



Salt Lake County Arts & Culture Master Plan Update Final Report October 2020

Arts & Culture Division

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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 Abravanel Hall, Capitol Theatre, Eccles Theatre, UMOCA and the Rose Wagner Performing Arts Center, 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.

To further support the arts and culture sector, in 2008 the County conducted a Cultural Facilities Master Plan to provide a framework for developing and sustaining County-supported cultural facilities to meet the current and future needs of the County's arts and cultural organizations, citizens, and visitors. Key outcomes of that original plan include:

- 15 recommended projects that would greatly improve the increasing demands of arts organizations County-wide and;
- The Cultural Facilities Support Program, a process to support and prioritize funding for cultural facilities' renovations and construction across the County.

Of the original 15 project recommendations, 10 are complete, including the construction of the new Mid-Valley Performing Arts Center, scheduled to open in 2021. This facility is owned and operated by Salt Lake County and is located in Taylorsville. Through the Cultural Facilities Support Program, the County has provided capital or consulting funds to cultural facility projects across the Valley.

In 2019, with 10 years elapsing since the previous Master Plan, we began an extensive update of the Master Plan. This 2020 Arts & Culture Master Plan builds on the original plan with a revised vision for success for the Arts & Culture sector in Salt Lake County; with an updated inventory of facilities and recommendations; existing and desired Public Art programs; and an evaluation and monitoring plan to gauge success.

This 10-year update confirms the need and demand for performance and rehearsal facilities, especially in the south west end of the valley, as well as strong support and interest in growing Public Art programs. The County plays a significant role in the arts and we look forward to contributing ongoing leadership and resources – both technically and financial – to the community over the next 10 years.

In 2018, the City of Millcreek applied for and successfully received funding through Cultural Facilities Support Program to conduct their own cultural facilities master plan study. We were able to save money by combining resources and working on the two master plan projects at the same time which are included in this study. Thank you to Kate Scorza Ingram and the Create Today team for your sound counsel and diligence on behalf of both Millcreek and Salt Lake County residents.

I would like to acknowledge and thank the team that worked on the Arts & Culture Master Plan update. First, we appreciate the ongoing support of Mayor Jenny Wilson and our County Council for arts and culture in Salt Lake County. Thank you to Vicki Bourns, Utah Department of Arts & Museums Director and Virginia Gowski, Cultural Core Budget Committee Chair, who served as volunteers on our Planning Committee. Our Arts & Culture and ZAP staff spent a tremendous amount of time listening to the public, meeting with each municipality in the valley, gathering data, and reviewing and editing the completed Master Plan. Thank you, Matthew Castillo, Melinda Cavallaro, Kirsten Darrington, Cami Munk, Sarah Pearce, and Valerie Price.

Holly Yocom, Department Director
Salt Lake County Community Services



introduction

Create Today LLC was engaged by Salt Lake County Arts & Culture to update the Cultural Facilities Master Plan completed in 2008. This project started in Summer 2019 and concluded in Fall 2020*.

We believe cultural planning starts with listening, gives voice to community residents, builds on their collective creativity and wisdom, lifts up cultural assets, results in a process that is comprehensive and inclusive, and culminates in a needs-based, well-researched, and data-driven plan. We include artists, municipal leaders, designers, and culture-bearers in the crafting and implementation of planning; in the creation of physical structures and changes in the built environment; and the development of businesses and other enterprises that tap into community imagination.

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. This plan includes: an agreed upon vision for success for the arts and culture sector in Salt Lake County; an update to the inventory of existing facilities and recommendations regarding any gaps in current or future facility needs; market research; case studies; a review of the existing and desire for public art programs; and an evaluation and monitoring plan to gauge success.

Our sincere gratitude to the Arts and Culture planning committee, County leadership, and the Salt Lake County community for their hard work and unwavering commitment to arts and culture.

*It should be noted that the final stage of this report was concluded during the COVID-19 pandemic and the American Racial Justice Movement. The findings do not reflect emerging issues from these two major events, but we believe this work is still highly salient to the long-term development of arts & culture in the region.



scope of work

Phase I

Listening

The Listening phase allowed Salt Lake County Division of Arts and Culture (“County”); the residents of Salt Lake County, and its cultural community to share the history of the arts in the County; identify the challenges of today; and define future success for the arts and culture sector within the County. The role of the consultant was to review, listen, and provide thought-provoking questions during this phase.

