

DATE: January 10, 2012

ITEM: 6.E.

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, NORTH TEMPLE AND GRANARY DISTRICT PROJECT AREAS

PROJECT AREA: All

PREPARED BY: Justin Belliveau

EXECUTIVE SUMMARY: Each fall, the RDA prepares draft goal statements for its project areas for review by the Board of Directors and Redevelopment Advisory Committee. The goal statements are in the same format as those adopted for the 2011/2012 fiscal year, with the exceptions being that the format now indicates the status of the RDA's progress towards accomplishing the project area goals, and the addition of the newly created North Temple project area. A draft of the RDA goal statements is attached for the Board's consideration.

FUNDING: Funding for most of the goals and objectives was considered as part of the 2011/2012 Budget. New goals will help to guide funding requests for the 2012/2013 Budget.

REDEVELOPMENT ADVISORY COMMITTEE RECOMMENDATION: The Redevelopment Advisory Committee (RAC) reviewed the draft 2012/2013 RDA goal statements and recommended that they be approved with modifications. The recommended modifications are included in the attached draft of the RDA goal statements. RAC also recommended that consideration be given to including the cultural core strategy in the goal statements.

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 fiscal 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

2012/2013 fiscal year budget process. Once the goals are adopted, staff will make the goal statements widely available to the community and to city departments.

A draft of the RDA goal statements for the 2012/2013 fiscal year was presented for discussion at the Board meeting on December 13, 2011. RDA staff revised the goal statements to reflect the feedback and incorporate the suggested changes of this discussion. A revised copy of the goal statements was emailed to Board members and the Mayor for review in December. A copy of the revised goal statements is attached to this memorandum.

Below is a summary of the revisions made by project area:

Central Business District

Goal 3- added reference to conducting upfront analysis in preparation for eventual issuance of an RFP

Goal 7- added reference to mid-block walkways on blocks 69 & 70

Goal 9- this goal was added to address wayfinding

West Temple Gateway

Goal 4- added identification of funding sources, and prioritization of streetscape improvements

Sugar House

Goal 3- clarified that we will be continuing to work towards implementation

Goal 4- revised text regarding connections to/through the Granite Block

Goal 6- added reference to 2100 South corridor and configuration of monument plaza

Goal 7- this goal was added to address the design and implementation of greenway improvements related to streetcar

Goal 8- this goal was added to address tools for preservation of historic structures

Goal 9- this goal was added to address wayfinding

West Capitol Hill

Goal 2- adjusted timing of installation of public infrastructure improvements

Depot District

Goal 3- this goal was added to address preservation of historic structures

Goal 5- this goal was added to address creation of public spaces throughout the project area

North Temple

No changes were suggested

Granary District

Goal 3- this goal was added to address improvements to 300 West

Goal 5- this goal was added to address the creation of public amenities

ATTACHMENTS: 1) Revised Draft Goal Documents

2012-2013

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"> ✓ Completed • In Progress ○ Future Action
2. <u>Gallivan Avenue Branding</u>	<u>Downtown MP: BD-7, NC-2, PI-2, PT-2</u>	<u>Goals 1, 5, 8, 9, 10, 11</u>	<ul style="list-style-type: none"> • <u>Implement strategy to activate Gallivan Avenue by leasing retail spaces to day and evening users.</u> ○ <u>Hire architect to provide scope of services and cost estimate for Gallivan Avenue improvements.</u> ○ <u>Work with Friends of the Gallivan Center to determine design and location of Gallivan Art Tower</u>
2-3. Utah Theater	AA-3, CL-2, PI-5	Goals 1-4, 8, 13, 15	<ul style="list-style-type: none"> ✓ Lease storefront space. ○ Define appropriate use for facility. ○ <u>Conduct upfront work in preparation for eventual issuance of an RFP for redevelopment and permanent occupancy, including a structural and cost assessment of the Theater space, and a cost assessment of renovating the front-of-house building space to vanilla shell, mid-level, and complete renovation status.</u> ○ Identify funding sources for renovation ○ Prepare RFP for redevelopment.
3-4. State Street Development	PT-2&4, PI-2	Goals 1-4, 6, 10-14	<ul style="list-style-type: none"> • Ensure compliance with development agreement through the start of construction.
4-5. 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"> • Complete Alternatives Analysis. ○ Complete Environmental Assessment. ○ Begin design. ○ Identify funding sources.

