





LEADERSHIP



JACKIE BISKUPSKI

Salt Lake City Mayor
Executive Director, RDA

LARA FRITTS

Director, Department of Economic Development
Chief Executive Officer, RDA

Salt Lake City's Department of Economic Development (SLC DED) continues to thrive, showing incredible success in its second year. Created under the leadership of Salt Lake City Mayor Jackie Biskupski and Economic Development Director Lara Fritts, SLC DED consists of three divisions: Business Development, the Salt Lake City Arts Council, and the Redevelopment Agency of Salt Lake City (RDA).

As a cohesive department, SLC DED is comprised of an expert team focused on aligning resources and streamlining processes to better build and redevelop a city that fosters gainful job creation, diverse and inspiring arts and culture, and thriving business districts and neighborhoods.



BUSINESS
DEVELOPMENT



SLCRDA

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DEPARTMENT STRATEGY



Salt Lake City is well-positioned to capitalize upon the human, cultural, economic, physical, and technological assets that provide distinct advantages over comparable communities. A talented and skilled workforce, unparalleled access to world-class recreation opportunities, and an entrepreneurial spirit position Salt Lake City for economic success in a global economy. The City has situated itself to be an economic leader with thriving commercial districts, the headquarters of a global church, and an international airport connecting to economies around the world.

SLC DED'S TOP STRATEGIC GOALS:

- 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 SLC DED to be the authority for economic opportunities in Salt Lake City.
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BUSINESS DEVELOPMENT

The Department's Business Development Division is focused on building Salt Lake City as a vibrant, beautiful, prosperous, diverse, and authentic place – a place that is economically accessible to everyone. Known as the “Crossroads of the West,” Salt Lake City is strategically located for businesses to succeed. The Business Development team works to streamline processes, provide excellent customer service, offer an array of resources and services to recruit and retain businesses in the City, and ensure they have the tools to thrive.



 **BUSINESS**
DEVELOPMENT

BOARD AND STAFF

BUSINESS DEVELOPMENT STAFF

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PETER MAKOWSKI | RECRUITMENT & RETENTION MANAGER

ANNIE DAVIS | MARKETING & RESEARCH MANAGER

ROBERTA REICHGELT | LOCAL BUSINESS & ENTREPRENEURSHIP MANAGER

JACOB MAXWELL | WORKFORCE DEVELOPMENT MANAGER

WILLIAM WRIGHT | BUSINESS DEVELOPMENT COORDINATOR

LIESL LIMBURG | BUSINESS DEVELOPMENT COORDINATOR

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GREG YERKES (NON-VOTING)

BUSINESS DEVELOPMENT



SLC DED's Business Development team saw continued growth and success in fiscal year 2018. Taking a "Team Utah" approach in working with our partners at the local, state, and regional level Salt Lake City successfully recruited and/or retained 16 companies, totaling 5,628 new jobs, over 1.6-million square feet of development, and more than \$473-million in capital investment.

331 | Leads

128 | Opportunities

242 | In Person Business Visits

5,628 | Jobs Created In Salt Lake City

1,620,141 | Square Feet Of Development

\$473,690,000 | Capital Investment

**As reported by companies*

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

amazon



kiln.



STADLER

stryker



BUSINESS SURVEY

In fiscal year 2018, SLC DED (in partnership with EDCUtah) conducted an annual business survey. The research objectives of this annual, truncated survey was to identify the shift in SLC's Net Promoter Score and changes in barriers to growth.

5,538 Salt Lake City businesses were invited to participate in the survey. 511 businesses completed the online survey, representing a 9% response rate (industry norm with no incentive = 5%).

