



COUNCIL STAFF REPORT

CITY COUNCIL of SALT LAKE CITY

TO: City Council Members

FROM: Lehua Weaver, Allison Rowland

DATE: January 16, 2014 at 3:01 PM

RE: REVIEW OF 2013 COUNCIL PRIORITY PROJECTS, STATUS UPDATE & LESSONS LEARNED

Council Sponsor: *Full Council*

ISSUE AT-A-GLANCE

Goal: *Review the 2013 priorities and associated projects. Consider giving staff preliminary feedback on the degree to which these same priorities may be the focus of staff work in 2014. No formal action is necessary at this time.*

At the beginning of 2013, the Council **identified seven priority projects in order to advance each of the Council's Philosophy Statements.** The Council reviewed and approved the staff work plans for each of the projects and staff has prepared this report to update the Council on the progress made during the year.

In addition to a report on the status and steps needed to complete each project, this report also provides some **questions related to "lessons learned" from the year, and the Council may wish to discuss what has worked and what has not to complete the priority projects.**

One notable success of the Council's work to identify specific priority areas has been the positive impact on budget deliberations. The Council may recognize that the Philosophy Statements and the priority projects held a **more prominent role during this year's annual budget discussions.** The adopted City budget funded several significant initiatives, including a \$2 million set-aside to support local small businesses, the civic engagement staff position, funding of the citywide transit plan, the Capital Improvement Program (CIP) budget, maintaining public safety funding, and various other projects.

POLICY QUESTIONS

Despite the progress made on the Council's priority projects, several remain incomplete. In attempt to evaluate how to realize better success in future years, the staff has prepared the following list of questions for the **Council's consideration.** The questions and information are for discussion purposes only, based on reflection of **the projects through 2013. Any combination of changes could be applied. Staff would appreciate the Council's** direction and feedback.



The Council may wish to provide staff with additional observations and direction for moving ahead to prepare **for the Council's early 2014 Retreat.**

1. How could projects and goals be better defined to ensure a higher completion rate:
 - a. More clearly defined scope
 - b. Role clarity on the pieces that can be advanced by the Legislative body
 - c. Measurable outcomes
 - d. More frequent check-ins by Council staff with City Council on status
 - e. Other.
2. The Council held a public hearing on each philosophy statement last year. Does the Council wish to expand the transparency and public engagement components of their priority process? (***Related to staff workload and improving the internal development process.***)
3. The Council, Administration, and staff members may wish to brainstorm on ways to collaborate on priority projects where the Administration and Council have the same policy goal. This could help to ensure that the goals of both branches are being met. (***Related to realistic expectations of Administrative resources.***)
 - a. Staff has made significant progress on identifying common ground among the Council's **Philosophy Statements and Priority work plans and the Mayor's Livability Agenda and Sustainable Salt Lake 2015.**
 - b. **The Council and Mayor's Administration may find value in developing a process that would evaluate similar projects on those documents, so that progress can be made on shared goals and duplication can be avoided.**
 - c. The Administration has invited the Council to annually identify three major projects / initiatives that would require significant Administrative effort / collaboration. Does the Council wish to bring a particular focus to three priority areas or projects that necessitate work by the Administration? (***Related to Council staff workload and realistic expectations of Administrative resources.***)
4. In light of the recent RDA discussion about continuity and long-term goal setting, does the Council wish to consider setting policy goals that go beyond the current calendar year? How often would the Council like to update or modify the Priorities / Philosophy Statements? (***Related to Council agenda time availability and improving the internal development process.***)
5. Periodically new issues arise that take staff time that would otherwise be used on priority projects. What is the best way to communicate the potential impact of these items? (***Related to staff workload and improving the internal development process.***)
6. What are the other areas for improvement?

ADDITIONAL & BACKGROUND INFORMATION

Status Reports:

Transportation

Primary Staff: Russell Weeks

Action items:

1. *Outreach / Survey* to assess the public's interest in transit service and willingness to pay for improvements
2. *Conduct a citywide transit study*
3. *Research* other Cities for locally-managed mass transit options

Status / Work Completed:

- The annual budget included funding for the Citywide transit study. This has been discussed by the Council.
- A Council staff intern from the University performed some research on what other cities have done to expand and fund local transit systems.

Next Steps needed until completion:

- Until the transit study is finalized, next steps are pending. The Council may wish to consider a survey to gauge residents' interest in any options identified through the study, or further outreach needed.

Economic Health of the City:

Primary Staff: Jennifer Bruno, Ben Luedtke

Action items:

1. Coordinate with the Administration to identify characteristics of successful neighborhood-commercial areas of the City, identify ways that those successful characteristics can be applied (or made available) to other growing neighborhood commercial areas,
2. Perform some outreach to survey those growing commercial nodes, and
3. Incorporate this priority into annual budget discussions.

Status / Work Completed:

- Council staff and the Administration have met to discuss approaches to this work plan.
- In August a letter was sent from Council Chair LaMalfa to the Mayor requesting more information and to continue the dialogue on this project.
- Council Members included a number of initiatives in the annual budget, most notably setting aside \$2 million from the Revolving Loan Fund to support local businesses.

Next Steps needed until completion:

- Request a time for a Work Session discussion with the related divisions in the Department of Community & Economic Development (CED) on the plans for supporting neighborhood commercial areas, and the role of the new civic engagement staff person to perform the outreach and help connect with growing areas.
- Request a report on the opportunities with the \$2 million in funds to support local businesses, including an outreach plan, program structure, criteria, etc.
- Discuss opportunities to partner with local small business organizations, such as Local First and the Vest Pocket Coalition, to support the growth of the neighborhood business nodes.

Neighborhood Quality of Life:

Primary Staff: Nick Tarbet, Lehua Weaver

Action items:

1. *Preservation of housing stock* – File petitions with the Planning Division to evaluate areas of the City as identified by the Council Members for possible rezoning to lower density residential zones in order

to preserve neighborhood fabric and character. The petitions filed include areas in Central City, East Central, West Temple, and Glendale.

2. **Outreach re: City's infrastructure needs** – Develop and distribute educational materials to residents regarding the City's infrastructure needs, and encourage public input.

Status / Work Completed:

- Staff met with Council Members to identify areas of the City that could be re-evaluated for a lower-density residential zone, and all of those petitions have been filed with the Planning Division.
 - Planning staff has indicated that they are working through those petitions, and have met with Council Members on a few of them at this point.
 - One petition (re: 700 – 900 South and 700 – 900 East) that was filed in 2012 was completed by the Council. This was initiated earlier than the Council set this priority, but is an example of the type of project and timing needed.
- **The Council's decision to adopt a property tax increase with this year's annual budget spurred a lot of outreach and work on the importance of the City's infrastructure, and what it takes financially to maintain.**
 - The Council held several public hearings throughout the budget process and summer in advance of the Truth in Taxation Hearing.
 - **The Council's website was updated and kept fresh with information as it changed.**
 - Emails and notifications were sent about the proposed tax increase, and information was provided on the need for the tax increase, the importance of infrastructure, **and how the City's budget works to provide funding for overdue maintenance items. Comments in response were received throughout the Council's budget deliberations and CIP discussions.**
- The Administration has developed a website at maps.slcgov.com that shows helpful location based information **about the City's CIP projects, including a project description**, timeline, and contact information. The site also provides easy links to zoning districts, parcel information, and City Council and Community Council representation districts.

Next Steps needed until completion:

- The Council may identify whether other efforts for outreach and education are needed on the City's infrastructure.

Education

Primary Staff: Jan Aramaki and Amber McClellan

Action item:

1. **Education on "Civic Readiness"** – prepare information about 'government 101' and how the public can get involved, and know and be a part of the process for government, including presentations to local groups.