5-6. Downtown Mid-block Walkways	PT-2, 5, 6, 9, PI-1	Goals 2, 4, 5, 10	<ul style="list-style-type: none"> ✓ Identify opportunities to create mid-block walkways. ○ Determine appropriate Put documentation of CCRs, easements, and other RDA land agreements that involve public space <u>into the Building Services ACCELA program.</u> ○ <u>Move forward with mid-block walkway improvements to Floral and Edison Streets.</u>
6-7. Utah Performing Arts Center	AA-6, CL-2&7, PT-2&7	Goals 3, 8, 11, 13	<ul style="list-style-type: none"> ✓ Complete predevelopment study. ✓ Define scope of project in relation to establishing a cultural core. ✓ Complete rollout of project concept to stakeholders. ✓ Identify funding sources. • Negotiate acquisition of property. • <u>Determine financing.</u> • <u>Define building footprint and engage design team.</u> • <u>Determine role of Salt Lake County in ownership and management.</u> • <u>Commence negotiation and design work related to mid-block walkways on Blocks 69 and 70.</u>
7-8. Leonardo Grant Agreement/Disbursement	CL-2, AA-6	Goals 2, 3	<ul style="list-style-type: none"> ✓ Execute agreement with City and Leonardo for disbursement.
<u>9. Implement wayfinding improvements</u>	<u>PI-1, PT-1,2&9</u>	<u>Goals 5, 7, 11</u>	<ul style="list-style-type: none"> ○ <u>Participate in funding upgrades to existing wayfinding.</u> ○ <u>Participate in creation of a plan for new wayfinding system.</u>

2012-2013 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 surrounding the 900 South TRAX Station.	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"> ✓ Completed ● In Progress ○ Future Action <ul style="list-style-type: none"> ✓ Complete redevelopment strategy. ● Address regulatory road blocks to development (e.g. zoning). ● Plan infrastructure necessary for the redevelopment of RDA-owned property. ● Market property as recommended in redevelopment strategy. ● Work with selected developers to redevelop RDA-owned property. ● Perform site preparation necessary to implement strategy. ○ Construct infrastructure necessary for the redevelopment of RDA-owned property. ● Acquire strategic properties. ● Monitor non-RDA developments within the project area.
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"> ● Strategically acquire property to accommodate implementation. ● Perform necessary site preparation. ● Design mid-block walkways. ○ Construct walkways.
3. Downtown Streetcar	Downtown Trans. MP: 4e	Goals 1, 3-5, & 7	<ul style="list-style-type: none"> ● Conduct alternatives analysis and environmental assessment. ○ Complete design. ○ Obtain and award bids for project construction. ○ Construct alignment. ○ Address regulatory road blocks to development along alignment
4. <u>Build Public Amenities & Infrastructure</u>	<u>Central Community MP: POSRLU 1.2 TRANS 3.1, 4.0</u>	<u>Goals 3, 5, 7, 8 & 10</u>	<ul style="list-style-type: none"> ● <u>Identify funding sources for priority projects.</u> ● <u>Identify, rank, and fund streetscape improvement projects.</u> ○ <u>Determine whether utility infrastructure is impediment to development and develop plan to mitigate any issues.</u> ○ <u>Plan, Design, and construct public amenities such as parks and community gardens.</u>

2012-2013 Sugar House Project Area Priorities



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Priority Projects	Supporting City Goals	Supporting RDA General Goals	Related Administrative Components
1. Wilmington Avenue <u>Gardens</u> Property Red <u>Development</u>	Sugar House MP: Policy under “Commercial Land Use”	Goals 1, 2, 4, 5, 8, 11	<ul style="list-style-type: none"> ✓ Completed ● In Progress ○ Future Action <ul style="list-style-type: none"> ● <u>Close on the Purchase & Sale Agreement.</u> ● <u>Manage all requirements in the Agreement.</u>
2. Sugar House Streetcar	Policy listed under “Mobility, Access & the Pedestrian Experience”	Goals 5, 7	<ul style="list-style-type: none"> ● <u>Oversee planning, funding, and construction of the Sugar House Streetcar project.</u> ● <u>Work with UTA, the City Administration, and members of the community on the design- design and construction of the Streetcar.</u> ● <u>Work with UTA, the City Administration, and members of the community on the construction of the Streetcar.</u> ● <u>Collaborate with UTA and property owners to identify potential funding sources for the operation of the streetcar line.</u> ● <u>Continue to work towards implementation of locally preferred alternative for Sugar House Streetcar extension.</u>
3. Circulation and Land Use Study	Policy listed under “Business District Issues”	Goals 5-8, 10	<ul style="list-style-type: none"> ✓ <u>Conduct an alternatives analysis for phase 2 of the Sugar House Streetcar alignment.</u> ✓ <u>Develop a circulation and streetscape amenities plan for the Sugar House Business District and neighborhood.</u> ✓ <u>Complete a land use analysis of the Sugarmont Rail Corridor.</u> ✓ <u>Create a strategy to preserve and expand affordable housing.</u>
4. Granite Block Improvements	Policy listed under “Parks and Open Space”	Goals 3, 5, 8, 10	<ul style="list-style-type: none"> ● <u>Assist with the re-alignment of Wilmington Ave. with Sugarmont Ave.</u> ● <u>Create mid-block walkwaysEncourage developers to provide mid-block connections.</u> ● <u>Develop the McClelland and PRATT trails as they cross through the block-Participate in optimally locating the Salt Lake City/McClelland and Parley’s trails as they approach the Granite Block.</u>

