



PUBLIC HEARING MOTION SHEET

THE REDEVELOPMENT AGENCY *of* SALT LAKE CITY

TO: RDA Board Members

FROM: Allison Rowland
Budget & Policy Analyst

DATE: February 7, 2019

RE: BLOCK 67 COMMUNITY REINVESTMENT AREA

1. MOTION 1 – Close the Public Hearing

I move that the Board close the public hearing on the Block 67 Community Reinvestment Area. *Please note that because of substantial changes to the proposed project, a new public hearing period will be opened during the consent portion of today's meeting.*





DEPARTMENT of ECONOMIC DEVELOPMENT

REDEVELOPMENT AGENCY STAFF MEMO

DATE: November 8, 2018

PREPARED BY: Corinne Piazza, RDA Project Coordinator and Siobhan Locke, Langdon Group Facilitator

RE: Block 67 Facilitation Process

REQUESTED ACTION: Discussion

POLICY ITEM: Not applicable

BUDGET IMPACTS: Not applicable

EXECUTIVE SUMMARY:

In the July 10, 2018 meeting, the RDA Board of Directors (“Board”) asked staff to facilitate discussions between the Ritchie Group, Salt Lake County, and the Japanese American community (“Stakeholders”) about how to mitigate the potential impacts of the Ritchie Group’s proposed Block 67 development (“Development”) on the Japanese American community and to work with Stakeholders to determine how to enhance the Japantown area. The Board-directed goal was to determine through the facilitation process what could be done to support, respect, complement, recognize, and integrate the Japanese American community. Stakeholders agree that this is an opportunity for a collaborative effort that can result in the renaissance of Japantown. Below is a summary of the facilitation process, observations, what was learned, and potential steps forward.

REDEVELOPMENT ADVISORY COMMITTEE RECOMMENDATIONS: Not applicable

ANALYSIS:

The RDA contracted with a professional facilitator, Siobhan Locke from Langdon Group, who specializes in working with communities to resolve complex issues. After completion of the facilitation process, Ms. Locke compiled a report of her findings. This is a synopsis of her report formatted as a Board memo and including the context of potential RDA action.

1.) FACILITATION PROCESS OVERVIEW

The purpose of the facilitation process was to create a much needed space where the Stakeholders involved could collaborate to address concerns, identify potential solutions, and find amicable paths forward.

As part of the facilitation process, Siobhan Locke and RDA staff performed extensive due diligence in gathering information from Stakeholders and community members on the history of Japantown, issues surrounding the Development, and what has been done prior to this process to try to solve the issues. Understanding the history helped inform the facilitated process. Please see *Attachment A) Facilitation Process Timeline* and *Attachment B) Facilitation Process Engaged Stakeholders and Community Partners* for additional information.



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Throughout the facilitation process it became very clear that there were two main issues:

1. Concerns with the design of the Development and how to address them
2. The need to thoroughly articulate a vision for Japantown in order to establish the importance of its past and future and determine viable next steps

These items are addressed in Section 2a. through 2d.

Additionally, as the Stakeholders worked through their concerns and ideas, it became clear that:

1. Some requests could be addressed in a short timeframe
2. Most of the ideas brought forth were in preliminary stages and require a good amount of research, collaboration, time, and leadership to be done right and come to fruition
3. In contrast, the Ritchie Group is interested in moving ahead on their Development as soon as possible in order to secure financing amidst rising interest rates and construction costs

In an attempt to balance these factors, the facilitator, RDA staff, and Stakeholder group determined that the most viable solution is to create a working group (“Working Group”) comprised of all Stakeholders that will oversee the process required to articulate a vision for Japantown and participate in next steps. The Working Group concept provides for the time frames this process will require and includes all Stakeholders in the fluid nature of developing a plan. Additionally, the Development can move forward prior to the entire Japantown vision being completed with the Working Group in place.

Once the Working Group is established, funding could be secured for a consultant to professionally create a vision for Japantown in collaboration with the Working Group. At the October 9, 2018 meeting, the Board authorized the allocation of up to \$100,000 from RDA Downtown Placemaking Funds to be utilized for this purpose.

Next steps include working with Stakeholders to determine the structure of the Working Group such as participants, the timeline and/or checkpoints for the group, and a host organization. Although it is not official, the Downtown Alliance has offered to host the group. The Working Group will likely include RDA staff representatives to provide assistance. It will not include Ms. Locke as her role of facilitator is now complete, unless otherwise instructed.

The items the Stakeholders determined as a vision for Japantown are addressed in Section 3a. to 3b.

2.) FACILITATION PROCESS FOCUS ONE:

UNDERSTANDING STAKEHOLDER CONCERNS AND POTENTIAL PATHS FORWARD

The facilitation process was designed to understand Stakeholder concerns and set the platform for Stakeholders to collaborate on potential solutions.

