



2008 CULTURAL FACILITIES MASTER PLAN





COUNTY COUNCIL

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Dear Residents of Salt Lake County,

I am pleased to report that the Salt Lake County Council has reviewed the Cultural Facilities Master Plan, prepared by AMS Planning & Research, and have accepted it unanimously. From the inception of this effort, the council has supported the creation of the plan to serve as a uniform process to determine how the county will support current and future cultural facilities.

This Master Plan will serve as a guide for county decision-makers for years to come. With the continued support and participation of our residents, the plan will help to ensure that decisions made by county leaders in respect to our cultural facilities will reflect the needs of all Salt Lake County citizens.

We would like to recognize the hundreds of volunteer hours represented in the creation of this plan. Community leaders, artists, representatives of arts organization and councils, local government officials, and citizens of Salt Lake County all participated in meetings, feedback sessions, and information gathering interviews. These contributions and input were vital towards the plan's development.

We thank AMS Planning & Research for their comprehensive research, analysis, and recommendations. Thank you also to the staff of Salt Lake County for their work in guiding and coordinating this major effort.

The Salt Lake County Cultural Facilities Master Plan represents the county's ongoing commitment to the arts, and will ensure that our community remains the cultural center of Utah and the Intermountain West.

Sincerely,

Joe Hatch, Chair
Salt Lake County Council



PETER M. CORROON
Salt Lake County Mayor

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I am pleased to present the Salt Lake County Cultural Facilities Master Plan, completed in 2008. This comprehensive Plan will be used as a tool for future County support for development of arts and cultural facilities serving our entire region.

Each year, we see increasing demand on our existing arts and culture facilities and more requests for new creative spaces across Salt Lake County. Together with the much appreciated support of The Church of Jesus Christ of Latter-Day Saints, Salt Lake County engaged AMS Planning and Research, a national arts management consulting firm, to prepare this county-wide Cultural Facilities Master Plan. The Plan provides the County with a blueprint and a decision-making framework for developing and sustaining cultural facilities to meet the current and future needs of Salt Lake County's artists, arts and cultural organizations, its residents, and visitors.

During an eight month public process, AMS conducted extensive interviews and market research, an organizational needs assessment, a county-wide facilities inventory, and funding analysis to provide a detailed understanding of the needs for cultural facilities throughout Salt Lake County. The AMS team then studied and incorporated best practices and lessons learned across the U.S. and Canada to prepare this comprehensive Plan.

I appreciate the hard work and dedication of the AMS consulting team, the Stakeholders' Advisory and Oversight Committees, artists, arts and culture organizations, community leaders, and our Salt Lake County Staff. This Plan will help guide County Leaders for years to come.

Sincerely,

Peter M. Corroon
Salt Lake County Mayor

TABLE OF CONTENTS

I. CONTEXT	6
INTRODUCTION AND HISTORY	6
PURPOSE OF THE PLAN	7
PLANNING PROCESS AND METHODOLOGY.....	7
II. VISION & PRINCIPLES.....	11
III. NEEDS ASSESSMENT AND MASTER PLAN PROJECTS	13
NORTH PLANNING AREA	15
EAST PLANNING AREA	18
WEST PLANNING AREA.....	20
SOUTHEAST PLANNING AREA	23
SOUTHWEST PLANNING AREA.....	25
PROPOSED THEATERS IN SANDY AND DOWNTOWN SALT LAKE CITY	28
THE NEED FOR A COUNTY-WIDE CULTURAL PLAN	29
IV. CULTURAL FACILITIES SUPPORT PROGRAM	30
TECHNICAL ASSISTANCE AND THE SUPPORT PROGRAM PROCESS	31
SUPPORT PROGRAM GOVERNANCE AND ADMINISTRATION	32
V. PUBLIC COMMENTS.....	33



CAPITOL THEATRE

UTAH OPERA
Experience the summer

The Grapes of Wrath

May 12 - 20

Music by Billy Joe Garrison • Words by Michael Kurie

CAPITOL
THEATRE

Capitol
Theatre

I. CONTEXT

INTRODUCTION AND HISTORY

Since its earliest days, Utah's citizens have made arts and culture an integral part of their lives and one expression of this involvement is a thriving arts community. The first city fathers encouraged Utahns to actively participate in the arts and the Salt Lake Theater was built within 15 years of the state's founding.

In 1962, as part of the Second Century Plan, Salt Lake leaders proposed a civic auditorium to house dance, drama, and the symphony. Salt Lake County residents made that vision a reality in 1975 when they approved an \$8.6 million bond to finance the construction of Abravanel Hall and the Salt Lake Art Center, as well as the restoration of the Capitol Theater.

In 1989 many of Salt Lake's smaller performing arts groups formed the Performing Arts Coalition with the mission to develop and fund additional cultural facilities. Between 1993 and 2001 the Performing Arts Coalition, with the assistance of Salt Lake County, raised funds for the Rose Wagner Performing Arts Center, which opened in 1997. Today, Salt Lake County owns and operates all these venues on behalf of its residents.

That strong tradition and support of arts and culture continues in the current decade as the County's communities experience substantial growth. Arts and culture, and the facilities to house such events, remain an important factor in community planning.

For example, a 2005 Cultural District study commissioned by Salt Lake City, Salt Lake County, the Salt Lake Chamber of Commerce and the Downtown Alliance, recommended building a new “black box” theater and an 800-seat theater, and that there was a market for a 2,400-seat theater.

In June 2006, the Salt Lake Chamber and the Downtown Alliance launched the “Downtown Rising” initiative¹, which developed a common vision for downtown Salt Lake City, which is expected to see as much as \$2 billion in redevelopment over the next five years. Key concepts of interest to the cultural community included the creation of a “Broadway character district,” containing theatres, galleries, and restaurants and the idea of a large performing arts center located in a key location downtown.

These studies highlighted the complex issues surrounding potential culture facilities development. Salt Lake County then decided to develop a countywide Cultural Facilities Master Plan to further explore the need for these proposed facilities in a broader context. The County initiated the planning process in September 2007, engaging AMS Planning & Research to lead a consulting team in preparing the plan.

PURPOSE OF THE PLAN

The purpose of the Cultural Facilities Master Plan is to provide the framework for developing and sustaining County-supported cultural facilities to meet the current and future needs of Salt Lake County’s arts and cultural organizations and its residents and visitors.

PLANNING PROCESS AND METHODOLOGY

To assure broad public input and participation, two advisory bodies were convened to supervise the planning process.

The Oversight Committee, augmented by County staff, provided day-to-day support, advice and counsel, and insights as to the local cultural, political, and economic landscape.

The Stakeholders’ Advisory Committee consisting of 50 representatives of Salt Lake County’s arts, business, education, and governmental communities provided vital public input and met regularly during the process to review the research and recommendations and provide feedback and guidance.

¹ See Public Comment 35

Over a six-month period from March through August 2008, the AMS consulting team conducted comprehensive interviews, surveys and focus group discussions, and inventoried existing and proposed cultural facilities projects in Salt Lake County. The team also studied best practices and lessons learned from cultural facilities development and support programs across the U.S. and Canada.

In addition, AMS conducted extensive research to provide a detailed understanding of the arts and cultural community in Salt Lake County, the audience/participant base it serves, the funding and other infrastructures that support it, and the community's use of, need for, and capacity to construct and sustain cultural facilities.

MARKET RESEARCH

The market research conducted for the Master Plan includes an analysis of patron data files from participating arts organizations; demographic data; and public surveys.

AMS analyzed the location, penetration, and potential of current arts and culture participants in and around Salt Lake County using 113,361 unique patron data files obtained from arts organizations. A consumer profile was attached to each address. The profile, provided by Claritas, a national market information provider, identifies segments of known buyer households. This helps pinpoint the location of potential arts audiences that may not be currently served. Based on the consumer profiles, maps and an extensive demographic profile identifying and defining the market were created, which helped AMS and the Stakeholders' and Oversight committees understand the greater Salt Lake market.

Two public surveys collected data and opinions on arts and cultural attendance, participation, and attitudes from many hundreds of Salt Lake citizens. The first, a telephone survey, contacted 408 randomly-selected Salt Lake households. The second, a self-administered internet survey, received more than 1,200 responses. The surveys revealed high participation levels, a strong interest, and positive attitudes of Salt Lake County citizens in relation to arts and cultural activities.

KEY INFORMANT INTERVIEWS²

The consulting team interviewed more than 150 community leaders throughout Salt Lake County. The individual and small group interviews were utilized to gain insight into the context in which cultural facilities would be created and to obtain opinions among the community's leaders of the proposed Master Plan. Interviewees included elected officials; senior staff members of relevant County and city agencies; arts councils; and leaders from the fields of human service, economic development, education, community development, the religious community, and arts funders, leaders, and organizations.

CULTURAL FACILITIES INVENTORY³

AMS and County staff prepared an inventory of the County's existing cultural facilities. The inventory documents information including facility type, facility age and recent renovations, parking, and the annual use and availability. More than 130 facilities have been documented. The facility inventory will be updated on an ongoing basis, and will ultimately be made available to the community as a database/directory, providing venue availability, price, and other information to arts and cultural facility users.

ORGANIZATIONAL NEEDS SURVEY

To discover and quantify the facility needs of Salt Lake County's many arts and cultural organizations, AMS invited over 200 such groups to complete a survey of their current activities and interest in new facilities; 114 organizations responded.

FUNDING ANALYSIS

The AMS team conducted a series of fact-finding interviews with a cross-section of philanthropic and corporate funders in Salt Lake County. The objectives were to identify factors most likely to affect the future planning and financial participation of corporate, foundation and public sector funding organizations.

² See Public Comments 34, 39-41, 45, 46, 48, 49

³ See Public Comments 1, 2, 4, 5, 8, 13, 40



II. VISION & PRINCIPLES

The Master Plan process generated a Vision and set of Principles that encapsulate the community's perspective on cultural facilities and their place in the life of the County's citizens. The Vision expresses the desired result of investment in cultural facilities, and answers the question, "What would success look like?" The Principles form a set of parameters clarifying, and often balancing, the community's priorities, interests, and desires related to cultural facilities development. The Principles provide overall guidance in answering the question, "How do we achieve success?" Together, the Vision and Principles have informed the recommendations of this Master Plan and are intended to guide the County's investment in cultural facilities to ensure the greatest community benefit. The Vision and Principles, both ratified by the Oversight and Stakeholder Committees, are recommended for adoption as County policy.

SALT LAKE COUNTY'S VISION FOR CULTURAL FACILITIES

Participation in the arts is deeply embedded in the lives of Salt Lake County residents. They envision a community with facilities that enable a full range of arts and cultural activity for creation, presentation and education. Fulfilling the community's vision will require a broad array of cultural facilities which are distributed throughout the County, of varying types and sizes, for community-based and professional purposes, and which serve neighborhoods, cities, and the entire region.

PRINCIPLES FOR CULTURAL FACILITIES DEVELOPMENT IN SALT LAKE COUNTY

- ☞ *To value professional arts organizations, community arts organizations, and community participation.*
- ☞ *To enable and enhance the development of local arts communities.*
- ☞ *To reflect and address the current and future needs of communities throughout the County.*
- ☞ *To value the needs of individual artists and non-profit arts organizations across all artistic disciplines.*
- ☞ *To only support projects which demonstrate that they fill a high level of community needs.*
- ☞ *To only support projects which demonstrate readiness, feasibility, and sustainability.*
- ☞ *To support projects which address the need to maintain and upgrade existing facilities as well as to construct new facilities.*
- ☞ *To support projects which enhance the ability of arts and cultural organizations to improve, expand and/or sustain programming.*
- ☞ *To ensure the vibrancy of arts and culture throughout the County, including the Cultural Core and local regions.*
- ☞ *To implement an inclusive and fair process for planning, locating, funding and developing County-supported cultural facilities.*
- ☞ *To utilize cultural facilities as a tool for sustainable cultural and economic development of the County.*
- ☞ *To encourage projects that foster collaboration, regional partnerships and shared funding.*

III.

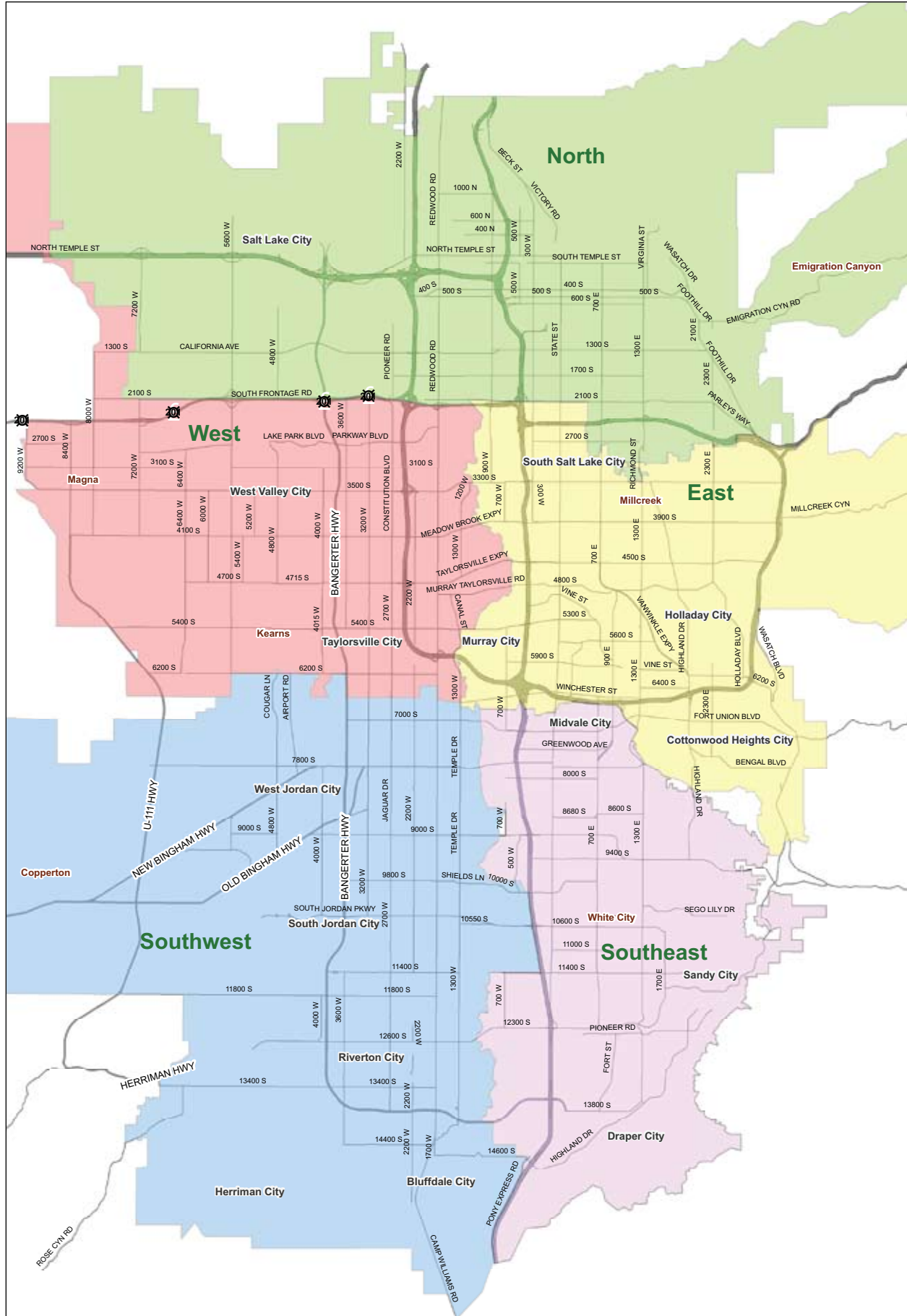
NEEDS ASSESSMENT AND MASTER PLAN PROJECTS

