

January 11, 2010

**ITEM#:** 6.E.1)

**RE:** DISCUSSION AND APPROVAL OF ANNUAL GOALS RELATED TO HOUSING AND GENERAL RDA ISSUES, AND FOR THE CENTRAL BUSINESS DISTRICT, WEST TEMPLE GATEWAY, SUGAR HOUSE, WEST CAPITOL HILL, DEPOT DISTRICT AND GRANARY DISTRICT PROJECT AREAS

**PROJECT AREA:** All

**PREPARED BY:** Justin Belliveau

**EXECUTIVE SUMMARY:** The Board retreat in October included a discussion of draft RDA goals for the 2011/2012 fiscal year, in which the Board suggested that the goal statements be revised. A draft of the RDA goal statements in the new format is attached for the Board's consideration and approval.

**FUNDING:** Funding for most of the goals and objectives was considered as part of the 2010/2011 Budget. New goals will help to guide funding requests for the 2011/2012 Budget.

**REDEVELOPMENT ADVISORY COMMITTEE RECOMMENDATION:** The Redevelopment Advisory Committee recommended that the RDA Board adopt the RDA goal statements as presented for the 2011/2012 fiscal year. In discussing the revised format and content, committee members suggested that we incorporate a provision on each of the project goal sheets to indicate that these lists may be expanded to include such other projects that arise during the fiscal year. It was also mentioned that the list of General Redevelopment Goals is extensive, and that several of these priorities appear to be activity-oriented tasks that support a larger goal, rather than statements which articulate our objectives. The committee therefore suggested that we consider reducing this list of General Redevelopment Goals to focus on goal statements, however, the draft goal documents are attached for the Board's review without any modification.

**ALTERNATIVES:**

- 1) Adopt a motion to approve the goal statements.
- 2) Adopt a motion to approve the goal statements with modifications.
- 3) Do not adopt the revised goals and direct staff to work on further refining the goal statements.

**ANALYSIS AND ISSUES:** The draft goal statements include projects or programs that the Board would like to be the focus of Agency activities during the upcoming calendar year. The goals include both existing projects that are currently underway and projects and concepts for which the Board would consider accepting funding requests during the 2011/2012 fiscal year budget process. Once adopted, the staff will make the goal statements widely available to the community and city departments.

At the October 26, 2010 Board retreat meeting, the Board requested that the format of the draft goal statements be revised to make them easier to follow, and to place an emphasis on the projects where the RDA has the ability to have the most impact. We have worked to create a new framework for the goals that will succinctly list the priority projects in each project area, and connect these priorities to supporting goals from the City Master Plan and the general RDA goals.

At the December 14, 2010 meeting, the Board approved the new format for the goal statements, and asked the RDA to populate this format with information related to all project areas. A draft of the RDA goal statements in the new format is attached, and staff members will be available to discuss and edit goal statements as needed.

**ATTACHMENTS:**            1)     Draft Goal Documents.

# 2011-2012 RDA General Goals & Tasks



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## General Redevelopment Goals

1. Redevelop communities by eliminating blight and by enhancing livability.
2. Promote sustainable redevelopment practices.
3. Build on local community assets as an anchor for redevelopment.
4. Support sustainable land use patterns.
5. Contribute to walkable, pedestrian-oriented communities.
6. Promote and fund a variety of housing options while encouraging home ownership.
7. Facilitate public and non-motorized forms of transportation.
8. Encourage the creation of well-maintained public plazas, gathering areas and open space.
9. Fund art projects in RDA project areas.
10. Establish mid-block pedestrian-oriented walkways or streets that can be accessed safely 24 hours a day.
11. Encourage reduction of parking wherever feasible. Encourage needed parking to be housed in structures or underground.
12. Promote and provide RDA Loan Programs, continually evaluating and improving loan application and loan process.
13. Encourage the creation of public open space, structured parking and historical preservation through the RDA Tax Increment Reimbursement Programs.
14. Acquire parcels and assemble properties for sale and redevelopment.
15. Maintain RDA-owned property until property is sold for development.
16. Market RDA properties in a way that generates significant interest in the development community.
17. Include a Board member, on a volunteer basis, as a point person for major projects.
18. Discuss new project area creation and pursue such creation, if desired.
19. Continuously improve the sustainability of internal operations and organizational culture.
20. Ensure that all project areas include adequate and appropriate amounts of high-quality green space, public plazas, and public amenities to support the desired level and type of development.