2a.) Shared Interests

After completing the facilitated process it is clear that there are more shared interests than there are diverging ones amongst Stakeholders. All Stakeholders agree that:

- They want to be part of the solution
- It is important to activate the area
- Implementing placemaking for Japantown is important
- Solutions should be a win/win for all Stakeholders
- Done right, this could be a collaborative renaissance of Japantown

2b.) Stakeholder Concerns

Through the facilitated process, the Stakeholders brought up the main following concerns:

Japanese American Community Feedback:

- The loading and garbage functions of the development are facing 100 South
- The proposed development does not activate 100 South and could further inhibit future activation and development
- Roughly 8 public street parking stalls will be removed on 100 South which is currently used for church functions
- The Japanese American community is not officially recognized in City or County planning documents, which inhibits a potential developer's ability to understand the context of the neighborhood and the need to consider it and sets the tone that Japantown is not of importance to the City or County
- There is a large crown in the road on 100 South that makes setting up for festivals difficult

Ritchie Group Feedback:

- The Ritchie Group owns a small portion of the frontage of 100 South (roughly 200 feet) in comparison to Salt Lake County and the Japanese American community which owns a larger percentage of 100 South frontage. The Ritchie Group wants to be responsible for a proportionate part of the solutions and not solely responsible for solving the issues facing 100 South.

Additional Block 67 Property Owner/Stakeholder Feedback:

- Property owners on Block 67 strongly support recognition for the Japanese American community where applicable
- Through this process there is a new window of opportunity for the Japanese American community to lead the creation of a vision for Japantown in partnership with Stakeholders. Stakeholders fear the opportunity could be lost if participation and information is not put forth in a timely manner.

2c.) Ritchie Group Response to Design Concerns

The Japanese American community has expressed their concern that the loading and garbage functions of the Development were designed to face 100 South and contest that this does not activate the street and may inhibit future activation.

The Ritchie Group has expressed that they cannot move the loading and garbage functions as it would inhibit the functionality of their design, it has already been approved by the Planning Commission, and the cost associated with a redesign is not feasible. However, in response to the Japanese American community's concerns, the Ritchie Group has made a number of changes to their design to conceal loading functions and better activate 100 South. These items include:

- Moving the loading functions back away from the street roughly 20 feet and recessing them inside the building
- Adding high speed Roytek doors that are designed to be quiet and that allow trucks to completely pull inside the building to perform loading and garbage pickup behind closed doors
- Adding a trash compaction system to reduce the number of days a week trash pickup needs to occur
- Including ventilation and deodorizing functions within the indoor loading and garbage area
- Offering to partner with the Japanese American community:
 - To schedule trash pickup around festivals and church services or any other regularly scheduled activities
 - To temporarily relocate deliveries during festivals throughout the day, but early morning deliveries would still need to occur
- Redesigning the northwest corner building with a larger setback to add outdoor seating and encourage activation of 100 South
- Invited the Japanese American community to attend meetings with their landscape architect to begin informing the desired look of Japanese themed landscaping on 100 South

- Proposed a potential storefront option to their 100 South building. However, the Ritchie Group has concerns that due to the current low street and foot traffic on 100 South it may be difficult for a single tenant to do well there, and would be contingent upon finding the right fit. Additionally, rents for retail space are projected to be above market rate and may inhibit smaller businesses from renting.

2d.) Ritchie Group Proposal for Future Connectivity to 100 South

As referenced in *Attachment C: Block 67 Property Owner Map*, the Japanese Church of Christ (JCC) owns Parcel A and the Salt Lake Buddhist Temple (SLBT) owns Parcel B. Both parcels are currently parking lots and the JCC and SLBT are interested in developing these parcels, however they are not currently ready to do so. The Ritchie Group has proposed two ideas that prepare the Development for future connection when the JCC and SLBT are ready to develop their parcels, and also allows the Ritchie group to move forward. The Ritchie Group proposal includes:

- The Ritchie Group has offered to regrade, repave, and reconnect storm drains to the JCC and SLBT parcels in order to prepare for future connection to the Development. This would reduce an approximately 12 foot grade separation/wall to a potential small staircase for a future connection between the properties so that when the JCC and SLBT are ready to develop their adjacent land, the pieces will fit together for connectivity of Block 67 and 100 South. Connectivity or walkway would most likely be located on SLBT's parcel. *Please see Attachment D: Ritchie Group Proposed Parking Lot Regrade.*
- The Ritchie Group offered to assist the JCC and SLBT with enhancing their parking lot parcel design to include 47 stalls and a skidata arm parking gate. Currently the JCC and SLBT chain the lots off while the new parking gate would provide automation and accessibility, allowing the lot to be included in the general parking stock for the City and increasing revenue for the JCC and SLBT.
- The Ritchie Group has proposed to alter their design to build their parking garage on Parcel C as referenced in *Attachment C: Block 67 Property Owner Map* with knock out panels so that future development may connect to the parking garage. The JCC and SLBT properties are relatively small and potentially limited in what can be developed there. This would help ease the burden of providing parking within limited space. However as the parcels are small they would most likely need to be developed together, requiring that the JCC and SLBT agree on the development.
- The pavement regrade, skidata arm parking gate, and knock out panels are at the developer's cost. The pavement regrade and skidata arm parking gate are estimated at \$240,000 (estimate provided by the Ritchie Group). In exchange, the Ritchie Group would like to be involved in the decision of what is developed on the parcels and can utilize the lot for hotel overflow parking.
- Please see *Attachment E: Ritchie Group Proposed Future Connectivity to 100 South* for the preliminary proposal including a walkway and retail plaza connecting 100 South to Block 67 and a typical development that could occur on the SLBT and JCC parcels with the proposed access to the Ritchie Group parking structure.