Status / Work Completed:

- Staff has rebranded the scout manual so that it can also serve as a civic readiness manual for visiting scout troops, residents, and students.
- **Partner and support the Mayor's "Capital City Education" initiative.**
- Increasing the number of youth group visits, and focusing on engaging them about civic readiness.
 - Recent scout groups and students have visited Council Meetings and Council Members are talking with them about city government.
 - Council Member LaMalfa attended a middle school event to speak on civic readiness, share information about local government and ways to get involved.
- The Council's **redesigned website** (launched Jan. 2014) places an emphasis on information about how residents and the public can be involved in local government, participating in pending decisions, volunteering, and knowledgeable about the process and how to take part.
- Continuing the Council discussion about civic readiness with School Board leadership.
- **Administration produced a "Government 101" video that runs on SLCTV and the City's website.**

(Education continued)

Next Steps needed until completion:

- Definition of what “civic readiness” means to the Council (in progress)
- Identify additional opportunities for the Council Members and/or staff to make presentations to local schools, local groups, and other organizations.
- Continue to make information readily available to the public and encourage people to get involved
- Incorporate the invitation to participate in all engagement efforts

Arts & Culture

Primary Staff: Nick Tarbet

Action items:

1. **Community Events** – Evaluate ordinances and processes for holding events in Salt Lake City and identify ways the process can be streamlined or improved, especially for small community or neighborhood events.
2. **Citywide Arts inventory** – Identify what would be necessary in order to inventory all art collections and pieces throughout the City.

Status / Work Completed:

- The Administration has been working on proposed amendments to City Code regarding the process for special event applications. A transmittal should be sent & received within the coming month or two.
- The **City’s Risk Manager in the Attorney’s Office had also started a review on the insurance and bonding** requirements of events, with the hope of identifying some possible changes that could make it easier for small events to reach the requirements. Due to some staffing changes with the Risk Manager and the Council agenda through the end of the year, this briefing could be held in early 2014.
- The Department of CED provided some information and a sample job description for an art curator, which would be tasked with the citywide art inventory. The Council reviewed this information in the annual budget, but the position was not added.
- The Council put a hold on new fees, and the Administration has made significant progress to inventory all City fees. This will be particularly helpful in evaluating impacts on special events.

Next Steps needed until completion:

- The Council may want to explore the value of a citywide arts inventory to determine if it is worth consideration in a future budget.
- Schedule time for a Work Session discussion with Public Services **and Attorney’s Office representatives** to discuss the pending changes and options for the permit application process and insurance requirements for special events.

Sustainability

Primary Staff: Jennifer Bruno, Lehua Weaver

Action item:

1. **Help residents reduce their ecological footprint** – educational efforts, grant programs or other support or incentives to assist residents.

Status / Work Completed:

- The Office of Sustainability provided a report on their Business Plan and proposal to use the remainder of the \$5.5 million in landfill dividend money. Many of the proposed projects are aimed at reducing the **City’s ecological footprint, and at making resources available to residents to do the same.**
 - Funding to explore system improvements so that the City could accept more items in the yard waste / compost bins, outreach and educational funding as well
 - Grant program for energy efficient upgrades to homes
 - Climate adaptation funding for a community group and educational materials
 - Continuing to explore ways that the City can explore local food production. (Incubator Kitchen)

- The Council also approved \$30,000 in the Public Utilities budget to make water more affordable for urban gardens.
- The Administration is starting the public engagement step to review proposed changes to recycling requirements for City businesses and multi-family housing. This would come as a proposed ordinance amendment to the Council.
- **The annual budget also included funding for conversion of the City’s diesel fleet to bio-diesel.**

Next Steps needed until completion:

- The Council could request an informational briefing with the Office of Sustainability staff on their other educational efforts, outreach, and resources available to residents.
- The Council may identify additional funds that could be used toward surveys or other outreach efforts **with residents that would help identify interests or needs to further reducing the City’s carbon footprint.**
- **It should be noted that the Council’s recent wood burning discussions fit within this policy priority.**

Parks & Open Space

Primary Staff: Jennifer Bruno, Lehua Weaver

Action items:

1. **Coordinating with other entities** – School District and County to share resources, if possible, for athletic fields and other use of facilities.
2. **Needs and uses assessment** – Identify how parks and open spaces are used, what needs exist, and how those match up with current availability. Also consider maintenance levels, funding options, etc.

Status / Work Completed:

- Council Members have had some preliminary conversations during quarterly School Board meetings regarding the use and/or availability of school grounds. This continues to be a topic of discussion on those meeting agendas.
- Needs & Uses Assessment:
 - The annual budget included some information regarding budgeting software that would help the Public Services Department with some of the assessments.
 - The cost for new software and potential staff support was high and further work is needed to identify a solution.
- Maintenance & repairs – funding levels, etc. – the CIP budget included:
 - \$590,000 toward deferred maintenance items
 - \$73,000 to increase funding available for field maintenance (this was allocated back to the General Fund)
 - Several other field and park facility items were also included in the CIP list

Next Steps needed until completion:

- Continued conversation on a budgeting or accounting program that can track expenses by type, location, and identify uses and needs.
- The Council is processing a number of open space purchases, and is considering funding for open space planning.
- Request a briefing to discuss the next steps and possible funding for open space acquisition and maintenance.

SALT LAKE CITY

PHILOSOPHY STATEMENTS

Over the past year, the Salt Lake City Council has refined and adopted several guiding philosophy statements to set a vision for HISTORIC PRESERVATION, HOUSING, *the ECONOMIC HEALTH of the CITY*, ARTS *and* CULTURE, NEIGHBORHOOD QUALITY *of* LIFE, TRANSPARENCY, TRANSPORTATION *and* MOBILITY, PARKS *and* OPEN SPACE, SUSTAINABILITY, *and* EDUCATION.

Each philosophy statement was developed with the intent to support our residents, and will be used to shape and respond to important elements of living in Salt Lake City.

The vision to develop these philosophy statements truly started several years ago, as the Council identified priorities each year to focus energies and resources. As the priorities were set, and confirmed year after year, a desire emerged to set a clear vision for each of the topics. Through the philosophy statements, the Council gives specificity and aspiration to each topic area.

It is the Council's intent that this collection of philosophy statements will provide a direction and communicate a vision that can be used and built upon by City residents, business owners, developers, and City employees.

The Council looks forward to the coming months to see how these philosophy statements help guide daily interactions that the public has with the City, and they will shape the larger PLAN SALT LAKE development efforts. This is an exciting time for Salt Lake City, when the philosophy statements and PLAN SALT LAKE will foster a clear vision and identity for the future of our great City.

Sincerely,

2012 SALT LAKE CITY COUNCIL

CARLTON CHRISTENSEN – *District One*

STAN PENFOLD – *District Three*

JILL REMINGTON LOVE – *District Five*

SØREN SIMONSEN – *Chair, District Seven*

KYLE LAMALFA – *District Two*

LUKE GARROTT – *District Four*

CHARLIE LUKE – *Vice Chair, District Six*

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SALT LAKE CITY'S PRESERVATION PROGRAM PHILOSOPHY

What is **HISTORIC PRESERVATION?**

Historic preservation is a process of protecting local history through identification of unique places **that tell our “story.” One can read this history by observing the historic fabric made up of specific** cultural and archaeological resources, character defining features expressed in architecture and architectural details, landscapes and significant spaces. This process may include the survey and evaluation of historical, architectural, archaeological and cultural resources; development of appropriate measures to protect these resource; identification of public and private funding sources; design for the restoration, rehabilitation, and/or adaptive re-use and review of ongoing maintenance.