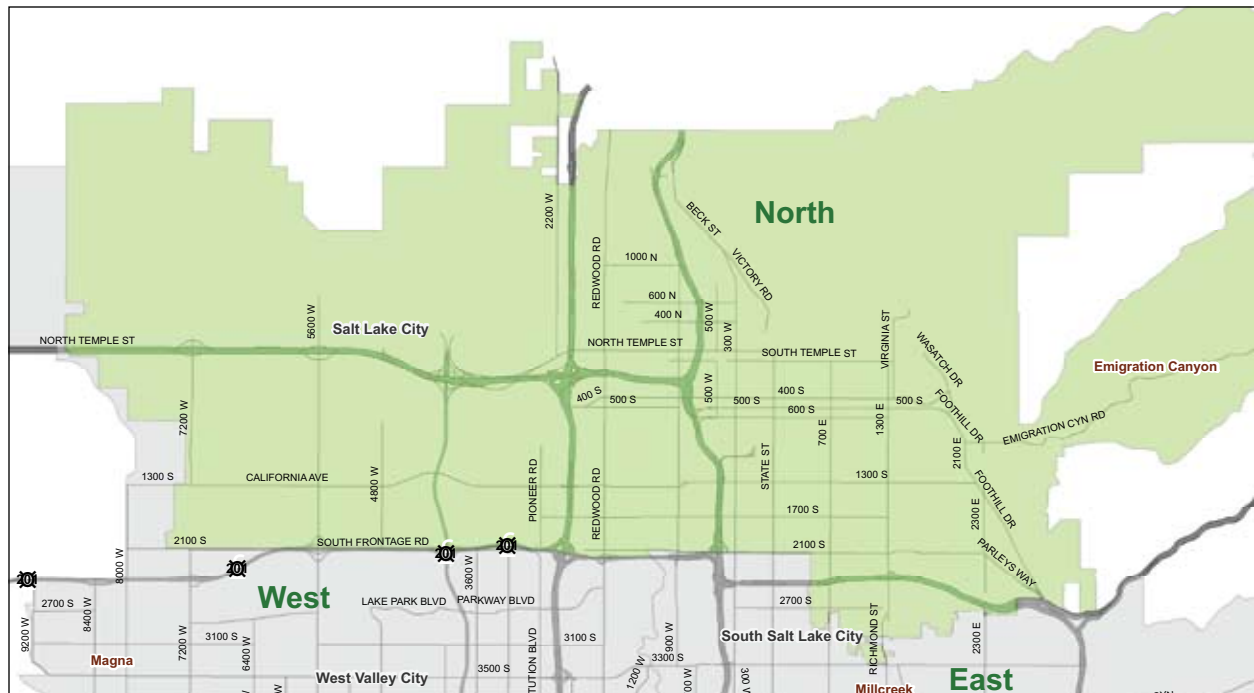
The research described in Context (Section 1) has been synthesized to provide a comprehensive picture of the community's arts and cultural facility needs. These qualitative inputs and quantitative data, along with the Vision and Principles, have resulted in AMS's recommendation of 15 Master Plan Projects which are described in this section. The Master Plan Projects span a diverse range of projects proposed from the community as well as projects recommended for County-led development, including renovation, new construction, adaptive reuse, and upgrading.

In order to understand the complex intra-regional dynamics in Salt Lake County, and to ensure that needs throughout the County were addressed, AMS used the "Planning Areas" framework employed in the County's Parks and Recreation Master Plan of 2005. Each planning area is defined by the municipal boundaries of its constituent communities.

A recurring issue brought forth by leaders in each Planning Area was the public use of facilities owned and operated by the County's school districts. While many schools throughout the County have spaces that could meet many needs of community-based arts organizations, there are issues with availability, cost, technical shortcomings, security, and management. AMS recommends that the County engage school district leadership and develop strategies to address the issues surrounding the access of school facilities by community arts organizations.

Salt Lake County Planning Areas





NORTH PLANNING AREA

OVERVIEW¹

MUNICIPALITIES	DEMOGRAPHICS
<ul style="list-style-type: none"> Salt Lake City Emigration Township 	<ul style="list-style-type: none"> Population: 164,064 Projected to decrease in the near future Second-oldest, most educated, and most diverse population in the County Median household income: \$42,012

The North Planning Area is widely acknowledged as home to the “Cultural Core” of Salt Lake County. This nexus of cultural facilities and organizations is centered in downtown Salt Lake City and is bounded on the East by the University of Utah campus. It is home to performance facilities of regional and national standing like Abravanel Hall, Capitol Theater, Kingsbury Hall, Pioneer Memorial Theatre, and the Rose Wagner Center; and museums of all kinds. These facilities serve audiences throughout the region, thus the North’s cultural situation and needs reflect the greater constituency beyond residents of the area itself.

Community leaders in the North Planning Area believe that arts and cultural activities and facilities are crucial to maintaining regional preeminence and ensuring the economic health of downtown Salt Lake City. They support the construction of a new venue to house large-scale touring musical theater productions, but readily acknowledge that needs for smaller, more flexible facilities exist and should be met. The leadership recognizes and welcomes the cooperation of County and state government in creating new cultural facilities.

¹ See Public Comments 3, 9, 15, 16, 23, 25, 36, 37, 46, 48

NORTH PLANNING AREA CULTURAL COMMUNITY

There are 60 arts organizations that conduct their primary operations in the North planning area; an additional 20 organizations perform, educate, or rehearse regularly in the area.

CULTURAL FACILITIES

There are 72 identified cultural facilities located in the North planning area including:

- ☞ *20 Performing Arts*
- ☞ *13 Museums*
- ☞ *9 Mixed-use or community centers*
- ☞ *7 Libraries*
- ☞ *6 Schools or colleges*
- ☞ *5 Galleries*
- ☞ *12 Other*

There are 16,000 days available for use, mainly in meeting and multi-use rooms, classroom, exhibit, and outdoor venue spaces, with 1,000 days available in Proscenium Theatres.

EXPRESSED AND DETERMINED NEEDS

Arts organizations in the Planning Area identified the following needs:

- ☞ *New or renovated film/media space*
- ☞ *New or expanded performance space, with larger seat counts and full technical capabilities*
- ☞ *Lecture space*
- ☞ *Rehearsal spaces*
- ☞ *Exhibit space*
- ☞ *Office space*
- ☞ *Classroom and education space*

After synthesizing the market research, leadership interviews, and needs expressed by arts organizations in the Planning Area, AMS weighed the expressed needs against the Vision and Principles and identified the following needs for the North Planning Area:

- ☞ *Expand the Rose Wagner Center to accommodate more use.*
- ☞ *Create a venue for film exhibition and media arts education.*
- ☞ *Renovate or relocate the Salt Lake Art Center.*
- ☞ *Renovate and upgrade the County's current stock of cultural facilities, including Capitol Theatre and Abravanel Hall.*
- ☞ *Foster the creation of affordable live/work space suitable for individual artists.*

MASTER PLAN PROJECTS²

Consistent with the North Planning Area as the nexus of cultural facilities in Salt Lake County, the largest number of cultural facility projects is advocated there, and many of these projects are renovations to existing facilities rather than new construction. AMS finds that a number of these projects would meet the needs of the North Planning Area and has included them as Master Plan Projects.

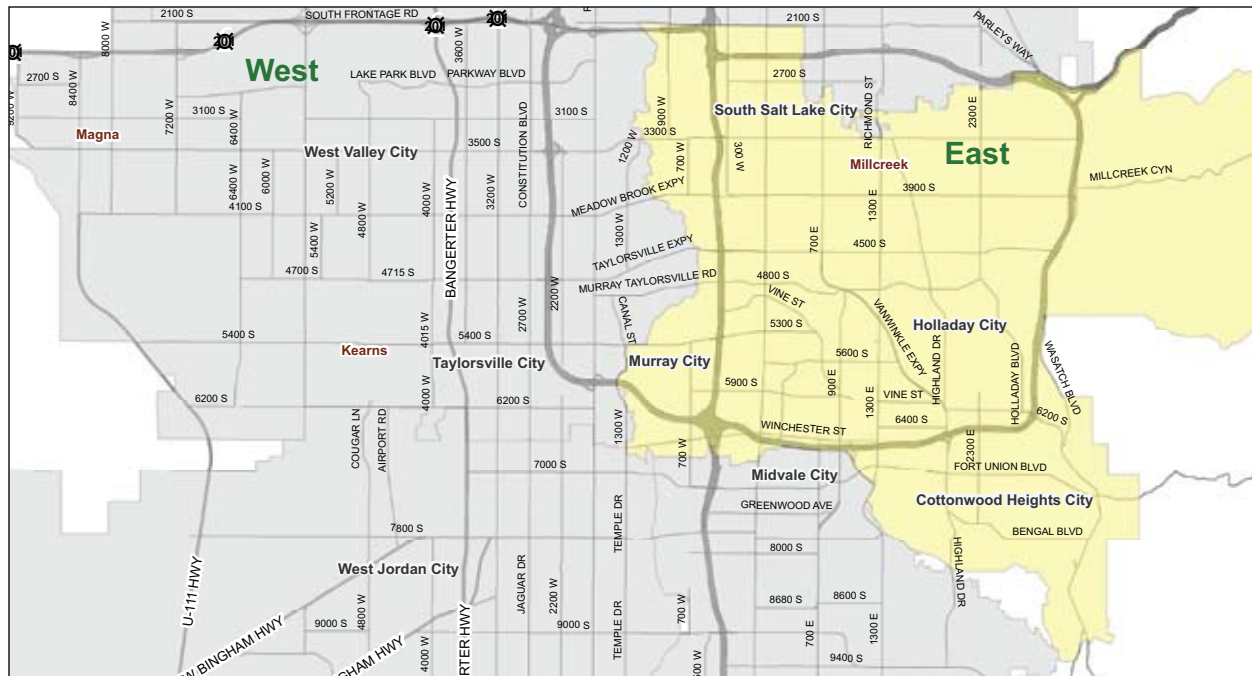


Capitol Theatre

- ✎ *Abravanel Hall renovation. Salt Lake County's premiere orchestral concert venue and acoustical jewel is in need of renovations to the lobby, backstage facilities and exterior plaza to improve circulation and the patron and artist experience.*
- ✎ *Capitol Theatre renovation. Reconfiguration of this venue has been proposed in order to improve sightlines and audience comfort. A significant seat count reduction would result and some users will find the Capitol no longer large enough to suit their needs, necessarily relocating to other venues.*
- ✎ *Ballet West Academy. In conjunction with the Capitol Theatre renovation, a project to construct academy space for Ballet West is moving forward. This project is much needed by the intermountain West's premiere ballet company.*
- ✎ *Kingsbury Hall / Pioneer Theatre / Libby Gardner Hall parking. The major performance venues of the University of Utah, heavily used by resident companies as well as commercial presenters and community groups, are handicapped by a lack of nearby parking.*
- ✎ *Rose Wagner expansion. This highly-successful venue, used by many medium- and small-scale arts organizations, is in need of expansion to continue to meet the needs of arts organizations County-wide.*
- ✎ *Salt Lake Art Center renovation/relocation. This organization, unique in Salt Lake County, is in need of a new facility or significant renovation of their current space to accommodate its growing programs.*
- ✎ *Film and media education center. A plan for such a center is in the embryonic planning stages, and should continue to be encouraged. This project may involve new construction or the reuse of an existing building.*
- ✎ *Artist live/work space. The Artspace Commons live/work project in the Granary District, already underway, will be a boon to individual artists and to the visual arts community.*



SLAC Flores-Sahagun Rendering



EAST PLANNING AREA

OVERVIEW³

MUNICIPALITIES	DEMOGRAPHICS
<ul style="list-style-type: none"> ☞ Cottonwood Heights ☞ Holladay ☞ Murray ☞ South Salt Lake ☞ Big Cottonwood Canyon ☞ Canyon Rim ☞ East Millcreek ☞ Millcreek ☞ Mt. Olympus ☞ Parley's Canyon 	<ul style="list-style-type: none"> ☞ Population: 206,237 ☞ Oldest, above-average number of residents with college degrees, second-most diverse, and second highest population of all planning areas ☞ Population projected to decrease in the near future ☞ Median household income: \$52,254

Interviews with leaders in the East Planning Area revealed that the communities and organizations have many ambitions for cultural facilities development. In particular, multi-use cultural centers that include one or more performance venues, exhibit space, and rehearsal space are desired by all three incorporated cities in the East. Leaders in the East expressed mixed feelings over inter-community use of the facilities they envision; some welcome the idea while others see a facility primarily serving only their community.

Generally, the leadership of these communities described a willingness to partner with the County on facilities development and operation, which exists alongside a sense of independence and pride in the area's strong local arts community. In

particular, leaders are concerned about their communities' abilities to cover the capital and operating expenses of new facilities.