5. Wilmington Avenue	Policy listed under “Commercial Land Use”	Goals 1-5, 11	<ul style="list-style-type: none"> ● 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. ● <u>Work with property owners to ensure the creation of a high quality pedestrian environment on both sides of Wilmington Ave.</u> ● Work with property owners to determine appropriate density and best uses for the area.
6. <u>Implement the circulation and streetscape amenities plan for the Sugar House Business District</u>	Policy listed under “Business District Issues”	<u>Goals 5-8, 10</u>	<ul style="list-style-type: none"> ● <u>Prioritize streetscape amenities based on availability of funding. and priorities</u> ● <u>Conduct community outreach on the implementation of the circulation plan.</u> ● <u>Prioritize 2100 South and Highland Drive for streetscape betterments to improve bicycle and pedestrian circulation.</u> ● <u>Revisit the consideration of the Sugar House Monument reconfiguration and design</u> ● <u>Determine design and cost estimates for Greenway improvements.</u> ● <u>Identify and establish funding sources for Greenway improvements.</u>
7. <u>Design and Implementation of Greenway Improvements within Sugarmont Rail Corridor between 500 East and McClelland Street</u>	Policy listed under “Open Space and Natural Areas” and “Multi-modal Priorities	<u>Goals 1-5, 7, 8, 20</u>	<ul style="list-style-type: none"> ● <u>Determine design and cost estimates for Greenway improvements.</u> ● <u>Identify and establish funding sources for Greenway improvements.</u>
8. <u>Incentives for Historic Buildings</u>	Policy listed under “Financial Resources for Historic Preservation”	<u>Goals 1,2,3,4,13</u>	<ul style="list-style-type: none"> ○ <u>Develop tools and work with Salt Lake City Planning Division to incentivize renovation of historic buildings.</u>
9. <u>Implement wayfinding improvements</u>	Policies listed under “Mobility, Access & the Pedestrian Experience	<u>Goals 5, 7, 11</u>	<ul style="list-style-type: none"> ○ <u>Participate in funding upgrades to existing wayfinding.</u> ○ <u>Participate in creation of a plan for new wayfinding system.</u>

2012-2013 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	<p>Proceed with the following steps as provided in the Intermodal Hub Area Land Use Strategy and Marketing Plan:</p> <ul style="list-style-type: none"> ✓ Completed ● In Progress ○ Future Action <p>Proceed with the following steps as provided in the Intermodal Hub Area Land Use Strategy and Marketing Plan:</p> <ul style="list-style-type: none"> ● Finalize relevant <u>Proceed with key</u> land acquisitions. ✓ Demolish identified buildings. ● Identify opportunities to incorporate public amenities, such as parks, in redevelopment strategy ● <u>Explore and determine financing options for public infrastructure, including parks and public spaces.</u> ● <u>Finalize urban design with engineering detail and construction cost estimate for the North and South Block, including parks and public spaces, 300 South Street, interior block streets, and intersection treatment at 300 South and 500 West.</u> ● <u>Identify-Determine parking needs, financial feasibility, and design for central parking structure on North Block.</u> plan and financing ○ <u>Establish design guidelines, including an inventory of historic buildings, and rezone district for transit-oriented development.</u> ○ <u>Market first phase of RDA parcels for development.</u> ○ <u>Explore future use of and evaluate upgrade options for SDI buildings.</u>
2. Public Market	Gateway DLU&D MP (Page 11, 4 th bulleted item)	Goals 1,3,8	<ul style="list-style-type: none"> ● Collaborate with The Downtown Alliance to fund the development of a public market near the Intermodal Hub.
3. Incentives for Historic Buildings <u>City-Creek Daylighting Project</u>	<u>Gateway DLU&D MP (Page 38th bulleted item); Gateway Specific Plan (IMPLEMENTATION, Objective 7</u> Gateway DLU&D MP (Page 9, 3 rd	<u>Goals 1,2,3,4,13</u> Goals 1,2,3,4,5	<ul style="list-style-type: none"> ○ <u>Develop tools and work with Salt Lake City Planning Division to incentivize renovation of historic buildings.</u> Ensure compliance with development agreement through the start of construction.