KEY FINDINGS:

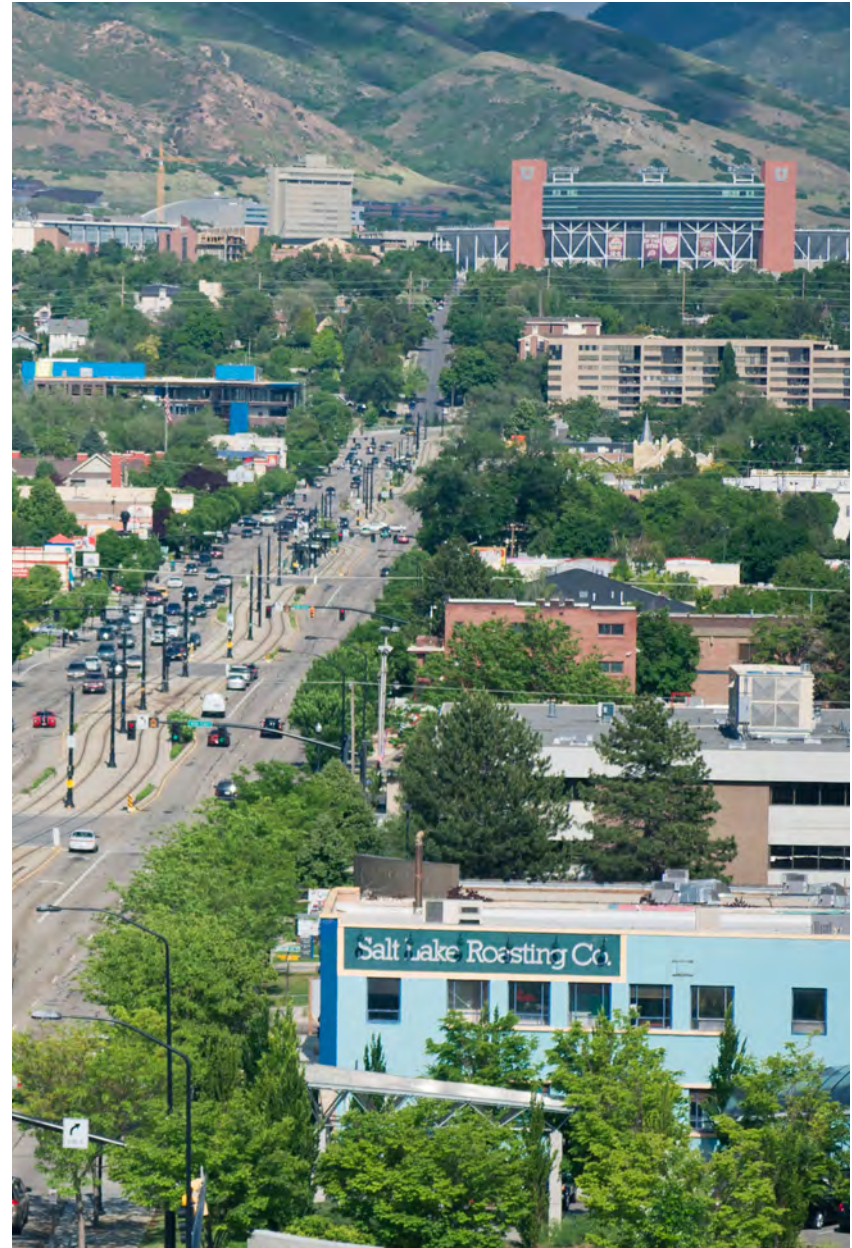
- If the need to expand were to arise, just 21% of Salt Lake City businesses would choose **not** to expand within the city

SALT LAKE CITY'S NET PROMOTER SCORE (NPS) IS:

- -6.55 (up from -24.91 in fiscal year 2017)
- The number of promoters in Salt Lake City has nearly doubled since 2017

TOP BARRIERS TO GROWTH IN FISCAL YEAR 2018:

- Navigating the regulatory environment
- Finding skilled labor at the right price
- Growing the customer base
- Finding available real estate



MARKETING



SLC DED continues to deliver relevant and useful news to residents during their weekly franchise segment with ABC 4 News' morning show (52 segments in FY2018).

OTHER EARNED MEDIA SEGMENTS IN FISCAL YEAR 2018 INCLUDE:

- Business Development company wins
- IEDC Silver Award - Eccles Theater
- Small Business Saturday
- Partners in Preservation grant award
- Construction job training pilot program
- Twilight Concert Series / Broadway Media alliance

Salt Lake City is among 11 winning historic sites in the U.S., determined by popular vote, and will receive a total \$1.5 million in grants to fund preservation projects. SLC's Utah Pickle Company building to get \$50,000 to use for brick and mortar restoration.