EAST PLANNING AREA CULTURAL COMMUNITY

There are seven resident arts organizations that conduct their primary operations in the East planning area. An additional 16 organizations perform, educate, or rehearse regularly in the area.

CULTURAL FACILITIES

There are 16 inventoried cultural facilities in the East Planning Area, including churches, libraries, schools, community centers and private arts studios or schools; none have technical or other capabilities for specific arts and cultural activities. Available use-days are also very limited, with only around 10 available per year, especially if the host facility is a church or school.

EXPRESSED AND DETERMINED NEEDS

Organizations operating in the East Planning Area identified the following needs:

- ☞ *Performance venues and rehearsal facilities with technical capabilities and 800 seats*
- ☞ *Rehearsal rooms of adequate size*
- ☞ *Exhibit space*

Based on the research and the East's expressed needs, the Planning Area would be well served by a cultural center consisting of a moderately-sized (500 - 800 seats) proscenium theater/concert hall, a smaller flexible theater, and several rehearsal rooms. Such a cultural center should also incorporate exhibit space, in a lobby or other room accessible to all users of the facility, and sharable production and office spaces.

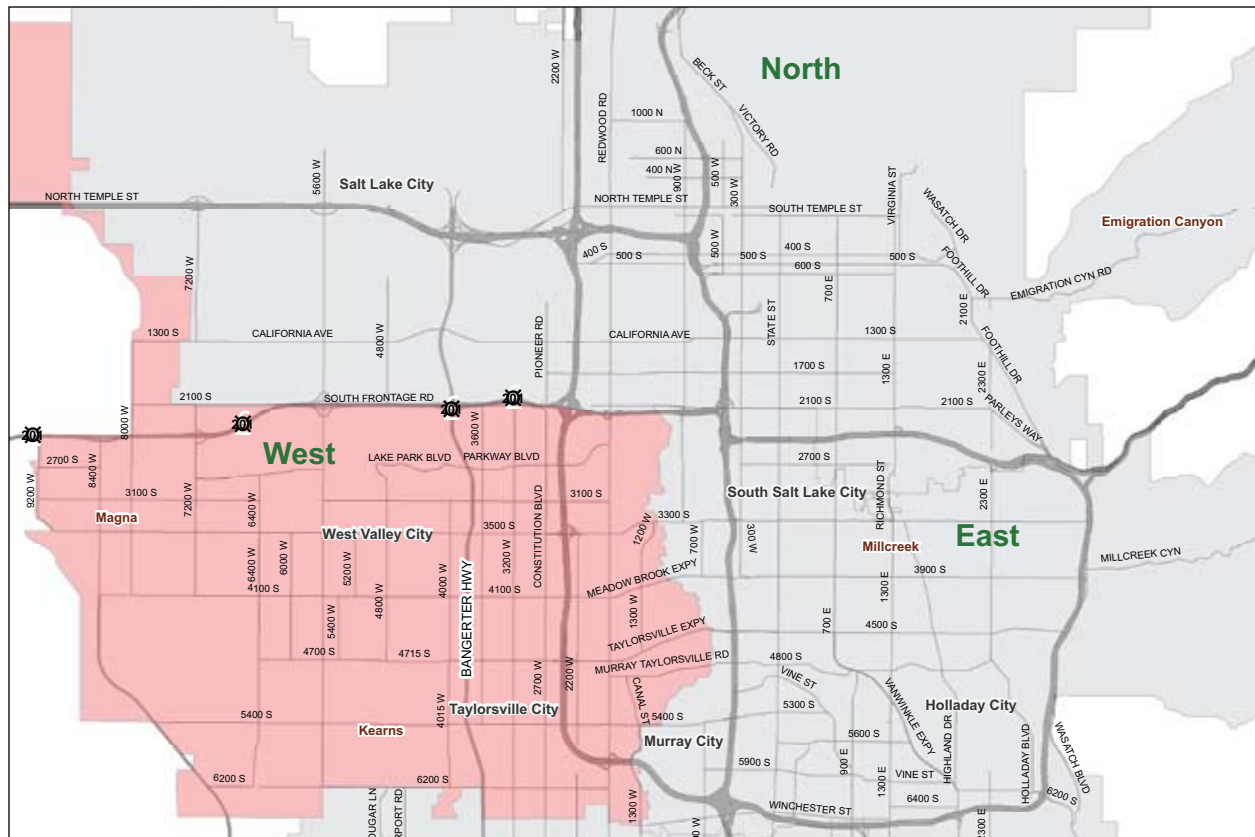
MASTER PLAN PROJECTS⁴

The research identified several cultural facilities projects that have been advanced for the East Planning Area. AMS believes that many of these projects are duplicative of one another, and greater efficiencies and broader uses may be attained by a collaborative project to construct and operate a Mid-Valley Regional Cultural Center in or proximate to the East Planning Area communities.

Should such a facility serve only the East Planning Area, it would be moderately used by its residents and organizations with just 70-100 event-days per year. A facility conveniently located to residents of both the East and West Planning Areas - a Mid-Valley Regional Cultural Center - could garner greater use and accomplish certain efficiencies, and also serve some residents of the Southeast Planning Area. A further description of this proposed facility is in the West Planning Area section.



Murray Symphony



In addition to the Mid-Valley Regional Culutral Center, AMS has identified an additional Master Plan Project: the rehabilitation of the Murray Park Amphitheater. This is the only major amphitheater in the East Planning Area and serves needs that would be unmet by a Mid-Valley Regional Cultural Center. A new roof, backstage areas, and audience service facilities including a box office and concessions area, will enhance the usefulness of this heavily-utilized venue and will contribute to the community arts landscape in Murray and the East Planning Area.

WEST PLANNING AREA

OVERVIEW⁵

MUNICIPALITIES	DEMOGRAPHICS
<ul style="list-style-type: none"> Taylorsville West Valley City Kearns Magna 	<ul style="list-style-type: none"> Population: 236,237 Largest, less well-off, young, diverse, and less-well educated population Projected to increase in the near future Median household income: \$50,458

Interviews with leaders of communities in the West Planning Area revealed attitudes and desires similar to those expressed by other communities. They have a variety of facilities in mind, in particular spaces to support visual artists and multi-function cultural centers. Leaders are generally in favor of County support, but some wariness exists about partnering with neighboring communities.

WEST PLANNING AREA CULTURAL COMMUNITY

There are six resident organizations conducting their primary operations in the Area. An additional 11 organizations perform, educate, or rehearse regularly in the area.

CULTURAL FACILITIES






There are 19 inventoried facilities in the West Planning Area including several regional venues.

-  *Libraries*
-  *Community and recreation centers*
-  *Private art schools*
-  *Local history museums*
-  *USANA Amphitheater*
-  *Hale Centre Theatre*
-  *Utah Cultural Celebration Center*
-  *Empress Theatre*

Available use-days this area include 2,571 in multi-purpose rooms, meeting rooms, and classrooms (such as may be found in a library or community center), and 332 available rehearsal room use-days. However, absolutely no use-days are available for performing arts venues or artist studios.

EXPRESSED AND DETERMINED NEEDS

Organizations operating primarily or secondarily in the West Planning Area express interest in:

-  *Performance space, ideally with 400 seats*
-  *Workshop/studio spaces,*
-  *Exhibit spaces,*
-  *Rehearsal space with appropriate amenities*
-  *Lecture spaces*

It is apparent to AMS that residents and organizations of the West, while well-served by larger facilities and organizations, are in need of community-oriented performing and related support spaces and, as mentioned by leadership, visual arts facilities.

MASTER PLAN PROJECTS⁶

Two additional Master Plan Projects are identified for the West Planning Area:



Empress Theatre

- ☞ *Mid-Valley Regional Cultural Center. A regional cultural center with a 500-800 seat auditorium, flexible theater, exhibit space, rehearsal rooms, and other support spaces, is recommended as a Master Plan project. It would serve many of the expressed and determined needs of the West Planning Area. Such a facility, however, would serve the greatest number of arts organizations if it were located convenient to the I-15 or I-215 corridor and shared among the eastern communities of the West Planning Area and the various communities of the East Planning Area.*
- ☞ *Empress Theatre expansion and renovation. This project could serve the community arts needs of the West Bench and form the core of an arts district. The Empress Theatre has rapidly developed as an active provider of programs and has met with singular success.*

6

See Public Comments 13, 14, 39

REGIONAL CULTURAL CENTERS

The Master Plan includes the development of up to three Regional Cultural Centers across the County. Each Regional Cultural Center will help meet the needs of a broad spectrum of organizations and individuals, including theater, dance, and music performances and rehearsals, and visual arts classes and exhibitions.

Combining these needs into region-serving facilities will reduce redundancies, maximize efficiencies, and increase the impact of each Center. The Regional Cultural Centers are intended to be located along or near major transportation corridors, to efficiently serve residents of multiple communities.

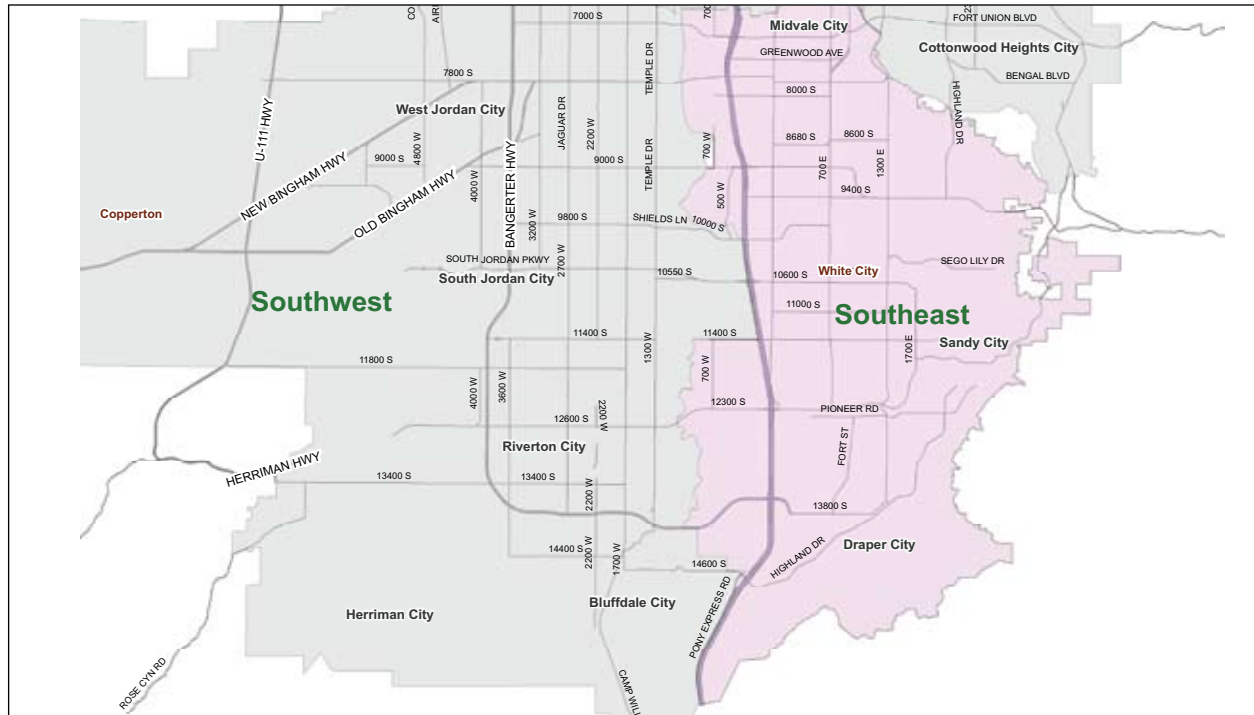
Each Regional Cultural Center could include:

- ☞ *A 500-seat, fully equipped theater suitable for drama, choral, instrumental, dance, and small opera productions, as well as films, meetings, and lectures.*
- ☞ *A 250-seat flexible-space theater, suitable for smaller scale performances and multiple seating configurations.*
- ☞ *Patron amenities including lobbies, restrooms, and concession space.*
- ☞ *Performer amenities including shared and private dressing rooms, green rooms, loading, storage, and intermediate space for assembly and preparation of scenic elements, and modest accommodations for scenery, costumes, and props maintenance, and lighting and sound equipment storage.*
- ☞ *Two multi-use rehearsal rooms, 1,400 – 1,600 square feet each, equipped with lighting, sound, and other appropriate equipment.*
- ☞ *Three visual arts classrooms and two teaching studios with associated storage, support and office spaces.*
- ☞ *Gallery spaces totaling 2,800 square feet, with associated storage, support and office spaces.*



Main Street Scheme

A complete center may total up to 57,000 square feet. Operation of the Centers may be assumed by the County or a joint management structure with a local government or non-profit organization.



SOUTHEAST PLANNING AREA

OVERVIEW⁷

MUNICIPALITIES	DEMOGRAPHICS
<ul style="list-style-type: none"> Draper Midvale Sandy Alta Sandy Hills White City Willow Canyon Granite 	<ul style="list-style-type: none"> Population: 168,990 Wealthy, well-educated, non-diverse population Expected growth of 5% in five years Median household income: \$71,246

Interviews with civic leaders in the Southeast Planning Area revealed somewhat guarded attitudes on cultural facilities development, and varying opinions on the priority of cultural facilities in their municipalities. In certain cities, cultural facility development is proceeding at a rapid pace, while in others, cultural facilities are desired but awaiting the right opportunities. In still others, cultural facilities take a back seat to other types of civic services and amenities.

Leaders in the Southeast Planning Area expressed needs generally similar to those of other planning areas: multi-use cultural centers, with arts education mentioned as a priority use. Leaders here also expressed desires for cultural facilities to be co-located or combined with convention or larger-scale meeting facilities, with community recreation centers, and with “festival” sites for large-scale gatherings and amphitheaters. While in general, leaders are interested in partnerships, some recognize that their neighbors are not always receptive to that idea.

SOUTHEAST PLANNING AREA CULTURAL COMMUNITY

There are 10 resident organizations conducting their primary operations in the Area. An additional 18 organizations perform, educate, or rehearse regularly in the area.

CULTURAL FACILITIES

There are 22 inventoried facilities located in the Southeast Planning Area including:

- ☞ *Sandy Amphitheater*
- ☞ *Living Planet Aquarium*

There are 4,748 available use-days in multi-use rooms, but none in the performance venue, rehearsal room, or visual arts studio categories.



