

A NEW VISION FOR SALT LAKE CITY

Downtown ON THE RISE



Community leaders from the 1960s launch the original Second Century Plan.

What's Old Is New Again

The Second Century Plan

In the 1960s the Salt Lake Chamber led a successful downtown planning effort that brought together prominent business and civic leaders to create a blueprint for the future called the Second Century Plan. These leaders planted the seeds for several proposals that have now become familiar landmarks:

- The Salt Palace Convention Center
- Abravanel Hall
- City Creek Park
- Main Street Plaza
- Farmers Market

The Second Century Plan, which helped define the city as we know it today, is a successful model to help us create a new vision for downtown Salt Lake City.

Although much has changed since the Second Century Plan was created, the need for a unified vision remains. A clear game plan will help us as a community create the future we want and plan how to achieve it. A vision ensures that everyone is working towards the same ideas. Planning without a vision it is like driving across the country without a roadmap.

A vision will get us from where we are to where we want to be.

Creating a unified vision for downtown Salt Lake City is an ambitious goal. Through collaboration and public involvement our community will identify its purpose, core values and clarify what we are working towards. Without a vision we limit our ability to make decisions about the environment in which we want to live, work, learn and play.



Photos: SLC Visitor and Convention Bureau/Eric Schramm



Photo: Russ Winegar



Photos: SLC Visitor and Convention Bureau/Eric Schramm



Photo: Paul Springer

Salt Lake City is on the rise with a beautiful and changing skyline, new urban amenities, wise transportation investment, and a growing resident and visitor population.

\$1.5 Billion To Be Invested

Salt Lake Chamber Invites the Public to Help Create Visionary Blueprint for the Future

During the next five years, investment in the central business district of downtown Salt Lake City will exceed \$1.5 billion — that is more in a shorter period of time than any other investment in Salt Lake City's history.

This investment will transform the city as we know it and provide us with an opportunity to shape the downtown area for decades to come. Because of this, the Salt Lake Chamber and its affiliate, the Downtown Alliance, are sponsoring a business-led, regional collaboration effort called Downtown Rising to create a long-range vision for downtown.

Many ideas about what downtown should be exist in various plans. Downtown Rising is intended to create a single articulated vision that people can rally behind, be inspired by and make a reality.

This effort will be patterned after the Second Century Plan, a successful Chamber-led planning effort conducted in the early 1960s. The purpose of the effort is to engage the public, provide regional context and create a



collective vision or "vision of visions" so that we have a unified view for the future and a vibrant capital city that reflects our values.

The Salt Lake Chamber has taken great care to develop a collaborative structure for the four-phase, nine-month Downtown Rising effort. It involves business and community leaders; current and past elected officials; those charged with city planning; architects and urban planners; technical experts; and the public.

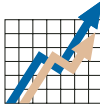
This newspaper insert — which considers the components of current planning documents and captures the attributes and characteristics identified by Downtown Rising committees — is the beginning of many opportunities for the public to review and give input on the thinking and big ideas that eventually will become the future for downtown Salt Lake City.

Downtown Rising committees have grouped 13 thematic areas into four building blocks for a successful downtown — beautiful, prosperous, community-focused and green. (Shown below)

Please take some time to explore the following pages and comment on what you think will make Salt Lake City an ideal downtown.



BEAUTIFUL



PROSPEROUS



COMMUNITY-FOCUSED



GREEN

A New Era For DOWNTOWN

During the next five years, more than \$1.5 billion will be invested in a 10-block area of downtown, making it one of the most significant periods of investment since the pioneers first arrived in the Salt Lake Valley. This investment will cause a dramatic transformation, both aesthetically and economically. Here's what's in store over the next five years.



222 South Main

The Wasatch group of companies and Hamilton Partners have teamed to bring the newest high-rise office tower to the Central Business District. Coming in early 2009, 222 South Main features design/architecture by the world-renowned group at Skidmore, Owings, and Merrill, and is comprised of over 430,000 square feet of office space on 21 floors.

QUICK FACTS:

Type: Office
Square Footage: 430,000
Opening Date: Early 2009
Project Sponsors: Hamilton Partners and Wasatch Properties



Discovery Gateway (Children's Museum)

The Discovery Gateway is nearly 61,000 square feet of exhibit, program and public space dedicated to the support of family fun and exploration. Discovery Gateway offers opportunities to explore the world through science, art, culture, family and community. Projected visitation is 238,000 for the first full year of operation. Science outreach programs will reach an additional 40,000 students in the classroom. Discovery Gateway will open its doors in September 2006.

QUICK FACTS:

Type: Museum
Square Footage: 61,000
Opening Date: September 2006



The Metro Condominiums

The Metro Condominiums are a 117-unit residential development offering studio, one, two and three bedroom residences as well as four unique "live/work" units. It is located in the Central Business District in the heart of the City, at 350 South 200 East, about a half block from the TRAX stop at the City Library and will offer easy access to shopping, the University of Utah and many entertainment venues. Groundbreaking took place in June 2005, and is scheduled for completion in fall of 2007. Alan J. Wood,

Member Manager of Wood Property Development, is developing the property with the support of the Salt Lake City Redevelopment Agency. For more information go to www.TheMetroCondos.com

QUICK FACTS:

Type: Housing
Units: 117
Opening Date: Fall 2007
Project Sponsors: Wood Property Development and Salt Lake City Redevelopment Agency



Intermodal Hub/Light Rail

The construction of light rail to the new Intermodal Hub is moving quickly. Construction begins September 2006 with infrastructure improvements, including sewer improvements and utility relocation along 400 West, and continuing through January 2007. Expected completion for the project is early 2008. The light rail will provide a direct connection to commuter rail at the Intermodal Hub. Throughout the construction process, pedestrian and

vehicular access to businesses located along the construction corridor will be guaranteed, along with access to parking. When complete, light rail, commuter rail and buses will serve this new Salt Lake City Station.

