

Homeless Resource Center Siting and Development

To finish siting and developing two new homeless resource centers in Salt Lake City, a multitude of resources and agencies must work together. This is the culmination of several years of work to redesign community homeless services to better serve those experiencing homelessness and lessen the impact of homeless services on surrounding communities.

Salt Lake County is leading the redesign of our community homeless resources through its Collective Impact process (slco.org/homeless-services/collective-impact-steering-committee). The County's work includes developing central goals for community homeless services and leading a request to the Utah State Legislature for funding of future homeless services. Salt Lake County is now working with the Shelter the Homeless Board, to transition Collective Impact to this community organization and continue the central planning and organization efforts.

Salt Lake City started looking at how homeless services are delivered with its Long Term Situational Assessment and Homeless Services Six Point Strategy. The Long Term Situational Assessment, completed in Winter 2014, identified Major Issues of Concern in regards to homeless services, and proposed Opportunities for the Future. It recommended strategic planning for improved services. Salt Lake City's Homeless Services Six Point Strategy, completed later that year, included housing and emergency services goals to improve homeless services. Strategy #4 stated: "Determine the best locations for homeless services based on health and safety, business, livability, transportation, service provision and impact"

The Salt Lake City Homeless Services Site Evaluation Commission was formed in 2015. Led by Gail Miller and Palmer DePaulis, the Commission recommended a scattered site model for new emergency homeless resource centers in November 2015. The Commission felt smaller facilities, designed to serve specific homeless subpopulations, could better serve individuals and the larger community. Mayor Biskupski reconvened the Commission in 2016 to determine locations of two new resource centers for single men and women. Since the Commission reconvened, it and the public have prioritized criteria needed to make new resource centers work for those receiving services and the surrounding community.

To open new resource centers and improve emergency homeless services, the City must undertake four processes:

- Site Selection
- Site Development
- Land Use Amendments
- Funding

While this is going on, the City must continue to engage the public in this important community decision.

Site Selection

Following the first round of neighborhood engagement workshops and the June Homeless Services Site Evaluation Commission meeting, staff began a geographic analysis of the City. The analysis identified areas of the City that meet the success criteria prioritized by the public and Commission, environmental restrictions and other factors. Following that analysis, a real estate search has begun. The real estate search also takes into account Salt Lake County's Facility Programming Study to help determine the size of property needed.

Action Items

1. Conduct a property search in potential areas based on geographic analysis
2. Identify potential sites
3. Conduct internal review to identify potential development and environmental issues at identified sites
 - a. Representatives from the Planning and Zoning, Building Services, Public Utilities, Transportation and Engineering divisions will conduct review
4. Prepare a property score card that helps support the review and applicability of the success criteria to the identified potential sites; score card will rank potential sites based on land area required, proximity to elements noted in the success criteria, land use classification, etc.
5. Present potential sites to Salt Lake City Mayor
6. Discuss potential sites with City Council in consideration of reserving property
7. Reserve up to five sites for potential purchase
8. Present potential sites to Homeless Services Site Evaluation Commission
9. Present potential sites to the public for feedback and comment in **October 2016**
10. Host small group meetings with Homeless Services Site Evaluation Commission members to get their feedback on proposed sites
11. Present public feedback to Homeless Services Site Evaluation Commission, Commission discusses potential sites in light of the public feedback, Commission gives its feedback on potential sites
12. Public and Commission feedback shared with Executive Committee (Mayor, Salt Lake City Administration Official, Homeless Services Site Evaluation Commission Co-Chairs, three Salt Lake City Councilmembers); Committee makes recommendation to Salt Lake City Council on **November 1, 2016**
13. Salt Lake City Council may hold a public hearing; City Council votes on final two sites; Decision presented to Salt Lake County, State of Utah, Shelter the Homeless Board, and public
 - a. City Council will make the decision on the final two sites, this gives the public another opportunity to comment on the sites in a public hearing, and for the full City Council to be involved in the final decision

14. Salt Lake City and Salt Lake County sign Memorandum of Understanding agreeing to final two sites

Site Development

After successfully siting two new homeless resource centers, Salt Lake City will be involved in the property purchase, building/site design, and construction processes.

