



# Annual Report 2019

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SALT LAKE CITY DEPARTMENT OF ECONOMIC DEVELOPMENT

# The Department

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The Department of Economic Development is working hard to make Salt Lake City a better place to not only build a business, but also build a life. The Department's three entities—the Business Development Division, Redevelopment Agency of Salt Lake City (“RDA”) and Salt Lake City Arts Council (“Arts Council”)—have aligned resources and streamlined processes to grow, redevelop, and nurture a city that fosters gainful job creation, thriving business districts and neighborhoods, and a diverse arts and culture scene.

## LEADERSHIP

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### **Jackie Biskupski**

Salt Lake City Mayor

Executive Director, RDA

### **Ben Kolendar**

Acting Director, Department of Economic Development

Acting Chief Executive Officer, RDA

### **Danny Walz**

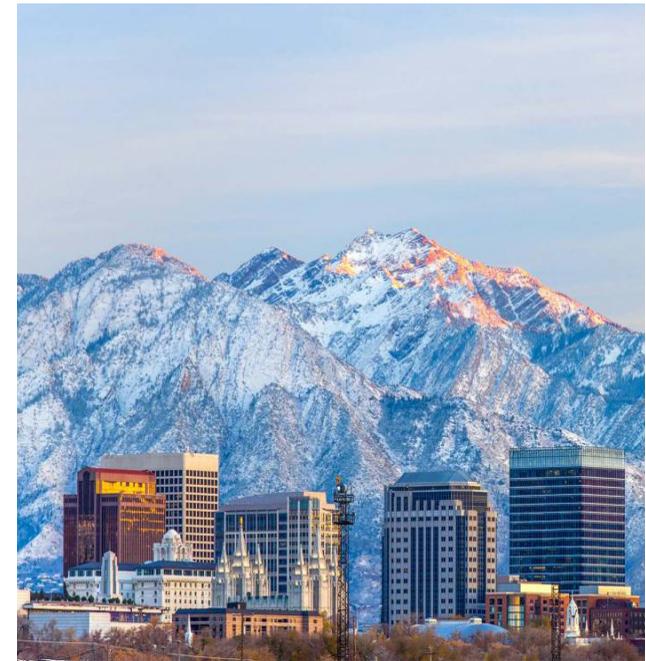
Chief Operating Officer, RDA

### **Felicia Baca**

Arts Division Director

### **Peter Makowski**

Acting Business Development Director



## SLC DEPARTMENT OF ECONOMIC DEVELOPMENT'S TOP STRATEGIC GOALS:

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- Position Salt Lake City to compete against like cities in capturing job opportunities for all residents while seeking sustainable growth.
- Cultivate vibrancy throughout Salt Lake City by enhancing the arts, commercial districts and housing opportunities.
- Build on Salt Lake City's reputation as a global, vital and innovative community.
- Position the Salt Lake City Department of Economic Development to be the authority for economic opportunities in Salt Lake City.

# Business Development

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The City's Business Development team is dedicated to providing incredible customer service to the businesses that call Salt Lake City home. We focus on corporate recruitment, retention and expansion, small business needs, foreign trade, marketing and communications and our strategic initiatives. The City's Department of Economic Development is poised to showcase Salt Lake City as an ideal location to do business locally, nationally and globally.



 **BUSINESS**  
DEVELOPMENT

# Board and Staff

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**Peter Makowski** | Acting Business Development Director

**Liesl Limburg** | Acting Corporate Recruitment and Retention Manager

**Andrew Wittenberg** | Marketing & Research Manager

**Roberta Reichgelt** | Local Business & Entrepreneurship Manager

**Jacob Maxwell** | Workforce Development Manager

**William Wright** | Business Development Coordinator

**Jolynn Walz** | Office Manager

# Business Advisory Board

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**Angela Brown**

**Darin Piccoli**

**Karen Gunn**

**Kestrel Liedtke**

**Steven Labrum**

**Abudujannah Soud**

**John Lair**

**Jeff Carleton**

**Sue Rice**

**Kristen Lavelett** (Non-Voting)

**J.d. Smith**

**Curtis Thornhill**

# Business Development

The Salt Lake City Department of Economic Development's Business Development team saw continued growth and success in FY2019. The team successfully attracted and supported 19 companies. Those companies created more than 2,600 new jobs, occupied nearly one million square feet of development, resulting in an estimated \$146 million of capital investment.



*\*As reported by companies. Direct numbers based on information provided by companies on projects in which Salt Lake City's Department of Economic Development took a direct role.*



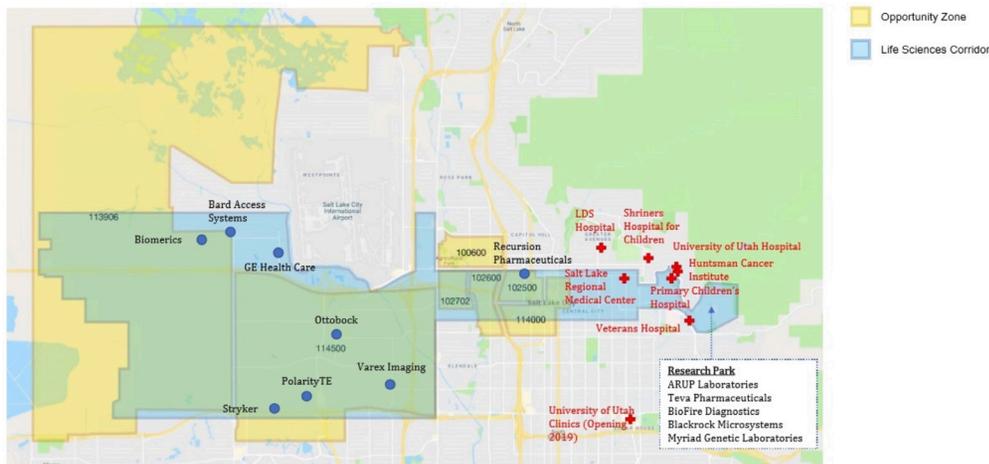
# Life Sciences Business Development Resource Finder

There was a continued interest in the Life Sciences industry in Salt Lake City in FY2019. \$200,000,000 worth of investment in the field has been made in Salt Lake City in the past three years which has created more than 2,500 jobs. More and more companies are taking advantage of a budding 'Life Sciences Corridor,' utilizing Opportunity Zone incentives to expand and flourish while also remaining in close proximity to amenities and the quality of life in Utah's State Capital.

This unique one-of-a-kind tool doesn't exist anywhere else in the state of Utah. It is comprehensive, encompassing a wide variety of resources including financial assistance (grants, loans, and tax incentives), partnerships with private and local agencies and groups, and general information that can connect businesses to programs that address workforce and city planning questions.

You can find the survey on the homepage of our website at [slc.gov/ed](http://slc.gov/ed).

## OPPORTUNITY ZONE/MAJOR LIFE SCIENCE EMPLOYERS



# Marketing

The Salt Lake City Department of Economic Development continues to deliver relevant and useful news to business owners, prospective clients and residents through regular earned media segments in the Salt Lake City television market (Nielsen DMA #30) and through a rapidly growing social media presence. Notably, our weekly segment on KTVX-TV (ABC) has continued with great success (52 segments in FY2019).