## General Redevelopment Tasks

1. Verify base year and change in taxable value information within the Redevelopment Project Areas.
2. Evaluate goals from prior year to determine achievement status and prepare updated goals for each project area based upon Board discussion and the adopted strategic plans. Update strategic plans periodically, as necessary.
3. Prepare an Annual Report summarizing accomplishments and mail to all property owners within project areas and other constituent groups.
4. Update and maintain RDA web site regularly, including adding case studies for large projects; updating all programs and application forms.
5. Distribute marketing materials for all RDA programs to property owners and the general public
6. Prepare information to update Board, Administration, and RAC on bills before the upcoming Legislative session.
7. Work with local developers, businesses, banks, and tax credit organizations to educate them about the redevelopment process and encourage their input on making the redevelopment process more accessible and understandable.
8. Have staff meet with interested property owners to review goals and programs for each project area.
9. Have staff meet with community councils routinely to inform attendees about projects and answer questions.
10. Work with appropriate departments, public and private organizations to implement the Salt Lake City Community Housing Plan.
11. Continue to implement recommendations contained in the management audit.
12. Obtain a residential market study which outlines the types of housing the Agency should target for the CBD, West Capitol Hill, West Temple Gateway, Depot District, Sugar House and Granary District project areas. Identify parcels in these aforementioned project areas that would be appropriate sites for residential development.
13. Pursue opportunities to advance the goals of Downtown Rising.
14. Complete case studies that summarize project milestones, partners, and RDA participation.

# 2011-2012 Central Business District Project Area Priorities



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Priority Projects	Supporting City Goals	Supporting RDA General Goals	Related Administrative Components
1. Gallivan Center Renovation	Downtown MP: BD-7, NC-2, PI-2, PT-2	Goals 1, 5, 8, 9, 10, 11	<ul style="list-style-type: none"> <li>✓ Host re-opening celebration and initiate new major programming for summer 2011.</li> <li>✓ Implement strategy to activate Gallivan Avenue by leasing retail spaces to day and evening users.</li> </ul>
2. Utah Theater	AA-3, CL-2, PI-5	Goals 1-4, 8, 13, 15	<ul style="list-style-type: none"> <li>✓ Lease storefront space.</li> <li>✓ Define appropriate use for facility.</li> <li>✓ Identify funding sources for renovation</li> <li>✓ Prepare RFP for redevelopment.</li> </ul>
3. State Street Development	PT-2&4, PI-2	Goals 1-4, 6, 10-14	<ul style="list-style-type: none"> <li>✓ Ensure compliance with development agreement through the start of construction.</li> </ul>
4. Downtown Streetcar	CL-2, CL-5, PI-1, PT-4, 2, 8, NC-3	Goals 1, 2, 4, 5, 7	<ul style="list-style-type: none"> <li>✓ Complete Alternatives Analysis.</li> <li>✓ Complete Environmental Assessment.</li> <li>✓ Begin design.</li> <li>✓ Identify funding sources.</li> </ul>
5. Downtown Mid-block Walkways	PT-2, 5, 6, 9, PI-1	Goals 2, 4, 5, 10	<ul style="list-style-type: none"> <li>✓ Identify opportunities to create mid-block walkways.</li> <li>✓ Determine appropriate documentation of CCRs, easements, and other RDA land agreements that involve public space.</li> </ul>
6. Utah Performing Arts Center	AA-6, CL-2&7, PT-2&7	Goals 3, 8, 11, 13	<ul style="list-style-type: none"> <li>✓ Negotiate acquisition of property.</li> <li>✓ Complete predevelopment study.</li> <li>✓ Define scope of project in relation to establishing a cultural core.</li> <li>✓ Complete rollout of project concept to stakeholders.</li> <li>✓ Identify funding sources.</li> </ul>
7. Leonardo Grant Agreement/Disbursement	CL-2, AA-6	Goals 2, 3	<ul style="list-style-type: none"> <li>✓ Execute agreement with City and Leonardo for disbursement.</li> </ul>