3.) FACILITATION PROCESS FOCUS TWO:

ARTICULATING A VISION FOR JAPANTOWN AND POTENTIAL IMPLEMENTATION PLAN

The facilitation process asked Stakeholders to work together to begin articulating their vision for Japantown including determining feasibility, priorities, and next steps to accomplish the vision. The Japanese American community stated that their general vision included:

- The hope that solutions or projects placed in the area will preserve future economic development and tourism opportunities for the Japanese American community, and allow the area churches to grow and thrive.
- The Japanese Community Preservation Committee, which includes members of the JCC and SLBT, aims to preserve and create something they can leave behind for future generations of Japanese Americans.

Below are the potential action items that were discussed for Japantown broken down into initial steps and Working Group goals.

3a.) Short Term: Initial Steps

Action Item	Purpose	Partners	Status
Establish Japantown Working Group	Articulate a vision for Japantown and participate in next steps.	RDA staff works with Stakeholders to determine Working Group structure including participants, host organization, and the timeline and/or checkpoints for the group.	Begin process immediately
Hire Consultant	Consultant will work with the Working Group to articulate their vision and design standards for Japantown. Consultant produces a deliverable plan as the basis for implementation of ideas, including cost estimates.	RDA Staff coordinates hiring of consultant. The Board authorized the allocation of up to \$100,000 from RDA Downtown Placemaking Funds to be utilized for this purpose.	Begin process immediately, subject to City procurement process and timelines
Recognition in Salt Lake City Downtown Master Plan (DMP)	To officially recognize Japantown as an important part of Salt Lake City's past and future, establishing it as a place to be considered by any future developer.	RDA Board completed a straw poll in the October 8, 2018 meeting for the City Council to vote to amend the DMP to include Japantown.	In progress, subject to City process timelines
Approval of the Ritchie Group Proposal to regrade JCC and SLBT parcels for Future Connectivity to 100 South and install skidata arm parking gate	The facilitation process assisted the JCC and SLBT coordination with the Ritchie Group to propose their ideas (listed in <i>Section 2d.</i>) to each organization's board of directors for approval. Next steps include the JCC and SLBT obtaining an answer for the Ritchie	JCC, SLBT, and the Ritchie Group	In progress

	Group and all Stakeholders completing the required paperwork in a timely manner.		
Locate Potential Salt Palace Expansion Plan Document	The Japanese American community is concerned there is a document from roughly 2007 that indicates their properties being removed for future Salt Palace expansion. The Japanese American community, facilitator, and RDA staff have been working with the County in an attempt to identify and locate the document. A study from 1996 was located however, nothing from 2007 has been found. It's important to the Japanese American community to ensure their property is not at risk, and the Stakeholders will continue the search.	Japanese American community RDA Salt Lake County	In progress
Parking	The Development will remove roughly 8 public street parking stalls on 100 South which is currently used for church functions. Ideas included finding temporary solutions during different phases of the Development and guaranteeing free public parking in the Development's new parking structure.	The Ritchie Group Salt Lake County RDA	TBD

3b.) Long Term: Working Group Goals

Japantown Recognition & Design

Action Item	Purpose	Partners
Create a neighborhood plan and design code	Determine the best process to create a small area plan or similar official plan that would establish that any future developer is aware of Japantown and designs in relation to it, including a design code that would implement Japanese architecture.	<ul style="list-style-type: none"> Working Group Consultant Salt Lake City

Create placemaking on 100 South that represents Japantown as a unique and easily recognizable place with a focus on Japanese design	Ideas include: Japanese themed street lighting, ability to place banners to promote festivals on streetlights, grand entrance on either end of 100 South, Japanese themed public art, streetscape and landscaping.	<ul style="list-style-type: none"> Working Group Consultant Salt Lake City
Revisit and structure Working Group	At previously determined checkpoints for the Working Group, determine if more time is needed or to adjourn.	<ul style="list-style-type: none"> Working Group

