



DEPARTMENT of ECONOMIC DEVELOPMENT

REDEVELOPMENT AGENCY STAFF MEMO

DATE: November 22, 2017

PREPARED BY: Tammy Hunsaker and Susan Lundmark

RE: Update on the project area creation process for the proposed 9 Line and State Street Community Reinvestment Area

REQUESTED ACTION: Briefing and Policy Discussion.

POLICY ITEM: Project Area Creation Process.

BUDGET IMPACTS: N/A

EXECUTIVE SUMMARY: In April 2016, the RDA Board of Directors ("Board") approved resolutions authorizing the preparation of draft community reinvestment project area plans for the proposed 9 Line and State Street Community Reinvestment Areas ("CRAs"). Since the approval of these resolutions, the RDA has conducted a community outreach campaign; begun to assemble plan components; coordinated with internal divisions and departments; and contracted with Lewis Young Robertson & Burningham to complete a public benefits analyses.

In accordance with the project area creation timeline provided to the Board during the October 2017 meeting, this memorandum provides the following draft plan components to inform a policy discussion by the Board:

- Standards to Guide Project Area Development (Goals)
- Furthering Purposes of Utah Title 17C (Objectives & Tactics)
- Geographic Target Areas

These plan components were developed after extensive input from the public and internal stakeholders. However, they are preliminary in nature and subject to change as further input is received. Proposed changes will be discussed with the Board prior to their incorporation into the final project area plan.

RAC RECOMMENDATION: The content attached to this memo was discussed with the Redevelopment Advisory Committee ("RAC") on November 1, 2017. RAC did not provide a formal recommendation due to the preliminary nature of the content. However, RAC provided the following comments:



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9 Line

- The segment of the proposed 9 Line project area west of the Redwood Road corridor seems incongruent to the rest of the area in terms of redevelopment needs.
- With the high percentage of residential and publically-owned land, further analysis may be required to ensure that the project area composition is conducive to tax increment generation.
- The proposed goals, objectives, and tactics are in line with encouraging mixed-use neighborhood nodes that will add vibrancy to the area.

State Street

- Talk with business/property owners along State Street before making any changes to the streetscape (street trees, etc...) due to potentially providing increased hiding spaces for criminal activity.
- Consider adding a tactic for environmental assessment/remediation, particularly due to potential contamination associated with the State Brass Foundry & Machine property.
- Recommend extending Geographical Target Area #4 to encompass west side of Main Street.

ANALYSIS & ISSUES: Draft Standards to Guide Project Area Development, Furthering Purposes of Utah Title 17C, and Geographic Target Areas, as provided in *Attachment A: Draft 9 Line Project Area Plan Components* and *Attachment B: Draft State Street Project Area Plan Components*, have been established according to Title 17C, as follows:

- Standards to Guide Redevelopment & Furthering Purposes of Utah Title 17C
 - Overview: These sections shall be provided as goals, objectives, and tactics for guiding project area development over the lifespan of the project area. Standards to Guide Redevelopment (goals) shall be developed based on community master plans and public input. Furthering Purposes of Utah Title 17C (objectives and tactics) shall provide action items for achieving goals set forth for the project area.
 - Board's Role: The Board may elect to provide policy direction on these components as they shall become the guide for future redevelopment activities, project selection, and budget allocations.
- Geographic Target Areas
 - Overview: While designating geographic target areas is not a statutory requirement of the project area plan, the RDA proposes to select geographical areas in which to concentrate and leverage funding to stimulate comprehensive neighborhood revitalization. Target areas may be particularly important due to the large acreage of the proposed project area.
 - Board's Role: The Board may elect to provide policy direction on the size, location, and quantity of geographic target areas in which to concentrate efforts.

The RDA will incorporate policy direction as provided by the Board into the draft project area plans, which are tentatively scheduled as an agenda item for the February Board meeting.

PREVIOUS BOARD ACTION:

- March 2015: The Board approved a list of several areas to be evaluated and adopted evaluation criteria.
- April 2015: The Board shortlisted six potential project areas for further staff analysis.
- May 2015: Staff provided a recap of previous policy direction on the project area creation process, including clarification of the potential project area boundaries and the short-list evaluation criteria.
- June 2015: Staff provided a written status update on the project area creation process.