A FOCUS HAS BEEN PLACED ON RE-ENGAGING THE SLC DED BLOG AND BUSINESS DEVELOPMENT SOCIAL MEDIA ACCOUNTS:

49% | Increase In Followers On Twitter

46% | Increase In Page Likes On Facebook

182% | Increase In Average Page Views For Blog

0.42% | Average Engagement On LinkedIn

FOREIGN TRADE ZONE

As of March 2018, Salt Lake City's Foreign Trade Zone (FTZ) was updated to the Alternative Site Framework by the U.S. Department of Commerce, which means faster processing of applications and more activation area for companies wishing to utilize this incentive.

Foreign Trade Zones are federally-designated secure locations in the U.S. that are considered outside of the commerce of the U.S. The major advantage of merchandise admitted into a FTZ is that it is treated as though it were located outside the United States for customs duty purposes.

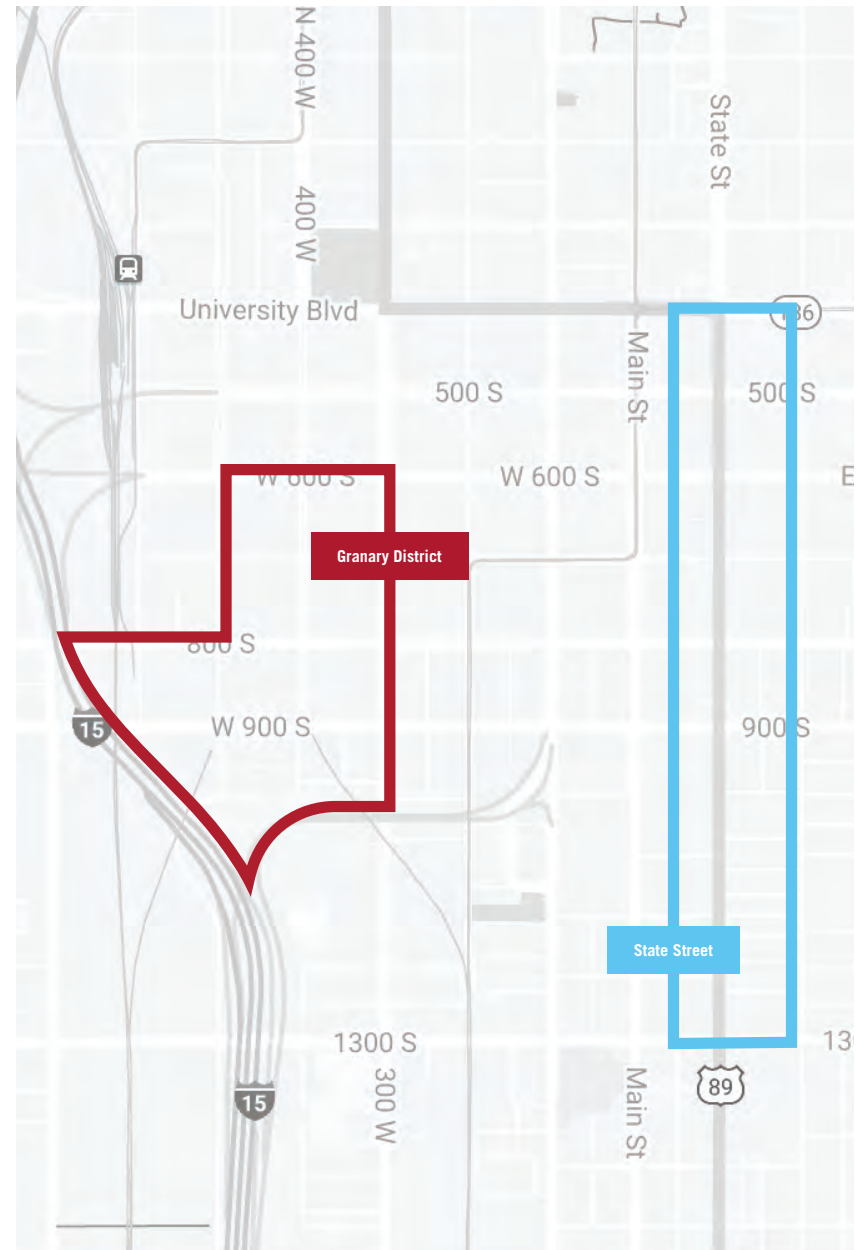


MAIN STREET AMERICA



As the state's first two Main Street America designations, Salt Lake City has two commercial districts currently undergoing urban revitalization efforts:

GRANARY DISTRICT | STATE STREET



GRANARY DISTRICT



Since the Main Street designation in 2017, there has been tremendous progress in the Granary District. The group of community volunteers have organized themselves into four committees: Design, Marketing, Economic Vitality, and Organization. A one-year work plan and board of directors have been established.

COMMUNITY VISION:

Make the Granary District a vibrant area for arts, entertainment, and local business that attracts a large customer base while preserving the unique character of the neighborhood.

MARKETING:

Promote the Granary District as a social, cultural, and economically vibrant community. The marketing committee designed a logo to brand the district and held a very successful Kickoff Party at Kilby Court that was attended by over 500 people while showcasing many local businesses.

DESIGN:

Encourage visual improvements through good design compatible with historic features. The Granary District Mural Grant Program provides grant awards for artists to create artwork that contributes to the beautification, diversification, and economic vitality of the historic Granary District.

The Granary District's board of directors will be leading the Main Street Program moving forward.

STATE STREET

Main Street America on State Street hosted its first meeting on February 27th, 2018.

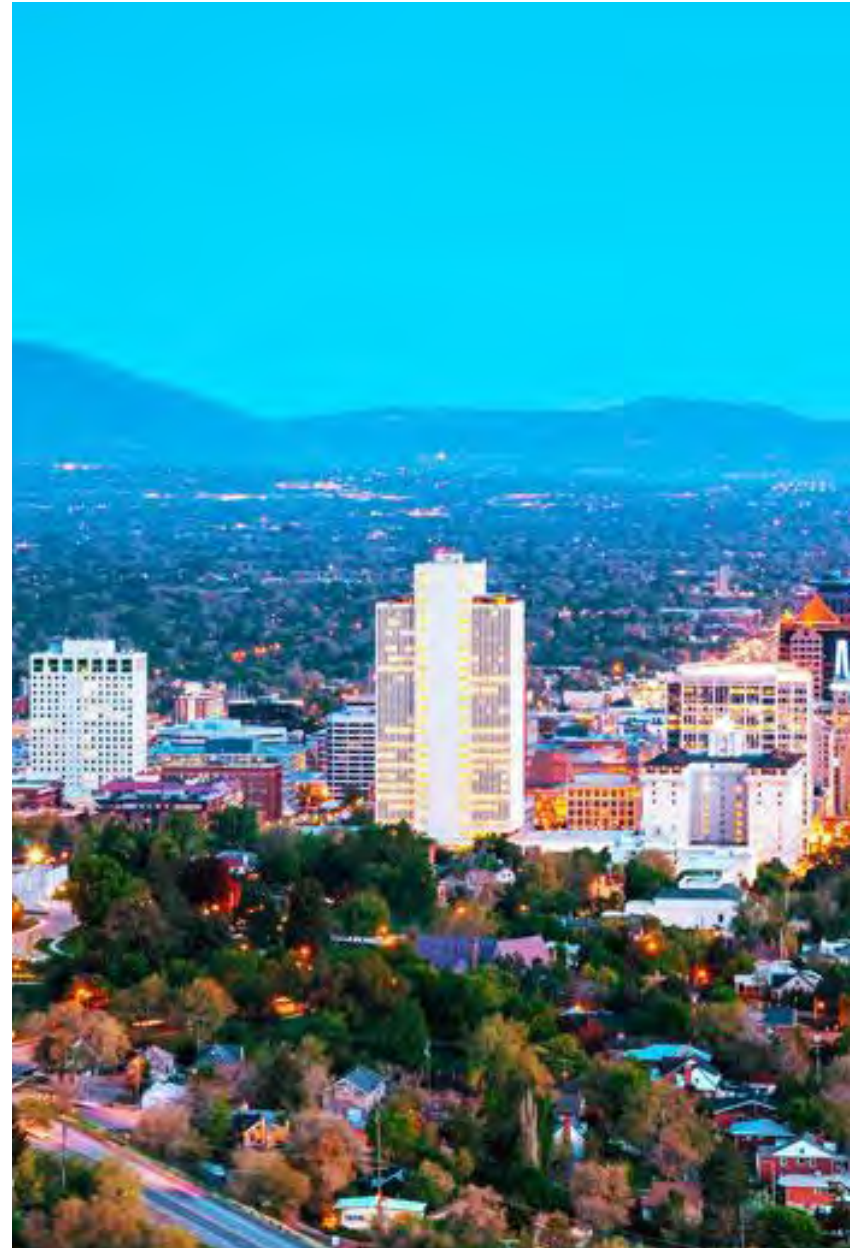
A work plan will be established in fiscal year 2019 with the community input. Focus will be placed on walkability, safety, parking, and activating storefronts.

