



# SALT LAKE COUNTY

Arts & Culture Master Plan:  
Recommendations  
November 2020



# Introduction



# ARTS & CULTURE MASTER PLAN STUDY

SALT LAKE COUNTY'S COMMITMENT TO ARTS & CULTURE

For more than forty years, Salt Lake County has been a vital supporter of our extraordinary arts and culture community.

The Arts & Culture division fosters creative communities through its funding and stewardship of its facilities and the Public Art Program.

The Salt Lake County Zoo, Arts and Parks program provides operational funding to hundreds of arts groups around the County.



# ARTS & CULTURE MASTER PLAN STUDY

## SALT LAKE COUNTY'S COMMITMENT TO ARTS & CULTURE

In 2008 the County conducted a Cultural Facilities Master Plan to meet the current and future needs of the County's arts and cultural organizations, citizens, and visitors.

Since the study was completed in 2008, the additions of the **Hale Centre Theatre** and the **Eccles Theater** have changed the cultural landscape at the high end.

The **Mid-Valley Performing Arts Center** (under construction) will hopefully be the first of several projects that fill in the facility gap for the mid- and smaller sized organizations in the Valley.

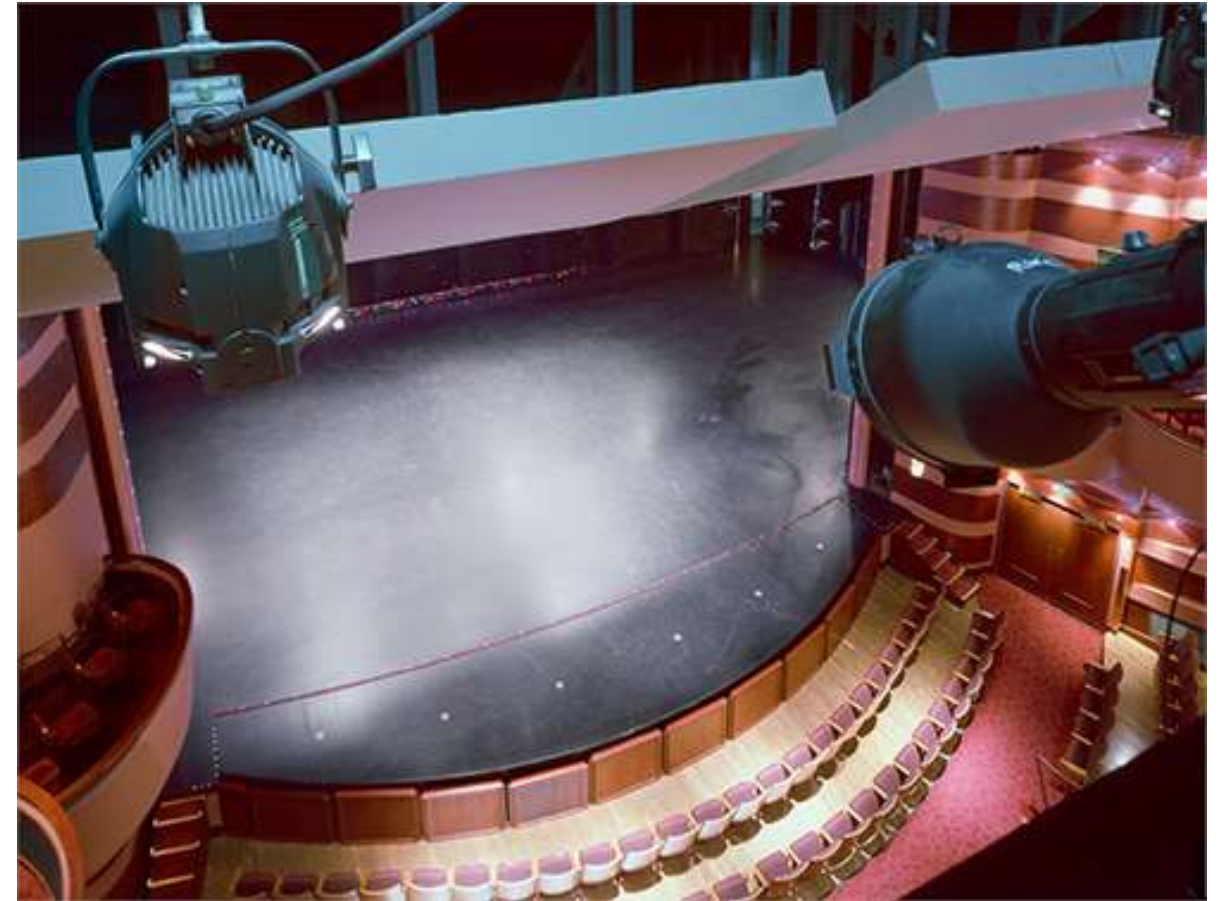


# ARTS & CULTURE MASTER PLAN STUDY

SALT LAKE COUNTY'S COMMITMENT TO ARTS & CULTURE

Additionally, the **Cultural Facilities Support Program (CFSP)**, a process to support and prioritize funding for cultural facilities renovations and construction across the County, has funded and supported facility projects in municipalities across the Valley with capital or consulting funds.