Sandy Amphitheater

EXPRESSED AND DETERMINED NEEDS

Resident organizations of the Southeast are interested in:

- ☞ *Performance spaces with an ideal seat count of 680*
- ☞ *Rehearsal rooms*
- ☞ *Exhibit space*
- ☞ *Classroom space*

The research suggests that the Southeast Planning Area, one of the regions of the County with strong potential for growth and for cultural activity, would utilize a regional cultural center that would include performance spaces, rehearsal rooms, exhibit space, and classrooms, all with the specialized fixtures and equipment demanded by users.

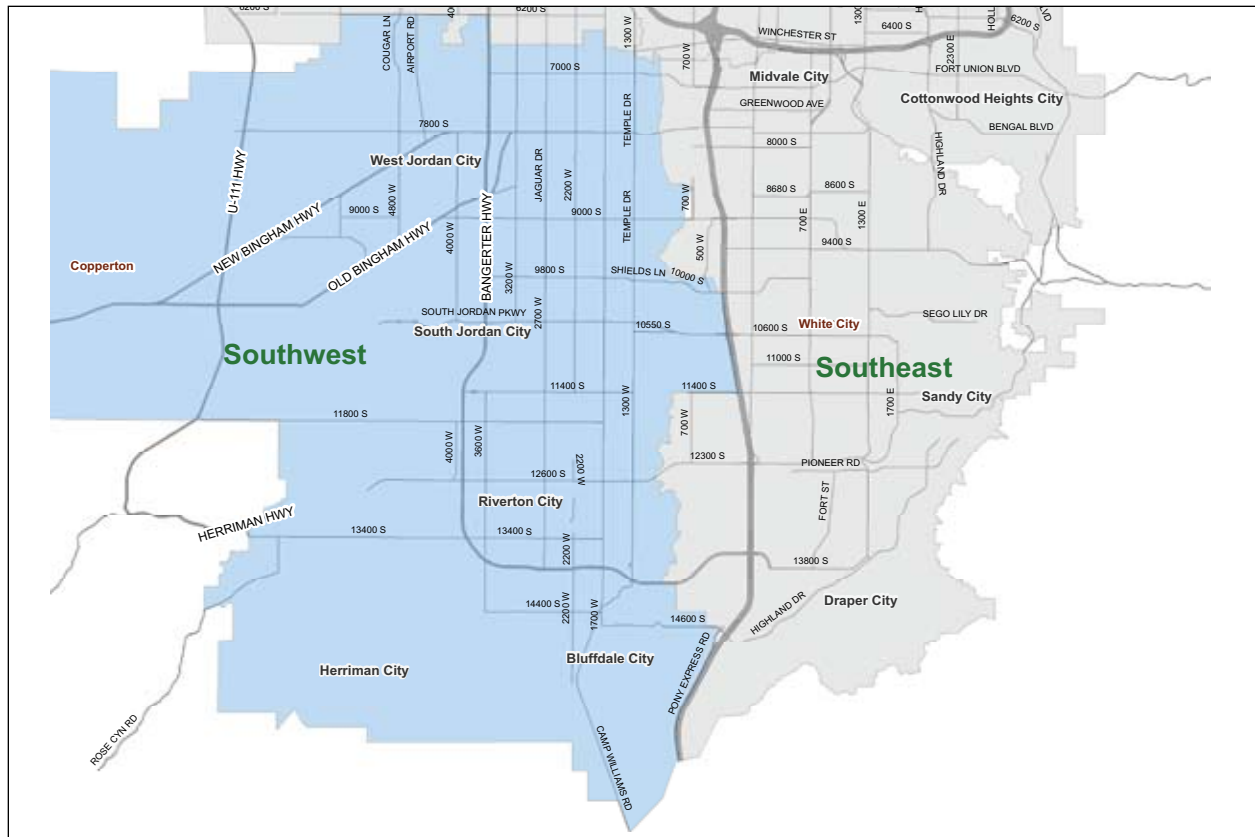
MASTER PLAN PROJECTS ⁸

Three additional Master Plan Projects are identified for the Southeast Planning Area:

- ☞ *Draper Amphitheater completion. Could serve a need for performance facilities during at least a portion of the year, and in an economical manner, as it requires relatively modest funds for completion. Consideration should be given to including enclosed support spaces – dressing rooms, rehearsal rooms and production support space – which could be used year-round by groups needing such facilities.*
- ☞ *Midvale City small theater and amphitheater renovation. These renovations, which could at least partially address the needs identified by other communities, would serve the more northerly reaches of the Southeast Planning Area. Again, consideration should be given to adding support spaces that would be useable year-round.*
- ☞ *Southeast Regional Cultural Center. A center similar to the Mid-Valley Regional Cultural Center described above, with performance, rehearsal, exhibit, and classroom spaces.*



Draper Amphitheater



SOUTHWEST PLANNING AREA

OVERVIEW⁹

MUNICIPALITIES	DEMOGRAPHICS
<ul style="list-style-type: none"> Bluffdale Herriman Riverton South Jordan West Jordan Copperton 	<ul style="list-style-type: none"> Population: 186,620 Youngest, wealthiest, least diverse and well-educated population. Projected growth of 17% in five years Median household income: \$72,081

Civic leaders in the Southwest Planning Area expressed opinions similar to those of the leaders of other regions, but were reflective of their region's status as one of the County's youngest and least-developed. Some leaders expressed an opinion that their communities are ready for greater investment in cultural facilities in response to the predicted strong rates of growth. As in other planning areas, the communities of the Southwest are interested in medium to small-scale cultural centers. Co-location with existing or planned facilities like libraries and community or recreation centers is considered favorably. At least one community is interested in an amphitheater for summertime programs. Leaders in the Southwest are willing to consider multi-city partnerships and cooperation with the County.

⁹ See Public Comments 4, 8, 20, 41, 45

SOUTHWEST PLANNING AREA CULTURAL COMMUNITY

There are seven resident organizations conducting their primary operations in the Area. An additional 19 organizations perform, educate, or rehearse regularly in the area.

CULTURAL FACILITIES

There are 12 facilities located in the Southwest Planning Area. There are 1,500 available use-days in classrooms, meeting and multi-purpose rooms, and in outdoor venues.

EXPRESSED AND DETERMINED NEEDS

Resident organizations of the Southeast are interested in:

- ☞ *Performance spaces with an ideal seat count of 700*
- ☞ *Rehearsal rooms with equipment suitable for musical rehearsals - risers, seats, etc.*

The research suggests that the Southwest Planning Area would benefit in the long-term from a regional cultural center that would include performance spaces, rehearsal rooms, exhibit space, and classrooms, all with the specialized fixtures and equipment demanded by users.

MASTER PLAN PROJECTS ¹⁰

Three Master Plan Projects are identified for the Southwest Planning Area.

- ☞ *The West Jordan Sugar Factory adaptive reuse project. Their projected plans incorporate a 200-seat venue and a 400-seat performance space along with rehearsal halls and exhibit galleries. The regional cultural center would include a larger performance venue with technical capabilities not available at the Sugar Factory.*
- ☞ *Daybreak Amphitheater upgrade. This low-cost project would accommodate the identified need for outdoor performance facilities. The stage house could be designed to include indoor spaces suitable for year-round use for rehearsals and theatrical production, a much-requested need in this Area.*
- ☞ *Southwest Regional Cultural Center. A center modeled after the proposed Southeast and Mid-Valley centers. This could be a more long-term project.*



West Jordan Sugar Factory

¹⁰ See Project Details in Appendix F



South Jordan Cloggers

MASTER PLAN PROJECT SUMMARY	
PROJECT NAME	CITY
<i>Amphitheater Upgrade</i>	<i>Draper</i>
<i>Empress Theatre Renovation</i>	<i>Magna</i>
<i>Cultural Facility Upgrade</i>	<i>Midvale</i>
<i>Murray Amphitheatre Abravanel Hall Renovation</i>	<i>Murray Salt Lake City</i>
<i>Film and Media Arts Center</i>	<i>Salt Lake City</i>
<i>Artspace Commons (Granary District)</i>	<i>Salt Lake City</i>
<i>Ballet West Academy & Capitol Theater Renovation</i>	<i>Salt Lake City</i>
<i>University Cultural Facilities Parking</i>	<i>Salt Lake City</i>
<i>Rose Wagner Expansion</i>	<i>Salt Lake City</i>
<i>Salt Lake Art Center Renovation/Relocation</i>	<i>Salt Lake City</i>
<i>Daybreak Amphitheater Upgrade</i>	<i>South Jordan</i>
<i>Sugar Factory Arts Campus Adaptive Reuse</i>	<i>West Jordan</i>
<i>Mid-Valley Cultural Center</i>	<i>(E or W Area)</i>
<i>Southeast Regional Cultural Center</i>	<i>(SE Area)</i>
<i>Future Southwest Regional Cultural Center</i>	<i>(SW Area)</i>

PROPOSED THEATERS IN SANDY AND DOWNTOWN SALT LAKE CITY¹¹

During the course of the Master Planning process, the question “Is there a need in Salt Lake County for a new 2,500-seat theater suitable for Broadway-style productions?” has loomed large. AMS conducted a detailed review of the Broadway-style 2,500-seat theaters proposed by Sandy City (“The Proscenium” project) and the Salt Lake City Downtown Theater Action Group, and weighed both projects against the proposed Vision & Principles to see if either is eligible for public funding.

MARKET RESEARCH

Touring Broadway-style shows at the Capitol Theatre and Kingsbury Hall have successfully attracted audiences for almost thirty years. Interest is strong; Salt Lake County residents rank musical theater among their highest cultural interests, and there is a long tradition of performing arts attendance at musical theater productions throughout the County.

The regional population of 1.5 million is sufficiently large to support touring Broadway theater. Analysis of consumer data related to current audiences for the performing arts in Salt Lake County has revealed a moderately strong market. The greatest potential for additional performing arts attendance is concentrated in north Salt Lake County and south Davis County, and southwest Salt Lake and north Utah County.

While Kingsbury Hall and the Capitol Theatre can physically accommodate the production requirements of almost any size of touring Broadway show, availability at both venues is somewhat limited by the need to serve locally-produced performing arts events. Seating at the Capitol Theatre is cramped and many seats have obstructed views; renovation, re-seating, and expanding the historic lobby of this venue is being considered by the County. Kingsbury Hall also has some limiting conditions, including a lack of convenient parking and concessions facilities, and an undersized lobby. Other impediments to the accommodation of the largest touring shows that have been cited are Kingsbury Hall’s lower proscenium opening and service access for large semi-trailer trucks.

PROJECT SPECIFICS

In addition to the market assessment, AMS studied information provided by the project proponents. The most important factor to apply in considering the proposed projects is the effect a new 2500-seat theater will have by removing multiple weeks of profitable programming from the Capitol Theatre and Kingsbury Hall calendars and the consequent negative impact on the operating revenues of these venues. The reduction in revenue will likely require increased operating subsidy

¹¹ See Public Comments 16, 17, 25, 37, 38, 46, 48

from the owners of the theaters. A comprehensive analysis of the impact and the attendant effect public subsidy for each venue must be conducted prior to a commitment of public funds.

The estimated cost for Salt Lake and Sandy projects is \$80 million and \$60 million respectively. Both the Sandy and Salt Lake City projects have identified sites: Salt Lake at 135 S. Main Street at the former Tribune building; Sandy's site is within a 12-acre mixed-use development located at about 10000 South. The Salt Lake City project has completed an extensive program study, proposing a 112,000 square foot building. The Sandy project has provided a building program and some architectural renderings, indicating a 149,000 square-foot facility. While neither project has identified an operating entity, the Salt Lake City project has presented a financial forecast which indicates a \$500,000 net profit starting in the first year of operation.

On balance, taking into account the market need, the program considerations, and the readiness factors, AMS is unable at this time to advise the County to make a commitment for significant public funding for either of these projects. However, AMS strongly recommends that additional information be provided to the County prior to a decision on support, specifically with respect to an operating plan and financial model for operation of the theaters, analysis of the financial impact these projects will have on existing venues and organizations, and a capital funding plan.

THE NEED FOR A COUNTY-WIDE CULTURAL PLAN

During the Master Planning process, it became clear that there is a need for a County-wide cultural plan that would provide an overarching, shared vision and direction for cultural development, beyond the specific issues of cultural facilities. Salt Lake County, in partnership with the sixteen cities of the County, could undertake the creation of a cultural plan. A cultural planning process would engage artists, arts organizations, educational institutions, governmental bodies, the business sector and other stakeholders to define and articulate a comprehensive cultural vision and strategy, including such issues as organizational capacity, support for artists, arts education, citizen participation in arts and culture, economic development of the creative sector, civic aesthetics and the built environment, and resources.

IV.

CULTURAL FACILITIES SUPPORT PROGRAM

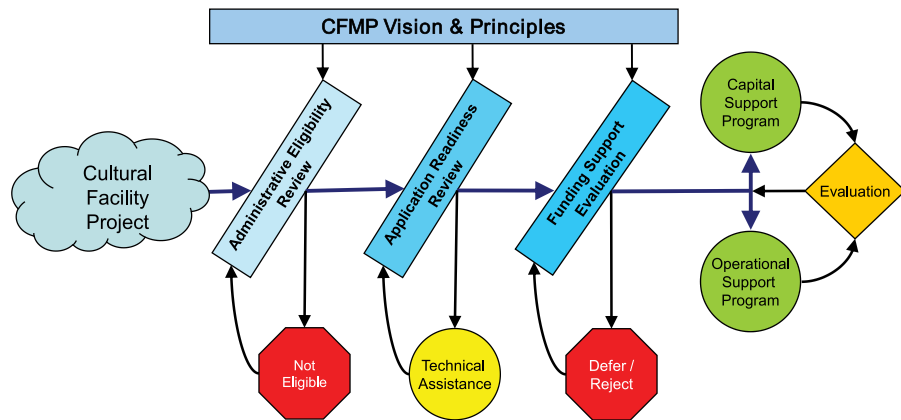
To implement the Cultural Facilities Master Plan, Salt Lake County should develop a program of technical assistance, and capital and operating support that encompasses both County-owned and other government or non-profit owned facilities. This Cultural Facilities Support Program¹ would work in concert with the County's existing cultural support infrastructure under the auspices of the Community Services Department.