There will be collaboration with the Planning Department on Life of State, an implementation plan that studies roadway realignments and development opportunities for the State Street corridor with the goal of making State Street a model for sustainable street design, urban design, and planning for the region and Utah.

There has been discussion about designing a work program for the women residing in the Homeless Resource Center on 700 South once that project comes online in June 2019.

HIGHLIGHTS:

- Food Alley Project
- State Street Boxing Gym
- Façade Improvement
- Grant Program To Open Again
- Life On State
- Forthcoming RDA Project Area Designation





ARTS COUNCIL

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 the City through grant funds. The mission of the Arts Council is to promote, present, and support artists, arts organizations, and arts activities in order to further the development of the arts community and to benefit the public by expanding awareness, access, and participation.

SALT LAKE
CITY
ARTS
COUNCIL

BOARD AND STAFF

ARTS COUNCIL STAFF

KELSEY ELLIS | ASSISTANT DIRECTOR

WENDY EVANOFF | OFFICE FACILITATOR

MEGAN RISBON | ARTS EVENTS PRODUCTION MANAGER

ARTS DESIGN BOARD

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JANN HAWORTH

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EVA M. RINALDI

CHAD WHITTAKER

CASSIE SLATTERY

DAVE MORTENSEN

LEAH LANGAN

KATHERINE POTTER

FINCH LANE GALLERY



Finch Lane Gallery has 6 exhibitions a year, featuring individual artists or group exhibitions. This program also presents the annual Holiday Craft Market wherein local craft artists make their wares available for the season.

An important part of any creative community is the ability to support artists as working professionals and to keep them invested in the community. The Arts Council's visual arts program does this by paying artists to exhibit their work at the Finch Lane Gallery and providing the opportunity to gain wide exposure at one of Salt Lake's most established galleries.

HIGHLIGHTS:

The exhibition, The Square One: Helper Artists of Utah featured 29 artists in a curated exhibition that showed the influence of four teachers on the artists who studied in that community. The four faculty members presented a standing-room only discussion about the history and creativity found in the Helper community.

146 | Total Artists Represented In The Finch Lane Gallery In FY18

1,650 | Total Audience Reached Through Visual Arts Programs

\$74,746 | Once Again, The Holiday Craft Show Set Record Sales

LIVING TRADITIONS FESTIVAL



Living Traditions Festival celebrates Salt Lake's folk and ethnic communities through dance, music, food, crafts, and hands-on activities. The three-day festival is free and hosts approximately 30,000 people each year.

The preservation of Utah's diverse cultural landscape along with the artistic traditions that reflect these cultural perspectives are imperative to sustaining a strong and vibrant community. The sharing of languages, arts, food, dance, and cultural traditions is one of the most effective ways to bring about a common bond among people.

HIGHLIGHTS:

For the 2018 Festival, the Arts Council began the process of eliminating all single-use plastic bottles by 2020. To help with this initiative, there were reusable water bottles for sale at the event for people to fill with free, filtered water and people were encouraged people to bring refillable bottles to use.

90 | Different Cultures Represented

30,228 | Attendees At 2018 Festival

1,194 | Artists Represented (Food Vendors, Craft Artists, Performing Groups)

CITY ARTS GRANTS PROGRAM

City Arts Grants Program supports the arts activities of artists, nonprofits, and elementary schools conducting programming in Salt Lake City through 5 grant categories.

