marketing efforts and cross-promotional plans that support the hospitality industry in conjunction with the Salt Lake convention & Visitors Bureau and the Utah Travel Council. Includes producing a downtown Summer Guide and working with arts and cultural organizations to create summer destination packages for visitors.
- **Downtown Connection**  
Host quarterly and informal gatherings at downtown businesses and facilities that promote those hosting the event and allow downtown businesses to connect with one another.



### **Events and Activities**

- Organize and produce First Night Salt Lake City as Utah's premiere arts celebration, and maintain current Tier 1 ZAP status with Salt Lake County.
- Produce the Downtown Farmers' Market for 19 weeks at Pioneer Park.
- Produce a Downtown Arts & Crafts Market.
- Create a new Wednesday Market at the Gateway Shopping District, a 10 week market that highlights the best of the Farmers' Market with live entertainment each week.
- Produce "Lights On!" holiday season kickoff and month-long holiday season marketing campaign.
- Develop co-branding and promotions for existing downtown events.
- Sponsor the 12<sup>th</sup> season of the Twilight Concert Series with the Salt Lake Arts Council, a, 8 week free concert series at the Gallivan Center.
- Sponsor the Salt Lake City International Jazz Festival, and assist with business co-promotional efforts and infill events.
- Support the Salt Lake Gallery Association's monthly Gallery Stroll.
- Co-produce a summer public art show in conjunction with the Salt Lake Arts Association. Juried, 2 dimensional art will be displayed throughout the summer and fall in the Main Street Kiosk.
- Produce the "Downtown Dine O Round" a three week restaurant promotion that highlights a special dining opportunities at participating downtown restaurants.
- Produce "Live Green; an Eco Exchange Downtown" a spring retail promotion that features plants, workshops and forums about sustainable living. 2005 will expand to include more garden retailers and a garden show.

### **Holiday Lights**

- Organize the downtown holiday lights on downtown streets with adequate power and street trees, and add décor at additional locations where possible.

### **Banners and Kiosks**

- Manage the downtown street banner program and Main Street kiosks as a low cost way for non-profit organizations to promote their downtown event or activity.

### **Marketing Support**

- Maintain the Downtown Alliance Main Street location as a distribution point for downtown business, investment, and event information.
- Provide general resource information on downtown for a wide variety of requests and referrals.
- Assist downtown event planners with resources and information regarding downtown venues, businesses and permitting.

## Downtown Alliance

### Income/Expense Summary -- 2004-2005

<b>Program</b>	<b>Assessment</b>	<b>Non Assessment</b>	<b>Total</b>
<b>Income</b>			
CBID Assessment	700,000		700,000
First Night Management		65,000	65,000
Banners/Kiosks		28,167	28,167
Art and Craft Market		17,000	17,000
Farmers Market		65,000	65,000
Holiday Promotion		20,000	20,000
Parking Token		40,000	40,000
Dine O' Round		22,500	22,500
Other		28,000	28,000
<b>Total Income</b>	<b>\$700,000</b>	<b>\$285,667</b>	<b>\$985,667</b>
<b>Expenses</b>			
<b>Economic Development</b>			
Recruitment and Retention	60,000	10,000	70,000
Research and Information	20,000	5,000	25,000
Main Street	5,000	0	5,000
Planning and Development	5,000	0	5,000
Policy Partnerships	2,500	0	2,500
Transportation/Parking	5,000	40,000	45,000
Housing	5,000	0	5,000
Salaries/taxes	133,964	0	133,964
Committees	1,270	0	1,270
Contingency	1,500	0	1,500
<b>Subtotal</b>	<b>\$239,234</b>	<b>\$55,000</b>	<b>\$294,234</b>
<b>Marketing and Events</b>			
Marketing and Promotion	57,500	11,500	69,000
Events and Activities	35,000	182,167	217,167
Holiday Lights	72,500	0	72,500
Banners and Kiosks	4,000	26,000	30,000
Committees	1,000	0	1,000
Salaries/taxes	84,732	0	84,732
Contingency	1,000	0	1,000
<b>Subtotal</b>	<b>\$255,732</b>	<b>\$219,667</b>	<b>\$475,399</b>
<b>General and Administrative</b>	<b>\$205,034</b>	<b>\$11,000</b>	<b>\$216,034</b>
<b>Total Expenses</b>	<b>\$700,000</b>	<b>\$285,667</b>	<b>\$985,667</b>