Why **HISTORIC PRESERVATION is IMPORTANT**

Historic resources are tangible evidence of the past, helping us to know where we have come from and who we are today. When historic resources are lost or allowed to deteriorate, a part of our history disappears. Historic preservation provides opportunities for residents and visitors to experience and learn about the importance of our past, to live and work in surroundings that provide a sense of place anchored by collections of older buildings, residential neighborhoods, commercial areas and landscapes. This sense of place drives community pride, encourages neighborhood and commercial reinvestment and results in a sustainable community with cultural vitality.

How we **PRACTICE HISTORIC PRESERVATION in SALT LAKE CITY**

Salt Lake City takes pride in its history. The City Council and the Mayor consider historic preservation a priority and commit to improving the array of tools, programs and incentives available to protect the **best examples of the City’s architecture, commercial and residential development, cultural landscapes** and archaeology to preserve our history for future generations. Historic preservation policies will be considered when developing an appropriate course of action when multiple City policies are involved.

The City Council and the Mayor have directed the Historic Landmark Commission and Staff to:

- Achieve a successful city-wide historic preservation program by clearly conveying historic preservation objectives, opportunities, and benefits while consistently interpreting and **applying the City’s adopted standards and efficiently** administering the process.
- Support the designation of new National Register historic districts which provide property owners a significant financial incentive for appropriate re-investment.
- Ensure the boundaries of new local historic districts focus on protecting the best examples of **an element of the City’s history, development patterns and architecture. Local historic districts** should have logical boundaries based on subdivision plats, physical and / or cultural features and significant character defining features where possible.
- The Historic Preservation Overlay District standards are to be used as the basis for decision making when considering applications for Certificates of Appropriateness. Apply standards in a reasonable manner, taking into consideration economic and technical feasibility.
- Adopted design guidelines are intended to help decision makers interpret the Historic Preservation Overlay District standards and to provide the public with design advise.
- Respect that change is part of history and that appropriate additions and alterations must be considered as part of a natural evolution of historic properties and districts. Allow greater

flexibility on secondary facades where alterations are less likely to negatively affect the significant character-defining features of the site or historic district.

- Allow greater flexibility when considering alterations to non-contributing buildings.
- Develop and maintain a public outreach program and continue providing training for the **Historic Landmark Commission and Planning Staff to ensure that the City's Historic Preservation program remains up-to-date on historic preservation practice and philosophy to meet the goals of Salt Lake City.**

Adopted by Ordinance, November 22, 2011

ECONOMIC HEALTH *of the* CITY

VISION

In recognition of the importance of Economic Health to the City, the City Council aspires to advance **the City's position** as a preeminent commercial center in the Intermountain West and to promote and encourage the qualities of Salt Lake City living that support **our City's vibrancy and Economic Health**.

Salt Lake City's unique and valued characteristics are the basis for the City's current economic health, such as the strength of the residential population, the commercial enterprise and various industries; our flexibility to trends and markets; and **stakeholders' willingness to invest in the City's future**.

To **protect the City's valuable economic health**, now and in the future, it is necessary to remain alert in guarding commercial interests, enabling residential populations to thrive and grow, and encouraging the daytime population to engage in after-work events and activities.

VALUES

- We support the Economic Health of the City and encourage:
 - the role of the City as a leader for the **State's economic development**,
 - the pursuit of large, quality projects, and
 - opportunities to attract visitors, long-term residents, corporate development, and both local and non-local business
 - The promotion of policies that help businesses, particularly local businesses, thrive in the City.
 - The promotion of policies to help address poverty and homeless issues.
 - Educational opportunities that target populations in need, and help grow and broaden **the City's workforce**.

- We support working collaboratively with other entities to identify the regional benefit of the **City's Economic Health, and to solicit support for the City's goals of preserving our role in the State and region as an economic hub**.

- We support encouraging and enhancing our local neighborhood business nodes, which in turn strengthen and serve our neighborhoods.

- We support fostering greater population growth through density opportunities, annexation opportunities and improving the sustainable quality of life of Salt Lake City.

- We support working with the State to encourage economic development projects that meet the **City's overall goals and are located to maximize the City's existing infrastructure, transit options, and housing**.

- We believe that it is worthwhile to track our progress in this area, identifying successes and areas needing improvement. We will measure our progress with a variety of metrics as the years go by.

ARTS *and* CULTURE

VISION

Vibrant, diverse, and accessible artistic and cultural events in Salt Lake City add to the City's Quality of Life for residents and visitors. The Council wants the City to maintain and enhance its longstanding role as a focal point of arts, culture, and entertainment within the Salt Lake Valley and the broader region, and to ensure access to a variety of events for all residents and visitors.

The Council embraces a wide variety of artistic expressions, such as:

- i. Celebrations of cultural diversity, celebrating all communities, including neighborhoods
- ii. Diverse types of visual or performance art ranging from casual or impromptu performances to
- iii. formal pre-planned events in venues around the City
- iv. Public Art pieces
- v. Community art projects
- vi. Musical events – concerts, symphonies, festivals, many genres, sizes, locations (paid and free)
- vii. Independent film
- viii. Educational opportunities
- ix. **Sporting events, amateur and professional, that also define Salt Lake City's cultural identity.**

VALUES

- We encourage events that celebrate cultural diversity & celebrate all communities.
- We value cultural events, such as neighborhood street fairs, that help communities cohere, create, and re-create their identities.
- We value all genres of music, art, and performance and want it to be accessible to all of our communities – not only Downtown, but city-wide.
- We want to create an environment where a wide range of theater options and performance venues can thrive.
- We support quality public art that complements its surroundings and is strategically placed throughout the City.
- We support local talents and artists and educational opportunities.
- We support making Salt Lake City a place where people work together to create new art, and new experiences from new ideas.
- We value arts and culture as necessary **activities that improve Salt Lake City's quality of life** and encourage people to live here.

NEIGHBORHOOD QUALITY *of* LIFE

VISION

The Quality of Life in neighborhoods is dependent on access to a wide variety of housing types for all income levels, and is enhanced by a balance and network of uses and services that includes opportunity for neighborly / social interaction; a safe environment to play and engage in the community; access to grocery and retail services; access to entertainment; supporting elements such as schools; and a variety of nearby businesses to thrive.

Many of the elements that increase the quality of life within neighborhoods are related to several of **the other Council's priority interests, such as a reduction in the ecological footprint** of households through closer access to services and a variety of transportation options, including a priority on walkability.

VALUES

- We support policy and budget changes that promote growth of neighborhood businesses, institutions and other developments in order to provide conveniently located and physically accessible retail services to residents and provide more places for neighbors to socially interact.
- We support efforts to establish an effective historic preservation process that is consistent with **the City's adopted Preservation Program Philosophy Statement.**
- We value a balance of residential types in the City including housing for all income levels, ages and accessibility needs.
- **We value a broad definition of what "neighborhoods" entail** – a neighborhood is a place a community calls home which includes shelter, sense of belonging, resources, and connections.
- We support programs and services for neighborhoods that enhance walkability, cleanliness and a well-maintained community, historic preservation, and community building.
- We embrace the values and quality of life that attract residents (homeowners/renters) and businesses to a neighborhood.
- We value transit options for neighborhoods.
- We value open space that creates a place for social gathering, interaction and community building within neighborhoods.
- We support the ownership of buildings for small neighborhood businesses.
- We support schools within walking distance in our neighborhoods.
- We value how schools contribute to neighborhood quality of life.
- We support neighborhoods in creating a process to develop their own identity.
- We encourage collaboration and partnerships with neighborhood and non-profit organizations in assisting to communicate their initiatives that relate to Council policies.
- We support efforts of emergency preparedness and value the safety of citizens in Salt Lake City.
- We value a well-maintained infrastructure.
- We support neighborhood scale agriculture and encourage the production, marketing and consumption of local food.