Street Enhancements

Action Item	Purpose	Partners
Design pedestrian access between Development and 100 South	Build on the Ritchie Group proposal to regrade the JCC and SLBT parcels for future connectivity and work with the consultant to design what the connection will entail.	<ul style="list-style-type: none"> Working Group Consultant
Fix crown in the street on 100 South and repave	There is a high crown in the street on 100 South and the Japanese American community feels it makes setting up for their festivals challenging. They've requested that it be fixed.	<ul style="list-style-type: none"> Working Group Salt Lake City
Design a festival street with removable bollards at each end	Design street improvements including removable bollards to enhance 100 South as a festival street for the Japanese American community festivals.	<ul style="list-style-type: none"> Working Group Consultant Salt Lake City
Create a non-church related gathering place for the Japanese American community on 100 South	A space has not been identified but ideas include designing green space medians on 100 South, and/or utilizing the SLBT property that connects with the Development as a walkway for pedestrian access, and including green space elements. The Struve Building has previously been mentioned as an option but is not available and will not be in the foreseeable future.	<ul style="list-style-type: none"> Working Group
Improve walkability of 100 South	The Working Group would work with the consultant to determine what this would entail.	<ul style="list-style-type: none"> Working Group Consultant Salt Lake City
Place a Crosswalk on 100 South	The Japanese American community would like a crosswalk on 100 South for enhanced connectivity.	<ul style="list-style-type: none"> Working Group Consultant Salt Lake City

Enforcement

Action Item	Purpose	Partners
Better regulation or restricted staging of vehicles on 100 South during Salt Palace events	When the Salt Palace has events, vehicles that perform loading functions must obtain permits through Salt Lake City. The Japanese American community feels these vehicles regularly violate these terms by remaining on the street for too long. Permitting process and requirements for 100 South	<ul style="list-style-type: none"> Working Group Salt Lake City Salt Lake County

	would be evaluated and improved via better enforcement.	
Regulate or restrict bus vehicle staging on 100 South for any future hotel	The Japanese American community wants to prohibit any bus staging on 100 South. Determine reasonable restrictions if applicable.	<ul style="list-style-type: none"> • Working Group • Salt Lake City

Infrastructure

Action Item	Purpose	Partners
Bury the power lines	The Japanese American community wants the power lines buried, as does the Ritchie Group, and they've discussed working together on this item. Burying powerlines has a high cost which will factor into feasibility of completion.	<ul style="list-style-type: none"> • Working Group

4.) SUMMARY

The facilitation process created a space for Stakeholders to address their concerns, collaborate on solutions, and create a potential proactive plan for amicable steps forward. The goals outlined in the memo are a solid starting point but are somewhat subject to change due to the fluid nature of developing and implementing a plan. As such, the Working Group creates a continued space for all Stakeholders to be at the table as the process moves forward, which will require all Stakeholders to contribute in a timely manner for the goals to succeed. This plan is designed to empower the Stakeholders to take a leadership role in the vision for Japantown and Block 67.

Next steps include continuing to pursue the action items listed in the short term goals (*Section 3a.*), including establishing a Working Group, and beginning the process of hiring a consultant to assist with determining the Japantown vision and cost estimates for action items listed in long term goals (*Section 3b.*). The consultant deliverable plan will be the basis for next steps of securing funding and implementing ideas.

PREVIOUS BOARD ACTION

- September 11, 2018 Meeting: The Board asked for monthly updates on the facilitation process.
- July 10, 2018 Meeting: The Board asked RDA staff to facilitate discussions with the Ritchie Group, Salt Lake County, and the Japanese American community about mitigating the impacts of the proposed Block 67 development on the Japanese American community.
- October 9, 2018: The Board conducted a straw poll for the City Council to vote to amend the Downtown Master Plan to include Japantown. They also authorized the allocation of up to \$100,000 from RDA Downtown Placemaking Funds to be utilized for a consultant for Japantown.

ATTACHMENTS

- A) Facilitation Process Timeline
- B) Facilitation Process Engaged Stakeholders and Community Partners
- C) Block 67 Property Owner Map
- D) Ritchie Group Proposed Parking Lot Regrade
- E) Ritchie Group Proposed Future Connectivity to 100 South
- F) Presentation Slide