QUICK FACTS:

Type: Transportation
Opening Date: Early 2008 (light rail expansion to the hub)
Project Sponsors: Salt Lake City and Utah Transit Authority



The Leonardo

Inspired by Leonardo da Vinci's visionary approach to exploring the world, The Leonardo is a one-of-a-kind art, culture and science center currently under development. Three founding partner organizations, Global Artways, Salt Lake City's arts education program; the Center for Documentary Arts; and the brand new Utah Science Center; have come together to create this new destination for exploration and learning that will be located in the old main library on

Library Square. The Leonardo is being funded by private and public funds, including a \$10 million general obligation bond approved by Salt Lake City voters in 2003.

QUICK FACTS:

Type: Art, culture and science center
Square Footage:
Project Sponsors: Salt Lake City, Global Artways, The Center for Documentary Arts, and The Utah Science Center



Gateway Olympic Plaza

The Gateway Olympic Plaza is a \$10 million project being carried out by The Boyer Company. The building will be 78,000 square feet spread out over two floors and will be a combination of retail and commercial space.

QUICK FACTS:

Type: Retail/Commercial
Square Footage: 78,000
Project Sponsors: The Boyer Company

Mixed-Use Development - Church of Jesus Christ of Latter-day Saints

The LDS Church's dedication to a mixed-use retail, residential and commercial office development in downtown Salt Lake City has grown even stronger over the last three years. They have publically expressed their commitment to the beauty and vitality of Salt Lake City. They are proceeding in this effort with vigor and optimism and have a small army of real estate, design and architecture professionals working on the project. They continue to express their enthusiasm for downtown renewal and ask others to join in making Salt Lake City a great place to do business.



The Federal Court House

The Frank E. Moss Courthouse can no longer meet the expanding needs of the US Federal Courts and will be replaced by a new courthouse located on the same site. Initial site studies were completed in 2004 and the design process has begun. The US District Courthouse will house the US District Court, US Probation and the US Marshal's Service. The site will be three acres and encompass the entire block between 300 and 400 South, and Main Street and West Temple. It will be 367,188 square feet and include nine district and five magistrate courtrooms with chambers and office support spaces. The project is scheduled to begin construction in 2009 and to be completed in 2011.

QUICK FACTS:

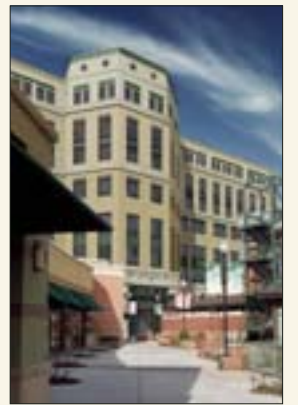
Type: Judicial
Square Footage: 367,188
Opening Date: 2011
Project Sponsor: Government Services Administration

Grant Tower

In an effort to alleviate congestion, noise and safety concerns, Union Pacific and Salt Lake City reached an agreement in 2003 to permanently close the 900 South railroad track lines. In return, lines in downtown Salt Lake City will be reconfigured to lessen the curves in those lines, thereby facilitating the movement of freight trains. The \$50 million project is expected to begin in late 2006 and is being funded by Salt Lake City, Union Pacific Railroad, Utah Transit Authority, and the U.S. Department of Transportation. The Utah Department of Transportation will provide logistical support throughout the project.

QUICK FACTS:

Type: Transportation
Opening Date: Mid-2008
Project Sponsors: Salt Lake City, Union Pacific Railroad, Utah Transit Authority, and U.S. Department of Transportation



Gateway Office Tower/Fidelity Investments Building

The new Fidelity Investments Building is under construction at 49 North 400 West. This impressive building will boast 7 floors and 230,000 square feet. Fidelity Investments will be the sole tenant of the building and will begin moving in May 2007. The building will have 90,000 square feet of glass, enough to cover one and a half football fields. Native American artwork will be displayed in the lobby, which will be made with materials native to Utah. The construction is done in partnership with The Boyer Company and represents a long-term and significant commitment to Salt Lake City by Fidelity Investments.

QUICK FACTS:

Type: Office
Square Footage: 230,000
Opening Date: May 2007
Project Sponsors: The Boyer Company and Fidelity Investments



Salt Palace Expansion

The Salt Palace expansion represents a 40 percent increase in the size of the facility, including a total of 515,000 square feet of exhibit space, 164,000 square feet of meeting space, and 66 meeting rooms. The expansion costs \$58 million and the grand opening takes place this fall. Tradeshow Week magazine claims the Salt Palace expansion's aggressive building schedule is "poised to rewrite the rule book on convention center construction." According to an independent study commissioned by several civic organizations in 2003, initial estimates for economic growth anticipated the expanded Salt Palace would allow Salt Lake to retain an annual \$32 million in existing Outdoor Retailer spending, while generating an overall \$40 million in new visitor spending annually.

QUICK FACTS:

Type: Convention space
Square Footage: 679,000
Opening Date: Fall 2006
Project Sponsor: Salt Lake County

The FOUR BUILDING BLOCKS of OUR VISION

Downtown Salt Lake City

is at an exciting crossroads; now is the time to consider what its future will be.

Downtown Rising steering committees have identified four building blocks for a successful downtown – beautiful, prosperous, community-focused and green. These attributes are supported by core principles that define an ideal downtown (see page 11) and 13 themes that will help us achieve our aspirations, which are highlighted and numbered on the following pages.

