

REDEVELOPMENT AGENCY STAFF MEMO

DATE: September 13, 2016 **ITEM #:**
PREPARED BY: Tammy Hunsaker
RE: Discussion of strategic plans and affordable housing objectives

REQUESTED ACTION: Policy Discussion.
POLICY ITEM: Affordable Housing and Strategic Plans.
BUDGET IMPACTS: None.

EXECUTIVE SUMMARY/ANALYSIS: As the Redevelopment Agency of Salt Lake City (“RDA”) is assisting in expanding the city’s affordable housing stock, staff is working to ensure that RDA policies are coordinated both internally and citywide. Recently, a policy question arose as to the consistency between the strategic plans and the policies of its funding programs. Under current policy, projects supported through the Tax Increment Reimbursement Program, the RDA Loan Program, and disposition of real property must align with the applicable project area strategic plan. Strategic plan objectives support housing for a mix of incomes for the majority of project areas. However, the North Temple and West Temple Gateway strategic plans, in particular, specify that RDA efforts will focus on market-rate housing in order to diversify the existing housing stock in those project areas.

The Board of Directors (“Board”) may wish to consider potential policy conflicts that may arise between strategic plans and broader housing policies, particularly as the RDA works to adopt a housing policy and the City Council works to adopt a citywide housing plan. Policy conflicts may include the type and affordability level of housing incentivized with RDA resources within project areas. The Board may also wish to consider updating or clarifying its housing goals as articulated in the various project area strategic plans.

ANALYSIS & ISSUES: High-quality affordable housing development can improve the housing stock in blighted and distressed neighborhoods. It can also further the concentration of poverty and income segregation. To address the housing needs within a project area, the project area strategic plan guides the housing types - including density, tenure, and affordability level - that will be incentivized with RDA resources. Strategic plans accomplish this by providing *Objectives* and *Implementation Program Prioritization* guidelines that are based on project area plans, RDA and City policies, and current neighborhood needs.

Refer to *Attachment 1: Housing-Related Strategic Plan Policies* for additional information on housing policies contained within project area strategic plans. Policies that relate to the affordability-level of housing have been highlighted.

PREVIOUS BOARD ACTION:

- March 2016: The Board approved strategic plans for the Depot District, West Capitol Hill, North Temple, and Sugar House project areas.
- April 2016: The Board approved strategic plans for the Central Business District and West Temple Gateway project areas.
- May 2016: The Board approved the strategic plan for the Granary District Project Area.

ATTACHMENTS:

1. Housing-Related Strategic Plan Policies

Attachment 1: Housing-Related Strategic Plan Policies

	OBJECTIVES	IMPLEMENTATION PROGRAM PRIORITIZATION
Central Business District	Contribute to the development of a high-quality housing stock that serves the needs of a population with mixed-incomes, multiple generations, and varying household sizes.	Housing Programs (2014-2019) – Loan and tax increment reimbursement programs and housing funds encourage high-density well designed housing development that serves populations that have mixed-incomes, varying household sizes, and are multi-generational.
	Encourage the adaptive reuse of existing structures that contribute to the historic character of downtown Salt Lake City.	Adaptive Reuse (2014-2019) – Loan and tax increment reimbursement programs encourage the adaptive reuse of existing buildings for residential and commercial development.
Depot District	Create and incentivize new transit-oriented developments resulting in a lively urban center that will capitalize on multi-modal transportation opportunities available in the project area.	Transit-Oriented Development (2015-2019) – Loans, tax increment reimbursement programs, and housing funds will be used to foster transit-oriented development by incentivizing building renovations and new construction near transit facilities.
	The RDA shall support the City’s Housing Initiative by contributing to a high-quality, diverse, and income-balanced housing stock of moderate to high density.	Salt Lake City Housing Initiative (2015-2019) – Identify and support the development of affordable housing projects as identified in Salt Lake City’s Housing Initiative as specifically appropriate for the project area.
Granary District	The development of the Granary District shall combine the adaptive reuse of contributing structures with new infill development in a manner that supports commercial, residential, and light industrial uses.	Adaptive Reuse Grant Programs (2015-2019) – Grant programs shall incentivize the adaptive reuse of existing buildings.
	The RDA shall support the City’s Housing Initiative by contributing to a high-quality, diverse, and income-balanced housing stock of moderate to high density.	Housing Programs (2014-2019) – Loans, tax increment reimbursement programs, and housing funds should encourage high-density, well-designed housing development that serves populations that have mixed incomes, varying household sizes, and are multi-generational.
North Temple	Establish North Temple as a transit-oriented development corridor that showcases quality, high-density mixed-use projects that contribute to pedestrian activity and street activation. Development efforts shall focus along North Temple between the Utah State Fair Park and I-15.	TOD Programs (2015-2019) – Loan and tax increment reimbursement programs shall encourage transit-oriented development through incentives for building renovations and new construction near transit facilities.
	Contribute to the quality of the housing stock and its diversification of unit types. Resources shall be focused on market-rate rental and ownership product and increased density near transit.	



Establishes policy direction on the affordability-level of housing

	OBJECTIVES	IMPLEMENTATION PROGRAM PRIORITIZATION
Sugar House	Encourage Transit Oriented Development.	None (due to the project area sunseting).
West Capitol Hill	Complete the development of RDA-owned properties.	TOD Programs (2014-2016) – Loan programs shall encourage transit oriented development through incentives for building renovations and new construction near transit.
West Temple Gateway	Create a transit-oriented neighborhood center at the intersection of 900 South, 200 West, and the 900 South TRAX Station that provides convenient services for neighborhood residents and surrounding areas. The neighborhood center should incorporate a mix of locally-owned businesses, mid- to high-density housing, and well-designed public spaces.	TOD Programs (2015-2018) – Loan programs shall encourage transit-oriented development through incentives for building renovations and new construction near transit facilities.
	Strengthen the single-family home character within the FBUN-1 zoning area, and provide additional high quality and diverse housing for people of all income levels and stages of life. Given current imbalances in the existing housing stock, RDA efforts should focus on owner-occupied, market rate housing. New housing in the FBUN-1 zone should strive to add density in a contextually sensitive manner, respecting the existing single-family home character of Washington and Jefferson Streets.	Single Family Home Development (2015-2018) – Loan programs shall encourage renovation of existing single family homes and construction of new housing in the FBUN-1 Zoning District.



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