## OTHER BUSINESS DEVELOPMENT WINS IN FY2019:

- Secured 68th UN Civil Society Conference in Salt Lake City
- Hosted Site Selector's Guild Annual Conference
- Hosted International Economic Development Council's Economic Future Forum
- Ben Kolendar recognized as member of Utah Business Magazine's 40 Under 40
- Peter Makowski recognized by Development Counsellors International (DCI) as winner of 40 under 40 award

18%

FACEBOOK FOLLOWER INCREASE  
FY2019

17%

FACEBOOK "LIKE" INCREASE  
FY2019

1,000,000+

TWITTER IMPRESSIONS  
FY2019

# Net Promoter Score

The Salt Lake City Department of Economic Development Net Promoter Score continues on a positive trend. This established research tool is part of our annual business survey. It determines the likelihood of a business to recommend our services and also provides insight into areas where the city could improve.



-24.91

FY2017

-6.55

FY2018

+6.10

FY2019

# Opportunity Zones

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The Opportunity Zones community development program was created under the Tax Cuts and Jobs Act of 2017 and enacted as federal law on December 22, 2017. The purpose of the program is to draw long-term investment to underserved urban and rural communities across the country that continue to struggle with poverty and stagnant job and business growth. The program provides a tax incentive for investors to re-invest their unrealized capital gains into Opportunity Funds that are dedicated to investing into designated Opportunity Zones.

The program stipulates that low-income community census tracts—which are designated by the United States Census Bureau—be used as the primary basis for determining areas that qualify for Opportunity Zone classification. Governors of each state may nominate up to 25% of its total number of low-income census tracts for Opportunity Zone designation. Salt Lake City received seven census tract designations (there are eight if you count a designation for Millcreek that includes part of Salt Lake City).

When considering nominations census tracts, Salt Lake City used the following methodology:

## **TIER 1 PRIORITY:**

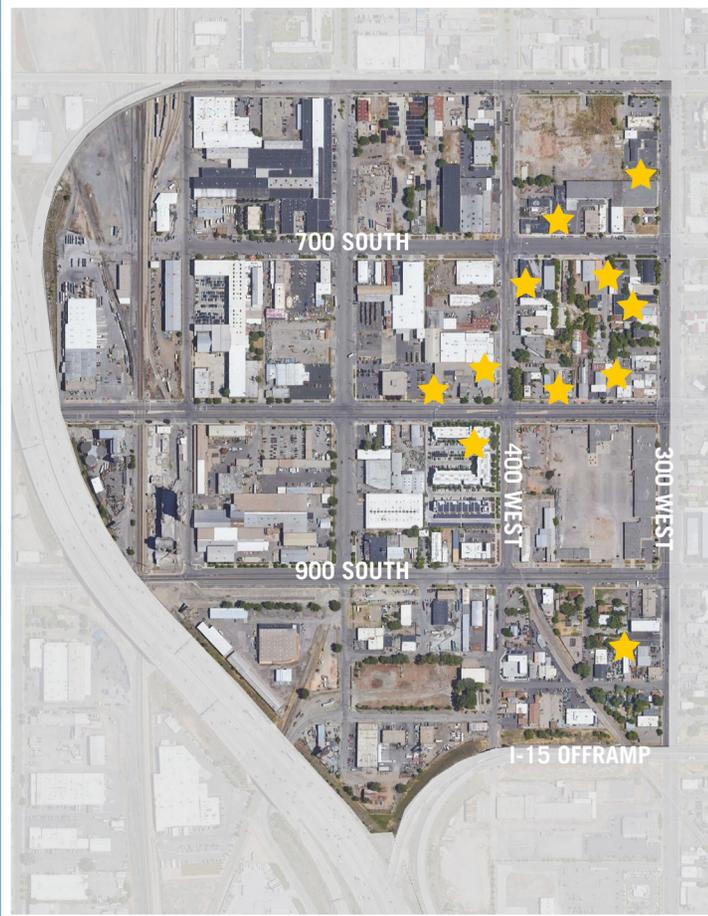
- Nominate census tracts that contain a Redevelopment Authority Project Area and are New Market Tax Credit (NMTC) and Community Development Block Grant (CBDG) eligible

## **TIER 2 PRIORITY:**

- Nominate census tracts that contain at least two out of three criteria for Tier 1 (NMTC, RDA, CBDG)

Since the time of the designations in June 2018, Salt Lake City staff have engaged with the public by giving presentations on Opportunity Zones and meeting with developers and investors to market their designated zones and inform them of the other programs available in the zones as listed above. Salt Lake City has recently developed an Investors Prospectus that focuses on the Life Sciences Industry and how Opportunity Zones can provide an additional incentive to development in this sector.

# Main Street America Highlights



## GRANARY DISTRICT

Working with the Granary District Alliance, the Redevelopment Agency provided funding for 15 artists to create 11 large-scale artworks on the exterior of privately owned buildings. Approximately 6,200 square feet of mural art was added to the area making the Granary District the most mural-dense area of the City. The total funding came to \$150,000 and featured mostly local Salt Lake City mural artists that partnered with property owners who provided the walls. See map for details.

## STATE STREET

The newly named Midtown District launched its first event in April 2019. The event sought to build a brand centered around Midtown, create a network of local businesses, provide education and information on funding opportunities in the district and provide information on the State Street redesign. The mission of the newly formed business district is to enhance the development on State Street as an authentic and diverse, mixed-use district that promotes economic prosperity. They will carry this out through the following core strategies: ethnically diverse foods, arts and entertainment opportunities, more residential living and providing an inclusive environment.

“ The mission of the newly formed business district is to enhance the development on State Street as an authentic and diverse, mixed-use district that promotes economic prosperity. ”

# Arts Council

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The Salt Lake City Arts Council, founded in the late 1970s, was created to ensure that the community established a local arts organization to provide public programming and support for the arts. The organization has developed a balance between producing programs and supporting other arts activities throughout Salt Lake City through grant funds, technical assistance, education, incubation, convening and advocacy.

The mission of the Salt Lake Arts Council Foundation is to promote, present, and support artists, arts organizations and arts activities in order to further the arts community and to benefit the public by expanding awareness, access and participation.

SALT LAKE  
**CITY**  
**ARTS**  
COUNCIL

# Board and Staff

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## ARTS COUNCIL STAFF

**Felicia Baca** | Arts Division Director

**Kelsey Ellis** | Assistant Director

**Kat Nix** | Public Art Program Manager

**Sarah Hobin** | Visual Arts & Community Outreach Manager

**Natalie Fawcett** | Arts Program Manager

**Wendy Evanoff** | Office Facilitator

**Kellie Call** | Sponsor Development & Artist Services Manager

**Deanne Coles** | Gallery Assistant

## SALT LAKE ART DESIGN BOARD

**Libby Haslam**

**Jann Haworth**

**Larissa Trout**

**Nancy Rivera**

**Aurelio Velazquez**

**Justin Johnson**

## SALT LAKE ARTS COUNCIL BOARD

**Matthew Castillo**

**Katherine Potter**

**Annie Dayton**

**Kanika Welch**

**Efren Corado Garcia**

**Larry Cohen**

**Leah Langan**

**Jared Jones**

**Dave Mortensen**

# Finch Lane Gallery

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Finch Lane Gallery in the historic Arts Barn in Reservoir Park has been a community art center since it opened in 1931. The gallery facilitates year-round visual arts exhibitions, featuring emerging and established Utah artists. Through a supportive program including a venue and one-on-one professional guidance with artists, the Gallery program encourages local artists to produce new work, explore exhibition themes or media relevant to the community and field of arts at large, and foster the development of curatorial skills through exhibition production and collaboration. Additionally, each December, the Arts Council presents the annual Holiday Craft Market wherein over 70 local craft artists make their wares available for the gift-giving season. As a Division within Economic Development, this program prioritizes new and established entrepreneurs in the maker scene and supports their capacity to network and create in the broader community.