**To date 39 projects have been funded and \$17,662,679 have been dedicated to this effort.**



# 2019 Master Plan Update

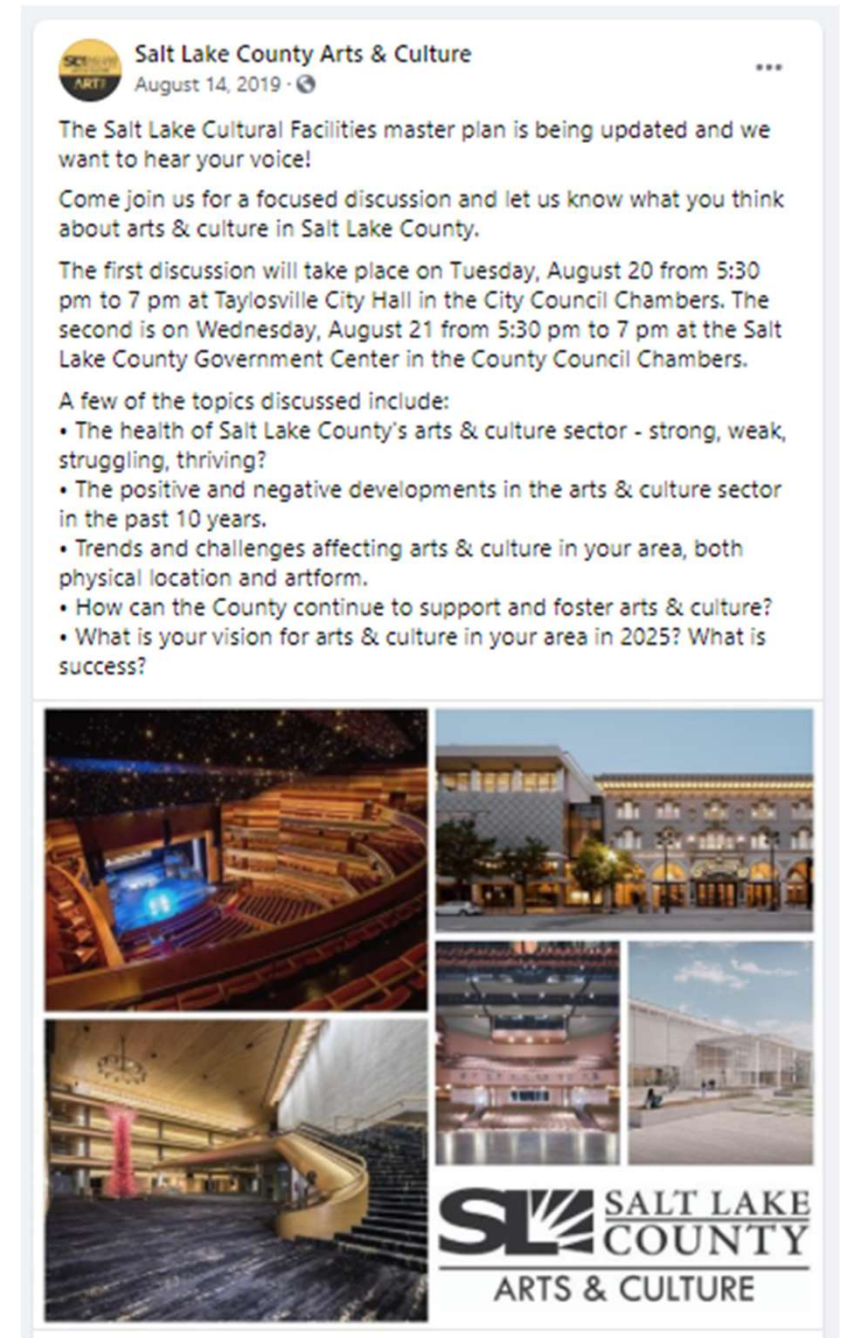
# ARTS & CULTURE MASTER PLAN STUDY

GETTING TO THE VISION OF SUCCESS FOR ARTS & CULTURE ACROSS THE COUNTY

In 2019, Create Today LLC was engaged by the Salt Lake County Arts & Culture Division to update the 2008 Cultural Facilities Master Plan.

The planning started with **listening**, **giving voice to community residents**, **building on their collective creativity and wisdom**, **lifting up cultural assets**, resulting in a process that was comprehensive and inclusive, and culminating in a **needs-based, well-researched, and data-driven plan**.

We included artists, municipal leaders, designers, and culture-bearers in the crafting and implementation of the planning process.