**Downtown Alliance**  
**Income/Expense Detail – 2004-2005**

<b>Program</b>	<b>Assess</b>	<b>Non Assessment</b>	<b>Total</b>
<b>INCOME</b>			
CBID Assessment	700,000		700,000
First Night Management		65,000	65,000
Banners/Kiosks		28,167	28,167
Art and Craft Market		17,000	17,000
Farmers Market		65,000	65,000
Holiday Promotion		20,000	20,000
Parking Token		40,000	40,000
Dine O' Round		22,500	22,500
Other		28,000	28,000
<b>Total Income</b>	<b>\$700,000</b>	<b>\$285,667</b>	<b>\$985,667</b>

## EXPENSES

### ECONOMIC DEVELOPMENT

#### Recruitment and Retention

Chamber Affiliation	30,000		30,000
Marketing and Advertising	15,000	5,000	20,000
Collateral Material	5,000	5,000	10,000
Retention Program	2,500		2,500
Storefront design	1,500		1,500
Web page	2,500		2,500
Trade shows/site visits	2,500		2,500
Other	1,000		1,000

#### Research and Information

Stakeholder information	5,000		5,000
Publications	5,000	5,000	10,000
Studies	10,000		10,000

#### Main Street

Recruitment	2,500		2,500
Promotion	2,500		2,500
Other	0		0

#### Planning and Development

Project 1	2,500		2,500
Project 2	2,500		2,500

#### Policy/Partnerships

	2,500		2,500
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#### Transportation and Parking

Token program	2,500	40,000	42,500
Transit	2,500		2,500

#### Housing

Promotion and development	5,000		5,000
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#### Salaries and Benefits

Salary	123,467		123,467
Taxes	9,497		9,497
Other	1,000		1,000

#### Committee Support

	1,270	0	1,270
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#### Contingency

	1,500		1,500
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<b>Total Eco Dev Expenses</b>	<b>\$239,234</b>	<b>\$55,000</b>	<b>\$294,234</b>
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**MARKETING AND EVENTS****Marketing and Promotion**

Advertising and Branding	25,000		25,000
Kiosks promotion	2,500		2,500
Live It Up Calendar	3,000		3,000
Web Support	3,000		3,000
Event Marketing	2,500		2,500
Signage and banners	2,500		2,500
Guides and Publications	10,000	7,500	17,500
Hospitality Promotions	7,000		7,000
Downtown Connection	2,000	4,000	6,000

**Events and Activities**

First Night Management		60,667	60,667
First Night Sponsorship	10,000		10,000
Farmers Market	5,000	59,000	64,000
Arts and Crafts Market		17,000	17,000
Twilight Concerts	5,000		5,000
Jazz Festival	2,500		2,500
Other event sponsorship	2,500		2,500
Dine O Round	1,500	22,500	24,000
Live Green	2,000	5,000	7,000
Downtown event support	2,500		2,500
Lights On!	4,000	18,000	22,000

**Holiday Lights**

New lights and décor	2,500		2,500
Installation	65,000		65,000
Repair/other	5,000		5,000

**Banners and Kiosks**

Installation		20,000	20,000
Purchase	4,000	6,000	10,000

**Committee Support**

	1,000		1,000
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**Salary and Benefits**

Salaries	77,752		77,752
Benefits and taxes	5,980		5,980
Other	1,000		1,000

**Contingency**

	1,000		1,000
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<b>Total Marketing and Events</b>	<b>\$255,732</b>	<b>\$219,667</b>	<b>\$475,399</b>
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**GENERAL AND ADMINISTRATION**