## HIGHLIGHTS:

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The Arts Council hired Sarah Hobin as the new Visual Arts & Community Outreach Program Manager. This previously vacant staff position was updated to include a community outreach component. In working with other Arts Council staff, this public facing position is geared towards outreach and advocacy in the development of new Arts Council initiatives.



TOTAL ARTISTS  
SERVED



TOTAL AUDIENCE  
REACHED

# Living Traditions Program

This fiscal year, the Living Traditions Program expanded its offerings and the Living Traditions Festival, Mondays in the Park and the Garden Party. The Living Traditions Festival is a free, three-day event presenting the traditional arts of Salt Lake City's rich and varied cultural communities through dance, music, craft arts, food, panel discussions, school engagement and hands-on art making. The Mondays in the Park program, produced in partnership with the Utah Division of Arts & Museums folk arts program, presents weekly Monday night concerts at the Chase Home in Liberty Park. While the Living Traditions Festival marks the beginning of the summer festival season, the Fall Garden Party marks the end of the season. Presented as a mini-festival, many of the Living Traditions music and dance performers, craft artists, and food vendors celebrate in a one-day event at the Peace Gardens in Jordan Park.

We're particularly proud of the Living Traditions Festival and our recent expansion of the offerings. The program fosters community conversations around social justice, equity and diversity by presenting folk art—art that reflects both the unique qualities of various cultures and

the similarities of human experience—in a festive and safe environment. The goals of the Living Traditions Program are to celebrate and foster the preservation and inclusion of Utah's diverse cultural landscape and artistic traditions. As part of our mission to bring arts to everyone City-wide and to provide more meaningful interactions in the community, the Living Traditions Festival was expanded into a year-round program with events and workshops throughout the City enabling the Arts Council to bring Living Traditions artists, performances and food into more geographically broad and diverse neighborhoods.



TOTAL ARTISTS SERVED



TOTAL AUDIENCE REACHED

# City Arts Grants Program

The Arts Council receives an annual appropriation from Salt Lake City to distribute grant funds to artists, arts organizations, nonprofits and elementary schools conducting arts activities in the city. For the current fiscal year, the City appropriated \$355,000 to the City Arts Grants program. There are five categories of funding:

- **General Support** - assists nonprofit arts organizations with general operating expenses
- **Project Support** - awarded to artists and nonprofits for specific art projects that are determined to be of value to the community

- **Arts Learning** - supports arts education activities for youth of all means, backgrounds and abilities
- **Artist-in-the-Classroom** - funding for elementary schools in the Salt Lake City School District for residencies during school hours
- **Mini Grants** - funding for art projects that may arise during the grant year

Applicants range from small cultural groups requesting support for community workshops, established legacy arts organizations that request general operating support, individual

artists conducting hands-on arts education activities with youth and neighborhood festivals hoping to expand their performing arts offerings. The Grants Committee prioritizes projects and groups that may otherwise not be able to find funding from other sources. This perspective encourages new art opportunities and provides valuable experience and resources to artists and organizations allowing them to flourish in Salt Lake City. Award amounts range from \$500 to \$10,000.

## HIGHLIGHTS:

For FY2019, Mayor Biskupski requested a \$30,000 increase to the City Arts Grants Program from \$325,000 to \$355,000.

The 2018-2019 grant cycle received 15 first-time applicants of which 11 were funded.



TOTAL GRANTS AWARDED



TOTAL FUNDS AWARDED



## **SLC DEPARTMENT OF ECONOMIC DEVELOPMENT'S TOP STRATEGIC GOALS:**

In early 2018, a private entity approached Arts Council staff and proposed to produce the Twilight Concert Series. A deal was brokered, and the 2018 series demonstrated one opportunity to continue in a more financially sustainable way. The Twilight Concert Series contributes greatly to economic vitality and it was a great success to find a way to continue the program through a successful new model.

# Twilight Concert Series

Twilight Concert Series is a summer concert series presenting a wide range of nationally recognized and upcoming musicians from across the country and around the world. Paired with local musicians and performers, it serves as a first point of contact for youth in the City to the Arts Council. It dually contributes to the economic vitality of the city, bringing over 30,000 participants into the downtown core. Musical acts are prioritized and selected on the basis of diversity through both musical genres and those that represent, speak to and serve as role models to multiple communities including underrepresented demographics in music (eg. people of color, LGBT communities, women in music, etc.) This vibrant and beloved program is presented through a private partnership collaboration. Concerts are on Thursday evenings in July and August at the Gallivan Center.

# Public Art Program

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The Salt Lake City Arts Council is responsible for the administration of the Public Art Program, established by City ordinance. The Salt Lake Art Design Board, appointed by the Mayor and confirmed by the City Council, is the advisory board which oversees the program. Artwork has been commissioned in city parks, fire stations, in downtown locations and at a number of Redevelopment Agency construction projects. This program requires the partnership and cooperation of a number of city agencies, including Engineering, the City Attorney's Office, Neighborhoods and Housing, Planning, Parks and various client agencies.

## HIGHLIGHTS:

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- Artist-based duo, Shelley and Rob Beishline of Tooza Design, completed two public art installations in the interior and exterior of the new Fire Station 14.
- Local artist, Sarinda Jones, completed three public art installations at the new Fire Station 3. She also conducted a community outreach process which included inviting firefighters and their families to her studio to get hands-on experience in creating some of the artwork.
- Ned Kahn was selected as the artist for the Regent Street Public Art Commission. This project is the largest public art commission to date in Salt Lake City.