There were four main priorities that emerged as part of the conversation: 1) identify current and future cultural facility needs in the County; 2) to build awareness for the County to own its role as an arts leader and supporter, 3) to promote access and equity; and 4) to address funding challenges.

[Appendix 1: Phase I Definition of Success Workshop](#)

Phase II

Learning

The Learning phase encouraged us to ascertain from the community how the arts and culture sector is perceived and how the County’s role in this sector is perceived. The informational interviews were designed to learn more deeply about the needs of the sector in the County, with regard to their existing facilities, their needs for additional or different facilities, their perception of the existing locations and proposed locations for cultural facilities, what programs or resources are needed; the organizations’ track record in acquiring private support for capital projects, and both the presence and/or desire for public art programs.

Stakeholder Interviews

Interview subjects were identified by Salt Lake County staff and additional names were introduced during the process. Create Today met with representatives from all 19 Salt Lake County municipalities and multiple metro townships. Those meetings often included some combination of mayors, city council members, city managers/administrators and arts council employees or volunteers. We also held two community-wide focus group sessions – one in Taylorsville and one in



Salt Lake City. We followed these on-site meetings with over 60 individual interviews conducted by phone during the months of September and October 2019.

“Vibrant” was the word most heard as a descriptor for the Salt Lake County arts scene. Nearly all interviewed said the arts scene in Salt Lake County is strong and an aspect of life in the County in which a resident can take great pride. The many offerings in dance, music, theater, and other disciplines make for “an embarrassment of riches” for arts lovers.

Respondents are pleased with the investment made in the downtown with world-class venues, and smaller companies being able to do their work alongside the largest. Several resident arts groups such as the symphony and the ballet were called out repeatedly. Specific mention was made of the Eccles Theater as a positive addition to downtown in the last decade.

When reflecting on the last ten years, nearly all noted an increase in cultural, racial, and socio-economic diversity in their communities. Issues of equity, diversity and inclusion are top of mind as the County’s population increases and respondents communicated that “the arts are integral to health, wellness, social justice, [and] equity issues.” Some felt that a broader or more liberal definition of “art” would serve the County in the future, with a bigger embrace of newer, less traditional forms. They say that an expansion of how Salt Lake thinks about arts and culture will help it become more contemporary and attract more cutting-edge and diverse artists.

All visual artists, educators, and visual art advocates felt that their discipline was dwarfed by the attention and support given to the performing arts companies. Respondents feel that there are fewer resources available for visual artists – both for creating and showing work. There is also a need for affordable, safe artist studios for visual artists. There are only a handful of spaces now and they are either too expensive or have a long waitlist.

The County could have a role in creating a greater sense of community and collaboration between the various arts councils. This could be accomplished through roundtables and mentorship with each other and with other companies in the County who could offer advice and expertise.

ZAP funding was viewed as the single biggest boon for the arts in the County over the last 20 years. Although, many felt that the program’s impact could be enhanced for smaller companies and that the County should continue to increase information on how to get first-time funding.

Those companies housed in County-owned and operated facilities are pleased with the spaces and services they receive and with the collaborations afforded to them with their neighbors. Universal praise and gratitude were expressed for how the County-owned spaces are managed. “[They’re] more service-oriented, more open-minded. They’re organizers, advocates and listeners.” Companies recognize that the County’s Arts & Culture Division staff and resources are thinly stretched.

When asked about public art, interviewees often asked for a description or definition of what public art is and where it might exist in their community. Once it was defined and examples were provided, interviewees were appreciative of the public art that exists, but many were unaware of



who is responsible for its creation and the source of funding that supports its creation and maintenance. Every community, artist, government representative, and donor we spoke with was interested in more public art. This is an area where the County could thrive and provide a stronger leadership role.