Auto Expenses	5,400		5,400
Bank Charges	150		150
Dues and Subscriptions	3,000		3,000
Employee benefits	34,000	2,500	36,500
Insurance	3,000		3,000
Lease, Purchase, Service Equipment	21,560	2,000	23,560
Lease	50,000	4,500	54,500
Professional Fees	10,000		10,000
Board /Advisory Board Expense	0		0
Office supplies and materials	6,250		6,250
Parking	5,000	1,000	6,000
Printing/General Office	6,000		6,000
Postage and Shipping	3,500		3,500
Telephone	7,000	1,000	8,000
Travel	1,700		1,700
Miscellaneous	1,750		1,750
Property Taxes	350		350
Salaries	41,600		41,600
Taxes	3,774		3,774
Contingency	1,000		1,000
<b>Total Expenses</b>	<b>205,034</b>	<b>11,000</b>	<b>216,034</b>

**EXPENSE SUMMARY**

Economic Development	239,234	55,000	294,234
Events and Marketing	255,732	219,667	475,399
General and Adminsitration	205,034	11,000	216,034
Reserve	0	0	0
<b>Total</b>	<b>700,000</b>	<b>285,667</b>	<b>985,667</b>

## *Salt Lake City Council Policy Statement on The Future Economic Development of Downtown*

January 2003

### INTRODUCTION

By most objective measures, downtown Salt Lake City is healthy and doing well. Yet, even though there is much “good news” about downtown, City leaders and residents share a concern about its future.

At the beginning of 2002, the City Council named the future of downtown, and in particular, Main Street, as its top policy priority for the year. While downtown is much more than Main Street, Main Street is at the center — it is the heart — of downtown.

The challenge facing Salt Lake City policymakers as we move forward after hosting the Olympics and into the 21<sup>st</sup> Century is how to build upon downtown’s many strengths, and further enhance the vibrancy and vitality of the downtown.

The City Council’s role is to provide policy direction and to ensure that its efforts support the City’s policy goals. The Council’s tools are its authority to allocate city resources, including those of the Redevelopment Agency; to make zoning decisions; and to adopt ordinances.

To help focus on how the Council could best fulfill its responsibilities, it held hearings in March and April. Over one hundred citizens including representatives from various interest groups, provided comments and suggestions. A draft policy statement was circulated in November, and a Public Hearing was held on December 3. Council members have also, throughout the year, individually and in small groups, had many meetings with downtown stakeholders and citizens to deepen their understanding of the issues and forces shaping downtown.

As a result, the City Council’s overarching policy regarding downtown is this:



*The City Council recognizes that Main Street is the core of our downtown commercial, tourist, and convention activity. To encourage the relocation of retail or other commercial businesses or other key "anchors" away from Main Street will undermine these activities to the long-term detriment of downtown, including the Gateway and other developments. The continued vitality of Main Street is essential to the economic and cultural health of our great city.*

Downtown, defined generally as the area from Temple Square on the north, to The Gateway on the West, to Trolley Square on the east, to the hotel district along the 600 South Street entrance to the city from Interstate 15, is important to Salt Lake City residents for a variety of reasons. Historically it has been the business, financial, retail, and government center of the City, County, region, state, and in many ways the entire Intermountain West.

The health and vitality of Salt Lake City's downtown is important to city residents and people throughout the region. Business and commerce; institutional uses; local government and related public facilities; arts, culture and entertainment; tourism, and housing are all vital to the health of Salt Lake City's downtown.

A brief listing of the downtown's strengths shows what downtown Salt Lake City means to Utah:

### **Business, and Commerce**

Salt Lake City is Utah's commercial and financial center.

- The Central Business District within the downtown contains 28.8 percent of the total square footage of office space in Salt Lake County. When office space on the CBD's periphery is included the figure rises to 42.8 percent. (1)
- Downtown Salt Lake City contains the corporate offices of the two largest banks in Utah, and 10 commercial banks operate in the Central Business District.

### **Retail Services**

Although it contains 10 to 15 percent of the total space leased for retail in Salt Lake County, Salt Lake City's downtown is perhaps the only downtown in the nation to have four destination malls within its borders: The Gateway, the Crossroads Plaza, the ZCMI Center and Trolley Square.

- Salt Lake City's downtown workforce grew by nearly 25 percent to 61,000 people between 1990 and 2001, leaving a significant daytime population to support retail services.
- According to a May 2002 survey conducted by the Downtown Alliance, 32 percent of Salt Lake County's population said they had visited the downtown "within the past week" to dine, shop, or seek entertainment.