# 2011-2012 Depot District Project Area Priorities



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Priority Projects	Supporting City Goals	Supporting RDA General Goals	Related Administrative Components
1. Intermodal Hub Plan Implementation	Gateway Specific Plan (LAND USE, Objective 3, Policy 3.1, 3.2)	Goals 1,2,3,4,5,8,10,11, 13,14,15,16	<ul style="list-style-type: none"> <li>✓ Proceed with the following steps as provided in the Intermodal Hub Area Land Use Strategy and Marketing Plan:               <ul style="list-style-type: none"> <li>○ Finalize relevant land acquisitions</li> <li>○ Demolish identified buildings</li> <li>○ Identify opportunities to incorporate public amenities, such as parks, in redevelopment strategy</li> <li>○ Identify parking structure plan and financing</li> </ul> </li> </ul>
2. Public Market	Gateway DLU&D MP (Page 11, 4 <sup>th</sup> bulleted item)	Goals 1,3,8	<ul style="list-style-type: none"> <li>✓ Collaborate with The Downtown Alliance to fund the development of a public market near the Intermodal Hub.</li> </ul>
3. City Creek Daylighting Project	Gateway DLU&D MP (Page 9, 3 <sup>rd</sup> bulleted item) Gateway Specific Plan (Community Facilities, Objective 1, Policy 1.3)	Goals 1,2,3,4,5	<ul style="list-style-type: none"> <li>✓ Ensure compliance with development agreement through the start of construction.</li> </ul>
4. Streetcar System	Central Community MP (Trans-1.1)	Goals 4,5,7	<ul style="list-style-type: none"> <li>✓ Proceed with alternatives analysis.</li> </ul>

# 2011-2012 Granary District Project Area Priorities



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Priority Projects	Supporting City Goals	Supporting RDA General Goals	Related Administrative Components
1. Fleet Block Development	Gateway Specific Plan (GSP): Land Use Policies: 4.1-4.4, 5.2, 5.3, 6.1, and 7.1-7.4	Goals 1-10, 13-14,	<ul style="list-style-type: none"> <li>✓ Collaborate with City to determine roles and responsibilities for the development of the Fleet Block.</li> <li>✓ Complete redevelopment strategy.</li> <li>✓ Perform necessary site preparation.</li> <li>✓ Market property for development.</li> <li>✓ Rezone Fleet Block.</li> </ul>
2. Reconstruct 400 West	GSP: Transportation Policies: 5.1-5.4 and 6.1-6.4	Goals 5 & 10	<ul style="list-style-type: none"> <li>✓ Collaborate with stake holders to develop objectives for the reconstruction of 400 West.</li> <li>✓ Work with City on design of 400 West.</li> <li>✓ Obtain and award bids for reconstruction work.</li> <li>✓ Construct improvements.</li> </ul>
3. Downtown Streetcar	Downtown Transportation MP: 4e	Goals 1, 3-5, & 7	<ul style="list-style-type: none"> <li>✓ Conduct alternative analysis and environmental assessment.</li> <li>✓ Complete design.</li> <li>✓ Obtain bids for project construction.</li> <li>✓ Construct alignment.</li> <li>✓ Address regulatory road blocks to development along alignment.</li> </ul>

# 2011-2012 Sugar House Project Area Priorities



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Priority Projects	Supporting City Goals	Supporting RDA General Goals	Related Administrative Components
1. Wilmington Avenue Property Redevelopment	Sugar House MP: Policy under “Commercial Land Use”	Goals 1, 2, 4, 5, 8, 11	<ul style="list-style-type: none"> <li>✓ Close on the Purchase &amp; Sale Agreement</li> <li>✓ Manage all requirements in the Agreement</li> </ul>
2. Sugar House Streetcar	Policy listed under “Mobility, Access & the Pedestrian Experience”	Goals 5, 7	<ul style="list-style-type: none"> <li>✓ Oversee planning, funding, and construction of the Sugar House Streetcar project</li> <li>✓ Work with UTA, the City Administration, and members of the community on the design and construction of the Streetcar</li> <li>✓ Collaborate with UTA and property owners to identify potential funding sources for the operation of the streetcar line</li> </ul>
3. Circulation and Land Use Study	Policy listed under “Business District Issues”	Goals 5-8, 10	<ul style="list-style-type: none"> <li>✓ Conduct an alternatives analysis for phase 2 of the Sugar House Streetcar alignment</li> <li>✓ Develop a circulation and streetscape amenities plan for the Sugar House Business District and neighborhood</li> <li>✓ Complete a land use analysis of the Sugararmont Rail Corridor</li> <li>✓ Create a strategy to preserve and expand affordable housing</li> </ul>
4. Granite Block Improvements	Policy listed under “Parks and Open Space”	Goals 3, 5, 8, 10	<ul style="list-style-type: none"> <li>✓ Assist with the re-alignment of Wilmington Ave. with Sugararmont Ave.</li> <li>✓ Create mid-block walkways</li> <li>✓ Develop the McClelland and PRATT trails as they cross through the block</li> </ul>
5. Wilmington Avenue	Policy listed under “Commercial Land Use”	Goals 1-5, 11	<ul style="list-style-type: none"> <li>✓ Work with property owners to determine the scope of their development and any RDA assistance needed to ensure the creation of a high quality pedestrian environment on both sides of Wilmington Ave.</li> <li>✓ Work with property owners to determine appropriate density and best uses for the area</li> </ul>