- August 2015: Staff presented its research on seven short-listed potential project areas to the RDA Board. The Board requested staff return with a matrix to assist in an informed discussion and project area selection prioritization in September.
- September 2015: The Board selected the State Street, Ball Park, and 9-Line areas as the top ranked potential project areas. Staff commenced meeting with the Salt Lake City School District and Salt Lake County taxing entities to discuss the three areas and collect feedback on the potential terms of new project areas.
- November 2015: The Board amended the State Street project area boundaries to include portions of the Ball Park project area. The Board approved the State Street and 9 Line project areas to move forward in the Community Development Area creation process.
- December 2015: The Board authorized staff to proceed with the draft community development area plans for the 9 Line and State Street Project Areas.
- April 2016: The Board authorized staff to proceed with the draft community reinvestment area plans for the 9 Line and State Street Project Areas as redefined in Utah Title 17C.
- November 2016: Staff presented an update to the Board regarding the State Street and 9 Line proposed project areas, including schedule and scope of work; results of a community outreach campaign; and draft project area redevelopment activities and geographic target areas.
- January 2017: Staff presented to the Board regarding the following: the Board's roles and opportunities for input during the project area creation process, including drafting the project area plan; the basis and components of the project area plans, including the purpose and components of the public benefits analysis; and an updated proposed timeline for next steps in the project area creation process.
- February 2017: Staff presented to the Board plan components, including a statement of existing conditions and reasons for selecting the project area.
- October 2017: Staff presented to the Board regarding the updated timeline for creating the 9 Line and State Street project areas.
- November 2017: Written briefing update to the Board regarding the Public Benefits Analysis performed for the 9 Line CRA.

ATTACHMENTS:

- A. Draft 9 Line Project Area Plan Components
- B. Draft State Street Project Area Plan Components
- C. Plan Components Presentation

Attachment A:

Draft 9 Line Project Area Plan Components

- Standards to Guide Project Area Development (Goals)
- Furthering Purposes of Utah Title 17C (Objectives & Tactics)
- Geographic Target Areas

1(c): STANDARDS TO GUIDE PROJECT AREA DEVELOPMENT

As standards to guide development, the RDA proposes to use the goals set forth in the Westside Master Plan, which are:

1. **Promote reinvestment and redevelopment** in the Westside community through changes in land use, improved public infrastructure and community investment to spur development that meets the community's vision while maintaining the character of Westside's existing stable neighborhoods.
2. Protect and **encourage ongoing investment in existing, low-density residential neighborhoods** while providing well-designed, **compatible and high density residential development** where needed, appropriate or desired.
3. Recognize, develop and foster opportunities for **unique, mixed use neighborhood and community nodes** in the Westside that reflect the diverse nature of the community and provide resources to allow for their growth.
4. Recognize, develop and foster opportunities for **regional nodes that strengthen the community's employment base** while providing large-scale commercial retail and services for residents and employees of the Westside.
5. Make the Westside a destination synonymous with **recreation, trails, open space and the outdoors** by celebrating and spotlighting the Jordan River, the Jordan River Parkway, the 9 Line and the community's parks and natural spaces.
6. Enhance and expand the **internal network of assets, nodes and resources** ensuring that all residents and employees in the Westside have **access to goods, services and activities** and the opportunity to walk or bicycle safely to them.
7. Strengthen the **connections both within and between the Westside and other parts of Salt Lake City** by improving the community's gateways and corridors and strengthening the transportation network for all modes of travel.
8. Maintain the **stability of the industrial districts and the employment base** in the community while incorporating appropriate land use buffers and urban design features to soften the transition between them and adjacent neighborhoods.
9. Create a beautiful community with a system of guidelines to **create and strengthen public spaces** that will foster **community interaction and pride** and catalyze ongoing redevelopment and growth.

1(d): FURTHERING PURPOSES OF UTAH TITLE 17C

By implementing the CRA Plan, the RDA shall leverage private investment with tax increment financing to provide redevelopment opportunities, create and preserve affordable housing, and enhance neighborhood livability. Implementation shall be carried out through the following objectives and tactics.

OBJECTIVE : NEIGHBORHOOD REVITALIZATION

1

UNDERUTILIZED LAND IS RETURNED TO A PRODUCTIVE USE THROUGH A REDUCTION IN THE NUMBER OF BLIGHTED BUILDINGS AND VACANT LOTS TO REDUCE CRIME AND IMPROVE THE PHYSICAL ENVIRONMENT OF THE NEIGHBORHOOD.

TACTICS:

- a. Develop and maintain an inventory of vacant, blighted, and underutilized properties to strategically prioritize for RDA programs and tools.
- b. Implement a program to incentivize the adaptive reuse of underutilized or economically distressed buildings into a more productive use.
- c. Identify catalytic project sites to target for redevelopment. Projects must be sufficient in location and scope to encourage complimentary revitalization efforts on surrounding properties. The identification and implementation of catalytic projects will spur economic development and job creation, assist in revitalizing commercial nodes, and expand housing opportunities.
- d. Collaborate with Salt Lake City's Civil Enforcement to ensure that ordinances and regulations are enforced, with focus on properties with repeat code violations that detract from the neighborhood's quality of life and well-being.
- e. Ensure that redevelopment activities support high-quality, enduring projects and promote sound architectural and urban design principles to encourage safe, sustainable, and livable neighborhoods.
- f. Collaborate with Salt Lake City's Division of Planning to ensure zoning is conducive to neighborhood revitalization and master plan implementation.

OBJECTIVE : COMMERCIAL CORRIDORS

2

: NEW AND REVITALIZED COMMERCIAL SPACE THAT SUPPORTS
: THRIVING STORES AND RESTAURANTS ALONG PEDESTRIAN-FRIENDLY
: COMMERCIAL CORRIDORS. LOCAL AND REGIONAL NEEDS ARE SERVED
: THROUGH THE RETENTION OF EXISTING BUSINESSES, WITH THE
: ADDITION OF NEW RETAIL, COMMERCIAL, AND SERVICES TO THE AREA.