The Arts Council's granting program annually provides grant support to the local arts community. 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.

95 | Total Grants Awarded In FY18

\$324,000 | Total Funding Awarded In FY18



TWILIGHT CONCERT SERIES

Twilight Concert Series is a summer concert series presenting a wide range of outstanding musicians from across the country and around the world. The concerts are held in Pioneer Park on Thursday evenings in July and August.

The Twilight Concert Series brings together the community to provide accessible experiences and create a vibrant and relevant downtown atmosphere, promoting Salt Lake City through the arts.

HIGHLIGHTS:

The 2017 Twilight Concert Series celebrated the 30th anniversary of the program. The season included six concerts from July 20 through August 31.

The close of the 30th season was marked by a historic visual exhibition and celebration, presented in partnership with Photo Collective Studios.

49,551 | Total Attendees For 2017 Series

7 | Concerts

81 | Total Artists Presented During 2017 Series



PUBLIC ART PROGRAM



The Arts Council is responsible for the administration of this program, established by City ordinance. Artwork is commissioned for city parks, at fire stations, and in various downtown locations.

Public Art is the most accessible form of art as anyone can experience it at any time. It brings vibrancy and activation to all corners of the community and enhances the cultural experience.

Collaborated with the Mayor’s Office, Transportation, and Public Utilities to develop Paint the Pavement and Paint the Storm Drain Programs that provide Salt Lake City residents with avenues to complete their own public art projects.

HIGHLIGHTS:

The Art Design Board held strategic planning meetings to develop Public Art Program mission and values and revised City Ordinance 2.30 to increase Board membership from 5 to 7.

The Public Art Program collaborated with the Mayor’s Office, Transportation, and Public Utilities to develop Paint the Pavement and Paint the Storm Drain Programs that provide Salt Lake City residents with avenues to complete their own public art projects.

The Public Art Program completed a public art installation at 337 Pocket Park. This project supported the careers of 16 local artists. For 11 artists, this was their first Salt Lake City Corporation Public Art commission.

55 | Total Artists Served Through FY18 Public Art Commissions

\$2.61 | Millions Of Dollars In Public Art In FY18

BROWN BAG CONCERT SERIES

Brown Bag Concert Series presents local performing artists at free lunchtime concerts in Downtown Salt Lake on weekdays in the month of August.

The Arts Council recognizes the importance of “local first” and supports Utah performing artists through performance opportunities throughout downtown Salt Lake City.

HIGHLIGHTS:

The 2017 season once again partnered with Spy Hop Production’s 801 Session program. The week-long residency provided performance opportunities for ten young acts as well as valuable experience in event planning, marketing, artist management, and live-performance production.

11 | Total Artists Presented At The FY18 Series

150 | Total Attendees At The FY18 Series



GUEST WRITERS SERIES

Guest Writers Series is a literary reading series presented in partnership with the University of Utah Department of English and Creative Writing Program. Approximately 9 readings a year are presented on Thursday evenings, followed by an informal lunchtime conversation the following Friday.

The Arts Council supports literary arts as an important part of a vibrant cultural community and through this program students are able to connect with nationally renowned authors and develop their own professional careers.

HIGHLIGHTS:

In FY18 the Arts Council partnered with Artists of Utah and the Utah Division of Arts and Museums to present the Read Local series. This new program adds to the Arts Council's literary offerings by providing an opportunity for local writers to present their work.

27 | Total Artists Presented During FY18 Readings

600 | Total Attendees During FY18 Readings



OUTREACH



THE 2018 MAYOR'S ARTISTS INCLUDED:

- Kerri Hopkins, Service to the Arts/Individual
- Utah Arts Alliance, Service to the Arts/Organization
- Joe Marotta, Arts Education
- Ann Poore, Literary Arts

The Department began discussions with Arts Council staff and Foundation board members regarding a plan for creating a division of arts and reorganizing the relationship between the City and the Arts Council Foundation. A mission statement and goals for the division were drafted, concepts for the reallocation of programs and duties for both the division and the Foundation were created and a FY19 budget proposal created and submitted to the city finance team for consideration.