The Program would address projects initiated both by the County and non-County entities, providing fair opportunities for cultural facilities projects to come forward from communities throughout the County. To best assure quality projects that align with the recommended Vision and Principles, a Technical Assistance program to support planning would be available and/or required in order to qualify for capital support. The decision process is illustrated in Figure 1. County Projects, involving County-owned facilities, would be supported and managed through the County's Capital Improvement Program (CIP) budgeting process. Non-County projects initiated by non-profits and local governments would undergo a three step qualification and evaluation process for County support.

Assuming that resources become available, the Program would incorporate support for property acquisition, new construction, renovations and upgrades, and major maintenance or repairs. Loans would be available to secure bank financing for cash flow in the construction phase of a project.

¹ See Public Comments 10, 12, 13, 48, 50

Salt Lake County Cultural Facilities Master Plan
Draft Support Program



To address the essential issue of sustainability, organizations would be able to apply for operations support concurrent with requests for capital support, after capital support has been awarded, or without having applied for or received any capital support. Operations support could be used for custodial and facilities management services, ongoing facility or capital equipment maintenance or repair, and utilities. The operations support program would not pay for rent, major renovation or capital improvement, program costs, administrative costs, or fundraising or marketing costs.

Generally, the Cultural Facilities Support Program would be based on a matching requirement; the amount of support and match requirements would be determined as resources for the Program are established.

TECHNICAL ASSISTANCE AND THE SUPPORT PROGRAM PROCESS

The Support Program process relies on a series of reviews and screenings, with opportunities for applicant organizations to receive technical assistance if they are unable to pass any given review.

The Support Program process includes:

Eligibility Review: Cultural Facility Projects are first reviewed to determine eligibility for participation. Eligibility criteria are:

- ☞ *Non-profit/non-commercial*
- ☞ *Arts/cultural focus*
- ☞ *Publicly-accessible*
- ☞ *Located/operating in Salt Lake County*

Readiness Review: Next, projects are reviewed for Readiness prior to consideration by the Advisory Board. Projects that do not meet these requirements may be referred to the Technical Assistance program described above. Readiness criteria are:

- ☞ *Completion of feasibility study*
- ☞ *Completion of market research*
- ☞ *Completion of funding strategy*
- ☞ *Completion of site & architectural planning (capital support only)*

Support Evaluation: The final step in the Support Program process is the application of a set of criteria derived from the Master Plan Vision and Principles. These criteria, which must be developed and/or refined by the Support Program Advisory Board, may include the following criteria, among others:

- ☞ *Will the project ensure a balance of professional and community arts, and participatory and spectator programs?*
- ☞ *Will the project enable sustainable growth and development of local arts organizations?*
- ☞ *How will the project impact existing arts facilities and organizations?*
- ☞ *How will the project fill needs not being served by existing facilities?*
- ☞ *What community organizations/professional organizations/individual artists will use the facility?*
- ☞ *If the project includes new construction, has renovation/rehabilitation/expansion of existing facilities been included/considered?*
- ☞ *Will the carrying costs of the project allow the owner/user organizations to continue to sustain existing programming?*
- ☞ *Has the project engaged the arts organizations, artists and the broader community in planning and development?*

SUPPORT PROGRAM GOVERNANCE AND ADMINISTRATION

Administration of the program would be assumed by the Community Services Department under the guidance of a County-appointed citizen's Advisory Board, similar to Zoo, Arts and Parks (ZAP) or the Center for the Arts (CFA) Advisory Boards. The Advisory Board would engage broad representation from the County's geographical regions, arts disciplines, and the public and private sectors. Consideration might be given to reorganization or consolidation of the ZAP and CFA Boards with expanded responsibility to oversee the Cultural Facilities Support Program. A County staff position, to be established, would support the Advisory Board in evaluations and monitoring performance.

V.

PUBLIC COMMENTS

PLANNING AREA MEETING COMMENTS

1. EAST PLANNING AREA

February 23, 2009, Olympus High School, 10 attendees

- a. East side planning is insufficient.
- b. Rehearsal space with technical capabilities is critical in local areas.
- c. Murray City Amphitheatre needs renovating.
- d. Producing theater takes long blocks of time so a separate rehearsal space that mimics the performance space is desirable.
- e. A 1000-1500 seat performance space is needed in downtown Salt Lake City with multi-use socials spaces, including catering and alcohol.
- f. Other existing theaters will suffer if a 2500 seat theater is built anywhere in the valley.
- g. Theaters need to be suited for different types of programming.
- h. Acoustics need to be favorable for various types of programming.
- i. The number of existing arts groups in the east side seems to be underrepresented in the survey.
- j. Missing some venues from Inventory.

2. SOUTHEAST PLANNING AREA

February 25, 2009, South Towne Expo Center, 5 attendees

- a. South Jordan needs a performing arts center geared to children's events, preferably 500 seats (they are currently in the planning stages / see attachment).
- b. The arts education in schools is lacking. Facilities should also serve as a substitute or in association with schools (outreach programs).
- c. CFMP seems to have been a thoughtful and exciting project.
- d. How do communities put forth their projects? Who's the "go to" person?

3. NORTH PLANNING AREA

February 26, 2009, Salt Lake City Library, 7 attendees

- a. Do smaller facilities, spread out across the county, dilute attendance and use?
- b. Did you look at the entire Wasatch Front for current market and potential future market?

4. SOUTHWEST PLANNING AREA

March 9th 2009, Riverton Library, 18 attendees

- a. Cultural Facility Inventory Chart and Needs Chart does not jive with the map – (error with SL Co XLS file used for presentation detail – disregard this comment).
- b. Census numbers used are from the 2000 census and the numbers have increased dramatically (especially in the Southwest area) since then. State has estimated population numbers which should be used.
- c. This raft misses what is currently happening in South Jordan. South Jordan comments need to be incorporated in the report.
- d. Permanent storage space needs to be incorporated into any facility planning.
- e. There needs to be a back up plan for the short term smaller projects. This plan is extensive and long term.
- f. Collaboration and sharing spaces will bring projects to the top.

5. WEST PLANNING AREA

March 12, 2009, West Valley City Library, 11 attendees

- a. Local municipal governments should become partners in using and operating facilities.
- b. Are there any plans for separate rehearsal facilities or storage spaces?

- c. Thank you Salt Lake County for this level of support to the arts.
- d. How much mutual cooperation is there between Salt Lake County Council and other local councils and municipalities?
- e. Is critical that local communities have own rehearsal spaces?
- f. Where is S.L. County looking for funding?
- g. It was eye-opening to see how many available facilities were identified.

PUBLIC MEETING COMMENT CARD STATEMENTS

- 6. I like the idea of smaller practicing areas in different cities, but I don't think the practicing areas should have all the lighting or high areas for back drops. Those things could happen in the final week or 2 of rehearsal in the larger facility.
- 7. The Murray Concert Band is a non-profit, volunteer community band. We have been in existence for 23 year. We have a very small budget. Our biggest need is rehearsal/performance/storage space that will not eat up our entire budget. We currently rent rehearsal and performance space from Murray School District plus a separate storage unit that is not conveniently located for our performances. The sums of these two take up our entire grant from Murray City. We also have to rent trucks to haul stands and percussion equipment around, which is also costly. We need space that we can afford.
- 8. I am very pleased to hear about this plan. My eyes were opened to know of all the existing facilities in the county. Our organization can certainly benefit from this plan. I appreciate the opportunity to be involved in this process. I am disappointed to see that the southwest regional facility seems to be the least priority of the new facilities. I am the president of the Riverton Metropolitan Orchestra, a non-profit symphony orchestra. We are definitely in support of the proposed facilities particularly in the southwest.
- 9. I agree wholeheartedly with an unbiased, inclusive, yet objective, process while moving forward with this study. That being said, I personally support a Film and Media Arts Center to cultivate the burgeoning talent and interest in an art form that, I might add, may be one of the few that would fully integrate the creative aspect of your needs; or rather the growing needs of today's youth. In developing this aspect of the city, we may be at the forefront of an art form that has a lot of growth potential.
- 10. Good summary. Healthy to have county-wide perspective. Good, thorough, exclusive planning process. Good to have with public transportation in mind. Good to be realistic in terms of numbers, audience, population growth and timeline. Looking forward to more details on review process for technical assistance and funding support. The nonprofit arts community is both vibrant and fragile. Take care in supporting both existing and future activities.
- 11. Creativity is as important as mathematics. Please support the children.

Presentation was informative and well thought out.

12. Wonderful work. The process you have put together for approval was well thought out. Really like evaluation process—visual of three value circles—made a lot of sense. We need more arts specifically dedicated to our children.
13. Need more rehearsal space in each local community, especially for theatre. East side is missing the true activity going on. Murray alone has five groups, plus community dance which has not been included in this report. Murray Park Amphitheater is missing, needs upgrade. Like support program. Like recognition of local community arts. Murray has the infrastructure for the regional centers.
14. I support the research and advancement of obtaining a cultural arts center to serve Salt Lake County cities and the S.L. County area. The arts are of great benefit to all ages, and hopefully those programs can be expanded. I serve on the Murray Arts Board.

INTERNET RESPONSES

15. The ever increasing use of new forms of media and the daily relevance in the lives of everyone make it a necessity to provide an actual space that serves as forum for new media literacy, critique, exhibition and discussion. As an artist and downtown resident I would definitely be a patron of such an endeavor on the part of the city and support its programming (film and new media). Chris, Feb. 26, 2009
16. Money should not be used to construct new facilities, especially in the North/downtown area. Renovation should be the main priority. These buildings have a history and will have a legacy if we can prepare them for future decades of use. Megan, Feb. 26, 2009
17. I commend the study's reluctance to jump on the "new Broadway theatre" bandwagon. Renovating the Capital is a far better, forward looking solution for those who think we're somehow missing out on...something? Spend the millions saved on at-risk young people and old people - please!! John, Feb. 26, 2009
18. This concept of building public cultural facilities is wonderful. They are needed in the county. Whether you build two or three large venues throughout the county, or build one large venue in a centralized location (perhaps Murray because of easy access to Trax, I-215, and I-15) with additional small rehearsal/classroom buildings spread throughout the valley, they would be well used and would benefit our communities as a whole.
19. We have a family involved in art, film, writing, drama, and music. I have seen wonderful programs struggle and even fail for lack of affordable venues. Our youth lose out when this happens. Any help you can give will be greatly appreciated. Sharon, March 16, 2009
20. I attended the hearing last Monday night in Riverton regarding the proposed Salt Lake County Cultural Facilities Master Plan. I am writing with my input. I live in Bluffdale. We have quite a struggle going on in terms of the desire of the majority of residents to keep our community as rural as possible, with our 1- acre lots and large animal rights which cannot

be found anywhere else in the county, and those who wish to give those things up for amenities and more funding for such things as the arts.

We like the arts; we have done many, many plays as well as other activities, and we would like to have our cake and eat it, too, as the saying goes; that is, keep our quiet, open space and still be able to have cultural events. I truly believe that that is possible if we will just keep our desires modest.

Our biggest problem is that we have no old buildings to renovate. They have always been torn down and replaced in the past. I truly wish we had one. We have been hosting events in school auditoriums, and now there is a new church building which I understand we can use to some extent. Most of the rehearsals take place in homes, one in particular which has a large room that was built for that purpose.

When I heard about this meeting, I had an immediate mixed response. "Oh good, that would solve our problem and this is not a good use of taxes, especially now."

As I said, our population is small and we want to keep it that way. Would our number ever come up to get funding for a building, since you indicated that we would need to grow in order to qualify? If we are going to spend taxes on such buildings, we would much rather spend it on a modest one for us. From what you said, small and/or refurbished projects would very likely be funded first, but our small population puts us in limbo. You also mentioned Judge Dever's idea of having small rehearsal halls in each community so the Regional Center would not be tied up for that purpose. A small rehearsal hall is all we need, with a stage and enough room to seat two or three hundred. We have the land because we have a large park where our new fire station is.

If money starts becoming available – potentially around 2012 if I understood you correctly – that is already a long wait, and we will have a very long wait behind larger communities after that. And if we manage to stay small, we may never come up at all. I think communities would be better off working out their own solutions, as we have been. Let us keep our tax dollars and collect enough for a small building, instead of making us help pay for improvements for larger communities.

Does this make sense at all? Please enlighten my understanding from your perspective. Thank you for your efforts and for taking the time to read this e-mail. Diane, March 15, 2009

21. The East side is in great need of rehearsal space for orchestras and musicals. It might be possible to add community rehearsal space to east side high schools, libraries, or community centers. Usually there is parking and a stage available, but rehearsal space is not available to community groups. The University of Utah facilities are expensive and have limited parking. Barbara, March 13, 2009
22. Just a quick note to ask for serious support for a film and media center. One of my major fears in moving to Utah from the Bay Area 14 years ago was that there would be no venue for serious films and foreign films. I am so grateful for The Salt Lake Film Society and would like to see my tax dollars supporting such an important cultural endeavor. Barbara, March 9, 2009
23. I live in SLC in the 15th and 15th area, and I frequently attend film screenings at the Salt Lake Film Center, as well as theater and modern

dance performances at SLAC, Pioneer Theatre, Babcock Theater, Capitol Theatre and Rose Wagner. I would wholeheartedly support the construction of a new film and media arts center, or the expansion of the Rose Wagner Center. Uta, March 6, 2009

24. I am a member of the Granite Community Council and ACCT and have reviewed the CFMP. On page 31, par. 6, it describes the southeast area of the valley, but does not include the unincorporated community of Granite. Please add this to the listing of southeast areas. Thanks! Mary, March 5, 2009
25. I support a Broadway-sized theater in downtown Salt Lake City, and a film center, also in downtown Salt Lake City. I would like to be part of the cultural planning, particularly representing originating artists; the largest artist constituency who lack a voice. Thank you. Tay, March 3, 2009
26. Please go ahead with it! Marilyn, March 3, 2009
27. What a WONDERFUL opportunity. As a Senior living downtown as well as a Center for the Arts Volunteer, I see this as a step forward in the development of a vital and stimulating central city!! Keep up the good work! Connie, March 3, 2009
28. I would love to see more done to bring people together over cultural, political, and environmental issues. I often recommend my students attend events that have been held at the library. Roger, March 3, 2009
29. I have been attending Sundance for documentaries and foreign stories for 15 years now. I would love this facility. Teri, March 2, 2009
30. Thank you for keeping us civilized; for, without culture, there is no civilization. Rivka, March 2, 2009
31. This is fantastic! Thank you so much for evolving the cinematic culture of this great county by building such a dynamic experience where we can learn about the world! Sara, March 2, 2009
32. Master Plan Appendix E-3 - rehearsal area does not mention storage. Must have room (10 x 10 with 36" doorway) to store percussion instruments also room for library and stands (10 x 10) for Orchestra of Sandy City. Lynn, March 17, 2009
33. I love the idea of promoting independent film more in the local area. But I would hope that it would represent a broad range of ideas and topics, not just what is currently "politically correct", sensational, or, frankly, often very negative, overly critical of U.S. policies, and propaganda-like. Both sides need to be shown. For example, there may be a film about how certain religions or policies have hurt our world, yet the positive contributions are never really given equal time. As a resident vitally interested in our world, and as a taxpayer, I would not wish to encourage this same type of approach, but rather expand on the good in our world. Marilyn, March 18, 2009

KEY INFORMANT & STAKEHOLDER COMMITTEE MEMBER LETTERS & EMAIL COMMENTS

34. MARK CROCKETT, SEPTEMBER 11, 2008 STAKEHOLDER COMMITTEE MEMBER

Thank you for all your good work. This has been a phenomenal undertaking. Clearly much good faith and thought has gone into the process. Hopefully all conversations from this point forward will now be more mutually informed – even if there is not unanimity of opinion on each priority project. I deeply appreciate what you and the broader community have done in bringing this effort together. Please also relay my thanks to our obviously diligent and sincere group of professional advisors.