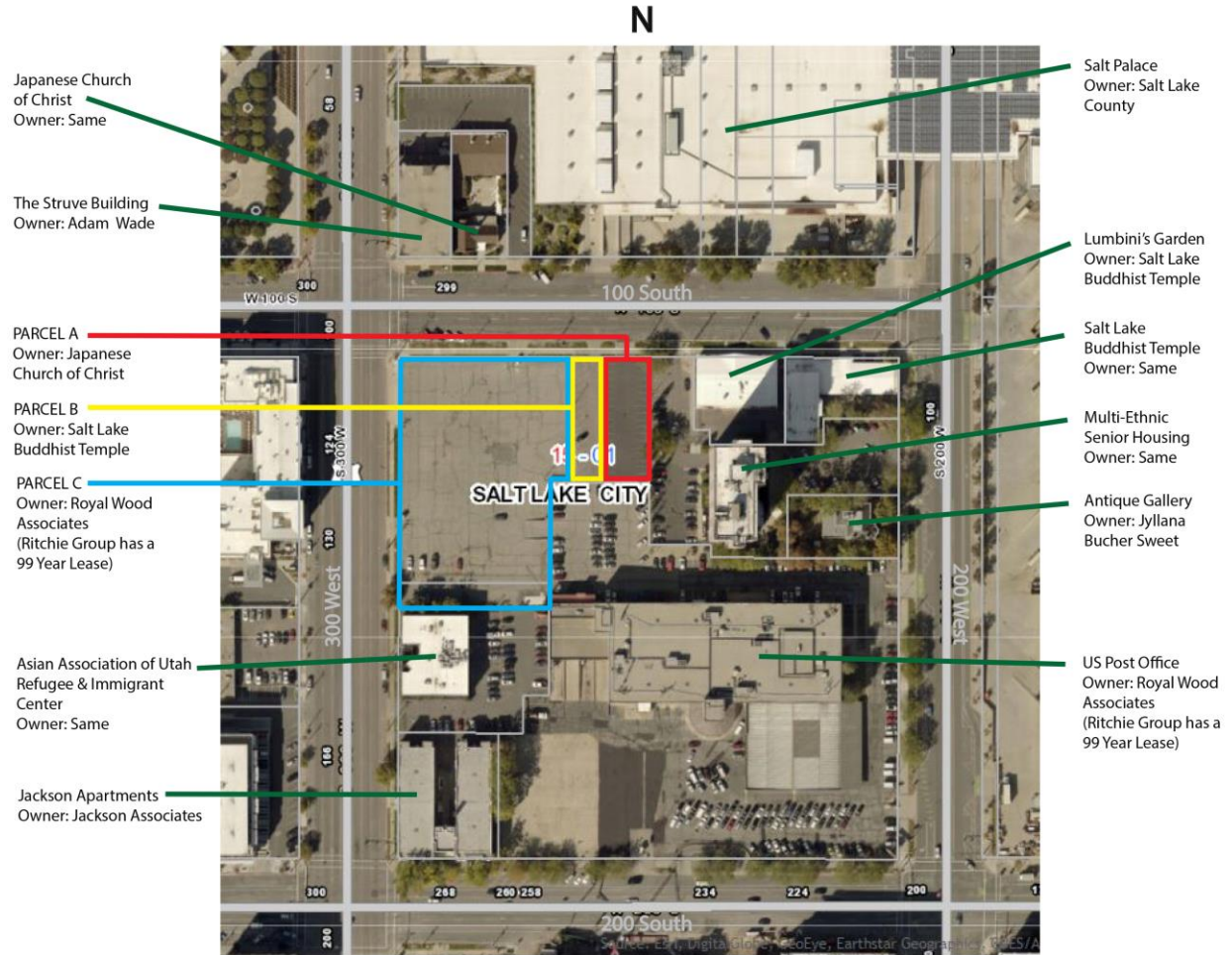
A) Facilitation Process Timeline

Process Step:	Date Completed:
Bid process for facilitator	8/13/18
Procurement process for facilitator contract	8/23/18
RDA staff and facilitator initial meeting	8/29/18
Mayor kick-off meeting including Mayor/Staff, Board Chair Derek Kitchen, Board Vice Chair Amy Fowler, representatives from the Japanese American community, the Ritchie Group, and RDA Staff.	9/4/18
Key Stakeholder Interviews: These small group interviews were held between the facilitator and individual Stakeholder groups and city officials to better understand the views of all Stakeholders and to help in setting an effective agenda for the facilitated meeting. Interviews took place with the Japanese American community, the Ritchie Group, the County, Block 67 property owners, Mayor Biskupski, and RDA Board Chair Derek Kitchen and Vice Chair Amy Fowler.	9/14/18
Small Group Information Sharing Session: After the initial round of key Stakeholder interviews, it became clear to the facilitator that the Japanese American community and the Ritchie Group would largely benefit from a focused meeting between the two Stakeholder groups to discuss proposed solutions prior to the larger facilitated meeting.	10/2/18
Block 67 Facilitated Meeting: This meeting included the Stakeholders, Salt Lake City Council staff, RDA staff, and the facilitator with the goal of determining goals and next steps.	10/5/18
Facilitator and RDA staff present facilitated process update to the Board.	11/27/18