TACTICS:

- a. Work with Salt Lake City's Planning Division to adapt land use and zoning policies to allow a mix of uses on the ground floor of buildings at strategic locations along the 900 South and Indiana Avenue corridors.
- b. Target RDA programs and tools to leverage private investment for the revitalization of existing commercial and retail space while avoiding the displacement of established, locally-owned businesses.
- c. Consider developing project area-specific programs to incentivize locally-owned businesses to purchase and rehabilitate commercial space to operate their businesses from.
- d. Diversify the mix of businesses and services to leverage local demand that is not being captured.
- e. Encourage neighborhood-serving uses to increase access to fresh food, day cares, and other services that promote health and well-being.
- f. Enhance commercial corridors to not only create safe, pedestrian-friendly streets, but also to encourage private investment for commercial revitalization.
- g. Target RDA programs and tools to revitalize distressed commercial space by offsetting the cost of code compliance and facade improvements.

OBJECTIVE : **EMPLOYMENT CENTERS**

3

ACTIVE AND VITAL EMPLOYMENT CENTERS TO SUPPORT THE
RECRUITMENT, RETENTION, AND EXPANSION OF BUSINESSES TO
BUILD LOCAL ECONOMIC AND EMPLOYMENT PROSPERITY.

TACTICS:

- a. Ensure appropriate levels of office, commercial, and retail spaces are integrated into redevelopment projects to create synergies between uses and encourage a critical mass of people.
- b. Work with Salt Lake City's Business Development team to retain, recruit, and expand businesses within the Project Area.
- c. Work with Salt Lake City's Planning Division to determine planning and zoning solutions to develop buffers between industrial and residential uses, and to encourage transitional uses that are more conducive to a neighborhood setting.
- d. Target redevelopment activities to improve the interface between industrial and residential neighborhoods.
- e. Encourage the development of active employment centers in transitioning industrial areas to provide livable-wage jobs and enhance business prosperity.
- f. Target RDA resources for land revitalization efforts in transitioning industrial areas to facilitate previously contaminated land to be put back into productive use.

OBJECTIVE : **HOUSING**

4

• HIGH-QUALITY HOUSING OPTIONS TO PROVIDE HOUSING STABILITY
• FOR EXISTING RESIDENTS AND ESTABLISH THE NEIGHBORHOOD AS
• AN OPTION FOR ECONOMICALLY-DIVERSE INDIVIDUALS AND FAMILIES.

TACTICS:

- a. Implement a model high-quality, context-sensitive multifamily or mixed-use project to demonstrate a successful mid-density project.
- b. Target RDA resources to promote new construction, rehabilitation, and adaptive reuse for a diverse range of housing options, from affordable to market rate, to accommodate a range of household incomes.
- c. Collaborate with Salt Lake City's Division of Housing and Neighborhood Development to stabilize and improve the existing single-family housing stock.
- d. Consider utilizing the Salt Lake City Community Land Trust and deed restrictions to capture the value of public investment to preserve long-term affordability.
- e. Utilize RDA programs and tools to support the implementation of mixed-income, mixed-use, and multifamily residential targeted to appropriate locations that are compatible with existing development.
- f. Utilize RDA programs and tools to support the implementation of infill development within existing single-family neighborhoods, with focus on mid-density housing types including duplexes, townhouses, courtyard apartments, and accessory dwelling units (will require a zoning update).

OBJECTIVE : PUBLIC SPACES & TRANSPORTATION

5

A HEALTHY AND SUSTAINABLE NEIGHBORHOOD WITH A UNIQUE IDENTITY, COMMUNITY ACCESS TO OPEN SPACE, SAFE STREETS, CONNECTIVITY TO ADJACENT NEIGHBORHOODS, AND MULTIMODAL TRANSPORTATION.

TACTICS:

- a. Promote the community's unique identity through public art, signage, gateway markers, and other art amenities in parks, street corridors, and gateways to the neighborhood.
- b. Improve pedestrian safety, walkability, and neighborhood connectivity through street and trail improvements, to include bicycle amenities, public transportation enhancements, traffic calming, safety improvements, and streetscaping.
- c. Enhance active recreation opportunities, including trail improvements, community gardens, access points, facilities, safety improvements at trail/street crossings, park amenities.
- d. Improve neighborhood parks and plazas to enhance passive recreation and gathering spaces.
- e. Integrate sustainable design features and green infrastructure into projects to mitigate impacts of new development and promote a resilient urban environment.
- f. Collaborate with the Salt Lake City Arts Council to identify opportunities to integrate public art into community spaces.
- g. Work with developers and property owners to integrate publically-assessable space into privately-owned and managed developments.
- h. As population density increases, ensure adequate public space is available to serve neighborhood needs.