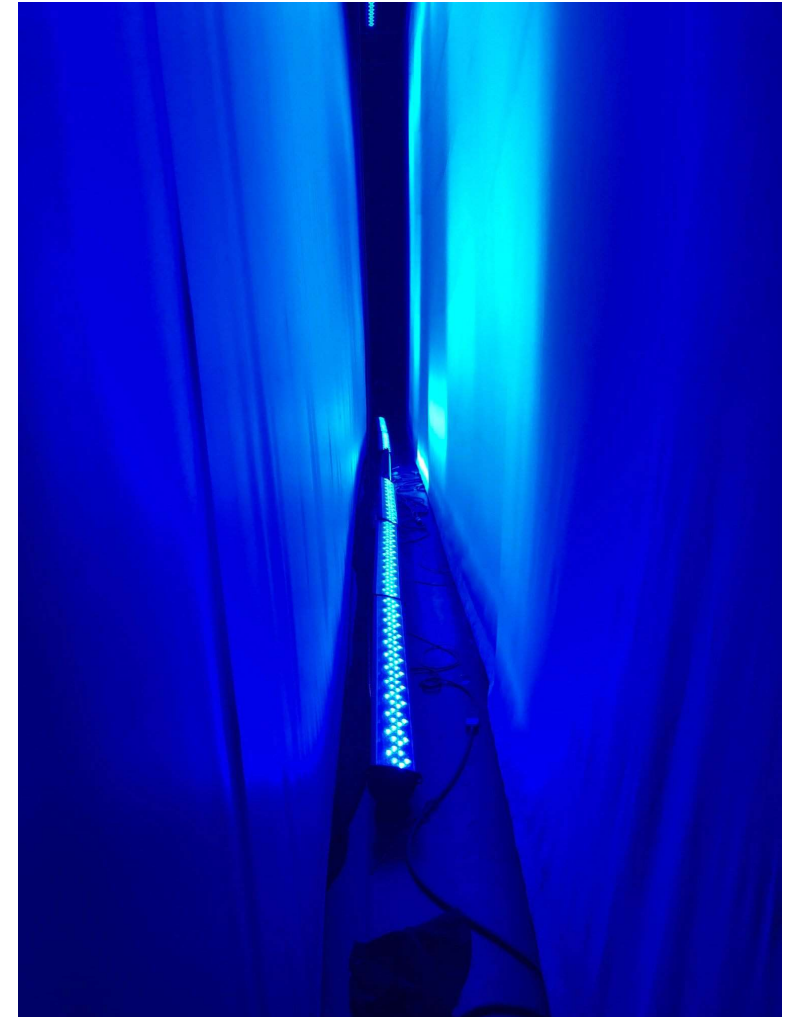
# ARTS & CULTURE MASTER PLAN STUDY

GETTING TO THE VISION OF SUCCESS FOR ARTS & CULTURE ACROSS THE COUNTY

**It has been an honor to work with Salt Lake County to create a plan that will strengthen, harmonize, and raise the profile of arts and culture throughout the County.**

The updated plan includes:

- A vision for success for arts and culture in the County
- An update to the inventory of existing facilities and recommendations regarding any gaps in facility needs
- Market research
- Case studies
- A review of the existing and desire for public art programs
- An evaluation and monitoring plan to gauge success





# ARTS & CULTURE MASTER PLAN STUDY

GETTING TO THE VISION OF SUCCESS FOR ARTS & CULTURE ACROSS THE COUNTY

This work solicited feedback from the Salt Lake County planning committee; the residents of Salt Lake County, and the cultural community about the history of the arts across the County; the challenges of today; and the definition of future success for the arts and culture sector within the County.

There were four main priorities that emerged as part of the conversation:

- 1) Identify current and future cultural facility needs in the County
- 2) Build awareness of the County as a resource for the community
- 3) Promote access and equity
- 4) Address funding challenges



Lee Deffebach, Salt Lake County Fine Art collection

# Recommendations



# REVIEW: RECOMMENDATION THEMES

GETTING TO THE VISION OF SUCCESS FOR ARTS & CULTURE ACROSS SALT LAKE COUNTY

- Increase access and equity to facilities for artists and arts organizations
- Evaluate and measure future investments in performance facilities
  - Define and measure success for regional performing arts centers
  - Support a consistent method for tracking utilization data
- Foster spaces dedicated to creating and developing work
  - Multi-Use Rehearsal Facilities
  - Maker Spaces
- Increase utilization at amphitheaters
- Increase the profile of the Arts & Culture Division as a regional asset
- Encourage collaboration across the region



# Increase Access and Equity for Artists and Arts Organizations



# IDENTIFY AND PROVIDE ADDITIONAL RESOURCES

RECOMMENDATION: INCREASE ACCESS AND EQUITY FOR ARTISTS AND ARTS ORGANIZATIONS

Salt Lake County, in partnership with the local arts councils, needs to consider opportunities to strengthen emerging art forms and organizations over the next ten years.

The region is an ecosystem that transcends locale; this is not something the local municipalities can support alone through their initiatives.

This will also demonstrate the County's support of artists, arts organizations, and County-wide local arts councils and municipalities.



# IDENTIFY AND PROVIDE ADDITIONAL RESOURCES

RECOMMENDATION: INCREASE ACCESS AND EQUITY FOR ARTISTS AND ARTS ORGANIZATIONS

The County's public art program is a ripe opportunity for leadership to enhance its support - financial and programmatic - in ways that could have a tremendous impact on the future success of artists and public art initiatives across the County.

Expand and resource current County programming, which includes:

- **Percent-for-art:** up to 1% of moneys appropriated for capital expenditures by government be used for the acquisition and installation of works of public art.
- **The Fine Art Collection:** a growing collection of paintings, photography, mixed media, and sculpture by Utah artists on permanent exhibition at Salt Lake County Facilities for free public viewing.