Read on for more information about each of the building blocks of our vision, plus special focus sections on Salt Lake City's international potential and transportation vision.

Illustration by Amanda Sot/Design Workshop

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Wasatch Real Estate Partners

DOWNTOWN RISING
INSPIRED BY THE SECOND CENTURY PLAN



Salt Lake Chamber
Utah's Business Leader™



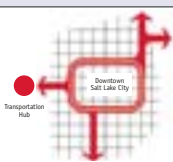
BEAUTIFUL

With a stunning setting, downtown Salt Lake City draws in nature as a beautiful backdrop for appealing and interesting modern and historic buildings, and the region's premier arts and entertainment district. The beauty of the surrounding environment is mirrored in green boulevards and other amenities that welcome visitors to downtown.



Streets are a place where people experience the sights and sounds of a city. The design of sidewalks and streets can enhance our interaction with the built environment and the community. Street trees, wide sidewalks, outdoor cafes, water features and shaded areas combine to create an enjoyable and beautiful downtown.

A downtown circulator—possibly a streetcar or trolley traveling in a loop around the core area—could provide constant access to numerous downtown destinations, increasing foot traffic, boosting shopping opportunities and improving the sense of excitement downtown. Small businesses will thrive with the increased activity and interest in downtown stimulated by the transit circulator.



PROSPEROUS



Downtown is the commercial hub for Utah and much of the surrounding Intermountain Region. With a concentration of business services, high-tech infrastructure, transportation choices and a growing supply of housing, downtown is a logical place to shop, live and establish and grow a business.



GREEN

Downtown Salt Lake City has easy and direct access to nature with City Creek Canyon just steps from the State Capitol. It is a place that welcomes outdoor recreation and creates new opportunities such as uncovering City Creek and letting it meander in a new path downtown. Residents and businesses are mindful of and do their part to reduce their environmental impact.



Buildings like the LDS Conference Center have incorporated energy efficient and attractive features like natural vegetation as a way to be green. Transit (TRAX) encourages people to leave their cars behind, improving air quality downtown and valley-wide. These initiatives will create and enhance Salt Lake City's image as a green city.

A permanent public market downtown will make downtown living enticing and create a lively environment for visitors and tourists to sample local produce and crafts. Future housing developments will accommodate a diverse and vibrant community with a stake in downtown's success.



COMMUNITY-FOCUSED



Downtown is a welcoming place that is easy to navigate and has strong connections to its surrounding neighborhoods. Downtown offers a wide variety of gathering places in distinct districts. Its large blocks and wide streets provide great opportunities to establish new and unique places for people to meet, socialize, shop, work, learn and live.

A NEW VISION FOR SALT LAKE CITY

Downtown is

BEAUTIFUL



Salt Lake City is located in a physically stunning location. The peaks of the Wasatch and Oquirrh Mountains embrace the city's valley, while the ecologically unique Great Salt Lake supports an internationally significant wildlife habitat. The urban core of the city is historically significant with beautiful old and new buildings and park spaces; it serves as the heart and central gathering place for a region of two million people.

Each of these theme areas presents a combination of what Salt Lake City already is and can become in the future. It is our desired future condition.

Do you agree? What more would you like to see?



Photo Courtesy Big-D Construction

1

The Salt Lake City Library is an internationally acclaimed public facility that draws tourists and residents alike. Its stunning architecture embodies the spirit of innovation and creativity found in the City and its residents.

Downtown is aesthetically appealing and interesting.

Successful urban design is aesthetically interesting: storefronts and glass greet the street and the pedestrian. New buildings have elements of surprise and whimsy. Historic buildings are preserved

and adapted for new uses. Gaps in the urban landscape are filled in with structures and spaces that complement and enhance their neighbors. It's easy, desirable and enjoyable to walk throughout the downtown area.



World Trade Center - Dresden, Germany

A BIG IDEA:

A signature building, such as a Utah World Trade Center, frames the southern end of downtown and provides an anchor for additional commercial activity and public spaces.

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3

Grand boulevards create a sense of place and define the entrances into a city. Entranceways are a city's chance to make a first impression and establish expectations of what is to come.

Visitors and residents receive a warm welcome as they enter downtown.

Downtown presents a welcome and inviting environment for motorists, cyclists and pedestrians. This includes a beautiful and green streetscape on major roads entering the downtown area, including the freeway access corridors of 400 South, 500 South, 600 South and 900 South, North

Temple, Main Street and State Street. Convenient parking, easy-to-use transit and inviting pedestrian amenities enhance the vibrant, urban nature of downtown. Prominent monuments, such as the Eagle Gate, welcome visitors at key locations.

2

Public Art establishes district identity and enhances the character of neighborhoods.

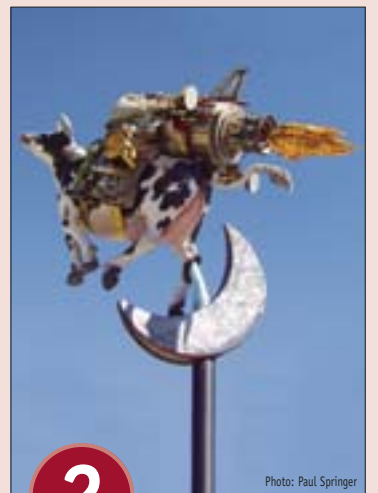


Photo: Paul Springer

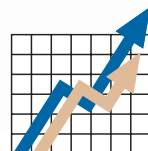
Downtown's arts and entertainment district is alive 24-7.