Those living and/or working outside of downtown Salt Lake City expressed the need for venues closer to home that would host work by local arts councils and groups. Many say there is not enough space to rehearse productions or store supplies and that their current venues cannot accommodate visits by professional companies. Renting the middle or high schools is often cost and schedule prohibitive.

How the County decides where a new facility should be built/renovated outside of downtown is not readily understood by many. As the County looks to build the next Performing Art Center (PAC), there was interest to watch how the Mid-Valley Performing Arts Center would roll out to see if there was collaboration with the new regional facility concept, if local organizations could afford to use it, and if there was an ability to attract audiences outside of the surrounding cities.

[Appendix 2: Phase II SLCo Stakeholder Interviews Final Summary](#)

[Appendix 3: Phase II Stakeholder Interview Master Tracker](#)

Phase III

Needs Assessment

This phase of work focused on what the existing arts and culture facility landscape is in Salt Lake County by visiting the current bricks and mortar facilities within the County, assessing what attributes and technical capacity exist, and mapping the locations to paint a broad picture of where the existing resources are situated within the County and the City of Millcreek. This work included the review and validation of the 2008 Plan, the update of the cultural facility inventory and providing recommendations for future facilities that will support the growth of public arts programs in Salt Lake County.

Facility Needs

Stages, a theatre planning firm, conducted a survey and assessment of the existing performing arts facilities within the County. We worked with the County and other interested parties to assemble a comprehensive list of venues for study. A selection of these venues was visited during a physical assessment tour in August of 2019. This tour provided critical information both about the venues as well as the health of the arts environment within the sector of the County. With the County's assistance, information was also gathered by phone, email, and a written survey for venues that were unable to be included on the tour.



The purpose of this work was to catalog and inventory the available venues, the utilization, and their availability to the arts councils. The catalog of venues¹ allows assessment of the gaps and redundancies within the existing landscape and the opportunities to grow and strengthen the County's commitment to the arts through Master Planned projects.

One of the venue types well represented in the County is the Amphitheatre, with the highest number of facilities in the study. It is unsurprising with the scenic environment and pleasant summer; however, 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. Additionally, 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.

While the local arts councils are thriving and have generally located venues to perform, few venues include rehearsal facilities. Most venues thought that they would be able to present more works and have an easier time scheduling around high demand times of year if performances and rehearsals could be separated. Currently most rehearse in the same space as they perform, consuming time slots for other users.

Many primary education facilities exist in the area with a performing arts venue. That venue is often underutilized. However, outside arts organization have a difficult time renting or utilizing these venues due to the time needed in the venue for both rehearsals and performance. This was a nearly universal sentiment from the organizations that use educational facilities. Rehearsal spaces above may make these venues more accessible by reducing the necessary time onsite.

There was a significant challenge in assessing utilization data for the facilities contacted across the County. Facility managers either did not track utilization, were inconsistent in tracking, or did not use a conventional standard that could be applied more broadly. Therefore, we are unable to verify with data how the facilities are being used, by whom, and with what frequency.

Since the study that was completed in 2008, Salt Lake County has made impressive strides to meet the County's arts facilities' needs. 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 that is currently under construction will hopefully be the first of several projects that fill in the facility gap for the mid- and smaller sized performing and visual arts organizations in the valley.

¹ Phase III SLCo Performance Facilities Inventory



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.

[Appendix 4: Phase III SLCo Facilities Assessment Report](#)

[Appendix 5: Phase III SLCo Performance Facilities Inventory](#)

Phase IV

Market Research

At this point in the project, we engaged in market research to test the vision for success to see how the vision for the future resonated with the community. Create Today administered an online survey to Salt Lake County-based artists and organizations. Our goal was to gain a better sense of their current facility use and future facility needs, as well as to gather input and feedback on the County's working vision and strategies for the master plan. As a companion to the organizational needs survey, Create Today LLC conducted market research with residents and current audience members to gain a better sense of current market activity in the arts, general perceptions of arts and cultural offering, and a resident perspective on potential County strategies.

Data File Analysis

The consultants reviewed and analyzed the County's ticketing data to start to build a model of current arts audiences for both mapping and projections analysis. Next, the consultants reviewed and synthesized public data sets relevant to understanding County demographic and participation trends. Next, the consultants reviewed and synthesized public data sets relevant to understanding County demographic and participation trends, including American Community Survey data, to help determine any gaps in participation either via programming areas or geographic capture.