The logo for Public Art features the word "PUBLIC" in a light yellow, sans-serif font above the word "ART" in a larger, bold, dark yellow sans-serif font.

# IMPLEMENTATION STEPS

RECOMMENDATION: INCREASE ACCESS AND EQUITY FOR ARTISTS AND ARTS ORGANIZATIONS

- Increase the Arts & Culture Division's resources for municipalities to utilize for public art.
- Formalize technical assistance support for proposal development, artist selection, site selection, etc.
- Collaborate with the local arts agencies to develop a public art program to support individual artists.
- Dedicate a percentage of the County's Tourism, Recreation, Culture and Convention funding (TRCC) to support the expansion of public art across the county via the Cultural Facilities Support Program.



# HOW WILL WE MEASURE SUCCESS FOR SALT LAKE COUNTY?

RECOMMENDATION: INCREASE ACCESS AND EQUITY FOR ARTISTS AND ARTS ORGANIZATIONS

- Long-term commitment to equity best practice in funding artists and arts organizations – have we increased the community with whom we engage? Are we investing in the arts and culture sector equitably? Are we on the forefront of national standards in equitable practices?
- Community engagement - increased number of new and emerging artists and arts organizations engaging with the County's resources (financial, space, etc.)?
- Stabilizing the arts and culture community - increased support for individual artists?



Ruby Chacon  
1971

*First Women Miners in H...* (2005)  
Oil  
Fine Art Collection

Salt Lake County Fine Art Collection



# Evaluate and Measure Future Investments in Performance Facilities



# EVALUATE AND MEASURE FUTURE INVESTMENTS IN PERFORMANCE FACILITIES

RECOMMENDATION: DEFINE AND MEASURE SUCCESS FOR REGIONAL PERFORMING ARTS CENTERS

As the County looks to future investments in performing arts centers, it will be important to define and measure success for the Mid-Valley Performing Arts Center to determine if this model is successful in Salt Lake County.

Will it nurture collaboration across the municipalities, remain affordable for a wide range of users, and have significant utilization by new and emerging arts and culture organizations?

This will be critical to informing future capital investments for the County.



Mid-Valley Performing Arts Center in Taylorsville, UT

# EVALUATE AND MEASURE FUTURE INVESTMENTS IN PERFORMANCE FACILITIES

RECOMMENDATION: SUPPORT A CONSISTENT METHOD FOR TRACKING UTILIZATION

Arts & Culture has already invested in Ungerboeck software for tracking utilization at its facilities to measure actual use days on a weekly and annual basis.

As the County considers future investments in arts and culture infrastructure, it needs to proactively invest in a tracking tool to facilitate a consistent method for tracking utilization (event date, type, location, and genre) at facilities used for visual and performing arts across the region.

This will allow for utilization assessments at all facilities, opportunities for partnership with other facilities to handle overflow, and gives the County a better sense of where to invest in future bricks and mortar performance facilities across Salt Lake County.



# IMPLEMENTATION STEPS

## RECOMMENDATION: EVALUATE AND MEASURE FUTURE INVESTMENTS IN PERFORMANCE FACILITIES

- Define and measure success for the Mid-Valley Performing Arts Center to determine if this model is successful in Salt Lake County
- Invest in a tracking tool to facilitate a consistent method for tracking utilization (event date, type, location, and genre) at all performing arts facilities across the region.



# HOW WILL WE MEASURE SUCCESS FOR SALT LAKE COUNTY?

RECOMMENDATION: EVALUATE AND MEASURE FUTURE INVESTMENTS IN PERFORMANCE FACILITIES

- Have we increased access to and utilization of all the region's facilities by a broad spectrum of users?
- Is there a higher return on investment of County resources that goes beyond financial metrics?
- Does this increase the visibility of the Arts & Culture Division as an asset and a leader for the community?
- Are facilities truly accessible to all residents and visitors as the makeup of our local populations evolves?
- Have we operationalized equity best practices? Are we doing an ongoing assessment of our program functions?