2011-2012

# West Capitol Hill Project Area Priorities



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Priority Projects	Supporting City Goals	Supporting RDA General Goals	Related Administrative Components
1. 300 West Development Strategy	Capitol Hill MP: Policies under “Commercial-Neighborhood Shopping Node”	Goals 1-6 ,8 ,10, 11,12,13,16	<ul style="list-style-type: none"> <li>✓ Determine development strategy for the 300 West Properties</li> <li>✓ Implement first steps of strategy.</li> </ul>
2. 300 West Median and Pedestrian Safety Project	Policies under “Transportation and Circulation-Commuter Traffic-Beck Street/300 West”	Goals 1,2,5,10	<ul style="list-style-type: none"> <li>✓ Finish design phase of 300 West Medians, and begin construction</li> <li>✓ Add a monument sign announcing neighborhood</li> <li>✓ Encourage property owners to plant trees in medians along 300 West</li> <li>✓ Add pedestrian-friendly features on 300 West</li> </ul>
3. Housing Infill Project	Residential Planning Goal, Page 3	Goals 1,2,3,4,6	<ul style="list-style-type: none"> <li>✓ Collaborate with City and community partners on the development of a strategic housing plan.</li> <li>✓ Pursue land acquisition to assemble property for infill housing</li> </ul>
4. 300/400 West Street Lighting	Policies under “Public Facilities & Utilities-Street Lighting”	Goals 1,5,10	<ul style="list-style-type: none"> <li>✓ Establish attractive and consistent street lighting along 300 West and 400 West streets</li> </ul>

# 2011-2012 West Temple Gateway Project Area Priorities



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Priority Projects	Supporting City Goals	Supporting RDA General Goals	Related Administrative Components
1. Redevelop RDA Owned Property	Central Community MP: RLU 1.2, 1.3, 3.1, 3.2, 4.2; CLU 1.0, 3.0, 5.0; TOD 2.0	Goals 1-6, 8, & 14	<ul style="list-style-type: none"> <li>✓ Complete redevelopment strategy.</li> <li>✓ Market property as recommended in redevelopment strategy.</li> <li>✓ Address regulatory road blocks to development (e.g. zoning).</li> <li>✓ Work with selected developers to redevelop RDA owned property.</li> <li>✓ Perform site preparation necessary to implement strategy.</li> <li>✓ Plan and construct infrastructure necessary for the development of RDA owned property.</li> <li>✓ Acquire strategic properties.</li> <li>✓ Monitor non-RDA developments within the project area.</li> </ul>
2. Mid-Block Walkways	Central Community MP: Trans 4.2  Downtown Trans. MP: 3h	Goals 5, 7, 8, & 10	<ul style="list-style-type: none"> <li>✓ Strategically acquire property to accommodate implementation.</li> <li>✓ Perform necessary site preparation.</li> <li>✓ Design mid-block walkways.</li> <li>✓ Construct walkways.</li> </ul>
3. Downtown Streetcar	Downtown Trans. MP: 4e	Goals 1, 3-5, & 7	<ul style="list-style-type: none"> <li>✓ Conduct alternatives analysis and environmental assessment.</li> <li>✓ Complete design.</li> <li>✓ Obtain and award bids for project construction.</li> <li>✓ Construct alignment.</li> <li>✓ Address regulatory road blocks to development along alignment.</li> </ul>

# 2010-2011 RDA Housing Goals & Objectives



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**Goal 1.** Accomplish strategies established in the Salt Lake City Community Housing Plan. RDA staff will participate with City staff as requested to accomplish these goals. The Action Steps, Measurements, and Schedule will be established by City staff. No staff assignments are being designated at this time.