My comments below are in the following categories:

- Direct vs. Indirect Funding of Arts
- Arts Organization vs. Resident Focus
- Project Pipeline vs. Clean Slate Analysis
- Economic Development

In addition to these systemic points, I may send separately send some additional comments on specific proposals in the report. However, I wanted to get these in early for your review.

- 1) Direct Funding of Artists vs. Funding of Facilities. I wish more consideration had been given to funding artists directly rather than to building facilities – an indirect rather than direct subsidy. Is our objective to fund buildings themselves or to encourage the arts in our communities? If it is the later, then perhaps we could have taken a more direct path.

- A. Rather than funding facilities, why could we not set an annual subsidy for performances and exhibits (equal perhaps to the annual bond payments we would have been willing to pay)? By paying directly to the performers, more of the money would flow to performers. We may not have as fancy a set of buildings, but we would have more and better performers. A facilities focus arguably creates a subsidy first for builders and secondly one for artists.

Performers and arts organizations could then seek the best spaces for their performances and exhibits. Rather than using top-down planning techniques to hypothesize artists' and residents' needs, we might have a more dynamic and finely adapted set of facilities if the arts programs continually selected their own spaces.

- B. An example of how to structure the subsidies might have been:

\$X per filled seat for "Tier I" such as the Symphony, Opera, Ballet, etc.

\$Y per filled seat for "Tier II" such as Repertory Dance, etc.

\$Z per filled seat for "Tier III" such as local community productions.

- C. Local communities and the county could then give tax exemptions to arts locations.

2. Arts Organization vs. Resident Focus. It appears the primary emphasis has continued to be an inventory of arts organizations' wants rather than an estimation of residents' needs – or their willingness to subsidize the arts through public funding.
 - A. I fear that in doing so, we have actually put the priority on the wrong question. Certainly there are many, many wonderful arts programs and projects. Personally I could not probably be more of a proponent.

However, there are many non-arts priorities and limited funds. The key issue should probably be what residents want to see and, more precisely, for what they would choose to pay taxes to see.
 - B. I also fear that our choice of questions may lead to inflated expectations among both the arts community and its boosters, potentially leading to a decline in morale and donations rather than what we had hoped.
3. Project Pipeline vs. Clean Slate Analysis. Except perhaps with the regional cultural centers, I was surprised at the priority placed on evaluating projects in the pipeline of envisioning and planning. Instead of a clean-slate analysis and set of recommendations on what is needed vs. what already exists, this seems more like a prioritization of what happens to already be contemplated. What comfort should taxpayers have that this is the right list of projects rather than others?
4. Economic Development. Thank you for de-emphasizing the economic development argument in favor of other factors. I consider it to be a false factor in this issue.
 - A. Certainly there is evidence for a theater bringing life and patronage to neighboring restaurants and shops.
 - B. However, the vast majority of those attending arts events and spending dollars nearby will be residents of the region.
 - C. Therefore, with the county as a regional funding source, it would be inappropriate to favor the development of one part of the county at the expense of another. If anything, concentrating facilities, local development and the resulting tax base within one or a few small areas is an added cost to other communities requiring an over-riding set of community objectives (which may indeed exist).

From the plan, I so far conclude that our priority for new facilities should be:

1. Upgrading existing facilities to expand their use
2. Regional community involvement before a large single theater
3. Holistic in development of artists rather than just seating
4. Flexibility in providing for a variety of artistic expressions

Mark Crockett
County Council Member
District #4

**35. SCOTT BOND, OCTOBER 10, 2008
STAKEHOLDER COMMITTEE MEMBER**

I am writing to reemphasize some earlier feedback that I provided on the cultural arts master plan in light of the comments made in the stakeholders meeting held on October 6. First, let me thank AMS and the county staff for their willingness to listen to all feedback on this process. Like many who commented, I would have liked to have seen the report changed to suit me and my city but unlike some of the comments I heard, I wouldn't say that my comments weren't considered. I feel that my comments were carefully considered and I am grateful that they were. I feel that the October 1 draft was balanced.

The comments from the October 6 meeting that I want to specifically address were those advocating that the "Downtown Rising" project be featured in the report and others that advocated that a key criterion be that funding for regional facilities only be directed to projects proposed for downtown Salt Lake City. Page 16 already acknowledges downtown as the "cultural core." To immediately follow with a criterion that says, "to implement an inclusive and fair process for planning locating, funding and developing county-supported cultural facilities," already is contradictory. To further advocate downtown as suggested at the stakeholders meeting is beyond reason. If a project proposed for downtown is worthy of funding, it should be able to stand on its own when measured by the other criteria. It would make sense if a major project could be funded without county dollars; the county's funding would go further toward meeting other needs and should not be used to compete directly with private development. As those of us in attendance on the 6th introduced ourselves, it was clearly evident that all but a handful represented downtown interests. The makeup of our committee was dramatically disproportionate to the residents of this county. This fact needs to be carefully weighed when considering the feedback of the stakeholders committee. I complement AMS for their objective viewpoint that filtered out the bias that I and all the other members of the stakeholder committee brought to the table. I also applaud the focus on the broad array of nonprofit art in the county rather than allowing the study to become about economic development interests in downtown or for that matter, even in Sandy.

Thanks again for the opportunity to be part of this process.

Sincerely,

Scott Bond
Sandy City

**36. RAYMOND TYMAS-JONES, OCTOBER 10, 2008
STAKEHOLDER COMMITTEE MEMBER**

The recommendation for Kingsbury Hall and Pioneer Theatre parking has merit if the Downtown Theatre project is substantially delayed. The fact is that an additional 2500 seat theater facility in Salt Lake County along with Kingsbury Hall and Capital Theatre, would saturate the county with a superabundance of facilities in this category. The idea to consider Capital Theater and Kingsbury Hall as Salt Lake County's venue for touring Broadway theater, at a significantly smaller cost than construction of a new venue, by adding a parking facility makes sense. The administration of the University is prepared to partner with the county to enhance the viability of Kingsbury Hall as an appropriate space to accommodate this type of theatrical experience. Furthermore, the administration is inclined to review policies and procedures to ensure that the scheduling needs of the University-based events are satisfied along with touring shows.

Given my administrative appointment at the University of Utah, I feel it is important that these comments vis-à-vis the Kingsbury Hall and Pioneer Theater Parking project be credited to me. Of course, if you have any questions or concerns, please feel free to contact me.

Sincerely,

Raymond Tymas-Jones, Ph.D.
*Associate Vice President for the Arts and Dean,
College of Fine Arts and Professor of Voice
University of Utah*

**37. LANE BEATTIE, OCTOBER 28, 2008
KEY INFORMANT**

The Salt Lake Chamber, which represents one in every three jobs in Utah, enthusiastically supports Salt Lake County's efforts to conduct a wide-ranging assessment of the arts and cultural marketplace in the greater Salt Lake area. We appreciate the opportunity to comment on the most recent version of the draft report from AMS Planning & Research, and we commend the county and the consultants for their work.

Due to the extremely short time frame for comment, we will limit our comments to a few thematic areas of improvement and reference a handful of specific edits. We welcome the opportunity to provide more detailed input should the consultants and county be interested and provide additional time.

Since the Salt Lake Chamber is a statewide Chamber with members in all of Utah's 29 counties, please interpret our comments as a reflection of broad, statewide business interests. Indeed, we have significantly more members outside of the downtown area than in the downtown area and are Utah's largest business association. Without question, we are passionate advocates of arts and cultural investment in downtown Salt Lake City as a means to grow the larger regional

economy. Investments outside of the downtown core are also to be commended. The key is to invest in the right types of facilities, at the right time, and in the right locations. We welcome the chance to partner with the county on these important decisions.

We commend the consultants for clearly recognizing and reaffirming in their recommendations the central role of Salt Lake City as the center for arts and culture in our region. Indeed, seven of the 14 recommended projects are located in Utah's capital city. The recommended priorities support Salt Lake City as the appropriate location for the film center and Salt Lake Arts Center, and reaffirm the need to expand the very successful Rose Wagner Theater, renovate the Capitol Theatre, and enhance Abravanel Hall. We are intrigued, but know less about the consultant's recommendation, for a live-work development in the warehouse area of west Salt Lake City. Even so, we acknowledge that such an investment is consistent with the Downtown Rising vision for dynamic urban living in an arts-oriented community.

We find the recommendation to add parking at Kingsbury Hall curious and incomplete. It seems inconsistent with some of the guiding principles (ensuring the vibrancy of arts and culture in the cultural core and utilizing cultural facilities as a tool for economic development). It also fails to recognize some of the very real constraints of this facility as a catalyst for a grander arts vision. We encourage the consultants to reconsider or better explain this recommendation as it relates to the principles identified in the report and known limitations of the facility to fulfill the Downtown Rising arts vision.

Importantly, the report does not in any way preclude the development of a new large theater downtown, but strongly recommends that additional information be provided to the county prior to granting support. The consultants then identify three specific areas for additional information: an operating plan and financial operating model, an analysis of the financial impact on existing venues and organizations, and a capital funding plan. I'm pleased to report that the Salt Lake Chamber, working with other partners, is prepared to see that all of these requirements are met as we represent the business community in developing a new downtown theater. And I want to underline that, unlike some related proposals, sustaining existing arts organizations is primary in our planning.

Finally, we believe that the vision in the document is incomplete. To be consistent with community preferences and the identified principles, the vision should include a strong endorsement of the "Cultural Core." We suggest the following vision statement (with additions shown in underline format):

Participation in the arts is deeply embedded in the lives of Salt Lake County Residents. They envision a community with facilities that enable a full range of arts and cultural activity for creation, presentation, education and enjoyment. Fulfilling the community's vision will require that we sustain a cultural heart within our region in downtown Salt Lake City and a broad array of cultural facilities which are distributed throughout the county, of carrying types and sizes,

for community-based and professional purposes, and which serve neighborhoods, cities, and the entire region.

In closing, there are a few minor references in the report (such as an incorrect characterization of the Downtown Rising vision in the report's Introduction) that should be corrected before distributing a final version. I ask that a member of the consulting team or county employee contact my office (801-328-5073) for an explanation of these more minor suggestions.

Please know of our complete support for the county's leadership on arts and cultural development. We compliment both the Mayor's Office and the County Council for their leadership on this issue and look forward to supporting arts and cultural investment in Utah for many years to come.

Sincerely,

Lane Beattie
President and CEO
Salt Lake Chamber

38. JOHN BALLARD, OCTOBER 14, 2008 STAKEHOLDER COMMITTEE MEMBER

I disagreed with your assertion that Kingsbury Hall "could become Salt Lake County's premier venue for touring Broadway theater." I told you that both *Wicked* and *The Lion King* had surveyed Kingsbury and decided that their shows could not play in that venue due to technical deficiencies. You said you would reconsider/reevaluate the Kingsbury recommendation in light of my comments.

When the Draft Final Report was released on October 6, little was changed regarding Kingsbury Hall, except that the word "premier" was deleted from the above-quoted phrase. I was very disappointed that you didn't recognize the information about *Wicked* and *Lion King* that I provided.

If Kingsbury were to be chosen as the primary venue for touring Broadway, future program opportunities for the community would become even more limited than today. The small seating capacity would continue to be an impediment to the producers of big, successful shows, which is the status quo. But the mega-musical blockbuster shows, such as *Phantom of the Opera* and *Wicked* that now come to the Capitol, would bypass Utah altogether since the Capitol would have even fewer seats than it does today and the big shows cannot go to Kingsbury. Utah audiences would not get to see the biggest and most popular Broadway musicals. They could only see these shows if they travel to Denver or Los Angeles – or Spokane or Sacramento. Choosing Kingsbury as the home for touring Broadway shows would mean less choice and fewer shows for our community.

I'd like to make a few comments on the draft report dated 9/15. I have spoken with you both, but I thought it would be helpful to put this in writing.

We sold 220,000 tickets for Phantom in 1996, and at least another 40,000 to other shows. You should raise the high attendance number to 250,000.

There are many more than six touring Broadway producers.

With a larger seating capacity, SLC would be able to get major shows nearer the beginning of their tours. Wicked has already been booked into East Lansing, Michigan twice.

I thought this study was supposed to recommend priorities for the community needs for performing arts facilities, not evaluate their financial viability. The study mentions nothing about the financial viability of other proposed projects. It looks to me as if every project mentioned would require underwriting or additional funding of operations for their operations to be viable. Why should a new SLC theater be evaluated differently than the other projects, which include Kingsbury Hall and the Utah Theater?

Kingsbury Hall cannot handle the biggest, and most desirable, touring Broadway productions. The main issue is the small seating capacity, which is a giant roadblock to big, expensive productions being booked. Both Wicked and Lion King surveyed the building and decided that they could not use Kingsbury for technical and logistical reasons. Kingsbury is not a viable hall for Blockbuster touring shows.

