



**SALT LAKE CITY**  
**Housing and Neighborhood**  
**Development (HAND)**

*A Division of Community  
and Economic Development*

# A LETTER FROM THE MAYOR



In 2012, I outlined an expansive, ambitious, and progressive agenda for the coming four years. Livability has emerged as a unifying theme for framing our priorities in the City. What makes one city more livable than another?

Salt Lake City's livability framework strives to promote the greenest, most accessible, inclusive, and economically viable municipality in the country. This agenda is progressive and requires the expertise and support not only from politicians, community members, and business leaders, but City departments and divisions as well.

In the following pages, you will see how Housing and Neighborhood Development's (also referred to by its acronym, HAND) Strategic Plan aggressively drives livability in Salt Lake City. The HAND Strategic Plan is designed around the Three Pillars of Sustainability: People, Planet and Profit, also referred to as the "Triple Bottom Line" or 3Ps.

The focus on the 3Ps aligns the efforts and activities of Housing and Neighborhood Development with the City's livability agenda. From affordable housing to community development, capital improvements, financial and asset stewardship to community services, the HAND division is an integral part of what makes Salt Lake City a livable city.

It is my pleasure to support the efforts of Housing and Neighborhood Development as they embark on their Strategic Plan initiatives. HAND employees are committed to the needs of the citizens and community partners they serve; to collaboration; and to a forward-thinking work culture that promotes good governance.

Armed with these skills and dedication, their efforts will be successful and will continue Salt Lake City's success as the most livable City.

Warm Regards,

A handwritten signature in black ink, appearing to read "Ralph Becker".

Ralph Becker  
*Mayor*

SALT LAKE CITY SNAPSHOT

The division of Housing and Neighborhood Development (HAND) is committed to promoting livable neighborhoods in Salt Lake City that provide opportunities to live, work, and thrive.

Our goal is to ensure that we meet both the current and future needs of our citizens by creating a mission and goals that adhere to the Three Pillars of Sustainability (also referred to as the “3Ps” and “Triple Bottom Line”): People, Planet and Profit.

**3Ps** 3Ps of Sustainability  
Triple Bottom Line



**P1: PEOPLE**  
“People” refers to a social structure that takes into consideration the interests of many interdependent stakeholders. Advancing the social impact of an enterprise includes accounting for the ways that any of these interrelated interests are either endangered or supported by its actions.



**P2: PLANET**  
“Planet” refers to how an organization values and implements sustainable environmental practices to benefit the natural order. At the very least, an enterprise that values the planet will carefully manage its consumption of energy and non-renewable resources, deal responsibly with toxic waste, and avoid ecologically destructive practices.



**P3: PROFIT**  
“Profit” is the measure of the total economic value created by an organization. The definition of profit differs from the traditional one, insofar as it includes the economic benefits enjoyed by the larger society as a result of the organization’s efforts, and conversely, the economic benefits these efforts provide the organization.

To achieve sustainability—meeting the needs of the present without compromising the ability of future generations to meet their own needs—we must effectively measure the impact of our decisions not just on our profitability, but also on our environment and the quality of life of all of our stakeholders.

By accounting for the social, environmental, and economic impact of our actions on our key stakeholders as well as our city, we arrive at a more accurate measure of our real “profitability.”

**HAND’S COMMUNITY PARTNERS—**

- >> *Citizens of Salt Lake City and the broader community*
- >> *HAND staff*
- >> *Other City departments*
- >> *Key business (private) and social service (nonprofit) partners.*

Of course, when the quality of our neighborhoods is at stake, we want to ensure we make the most well-informed decisions. To that end, we analyze the available data and research on a wide spectrum of community development indicators in our city. Similarly, we involve key stakeholders throughout our planning and implementation processes.

Our most recent research paints a picture of a city that has undergone significant demographic shifts—in terms of our diversity, socioeconomic profile, and size—during the past decade. For example, minority groups have been driving our population growth, with the overall percentage rising from 29% in 2000 to 36% in 2012. The city’s young adults (18–34) continue to account for the largest share of the population, at 35%—despite the fact that this group has been decreasing minimally in most neighborhoods. At the same time, the city’s senior population (65+) is projected to increase.