Objective	Status
1. Provide Salt Lake City HAND with data concerning RDA housing projects.	The HAND staff receives regular updates on the status of housing projects sponsored by the RDA through the RDA website.
2. Obtain list of residential development sites generated by HAND and work with developers.	The HAND staff provides updates on City sponsored housing projects at the weekly CED staff meetings.
3. Participate in HAND and Planning & Zoning efforts to develop criteria for an incentive program that promotes neighborhood sustaining features including participation in the development of the City Council housing strategy.	The City-wide Housing Policy is still in the discussion phase with the Administration. DJ Baxter and Justin Belliveau are members of the Housing Policy Team and are actively participating in this discussion.
4. Distribute materials to developers prepared by HAND and Planning & Zoning to support efforts to develop creative designs that reduce building costs through the use of on-grade parking, different types of building materials flexible interior building designs, including universal design building concepts that encourage accessibility and visitability.	The RDA and HAND staff members refer developers to the Assist Utah website that provides home assessment and design services for accessibility issues at no cost. The website is: <a href="http://www.assistutah.org">www.assistutah.org</a>
5. Participate with HAND in discussion of options for land acquisition to create an open space credit or land trade program for planned developments to increase the concentration of residential land use in higher density urban areas and preserve existing open space areas.	The RDA and HAND staff members are still in discussion on how to develop and implement this goal.
6. Participate with HAND in discussions to maintain a jobs/housing balance in planning and economic redevelopment so that the housing is tied to commercial development and the needs of the workers.	The RDA staff is participating in discussions with Planning and HAND staff members to determine the appropriate multi-family mix while balancing historic preservation. This is part of the current revisions for the City's Historic Preservation Plan.

<p>7. Participate with HAND and Planning and Zoning in discussions to reexamine City ordinances, regulations, development policies and guidelines to determine if barriers or obstacles exist that hinder affordable, transitional housing development, housing stock replacement and rehabilitation, and identify what changes must be made to implement the policy statements. These discussions should include the Agency's ability to implement City Master Plan objectives within historic districts.</p>	<p>The City-wide Housing Policy is still in the discussion phase with the Administration. The RDA Director and Deputy Director are members of the Housing Policy Team and are actively participating in the discussion</p>
<p>8. Participate with HAND in discussions to determine the impact of condominium conversions on the rental market.</p>	<p>RDA has participated in a broader discussion with the CED staff to address this issue. Recent changes instituted by the Building Services Division require sellers to provide a statement on the condition of the unit that is certified by an engineer. In response, the City is seeing more condos brought to code.</p>
<p>9. Work with HAND to implement the Single-Room-Occupancy Housing (SRO) Ordinance, identify potential buildings or parcels suitable for SRO or multifamily development; maintain inventory with updates semiannually.</p>	<p>The RDA is working with community leaders and the Administration to develop a plan to purchase a potential SRO property.</p>
<p>10. Work with HAND to develop funding strategies and to fund one affordable housing project or donate to the Salt Lake City Housing Trust Fund for affordable housing.</p>	<p>The RDA is a funder of the Housing Trust Fund on an ongoing basis.</p>
<p>11. Work with HAND to consider joint venture projects to encourage developers to take more innovative approaches.</p>	<p>No formal joint ventures between HAND and the RDA have been conducted this year.</p>
<p>12. Work with HAND to strategically purchase land in the immediate vicinity of existing and proposed transit stations and lease for development projects that promote the policies, goals, and objectives, of the City's Housing Policy Plan.</p>	<p>The RDA continues to pursue strategic assemblage of property near the 900 South Trax station for eventual development.</p>
<p>13. The RDA should identify, target and redevelop properties that would unlikely develop under normal market conditions. Emphasis should be placed on projects that increase owner-occupied housing.</p>	<p>The RDA, in collaboration with HAND, CED, and other community partners, is in the process of creating a targeted housing investment program called Move the Line. The program's focus is to improve the condition of the housing stock and encourage more owner-occupied housing.</p>