Mid-Valley Performing Arts Center in Taylorsville, UT



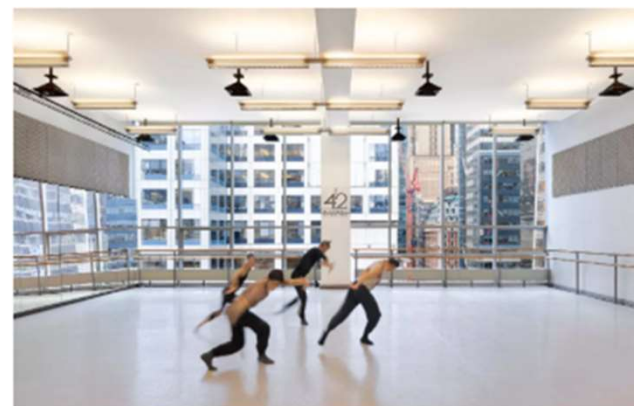
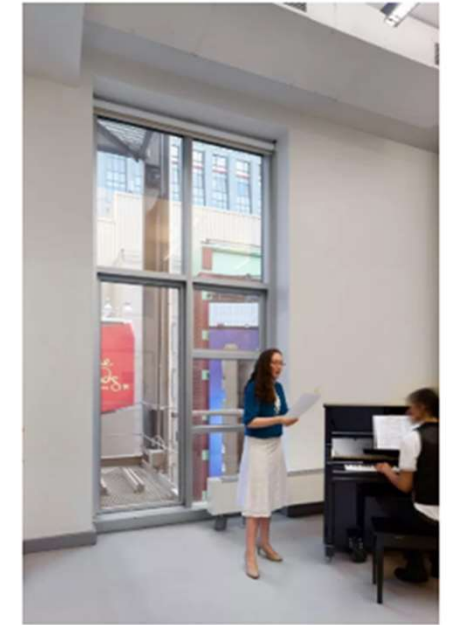
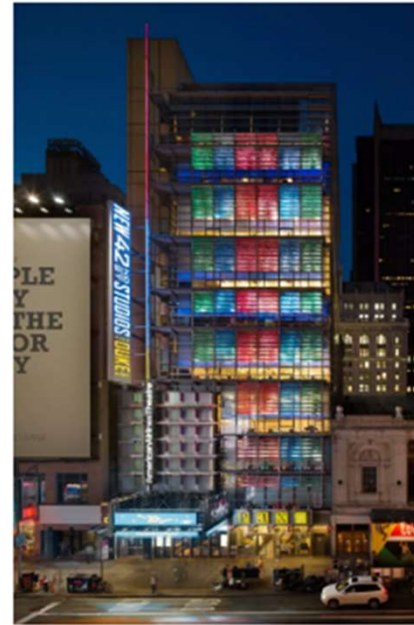
# Foster Spaces Dedicated to Creating and Developing Work

# FOSTER SPACES DEDICATED TO CREATING AND DEVELOPING NEW WORK

RECOMMENDATION: MULTI-USE REHEARSAL FACILITIES

Rehearsal facilities provide a cost-effective model, both in capital costs and operating costs, for the County to consider for future capital investments.

Moving rehearsals off the stage of a performance hall and into a rehearsal hall, increases utilization rates with more attendance-based activity at the existing performance spaces.



New 42 in New York, NY

# FOSTER SPACES DEDICATED TO CREATING AND DEVELOPING NEW WORK

RECOMMENDATION: MULTI-USE REHEARSAL FACILITIES

Increasing the number of performances and audience engagement at the existing performance spaces, encourages a larger impact on the local economy and increasing the vibrancy of the surrounding community.

Rehearsal facilities offer a lower price point for new and emerging artists to create art in a safe, well-maintained, and affordable space.



New 42 in New York, NY



# FOSTER SPACES DEDICATED TO CREATING AND DEVELOPING NEW WORK

## RECOMMENDATION: MAKER SPACES

The County needs to foster a deeper emphasis on supporting visual arts and individual artist needs.

There are several recommendations that have been explored in the case studies, including access to resources and the construction of maker spaces for artists to have safe and affordable studios and galleries.

Maker spaces encourage connections among artists and the public by fostering a community of visual artists, providing a space for exhibitions and programs, and providing dynamic interactions with artists and their art.



Torpedo Factory in Alexandria, VA

# IMPLEMENTATION STEPS

RECOMMENDATION: FOSTER SPACES DEDICATED TO CREATING AND DEVELOPING NEW WORK

- Formalize a percentage of the Tourism, Recreation, Culture and Convention funding (TRCC) via the Cultural Facilities Support Program (CFSP) that is dedicated to this and encourage municipalities to participate in the program to gain access to resources for capital support.
- Formalize technical assistance support for production, facility management, event management, ticketing, front of house operations, etc.
- Explore partnership opportunities with the County's Economic Development Department.
- Collaborate with local arts agencies to develop a matrix of facilities across the County to support new and emerging artists, organizations, and the local economies.



# HOW WILL WE MEASURE SUCCESS FOR SALT LAKE COUNTY?

RECOMMENDATION: FOSTER SPACES DEDICATED TO CREATING AND DEVELOPING WORK

- Have we increased access and utilization of facilities by a broad spectrum of users?
- Is there a higher return on investment of County resources, beyond financial metrics?
- Does this increase the visibility of the Arts & Culture Division as an asset and leader for the community?
- Are facilities truly accessible to all residents and visitors as the makeup of our local populations evolves?
- Have we operationalized equity best practices? Are we doing an ongoing assessment of our program functions?