These are just a sample of impactful trends of the past ten years, many of which are projected to continue in our city. And with these changes come changing needs... to name a few: more affordable housing and neighborhoods with sound infrastructures and services to meet the unique needs of the people living there.

HAND is positioned to move forward with a bold vision for our city’s future development, which requires our best efforts at collaborating with our many partners and stakeholders to achieve their maximum potential.



**THIS BROCHURE HELPS YOU LEARN**

- Who HAND is—our mission, core competencies, and strategic goals
- The four teams that comprise our division and their responsibilities:
  - >> Capital Planning
  - >> Housing
  - >> Real Estate Services & Capital Asset Management
  - >> The Sorenson Unity Center
- Our 13 strategic goals for achieving our mission
- Our plan for going forward

# INTRODUCTION

Through the collaborative efforts of the HAND staff, we composed our mission, core competencies, and strategic goals. Additionally, we envisioned a work culture that creates a safe, open environment in which we work together to deliver on our mission, core competencies, and goals.

## HAND MISSION

The mission of Housing and Neighborhood Development—HAND—is to develop and enhance livable, healthy, and sustainable neighborhoods.

HAND realizes this mission:

- By ensuring the availability of equitable housing for low- and moderate-income persons
- Through capital investment in City infrastructure and capital improvements
- Through energy-efficient and systemically sound housing and urban development
- By providing expert guidance to resources and education for the City’s most vulnerable populations
- Through the careful management of property and financial assets for the City now and well into the future

## HAND CULTURE

HAND is committed to cultivating a culture in which all individuals are:

- More externally oriented, having the needs of the citizens and community partners as their primary motivation for taking action
- More empowered
- More collaborative and willing to share information openly and candidly (both internally and externally)
- More risk tolerant
- Able to make decisions and take action more quickly

## HAND CORE COMPETENCIES

### WE

- Create safe, livable, and sustainable neighborhoods.
- Acquire and financially steward hundreds of millions of dollars in City assets.
- Manage the private use of public properties, the purchase, disposal, and handling of real estate transactions and creating sustained revenue streams, which are used to pay for City operations.
- Collaborate with an extensive network of public, private, and nonprofit entities throughout Salt Lake City.
- Are the City’s experts in federal funding regulations.
- Provide full residential rehabilitations with a focus on their systemic structural integrity.
- Service over \$50 million in mortgage assets through our first time home buyer and housing trust programs.
- Expertly assess myriad neighborhood needs.
- Are experts in serving populations with diverse cultures, languages, and education levels.
- Find ways to provide low- and no-cost services to neighborhoods with vulnerable populations.

## THE FOUR TEAMS OF HAND

In the following pages we’ll introduce you to the four teams of HAND and describe each team’s role in fulfilling our mission and vision.



Capital Planning



Housing



Real Estate Services  
& Capital Asset  
Management



Sorenson Unity Center





*“Working with HAND was a wonderful experience. They were nice, helpful, and accommodating. They presented us with housing options that fit the needs of our family. We never dreamed we could own a beautiful home like this. We’re so appreciative of all HAND did for us.”*

—Robert Miranda & Family | First Time Home Buyers



## CAPITAL PLANNING

### Wide Variety of Federal and Local Grants and Loan Programs

Some of the programs we administer include Federal Housing and Urban Development (HUD) programs including:

- Community Development Block Grant (CDBG)
- HOME Investment Partnerships (HOME)
- Emergency Solutions Grant (ESG)
- Housing Opportunities for Persons with AIDS (HOPWA), a three-county program including Salt Lake, Tooele, and Summit counties

### Housing Trust Fund

This fund was established through various government sources to fund the construction, acquisition, and preservation of affordable housing and other related projects.



## HOUSING

The purpose of the Housing Team is to administer and provide timely financial oversight of the City’s First Time Home Buyer (FTHB) and Housing Rehabilitation programs, as well as our \$50 million mortgage portfolio.

### First Time Home Buyer (FTHB) Program

The FTHB program ensures that the City’s housing stock is expanding home ownership opportunities. Families earning 80% or below the area median income (AMI) are given opportunities to purchase a home at reduced interest rates. New and existing homes are made available to first time home buyers through a strategic process that includes infill development and the acquisition/rehabilitation of blighted or dilapidated properties.