TRANSPARENCY

RESOLUTION ENDORSING IN PRINCIPLE FIVE TRANSPARENCY BEST PRACTICES FOR SALT LAKE CITY

- WHEREAS, on January 6, 2009, Salt Lake City launched a formal transparency initiative and committed to continue reporting on progress to promote greater transparency and openness; and*
- WHEREAS, on November 20, 2009, Salt Lake City adopted its Open Government Policy in Resolution No. 62 of 2009 wherein the Salt Lake City Mayor and Council recognized the value of transparency in government in building the public's trust and confidence in government and elected officials, by making government more accountable to taxpayers and facilitating greater efficiencies; and*
- WHEREAS, transparency in government is a key element in achieving greater public engagement in the operations of government and participation in our democratic processes because government transparency, at its most basic, is open, current and conveniently accessible information in a usable format that can help the public make informed decisions, provide meaningful oversight and give valuable input to public officials; and*
- WHEREAS, the digitization of information, the ubiquity of the Internet and the availability of various online tools have ushered in a new era of affordable public access to government operations, services and information; and*
- WHEREAS, in March 2012, Salt Lake City earned a 2012 Sunny Award that recognizes governments that do an exemplary job at transparency; and*
- WHEREAS, a University of Utah Honors College Student Think Tank recently completed a year-long study of the issues surrounding transparency in government and has published a report of its findings and formulated a recommended set of five transparency best practices for local governments to follow.*

NOW, THEREFORE, BE IT RESOLVED

that the Salt Lake City Council and Mayor endorse the attached five transparency best practices developed by a University of Utah Honors College Student Think Tank, and commit to continuing the City's efforts to implement these five transparency best practices when possible.

BE IT FURTHER RESOLVED

that the Salt Lake City Council and Mayor recognize and commend the students at the University of Utah Honors College for their year-long study of an important public policy issue and for applying their classroom learning in a constructive and practical way to improve our community and the transparency of Salt Lake City government: Alex Boren, Marianne Carpenter, Isabelle Ghabash, Tanner Gould, Lindsay Gren, Niki Harris, Theresa Krause, Candace Oman, Allie Tripp, Tianna Tu, and Think Tank Professors, Randy L. Dryer and Corper James.

TRANSPORTATION *and* MOBILITY

VISION

Salt Lake City residents should have choices in modes of transportation which are safe, reliable, affordable, and sustainable. Residents should reap the value of well-designed transportation systems that connect residents to neighborhoods and the rest of the region.

The City encourages alternatives to motorized-vehicular transportation and making those options more appealing and accessible to visitors and residents.

VALUES

- We support maximizing the accessibility, affordability, and reliability of transportation options into and around the City and support increasing accommodations for non-automotive transportation options.
- We support educational efforts that will help residents make informed choices about the types of transportation they use.
- We support reducing the environmental and health impacts created by vehicle emissions.
- We support efforts that will reduce the need for people to drive alone in vehicles.
- We value the social, economic and health benefits that come from active transportation options such as bicycling and walking.
- Pedestrian and bicycle safety are a high priority and we believe they can be compatible with other modes of transportation.
- We support establishing and maintaining safe routes to schools.
- We value coordinating with transportation agencies and other municipalities to improve the movement of people throughout the city.
- As the population of Salt Lake City and the region increases, land use design decisions should reflect the intention to better accommodate all modes of transportation and focus on the movement of people.

COUNCIL'S PHILOSOPHY STATEMENT

PRIORITY: Sustainability

VISION

The Council embraces a view of sustainability that measurably changes habits and patterns to use only what is minimally needed for our generation so resources are readily available and, where possible, replenished for future generations. As a City we can affect the amount of natural resources our residents and visitors use, and provide programs or systems that make it possible for visitors and residents to reduce their ecological footprint.

Values

1. The Council supports establishing greater efficiency in transportation and energy use, expanded choice accessibility of housing options, and reduction of waste.
2. The Council supports setting specific, measurable goals to reduce the ecological footprint of the City in areas such as transportation, food, housing and energy.
3. The Council supports initiatives that expand a local food economy, create new sources of affordable energy such as wind and solar, and reduce environmental impacts from pollution.
4. The Council supports policies that move Salt Lake City and the region ahead in the preservation of natural resources, as well as efforts that improve alternatives to wasteful habits that deplete resources from future generations.
5. The Council values efforts that efficiently utilize natural resources, focus on social and human capital, and support biologically-inspired systems to develop solutions.
6. The Council values planning for future growth using tools such as land use planning, zoning, acquisition of land, setting growth targets, expanding housing choices and transferring development opportunities within the City that enhance and measurably increase the use of sustainable practices.
7. The Council supports efforts to improve the City's infrastructure and educate the public about modifying residential and non-residential structures, in preparation for potential future natural disasters.

PARKS *and* OPEN SPACE

VISION

Salt Lake City is located in a scenic and delicate environment. **The City's proximity to the natural environment allows for many active (programmed) and natural (non-programmed) recreational opportunities, including use of parks, trails, gardens and open spaces for its residents and visitors.** The City Council strives to balance the desire to provide access to a variety of outdoor open space opportunities throughout the City with the need to be responsible for the protection and management **of the City's natural open lands, established ecosystems, wetlands and watershed areas.**

VALUES

We value:

- The natural setting that surrounds us, which is as beautiful as it is essential to life. We recognize the delicate balance that exists between humans and nature. The wildlife, habitats, and ecological systems of the mountains, canyons, the Great Salt Lake and its tributaries, including important urban buffers, should be protected.
- **The City's proximity** to places where people of all ages and abilities can enjoy a variety of outdoor education and recreation opportunities in a variety of settings.
- The preservation of natural areas, accessibility to parks, and enhancement of trail and open space connectivity throughout the City.
- Natural and man-made open space environments that contribute to and promote healthy lifestyles, including air quality, fitness, and overall well-being of residents and visitors.
- Visions and plans which set aside, preserve and protect the many green spaces, parks, trails and natural open space areas we enjoy.
- Input and collaboration of ideas, knowledge, and innovations from the public, scientific and natural resource management stakeholders when acquiring, developing and caring for the **City's green spaces.**
- High quality maintenance of natural and man-made open spaces that allow SLC residents to continue to enjoy first-rate recreational experiences.
- Maintaining high quality, aesthetically pleasing public spaces, including transportation corridor streetscapes and landscapes. Park strips, medians, and land bordering roads, highways, railway lines, utility corridors and waterways contribute to safer, cleaner, and greener communities.

EDUCATION

VISION

Education is a central building block of strong and stable neighborhoods. The City values **education, at all levels, in order to sustain the City's position as the Capital City and center for** commerce, supported by strong, stable and vibrant neighborhoods. Education plays a crucial role in providing opportunities for members of the community. The City benefits economically and culturally from educated, lifelong learners who become active, engaged, and positive members of the community.

VALUES

- We value schools and recognize their importance within the existing residential fabric of the neighborhoods within our City.
- We value the need for a partnership between the community, parents, students and educators to foster a learning process that is authentic, interactive, inclusive, continuous, and empowers students to become active and engaged members of the community.
- We value a model of education that cultivates a college, career, and civic-ready environment in Salt Lake City by relying on investment from a variety of sources, and building on resources of family, government, and public and higher education.
- We value the full spectrum of education, from pre-school to higher education, as well as other forms of vocational and professional development and apprenticeship programs. We believe in supporting members of the community in educational pursuits from infancy to adulthood and providing a variety of opportunities for different skill sets.
- We value excellence at every level of our education system and opportunities for every child, regardless of socioeconomic status, from early learning through post-secondary education. We believe that this is key to close the attainment gap and fight systemic poverty in our communities.
- We value educational institutions as centers of innovation for our community, and as central building blocks for neighborhood identity.
- We support collaboration between Salt Lake City government and educational institutions to enhance and improve the delivery of City services to residents, visitors and workers in the Capital City.
- We value providing access for children of all ages to participate in recreational sports, as physical activity is a key component of academic development and promotes healthy, active lifestyles.
- We value partnering with the SLC School District to maximize limited resources and over-crowded City facilities. Utilizing school facilities that may not otherwise be in use at night or on weekends provides greater access to communities for recreational activities.
- We value partnering with various local organizations to provide children of all ages access to and participation in the cultural arts.