TOTAL ARTISTS  
SERVED THROUGH  
COMMISSIONS



TOTAL VALUE OF  
COMMISSIONS  
FOR FY2019

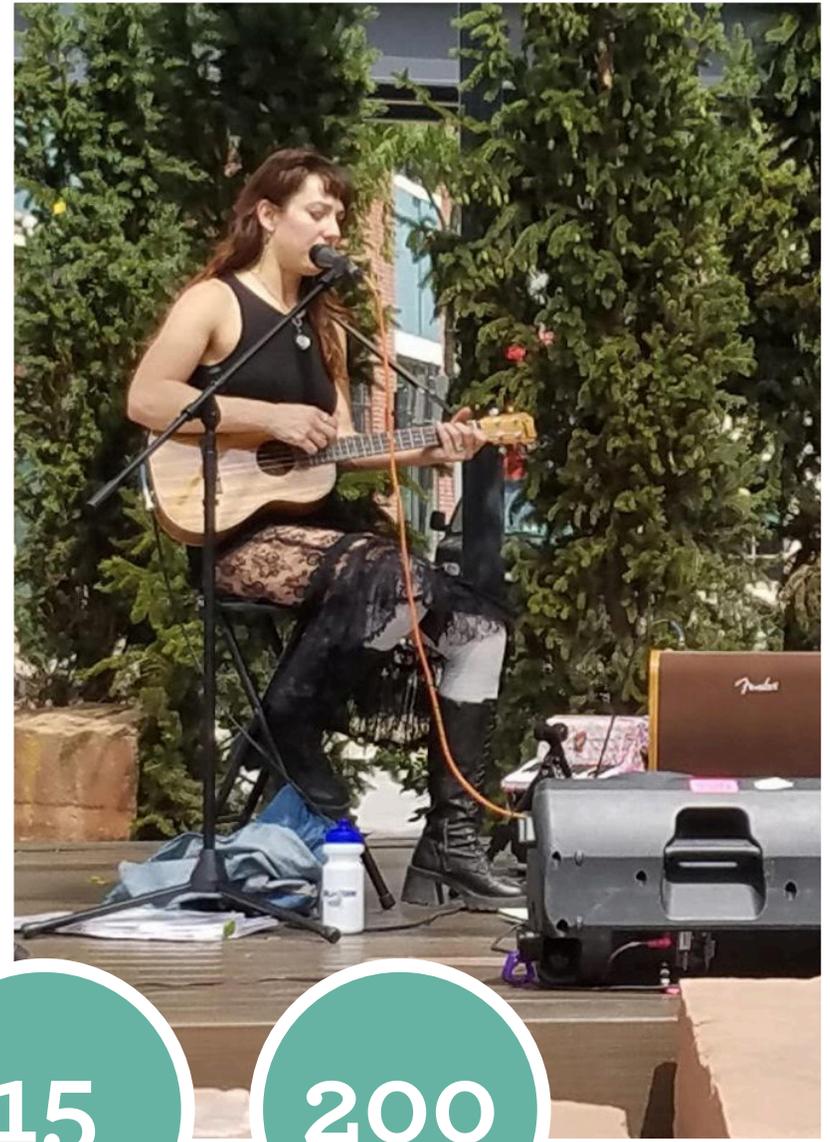
# Brown Bag Concert Series

Brown Bag Concert Series is a professional development and activation opportunity that presents local performing artists to the community at lunchtime concerts in several locations in Downtown Salt Lake on weekdays each summer. Past partnerships have included engagement with nonprofits such as Rock Camp for Girls and Spy Hop Productions in the recruitment and development of young musicians and performers. This program contributes to the vibrancy of public parks, plazas and businesses by creating temporary placemaking.

## HIGHLIGHTS:

The 2018 Brown Bag Concert Series was held at The Gateway's Olympic Fountain stage for two weeks in August. The move to The Gateway presented an opportunity to test an event at this venue.

The performers for the Brown Bag Concert Series featured the youth from Spy Hop Productions and representatives from the Rock n' Roll Camp for Girls. Spy Hop students produced a week's worth of concerts with the second week of performances produced by the youth and mentors at the Rock n' Roll Camp for Girls.



15

TOTAL ARTISTS  
SERVED

200

TOTAL AUDIENCE  
REACHED



## HIGHLIGHTS:

The Art Barn building achieved an Energy Star score in the 99th percentile. This score, on a scale from 1-100, takes into consideration the year the building was built and has been consistent since 2014.

The Arts Council continued long standing support for the University of Utah Department of English and Creative Writing Program's Guest Writers Series, which presented seven readings in the Finch Lane Galleries.

500

ANNUAL  
AUDIENCE

# Art Barn Facility & Hosted Programs

The Salt Lake City Arts Council manages and maintains the historic Art Barn building in Reservoir Park. This art center, treasured by the community, acts as a resource to community organizations where gaps may exist in community programming. For example, it hosts world class literary readings, classes and workshops through partnerships. Rentals of the facility go directly back into the support of these programs and brings expanded visibility to local artists.

# GAP Analysis

In FY2017 - FY2018, the Department of Economic Development and Salt Lake City Arts Council Board of Directors began conversations to determine the best model and structure for the Arts Council in order to maximize both entities' resources. However, before any decisions could be made on the best structure for the Arts Council, additional research was needed. As part of the Arts Council's 2018-2019 non-departmental contract, funding was allocated for consulting work to complete an arts programming and services gap and needs assessment. Key findings and recommendations from the gap analysis were conducted by Union Creative Agency.

## HIGHLIGHTS:

A series of stakeholder engagement meetings were facilitated to gather feedback on performance and services. We are currently negotiating a new contract with Union Creative and planning additional meetings, which include training staff and board to undertake these engagement meetings in various contexts. The data gathered from these meetings will serve as a starting point for our 2020 strategic planning, as well as inform structure, policy and programming.



# Outreach / New Programming Efforts

## BUSKER FESTIVAL

Over the last few years, the Arts Council has contracted with two individuals to conduct a street performer feasibility study. Both reports identified a gap in services to this group of artists. In partnership with the Redevelopment Agency of Salt Lake, the Arts Council presented Salt Lake's first Busker Festival. This event was used as a way to teach the community about street performing while supporting these artists' livelihoods.

104

TOTAL ARTISTS  
SERVED

2,000

TOTAL AUDIENCE  
REACHED



# Final Totals / Other Information

## STAFF

This year, the Arts Council received a new Arts Division Director. Appointed by Mayor Biskupski, Felicia Baca joined the Arts Council in January 2019. Most recently, Felicia served as the Visual Arts Program Manager with the Utah Division of Arts and Museums. In that role, she managed all aspects of the program including exhibitions, community partnerships, funding programs and events. Felicia has also served in various roles at the Utah Museum of Contemporary Arts, Utah Museum of Fine Arts, TATE Britain and Salt Lake City's YouthCity Artways program. Felicia holds a MA in Education: Culture, Language, and Identity, with an emphasis in art from Goldsmiths College,

which informs her everyday approach through targeting traditionally marginalized groups and those outside arts contexts.

In fall 2018, Kat Nix was hired as the new Public Art Program Manager. Through her educational career and working with youth in different capacities, a deep passion for cities, community and the creative process evolved, which all lie at the intersection of her work now as the Salt Lake City Public Art Program Manager. Kat began as the Public Art Program Assistant in March of 2018 and transitioned to the program manager position in September 2018.

1,791

TOTAL ARTISTS  
SERVED

28,145

TOTAL AUDIENCE  
REACHED

329

TOTAL SERVED  
THROUGH TRAININGS

115

TOTAL SERVED  
THROUGH CONVENINGS



# Redevelopment Agency

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The Redevelopment Agency of Salt Lake City (RDA) works to revitalize Salt Lake City's neighborhoods and business districts to improve livability, spark economic growth and foster authentic communities. It serves as a catalyst for strategic development projects that enhance the City's housing opportunities, commercial vitality and public spaces.



**SLCRDA**

# Board and Staff

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## LEADERSHIP + STAFF

**Danny Walz** | Chief Operating Officer  
**Jill Wilkerson-Smith** | Deputy Chief Operating Officer  
**Kort Utley** | Senior Project Manager  
**Tammy Hunsaker** | Senior Project Manager  
**Cara Lindsley** | Project Manager  
**Susan Lundmark** | Project Manager  
**Corinne Piazza** | Project Manager  
**Tracy Tran** | Project Manager  
**Amanda Greenland** | Communications & Outreach Manager  
**Jim Serrine** | Property Manager  
**Kalli Ruiz** | Accounting  
**Rachel Molinari** | Office Facilitator  
**Robyn Smith** | Office Facilitator

## BOARD OF DIRECTORS

<b>Amy Fowler</b>   Chair	<b>Erin Mendenhall</b>
<b>Chris Wharton</b>   Vice Chair	<b>James Rogers</b>
<b>Andrew Johnston</b>	<b>Ana Valdemoros</b>
<b>Charlie Luke</b>	

## REDEVELOPMENT ADVISORY COMMITTEE

**Dale Christiansen** | Chair  
**Lance Dunkley** | Vice Chair  
**Brian Doughty**  
**Jason Head**  
**Mark Isaac**  
**Darin Mano**  
**Claudia O’Grady**  
**Mojdeh Sakaki**

# About the RDA

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The RDA fosters a set of core values that collectively support the revitalization of Salt Lake City's communities:

- **ECONOMIC GROWTH** / Act as a responsible steward of public funds, taking a long-term view of investment, return and property values.
- **COMMUNITY IMPACT** / Prioritize projects and programs that demonstrate commitment to improving equity and quality of life for residents and businesses in Salt Lake City.
- **NEIGHBORHOOD VIBRANCY** / Cultivate distinct and livable built environments that are contextually sensitive, resilient, connected and sustainable.