Downtown includes a signature public space or district that highlights what is unique about the area and draws people to it, such as the Riverwalk in San Antonio or Pike Place Market in Seattle. This district offers arts and entertainment opportunities that cannot be found elsewhere in the region and complements downtown's iconic Temple Square area. The emerging district of arts, theaters, restaurants and night life activity along 200 South and 300 South west of Main Street is a place to strengthen by adding another venue(s) and concentrating public art, pedestrian amenities, parks/plazas, restaurants and nightlife.

A NEW VISION FOR SALT LAKE CITY

Downtown is

PROSPEROUS



Hamilton Towers (220 South Main Street) will bring thousands of new jobs and workers downtown, adding to the thriving economy for local and international businesses.

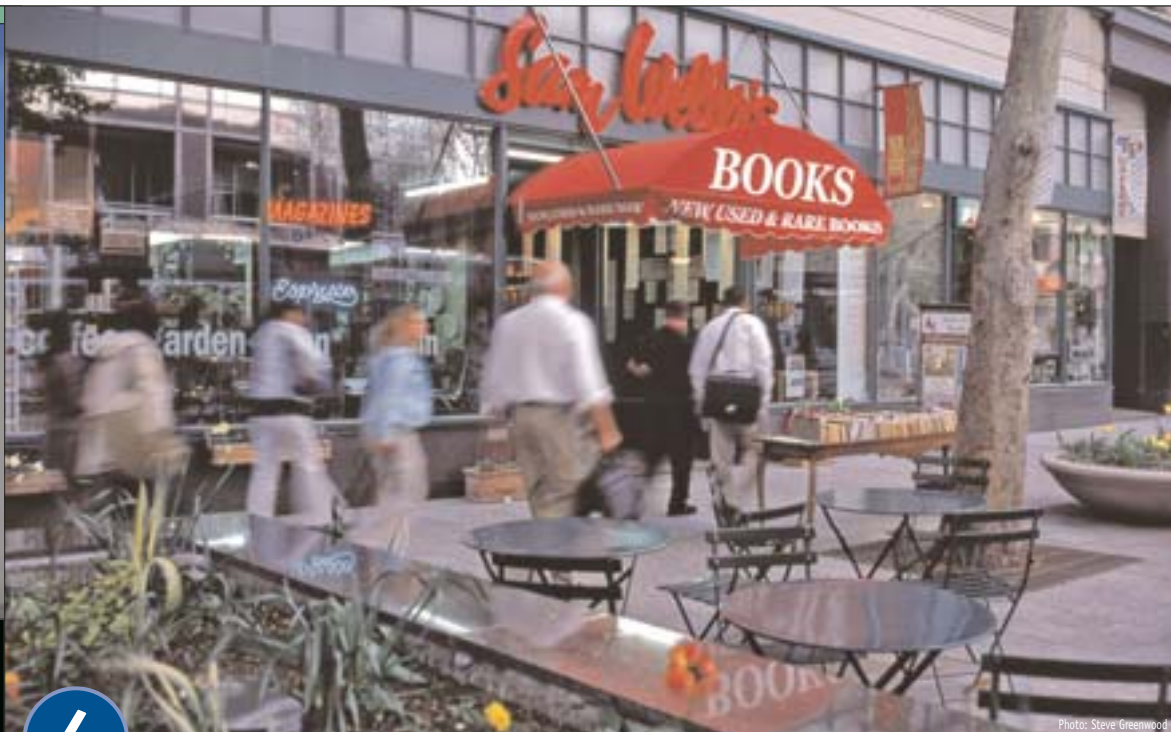


Photo: Steve Greenwood

4

Sam Weller's bookstore on Main Street is a landmark local business and an example of what to expect in the future downtown.

Downtown is a great place for new and existing businesses to flourish.

Downtown provides many opportunities for starting new businesses and nourishing existing ones. Creative opportunities include revising zoning laws to encourage unique businesses, using vacant buildings to offer lower rent to temporarily house startup businesses, and aggressive business incentives for those locating in the area. Utah's colleges

and universities help draw students to the area and create an environment where they want to start new enterprises. The unique downtown environment, combined with tools such as tax incentives help nurture live/work spaces for artists, craftspeople and others. New federal, state and local government facilities remain downtown. A downtown public market comple-

ments the existing Farmers Market by providing affordable space to specialized vendors, who help supply downtown residents' grocery needs, as well as providing a hub of activity. With a concentration of fiber optic lines, downtown is a logical location for high tech and biotech companies, such as those developed as a result of the USTAR initiative.

Downtown supports an urban concentration of businesses and destinations.

A density of housing helps enliven downtown, providing a 24-hour population for activities and businesses. A resident population contributes greatly to a vibrant and pedestrian-friendly downtown. Housing options are available in a variety of distinctive and interesting districts. Investment is

focused on the emerging and established success of these districts, which are destinations for not only downtown residents, but tourists, convention-goers and regional residents as well. A concentration of people and attractions encourages establishment of local businesses, one-of-a-kind shops and restaurants.

5



Photo courtesy of Utah Division of Travel Development/Steve Greenwood, photographer

Downtown will continue to be the arts, cultural and entertainment center for the region.

A BIG IDEA:

A historic trolley or sleek modern streetcar connects key areas of downtown and runs frequently enough that it is easy to get around to all parts of downtown without driving.

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ZIONS
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Photo: UTA

6

UTA's FrontRunner commuter rail system will connect downtown with communities up-and-down the Wasatch Front, enhancing downtown's accessibility and appeal.

People can get to and around all parts of downtown easily.

Downtown provides a high degree of mobility without a car, something that's difficult to find in the suburbs. To achieve this, a person must be able to "park once" and get to all potential downtown destinations conveniently by foot and transit. A free-fare transit circulator system

conveniently links downtown's commuter stations, office buildings, restaurants, arts facilities and other locations. People feel free to explore various districts of downtown without having to worry about moving their car from place to place, or walking if the distance is too far.