	<p>bulleted item) Gateway Specific Plan (Community Facilities, Objective 1, Policy 1.3)</p>		
4. Streetcar System	Central Community MP (Trans-1.1)	Goals 4,5,7	<ul style="list-style-type: none"> • Proceed with alternatives analysis, identify funding sources, and conduct environmental reviews.
5. Public Spaces	Gateway Specific Plan (LAND USE, Objective 7, Policy 7.1, 7.2, 7.3, 7.4)	Goals 1, 4, 5, 8, 13 & 20	<ul style="list-style-type: none"> ○ Explore options to create parks and public spaces throughout the project area.

2012-2013 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"> ✓ Completed • In Progress ○ Future Action <ul style="list-style-type: none"> ✓ Complete redevelopment strategy. • Collaborate with City to determine roles and responsibilities for the development of the Fleet Block. ○ <u>Perform-Assist with</u> necessary site preparation. ○ <u>Assist with mMarketing</u> property for development. • <u>Assist in rRezoning</u> Fleet Block.
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"> • Collaborate with stake holders to develop objectives for the reconstruction of 400 West. • Work with City on design of 400 West. ○ <u>Explore financing options for the construction of street improvements.</u> ○ Obtain and award bids for reconstruction work. ○ Construct improvements.
3. <u>Reconstruct 300 West</u>	<u>GSP:</u> <u>Transp. Policies: 5.1-5.4 and 6.1-6.4</u>	<u>Goals 5 & 10</u>	<ul style="list-style-type: none"> ○ <u>Work with City to plan and design streetscape improvements.</u> ○ <u>Explore financing options for the construction of street improvements in conjunction with the Fleet Block Redevelopment.</u>
4. Downtown Streetcar	Downtown Transportation MP: 4e	Goals 1, 3-5, & 7	<ul style="list-style-type: none"> • Conduct alternative analysis and environmental assessment. • Complete design. ○ Obtain bids for project construction. ○ Construct alignment. ○ Address regulatory road blocks to development along alignment.
5. <u>Build Public Amenities & Infrastructure</u>	<u>Central Community MP:</u> <u>POSRLU 1.2</u> <u>TRANS 3.1, 4.0</u>	<u>Goals 3, 5, 7, 8 & 10</u>	<ul style="list-style-type: none"> ○ <u>Plan and design public amenities.</u> • <u>Work with City to determine costs of infrastructure improvements.</u> ○ <u>Identify funding sources.</u> ○ <u>Determine whether utility infrastructure is impediment to development and develop plan to mitigate any issues.</u>

2012-2013

North Temple Project Area Priorities



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Priority Projects	Supporting City Goals	Supporting RDA General Goals	Related Administrative Components
1. EPA Grant	NT Boulevard MP (Page 8 - Purpose bulleted items, Page 102 -Strategy 2-A(c))	1,12,21	<ul style="list-style-type: none"> ✓ Completed ● In Progress ○ Future Action <ul style="list-style-type: none"> ● Assist Salt Lake City in obtaining grant from Environmental Protection Agency to aid in brownfield assessment of targeted properties in the North Temple Project Area. ○ Release RFP for environmental consultant contingent on receipt of EPA grant. ○ Assist environmental consultant to characterize environmental condition of targeted properties in the North Temple Project Area, and, if possible, implement corrective action plan as recommended by environmental consultant. ○ Provide environmental loans upon request, if funds are available.
2. Pursue infill housing project	NT Boulevard MP (Page 8 - Purpose 6 th bullet item, Page 63 Policy #4, Page 102 Strategy 2-A,C)	1,3,4,6,14	<ul style="list-style-type: none"> ○ If funding is available in Citywide Housing Fund, pursue strategic acquisitions for the purpose of an infill housing project.
3. Determine future action steps	NT Boulevard MP, all-inclusive	1-21	<ul style="list-style-type: none"> ○ Determine action steps for the first five years of the project area life.