Under the Utah Code Title 17C Community Reinvestment Agencies Act, the RDA creates and administers community reinvestment areas, also known as “project areas,” working with community councils, property owners, neighborhood residents and businesses to learn how they would like to see their communities improved. Under 17C, the RDA is also authorized to undertake affordable housing projects citywide, in addition to those located within project areas.

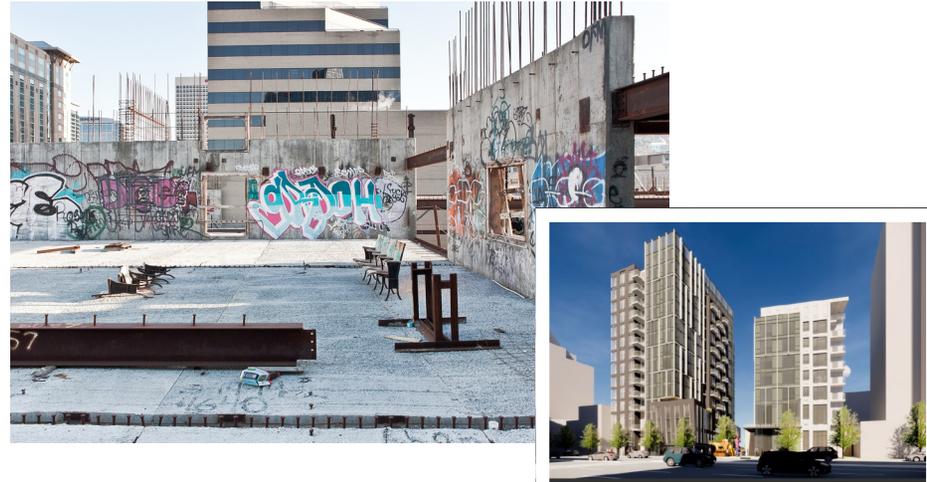
RDA staff is currently working on more than 80 community reinvestment projects that include a wide range of elements, including residential, commercial, historic preservation, public art, environmental, infrastructure, economic development and placemaking. To follow are updates on some of the RDA's key projects that have experienced substantial progress over the past fiscal year.



# Affordable and Mixed-Income Housing Projects

Facilitating in the development of residential projects that are affordable to a wide breadth of Salt Lake City residents has long been an RDA function. Over the past three years, the RDA has committed approximately \$44 million to housing funds and projects, with over \$40 million supporting projects containing affordable housing units. Since July 2016, the RDA has supported the planning and creation of 1,950 units, of which 933 qualify as affordable.

In FY2019, the RDA has made major progress on the development and number of affordable and mixed-income housing projects in both official project areas and citywide.



## STATE STREET

255 South State Street  
Central Business District Project Area

In September 2018, the RDA entered into a purchase agreement with Brinshore Development, LLC on its 1.1-acre State Street property in the heart of Downtown. Demolition of the property's half-built structure that had become a haven for (very talented!) graffiti artists began the day after Christmas, readying the site for the construction of a mixed-use, mixed-income, multi-story development. In total, the RDA Board of Directors has approved \$13.4 million in funding for the \$70 million project, drawing from the RDA's loan fund and Notice of Funding Availability (NOFA). The developer is also utilizing other funding from a variety of local and federal sources, including 9% and 4% Low Income Housing Tax Credits (LIHTC) and tax exempt bonds. The project will include approximately 190 residential units, with 80% designated as deed-restricted affordable housing. It will also include 20,000 square feet of ground-floor commercial, resident amenity space and a publicly accessible midblock walkway. The developer will preserve and rehabilitate the property's historic Cramer House, as well as make subterranean parking improvements. Groundbreaking is slated for early 2020.



## PAMELA'S PLACE

525 South 500 West // Citywide Housing

Pamela's Place will be a permanent supportive housing project that combines affordable housing with supportive services to comprehensively address the needs of extremely low-income and homeless individuals. On January 24, the RDA was approved to provide the project's developers - Ribbon Properties and Housing Assistance Management Enterprise (HAME)—with a \$500,000 forgivable loan. Named after local housing advocate, Pamela Atkinson, Pamela's Place will include 100 residential units, targeted to persons earning 30% of the area median income and below, with a 4,000-square-foot specialized medical clinic that will be open to both residents and the general population. It also will include extensive common area space including a computer lab, gym and outdoor garden. A groundbreaking ceremony took place in April, with completion estimated for late 2020.



## CAPITOL HOME APARTMENTS

1749 South State Street  
State Street Project Area

The premier redevelopment project in the RDA's new State Street Project Area, Capitol Home Apartments will include a four-story mixed-use, mixed-income building with ground floor commercial flex space fronting State Street and approximately 93 housing units comprised of 2/3 deeply affordable units and 1/3 market-rate units. In addition, it will be built under both LEED and Green Build programs to ensure it is designed and constructed to the latest sustainability standards. The \$20.8 million project developed by Housing Assistance Management Enterprise (HAME) is receiving a \$3.2 million loan from the RDA. The final design approval process is underway, with a groundbreaking commencing thereafter.



## THE EXCHANGE

340 East 400 South  
Citywide Housing

In October 2018, the RDA Board of Directors approved a loan of \$1.4 million for Building B of the two-building Exchange Project, located just east of the Main Branch of the Salt Lake Public Library. Building B will consist of a five-story, mixed-use building with approximately 126 micro housing units, 63 parking spaces, and 32,700 square feet of co-working and retail space. Of the 126 units, 64% will be deed restricted as affordable housing. Each micro-unit will be 382 square feet with one bedroom. The project's developer, Downtown SLC B, LLC (a limited-liability company formed by Domain Companies and Giv Development), is also receiving a \$1.6 million loan funded through the RDA's Notice of Funding Availability (NOFA), totaling RDA support of the residential component of the project at \$3 million. This spring, the project broke ground and construction is underway, with completion expected in 2021.



## **SPARK!**

1500 West North Temple Boulevard  
North Temple Project Area

The RDA purchased the former Overniter Motel property with the intention of creating a transit-oriented cornerstone for the North Temple neighborhood. Located across from a TRAX light rail station on the corner of a transit corridor (North Temple Boulevard) and two residential-adjacent side streets (Cornell Street and 1460 West), the 2-acre site features a number of pedestrian and street-level touchpoints. In late 2018, the RDA selected Brinshore Development, LLC and Housing Assistance Management Enterprise (HAME) to bring the SPARK! mixed-use project to life. SPARK! will include affordable and market-rate housing units, ground-floor retail, neighborhood services and public open space. Financial negotiations for the project are underway, with demolition slated for late 2019.



## **PAPERBOX LOFTS**

340 West 200 South  
Central Business District Project Area

In March, ground broke on the site of Downtown's former Utah Paperbox production warehouse to make way for the forthcoming Paperbox Lofts mixed-use development, which will feature 39 units of affordable housing, public open space, and mid-block connections to both 200 South and 300 West. The RDA originally purchased the property as part of a negotiation with the owners of Utah Paperbox to relocate to a larger site within the City's Glendale neighborhood that was being used as a noxious tire-recycling facility. The RDA's selection of Paperbox Lofts co-developers—PEG and Clearwater Homes—gave way to a collaborative design that utilized the parcel's unique location on the interior of the large Downtown block. In exchange for substantial infrastructure improvements made by the developers, the RDA provided a \$3.2 million land write-down. This is the first project in Salt Lake City to feature a "carstacker" parking lift system, which will accommodate 108 cars on seven levels.

# Commercial Projects

The RDA's first major commercial project was the 1974 creation of American Plaza on Downtown's Block 58. Since then, the RDA has participated in the construction and historic renovation of many more buildings, providing over \$53 million in commercial loans. This year, several of the RDA's current commercial projects reached varying milestones.