Strategic geographic locations that are vital to the revitalization of the Project Area are as follows:

-
- 1. 400 S 900 W**
- 2. 700 W - 800 W @ 900 S - Fremont Ave**
- 3. 800 S - 900 S @ 900 W**
- 4. Indiana Ave @ Navajo**
- 5. Indiana Ave - 900 S @ Redwood Rd**
- GEOGRAPHIC FOCUS AREAS**

These focus areas were determined through master plan priorities, public outreach, an analysis of redevelopment potential, and identification of opportunities to leverage other resources. Since the primary land use of the Project Area is residential, redevelopment potential is greatest at neighborhood and community nodes with zoning that supports changes in the existing land use pattern. The zoning at these intersections will provide for economic development, increased residential densities, and the establishment of mixed-use development.

Attachment B:
Draft State Street Project Area Plan Components

- Standards to Guide Project Area Development (Goals)
- Furthering Purposes of Utah Title 17C (Objectives & Tactics)
- Geographic Target Areas

1 (c): STANDARDS TO GUIDE PROJECT AREA DEVELOPMENT

As standards to guide development, the RDA proposes to use the following goals developed, in part, through review of applicable master plans and through a public input process:

1. **Encourage transit-oriented development** along the State Street and Main Street corridors that benefits from and complements the light rail transit line on 200 West, as well as a potential future bus rapid transit (BRT) route on State Street. The type and scale of the development shall be consistent with the Community General Plan.
2. Support development that encourages **a walkable environment with connections** to transit stops, destinations within the project area, and surrounding neighborhoods.
3. **Encourage residential and commercial development on and near the State Street corridor** that is beneficial to the community, and includes neighborhood and locally-owned retail **while maintaining the historic character of existing single-family residential neighborhoods** in areas just east and west of State Street.
4. **Acquire properties for strategic redevelopment projects** and/or provide assistance to redevelop key parcels in the project area. Focus on parcels where such reinvestment would help to decrease criminal activity and to provide a community benefit to the surrounding area.
5. **Encourage placemaking and a vibrant destination area** by identifying and implementing key elements of a desirable, pedestrian-oriented public realm that can contribute to the unique character of the area and enhance connections between activity in buildings and life on the street.
6. Encourage and promote **sustainable practices** in all reinvestment activities, including the development of a wide-range of housing options that increase density while maintaining neighborhood character.
7. **Encourage the highest aesthetic standards possible** using durable materials while at the same time **providing the greatest possible public value** that meets current and future needs.
8. **Support population growth and stability** by providing opportunities for housing, mixed-use development, and appropriately-scaled commercial developments while stabilizing existing neighborhoods.
9. Work with Salt Lake City Planning Division to **review existing zoning codes** in the project area and potentially **make changes to zoning and allowable land use** to promote walkable places and to allow development to evolve with the changing market.

1(d): FURTHERING PURPOSES OF UTAH TITLE 17C

By implementing this Plan, the RDA shall leverage private investment with tax increment financing to provide redevelopment opportunities, create and preserve affordable housing, and enhance neighborhood livability. Implementation shall be carried out through the following objectives and tactics.

OBJECTIVE : NEIGHBORHOOD REVITALIZATION

1

UNDERUTILIZED LAND IS RETURNED TO A PRODUCTIVE USE THROUGH A REDUCTION IN THE NUMBER OF BLIGHTED BUILDINGS AND VACANT LOTS TO REDUCE CRIME AND IMPROVE THE PHYSICAL ENVIRONMENT OF THE PROJECT AREA.

TACTICS:

- a. Develop and maintain an inventory of vacant, blighted, and underutilized properties to strategically prioritize for RDA programs and tools.
- b. Assist with maintaining and preserving historic/contributing structures, including historic business buildings. Support adaptive reuse of older structures and preserve historic urban fabric of the area, possibly through a specific RDA program.
- c. Acquire key properties and/or assist others with the acquisition of key properties that might currently be associated with criminal activities; the goal of acquisition would be for reuse of property(ies) to decrease criminal activity and provide a community benefit to the surrounding area.
- d. Encourage appropriate transition between higher-density and lower-density buildings and residences. Work with Salt Lake City Planning Division to determine if zoning changes are appropriate in the project area.
- e. Ensure that RDA activities support high quality, enduring projects and promote sound architectural and urban design principles to encourage safe, sustainable, and livable neighborhoods.

OBJECTIVE : **COMMERCIAL CORRIDORS**

2

NEW AND REVITALIZED COMMERCIAL SPACE THAT SUPPORTS THRIVING STORES AND RESTAURANTS ALONG PEDESTRIAN-FRIENDLY COMMERCIAL CORRIDORS. LOCAL AND REGIONAL NEEDS ARE SERVED THROUGH THE RETENTION OF EXISTING BUSINESSES, WITH THE ADDITION OF NEW RETAIL, OFFICES, AND SERVICES TO THE AREA.