Photo: Paul Springer

Numerous developments downtown signify the thriving business environment.

Downtown is **COMMUNITY-FOCUSED**

Photo: SLC Visitor and Convention Bureau

The success of the Farmer's Market demonstrates the sense of community that can be found downtown.

Downtown Salt Lake City has always conveyed a sense of community. It is a welcoming city whose broad streets showcase stunning mountain vistas. The downtown core is bordered by leafy neighborhoods and it is the historic home of communities started by ethnic communities at the end of the 19th century. Although it has extraordinarily large blocks, downtown is easy to navigate by car, transit, bicycle and on foot. Downtown has a variety of gathering places for people to meet and converse, from Gallivan Plaza to The Gateway and from City Creek Park to a revitalized Pioneer Park. Downtown is unusual among large cities in its close proximity to such natural places as City Creek Canyon and the Wasatch Mountains, which encourage people to take a break from work and experience the outdoors together.

Each of these theme areas presents a combination of what Salt Lake City already is and can become in the future. It is our desired future condition.

Do you agree? What more would you like to see?

A BIG IDEA:

Downtown embraces cultural and ethnic districts based on historic and cultural neighborhood centers, such as a Greektown, Japantown and Little Italy.

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TANNER

Downtown Salt Lake City | Park City



New infill housing projects will grow the residential population downtown, enhance the civic atmosphere, reduce commuter trips, and bring customers to local businesses.

A resident population flourishes in housing throughout the downtown area.

People living downtown bring life to streets and businesses and help to attract visitors downtown; it's a simple truth that people attract people. City policies

and zoning rules ensure a mix of housing types, styles and prices that appeal to diverse households and incomes. A robust supply of downtown housing is supported by the fact

that daily needs for living – groceries, recreation, work and education – are available nearby within walking distance.

Downtown's large blocks provide opportunities to create vibrant, interior gathering places.

The interiors of downtown's 10-acre blocks present tremendous opportunities for pedestrian walkways, new development, plazas and parks, and on-street

parking. Where possible, new streets, alleys and pedestrian passages through these large blocks help unlock them for new uses.



Photo: Steve Greenwood

The Gallivan Center is a great example of the potential for our large block interiors.



Photo: Paul Springer

9

The corner of 200 South and 300 West exemplifies the real potential for emerging districts. Water features—such as the fountain at The Gateway—and other active outdoor spaces bring people together to interact, relax and enjoy each other's company. Transit stations can be named to reflect the emerging districts and connect them to one-another.

A variety of distinctive districts give downtown an interesting flair.

A distinct sense of place and natural centers of activity are found in downtown's neighborhoods and districts, which are centered around different types of activities, ethnic neighborhoods or major facilities, such as Temple Square and the

Salt Lake City Library. The names of streets, transit stops, districts and housing, and commercial developments echo the cultural and historic character. Public art and monuments reinforce downtown districts' history and identity. Each district has a distinct

center, such as a gathering place, square or plaza. Districts are large and cohesive enough to create a context for downtown housing and unique destinations to flourish.

Unique wide streets are adapted to create active, people-oriented places.

Urban streets are where people enjoy public life; they play a major role downtown. A "hierarchy of streets" defines downtown – some streets are focused on moving vehicles, others on tran-

sit and still others are pedestrian-oriented. Pedestrian-oriented streets are narrowed to provide wide sidewalk areas for café seating, public art, trees, and planter boxes.



Streets like 100 South near the Salt Palace Convention Center present an opportunity to create a pedestrian-friendly street that has wider sidewalks, more green-space and other amenities.

What makes an ideal downtown? Give us your opinion at
www.downtownrising.com

Downtown is GREEN

Few cities have as dramatic a setting as has Salt Lake City. Surrounded by mountains with seven major canyons, with large lakes to the north and south and a river connecting them, Salt Lake is blessed with a beautiful natural environment. Myriad outdoor activities, from skiing to bird-watching to hiking, biking and canoeing, are easily accessible from downtown. These amenities are fragile, however, and in the face of growth care must be taken not just to preserve what we have, but build on it for the future. Downtown has unique opportunities to connect to its high desert environment. Downtown is a place that respects, celebrates and brings people closer to nature.

Each of these theme areas presents a combination of what Salt Lake City already is and can become in the future. It is our desired future condition.

Do you agree? What more would you like to see?



11

Downtown lies between "Range and River." Linking the foothills to the Jordan River while at the same time connecting a variety of open spaces through pedestrian and bike trails will establish the connection between the "built" and the "natural" environment.

Capitalize on world class scenery and close mountain proximity.

One of our region's strongest assets is our close proximity to world-class outdoor recreation. Downtown builds on this advantage with a strong connection to

nature. Urban design and landscaping reinforces this connection. Downtown boasts easy access to mountain trailheads, City Creek Canyon, the Jordan River, Hogle Zoo,

University of Utah and major parks, such as Liberty Park and This Is The Place Park. Bike and pedestrian trails connect downtown with the regional trail system.

12

Streets can be green, while still showcasing water-wise vegetation. Buildings incorporate the latest energy-efficient technologies.

Downtown is conservation-minded.

Downtown supports ways to be environmentally efficient by conserving land, energy and water. Building codes encourage structures that are LEED-certified and use water-wise landscaping. Easy-to-use public transit is promoted, not only to help people get where they want to go, but also to save energy and improve air quality. Downtown businesses and residents embrace initiatives to protect the environment, such as protecting open space, recycling and encouraging employees and visitors to use mass transit. Businesses that are environmentally efficient are recognized and residents and visitors are educated about environmental issues.



13

Nature is downtown.