## UNION STATON HOTEL

18 North Rio Grande Street  
Depot District Project Area

This April, the RDA Board of Directors approved a \$7 million loan for the construction of the Union Station Hotel development directly adjacent to the Gateway shopping and entertainment development in the Rio Grande neighborhood. This project is a unique combination of a new boutique hotel tower and the adaptive reuse of Salt Lake City's historic Union Pacific Station. Plans include ~210 guest rooms and 6,000 square feet of event and meeting space. Athens Hotel Development, LLC estimates the project will cost upwards of \$80 million to complete.



## STADLER RAIL

5600 West and Interstate 80  
Single-Property Community Reinvestment Area

This spring marked the completion of the first phase of Swiss rail car manufacturer Stadler Rail's expansion project. Just 12 months earlier, Stadler was approved by the RDA Board of Directors and Salt Lake City Council to enter into a 20-year reimbursement agreement with the RDA for up to \$9,610,722 in future tax increment. The \$174 million four-phase project will yield up to 976 total jobs over the next decade. The average salary of these positions is estimated to be \$55,370, 109% of the Salt Lake County average.



## INFINITE SCALE HEADQUARTERS

156 West 900 South  
West Temple Gateway Project Area

A previously vacant 0.2-acre parcel in the heart of the emerging Central Ninth neighborhood center is currently undergoing a transformation. In early 2018, the RDA put the property up for sale, with the intention of finding a buyer who would build a project that would add to the neighborhood's daily activity. Last October, the buyers (Hat Trick, LLC) broke ground on an 8,200-square-foot building that will serve as the headquarters of local environmental graphics firm, Infinite Scale Design Group. With upwards of 30 employees, Infinite Scale will enhance the neighborhood's vibrancy and supply Central Ninth businesses with regular patrons. The project will be completed by the end of 2019.

# Historic Rehabilitation + Adaptive Reuse Projects

Over the years, the RDA has facilitated the restoration and renovation of many of Downtown's historic multi-story buildings, including the Boston, Brooks Arcade, Lollin & Karrick, Felt and Clift Buildings. The rehabilitation of single-family historic homes in the Capitol Hill neighborhood has also been a focus of the RDA, with the completion of such a project commencing in the past year.

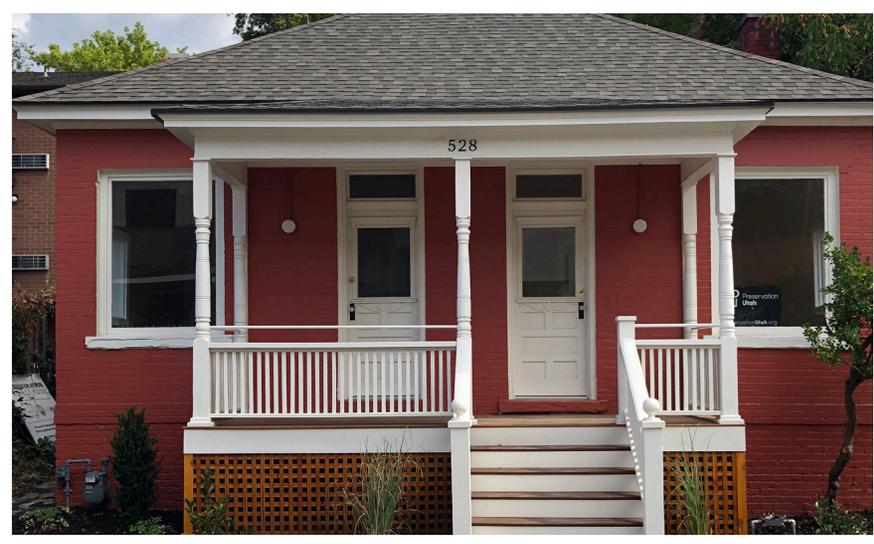
Comprising an increasing percentage of the RDA's work is the assistance of developers and small businesses in the adaptive reuse of industrial buildings that while are not historic, are still structurally sound and in need of improvements to meet current building and fire codes. By providing loans to encourage the reuse and revitalization of warehouse and industrial buildings, the RDA is facilitating transformative development projects that dually bring new life to a neighborhood, while preserving its original character.



## ORCHID DYNASTY

365 West 900 South  
Granary District Project Area

Wanting to relocate and expand, the owners of plant and flower shop Orchid Dynasty turned to the Department of Economic Development's Business Development team to inquire about vacant properties within the City. Funded in-part by the RDA's specialized Granary District Adaptive Reuse Loan, the conversion of a former Granary warehouse into 5,500 square feet of retail and commercial space was made possible. The construction of a storefront for retail sales, as well as a workspace for wedding, event staging and online sales will be completed by fall 2019.



## ARCTIC COURT HISTORIC HOME REHABILITATION

528 North Arctic Court  
West Capitol Hill Project Area

On October 11, 2018, the RDA joined with the non profit organization Preservation Utah to cut the ribbon on a newly rehabilitated 1911 cottage-style home in the Marmalade neighborhood of the West Capitol Hill Project Area. Funded jointly by the RDA-Preservation Utah “Preservation at Work” partnership, the home underwent extensive interior and exterior repair. It also served as a community learning site, where free public workshops on historic rehabilitation techniques, including window refinishing, porch repair, and re-wiring were held. The RDA matched Preservation Utah in its \$90,000 support of the renovation costs, and also made the initial purchase of the property in 2016 for \$160,000. This project achieves two of the RDA’s West Capitol Hill Project Plan objectives, stabilization through the rehabilitation of single-family, owner-occupied homes, and preservation of the neighborhood’s historic fabric.



## CONGREGATION SPIRITS

25 North 900 West  
North Temple Project Area

An \$850,000 loan to help fund the construction costs required to convert a 12,000-square foot industrial building and surrounding property into a distillery, bar and grill, and working urban fruit orchard was approved in the summer of 2019 by the RDA Board of Directors. This adaptive reuse project will be a source of vibrancy in the North Temple Project Area, with the planned outdoor space to include a dining patio, “spirit garden,” and full-color mural by a local artist on the 140-foot south-facing wall. This will be Downtown Salt Lake City’s first distillery since Prohibition. Groundbreaking will commence upon permitting.

# Market-Rate Residential Projects

To support a healthy housing market that offers Salt Lake City residents a mix of options, the RDA not only participates in residential projects that are available to low- and fixed-income residents, but also the development of units that are rented and/or sold at market rates. Since 1969, the RDA has participated in the development of nearly 4,000 market-rate housing units throughout the City.

This year, two residential RDA projects were completed, with another breaking ground, and a fourth slated to do so by end-of-year.



## THE GROVE AT MARMALADE

260 West 500 North  
West Capitol Hill Project Area

This spring, the Grove at Marmalade Project—the second component in the RDA’s larger 4-part Marmalade Block Development—was completed. Built east of the first Marmalade Block component, a new branch of the Salt Lake City Public Library, the 12 Grove townhomes were specifically oriented to face the public plaza planned for the interior of the block. These owner-occupied residences are poised to further stabilize and transition the single-family residential Marmalade neighborhood to the east. The project contributes to the RDA’s goal to diversify the tax base of the West Capitol Hill Project Area to keep it healthy and economically sustainable far into the future.



## HARVEST AT MARMALADE

550 North 300 West // West Capitol Hill Project Area

Marmalade Block's third component, the mixed-use development Harvest at Marmalade, broke ground in June. Consisting of three mixed-use buildings with 4,400 square feet of ground-floor retail, 252 market-rate rental units, 12 two-bedroom live/work units, and structured parking, the development will activate the block's community-oriented open space and civic center. In exchange for construction of needed infrastructure by the project's developer—Clearwater Homes—the RDA provided a land-write-down on the sale of the property. Upon Harvest's completion, construction on the fourth and final component of the Marmalade Block Development—a public plaza in the interior of the block—will begin.