### Housing Rehabilitation Program

The Housing Rehabilitation Program preserves and upgrades the City’s housing stock while enhancing the living environment of low-income and senior homeowners. Rehabilitation specialists coordinate and oversee housing updates, emergency repairs, lead abatement, and/or accessibility alterations. Interest rates can be as low as 0% and payments can be deferred in qualified cases.







## The Real Estate Services & Capital Asset Management team oversees:

- Real Estate Services
- Capital Asset Management (CAM)
- Capital Improvement Program (CIP)



## REAL ESTATE SERVICES & CAPITAL ASSET MANAGEMENT



### Real Estate Services

As part of the CAM function, the Real Estate Services team provides real estate services to various City departments. The primary functions of the team include:

- The acquisition and disposition of real property
- Management of the City's portfolio of over 2,000 properties
- Conducting due-diligence research including appraisals, environmental reports, title reports, and market data

Also, Real Estate Services also organizes and directs the implementation of the City's real estate programs, specifically, granting leases or permits that allow for private use of City-owned right-of-ways, parks, and open spaces. The team also strives to develop and negotiate revenue-enhancement strategies related to City real estate holdings.

### Capital Asset Management (CAM) and Capital Improvement Program (CIP)

The CAM team is responsible for developing a citywide strategy for maximizing the City's capital assets in terms of their impact on residents and businesses. Some highlights of this strategy include:

- Using best practices to coordinate resources for capital projects throughout the development process
- Improving the procedures used to assess and rank capital projects during the acquisition, management, and disposal of the City's real property and facilities
- Administering CAM and CIP to enable the City to coordinate and prioritize proposed capital projects according to their ability to meet the short- and long-term needs of the City
- Soliciting and evaluating CIP applications on an annual basis. From there, preparing applications for review by the CD/CIP Board, and preparing documents for submittal as part of the Mayor's recommended budget to the City Council
- Preparing and submitting fiscal impact statements for budget amendment requests pertaining to all city grants and the CIP, based on the timeline established by the Budget Office



# SORENSEN UNITY CENTER



## The facility houses:

- A fitness center and drop-in childcare facility (managed by Salt Lake County Parks and Recreation)
- Technology centers
- Salt Lake Donated Dental Services
- Rental space
- Outdoor youth art and adventure park
- A 24-plot community garden
- Gallery space



## Programming and Events

Additionally, through the collaborative efforts of local businesses and nonprofit and community organizations, the Unity Center hosts free public workshops, films, performances, conferences, and guest lecture series on topics ranging from health and fitness to sustainability, to financial security.



Managed by Salt Lake City, the 23,000-square-foot Unity Center—which accommodates over 70,000 visits per year—provides a unique opportunity for community, governmental (both City and County), nonprofit, arts, and educational organizations to work collaboratively as an inclusive service provider to the Glendale/Poplar Grove communities.

HAND STRATEGIC GOALS



ALL FOUR OF OUR TEAMS—Capital Planning, Housing, Real Estate Services & Capital Asset Management, and the Sorenson Unity Center—work together to achieve our strategic goals.

HAND has aligned our thirteen strategic goals and objectives with the 3Ps of Sustainability—that is, according to how each goal impacts our city and our organization within the social, environmental, and economic spheres.

Defining our strategy in this way reminds us that we are a key component of a greater interrelated system—one that includes our neighborhood, commercial, and nonprofit partners, as well as our own City and County government partners—all of whom share common goals. As such, we are able to include the aspirations and productivity our partners contribute as part of our own “triple bottom line.” Similarly, our impact on our partners’ triple bottom line is also factored in with our own.