### **Institutional**

As Utah's capital, Salt Lake City is the seat of state government including state and local courts, and the local presence of the Federal Government.

- Near downtown are the State Capitol and the University of Utah, providing further opportunities to attract people to the core of the city.
- As the World Headquarters of the Church of Jesus Christ of Latter-day Saints, Salt Lake City's downtown is a magnet to members of that faith worldwide, as well as a draw to tourists from throughout the world. Temple Square and other LDS sites downtown including the world-renowned Family History Center draw more than five million visitors per year.
- Downtown is also home to several religious communities including the Roman Catholic and Episcopal dioceses, a number of historic churches — the Cathedral of The Madeleine, the Cathedral Church of St. Mark, the Holy Trinity Greek Orthodox Church, the historic First Presbyterian and

First United Methodist churches, and the Buddhist Temple, each of which attracts people to the downtown area.

### **Local Government and Related Public Facilities**

Maintaining Salt Lake City's downtown has been a major concern of city government for decades.

- Since 1975 the City's Redevelopment Agency has allocated a substantial amount for downtown public improvements, land purchases and sales, and loans to businesses to renovate buildings.
- Salt Lake City voters approved bond issues of \$30 million and up to \$84 million respectively to renovate the City & County Building and build a new main library and public plaza.
- Salt Lake City elected officials also have been instrumental in encouraging the construction of the state's only operating light rail lines, and the location of the State Courts Complex in the Scott M. Matheson Courthouse.

### **Arts / Culture / Entertainment**

Downtown remains the focal point of arts, culture and entertainment in Utah.

- It is the home of Utah's premier performing arts organizations and Utah's only major league sports franchise.
- The Capitol Theater, Abravenel Hall, and the Delta Center serve as venues for a wide variety of special events. The Days of '47 parade, the Utah Arts Festival and the New Year's Eve First Night celebration identify Salt Lake City as a core activity center for the region.

### **Tourism**

Downtown is the focal point of Utah's convention business.

- It is home to the Salt Palace Convention Center and more than 5,000 hotel rooms. (2)
- In terms of square footage, downtown contains 67 percent of the top meeting space in Utah. It contains the two top facilities for meeting space, three of the state's top five facilities for meeting space, and five of the state's top ten facilities for meeting space. (3)
- Salt Lake City also attracts ski visitors from out of state to stay in downtown hotels while enjoying several world-class resorts within a one-hour drive of downtown.

### Housing

Downtown living is on the rise in Salt Lake City, and housing is an increasingly important component of downtown.

- Partly due to the concerted efforts of the City Redevelopment Agency, housing stock in downtown has increased substantially during the past decade, to where it is now estimated that 4,500 residents live in the downtown's core.
- Downtown is bordered on the east by a neighborhood that has the highest density of any neighborhood in the state and on the west by a neighborhood that is projected to ultimately be the home of 13,000 residents. (4)

Downtown is not in decline. According to a recent economic study conducted by the University of Utah's Bureau of Business and Economic Research for the Downtown Alliance, in the 1990's every major economic indicator for downtown has been positive, including:

- 24% increase – 12,000 more employees – working in the CBD
- 69% increase in housing units
- 30% increase in office square footage, with the lowest vacancy rates in a decade.
- 45% increase in retail square footage

- 54% increase in wages
- 35% increase in commercial bank deposits
- 25 new restaurants and 15 new private clubs
- 6% increase in retail sales

The only major indicator that has been a disappointment, however, is one that is among the most visible — retail sales. While retail sales increased a slight 6% from 1990 to 2001, sales peaked in 1996, and then declined by 21%. The loss of retail business from downtown to the suburbs and other retail outlets such as the Internet, coupled with the empty storefronts of South Main Street have led policymakers, the news media, and citizens to be concerned about the viability and vibrancy of Main Street.

To further focus and shape City policies to enhance the success of downtown and Main Street, the City Council adopts these statements of principle:

### **1. City's Leadership Role**

The City can and should be a vigorous advocate of downtown, encouraging business investment, working to retain as well as attract businesses to downtown, and making it easy to do business in the City. The City's advocacy should include being proactive to make businesses feel welcome in and a part of Salt Lake City.