(continued on next page)

- We support opportunities for educational growth that bridge the high school-to expert-gap by supporting business-labor apprenticeship programs that provide skills and opportunity to members of our community.
- We value closing the gender achievement gap that exists in higher education in the state, and support programs that would help reduce this gap, including improved counseling services for women, higher education mentoring programs and flexible course offerings and schedules.
- We recognize the value and role of sex education.
- We support the creation and maintenance of safe and reliable routes for a variety of means of transportation, to all levels of educational institutions.
- We recognize our responsibility as a municipal government to partner with educational institutions to provide services such as public safety and quality transportation infrastructure to these institutions.
- We recognize the important contributions that city facilities can provide in fostering educational opportunities for all ages.
- We value the safety and welfare of all students and support the partnering of SLC City government, SLC School District and various local organizations to prevent bullying in our community.

SALT LAKE CITY’S COMPREHENSIVE HOUSING POLICY

INTRODUCTION

As the largest city in Utah and the economic hub of the state, Salt Lake City faces significant housing and population issues. Precipitous increases in land values over the last decade, volatile financial and lending conditions, and escalating construction costs are some of the factors that create barriers to the development of affordable housing. At the same time, a renewed interest in walkable neighborhood commercial centers, increased residential development downtown, and an emphasis on dense, transit-oriented residential projects throughout Salt Lake City offer opportunities for policymakers to capitalize upon as they seek to provide a range of housing choices to meet the desires and needs of residents.

Demographics in the United States are rapidly changing, and Salt Lake City is no exception. Populations are aging, minority communities are growing, and there are more single-parent **households and households without children**. **These seismic shifts require changes in Salt Lake City’s housing policies to effectively address today’s realities.**

PURPOSE

By establishing the Salt Lake City Housing Policy, the Mayor and City Council seek to:

- Foster and celebrate the urban residential tradition;
- Respect the character and charm of predominantly residential districts, including those with historic character and qualities, while also providing opportunities for the provision of local goods and services easily accessed by neighborhoods;
- Promote a diverse and balanced community by ensuring that a wide range of housing types and choices exist for all income levels, age groups, and types of households;
- Develop new housing opportunities throughout the City;
- Ensure that affordable housing is available in all neighborhoods and not concentrated in a few areas of the City;
- Emphasize the value of transit-oriented development, transit accessibility and proximity to services;
- Recognize that residents, business owners, and local government all have a role to play in creating and sustaining healthy neighborhoods;
- Create an appropriate balance of rental and ownership opportunities in neighborhoods without jeopardizing an adequate supply of affordable housing; and
- Strongly incentivize or require the use of green building techniques and sustainability practices in public and private housing developments.

The Mayor and City Council expect this Housing Policy to be considered whenever the City Administration engages in the following activities:

- City and Redevelopment Agency funding assistance
- Zoning and land use planning
- Master planning of neighborhoods
- The creation of economic development incentives

The Housing Policy is a combination of 13 Policy Statements that are detailed below.

POLICY STATEMENTS

1. New Development

New housing development in Salt Lake City should meet the following criteria:

- Be consistent with requirements of the Federal Americans with Disabilities Act, Fair Housing Amendments Act (FHAA), Section 504 of the Rehabilitation Act and the International Building Code.
- Encourage for sale and rental mixed-use and mixed-income projects in areas with established transportation, public infrastructure, and related public services. Encourage mixed-use projects to include some affordable housing units.
- Encourage single-family infill housing, in single-family neighborhoods, to attract middle-income families where appropriate:
- Require architectural designs that are contextually compatible with the surrounding structures and overall fabric of the neighborhood. These designs should:
 - a. Preserve and incorporate open space, even minimal amounts.
 - b. Interface well with public spaces.
 - c. Incorporate energy efficient technologies and design.
 - d. Create quality living environments.
- Provide for realistic parking needs in the least intrusive manner possible in single family neighborhoods.
- Provide aesthetically pleasing and attractive public spaces, such as designated common areas, community centers, community parks, trail networks, bikeways, resident gathering places, and resident/community gardens.

Action items:

- a. Ensure better compatibility with existing neighborhoods for new infill development.
- b. Review the residential and mixed-use zoning regulations for redundancy and consistency to ensure they accurately reflect this policy.
- c. Revise the permitted and conditional use tables to reflect a stronger emphasis on mixed-use development and to limit or prohibit uses that are incompatible with the neighborhood.
- d. Consider developing design standards for buildings in residential and mixed-use zones.
- e. Establish, strengthen and enforce City ordinances mitigating the loss of affordable housing due to development of higher end housing and other facilities.

2. Affordable Housing

Provide affordable housing and homeownership opportunities for residents who make 80% or less of the area median income in Salt Lake City. The City should strive to ensure that affordable housing is available for purchase in Salt Lake City.

Provide affordable rental housing in Salt Lake City for residents who make 80% or less of the area median income. The City should strive to ensure that affordable rental housing is available in Salt Lake City.

A primary purpose of Salt Lake City's Housing Policy is to foster a diverse and balanced community with housing that offers a wide range of choices for all income levels. Accordingly, affordable housing should be available in all neighborhoods and not concentrated in a few areas of the City. Encouraging a variety of low, medium and high density housing developments for all income levels will help to enhance, maintain and sustain livable, viable neighborhoods.

The Council and Mayor recognize that there is a **segment of the City's population whose income level** and other circumstances may make it difficult to qualify for established housing programs. The City should address housing for this population.

The City, through the Redevelopment Agency (RDA), the Housing and Neighborhood Development division, the Housing Authority of Salt Lake City and successful housing development nonprofit organizations should provide examples of how affordable housing can be built or rehabilitated.

Action items:

- a. Analyze the impacts of fees and current zoning on affordable housing.
- b. Develop an incentive program for housing developers to provide a percentage of affordable housing as part of their overall development.
- c. Preserve and expand, as appropriate, the amount of subsidized and Section 8 housing in the City.
- d. Continue to provide funding for homeownership and affordable rental housing projects with federal funds and housing trust funds.
- e. Investigate inclusionary zoning practices which encourage development of affordable housing.

3. Housing Stock Preservation and Rehabilitation

The City should support the preservation, rehabilitation, and adaptive reuse of existing housing stock to the most practical degree possible.

Action items:

- a. **Adequately fund the City's apartment** inspection program to promote housing safety and quality.
- b. Adequately fund programs that assist home and apartment owners in rehabilitating and maintaining housing units.
- c. Support reinvestment in existing urban and inner suburban areas.

4. Transit-Oriented Development

The City should support transit-oriented development as well as adequate, reliable public transportation so that residents may easily access employment, goods and services, and housing.

The City should support housing densities, mixed-use and mixed-income projects, parking policies, and pedestrian-oriented urban designs that encourage walking and the use of alternative and public transportation.

Action Items:

- a. Review the residential and mixed-use zoning regulations for redundancy and consistency to ensure they accurately reflect this policy.
- b. Continue to review the permitted and conditional use tables to reflect a stronger emphasis on mixed-use and mixed-income development on an on-going basis.

5. Zoning

The City should evolve its zoning **regulations to effectively address the City's changing housing needs.**

While the City supports mixed-use development, it also recognizes that there are some zones that are not conducive to residential development.