Through the review of the database of select performing arts organizations by location and year, genre, and venue, we can develop the following theories.

Currently, it is not possible to conclude that demographic shifts have affected attendance or attendance patterns (geographically or otherwise) based on the currently available data. However, it is important to note changes for future consideration and planning.

Demographic changes in the County have increased with regard to race/ethnicity and age between 2010 and 2017. Although the majority of the County's population remains White, older, and with higher education and income (all fitting within the traditional arts audience member profile), the changes observed through the data, as well as anecdotally from stakeholder interviews and the survey, is a trend that the County should observe and be



prepared to address now and in the immediate future. As populations diversify, the County needs to consider the types of cultural activities, and possibly the types of facilities (e.g., smaller to mid-size and more multi-use to accommodate a range of activities across cultural references) that will meet a future need.

In addition, Salt Lake County, while growing in population size like the whole of Utah, is not growing as fast as other counties.

Overall, attendance (within the current analyzed sample) has been on a relative increase year by year until a peak in 2017 with the opening of the Eccles Theater. A dip in 2018 (caused likely by external factors) was met with a return to normal levels in 2019.

Salt Lake County residents make up over half of all Utah buyers, and so it is safe to conclude that at least County facilities reach beyond County boundaries, but still rely on the bulk of attendance from County residents. Ten zip codes account for between 50% and 60% of all sales, on average from 2014 to 2019. This is likely a function of a stable subscriber base.

The geographic distribution of buyers has remained the same in the past five years, with increasing representation from western cities like Magna, and southwest cities like South Jordan and Riverton in 2017 and 2019 (likely a function of blockbuster productions). This bodes well for the future expansion and reach of County facilities and Salt Lake-based repertory in that residents are traveling from further out to attend desirable shows.

The introduction of the Eccles Theatre did have an impact on the distribution of buyers by genre, by venue and by organization. However, overall, it appears that the programming at the Eccles has increased the overall size of the audience for arts and cultural programming.

Before the Eccles, most County audiences attended programs at Abravanel Hall and Capitol Theater. Since 2017, Eccles attracts the highest proportion of ticket buyers; however, Abravanel Hall has rebounded from its 2018 dip and now is on close to equal footing with the Eccles.

Similarly, symphonic music, as represented by the Utah Symphony, was the predominant genre represented in the County's repertoire programming until 2017. Although the Utah Symphony's sales, as a percentage of their total across all five years, dipped in 2017 (and 2018 like others), they did come back in 2019 to reach a state of equilibrium that matches previous years.

All in all, the impact of the Eccles on attendance has not been fully experienced. However, the 2019 calendar year data suggests that a state of equilibrium has started, and will continue to even out sales, returning to similar distributions observed before the Eccles opened. The key difference here is that the new equilibrium state accommodates a larger audience overall. In 2019, US recorded a total of 46,298 Salt Lake County resident sales, compared with 29,289 in 2017, and 39,414 in 2016. That is a 58% increase in 2 years, and a 17% increase from 2016.



Organization Survey

An organization survey was self-distributed by the County to determine needs, capacities and input from the arts and culture organizations within the County. The survey was launched via an email blast to approximately 170 contacts on November 13, 2019. Throughout December, the County followed up with reminders to key organizations and contacts. The survey was closed in early January 2020 to allow for delays due to the December holiday break. A total of 63 completed surveys were collected (approximately 37% response rate based on original contact list). Of the 63, 35 represent arts organizations, and 28 were individual artists.

Overall, the results detail a picture that both organizations and individual artists heavily rely on their own spaces and on County-spaces, and organizations utilize schools across the board, in particular when accessing rehearsal space (see Figure 5), likely putting strain on schools to accommodate both rehearsal and performance needs (noted in facilities assessment reporting).

The findings also suggest that those working in downtown Salt Lake City as well as Countywide rely on County-owned spaces for all uses, in particular for performing/showing (67%). In the case of organizations and artists who work in other municipalities, they only turn to County-owned spaces for performing and showing.