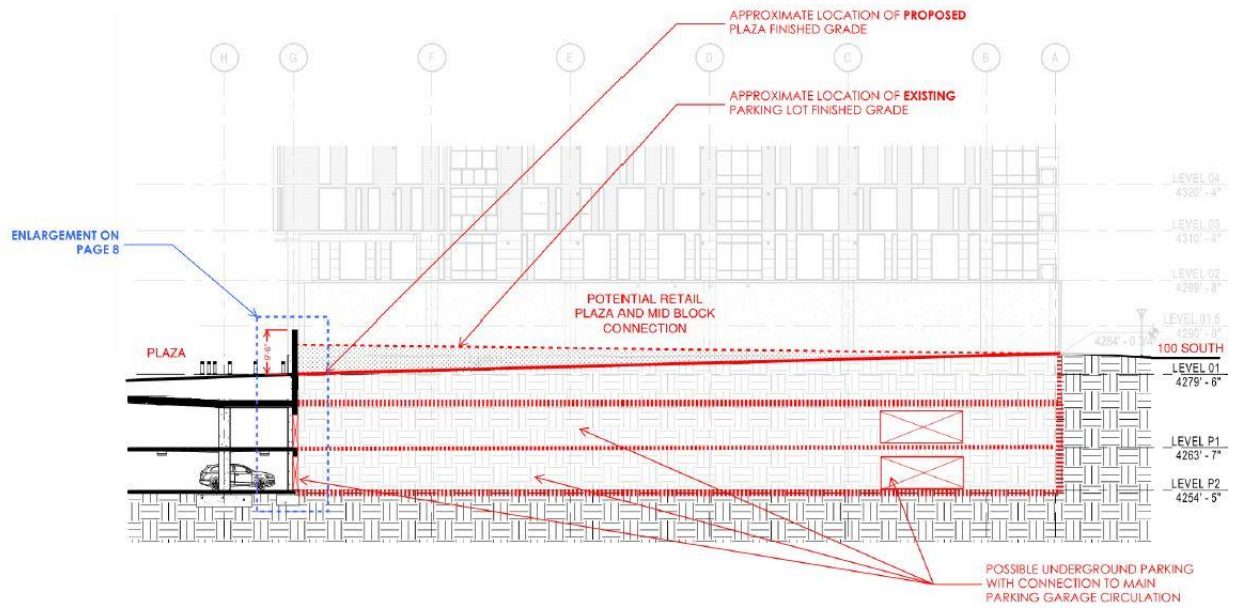
B) Facilitation Process Engaged Stakeholders and Community Partners

Stakeholder: Japanese American Community	<ul style="list-style-type: none">• Raymond Uno: Japanese Community Preservation Committee (JCPC)• Jani Iwamoto: JCPC and Japanese Church of Christ (JCC)• Al Kubota: JCPC and JCC• Steven Fukumitsu: JCC• Brent Koga: Salt Lake Buddhist Temple (SLBT)• Troy Watanabe: JCPC and SLBT• Rolen Yoshinaga: JCPC and SLBT
Stakeholder: The Ritchie Group	<ul style="list-style-type: none">• Ryan Ritchie, Paul Ritchie
Stakeholder: Salt Lake County	<ul style="list-style-type: none">• Carlton Christensen, Department Director of Regional Transportation, Housing, and Economic Development / Erin Litvack, Deputy Mayor of County Services and Chief Administrative Officer / Karen Hale, Deputy Mayor of Community and External Affairs
Salt Lake City	<ul style="list-style-type: none">• Mayor Jackie Biskupski• SLC RDA Board: Derek Kitchen, Chair / Amy Fowler, Vice Chair• SLC RDA Staff: Danny Walz, Chief Operating Officer / Jill Wilkerson-Smith, Deputy Director / Kort Utley, Senior Project Manager / Corinne Piazza, Project Coordinator
Additional Block 67 Property Owners	<ul style="list-style-type: none">• Asian Association of Utah Refugee and Immigrant Center: Dr. Shu Cheng, Executive Director• Multi-Ethnic Senior Housing: Marci Milligan, Utah Nonprofit Housing Development Consultant / Marion Willey, Executive Director of Utah Nonprofit Housing Corporation• Louis B. Hills House Antique Gallery: Jyllana Bucher Sweet, Owner
Additional Community Members	<ul style="list-style-type: none">• Downtown Alliance: Justin Banks, Research and Community Development Coordinator / Dee Brewer, Executive Director / Samantha Julian, Managing Director / Jesse Dean, (former) Director of Urban Development• Vivint Smart Home Arena: Jim Olson, President