Rose Wagner in Salt Lake City, UT

# Increase Utilization at Amphitheaters

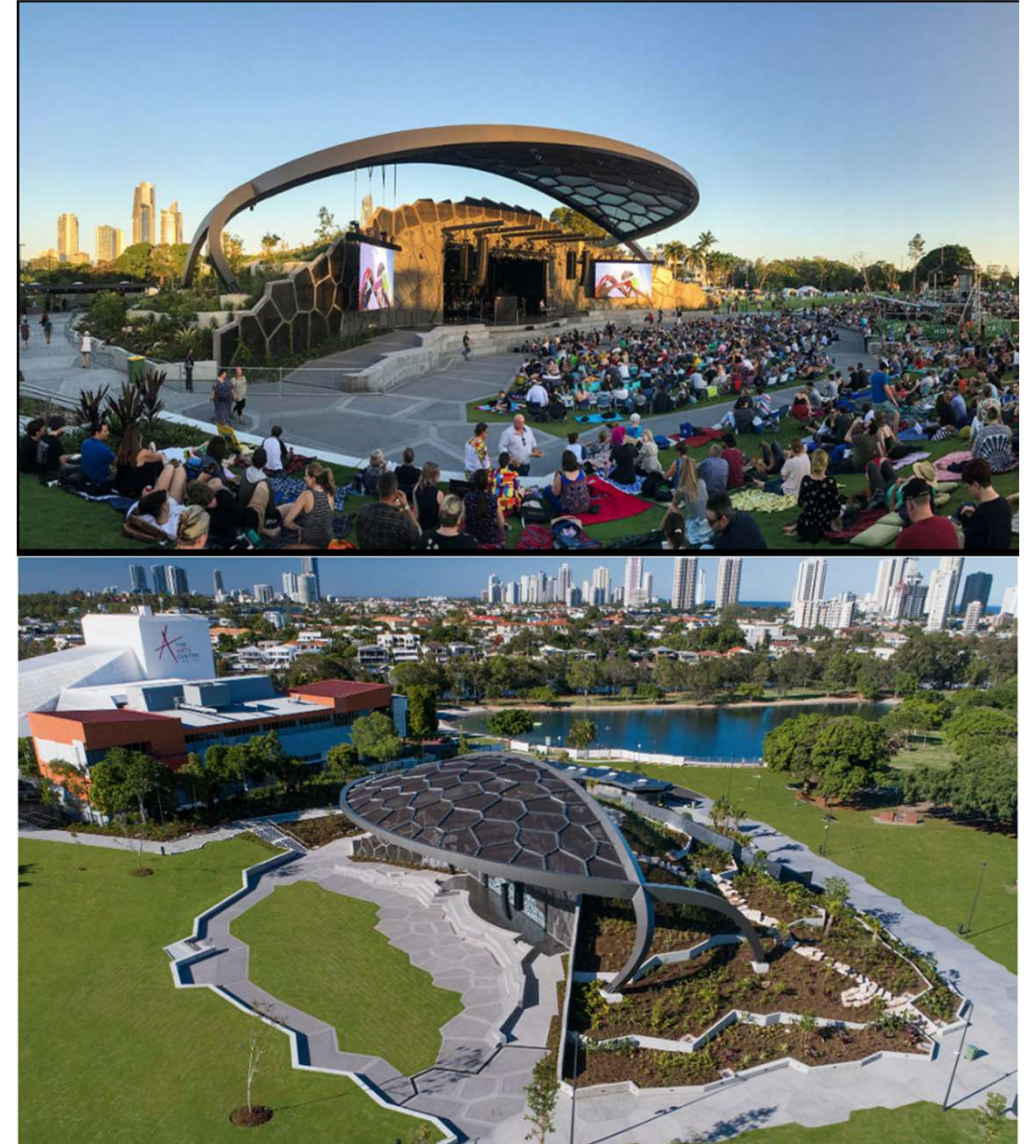
# INCREASE UTILIZATION AT AMPHITHEATERS

## RECOMMENDATION: THREE SEASON AMPHITHEATERS

One of the venue types well represented in the county is the amphitheater, with the highest number of facilities in the study.

These venues are only viable in the summer months and some shoulder weeks. These may be inexpensive venues to build, but only some performance types and productions are suitable for them.

There seems to be a high demand for quality performance venues during the colder months, when options are currently more limited and with longer travel times for patrons.



The Home of the Arts Outdoor Stage in Queensland, Australia

# IMPLEMENTATION STEPS

## RECOMMENDATION: INCREASE UTILIZATION AT AMPHITHEATERS

- The County's Arts & Culture division should work with municipalities to create a long-term plan to help upgrade these facilities to year-round use. Tourism, Recreation, Culture and Convention funding (TRCC) via the Cultural Facilities Support Program could be used to help match funding for the design and construction in partnerships with the local municipalities.
- Collaborate with the local arts agencies to develop a matrix of facilities across the County to support individual artists, new and emerging arts and culture organizations, and the local economies.




# HOW WILL WE MEASURE SUCCESS FOR SALT LAKE COUNTY?

## RECOMMENDATION: INCREASE UTILIZATION AT AMPHITHEATERS

- Have we increased access to and utilization of amphitheaters by a broad spectrum of users?
- Is there a higher return on investment, that goes beyond financial metrics, when a space can be utilized year-round?
- Are facilities truly accessible to all residents and visitors as the makeup of our local populations evolves?
- Is activity more evenly distributed across the County?
- Has there been increased year-round utilization of facilities? Is there greater affordability for facility usage?



Sandy Amphitheater in Sandy City, UT



# Increase the Profile of the Arts & Culture Division as a Regional Asset



# INCREASE THE PROFILE OF THE ARTS & CULTURE DIVISION AS A REGIONAL ASSET

## RECOMMENDATION: A COMPREHENSIVE ARTS & CULTURE DIVISION

The County can lead by example and lay the groundwork for the arts community to build a more collaborative relationship internally across other County programs and externally about opportunities and resources.