Create Today LLC has been exploring the County's working vision and strategy throughout this planning process, and the market research component allowed for some testing of a few potential strategies that have surfaced throughout. Overall, in aggregate, respondents ranked supporting performing arts spaces as highest. However, when reviewing results, it is clear that the focus on performing arts facilities is skewed by the strong representation of performing arts organizations in the sample; and that for individual artists, who represent visual arts more heavily, are more likely to prioritize visual arts and crafts spaces.

The second most highly prioritized strategy was to work on policy at the local and state level for greater funding support. This is intuitive in a way because arts organizations in Salt Lake County are accustomed to and familiar with the ZAP tax which provides a percentage of sales tax in grants to Salt Lake County arts organizations.

Respondents were positive about the potential growth and expansion of the arts and cultural sector in Salt Lake County. Overall, most respondents feel that all components of the sector are growing. Analysis comparing results across different types of organizations shows that organizations are overall more confident of growth across audiences, facility needs and general sector growth. In addition, arts councils also appear most likely to have a positive growth outlook on the future in comparison to other organizations, but the differences are slight. Regarding facility needs, all see greater need in the future, which is to be expected not just because of the current stated need, but also as a reflection of anticipated growth for the sector.



Online Panel Survey

As a companion to the organizational needs survey, Create Today LLC conducted market research with residents and current audience members to gain a better sense of current market activity in the arts, general perceptions of arts and cultural offering, and a resident perspective on potential County strategies.

The research focused on two sample sources: 1) an online panel of approximately 600 adults living in Salt Lake County 18 years of age and older; and 2) a request to the ArtTix buyer list and other ticket sales sources. In this way, we were able to compare current ticket buyers and a sample of general adult population in the County. The survey was launched in January 2020 and achieved a total of 1,822 responses across all collection efforts.

The results of this survey effort underscore and support other data collected during this Master Plan research phase process. Salt Lake County residents appreciate and value the arts and culture in their region, particularly the performing arts. Residents believe the quality of the offerings are high and younger people are willing to start contributing more money towards the arts in the future than they do now.

Discipline, artist, and content are the primary decision drivers, taking precedence over how long it takes to travel to the event. For some, cost is the factor that keeps them from attending more. In addition, barriers like scheduling and not knowing what is available, keep people from participating. There is opportunity to focus on building awareness and leverage the strong interest in the arts that already exists.

There is also opportunity to expand and reach out to those who don't participate as much as current ArtTix buyers do through increased public art projects and support for existing institutions, including art museums, children's museums and history and science museums already serving the population.

Spreading out opportunities throughout the year so residents can more easily balance their busy schedules with a variety of scheduling options, affordability (cost), convenience, and increased advertising and awareness are key things that they would like to see change. While it may not be possible to address all of these challenges, it is heartening to see the outpouring of love and pride that people have for this region and for the organizations, arts councils, public agencies and facilities that make the arts thrive across the County.

Several initiatives implemented in recent years have helped to address these desired changes including the County's Zoo, Arts, and Parks (ZAP) program and the Cultural Core, a partnership between Salt Lake County and Salt Lake City.

The Cultural Core Initiative, implemented through THE BLOCKS program, aims to promote cultural activities, increase visitation, support collaboration, and expand and diversify audiences in the downtown Salt Lake City area.



ZAP plays a vital role in the region's arts community. They provide necessary funding to hundreds of eligible arts and cultural organizations around the County. They connect thousands of residents and visitors to cultural activities through social media and programs such as the ZAP Kids Summer Passport, which encourages families to visit free and low-cost events and venues around the County.

[Appendix 6: Phase IV SLCo Market Research - Database Review Summary](#)

[Appendix 7: Phase IV SLCo Market Research - Audience Summary](#)

[Appendix 8: Phase IV SLCo Market Research - Org Survey Summary](#)

Phase V

Planning

Based on the information gathered in Phases I and II, the consultants worked with the County and the planning committee to build the roadmap to success for the updated Master Plan.

Researching Best Practice

Based on the stakeholder interviews and the definition of success, the consultants worked with the County's planning committee to identify up to six areas of interest. Subjects were asked to share practices/strategies they employed that made them successful.