The City Council recognizes that many decisions affecting the fate of downtown must be made by the private sector. There is much City government can and should do to encourage a healthy downtown. And yet it must be remembered that the City, through the tools available to it, is a catalyst and coordinator, not a wealth-creator in and of itself.

City government should provide focus and leadership to encourage and support private efforts leading to downtown investment. It should make sure that its roles — including but not limited to infrastructure, business licensing, regulation, zoning and code enforcement and public safety — are done efficiently, effectively, and in a way that encourages rather than discourages private investment.

The City should encourage and facilitate communication and cooperation among the various private and public interests who have a stake in downtown, such as the Downtown Alliance, the Salt Lake Chamber of Commerce, the Economic Development Corporation of Utah, the Downtown Merchants Association, the Salt Lake Convention and Visitors Bureau, and County, State and Federal governments.

The City should leverage its resources as much as possible by encouraging, utilizing, and not duplicating, the services of private non-profit organizations including the Downtown Alliance, the Salt Lake Chamber of Commerce, and the Economic Development Corporation of Utah, in furthering the City's goals for downtown.

## **2. Build Upon Downtown's Strengths and Uniqueness**

People will come downtown when it provides an experience or opportunity they can't find in their own neighborhoods. Salt Lake City must distinguish itself from the suburbs by building upon what is unique to downtown — things that cannot be experienced anywhere else.

The City Council supports a greater emphasis on leveraging historic preservation as an economic development tool by working more closely with the Utah Heritage Foundation to find opportunities to use Salt Lake City's historic buildings in new and exciting ways, for office, cultural, retail, and institutional uses.

Despite numerous efforts to promote downtown, for too long Salt Lake City too often has assumed that downtown will attract people just because it exists. The time is long past when people will come to downtown because it is the only place to shop, eat at a restaurant, or see a movie. The City Council encourages greater efforts to market downtown to people where downtown is geographically the closest retail shopping area. Marketing campaigns should target Salt Lake City residents, the daytime population, particularly office workers, University of Utah employees and students, visitors, and the suburban population, particularly residents of South Davis County.

- The City Council supports encouraging the Downtown Alliance and Downtown Merchants associations to promote joint marketing opportunities, such as seeing the Utah Symphony and enjoying a dinner or staying the night in downtown hotels. The Council supports marketing campaigns targeting University of Utah employees and students to come downtown for restaurants, entertainment and shopping and to our own residents who shop in suburbs rather than coming downtown.
- The City Council supports the development of other anchors to Main Street, in addition to retail, that will attract people to the City's core. Anchors could include museums, a Broadway-style theater, Olympic legacy or other similar attractions that would provide unique "draws" to downtown.

### **3. Take the long view rather than focusing on quick fixes**

While there are some immediate steps that should be taken during the next one to three years, City policy-makers must resist the temptation to think short-term and instead take a long-range view of how decisions now will impact the City five, ten, even twenty years into the future.

The City Council believes that the elements of sound development and marketing strategies for the downtown already exist in available plans and studies. The Council believes that the time for additional plans and studies have past, and the time for implementing a coherent, rational, and achievable program is now.

The City Council urges the Mayor and his administration to fashion an implementation program based on existing plans and strategies and carry out the implementation.

To keep the City Council and general public involved and informed of specific program steps taken and tied to long-term priorities with measurable benchmarks, the City Council supports having the Administration provide updates to the Council and the public on the program's implementation. Regularly, the Administration should share, on a confidential basis as needed, its efforts with a

subcommittee of the Council that will include representatives of Council and Redevelopment Agency leadership.

#### 4. Support All facets of Downtown Development

Too often the focus on downtown is on just one aspect of downtown – such as nightlife or retail – while failing to recognize that a successful downtown is made of several important elements.

Each element is important in its own right, but, like an ecosystem, the success of each is intertwined and interdependent. These elements can be summarized as follows and measured by the criteria listed under each section:

- **Business center**, providing the premier location for a variety of businesses, in particular, local, regional, and where possible national headquarters.
  - Indicators of success include:
    1. Square footage and type of office space in the downtown inventory
    2. The vacancy rate
    3. The number and size of “headquarters” located in the downtown.
    4. New businesses relocating to the Central Business District.
    5. Existing businesses expanding at their present locations in the Central Business District.
    6. Existing businesses renewing their leases.
  