TACTICS:

- a. On State Street, encourage street trees, thematic streetlights, and signature monuments/public art as an entrance to the City and to showcase the area as a key commercial corridor; collaborate with Salt Lake City Arts Council to identify and plan any public art opportunities at early conceptual stage of projects.
- b. Target RDA programs and tools to leverage private investment for the revitalization of existing commercial and retail space while avoiding the displacement of established, locally-owned businesses.
- c. Consider developing project-area-specific programs that incentivize locally-owned businesses to purchase and rehabilitate commercial space to operate their businesses from.
- d. Encourage more neighborhood shopping nodes and local business presence, and support retention of existing small and local businesses. Support development of small neighborhood service nodes, and support diverse and ethnically/culturally-rich businesses (restaurants, grocers, bars, shops).
- e. Support Main Street as a residential and commercial mid-rise area with a mix of uses to include corner shops, small markets, and housing.
- f. Target RDA programs and tools to revitalize distressed commercial space by offsetting the cost of code compliance and facade improvements.

OBJECTIVE : **EMPLOYMENT CENTERS**

3

ACTIVE AND VITAL EMPLOYMENT CENTERS TO SUPPORT THE
RECRUITMENT, RETENTION, AND EXPANSION OF BUSINESSES TO
BUILD LOCAL ECONOMIC AND EMPLOYMENT PROSPERITY.

TACTICS:

- a. Ensure appropriate levels of office, commercial, and retail spaces are integrated into redevelopment projects to create synergies between uses and encourage a critical mass of people.
- b. Work with Salt Lake City's Business Development team to retain, recruit, and expand businesses within the Project Area, especially through the redevelopment of prime parcels along State Street or other corridors.
- c. Consider creating project-area-specific RDA programs over the lifetime of the Project Area to promote economic development, prosperity, and a high quality of life along State Street and in the surrounding community.
- d. Use resources available through the Main Streets USA program since State Street from 600 South to 1300 South is designated as a National Main Street by the organization. Resources can be used to assist with many revitalization factors, including design of physical environment, economic vitality, promotion and identity of place, and organization of business and other stakeholders.

OBJECTIVE : HOUSING

4

HIGH-QUALITY HOUSING OPTIONS TO PROVIDE HOUSING STABILITY FOR EXISTING RESIDENTS AND ESTABLISH THE AREA AS AN OPTION FOR INCREASED RESIDENTIAL CAPACITY AND LIVE-WORK OPPORTUNITIES.

TACTICS:

- a. Collaborate with Salt Lake City's Division of Housing and Neighborhood Development to stabilize and improve the existing single-family housing stock, including currently affordable housing stock.
- b. Explore options for using a third-party consultant to conduct a gentrification and displacement risk assessment within the first few years of project area establishment to identify populations that may be at particular risk for displacement due to redevelopment.
- c. Support housing options for families near schools, open space, and community centers.
- d. Target RDA resources to promote new construction, rehabilitation, and adaptive reuse for a diverse range of housing options, from affordable to market rate, to accommodate a range of household incomes.
- e. Consider using the Salt Lake City's Community Land Trust and deed restrictions to capture the value of public investment to preserve long-term affordability.
- f. Look for opportunities to partner with local non-profit(s) for neighborhood and/or block-by-block revitalization and stabilization efforts.
- g. Utilize RDA programs and tools to support the implementation of mixed-income, mixed-use, and multifamily residential targeted to appropriate locations that are compatible with existing development.

OBJECTIVE : PUBLIC SPACES & TRANSPORTATION

5

A HEALTHY AND SUSTAINABLE NEIGHBORHOOD WITH A UNIQUE IDENTITY, COMMUNITY ACCESS TO OPEN SPACE, SAFE STREETS, CONNECTIVITY TO ADJACENT NEIGHBORHOODS, AND MULTIMODAL TRANSPORTATION.

TACTICS:

- a. Coordinate with SLC Parks and Public Lands Division to explore options for new park(s), public open space(s), recreation/community center(s), and/or athletic fields. As population density increases, support commensurate and adequate access to open spaces that use urban design principles to promote safe use throughout the day and evening.
- b. Work with Utah Department of Transportation to help improve pedestrian and bicycle movement, experience, and safety, including pedestrian and bicycle crossings on State and Main Streets; support development of walkable corridors, including mid-block pedestrian walkways, landscaping, wide sidewalks, and large windows on ground level retail space.
- c. Capitalize on the rich transit opportunities of existing light rail and bus service to encourage mixed-use residential and commercial transit-oriented development to maximize access to existing and future public transit; work with Utah Transit Authority and SLC Transportation Division to understand future transit plans for the area when considering new development/project opportunities.
- d. Integrate sustainable design features and green infrastructure into projects to mitigate impacts of new development and promote a resilient urban environment.
- e. Support efforts to improve access to healthy, affordable food options in the project area, including community gardens and other methods for such access.
- f. Work with developers and property owners to integrate publicly-accessible space into privately owned and managed developments.
- g. Collaborate with the Salt Lake City Arts Council to identify opportunities to integrate public art into community spaces.