Topics explored included, but were not limited to, the following questions:

- What facilities and policies impact cultural planning at the local level, and how?
- How are best practice municipalities sustaining, growing, and advocating for the arts and culture sector? How does the agency measure success and impact?
- What structures, systems, and policies helped to realize the vision for success?
- What operating and capital investments are required by best practice communities to support and grow the level of programming, services, and facilities in their community?
- What relationship(s) exist, either formal or informal, between the local government and its arts and culture sector?
- What types of public art programs are thriving and how has the agency supported their long-term vibrancy and sustainability?

There were five primary areas of focus:

1. Collaboration between Municipalities and Arts Councils
2. Government Support for Visual Artists and Public Art
3. Multi-Use Rehearsal Facilities
4. Maker Spaces
5. Three-Season Amphitheaters

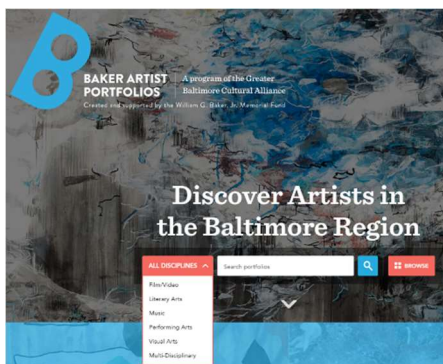
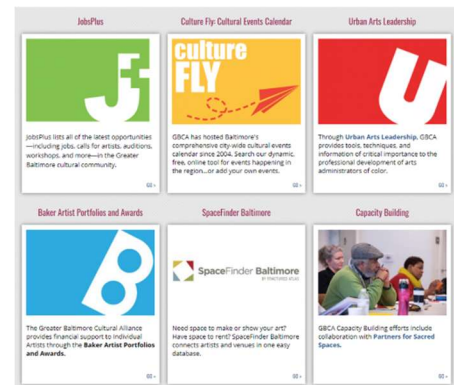


The consultants conducted primary and secondary research and prepared case studies that reflect feedback and best practice examples from around the country. The case studies highlighted in this report support or connect to the final recommendations. To review the full set of case studies that were completed, please refer to the Appendix.

Collaboration between Municipalities and Arts Councils

Interviews were conducted with leadership from the National Endowment for the Arts, the National Association of Counties, and Americans for the Arts. The recommendations from these leaders, who have the benefit of a larger viewpoint for the nation's arts and culture sector, was to strongly encourage connections and foster networks. This may require building connections and the climate that creates connectivity and breaks down feelings of competition. It is important to communicate that collaborations do not compromise what is unique about each individual community and will honor the identity that gives them pride.

The **Greater Baltimore Cultural Alliance (GBCA)** was celebrated by the interviewees for having successfully provided online resources and tools that are connecting artists and organizations to resources through funding, technical assistance, and convening opportunities. GBCA advocates for the health, visibility, and financial strength of the sector with communications and other strategies that result in public and private support. It is a membership and service organization for arts, culture, history, heritage organizations, and attractions, as well as universities and colleges and individual artists.



In addition to this portfolio of opportunities, we explored a deeper dive into **the Baker Artist Portfolios**. The Baker Artist Portfolios were created to support artists and promote Greater Baltimore as a strong creative community. The online portfolios are open to artists working in all disciplines who live and work in Baltimore City and its five surrounding counties. The portfolios expose area artists' work to regional, national, and international audiences.

Government Support for Visual Artists and Public Art

When selecting best practice communities, it was a priority to look at regions that support arts and culture as significantly as the Salt Lake County region. Denver, Colorado has made a similar commitment to Salt Lake County to fund arts and culture through a tax funded account. Since 1989, Denver's Scientific and Cultural Facilities District (SCFD) has distributed more than \$910 million of revenue from a 0.1 percent sales and use tax. In 2017, those funds amounted to





more than \$54 million split among 272 organizations. Each organization that qualifies for eligibility must go through an application process to get SCFD funding.