Downtown has many parks and trails where residents and visitors can rest, exercise and enjoy both nature and humanity. Pocket parks and bike paths exist throughout downtown. The path of City Creek meanders through downtown, adding coolness and calm to the city. Downtown takes advantages of its close ties to nature by developing the outdoor recreation industry, epitomized by downtown's twice-yearly Outdoor Retailer convention.



City Creek flows through a neighborhood, connecting residents to the canyon and foothills. The "rebirth" of Pioneer Park adds a world class green-space and events venue to the heart of downtown's growing residential community.

A BIG IDEA:

Bringing City Creek back above-ground provides a great opportunity to establish a calm, natural environment in the midst of the city. The "daylighting" of City Creek provides an opportunity to connect northern Main Street with The Gateway with a walking and cycling path through downtown.

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The Salt Lake Tribune

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Going Places DOWNTOWN



Express lanes will help people get in and out of Downtown Salt Lake City.

UDOT Express Lanes *New Lines, New Rules*

On Sept. 1, 2006, the Utah Department of Transportation (UDOT) will open its new Express Lanes, 38 miles of high-occupancy/toll lanes designed to get the most mileage possible out of existing road capacity. The lanes will be open to vehicles with two or more occupants, motorcycles, emergency vehicles, buses and clean fuel vehicles. Starting in September, these lanes will also be open to single-occupancy vehicles bearing special stickers purchased from the state.

The purpose of opening the lanes to a limited number of paying solo drivers is to maximize use of road capacity, and to enhance enforcement.

Our freeways are the lifelines of a healthy city, and as Salt Lake City grows and prospers, UDOT's goal is to keep those lifelines clear and flowing smoothly. Express Lanes are a significant step in meeting this goal.

Right now, the carpool lanes, as they have been called, average less than half the capacity (number of cars per hour) that they could handle. By permitting single drivers to purchase that extra capacity, we can decrease the travel times for drivers in the general purpose lanes – without decreasing the value of carpooling.

At the current time, abuse of the carpool lanes is rampant: single drivers use them as passing lanes, cutting in and out and creating safety problems. Funds raised by the sale of Express Lane stickers will be used to hire and outfit two additional Utah Highway Patrol troopers whose only duties will be patrolling Express Lanes to enhance safety and enforce traffic laws.

The Express Lanes sticker sales will also pay for the implementation and maintenance of the lanes. UDOT will not make a profit on the program.

Access to the Express Lanes will be from specially marked areas along Interstate 15 between University Parkway in Orem and 600 North in Salt Lake City. Besides the beginning and end of the lanes, there will be with 14 access points, 2,000 feet long and marked with a double broken white line. In between the access points, the Express Lanes will be separated from the general purpose lanes by two solid white lines providing a two foot buffer.

The first stage of the Express Lane program involved selling 600 stickers granting solo drivers access. UDOT will monitor the impact of the single drivers on express lane capacity, and adjust the number of stickers available each month to maximize utilization of the Express Lanes and minimize congestion in the general purpose lanes.



Photo: Steve Greenwood

TRAX provides an easy and convenient way to travel to and from downtown, and will continue to be a valuable transportation resource for Salt Lake City.



Light Rail Shapes the Past, Present and Future

In 2005, more Utahns than ever used public transit to get to work, school, special events and other daily activities. More than 36 million trips were taken last year on the Utah Transit Authority's (UTA) local bus, express bus, light rail, paratransit and vanpool services.

Largely fueling these record-breaking ridership levels is the success of light rail. Since the first TRAX line opened in December 1999, light rail ridership has significantly exceeded projections. The Sandy/Salt Lake Line and the University Line were originally projected to carry a combined total of approximately 21,000 daily riders. In just five years, ridership has more than doubled those projections, with TRAX's 19-mile system now carrying more than 55,000 riders each weekday.

In its seven-year history, TRAX has dramatically changed the face and feel of downtown Salt Lake City, offering residents an alternative way to get to work, to shop or to attend an event downtown. Many of TRAX's daily riders are work commuters, and many of downtown's major employers participate in UTA's Eco Pass program, providing company-sponsored transit passes to their employees as both a benefit to the employee and an alternative to filling up downtown's limited parking lots. TRAX has also provided an easy and

convenient way to travel to community events downtown with easy access to the Delta Center, Gallivan Plaza, Abravanel Hall, Capitol Theater, Library Square and more.

Two of UTA's largest Eco Pass partners, the LDS Church Office Building and Beneficial Life, estimate 50 percent and 60 percent of their employees, respectively, now take transit to work.

The impact of TRAX on mobility to and within the downtown area is significant, and the effects are being felt by commuters, residents and businesses alike. Comparing TRAX ridership with traffic on I-15 reveals that TRAX is now carrying approximately 20 percent of weekday work trips to downtown Salt Lake City. During peak commute hours, TRAX ridership represents the equivalent of one lane on I-15.

Since the University Line opened in 2001 – effectively connecting Utah's two largest traffic generators – approximately 40 percent of weekday student trips to campus

are now taken on transit. TRAX has dramatically alleviated problems with limited parking on campus, and the University of Utah has been able to redirect resources originally planned for parking infrastructure and use them for educational infrastructure such as classrooms and laboratories.

TRAX continues to shape the future of downtown Salt Lake City as ridership and demand continues to grow, and additional projects improve access and mobility in the downtown area. Last year, UTA opened a new station at 900 South, the first station to be located in a primarily residential area, and the first station to be built since the Sandy/Salt Lake Line originally opened.