1(o)(i): OTHER INFORMATION - GEOGRAPHICAL FOCUS AREAS

The following geographic focus areas were developed through master plan priorities, public outreach, and identification of opportunities to leverage other resources. Strategic geographic locations that may prove vital to the revitalization of the Project Area are as follows and are shown on the map on the following page:

1. Block 16: To promote improvements to urban land use and support opportunity for increased economic development within the Main Streets USA designated area.
2. General Area of 1300 South and State Street: To encourage economic development and neighborhood shopping opportunities at a key commercial and transportation node and surrounding area.
3. Ballpark Trax Station Area: To promote high quality transit-oriented-development near a key transit stop location.
4. General Area of 1700 South and State Street: To encourage economic development and neighborhood shopping opportunities at a key up-and-coming commercial node and surrounding area.

THE REDEVELOPMENT AGENCY
OF
SALT LAKE CITY

PROJECT AREA CREATION

RDA BOARD OF DIRECTORS
BOARD MEETING | December 12, 2017



SLCRDA

- 1. Standards to Guide Project Area Development (Goals)**
 - Desired outcomes based on community master plans, policy priorities, and public input
- 2. Furthering Purposes of Utah Title 17C (Objectives & Tactics)**
 - Efforts and actions to accomplish goals
- 3. Geographic Target Areas**
 - Geographic locations to target and concentrate activities to maximize impact



9 LINE: DRAFT GOALS

1. Promote reinvestment and redevelopment while maintaining the character of the Westside's existing stable neighborhoods
2. Encourage investment in existing low-density neighborhoods with compatible high-density residential development
3. Foster unique mixed-use neighborhood and community nodes that reflect the diverse nature of the community
4. Encourage regional nodes that strengthen the community's employment base while providing large-scale commercial and retail
5. Promote the Westside as a destination synonymous with recreation, trails, open space and the outdoors
6. Enhance and expand the network of assets, nodes and resources ensuring access to goods, services, and activities
7. Strengthen connections both within and between the Westside and other parts of Salt Lake City
8. Maintain the stability of the industrial districts and the employment base
9. Create and strengthen public spaces that will foster community interaction and pride and catalyze ongoing redevelopment



*Note: Goals have been adapted from the Westside Master Plan

NEIGHBORHOOD REVITALIZATION

UNDERUTILIZED LAND IS RETURNED TO A PRODUCTIVE USE THROUGH A REDUCTION IN THE NUMBER OF BLIGHTED BUILDINGS AND VACANT LOTS TO REDUCE CRIME AND IMPROVE THE PHYSICAL ENVIRONMENT OF THE NEIGHBORHOOD.

Tactic Highlights:

- Incentivize the adaptive reuse of underutilized or economically distressed buildings
- Identify catalytic project sites to target for redevelopment
- Collaborate with Salt Lake City's Civil Enforcement to ensure that ordinances and regulations are enforced
- Ensure that redevelopment activities support high-quality, enduring projects
- Collaborate with Salt Lake City's Division of Planning to ensure zoning is conducive to neighborhood revitalization



COMMERCIAL CORRIDORS

NEW AND REVITALIZED COMMERCIAL SPACE THAT SUPPORTS THRIVING STORES AND RESTAURANTS ALONG PEDESTRIAN-FRIENDLY COMMERCIAL CORRIDORS. LOCAL AND REGIONAL NEEDS ARE SERVED THROUGH THE RETENTION OF EXISTING BUSINESSES, WITH THE ADDITION OF NEW RETAIL, COMMERCIAL, AND SERVICES TO THE AREA.

Tactic Highlights:

- Leverage private investment for the revitalization of existing commercial and retail space while avoiding the displacement of established, locally-owned businesses
- Incentivize locally-owned businesses to purchase and rehabilitate commercial space
- Diversify the mix of businesses and services to leverage local demand that is not being captured
- Encourage neighborhood-serving uses to increase access to fresh food, day cares, and other services
- Enhance commercial corridors to not only create safe, pedestrian-friendly streets, but also to encourage private investment



EMPLOYMENT CENTERS

ACTIVE AND VITAL EMPLOYMENT CENTERS TO SUPPORT THE RECRUITMENT, RETENTION, AND EXPANSION OF BUSINESSES TO BUILD LOCAL ECONOMIC AND EMPLOYMENT PROSPERITY.

Tactic Highlights:

- Ensure appropriate levels of office, commercial, and retail spaces are integrated into redevelopment projects
- Work with Salt Lake City's Business Development team to retain, recruit, and expand businesses
- Determine planning and zoning solutions to develop buffers between industrial and residential uses, and to encourage transitional uses
- Encourage the development of active employment centers in transitioning industrial areas
- Facilitate previously contaminated land in transitioning industrial areas to be put back into productive use



HOUSING

HIGH-QUALITY HOUSING OPTIONS TO PROVIDE HOUSING STABILITY FOR EXISTING RESIDENTS AND ESTABLISH THE NEIGHBORHOOD AS AN OPTION FOR ECONOMICALLY-DIVERSE INDIVIDUALS AND FAMILIES.