Denver's 1% for Public Art Program was established in 1988 and consists of more than 400 public artworks in its collection with more than \$40 million invested in public art. It is a robust program with 30 active projects. The City also has two other smaller public art programs that are funded by the SCFD: **Urban Arts Fund** and **P.S You are Here**.



The city has a graffiti prevention and youth development program called the **Urban Arts Fund** (UAF). Through the UAF, more than 150 new murals have been created in perpetually vandalized areas throughout the City & County of Denver. In early 2020, UAF had a budget of \$120K per year. These are temporary works of art on private property and the owner of the property is responsible for maintaining the art.

P.S. You are Here (Public Space You are Here) is a creative placemaking initiative for temporary projects. The fact that the art is intended to be ephemeral, allows the City to pilot an idea or an artist. Rather than commission individuals the City commissions neighborhood groups and communities decide what they want and then they apply for those grants. In 2020, this program had a budget of \$100K per year and is a result of the cultural plan that the City launched in 2013.



Multi-Use Rehearsal Facilities

One of the findings from the Facility Needs Assessment was that approximately one quarter (20 of 72) of the venues in the study had rehearsal facilities. Most of the remaining venues used valuable time on stage for rehearsals or had truncated rehearsal schedules due to lack of space. As a result, the case studies focused on multi-use rehearsal facilities, specifically the New 42 Street Studios in Manhattan, New York.

The New 42 Street Studios is a project of The New 42 Street, a nonprofit organization that leads the dynamic evolution of the reinvented 42 Street, cultivating a unique cultural and entertainment destination at the "Crossroads of the World." New 42 Studios cultivates new ideas in the performing arts through services and spaces that empower artists to do their best work. The building is open 9 AM-7 PM (rehearsal hours 10 AM-6 PM), Monday through Saturday.

Throughout the ten-story, 84,000 square foot building, five floors contain:

- 14 studios: column-free studios with sprung floors, tall ceiling heights, ballet barres, floor-to-ceiling mirrors, excellent acoustics, and cityscape views;
- Dressing rooms modeled after the most accommodating gyms and spas in the city.
- The Duke on 42nd Street;
- Artist support spaces, including a green room, new parent room and administrative services; and
- The offices of the nonprofit cultural organization New 42.



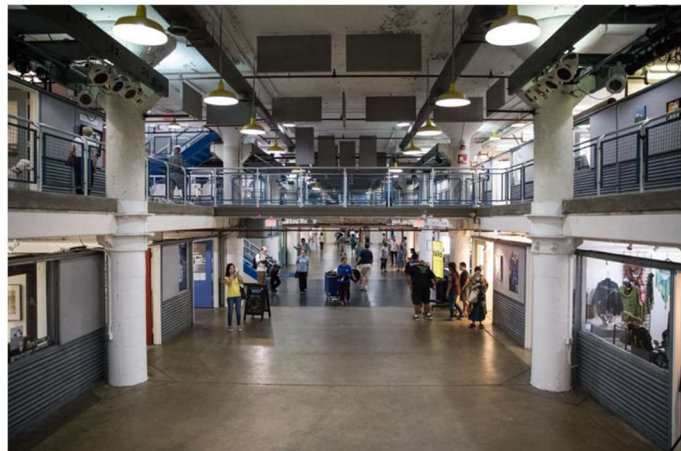
Housed within the New 42 Street Studios, The Duke on 42nd Street is a fully staffed facility featuring customizable, state-of-the-art seating in various configurations and full light, sound and support systems. 200 seats on a custom-built fully retractable unit and a gallery along the entire perimeter, the black box space is 57' x 49.5' x 19.5'.

Maker Spaces

Based on the feedback from Phase IV, the case studies also focused on infrastructure in the built environment that would support visual artists. A maker space is a collaborative workspace inside a school, library, or separate public/private facility for making, learning, exploring, and sharing that uses high tech to no tech tools. Founded in 1974 in an old munitions plant, the Torpedo Factory Art Center is home to the nation's largest collection of working-artists' open studios under one roof. An Alexandria landmark for more than 40 years, it is the highlight of the Potomac Riverfront, attracting approximately 500,000 visitors annually. The building is open daily from 10 AM-6 PM and from 10 AM-9 PM on Thursdays.