This fall, UTA will begin construction on a one-mile extension of TRAX from the Delta Center to the new Salt Lake Intermodal Hub. The Hub, located at 200 South 600 West, officially opened in May 2005 and currently houses Greyhound, Amtrak, and some UTA bus routes. The Hub is also the downtown station and southern terminus for the first segment of commuter rail, scheduled to open in mid-2008. Upon completion of the TRAX extension, the Salt Lake Intermodal Hub will be downtown Salt Lake's most significant multimodal transportation connection.



As our city continues to grow, it is important to plan for downtown transportation needs.

The Long View for Transportation Downtown

The future will soon be upon us. Transportation leaders know that we must adequately prepare if we are to maintain and enhance Salt Lake City's high quality of life. That is why business and transportation planning entities have joined together to fund a Salt Lake City Downtown Transportation Master Plan.

The year-long study will examine and recommend solutions for parking, bus and light rail routing, a downtown circulator, pedestrians, and bicycles. The study will also consider a "hierarchy of streets" – the notion of different streets serving different primary purposes.

The goals for the transportation system include serving downtown land uses, activities, and businesses; developing solutions that are pedestrian friendly and easy to use; enhancing transit accessibility and mobility; and balancing transportation modes.

The project includes several opportunities for public involvement. You are invited to share your feedback at www.slctrans.com.



Workers unload the first shipment of sections of rail for the Weber County to Salt Lake City commuter rail project.

Next Stop: Commuter Rail 2008

Northern Wasatch Front residents will soon have another transportation option into downtown Salt Lake City. In mid-2008 the Utah Transit Authority (UTA) will open FrontRunner, the state's first commuter rail line, which will run 44-miles from downtown Salt Lake City to Weber County. Since the groundbreaking ceremony last August, work has progressed rapidly; more than 12 miles of rail is in place and the project is approximately 40 percent complete.

"FrontRunner will be great for Salt Lake City. The system is expected to carry thousands of residents and commuters between Davis and Weber Counties and downtown Salt Lake City every day, increasing mobility and reducing congestion to and from the Wasatch Front's largest business district."

- John English, general manager of UTA

As a commuter rail system, the FrontRunner is a regional service with trains reaching speeds of up to 79 miles per hour. The Weber County to Salt Lake City segment includes eight stations located in Pleasant View, Ogden, Roy, Clearfield, Layton, Farmington, Woods Cross and downtown Salt

Lake City. Once completed, passengers boarding commuter rail in Ogden will be able to travel to downtown Salt Lake in about 45 minutes, a timeframe that is very comparable with automobile travel times at freeway speeds.

Unlike TRAX, which is powered by overhead electrical lines, FrontRunner is a heavy rail system with a diesel-electric locomotive pulling a series of passenger cars. UTA plans to use a combination of new bi-level passenger cars as well as a fleet of used commuter rail vehicles acquired from other transit agencies.

Unlike many commuter rail systems across the country that offer just a few trips during the morning and evening peak, UTA is planning to operate FrontRunner in both directions from 5 a.m. until midnight on weekdays, with 20-minute frequency during peak hours and 40-minute frequency during off-peak hours. UTA will operate FrontRunner on this schedule in both directions, as the Wasatch Front has a very distinct "reverse commute" trend, with commuters traveling not only to downtown Salt Lake, but to key employment centers such as Hill Air Force and business and recreation centers in Ogden.

Commuter rail will provide transportation options into downtown Salt Lake City by providing a convenient and reliable alternative.

"Our goal is to deliver transportation solutions that not only meet the needs of the driving public, but are aesthetically pleasing assets to the community by blending with the natural and built environments."

John Njord, Executive Director, Utah Department of Transportation



As the world becomes more interrelated, a critical part of Downtown Rising is developing a vision about the role of Utah's capital city on the world stage.

The Salt Lake City area has been called the most overly talented, underperforming international area in the world. To survive and thrive in the increasingly competitive global economy, it is imperative that Utah identify and fully utilize its competitive advantages.

There are great opportunities ahead for Utah and its capital city to be more globally engaged economically, educationally, culturally and as a global citizen. Downtown Rising invites your views about how Utah can participate and lead on the world stage—attaining what we like to call "World City" status. To stimulate your thinking, we offer six big ideas about Salt Lake City's potential role as a world city.

UTAH International Statistics

2005 TRADE

Merchandise exports: \$6.06 billion
— Ranking among states: 31st
Percent increase 2001-2005: 73%
— Ranking among states: 4th
Number of export businesses: Over 3,000
Direct jobs linked to international trade: 64,000
—Percent of total 6%
Top 3 trading partners: United Kingdom
Switzerland, Canada

Sources: Office of Trade and Economic Analysis, International Trade Administration, Dept. of Commerce

LANGUAGE

Languages spoken by University of Utah students: Over 59
Number of languages taught at the University of Utah: 16
Number of foreign students at the University of Utah: 1,500 from 100 countries
Percent of students at BYU who speak a second language: 72%
Percent of students nationally who speak a second language: 8%
Number of languages spoken by interpreters at the LDS Conference Center: 45
Number of U.S. governors who speak Mandarin 1

Sources: University of Utah, Brigham Young University, LDS Church and Utah Governor's Office



Salt Lake City: A WORLD CITY



Six Big Ideas to Expand SLC's Role on the World Stage

1 International ambience
Utahns invested considerable time, effort and expense in preparation for the 2002 Winter Olympic Games to make Salt Lake City feel like an international city and to be more welcoming to international visitors. Some feel that after the Games were over, we folded up the tent. Should Salt Lake City be more internationally welcoming? Should it do more to build on the success of the Olympics? If so, what?



Photo: Salt Lake City and International Olympic Committee

2 Connections
The new World Trade Center Utah (WTC-Utah) will be working to leverage Utah's international contacts (See adjacent article on WTC-Utah). Do you have other ideas for increasing Utah's connectivity and international engagement?