2012-2013

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"> ✓ Completed • In Progress ○ Future Action <ul style="list-style-type: none"> ✓ Determine development strategy for the 300 West Properties. ✓ Implement first steps of strategy.
<u>2. East Marmalade (300 West) Development Implementation</u>	<u>Capitol Hill MP: Policies under “Commercial-Neighborhood Shopping Node”</u>	<u>Goals 1-6, 8,10,11,12,13,16, 20</u>	<ul style="list-style-type: none"> • <u>Identify and begin to install the public infrastructure improvements that will be needed to facilitate the property’s development.</u> • <u>Coordinate with the Library on public amenities and site design.</u> ○ <u>Conduct public outreach effort.</u> ○ <u>Issue development RFPs.</u> ○ <u>Select developers.</u> ○ <u>Enter into development agreements.</u>
2.3. <u>300 West Median and Pedestrian Safety Project Street Improvements (300 North to 800 North)</u>	<u>Capitol Hill MP: Policies under “Transportation and Circulation-Commuter Traffic-Beck Street/300 West”</u>	Goals 1,2,5,10	<ul style="list-style-type: none"> • <u>Receive final approval for improvements within UDOT right-of-way.</u> ○ <u>Collaborate with community to establish a vision for the 300 West corridor.</u> ○ <u>Work to complete project design and phasing.</u> ○ <u>Establish attractive and consistent street lighting along 300 West corridor.</u> ○ Finish design phase of 300 West Medians, and begin construction <u>Work to complete project design and phasing.</u> • Add a monument sign announcing neighborhood. • Encourage property owners to plant trees in medians along 300 West. Add pedestrian friendly features on 300 West.
3.4. <u>Housing Infill Project Single-family Housing Rehabilitation</u>	<u>Capitol Hill MP: Residential Planning Goal, Page 3</u>	Goals 1,2,3,4,6,12	<ul style="list-style-type: none"> • Collaborate with City and community partners on the development of a strategic housing plan. • <u>Pursue land acquisition to assemble property for infill housing.</u> • <u>Complete sale of renovated home at 571 North Pugsley Street.</u> ○ <u>Identify one home to rehabilitate with the Utah Heritage Foundation</u>

			<ul style="list-style-type: none"> ○ <u>(UHF) within the Project Area.</u> ○ <u>Coordinate with Housing and Neighborhood Development (HAND) to identify two homes to rehabilitate within the Project Area.</u>
<u>4.5. 300/400 West Street Lighting</u>	<u>Policies under “Public Facilities & Utilities Street Lighting”</u>	<u>Goals 1,5,10</u>	<ul style="list-style-type: none"> ● <u>Establish attractive and consistent street lighting along 300 West and 400 West streets.</u>
<u>6. Evaluate and Consider Extension of Project Area</u>	<u>Capitol Hill MP: Policies under “Neighborhoods: West Capitol Hill”</u>	<u>Goals 1,2,12,13,14</u>	<ul style="list-style-type: none"> ● <u>Identify projects that merit additional time and funding.</u> ○ <u>Work with taxing entity committee to evaluate potential extension.</u>
<u>7. Acquisition of Priority Properties</u>	<u>Capitol Hill MP: Policies under “Neighborhoods: West Capitol Hill”</u>	<u>Goals 1,2,4,5,6,12,13,14, 16,</u>	<ul style="list-style-type: none"> ● <u>Complete purchase of priority properties.</u> ○ <u>Draft reuse plans and RFPs.</u> ○ <u>Issue RFPs.</u>

2012-2013 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.
- ~~20-21.~~ Fund and assist environmental assessment and remediation efforts in RDA project areas.

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.

2012-2013 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: www.assistutah.org
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.
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 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>the policy statements. These discussions should include the Agency’s ability to implement City Master Plan objectives within historic districts.</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. Work with public and private stakeholders to increase the inventory of SRO units in Salt Lake City by identifying appropriate sites, potential operators, and funding sources for construction.</p>	<p><u>The RDA staff is working with community leaders and the Administration to develop a plan to purchase a potential SRO property has met with private SRO operators to review potential sites for new SRO facilities. In the past year no sites have been identified that are financially viable, even with significant subsidy.</u></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><u>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. The RDA has acquired property in all project areas that would be unlikely to develop under normal market conditions. Over the past year staff has used strategic partnerships and financial incentives to begin redeveloping several properties that will provide opportunities for owner-occupied housing.</u></p>