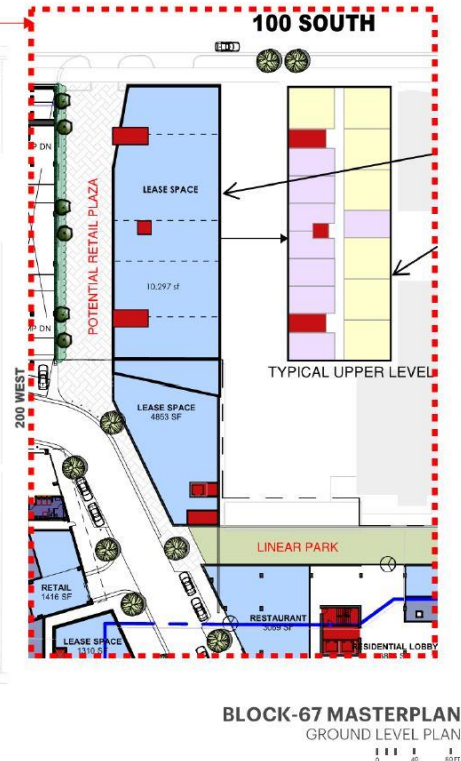
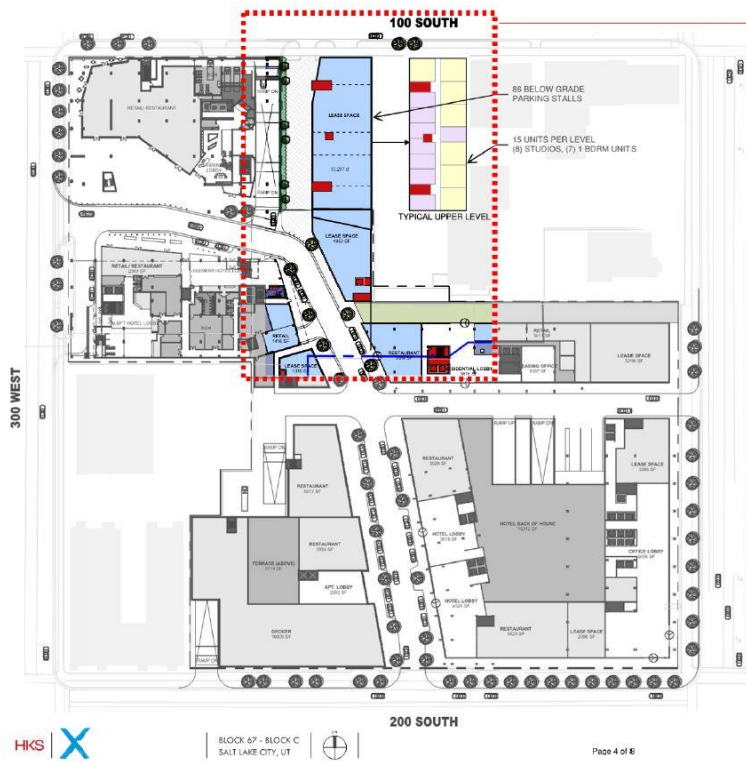
C) Block 67 Property Owner Map



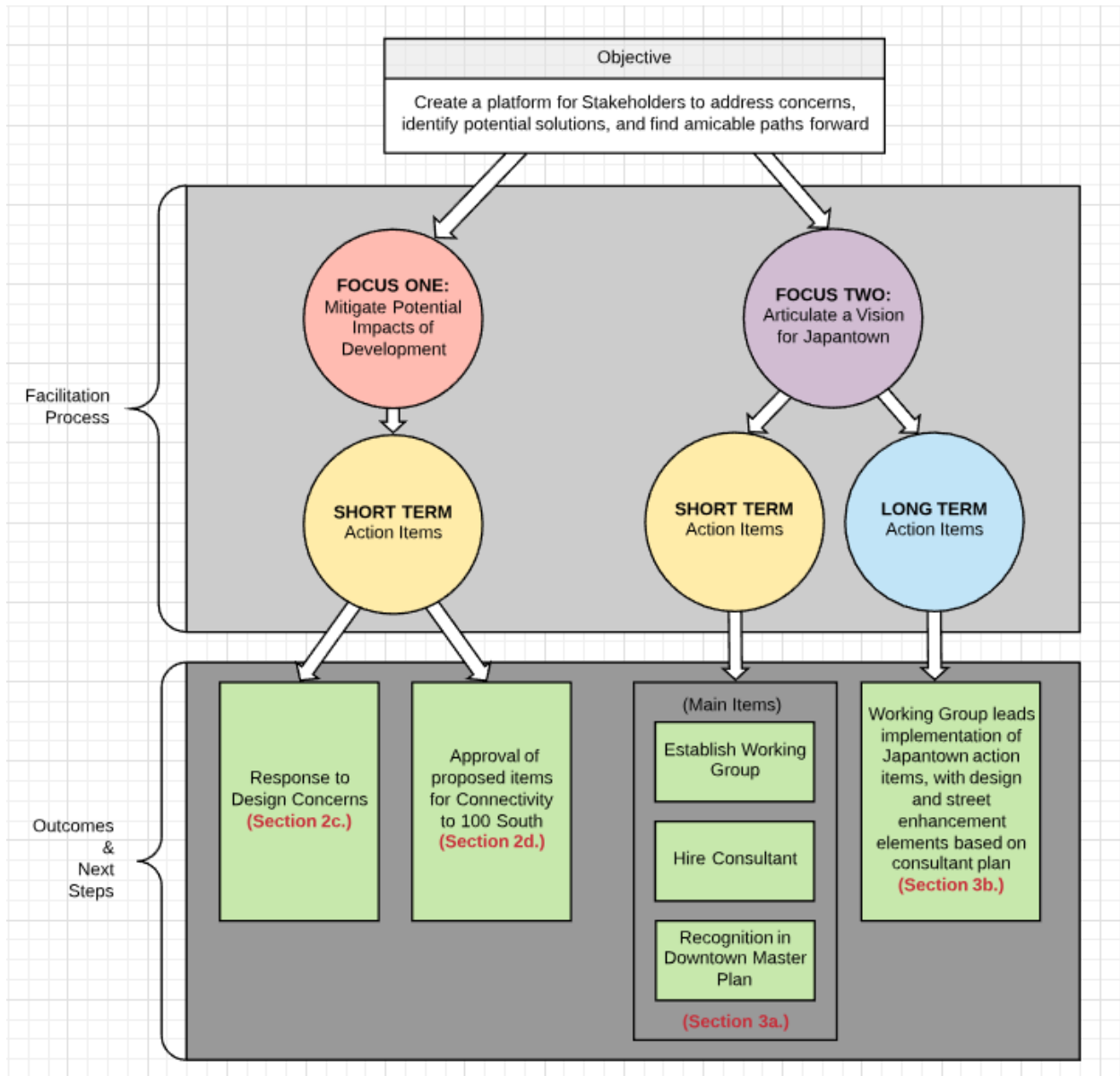
D) Ritchie Group Proposed Parking Lot Regrade