## THE CHARLI

55 West 800 South // West Temple Gateway Project Area

The RDA's Board of Directors approved CW Urban, a \$2.3 million loan for the construction of The Charli, a multifamily residential project comprised of two components: the adaptive reuse of the former Taffy Town building; and the new construction of a tower to the south of the existing structure. This project will generate 90 condominium units with accompanying parking, and support an RDA priority to adaptively reuse historic industrial warehouses in the West Temple Gateway neighborhood, preserving its historical building typology and identity. The Charli will also expand homeownership opportunities in a neighborhood of a high concentration of rental housing, and will increase the homeownership housing stock near the Central Business District, transit and services.



## ALINEA LOFTS

877 South 200 West // West Temple Gateway Project Area

One of the cornerstones of the Central Ninth neighborhood business district in our West Temple Gateway Project Area reached near-completion this spring. Alinea Lofts brings 24 market rate condominiums and 4,300 square feet of ground-floor commercial to the area. The project's developer, LandForge, carefully designed the project to complement the scale and character of the existing neighborhood, while simultaneously adding density near the 200 West TRAX light rail station. The project also features a large public art mural curated by the Utah Museum of Contemporary Art. Commercial tenants are currently being secured.

# Public Art Projects

Supporting arts and culture in Salt Lake City has always been a function of the RDA. Whether assisting with the acquisition of a historic venue like the Capitol Theatre, building infrastructure to support pedestrian traffic and walkability to arts venues (Rose Wagner Theater, Abravanel Hall, Utah Museum of Contemporary Art), or funding the creation of public art, the RDA is contributing to the City’s creative culture through a variety of ways.



## NOTE DISTRICT UNDERPASS

Interstate 15 and North Temple Boulevard  
North Temple Project Area

In partnership with the Salt Lake City Arts Council, Property Management, and Transportation Divisions, the RDA commissioned local artist Tracy O’Very Covey to design a public art element for placement under the I-15 overpass on North Temple Boulevard. As a gateway from Downtown to the North Temple neighborhood—also known as “The NOTE District”—the creation of this aesthetically pleasing and safe pedestrian connection between the east and west sides of the City was vital.



## GRANARY DISTRICT MURAL GRANT PROGRAM

Between I-15 to 300 West, and 100 South to 600 South // Granary District Project Area

Combining the practice of “creative placemaking” and adaptive reuse, the RDA and the Salt Lake City Arts Council teamed up on a public art project focused on contributing to the beautification, diversification and economic vitality of the historic Granary neighborhood that was once known as the City’s heart of manufacturing. Fueled by \$150,000 of RDA funds, the Granary District Mural Grant Project began with a public invitation for artists to partner with owners of industrial buildings within the RDA’s Granary District Project Area to propose artwork for an exterior wall. Proposed artistic concepts needed to accomplish the following: highlight the Granary District’s character and history, visually engage pedestrians, and reflect the City’s diverse artistic community. In September, the 11 resulting murals created by 15 artists were showcased in a public celebration and walking tour event. The project added more than 6,200 square feet of mural art to the Granary District, making it the most mural-dense area of Salt Lake City.

# Plans and Studies

As part of the redevelopment process, the RDA often participates in various types of research to best inform planning efforts for a property or area. These include land use studies, feasibility studies, environmental assessments, site work analyses, architectural fit studies, implementation strategies and traffic studies. Commonly teaming with other City Departments and Divisions to get those studies completed, the RDA provides a unique development perspective to the research process.

The information garnered from such research is valuable to the RDA's multi-year Project Area Plans and yearly Work Plans. The information is also very much key to shaping many of the City's overarching visionary documents, such as citywide, master, community, neighborhood, transportation, management and maintenance plans.

## **PUBLIC MARKET FEASIBILITY STUDY**

North Temple Project Area

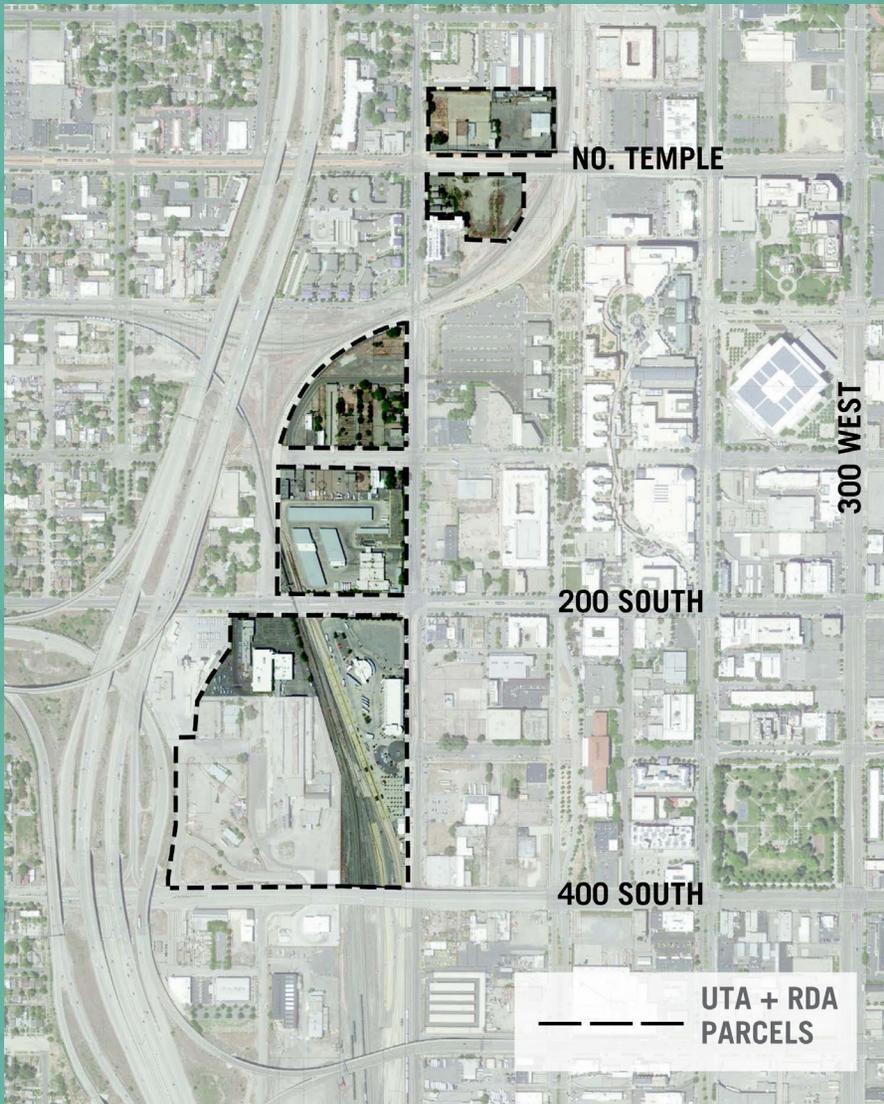
At the beginning of 2019, the RDA conducted a feasibility study to determine the possibility of creating a permanent, year-round public market at the Utah State Fair Park (the "Fairpark") in the RDA's North Temple Project Area. Commonly defined as "an intentional and diverse medley of owner-operated shops or stalls," a public market can take many shapes and forms, but all share the following qualities: they operate in a public space, have community benefits and serve locally owned and operated businesses. Examples of current public markets include: Pike Place Market (Seattle); Eastern Market (Detroit); City Market (Kansas City); and Allentown Fairgrounds Farmers Market (Pennsylvania). In addition to working with planning, design, and economic experts to complete a technical analysis, the RDA engaged the community to gauge its interest in visiting and purchasing goods at a public market were it to be located in the Fairpark. This outreach included an online survey, public open house, and in-person engagement opportunities through community events and public meetings.