Touring Broadway musicals are currently barred from Kingsbury Hall during 3-4 prime spring and fall months, in order to protect Pioneer Theater. The University has not said publicly that this policy would be changed. Pioneer would object strongly to booking large, multi-week runs of blockbuster shows.

Kingsbury and its location are lacking in amenities that theater-goers demand, such as: large lobby space, alcoholic beverages, proximity to restaurants and bars for social gatherings before and after performances, and proximity to public transportation. A new parking garage wouldn't solve these problems.

Putting a \$20 million dollar parking garage band aid on Kingsbury Hall will not solve Salt Lake's (and Utah's) long-term need for a first class and competitive performing arts center. We should have a venue comparable in quality and capabilities to those in other markets such as Fresno, Spokane, Albuquerque, Des Moines, Sacramento and Omaha. I hope the report can be re-written so that it addresses and evaluates the need for specific facilities rather than their financial feasibility.

John Ballard

NewSpace Entertainment / Broadway Across America - Utah

39. MAYOR DAN SNARR, FEBRUARY 2, 2009 KEY INFORMANT

Thank you for meeting with Murray City representatives to discuss the draft Salt Lake County Cultural Facilities Master Plan. I also appreciate meeting with you and the consultants previously to discuss Murray City's needs and vision for the arts. I believe a county-wide master plan is needed and I recognize the great effort you put forward to coordinate with the many arts organizations and agencies.

For over 30 years, Murray City has been a leader in providing quality cultural art facilities and programs. Murray City was the first community to construct, own and operate a permanent outdoor venue for local arts organizations. In 1994, the Murray City Parks and Recreation Master Plan identified the need for a performing arts facility and in 2004 the City developed a concept plan for a regional performing arts center. Over these years, city and county citizens have benefited from the many programs and productions at the Murray Park outdoor amphitheatre, school facilities, and park areas.

At your request, I am writing this letter to provide comments to the Salt Lake County Cultural Facilities Master Plan. Listed below is a list of Murray's comments that we request be incorporated into the plan.

As defined in the County Master Plan, Murray City is located within the East Planning Area. I am pleased that the plan recognizes the need for a Mid-Valley Regional Cultural Center. The plans detailed in the appendix of the master plan provide good justification and support for Murray's plans. As a result, I would like to see specific reference to the Murray City Regional Performing Arts Center as a Master Plan project.

The master plan states that the east planning area does not have any cultural facilities that "have technical or other capabilities for specific arts and cultural activities." Murray City has an outdoor amphitheater located in Murray Park. Operated by Murray City, this facility was constructed in 1984 and serves over 13,000 patrons each year in our popular Murray Arts in the Park summer series. Although this facility has technical capabilities, it is in need of dressing rooms, concession and ticket sales area, and a covered/protected stage. I am requesting that this facility be recognized as an inventoried facility and that it be listed as a Master Plan project.

We disagree that a regional performing arts center would be only moderately used. As stated in the master plan, the east planning area is home to seven resident organizations and 16 other organizations who regularly perform and rehearse. Even under the current facility limitations during the school year, these resident groups must find space for weekly/daily rehearsals and regular performances far beyond 70-100 events per year. Without considering other nearby communities, Murray City's groups alone provide 50-60 performances which require over 250 rehearsals each year. This does not include much needed growth opportunities or other community and private groups who have difficulty finding appropriate performance and rehearsal space.

The Master Plan “recommends that the county engage school district leadership and develop strategies to address the issues surrounding the access of school facilities.” For your information, Murray City works closely with the Murray and Granite School Districts to accommodate our cultural needs. Although the school districts try to cooperate, scheduling is difficult with very active performing art programs and school activities. Extended rehearsals for theater and storage space for instruments and music is not available. We don’t see the potential for additional growth opportunities at these facilities during the school year. We believe our situation will likely apply to other communities and school districts. While some discussion should occur between the County and local school districts, it is unlikely school facilities can realistically provide dependable space for local arts organizations.

I appreciate the opportunity to provide comments to the Cultural Facilities Master Plan. With inclusion of these comments, I support this plan.

Sincerely,

Daniel C. Snarr
Mayor, Murray City

40. MARY ANN KIRK STAKEHOLDER COMMITTEE MEMBER

I did notice something that appears to be left out (format) and perhaps inaccurate in the east planning area. It does have a general paragraph summary of facilities but did not mention specific higher profile facilities using bullets which are included in all the other areas except the southwest area. The Desert Star Playhouse and the Murray Park Amphitheater are both well known throughout the valley and DO have developed technical capabilities for arts and cultural activities and are highly used by patrons. The section states this area has no facilities with technical capabilities. That is wrong. Perhaps this won’t make a big difference in the overall picture or change any recommendations, but it doesn’t seem to portray an accurate picture of the area.

After the presentation to the county, I am a little concerned that the main report has focused too much on facilities out of context. Although we list the number of groups in each area, this document is missing the heart of the issue when it does not truly tell the story of local grassroots arts organizations, the public services they provide, and the need for space. The only place in this report summary is 1 sentence on page 8. For some reason I thought the report would include a listing of groups and their needs. This focus will need to change if we intend to gather support for these facilities. I am not sure the council or the public for that matter understands the scope of this problem. Public perception is critical when gathering support for these types of future expenses.

I have been reviewing the cultural facilities list. Your list is still missing the Arlette Day Cultural Center, which is basically a recital hall. Some details

are missing on the other venues, such as Murray High and the Murray Park Amphitheater, both of which have full sound and lighting, plus pianos, pit, etc. I already gave this to Valerie (Price) a while back, so I am not sure what happened to the info. You might want to correct the spelling of Mount Vernon Academy – not “mouth” Vernon.

Also, I think it would be helpful to separate the Utah Cultural Celebration Center and their amphitheater so people are aware that an amphitheater does exist there. That would bring the total of amphitheaters in Salt Lake County to at least 8 - USANA, Murray, SLCC Alder Amphitheater, Cultural Center amphitheater, Sandy, Midvale, Draper, and Daybreak. I am not sure if Riverton has an amphitheater. You may want to check on this.

Murray High Auditorium

5440 South State, Murray, Utah 84107

Contact: Joan Shuman, 264-7414

Email: shuman@murrayschools.org

Facility Type: School

Constructed: 2003

- ADA compliant
- On-site parking
- Available for public rental; extremely limited in school year (fee)
- Proscenium theater, 1100 seats, orchestra pit, dressing rooms, ticket booth can be opened, fly gallery, sound/lighting system
- Little theater/classroom - portable seating for 200, drapes, lights can be hung
- Band and choir rooms - seat 100-150 each
- Visual art classrooms - used for community ed classes at night
- Dance room - used for community ed classes at night

Arlette Day Cultural Center

4914 South State, Murray, Utah 84107

Contact: Jared Day, 266-3537

Website: daymurraymusic.com

Type: Recital hall

Constructed: Remodeled from small store attached to Day Murray Music, 1990s

- Limited on-site parking, private teaching studios
- Public rentals - usually rented 4-7 days each week
- Seating capacity - 115

Murray Arts Center

4868 South State St., Murray, Utah, 84107

Constructed: Former grocery store remodeled in 1986

- Ballroom dance floor, no rental, both facilities used 5-6 nights/week for classes, public ballroom dancing, on-site parking

Ballet Center

70 E 4880 South State, Murray, Utah, 84107

Contact: Bill and Susan Wright

Phone: 266-5999

Constructed: Former grocery store remodeled in 1986

Capacity: 250 for performances

- Dance floor with portable stadium bleachers/seating; curtains and lighting system (temporary)

Murray Park Amphitheater

495 East 5300 South, Murray, Utah 84107

Contact: Kim Sorensen, 264-2614, Murray City Parks & Recreation

Email: ksorensen@murray.utah.gov

Phone: 264-2614

Fax: 264-2507

Website: www.murray.utah.gov

Facility type: Amphitheater

Constructed: 1985

- ADA compliant
- On-site parking at the end of walking path
- Orchestra pit, lighting and sound, loading dock, small storage, dressing rooms, box office, temporary concession stands
- Available for rental between May and September - a few dates open in May, June, August (fee)

**41. MAYOR DAVID B. NEWTON, FEBRUARY 5, 2009
KEY INFORMANT**

The Sugar Factory Arts Campus Executive Committee has watched with interest the progress of the study by AMS of cultural facilities for Salt Lake County. We are excited to be one of the fifteen projects selected in their master plan.

We have reviewed the suggested plan. We see great potential for the Sugar Factory Arts Campus becoming a regional cultural center for the southwest part of Salt Lake County.

We would appreciate the opportunity to partner with the County in this regional arts facility. We are ready to move forward with planning involving all entities in the region.

Thank you for your time.

Mayor David B. Newton
City of West Jordan

**42. ASSOCIATION OF COUNTY COUNCILS MEETING
FEBRUARY, 5, 2009**

Chuck McDowell, Kearns Community Council: The West Side (Kearns) needs a facility. Can we combine facilities (mixed-use) and thus combine funding sources?

Paulina Flint, White City CC and ACCT President: Facilities should mandate public access free of charge, and thus provide a space for groups (such as Community Councils) to hold community events.

**43. TIM WILLIAMS, MARCH 3, 2009
KEY INFORMANT**

I have been to most of the Cultural Arts Master Planning Meetings and I have seen the proposed renderings of the future facilities that benefit the southwest portions of Salt Lake County. I will be present at the March 9th and March 12th meetings coming up next week. I support facilities that will benefit the South Salt Lake, Holladay, Millcreek and Murray areas and are what I will push. I will see you next week.

Tim Williams
City of South Salt Lake Arts Council

44. STEVE AUERBACH, DEBRA RUSSELL, MARCH 6, 2009, KEY INFORMANTS

Please accept this email in reply to Mary Ann Kirk of Murray City Cultural Programs' email of Friday, February 27, 2009 to you (below) as well as a generous telephone call of concern from Ms. Kirk to me at my home on Thursday, February 26, 2009. The email and telephone call were both regarding a Salt Lake County Cultural Facilities meeting held at Olympus Junior High School here in Holladay on Monday, February 23, 2009. As Chair-Elect of the Holladay City Arts Council, Ms. Kirk had met me recently at a Utah Arts Council meeting and kindly telephoned to let me know that there was considerable concern on your part that there was no representation from Holladay City at this meeting. Please accept my apology on behalf of the City of Holladay's Arts Council.

While my Chairmanship tenure doesn't actually begin until July 2009, I am hard at work in my volunteer role and I guarantee you that I was not told of this meeting. While I am coming up to speed on the Salt Lake County Cultural Facilities project, I still have a lot to learn about it. Since my volunteer tenure began in July 2008, and subsequent election to Chairman in December, I have dedicated as many as 20 volunteer hours weekly to the Arts Council, but unless I receive information I will remain uninformed. Since the Arts Council relies on the City for notifications of such things – we are doing all that we can in cooperation with the City to improve our communication to/from the City of Holladay. That said, it is perhaps important to note that none of our city staff or Arts Council volunteers appear below on the email list from your email. Perhaps there were other notifications, but I only have a forward of this one. While Debra and I better our management of communications for greater efficiency, we ask that you please add the contact information at the bottom of this missive to your outbound communiqué database for more direct communications.

After considerable back-tracking, I learned that some misunderstandings occurred regarding an earlier meeting attended by a city council member and city staffer at the S.L. County Holladay Lyons Recreation Center. Perhaps it was thought that these were duplicate meetings, I am not sure and cannot speak for others. Suffice to say that to-date, the city's staff have been filtering-down communiqués from your office to our council to prioritize and delegate representation of the city in such matters. This makes sense, as the City of Holladay has no Arts Council/Cultural staff (we're working on it) and we all do our best as volunteers to be in-the-know. Certainly, my counterpart, current Holladay Arts Chair, Debra Russell was made aware of the meetings by city staff, who in turn told Ms. Russell by email that there was no need for her to attend and that these two people would attend these meetings on the city and Arts Council's behalf.

Murray City's Ms. Kirk and Mrs. Russell have been diligent in trying to get me up to speed and I am grateful to both of them. I certainly still have a lot to learn. Ms. Kirk has the advantage here as such matters are her area of professional focus as a Murray City employee. As mentioned we will be lobbying the city in

the coming year for a funded City staff position as we continue Holladay City's growing and successful commitment to the arts. For the time being, please allow this email to informally update you as to city-sponsored performing arts happenings in Holladay:

Winter Concert Series

Started in January 2009; this series is already at capacity attendance of 160 persons for our existing facility, the 'Big Cottonwood Room' at Holladay City Hall. We started the concert series in January with small, affordable local (mostly Holladay-based) performing artists of relatively popular genre to engage the community on the last Saturday of each month. Bookings in 2009 include; HARRY LEE AND THE BACK ALLEY BLUES BAND - Jan 27, THE PAUL GREEN SCHOOL OF ROCK MUSIC - Feb 28, TERENCE HANSEN & ZENTHERSTICK - Mar 28, MICHAEL LUCARELLI CD-RELEASE AND FUNDRAISER - April 25. The bookings will continue indoors at our existing 160-capacity City Hall auditorium for our SPRING CONCERT SERIES followed by our continued commitment to the existing outdoor SUMMER CONCERT SERIES and then back indoors for the FALL CONCERT SERIES and so forth.

Winter Theatre Series

Structured like the other events above, we present monthly theatre events (readings and small productions) throughout the year on the last Friday of the month.

It is perhaps important to repeat that our most recent performing arts event, last Saturday's concert was 'sold out' to a capacity audience – a trend that we see continuing thanks to recent programming successes and the associated good publicity for same. Needless to say, we will be presenting other performing arts disciplines as our programming develops in 2009. In addition, we have an annual Summer Arts Festival, 'Summerfest' on June 13, 2009 that has a continuing reputation for the performing arts, serving thousands of attendees.

In our monthly meeting on Wednesday, March 4, 2009 the council unanimously agreed to try and correct the absence highlighted by Ms. Kirk by attending the upcoming meeting in Riverton on Monday. It is our hope to be able to express our deep interest this project and offer input at this meeting in lieu of the 'east area meeting' absence.

Thank you for your consideration on our behalf. Feel free to direct any questions, advice or input as you see fit – we welcome it.