Action items:

- a. Allow for higher densities and building height, in the form of density bonuses, in affordable multi-family, mixed-income and mixed-use housing developments if the developer incorporates features to minimize potential negative impacts such as buffer landscaping, usable open space, on-site amenities, support services, preservation of existing structures, and underground vehicle parking.
- b. Provide opportunities for the development of newly adopted residential densities.
- c. Allow neighborhood anchor areas or commercial uses that enhance the function of residential neighborhoods and/or are compatible with residential activity.
- d. Allow the flexible application of zoning standards to encourage innovation and creative problem solving in new developments.
- e. Research and adopt an ordinance to allow the Director of Community and Economic Development or the Planning Director the authority to administratively modify zoning requirements up to 10% when specific criteria have been met.
- f. Research inclusionary zoning options that encourage and enhance mixed-use and mixed-income development and rehabilitation.

6. Permitting

The City should review and evaluate the impacts of the building permitting process on proposed residential development.

Action items:

- a. Provide expedited plan review for projects designed as sustainable, high performance buildings, including designs that impact neighborhoods in a positive manner and meets the **Mayor’s Executive Order, Expedited Plan Review for New Construction and Major Renovation Projects that Meet Certain Sustainable Building Criteria**, dated August 22, 2008.
- b. **Complete the City’s One Stop Shop initiative, which will streamline the permitting process for development and provide seamless customer service at the City and County Building for development related customers.** The goal remains co-location of staff responsible for core plan review, thus creating a true One-Stop-Shop for development-related customers. To accomplish this level of customer service, a representative from each of the six groups conducting plan review must be represented in Room 215 at the City and County Building. Space issues and staffing levels must be resolved to realize this goal. Electronic plan review and digitized submittals/records will aid toward this accomplishment.

7. Downtown Housing

Permanent residences in downtown Salt Lake City are a critical part of creating a vibrant, safe, and sustainable Capital City. The urban core should be considered a neighborhood for purposes of housing planning, and the City should expect housing to be available to all income levels downtown.

Action Items:

- a. Conduct an inventory and zoning review of land within the Downtown that could be used for housing sites, and study the feasibility of developing the sites for housing uses.
- b. Explore options for protecting multi-family housing units east of 200 East between South Temple and 400 South and encourage infill development housing east of 200 East.

- c. Permit and encourage retail support services that promote increased residential population and support downtown workers.
- d. Continue pursuit of official City commitment to provide more single room only (SRO) housing to complete spectrum of housing needs.

8. Homeless, Transitional and Special Needs

The provision of temporary and permanent housing options for those who have no other option is a fundamental responsibility of government in modern day society. The City will work with Salt Lake County, the State of Utah, and community partners to assist in providing temporary and permanent housing options to city residents.

Action Items:

- a. Collaborate with the providers of homeless services, neighborhood residents and business owners to create an environment to ensure that a mix of income populations can live, work, flourish together while still providing services to those in need.
- b. Utilize **the efforts of the “Long Range Planning for Sheltering Needs of Homeless Persons Committee” in implementing the Countywide ten-year plan to end chronic homelessness.**
- c. Continue to support the development of scattered site affordable housing projects with appropriate case management as needed.
- d. Include temporary dwellings, excluding tents, in the definition of transitional housing.

9. Historic Preservation

The City should preserve valued historic structures designated as significant to the cultural or architectural heritage of the City based on an up-to-date historic resource survey.

Action Items:

- a. Complete a City-wide historic resource survey.
- b. Develop a Preservation Plan.
- c. Reevaluate infill ordinances and revise them accordingly.

10. Funding Mechanisms

Housing development is funded through a combination of private and public funds. The City should continue to use best practices to efficiently fund the development of a variety of housing.

Action items:

- a. Increase the housing stock through non-profit and/or for profit partnerships.
- b. Maintain the Salt Lake City Community Housing Plan that outlines annual sources and uses of funds for housing and housing programs.
- c. Maintain public reviews and input relating to **use of City housing monies through the City’s Housing Trust Fund Advisory Board, Redevelopment Advisory Committee and the Redevelopment Agency Board.**
- d. Establish a permanent funding source for the Housing Trust Fund. Examine options for increasing City resources available to assist in affordable housing development.
- e. Evaluate opportunities to efficiently deliver housing services among service providers.
- f. Fund projects that create quality living environments.

11. Marketing and Education on Housing in Salt Lake City

“Turning Tools into Action”

Goals:

- Identify themes under each philosophy statement. Select top priorities and create a road map or tangible action plan for each priority.
- Communicate the Council’s themes and tangible action plan to the public for the coming year

TOOLS

1. Budget \$\$
2. Ordinance amendments
3. Oversight / Audits
4. Policy making
5. Land Use / Planning / Zoning
6. CIP / 10-year CIP
7. CDBG Funds
8. Bonding – sales tax or general obligation
9. RDA Project Areas / Funding
10. Special Assessment Areas
11. Lighter, Quicker, Cheaper program – direct funding or quick process for pursuing community ideas
12. Seek State Legislation
13. Fact-Finding Night (Discussion panel during Work Session)
14. Efficiencies
15. Public Education / Engagement / Outreach
16. Subcommittees
17. Partnerships (government, private, others)
18. Collaboration with the Administration
19. Outside consultants

Theme A - Expand cultural and artistic opportunities

1. Create an environment where event organizers, artists, performers, residents, businesses, and visitors can provide and participate in a wide variety of artistic endeavors.
2. Research ways to engage the community in art projects.
3. Research whether activities and events are not reaching people who would attend an event or an activity if it occurred.
4. Continue to work with the Salt Lake City Arts Council to provide grants to artists.

Theme B – Enhance Arts and Cultural Experiences in our *Business Districts*

5. Review ordinances to remove regulatory barriers in order to establish a welcoming environment for people to perform on City sidewalks and in public places.
6. Consider expanding and enhancing the Downtown Theater or Cultural District.
7. **Reach out and engage business and property owners in Business Districts to enhance the City’s arts and cultural environment.**
8. Consider the impact & role a Convention Center Hotel may have to allow more visitors the opportunity to enjoy arts and cultural opportunities.

Theme C – Expand Arts and Cultural opportunities in our *Neighborhoods*

9. Encourage neighborhood-based, neighborhood-scale artistic or cultural activities.
10. Review insurance liability and health regulations to see if they are barriers to neighborhood-based/neighborhood-scale cultural or recreational activities.

Theme A – Expand the City’s current Open Space inventory

1. Revisit the broader **policy discussion regarding the City’s plan for the future of acquiring**, protecting, and maintaining parks & open space throughout the City.
2. Process pending open space transmittals (Open Space Master Plan and Lands Acquisition Strategy transmittal) and plan for future policies & needs.
3. Identify and consider future funding sources for the acquisition, development and/or redevelopment of programmed and non-programmed recreation needs – including a possible bond for these uses.
4. Explore opportunities to work with other levels of municipal and county governments to expand dog off-leash areas.

Theme B – Maintenance, programming, and usage

5. **Determine the City’s desired parks, open space, and trails level of service and develop plans to attain or maintain to that level of service.**
6. Consider a citywide evaluation for cross-departmental coordination of maintenance for all city-owned lands to maximize resources and management.
7. Schedule a departmental briefing regarding the programmed and non-programmed utilization, **management, and preservation of the City’s parks, open space and trails.**
8. Explore new funding sources outside of an annual general fund allocation.
9. Examine how best to maintain public park strips that abut the rear of homes - Example of North Temple, where the City determined that maintenance would be paid / managed by the City.

Theme C – Inventory/Data Gathering

10. Inventory of open space lands, identification of management/maintenance needs & opportunities, and future funding issues – including properties owned by enterprise funds (Airport, Golf, Public Utilities, etc.).
11. Work collaboratively with the Administration on the update to the Open Space Master Plan, especially to further establish guiding City policy on the handling and disposition of existing open space inventory.