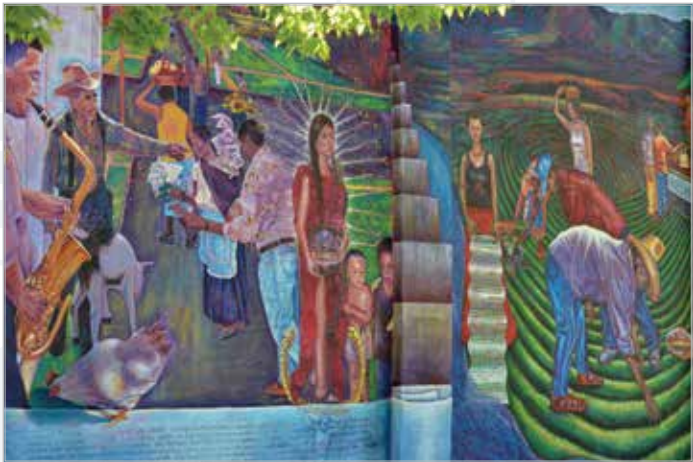


P1: PEOPLE

“People” refers to a social structure that takes into consideration the interests of many interdependent stakeholders. Advancing the social impact of an enterprise includes accounting for the ways that any of these interrelated interests are either endangered or supported by its actions.

HAND values the short- and long-term needs of the people our division impacts, including:

- The citizens of Salt Lake City and the broader community we serve
- HAND staff
- Other Salt Lake City government departments and staff
- Key partners from the private sector
- Social service and nonprofit partners



P1. Strategic Goals	
1	Expand and highlight HAND’s leadership role in neighborhood planning and people-focused development.
2	Develop more responsive and flexible decision-making systems that empower all employees.
3	Create a new culture of transparency and collaboration.
4	Create incentives for employee recognition and respect.
5	Brand and market HAND to City employees and neighborhoods.
6	Create/expand specialized education programs.





P2: PLANET

“Planet” refers to how an organization values and implements sustainable environmental practices to benefit the natural order. At the very least, an enterprise that values the planet will carefully manage its consumption of energy and non-renewable resources, deal responsibly with toxic waste, and avoid ecologically destructive practices.

HAND values and implements sustainable environmental practices by:

- Carefully managing its consumption of energy and non-renewable resources
- Dedication to healthy home initiatives and energy-efficient building standards
- Avoiding ecologically destructive practices
- Monitoring environmental performance on behalf of the City and its many external partners



Community Garden, 600 East and 800 South

*We must not, in trying to think how we can make a big difference, ignore the small daily differences we can make, which, over time add up to big differences that we often cannot foresee.*

—MARIAN WRIGHT EDELMAN

P2. Strategic Goals	
7	Safeguard the positive impact of neighborhood development on the environment.
8	Support the livability and safety of neighborhoods in Salt Lake City.
9	For all projects, identify potential partners with whom to collaborate on environmental concerns.



P3: PROFIT

“Profit” is the measure of the total economic value created by an organization. The definition of profit differs from the traditional one, insofar as it includes the economic benefits enjoyed by the larger society as a result of the organization’s efforts, and conversely, the economic benefits these efforts provide the organization.

HAND’s evaluation of profit accounts for:

- How it impacts the profitability of its commercial, governmental, and nonprofit partners
- The vitality of its neighborhoods
- The protection of City assets
- The enhanced viability of all its constituents

P3. Strategic Goals	
10	Strategically allocate limited resources.
11	Proactively create clear and streamlined administrative systems to heighten departmental efficiency.
12	Responsibly manage current and future assets.
13	Maximize economic collaborations with partners.



## GOING FORWARD

The leadership and staff of HAND recognize the profound impact our work has on the day-to-day lives of citizens. We recognize the opportunities we have as well as challenges we face going forward. Our strategic goals underscore the value we place on research and meticulous planning, on using our resources wisely, on being transparent, and on cultivating strong partnerships citywide.



Guided by a unifying mission and common goals, the four teams of HAND—Capital Planning, Housing, Real Estate Services & Capital Asset Management, and the Sorenson Unity Center—will work together, confident that we can achieve these thirteen ambitious yet reachable goals. And to that end, we will strive to build a culture of greater collaboration—not just within the walls of our City government but with our citizens and all our valued community partners.

ULTIMATELY, we'd like the culmination of our efforts to be a city that anyone would be proud to call home for a long, long time.

—SALT LAKE CITY HOUSING AND NEIGHBORHOOD DEVELOPMENT





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