Tactic Highlights:

- Implement a model development to demonstrate a successful mid-density project
- Promote a diverse range of housing options, from affordable to market rate, to accommodate a range of household incomes
- Collaborate with HAND to stabilize and improve the existing single-family housing stock
- Consider utilizing the Salt Lake City Community Land Trust and deed restrictions to preserve affordability
- Implement mixed-income, mixed-use, and multifamily residential targeted to appropriate locations
- Implement infill development within existing single-family neighborhoods to promote the missing middle



PUBLIC SPACES & TRANSPORTATION

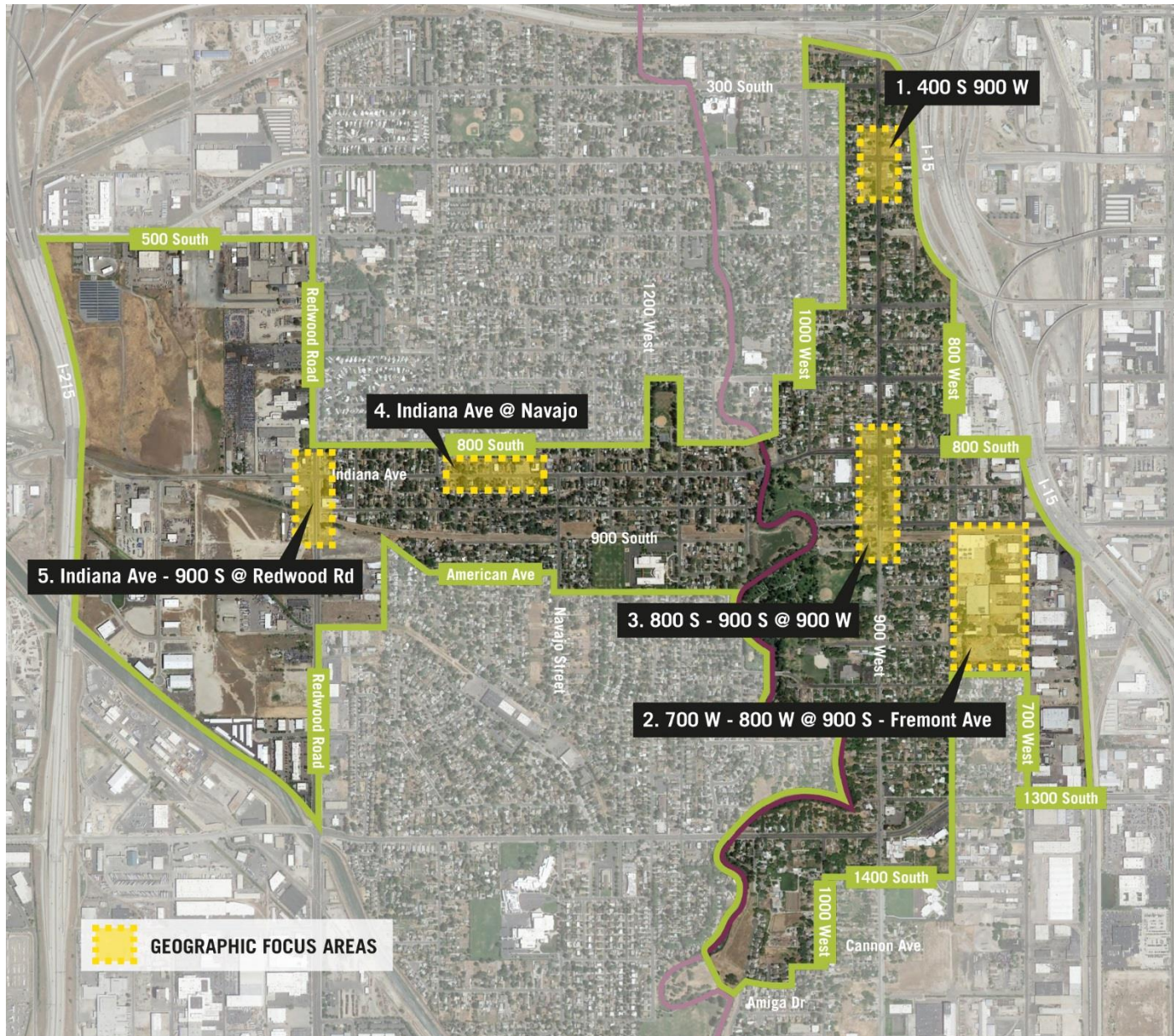
A HEALTHY AND SUSTAINABLE NEIGHBORHOOD WITH A UNIQUE IDENTITY, COMMUNITY ACCESS TO OPEN SPACE, SAFE STREETS, CONNECTIVITY TO ADJACENT NEIGHBORHOODS, AND MULTIMODAL TRANSPORTATION.