Theme A – Improve transportation service by providing City-based service

1. Create a City public transportation service (area specific or citywide)
2. Explore a Citywide Transportation Bond. Potentially related issues:
 - Figure out cost issues; infrastructure v. ongoing maintenance costs.
 - Local sales tax increase to stay in SLC for local service.
 - Concrete replacement study
 - Funding for complete streets near transit

Theme B – Work with partners to improve and/or expand existing transportation service

3. Master Plan for streetcar routes
4. Contract with UTA to implement better bus/rail service.
5. Improve bus access on the East Bench
6. Increase reliability / predictability in public transit to help increase ridership.
7. Extend free-fare zone stops for TRAX.
8. Small ideas to help improve UTA service:
 - More transit passes.
 - Help/allow smaller companies group together to provide discounted UTA passes.
 - Goal of one transfer to get where you need to be.
 - Distance based fares

Theme C – Improve City-wide circulation strategies, transportation and mobility planning

9. Explore the idea of how to designate “car-free zones”.
10. **Policy statement re: public easement for the ‘450 South’ corridor** – request Administration to research the cost of an easement to preserve the “mid-block” corridor as referenced in the master plan.
11. **Public’s engagement in transportation issues**
 - Conduct a poll to find out if improved public transportation is a priority for SLC residents.
 - Include more transportation infrastructure questions in Dan Jones polling.
 - Increase educational outreach / information for the public.
 - Would businesses be interested in providing shuttles?
 - Simplified process for honorary naming of streets
12. Comprehensive Citywide transportation master plan
 - Reduce cost long term because we know where we want rail lines, can include when we make street improvements.
 - Relocation of utilities
 - Complete Streets Implementation - equal footing between cars / feet / transit.
 - All Neighborhoods should be connected to go anywhere in the City.
13. Change parking regulations to allow property owners to park in the area of their driveway which is in the park strip (the apron), as long as the park strip is deep enough to allow the car to not block the public right of way (i.e. blocking the sidewalk or protruding into the roadway.)

Theme D – Improve safety and increase mobility for neighborhoods

14. Install bike racks at all schools
15. **Increase the City’s commitment to “Complete Streets”,** particularly near transit
16. **Enhance the City’s efforts towards** traffic calming
17. Shoveling snow – Idea to have city crews to plow all City sidewalks

Theme A – Maintain and enhance schools as a key component of neighborhood identity

1. Safe Routes to School program – identify funding needs/opportunities, partnerships, current barriers.
2. Review zoning and transportation plans and their impact on schools (traffic, infrastructure, neighboring businesses)

Theme B – Collaborate with partners to improve extracurricular programming and strengthen the City/School District relationship

3. Establish agreement for use of school facilities for after school programs or other youth recreation activities
4. Encourage development of extracurricular programming.
5. Continue to collaborate on Bully initiative
6. Establish volunteer opportunities with School District projects
7. Identify and document an agreement for use of schools in emergency situations

Theme C – Bridge the high school to employment gap

8. Encourage SLCS D to partner with private organizations to provide mentoring programs to get school age children excited about school.

DRAFT

Theme A – Divert waste from the Landfill by encouraging and expanding recycling

1. Expansion of recycling participation
2. Use of funds from the one-time Landfill payment –identify key Sustainability projects in which to invest these funds
3. Work with the Administration to review the status of expanding recycling service as a required program for businesses and multi-family housing. Start recycling programs as voluntary, and consider phasing in requirements.
4. Identify the barriers to recycling for certain groups such as schools
5. List ordinance amendments that would be necessary to expand recycling.
6. Identify barriers to diverting other types of material from the landfill such as glass and food waste.

Theme B – Improve the City’s ecological footprint

7. Identify ways to educate residents and visitors about reducing ecological footprints.
8. Devise a standard way of evaluating budget and policy decisions in light of ways to reduce resource consumption.
9. **Start the sustainability index by first publishing the City’s internal metrics. Use web and social media to invite people to help monitor the process and reach goals.**
10. Educate those who govern and the public by inviting responses and suggestions to sustainability issues before Council.
11. Outline net zero building goals, listing public and private buildings that attain the goal.
12. Pursue a city-controlled energy strategy, concentrating on the possibility of an extra public utility for energy.

Theme C –Incorporate sustainability concepts into land use development regulations

13. Encourage Urban Farms, community gardens, seasonal farm stands
14. Expand code to allow for flexibility in landscaping/plantings in Park Strips
15. Publish data on use of public food laws, production, community gardens. Follow up with data on ordinances or legislative intents that correspond to the issues.
16. Foothill zoning & development (site development, slope restrictions)
17. Develop a policy to address health impacts of placing housing near freeways
18. Explore the links between sustainability elements: i.e. what connections are there between food waste system and water treatment?
19. Expand availability of Electric Vehicle charging stations – including encourage location of Electric Vehicle Charging stations in private parking lots.

Theme A – Address and improve compatibility between residential and commercial uses so that each can be strengthened

1. Compatibility between neighboring residential and commercial uses (small business, retail, manufacturing, industrial, institutional, etc.) *Potential scope questions - Does this mean protect business nodes in their current form (shoring up)? Or expand business nodes to increase their presence in the neighborhood? Or placement of intensive uses in the center of a business node? Or neighborhood/public relations? Other?*
2. Consider opportunities to implement a mix of zoning designations that ease transitions from neighborhoods to businesses – placement of intensive uses in the center of a business node.
3. **Evaluate and identify tools and “best practices” that address mitigation of the net cumulative impact of businesses, institutions and other uses in neighborhoods.**
4. Evaluate manufacturing zoning as it relates to abutting residential and make changes to mitigate noise conflicts
5. Educate homeowners about options available to mitigate noise or other negative impacts in neighborhoods.

Theme B – Support the development of neighborhood business nodes and encourage the development and growth of businesses

6. Explore ways to encourage and support start-up and continued growth of small businesses.
7. **Review the effectiveness of Salt Lake City’s business license approval process** and how it interfaces with existing health codes administered by Salt Lake County Health Department.
8. Rezoning non-conforming business properties with the new Small Neighborhood Business SNB zoning or other appropriate commercial zoning designations.
9. **Evaluate the Council’s interest in moving toward form based zoning for community /neighborhood business nodes** and identify funding options to implement a form based zoning system
10. Recommend changes that would support small business development (business incubation).
11. Implement zoning regulations in the neighborhood commercial districts to allow minor automobile repair/services without gasoline sales (move forward, received three Council Members support).
12. Formula Free business (legislation relating to retail chains)
13. Drive-up window service (ability to walk up)
14. Process additional zoning regulation changes that address parking requirements for retail establishments

Theme C – Encourage and help enhance neighborhood identity

15. Explore funding opportunities to implement a neighborhood identification and a signage program that encourages neighborhood branding.
16. Develop a mechanism to encourage neighborhoods to establish their identity, identify community projects and communicate their needs to the City.
17. Explore how to expand opportunities for establishing community spaces and community building in public spaces.
18. Evaluate current City regulations and streamline process to remove barriers for neighborhood special events.
19. Changes to the Master Planning process
20. Naming / honorary name changes
 - o Renaming of 100 South – Richard Wirick
21. Continue to encourage community involvement through volunteer opportunities.
22. Explore ways to support neighborhood initiated projects, including neighborhood organizations and **non-profits that correspond with the Council’s policies and City’s master plans.**
23. Downtown community building

24. Parole Center to mesh with the community
25. Neighborhood/Community Council Recognition Ordinance
26. Enhanced opportunity for community participation – Deliberative Democracy
27. Korean Church rezone