Steve Auerbach

Chair-Elect, City of Holladay Arts Council

Debra Russell

Chair, City of Holladay Arts Council

45. NOLA DUNCAN, MARCH 9, 2009 KEY INFORMANT

I enjoyed the presentation this evening and appreciate this opportunity to send you updated materials on the Sugar Factory Arts Campus. The Sugar Factory Executive Committee has watched the progress of the AMS study of the county cultural arts facilities with great interest and have tried to revise our project plans to position them in line with the criteria. The attachments I am sending tonight come from the draft of our revised plan. The page numbers are penciled in because of the draft status. The concepts, however, have committee agreement. Three city councilmen now sit on our committee so we also have the city moving with us on this idea.

We will be nonprofit – we are now in that process. Tuesday evening (March 10) our Articles of Incorporation and Bylaws will be reviewed and approved by city council. The Deputy City Attorney has been coordinating that effort with a private attorney that lives in West Jordan.

We have also applied for the National Register of Historic Places. The consultant that the city hired to do the application is well aware of the plans we have for the site. She advised that we could rebuild the former manufacturing section as long as we did not attach it as it once was to the factory – we can have a glassed-in breezeway to do the connecting.

The goals in the business plan that we originally gave to AMS remain the same. The basic information also remains the same, except that the verbiage has been changed from West Jordan specifics to general terms that would accommodate partnerships with other communities.

The main change to our plan has been the proposed performance hall to be constructed in the rebuilt former manufacturing section of the Sugar Factory. Originally, that was going to be way down the road in our plans but we have pulled that forward to be proposed as the 500-seat concert hall and theater. We have also added several rehearsal halls of various sizes. The definite plans have not yet been designed other than the concept drawing showing the exterior. We are hoping to form partnerships with other communities and work together on that. In the meantime, we are doing research on similar-sized facilities around the area and the country (i.e. Rose Wagner, San Diego's Jewish Community Center, and others) in order to gain insight into how seating, stage and production accompaniments could be arranged.

The Regional Performing Center is still listed as Phase III because we will be moving ahead with the West Building and the North Building and the factory black-box theater while waiting for the study recommendations and the county plan for implementation to be completed. Work is currently underway on the Mid-Jordan TRAX line that will run adjacent to the Sugar Factory site. Right now, the closest stop will be about three blocks east by the Civic Center. Perhaps someday there can be a SFAC stop!

As we present these revised ideas to you to be included, we need to also emphasize that the rest of the Arts Campus will certainly be part of the regional picture, also. The Visual Art Institute, currently of Salt Lake City, will be occupying the West Building. Bruce Robertson, VAI's Director, serves on our committee and does the conceptual drawings of the project. He will have quite an extensive program at SFAC for old and young alike that will include painting, drawing, computer design work, sculpturing, ceramics, photography, etc. He will be expanding his program to come to SF – he lives in Riverton and will make SF his base. He wants VAI to have a regional impact also. The North Building will have the two multi-purpose rooms that can be used by groups from all over the area. Some uses have been listed on their phase pages. The outdoor activities at the base of the silos will be the site for many fun summer activities in all areas of the arts.

In addition, West Jordan's Art Council Chair has formed the South Valley Theater Association made up of representatives of most cities in the southern part of the Salt Lake Valley. This group meets bi-monthly and discusses regional theater possibilities. Currently, they promote each other's shows and auditions and share costumes, scenery, props. Any of the theater groups are welcome and I believe most are participating.

I think that pretty well explains changes that we have made in plans since the AMS study began. We appreciate being on the list of possible projects. We are excited to move this ahead and make it happen.

Thank you for your time.

Nola Duncan

Chair, Sugar Factory Committee

46. JASON MATHIS, BRUCE BINGHAM, VASILIOS PRISKOS MARCH 24, 2009, KEY INFORMANTS

On behalf of the Downtown Alliance Board of Trustees, and the 2,500 business and property owners we represent, we thank you for your work on the Salt Lake County Cultural Facilities Master Plan. We also appreciate this opportunity to respond to the study's final draft.

The Cultural Facilities Master Plan acknowledges that, "Downtown Salt Lake City is the Cultural Core of the region, reflecting its role as the Capital City." The plan further states that, "This Cultural Core comprises both professional and community-based arts activities and complements activities that take place in local communities throughout the county, creating a mutually-reinforcing cultural ecology. Cultural facilities development should reflect and enhance this interdependence." The Downtown Alliance supports this statement, and applauds the county's continued investment in the region's Cultural Core. In fact, we believe that the final plan should underscore this key finding. The entire region

benefits as the county continues to make future-focused cultural investments downtown, like new Ballet West facilities, the Performance Center on Main and the Utah Film and Media Arts Center in the historic Utah Theater. This type of investment will also help to leverage significant on-going private investment in the county's Capital City, and supports the Salt Lake Chamber's Downtown Rising vision as articulated by business, community and political leader consensus in 2007.

The Downtown Alliance recognizes the important role that cultural art plays in geographic regions throughout Salt Lake County. While the needs of each community are different, each region plays an important part in providing art and cultural opportunities to local citizens. When an individual community cannot meet all the cultural requests of its citizenry, it is important to make strategic decisions to help meet the needs of the entire region.

Limited resources make it even more important to build on existing programs, creating synergy through a critical mass of co-located cultural facilities. As this process continues, it is also important to a) distinguish between "expressed needs" and "demand" to balance the importance of the region's Cultural Core while satisfying local requests for distributed facilities, b) take advantage of regional mass transit centers, and c) acknowledge that economic development considerations must play a part in deciding where future facilities are located.

As the county identifies forward-thinking objectives and adopts long-term strategic planning to the Cultural Facilities Master Plan, we hope to help create a vision for the future of Downtown Salt Lake City as the regional center for culture that will meet the needs of patrons, performers, and residents throughout Salt Lake County.

Sincerely,

Jason Mathis
Executive Director

Bruce Bingham
Chair, Board of Trustees

Vasilios Priskos
Chair, Development Committee

Downtown Alliance

47. SCOTT BECK, MARCH 26, 2009
STAKEHOLDER COMMITTEE MEMBER

On behalf of the Salt Lake Convention and Visitor Bureau and our 850 members we represent, we thank you for your work on the Salt Lake County Cultural Facilities Master Plan. We also appreciate the opportunity we had to participate in the development of the plan and for this opportunity to respond to the study's final draft.

The Salt Lake Convention and Visitors Bureau recognizes the important role that cultural art plays in the enhancement of life in Salt Lake County, for local residents and visitors alike. While the needs of these communities are different, each is enhanced by strong and vibrant cultural opportunities.

Just as we find in destination marketing, limited resources make it important to build on existing assets. One very important way of accomplishing this is to create synergy through a critical mass of co-located facilities. As this process continues, it is also important to a) distinguish between "expressed needs" and "demand" to balance the importance of the region's Cultural Core while satisfying local requests for distributed facilities, b) take advantage of regional mass transit centers, and c) acknowledge that economic development considerations must play a part in deciding where future facilities are located.

As the county identifies long term objectives and strategic planning to the Cultural Facilities Master Plan, we hope for a continued partnership in the creation of the vision for the future of our cultural art facilities. And we are committed to our ongoing partnership with Salt Lake County through the NowPlayingUtah.com program and continuing our efforts to insure visitors to our area can benefit from and help support Salt Lake's prominence as a regional center for culture and art.

Scott Beck
President/CEO
Salt Lake Convention & Visitors Bureau

48. MAYOR RALPH BECKER, MARCH 27, 2009 KEY INFORMANT

Thank you for your efforts in initialing a study and review of the cultural facility needs and desires of county residents and arts organization through the Salt Lake County Cultural Facilities Plan. Salt Lake County leadership should be commended for initiating such a comprehensive planning process with so many stakeholders involved.

To continue the momentum provided by the work of Salt Lake County, Salt Lake City invites the county to join with us in a collaborative way to begin the Cultural Facility Plan implementation process by developing a Downtown Arts and Cultural District plan. We believe this effort can be a logical outgrowth of the County Cultural Facilities Plan and the efforts that are currently underway by Salt Lake City. An Arts and Cultural District plan can lead to a more integrated approach for new cultural facilities, new private investment, and support for existing cultural organizations in Salt Lake City.

Salt Lake City is proud of its role as a leader in the arts that is recognized around the nation. We want to thank and acknowledge the important role Salt Lake County plays in that effort. We also understand and support the need for a planning effort that analyzes the needs and opportunities for new cultural facilities and programming throughout the county.

For those needs to be met in a thoughtful and objective manner there must be a foundation of good information, objective criteria, and good planning principles.

While we believe the AMS study falls short in some of those applications, we are eager to work with Salt Lake County, arts organizations, and others in the community to use the report as a starting point for the implementation of many of the recommendations in the study.

As active members of the Stakeholders Committee representing our Capital City, we have expressed our differences with some of the report's assumptions, methodology, and conclusions. We are not convinced that the study, as currently written, allows Salt Lake County to make the most informed judgments about future cultural facility needs, costs, funding, programming, and sustainability. But we hope the report can point the way towards that goal, and further information can fill in the gaps that are lacking in the report.

Without trying to address every point in the study where we have concerns, allow me to highlight some points of concern:

1. There are inconsistencies in the levels of information, documentation, and readiness regarding the recommended projects in the report.

We believe the recommended projects listed in the report do not yet follow the process which the report suggests be included for county support, e.g.:

1. Create the "vision" for cultural facilities
2. Adopt the "guiding principles"

3. Provide an “Eligibility Review”
4. Determine “Readiness review factors” for each facility
(which include feasibility study, market research, funding strategy, site and architectural plans)

Only after this process had been completed should a project have been recommended in the report. In addition, there is not a complete picture provided of the current Salt Lake County funding sources for arts and cultural facilities, and where those funds are generated. Providing only population numbers in the planning districts may leave readers with an incomplete picture of funding sources and uses, as well as other important demographic information that influences attendance at cultural events such as employment location, visitors, convention delegates and access to the region.

2. Salt Lake City priorities and goals are not fully represented.

For many years, Salt Lake City has been working to plan and develop an active and dynamic arts and cultural community. Several planning studies and community plans have been formulated that represent that vision, and what the Salt Lake City community sees as priorities and possibilities.

We are concerned those previous plans and objectives have not been fully acknowledged or referenced in the AMS study. Instead, new ideas or suggestions have been raised or given priority status that have not been previously discussed with city residents or officials. For example, the study recommendation of an expensive new parking garage for Kingsbury Hall, rather than those funds be used for a downtown theater, contradicts long-held city plans, as well as our efforts in working with the University of Utah and the adjoining neighborhood on their campus master plan.

In many ways and over many years, Salt Lake City and community organizations have desired a larger performing arts venue as an essential facility to create more capacity for performing arts productions, to “right-size” the Capitol Theater, and serve as a catalyst for other, smaller facilities and performing arts organizations. These objectives are not just being put forward by Salt Lake City, but by many other important community organizations. A good partnership with cities and the county on a facilities plan will require meaningful consultation and coordination about projects in their respective communities.

So while we can concur with some of the recommended projects that are included for Salt Lake City, we believe the location and other site details do not always fit our well-vetted adopted goals and policies. We would want more involvement in matching Salt Lake City’s interest and support, as a partner in our arts and cultural initiatives, with those of the county.

3. Utah Performance Center on Main Street

The information provided by AMS on a new downtown performing arts theater is incomplete and does not represent the most current information Salt Lake City

provided about this facility. We are concerned the report does not use the data and information available from the current presenters of touring Broadway shows, which have operated successfully in Salt Lake City for 30 years. The study ignores the history, track record, and performance of the one organization that has presented touring Broadway shows in Utah.

The degree of detailed information that has been provided about the need, cost, programming and desirability of a downtown performing arts theater exceeds the information and analysis for most of the other projects recommended in the study.

In addition, there is no discussion of the liabilities of current facilities to accommodate the largest touring shows, the impacts on the displacement of a major cultural amenity from downtown, and the negative consequences on restaurants, hotels, visitors, and other arts organizations currently benefiting from that downtown presence.

The AMS study will better serve the public and the county by focusing on criteria, standards, and information by which the county will evaluate cultural projects and facilities. Then, local communities can determine their priorities and preferred locations in their communities in consultation with Salt Lake County.

Thank you again for soliciting our recommendations, suggestions and engagement in the study process. We value and appreciate your commitment to keeping Salt Lake County in the forefront of support for our artists and arts and cultural organizations so we may enjoy and be inspired by their creativity.

We look forward to working with you as we develop a Downtown Arts and Cultural District plan. We believe our combined efforts will enhance the sustainability and growth of the arts and enrich the cultural experiences of residents and visitors throughout Salt Lake County.

Best Regards,

Ralph Becker
Mayor
Salt Lake City

**49. A. SCOTT ANDERSON, MARCH 30, 2009
KEY INFORMANT**

Thank you for the chance to offer any comments. I think this is an excellent report. You gathered the information and put it together in a very fair and transparent process. Everyone has had a chance to review it and make comments. You have done a fabulous job. I commend you and thank you for it. I like the report as it is. I don't have any additional comments. Thank you.

Scott Anderson
Zions Bank

**50. GERALYN DREYFOUS, MARCH 30, 2009
STAKEHOLDER COMMITTEE MEMBER**

I am writing to publicly record my experiences with the county's Cultural Master Planning exercise. As the Founder and Executive Director of the SLC Film Center and a board member of several arts based organizations in the community, I personally and professionally have learned a lot from participating in the process.

The criteria developed for public funding priorities have become a new and important lens that we evaluate our programming and outreach on internally. The most valuable part of being a stakeholder was learning about the public perception of film as a vital part of our cultural landscape. In addition Salt Lake County encouraged the film arts community to meet along side the committee meetings to better determine our role as programmers and to imagine how we might better serve our audiences in Salt Lake City and throughout the county. The result of those meetings was submitted as a white paper and is included in an appendix to the Cultural Master planning report. This white paper has become a road map for future collaborations with SLC Film Center, Salt Lake Film Society, SPYHOP and the Sundance Institute.

Currently the SLC Film Center and Film Society have a formal MOU in place outlining our collaboration on programming, funding and potential joint ventures. This process expedited long over due conversations about collaborations, confusion in the market place and how to better serve our audiences. This alone is not only invaluable internally – but a veritable breakthrough in communications and collaborative spirit.

I can't thank you enough for including us collectively, and film and media in particular, in this important study. We look forward to working with the county on designing a facility that will serve future audiences, generations and professionals that love film as consumers, educators and practitioners.

Sincerely,

Geralyn Dreyfous

Executive/Creative Director, SLC Film Center