Action Items

1. City issues request for proposals for design/architecture, based on two sites, with input from Shelter the Homeless Board and Salt Lake County
2. City Administration and City Council representatives are appointed to Shelter the Homeless Board
3. Architect is selected by the City with input from Shelter the Homeless Board and Salt Lake County
4. Salt Lake City receives funding for property acquisition from State of Utah
5. Design work is completed
6. Architect applies for Planning permits
7. Funding for construction is requested from the State by Shelter the Homeless Board
8. Shelter the Homeless Board requests proposals and selects a contractor for construction, with consultation from Salt Lake City and Salt Lake County
9. City conveys property to Shelter the Homeless Board
10. Construction begins on new homeless resource centers

Land Use Amendments

Siting new homeless resource centers may require a land use amendment; either a conditional use, text amendment, map amendment, and/or subdivision. The City's Planning Division will first become involved when the Division gives input on the potential sites and the zoning changes required for each site are included in the score card. Once the site plans and elevations are developed for the final two sites, the project architect will initiate the necessary Planning applications to allow resource centers on the chosen sites. Final zoning approval will be given by the Planning Commission or City Council, determined by the Planning application needed.

Conditional Use

The Salt Lake City Code currently list "Homeless Shelters" as a Conditional Use in some zoning districts: D-2 Downtown Support District, D-3 Downtown Warehouse/Residential District and CG General Commercial District. It is not listed as permitted in any district. A conditional use

permit requires approval by the Salt Lake City Planning Commission following public outreach and a public hearing.

Text Amendment

A zoning text amendment to develop qualifying provisions relating to “Homeless Shelters,” as defined in the Salt Lake City Code, may be initiated. This could allow “homeless shelters” by right in some zoning districts if the qualifying provisions are met.

Map Amendment

The site selection process may identify preferred sites that do not permit “Homeless Shelters” as a conditional use. As such, a zoning map amendment may be required. Should Council approve the changes, a conditional use application and process would be required. There have been times when a Conditional Use application and map amendment run parallel. This can get awkward as the Council tries to separate the “conditions of approval” from the legislative authority. A map amendment may also trigger a master plan amendment. That application can run concurrently with a map amendment, but includes additional standards.

Subdivision

Land assembly may be required, and as such the Subdivision of land to create larger parcels may be required. This process can run parallel to the other land use processes.

Funding

Funding is required for site selection, design, construction and operation of the two new homeless resource centers. Operation dollars will be determined at a later date under Collective Impact. The State of Utah granted \$9.25 Million to fund homeless services in its 2016 Legislative Session. Part of this money was designated to be used for site selection, design and construction of new homeless resource centers. For Salt Lake City to access that money it not only requires a budget amendment from City Council but often times a Memorandum of Understanding with Salt Lake County.

Transmittal/Budget Amendment

A public hearing is required for the budget amendment (no funds have been identified in the 2017 City budget recommendation) to request funds for land purchase.

- This request for funds may be site specific or generic, depending on the approach and advice from City Attorney
- Contract negotiations and purchasing disclosure take place in closed sessions in order to preserve the negotiating position of the City

Memorandum of Understanding between the City and the County

Access to the funds allocated to this process by the State of Utah requires a Memorandum of Understanding between the City and the County.

Action Items

1. Prepare a finance package identifying: funding resources, cost estimates, fund availability, funding partnerships, and necessary public hearings/amendments required to secure and accept the money
2. Receive public engagement funding from State of Utah
3. City uses surplus land funds to reserve potential sites
 - a. City will be reimbursed by the State in future funding requests
 - b. County will have to agree that funding could go to the City
 - c. City Council must approve use of funding
4. City applies for property acquisition funding from the State to acquire two sites, following agreement with Salt Lake County
5. Funding for construction is requested from the State by Shelter the Homeless Board

Public Engagement

Following the neighborhood engagement workshops in June, the City needs to continue to engage the public and public officials to find the best location and configuration of two new homeless resource centers. This will be accomplished with traditional and non-traditional outreach methods.

Action Items

1. Bus Tours-Tours to newer homeless resource facilities along the Wasatch Front
 - a. Tours will include: Lantern House (Odgen), Volunteers of America, Utah Youth Resource Center (Salt Lake City), YWCA Family Justice Center (Salt Lake City), The Road Home's Family Shelter (Midvale)
 - b. Conducted early to mid- September
 - c. Audience-Public Officials, Community Leaders, Community Members, Media
2. Community Engagement Workshops
 - a. Presentation of toured facilities, success criteria, geographic analysis criteria, five potential sites, site score cards, mock-ups of buildings on each site
 - b. Exhibits at all Salt Lake City libraries
 - c. Community workshops at Main Library
 - d. Presentations to each Community Council
 - e. Online engagement with Open City Hall and other sources, give all the same information as prepared for workshops
 - f. Conducted in October

3. City Council Public Hearing-hearing at formal meeting
4. Planning Process-Community Councils, Open House, public hearings before Planning Commission, and potentially City Council
5. Ongoing Engagement
 - a. Dedicated city staff person who answers questions about the project, sites and neighborhood impacts
 - b. Regular updates to public on the site selection, development and operation process; include both City and outside City projects

Homeless Resource Center Site Selection Process