- Create one collaborative and unified voice for arts and culture throughout the region;
- Build relationships with ZAP, local arts agencies, libraries, Cultural Core, etc.;
- Become a resource for performing, visual, and public art programming (inside libraries, municipal buildings, outdoors, etc.); facility management; community relations; and the local arts councils.



# IMPLEMENTATION STEPS

RECOMMENDATION: INCREASE THE PROFILE OF THE ARTS & CULTURE DIVISION AS A REGIONAL ASSET

- Salt Lake County Arts & Culture Division needs to be a leader in this space and considered a demonstrated asset to its constituents, arts and culture organizations, and artists.
- Support the Salt Lake County Arts & Culture Division Director to collaborate, communicate, and promote all components of the County's programming and support for arts and culture.
- Community Services Department will engage with the divisions to work on County programming to cultivate collaborations and to continue to support Arts & Culture to be the leader.



# HOW WILL WE MEASURE SUCCESS FOR SALT LAKE COUNTY?

RECOMMENDATION: INCREASE THE PROFILE OF THE ARTS & CULTURE DIVISION AS A REGIONAL ASSET

- Financial: are more resources flowing out into the community? Are they resources reaching new and emerging artists and organizations? Have we created a higher return on investment of County resources?
- Community engagement: are our offerings truly accessible to all residents and visitors, as the makeup of our local populations evolve? Is there a higher participation rate in programming?
- Stabilizing the arts and culture sector: is there higher utilization of our programs and resources, particularly by new and emerging artists and organizations? Is there a higher participation rate as measured by attendance in arts and cultural activities?



J. Roman Andrus  
1907-1993

*Yellow Knolls (1967)*  
Oil  
Fine Art Collection

Salt Lake County Fine Art Collection

# Encourage Collaboration Across the Region

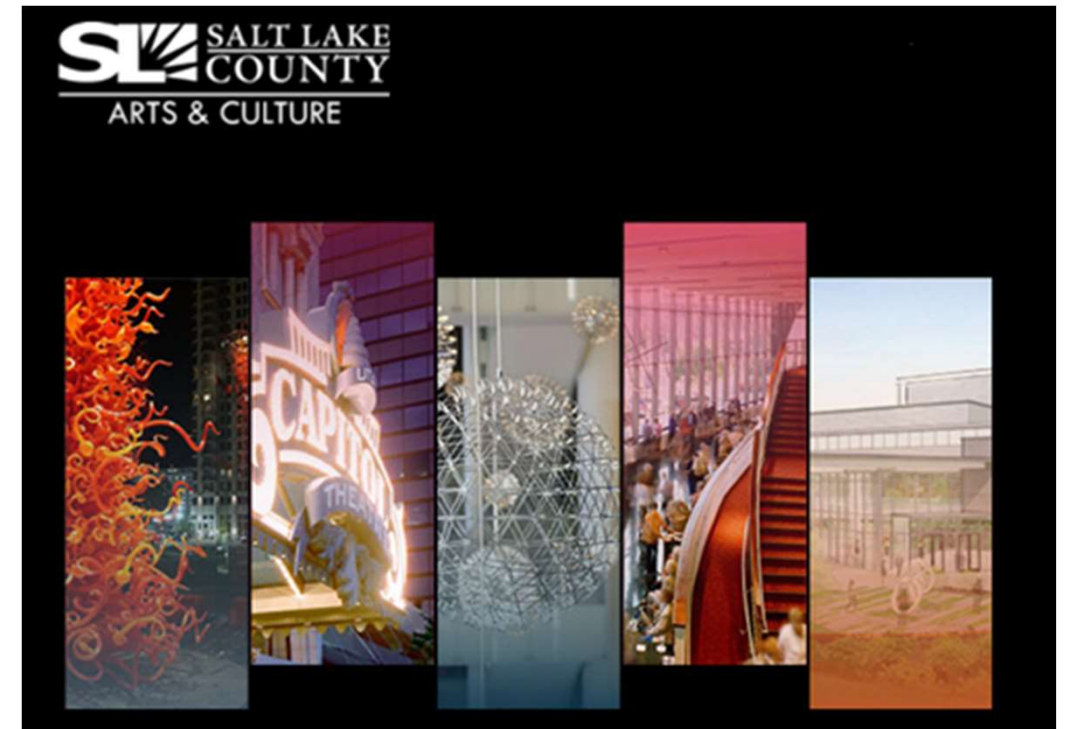
# THE ARTS & CULTURE WEBSITE AS AN ASSET FOR THE REGION

RECOMMENDATION: ENCOURAGE COLLABORATION ACROSS THE REGION

The Salt Lake County Arts and Culture website is already an important resource for the community.

The site could be expanded to connect artists and organizations to one another and to vital resources through funding, technical assistance, and convening opportunities.

The site can be utilized as a primary resource for granting and job opportunities; links to advocacy and support organizations, county arts councils, arts and entertainment districts, and access to tools and equipment; a county-wide cultural events calendar; capacity building; technical assistance; and a space finder to connect artists and organizations with venues in the region.