Theme D – Enhance neighborhood safety and mobility

28. Evaluate how to mitigate negative impacts to safety and livability contributed by speed and traffic volume
29. Residential parking –review ordinance governing parking in front yard areas
30. Commercial Parking –expansion of off-site, shared & alternate parking in commercial residential zoning districts, impacts on neighboring residential areas
31. D2 surface parking regulation
32. Research and recommend options for “car-free” zones
33. **Enhance the City’s efforts towards** traffic calming
34. Continued discussions, next steps re: Eastside Precinct
35. Research ways to enhance partnerships and collaboration with schools, businesses, other government entities, and neighborhood organizations for emergency preparedness.
36. Engage the community to continue development of goals associated with neighborhood safety

Theme E – Protect and enhance neighborhood Aesthetics

37. Pursue legislative changes regarding underground power transmission lines (Legislative Action)
38. Residential infill/compatibility
39. Identify a broad range of incentives to promote and encourage compatible infill residential development.
40. **Evaluate and identify options, tools, and “best practices” to better address how the** City deals with lack of property maintenance and boarded buildings.
41. Identify a broad range of options and opportunities to better educate the public about historic preservation.
42. Draft development standards for Gas Stations

Theme F – Emphasize housing as a key component of quality neighborhoods

43. Promote stable neighborhoods that provide a balance of mixed housing units for all income and age levels and accessibility needs.
44. **Implement policy recommendations identified in master plans and the City’s** Community Housing Plan to provide new housing opportunities dispersed throughout the City.
45. Identify areas within the City where single-family homes should be preserved and identify areas that have the potential for growth and redevelopment.
46. East Central down-zoning near 800/900 South 600/900 East
47. Neighborhood protection project – systematic down-zoning to protect single family homes
48. Identify needed changes to the City Code and zoning regulations to provide a balance of housing types for all income levels and address accessibility and aging population needs.
49. Building codes – add to code requirements, go above national/state codes for sound insulation in multi-family dwellings
50. Update Central Community Master Plan policies to include preservation of existing medium-density housing clusters such as center-court streets in Central City and protect residential neighborhood character from non-residential land use impacts.
51. Landlord / Tenant – fee structure / implementation issues
52. Remove 125-foot height allowance through the conditional use process in the RMU zone
53. Rezone specific properties in the various locations from RMF-30 to single & two-family zoning districts

Theme G – Emphasize sustainability as a key component of quality neighborhoods

54. Refine current zoning regulations that allow small agriculture (gardens and sales) to further encourage and enable urban farming and support neighborhoods.
55. **Identify opportunities for more public farmer's markets, seasonal markets, art spaces, open air markets, and open store fronts.**

DRAFT

Theme A – Support and enhance a vibrant and healthy downtown

1. Identify ways to support and vitalize downtown
2. Identify opportunities beyond the Theater discussion to support downtown vitality.
3. Develop interim uses for vacant land / storefronts, particularly in downtown.
4. Promote the benefits of locating business within the Downtown – targeting Legislators, stakeholders, other Salt Lake Valley entities
5. Incorporating *Downtown in Motion* policies into other City policy documents
6. Consider any economic development/leveraging opportunities in conjunction with the opening of City Creek Center.

Theme B – Support and enhance strong neighborhood business nodes or zones

7. Develop policies to support neighborhood business nodes and streamline processes.
8. Revenue capture for transit corridors
9. Identify ways to support and vitalize business nodes throughout the City
10. Review ordinance that establishes the permit process for special event / free expression activities (commercial nodes, block parties, large events) to encourage these and remove barriers
11. **Continue identifying, supporting, and promoting the unique elements and qualities of the City’s varied residential neighborhoods**

Theme C – Support the development and health of large-scale businesses, and the creation of jobs city-wide

12. Identify areas ripe for larger-scale economic development projects.
13. Economic indicators of health of the City – track indicators and communicate them regularly to the public
14. Develop an economic model to evaluate **incentives for both local and “foreign” (anything non-local) business.**
15. Evaluate all options for different economic incentives
16. Evaluate flexible development regulations where density is needed (re: RMU35 and RMU45)
17. **Work with the City and State’s economic development staff on attracting businesses to Salt Lake City**
18. Census Data gathering and analysis for use in policy decision making
19. Develop ordinance to require skilled labor in City construction.
20. Coordinate better with Chamber of Commerce jobs initiative
21. **Consider formation of a “jobs corps” to help address poverty and unemployment issues.**
22. Work with EDCU to identify barriers to Economic Development within the City (proximity to housing and transit) in order to maintain trickle-down effects of jobs within the City

Theme D – Support the development and health of small-scale businesses, city-wide

23. High speed internet service for the City
24. Consider a business incubation program
25. Storage containers for temporary uses (housing, businesses, restrooms)
26. Expand the Revolving Loan Fund to accommodate small business development.
27. **Focus on economic development projects that will help sustain and enhance the City’s creative class.**
28. Incubator kitchen

Theme E – Encourage a healthy economy, which leads to healthy neighborhoods

29. Issue bonds for Capital projects while interest rates are low
30. **Continue identifying, supporting, and promoting the unique elements and qualities of the City's varied residential neighborhoods**
31. Economic incentives to prevent buildings from being boarded
32. Identify opportunities for all City residents and volunteers to assist with projects and meeting various needs.
33. Identify ways City can help augment homeless services and/or fill gaps.

Theme F – Ensure the health and sustainability of the City budget

34. Golf Fund Budget
35. Cemetery Budget & Master Plan
36. Youth Program Fees – charging fully recoverable fees for non-City residents
37. CIP and 10-Year CFP Plan – thorough review, levels of service, project list, funding of deferred maintenance, etc. and other related legislative intents
38. Transaction fees for payments to the City using credit cards, progress with paper statements
39. Streamlining & Technology efficiencies for City processes

DRAFT

Residents, developers, government, and social service providers all play a role in educating the public (and each other) about the availability of housing types and the gaps in the housing spectrum. The City can take the lead to ensure that accurate information is conveyed to all stakeholders.

Action Items:

- a. Develop educational programs for developers, community councils, and the public to dispel myths and stereotypes about high density and affordable housing. Topics to be covered in these programs include: density, accessibility and visitability design concepts; affordable housing; and home buyer issues for developers.
- b. Develop public/private partnerships to market housing and educate the public on housing issues.
- c. Invest in marketing programs to **highlight Salt Lake City’s housing strengths and opportunities.**
- d. Utilize market research for the development of aggressive public marketing campaigns to entice area residents to live in Salt Lake City; and to provide guidance for the City, the Redevelopment Agency and the development community in their efforts to develop housing within the city.
- e. Prepare educational information to distribute to the public regarding when a building permit is required.
- f. Continue the development advisory forum that brings together all stakeholders in the development process, including applicants, Housing, Planning, Building, Fire, Engineering, Public Utilities and Transportation Divisions.
 1. Review new/proposed programs and processes.
 2. Offer presentations from specific City department/divisions that may affect the industry and stakeholders.
 3. Provide training in current best practices.
 4. Review changes and additions to city processes that regulate and control development of the built environment.
 5. Include question and answer dialogues.

12. Growth Targets

Salt Lake City’s goals for growth are predicated upon the orderly development of additional housing. Accordingly, the City’s housing policies must be consistent with overall growth goals.

Action items:

- a. Develop and maintain a citywide plan for attracting population growth in Salt Lake City.
- b. Set and achieve 5-, 10-, and 20-year **growth targets that will help maintain the City’s status as Utah’s largest city. The City should use all available tools to achieve** these growth targets including zoning, permitting, marketing, fees and incentives.
- c. Set growth targets for different housing types.

13. City Funded Projects

The preservation and creation of affordable housing are high priorities. The City will continue to provide financial assistance to projects that meet the goals of the Housing Policy.

Requests for City funding will be evaluated based on their consistency with this Housing Policy.