"We have gone from a system built around division and walls to a system increasingly built around integration and webs."

THOMAS FRIEDMAN
The Lexus and the Olive Tree.



Photo Courtesy Rotary International

3 Center for goodwill
Convention and other visitors to Utah frequently comment on the warmth, friendliness and optimism of the Utah people. Many Olympic visitors said the Utah spirit of friendliness and goodwill was one of the highlights of the 2002 Olympic Winter Games. An important aspect of Utahns' friendliness is that many Utah residents have lived all over the world. They have a knowledge and appreciation for the cultures and peoples of the world and they speak most of the languages of the world.

Hosting international meetings and conventions, like the Rotary International Convention scheduled here in June, 2007, is one obvious way to utilize that resource. Do you have ideas of other ways?

4 Language capital
One of our most underutilized competitive advantages is the large number of Utahns who speak other languages. We need to find better ways to put that great resource to work.
Taiwan-born Dr. Jennifer Hwu, an electrical engineering professor at the University of Utah, suggests that Utah should be known as the language capital of the world. She notes that as English becomes more and more the dominant language of business, there are corporate executives all over the world who need to learn to speak English better. We are ideally situated to offer English immersion programs for them. That's one possibility for better utilizing our language resource and it provides networking opportunities at the same time. MarketStar is another.
What ideas do you have to better use this resource?

MarketStar, with headquarters in Ogden and some 2,200 employees, provides marketing services in 100 countries and in 27 languages for major companies around the world. MarketStar represents many Fortune 100 companies, and drove \$4 billion in sales for clients in 2005.



The Mormon Tabernacle Choir has performed at the inaugurations of five U.S. presidents and appeared at 13 of the world's fairs and expositions.

5 Cultural Diplomacy
International cultural exchange not only enriches the local cultural fabric, it also increases a state's effectiveness in participation in global business. Utah has some remarkable cultural assets to share.
As one example, the Singers recently participated in the prestigious European Grand Prix Choral Competition in Tolosa, Spain, a choral competition open only by invitation to choirs that had won other select international competitions. Under the direction of their internationally-acclaimed conductor, Brady Allred, the Singers came away with the grand prize. As a world choral music center, SLC is an ideal place to host a biennial world-class international music festival.
Your ideas regarding cultural diplomacy?

6 Genes and Genealogy
Utah is not only a great place to raise a family, it's a great place to search for one's roots. People all over the world are interested in searching their family history. Salt Lake City has the largest family history library in the world and is home to a family history Web site that gets more than 5 million hits a day. And the Sorenson Molecular Genealogy Foundation has created the foremost collection of genetic genealogy data in the world.

In addition, the medical research applications for Utah's vast collection of genealogical and genetic data have great economic significance. The cutting-edge Huntsman Cancer Institute maintains the largest genetic database in the world for cancer research and Myriad Genetics is a world leader in cancer predictive medicine.

Other thoughts for furthering this area?



LDS Family History Library -- FamilySearch.org receives five million page views a day

Salt Lake City's foreign language capacity and vast experience in hosting world leaders and athletes combined with its superb airport, hotels and beautiful surroundings could make Salt Lake the "new Geneva."

ROBERT O'BRIEN -- U.S. Representative to the United Nations

WTC Utah

The world is changing at warp speed and "...the great challenge of our time will be to absorb these changes in ways that do not overwhelm people or leave them behind," so says noted author Thomas Friedman in his best-selling book *The World is Flat*. Amidst that change, an important part of the Downtown Rising vision will be consideration of just where Salt Lake City should fit on the world stage, so that Utah is not left behind.

Creation of the World Trade Center Utah (WTC Utah) and the recent hiring of internationally experienced CEO Lew Cramer, is a significant step in defining that vision and in helping Utah businesses compete in the changing global economy. In announcing creation of the WTC Utah, Governor Huntsman said, "The economic viability of the next generation of Utahns will in some measure be connected to our ability to compete globally and the WTC could prove to be a key catalyst to that end."

The WTC Utah plugs Utah businesses into the global network of some 300 World Trade Centers and over 750,000 private businesses in major cities in more than 90 countries around the globe. The WTC Utah is intended to significantly expand Utah's role as a serious cutting-edge economic global player, to create a public/private partnership to assist Utah companies in the international marketplace, to leverage Utah's extensive and unique international advantages, and to create a 300,000 to 400,000 square foot physical facility that brings together in one place the now-scattered government and non-profit economic development agencies and private sector international service providers into a single new premier downtown Salt Lake City location.

Senator Hatch has expressed his wholehearted support and encouragement for the center and said "We have long known of the vast international contacts and interests maintained by many Utahns and it is my hope the WTC Utah will leverage these global connections to open new business opportunities for the entire state."

It is anticipated that the WTC Utah will be tied closely to local chambers of commerce and to Utah universities. President Michael Young of the University of Utah said the WTC Utah and Utah higher education institutions can work together "To provide senior-level executive training in global business practices, management and strategies [and to] help showcase [university-developed] innovations to the world. I feel strongly that the WTC Utah can have a meaningful and positive effect on the State."

The WTC Utah will likely play a significant role in the vision for Salt Lake City's future and in increasing international engagement for the State. The Chamber welcomes your ideas about other ways Utah might be more engaged internationally.

These are just a few ideas and questions to get you thinking. They are certainly not comprehensive or all-inclusive. What do you think the vision for Salt Lake City's international involvement should include? What competitive advantages do you think we have? How do you think the Downtown Rising vision can help us to better utilize our competitive advantages? What part do you think we should play on the world stage? Submit your comments on the Downtown Rising Web site, www.downtownrising.com, or send your comments to downtownrising@saltlakechamber.org