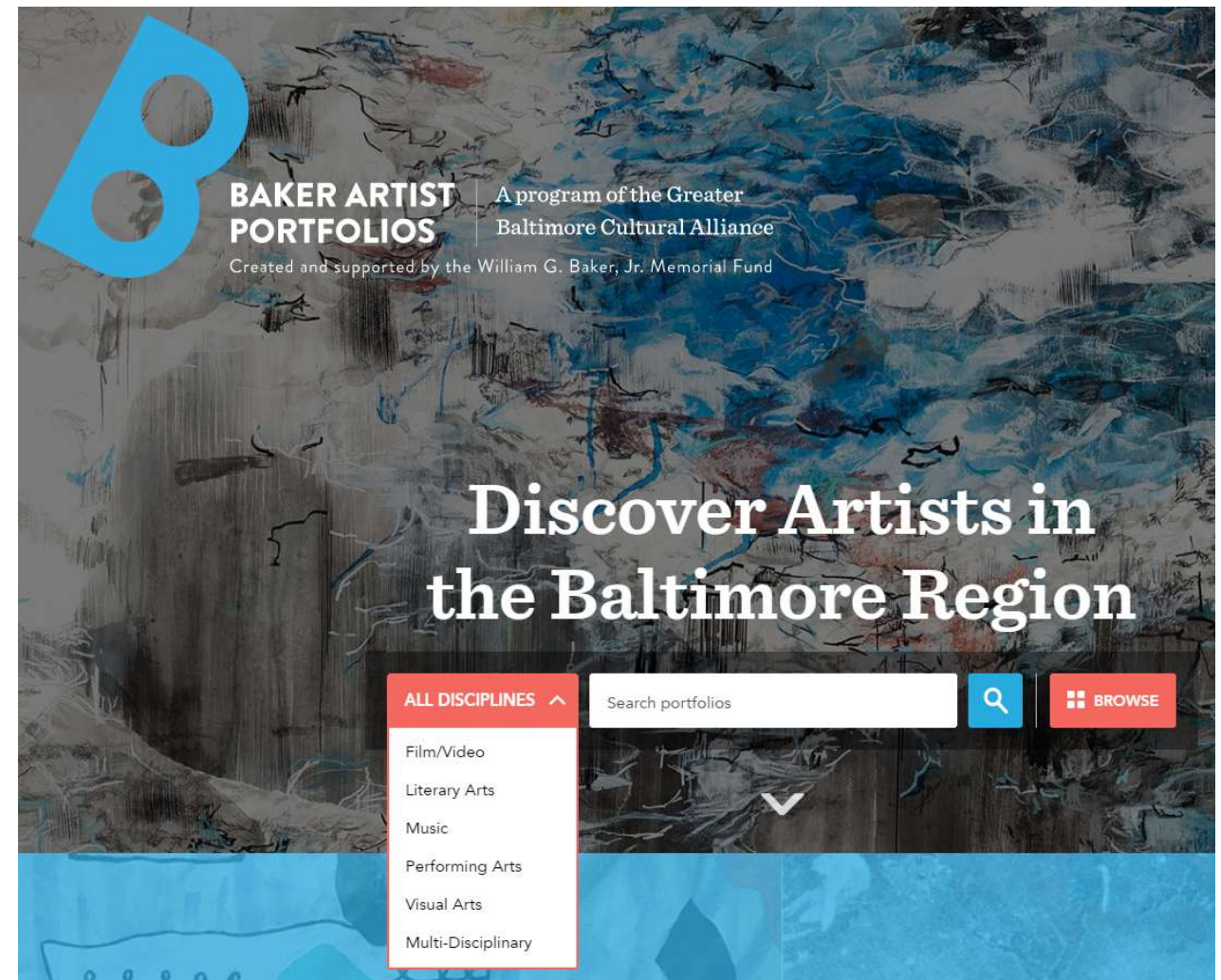
# THE ARTS & CULTURE WEBSITE AS A CATALYST, INCUBATOR, AND HOME FOR ARTISTS

RECOMMENDATION: ENCOURAGE COLLABORATION ACROSS THE REGION

Online artist portfolios can be created to support artists and promote Salt Lake County as a strong creative community.

The online portfolios would be open to artists working in all disciplines who live and work in the County. The portfolios expose area artists' work to regional, national, and international audiences.

The site could be viewed by hundreds of thousands of art lovers, critics, gallery owners, academics, and leaders around the world.



# IMPLEMENTATION STEPS

RECOMMENDATION: ENCOURAGE COLLABORATION ACROSS THE REGION

- Utilize the Arts & Culture Division's website to create links to existing resources across the region.
- Expand the Arts & Culture Division's website to include opportunities for artists to show and promote their work.
- Collaborate with the local arts agencies to look for ways to promote their program offerings and opportunities.



# HOW WILL WE MEASURE SUCCESS FOR SALT LAKE COUNTY?

RECOMMENDATION: ENCOURAGE COLLABORATION ACROSS THE REGION

- Increased participation in County resources – arts councils, municipalities, artists?
- Higher return on investment of County resources – more click-throughs to the County’s website? Increased employment in the cultural sector? Support of artists? Quality of life?
- Community engagement – do experiences through art, cultural, and recreational offerings remain truly accessible to all residents and visitors as the makeup of our local populations evolves?
- Increased utilization of facilities across municipalities?
- Increased collaboration and coordination amongst the arts councils?





Thank you!