Tactic Highlights:

- Promote the community's unique identity through public art, signage, gateway markers and other amenities
- Improve pedestrian safety, walkability, and neighborhood connectivity
- Enhance active and passive recreation amenities
- Integrate sustainable design features and green infrastructure into projects
- Collaborate with the Arts Council to integrate public art into community spaces
- Work with developers and property owners to integrate publically-accessible space into privately-owned and managed developments



9 LINE: GEOGRAPHICAL TARGET AREAS



STATE STREET: DRAFT GOALS

1. Encourage transit-oriented development
2. Support development that encourages a walkable environment with connections
3. Encourage residential and commercial development on and near the State Street corridor while maintaining the historic character of existing single-family residential neighborhoods
4. Acquire properties for strategic redevelopment projects
5. Encourage placemaking and a vibrant destination area
6. Encourage and promote sustainable practices
7. Encourage the highest aesthetic standards possible using durable materials while providing the greatest possible public value
8. Support population growth and stability by providing opportunities for housing, and mixed-use development
9. Review existing zoning codes in the project area and potentially make changes to zoning and allowable land use



NEIGHBORHOOD REVITALIZATION

UNDERUTILIZED LAND IS RETURNED TO A PRODUCTIVE USE THROUGH A REDUCTION IN THE NUMBER OF BLIGHTED BUILDINGS AND VACANT LOTS TO REDUCE CRIME AND IMPROVE THE PHYSICAL ENVIRONMENT OF THE PROJECT AREA.

Tactic Highlights:

- Develop and maintain an inventory of vacant, blighted and underutilized properties to strategically prioritize for redevelopment
- Assist with maintaining and preserving historic/contributing structures
- Acquire key properties and/or assist others with the acquisition of key properties that might currently be associated with criminal activities
- Encourage appropriate transition between higher-density and lower-density buildings and residences
- Ensure that redevelopment activities support high-quality, enduring projects



COMMERCIAL CORRIDORS

NEW AND REVITALIZED COMMERCIAL SPACE THAT SUPPORTS THRIVING STORES AND RESTAURANTS ALONG PEDESTRIAN-FRIENDLY COMMERCIAL CORRIDORS. LOCAL AND REGIONAL NEEDS ARE SERVED THROUGH THE RETENTION OF EXISTING BUSINESSES, WITH THE ADDITION OF NEW RETAIL, OFFICES, AND SERVICES TO THE AREA.

Tactic Highlights:

- On State Street, encourage street trees, thematic streetlights, and signature monuments/public art as an entrance to the City and to showcase the area as a key commercial corridor
- Revitalize existing commercial and retail space while avoiding the displacement of established, locally-owned businesses
- Incentivize locally-owned businesses to purchase and rehabilitate commercial space
- Encourage more neighborhood shopping nodes and local business presence, and support retention of existing small and local businesses
- Support Main Street as a residential and commercial midrise area with a mix of uses



EMPLOYMENT CENTERS

ACTIVE AND VITAL EMPLOYMENT CENTERS TO SUPPORT THE RECRUITMENT, RETENTION, AND EXPANSION OF BUSINESSES TO BUILD LOCAL ECONOMIC AND EMPLOYMENT PROSPERITY.

Tactic Highlights:

- Ensure appropriate levels of office, commercial, and retail spaces are integrated into redevelopment projects
- Work with Salt Lake City's Business Development team to retain, recruit, and expand businesses
- Consider creating project-area-specific RDA programs over the lifetime of the Project Area to promote economic development
- Use resources available through the Main Streets USA program to assist with revitalization factors including design of physical environment, economic vitality, promotion and identity of place, and organization of business and other stakeholders



HOUSING

HIGH-QUALITY HOUSING OPTIONS TO PROVIDE HOUSING STABILITY FOR EXISTING RESIDENTS AND ESTABLISH THE NEIGHBORHOOD AS AN OPTION FOR INCREASED RESIDENTIAL CAPACITY AND LIVE-WORK OPPORTUNITIES.

Tactic Highlights:

- Collaborate with HAND to stabilize and improve the existing single-family housing stock
- Explore options for using a third-party consultant to conduct a gentrification and displacement risk assessment
- Support housing options for families near schools, open space, and community centers
- Promote a diverse range of housing options, from affordable to market rate, to accommodate a range of household incomes
- Consider utilizing the Salt Lake City Community Land Trust and deed restrictions to preserve affordability
- Partner with local non-profit(s) for neighborhood and/or block-by-block revitalization and stabilization efforts
- Implement mixed-income, mixed-use, and multifamily residential



PUBLIC SPACES & TRANSPORTATION

A HEALTHY AND SUSTAINABLE NEIGHBORHOOD WITH A UNIQUE IDENTITY, COMMUNITY ACCESS TO OPEN SPACE, SAFE STREETS, CONNECTIVITY TO ADJACENT NEIGHBORHOODS, AND MULTIMODAL TRANSPORTATION.

Tactic Highlights:

- Explore options for new parks, public open spaces, recreation/ community centers, and/or athletic fields
- Improve pedestrian and bicycle movement, experience, and safety
- Capitalize on the rich transit opportunities of existing light rail and bus service to encourage mixed-use residential and commercial transit-oriented development
- Integrate sustainable design features and green infrastructure into projects
- Support efforts to improve access to healthy, affordable food options
- Work with developers and property owners to integrate publically-accessible space into privately-owned and managed developments.
- Collaborate with the Arts Council to integrate public art into community spaces



GEOGRAPHIC FOCUS AREAS

1. Block 16

2. General Area 1300 S and State

3. Ballpark Trax Stop Area

4. General Area 1700 S and State