- **Retail**, supporting the retail needs of daytime population and drawing people to the downtown.
  - Indicators of success include:
    1. Number of jobs generated
    2. Square footage of retail
    3. Total retail sales and retail sales per square foot at each of the major retail destinations.
    4. Sales tax revenue generated.



- **Institutional Center**
  - Indicators of success include:
    1. Increased presence of county, state and federal offices
    2. Presence of educational facilities available to the public
  
- **Local government and related public facilities**
  - Indicators of success include:
    1. Well-maintained public infrastructure
    2. Continued development of efficient public transportation systems with easy access to homes and businesses and connected to a wider area
  
- **Arts, culture, entertainment and nightlife, providing unique entertainment and cultural opportunities for residents throughout the region and visitors**
  - Indicators of success include:
    1. Sales generated
    2. Number of nights of entertainment offerings
    3. Location of new entertainment and cultural facilities including theater for Broadway productions and museums
  
- **Tourism including convention visitors**
  - Indicators of success include:
    1. Convention bookings
    2. Hotel occupancy rate
  
- **Housing — available at all ranges of income levels — will further enhance the livability and vibrancy of downtown**
  - Indicators of success include:
    1. The number of housing units
    2. Vacancy rates
    3. Population

4. The mix of market rate, middle income, affordable and low income housing units

## **FIRST STEPS**

Based on the quantity and quality of public input the City Council has received resulting from its focus on Main Street and Downtown, the Council suggests the following areas be considered immediately relating to the seven elements of a successful downtown:

- **Business Center**
  - Administration should identify major corporate presences in downtown, ascertain their satisfaction, and make appropriate efforts to ensure that they will remain downtown and not relocate to the suburbs.
  - Administration, in cooperation with EDCU, should target businesses to locate corporate or regional headquarters downtown.
  - The City should encourage greater cooperation between the Salt Lake Chamber of Commerce, Downtown Alliance, and EDCU.
  - The Administration should meet with major landowners of property fronting Main Street between 600 South and South Temple, to ascertain plans for development and to encourage appropriate development as supported by market conditions.
  - The City should endorse legislation to be presented to the Utah Legislature extending historic preservation tax credits – that currently exist only for residential properties – to commercial properties.
  - The City should utilize the assistance of the Utah Heritage Foundation in identifying key vacant or underutilized historic buildings and all financial incentives available to encourage appropriate development as supported by market conditions.
  - The City should strongly consider encouraging legislation to extend the expiration date of the Central Business Redevelopment District to enable the City to

continue to use RDA tools in the future to bolster the center of downtown.

○ **Retail**

- The City should continue to support and encourage retail on Main Street, with complimentary retail at The Gateway, Trolley Square, and in East Downtown in an effort to generate economic growth in the broader downtown area.
- The City and RDA, in conjunction with local businesses and landowners, should actively promote and market our downtown's opportunities to national, regional and local retailers, using existing plans and studies to identify and recruit potential retailers for the downtown area.
- Perceived parking problems continue to be a major obstacle to retail activity downtown. The City should continue to support the Parking Token initiative of the Downtown Alliance, but also look at more aggressive marketing of existing downtown parking to Salt Lake residents. Such marketing efforts could include advertising the availability of parking but also the advantages of covered parking at a mall versus parking in a flat parking lot in the elements of sun and snow. Marketing efforts also should dispel misperceptions that no parking is available downtown.
- The City should also consider additional free parking downtown, such as that provided on a pilot basis on 300 South. The cost-benefit of parking meters should be studied.
- The UTA Free Fare zone should be advertised by the City and downtown merchants. The UTA, the City, and downtown merchants should evaluate and implement ways, including small buses and possible expansion of the Free Fare Zone, to link the Gateway, Main Street, the future Intermodal Hub, and Trolley Square in such a fashion as to make movement around the downtown simple and easy for any visitor.
- The City should encourage and support the owners of the ZCMI Center and Crossroads Plaza in undertaking

significant renovations and upgrading of both mall properties including making the retail spaces more accessible to the streets.