## **SALT LAKE CENTRAL STATION AREA PLAN**

Partially in Depot District Project Area

The RDA is part of a multi-organization effort to create a plan to guide neighborhood development on approximately 38 acres of property owned by both the RDA and Utah Transit Authority (UTA). The general area is bounded by 300 North and 400 South, and 300 West and Interstate 15. Building upon input gathered from the community, including transit riders, future users, and future residents, the Salt Lake Central Station Area Project design team recommended an Implementation Plan to

redevelop property near two of the City’s most highly used light rail stops: Central Station/Intermodal Hub and North Temple Station. The RDA, UTA, and other project partners—Wasatch Front Regional Council (WRFC), Salt Lake City’s Planning, Transportation, Housing and Neighborhood Development, and Parks & Public Lands Divisions—are in the final phase of the Plan’s finalization.



## 9 LINE AND STATE STREET PROJECT AREA PLANS

One of the primary functions of the RDA Board of Directors is the creation of community reinvestment areas (CRA), generally referred to as “project areas.” In the fall of 2018, after the RDA had conducted stakeholder outreach and public comment periods, the Board and the Salt Lake City Council adopted Project Area Plans for two proposed project areas—9 Line and State Street.

The 9 Line Project Area is located less than two miles from Downtown Salt Lake City, and spans the communities of Poplar Grove to the north and Glendale to the south. The area is characterized by single-family neighborhoods, industrial uses, and small-to mid-scale commercial centers. It also has several parks and two trail corridors. The RDA will work to leverage the neighborhood’s existing assets while encouraging commercial revitalization, housing stability, economic development and enhancement of the public realm.

The State Street Project Area is bounded by: 2100 South and 300 South on the south and north; Interstate 15, 200 West, and West Temple on the west; and 200 East on the east. It is comprised of a range of districts and neighborhoods with differing land uses, urban design characteristics, and transportation features. The automobile-focused State Street corridor continues to be a critical gateway to Salt Lake City, and there is opportunity to expand the street’s uses by including more pedestrian-friendly and livable features through infrastructure enhancement and creation. There is also opportunity for new development, the renovation and rehabilitation of existing buildings and the creation of safe, welcoming public spaces.

Plan approvals and tax increment negotiations with other taxing entities are currently underway.

# 50 Years Of Reinvesting, Revitalizing, and Reconnecting

This year, the RDA celebrated its 50th anniversary. On June 10, 1969 Salt Lake City's Board of Commissioners (now City Council), passed a resolution establishing the Redevelopment Agency of Salt Lake City with the purpose of its work stimulating economic growth and revitalizing Downtown. Since then, the RDA has completed hundreds of redevelopment projects and invested over \$530 million back into Salt Lake City communities. Details of the RDA's beginnings, a complete project list, decade-by-decade highlights, and case studies of the RDA's most influential projects were captured in a 74-page report published this summer.

349

REDEVELOPMENT  
PROJECTS

52

ADAPTIVE REUSE &  
HISTORIC RESTORATION  
PROJECTS

116

COMMERCIAL  
PROJECTS

6,990

HOUSING UNITS  
CITYWIDE

2,951

AFFORDABLE  
HOUSING UNITS

\$53  
million

COMMERCIAL  
LOANS

\$170  
million

PUBLIC  
IMPROVEMENTS

\$3.4  
million

PUBLIC ART  
FUNDING

# Tax Increment Reimbursement Program

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The RDA's Tax Increment Reimbursement Program helps achieve the RDA's project area goals by offering a tax increment reimbursement to developers for building eligible projects. The RDA will reimburse property owners or developers for construction costs associated with projects in RDA project areas that meet each project area's strategic plan objectives. The amount of the tax increment reimbursement is determined by what the project generates, and the percentage of tax increment split between the RDA and developer.

# Property Acquisition

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In addition to offering financial programs to encourage project area development, the RDA often purchases underutilized property to market for strategic redevelopment, particularly to stimulate private investment, improve community conditions and increase economic development.



# RDA Loans

from July 2018 - June 2019

\$3,000,000

THE EXCHANGE:  
BUILDING B

\$2,750,000

CAPITOL HOME  
APARTMENTS

\$2,335,000

THE  
CHARLI

\$500,000

PAMELA'S  
PLACE

\$101,150

ORCHID  
DYNASTY

(Granary District  
Adaptive Reuse  
Loan)

\$71,500

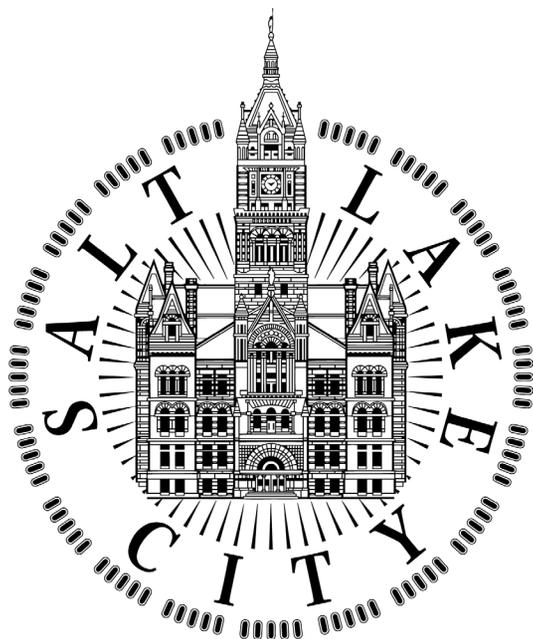
PROJECT  
A-3/TF BREWING

(Granary District  
Adaptive Reuse  
Loan)

# Loan Programs

The RDA's traditional Loan Program assists property owners in the renovation, rehabilitation and new construction of buildings within project area boundaries by providing critical gap financing for projects that advance project area goals. The RDA works with project developers and lenders to bridge the funding gap between a project's economics and market realities. In support of the organization's mission, the RDA can assume a higher level of risk than traditional lenders to ensure that transformative projects get built.

Focusing on one of the RDA's most industrial project areas, the Granary District Adaptive Reuse Loan Program provides forgivable loans to encourage the reuse and revitalization of the Granary District's unique stock of buildings. The loans are intended to ease the sometimes daunting cost of the necessary building code updates local developers face when renovating aging warehouses and distressed industrial buildings. The Program has facilitated a number of transformative development projects that have increased the number of residents visiting the Granary District.



**PHOTO CREDIT:**

23 - Ed Kosmicki, 29 - Brinshore Development, LLC, 30 - Housing Authority of Salt Lake City + Housing Assistance Management Enterprise, 31 - Housing Assistance Management Enterprise, 31 - Downtown SLC B, LLC, 32 - Brinshore Development, LLC, 32 - PEG Development + ClearWater Homes 33 - Athens Hotel Development, LLC, 34 - Ed Kosmicki, 34 - Hat Trick, LLC, 35 - Lewis Huynh Holdings, LLC, 36 - Ed Kosmicki, 36 - Congregation Group, LLC, 37 - Ed Kosmicki, 38 - ClearWater Homes, 38 - CW Urban, 38 - LandForge, 39 - Ed Kosmicki, 40 - Ed Kosmicki, 44 - Ed Kosmicki



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