E) Ritchie Group Proposed Future Connectivity to 100 South



F) Presentation Slide





DEPARTMENT of ECONOMIC DEVELOPMENT

REDEVELOPMENT AGENCY STAFF MEMO

DATE: September 20, 2018

PREPARED BY: Corinne Piazza, Project Coordinator

RE: Block 67 Facilitated Stakeholder Process Update

REQUESTED ACTION: Written Briefing

POLICY ITEM: N/A

BUDGET IMPACTS: N/A

EXECUTIVE SUMMARY: In the July 10, 2018 RDA Board meeting, the RDA Board of Directors ("Board") asked RDA staff to facilitate discussions with the Ritchie Group, Salt Lake County, and the Japanese American community ("Stakeholders") about mitigating the impacts of the proposed Block 67 development on the Japanese American community. In the September 11, 2018 meeting, the Board asked for monthly updates on the facilitation process. Below is an update to the Board on the progress of the facilitation process.

ANALYSIS & ISSUES:

The RDA has contracted with a professional facilitator, Siobhan Locke from Langdon Group, who specializes in working with communities to resolve complex issues. RDA staff is moving along in the process to provide a platform for the Block 67 Stakeholders to work together towards potential solutions. Below are steps completed thus far and next steps with anticipated completion dates.

Process Step:	Date Completed:
Bid process for facilitator	8/13/18
Procurement process for facilitator contract	8/23/18
RDA staff and facilitator initial meeting	8/29/18
Mayor kick-off meeting including Mayor/Staff, Board Chair Derek Kitchen, Board Vice Chair Amy Fowler, representatives from the Japanese American community, Ritchie Group, and RDA Staff.	9/4/18
Key Stakeholder Interviews: These small group interviews were held between the facilitator and individual Stakeholder groups to better understand the views of all Stakeholders and to help in setting an effective agenda for the facilitated meeting. Three key Stakeholder interviews took place, including one with the Japanese American community, the Ritchie Group, and the County/Block 67 property owners.	9/14/18



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As of the writing of this briefing on September 19, 2018, next steps to take place are the following. **This is subject to change due to the fluid nature of the public engagement process.**

Process Step:	Anticipated Completion Date:
Small Group Information Sharing Session: After the initial round of key Stakeholder interviews, it became clear to the facilitator that the Japanese American community and Ritchie Group would largely benefit from a focused meeting between the two Stakeholder groups to discuss proposed solutions prior to the larger facilitated meeting.	October 2
Block 67 Facilitated Meeting: This meeting includes the Block 67 Stakeholders, Mayor/Staff, select Board members, RDA staff, and the facilitator with the goal of productive outcomes for Block 67 Stakeholders.	October 5
Facilitator presents Block 67 facilitated meeting update to the Board.	November 27
RDA staff presents Block 67 CRA plan to the Board, begin 30 day notice.	December 18

PREVIOUS BOARD ACTION:

- September 11, 2018 Meeting: The Board asked for monthly updates on the facilitation process.
- July 10, 2018 Meeting: The Board asked RDA staff to facilitate discussions with the Ritchie Group, Salt Lake County, and the Japanese American community about mitigating the impacts of the proposed Block 67 development on the Japanese American community.