The Torpedo Factory Art Center is home to the nation's largest collection of publicly accessible working-artist studios under one roof. More than 165 artists work, exhibit, and sell their art across three floors. In addition to 82 working artist studios, it is home to:

- Two ongoing workshops
- Seven galleries
- The Art League School
- Discover Graphics Atelier, Inc.
- The Alexandria Archaeology Museum
- Visitor Information and Gift Shop



The City of Alexandria owns and operates the Torpedo Factory Art Center as part of the Office of the Arts' family of programs and facilities. The Office of the Arts is a division of the Department of Recreation, Parks, and Cultural Activities.

Three-Season Amphitheaters

One of the venue types well represented in the County is the Amphitheatre, with the highest number of facilities in the study. 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, which is why a case study was included on The Home of the Arts (HOTA) Outdoor Stage, a three season amphitheater in Queensland, Australia.



The HOTA Outdoor Stage is a highly versatile venue, comprised of a black-box theatre with a back wall that folds away completely, opening the box out onto an amphitheater with seating and lawn space for 5,000 people. In amphitheater mode, the Outdoor Stage has the technical infrastructure and event overlays to host major public events from rock concerts to orchestral performances. The green roof is an adventure-based place of discovery to be climbed on, explored, sat, and picnicked on. The lawn is large and useful - there are no gates, and the

landscape is fully accessible. It is durable, flexible, bespoke tailored to its place, and it invites maximum activity.

[Appendix 9: Phase V SLCO Best Practice Case Studies](#)



recommendations

Based on the research conducted and the community engagement work, the following recommendations have been developed for Salt Lake County. Included are short and long-term investment recommendations and success metrics. There are six recommendations:

- 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

These were reviewed and finalized with the planning committee to ensure that the recommendations were actionable, resonated with the findings from the master plan, and had clearly identified implementation steps and success metric.

Each recommendation is outlined with implementation steps and success metrics on the following pages.

[Appendix 10: SLCo Arts & Culture Master Plan Recommendations](#)



RECOMMENDATION: Increase access and equity for artists and arts organizations

Identify and Provide Additional Resources

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.

PUBLIC ART

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.

Implementation Steps

- 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.



Ruby Chacon
1971

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

Success Metrics

- 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 – have we 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 – have we increased support for individual artists?



RECOMMENDATION: Evaluate and measure future investments in performance facilities

Define and Measure Success for Regional Performing Arts



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.

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

- 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.

Success Metrics

- 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?



RECOMMENDATION: Foster spaces dedicated to creating and developing work

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. 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.



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.

Implementation Steps

- 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.

Success Metrics

- 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?

RECOMMENDATION: Increase utilization at amphitheaters

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.



Implementation Steps

- 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.

Success Metrics

- 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?



RECOMMENDATION: Increase the profile of the Arts & Culture Division as a regional asset

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 create clarity about opportunities and resources. The County leadership will create one collaborative and unified voice for arts and culture throughout the region; build relationships with ZAP, local arts agencies, libraries, Cultural Core, etc.; and 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

- 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.

Success Metrics

- Financial: are more resources flowing out into the community? Are the 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?



RECOMMENDATION: Encourage collaboration across the region

The Arts & Culture Website as an Asset for the Region

Salt Lake County Arts and Culture has invested in its website to create a robust and modern online tool. A next step is to take the site and develop it as a resource for the community. The site can be used to connect artists and organizations to one another and to vital resources through funding, technical assistance, and convening opportunities. The site can be utilized to be 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

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

- Utilize the Arts & Culture Division's website to link 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.

Success Metrics

- Increased participation in County resources – do arts councils, municipalities, and artists have access to and awareness of the County's resources? Is there increased utilization of facilities across municipalities?
- Higher return on investment of County resources – are there more click-throughs to the County's website? Is there increased employment in the cultural sector? Is there support of artists? Is there an increased quality of life?
- Community engagement – do experiences through art, cultural, and recreational offerings remain truly accessible to all as the makeup of our local populations evolves?
- Collaboration – Is there increased collaboration and coordination amongst the arts councils?