- RDA dollars should go toward supporting additional retail in all the CBD with a primary focus on filling vacant Main Street locations.
- The Downtown Alliance and Downtown Merchants Association should be encouraged to develop more joint marketing opportunities with conventions being hosted in downtown to attract more tourists to stores and restaurants.
- Given the proximity to downtown of communities in South Davis County, those communities should be targeted in a special marketing campaign. Emphasis should be on helping Davis County residents feel welcomed to and appreciated by Salt Lake City.
- Efforts to make Main Street more pedestrian friendly should continue by creating elements that generate interest along the length of Main Street. Elements could include public art, window decorations and benches where people can relax.
- 100, 200, and 300 South streets, along with South Temple Street, are important links between Main Street and West Temple Street, where much of the convention and tourist traffic flows. Efforts should continue to be made to make these links as inviting as possible to pedestrians.
- **Institutional Center**
  - The City should meet with the State Building Board and/or its executive director to find opportunities to work together to enhance state offices or locating state cultural centers downtown.
  - The City should meet with officials of the University of Utah to find areas where the City and University can work together to locate functions that attract people and activities downtown, including classrooms, museums and galleries.

- The City should meet with officials of Salt Lake Community College to ascertain the success of their downtown classroom building and to see if there is anything the City can do to aid its success.
- The City should meet with officials of the LDS Church to ascertain any plans for expansion of office space, use of properties (such as State Street and First South) in the downtown area.
  
- **Local government and related public facilities**
  - The City Council will continue to support making downtown more friendly to pedestrians, the disabled, and bicyclists.
  - The City should pursue ways to move the future construction of a light-rail connection to Salt Lake City International Airport – including completion of the downtown light-rail loop – further up the list of projects on the Wasatch Front Regional Council’s long-range transportation plan.
  - The City Council is committed to support the installation of Olympic legacy memorabilia in a prominent location downtown.
  
- **Arts, Culture, entertainment, and nightlife**
  - The City should focus on offering several successful events, such as “First Night,” rather than putting efforts into weekly activities that are less likely to be successful.
  - The City should consider current alcohol policies and monitor any changes in state laws that may be proposed in 2003.
  - In partnership with Salt Lake County – the owner of downtown arts facilities – consider the feasibility and advisability of constructing a Broadway-style theater on or near Main Street, capable of presenting full-scale productions.
  - The City Council will support marketing efforts to dispel misperceptions that “there’s nothing to do” downtown.

- **Tourism**
  - The City should support a feasibility study regarding further expansion of the Salt Palace to keep Salt Lake City competitive in attracting conventions.
  - The City should cooperate with the Salt Lake Convention and Visitors Bureau and the Utah Travel Council in attracting convention business and tourists to Salt Lake City.
  
- **Housing**
  - The City should continue to encourage downtown housing for a full spectrum of income levels throughout the downtown area.
  - The City should conduct an inventory of land within two blocks of the new main library that could be used for housing sites and study the feasibility of purchasing the sites for housing uses.
  - The City should explore ways to protect further multifamily housing units on 300 East Street between South Temple and 400 South streets and encourage in-fill development of multifamily housing along 300 East Street.
  - The City should encourage retail services, especially grocery stores, necessary to support an increased residential population as well as services that cater to downtown workers.

### **Notes**

Except where noted, all factual statements were taken from the Downtown Alliance's *Economic Change in Salt Lake City's Central Business District – 1991 to 2001* prepared by James A. Wood of the University of Utah's Bureau of Economic and Business Research.

Noted exceptions follow:

1. Collier's CRG.

2. City Council staff estimate. The *Economic Change in Salt Lake City's Central Business District – 1991 to 2001* study defined the Central Business District's borders as North Temple, 300 East, 500 South and 500 West streets. The borders do not appear to include hotels between 500 South and 600 South streets including the 850 rooms in the Little America Hotel or the 775 rooms in the Grand America Hotel. Other hotels south of 500 South Street contain at least 375 rooms.
3. *The Enterprise* lists.
4. *Creating an Urban Neighborhood: Gateway District Land Use & Development Master Plan* adopted by the Salt Lake City Council on August 11, 1998.