83,799 | Total Audience For Fiscal Year 2018

113 | Total Served Through Trainings

1,506 | Total Served Through Artist Presentations

121 | Total Served Through Convenings



REDEVELOPMENT AGENCY

The RDA exists to improve areas of Salt Lake City experiencing disinvestment, encourage economic development, assist in the development of housing for low and moderate income households, and help implement the City's master plan. The RDA will participate with Salt Lake City, Salt Lake County, the State of Utah, and other public entities, as appropriate, in implementing its mission.



SLCRDA

STAFF AND BOARDS

REDEVELOPMENT AGENCY STAFF

DANNY WALZ | CHIEF OPERATING OFFICER

KORT UTLEY | SENIOR PROJECT MANAGER

JILL WILKERSON-SMITH | PROJECT MANAGER

DAVID ARTEAGA | PROJECT MANAGER

CARA LINDSLEY | PROJECT MANAGER

TAMMY HUNSAKER | PROJECT MANAGER

SUSAN LUNDMARK | PROJECT MANAGER

JONATHAN GOATES | PROJECT MANAGER

CORINNE PIAZZA | PROJECT COORDINATOR

AMANDA HOLTY | COMMUNICATIONS & OUTREACH

JIM SIRRINE | PROPERTY MANAGER

KALLI RUIZ | ACCOUNTING

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MARK ISAAC

DARIN MANO

PROJECT AREAS

The RDA maintains 11 redevelopment project areas throughout Salt Lake City:

B70 | Block 70 CDA

BBS | Baseball Stadium

CBD | Central Business District

CC | Central City

DD | Depot District

GD | Granary District

NT | North Temple

NTV | North Temple Viaduct

NWQ | Northwest Quadrant

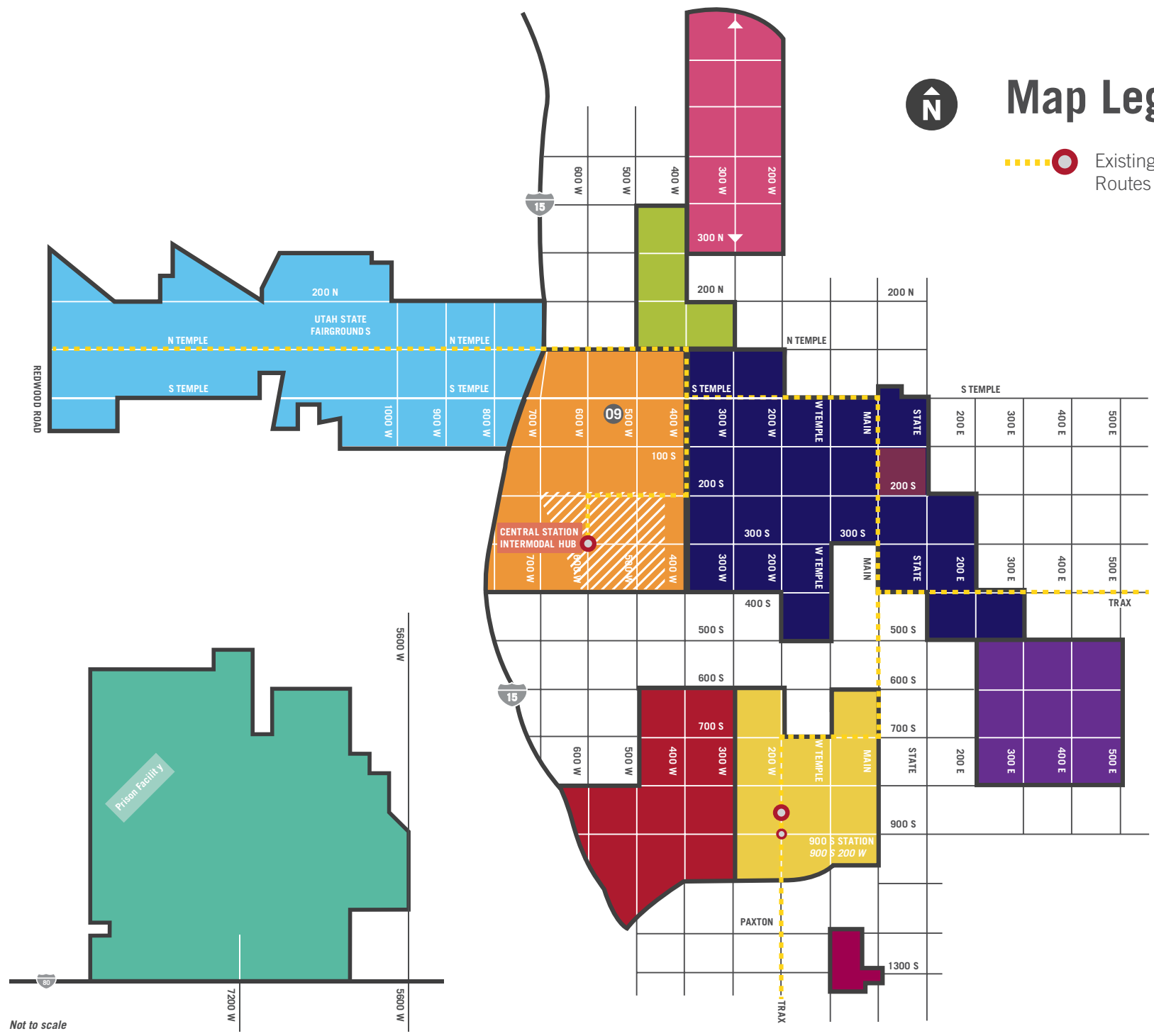
WCH | West Capitol Hill

WTG | West Temple Gateway

Map Legend



Existing TRAX Routes



Not to scale

BLOCK 70

BASE YEAR: 2011 // **SUNSET YEAR:** 2040

Consisting of the 14.44 acres located south of 100 South, north of 200 South, east of Main Street, and west of State Street, the Block 70 Community Development Area (CDA) was established for the purpose of creating a public benefit through community development. Block 70 is home to the City's newest performing arts center, the George S. and Dolores Doré Eccles Theater, the reconstructed mid-block Regent Street, the newly revitalized north-south mid-block street on Salt Lake City's Block 70 located in between Main and State Street, and 100 and 200 South. and 111 Main office tower.



REGENT STREET ACTIVATION

To further activate the newly reconstructed Regent Street, the RDA is working with the Salt Lake City Arts Council to bring local arts and community events to Block 70. One such example of this was the inaugural Illuminate Salt Lake Festival by the Utah Arts Alliance. Over the course of two days in early-November, more than 13,000 spectators experienced the talents of 100 artists, dancers, and musical performers through the mediums of light art and technology. The festival featured 64 interactive elements spread throughout Downtown, including a collection of installations and events on Regent's urban gathering space McCarthy Plaza, and a large-scale projection onto the side of Regent's Walker Center garage wall.

\$58,757,937 | Base Taxable Value

\$206,219,194 | 2017 Taxable Value



REGENT RETAIL SPACES

The two east-facing retail spaces owned by the RDA are now occupied by two locally-owned restaurants - Fireside on Regent and Pretty Bird. Last spring, Fireside moved into its unassuming space on the west side of the street, directly adjacent to the Eccles Theater, and has sustained impressive business ever since, winning rave critical reviews for both its food and impressive interior, including a front-and-center tiled wood-burning oven. The restaurant occupying the RDA's other retail space – Pretty Bird – opened its doors in early-2018, and has drawn a lunchtime crowd to beat all others, with the line forming outside by 11:30 a.m. daily. Pretty Bird consistently serves 500 meals per day.



PUBLIC ARTIST SELECTED FOR PROPOSAL

In May 2018, the RDA and Salt Lake City Arts Council announced the invitation to media artist Refik Anadol to submit a public art proposal for Regent Street. The commission of a public artwork designed specifically for Regent Street is the final element of the RDA's \$12-million reconstruction of the street. Funded by the RDA and managed by the City's Public Art Program, the Regent Street Public Art Project has a budget of up to \$2 million, which when completed will be Salt Lake City's largest public art project ever commissioned.

Anadol was selected from a pool of 136 respondents to the RDA and Arts Council's Request for Qualifications (RFQ) released on January 10, 2018. The RFQ specifically called for applicants with proven experience in creating large-scale public artworks that respond to the architectural and natural environment and can withstand Utah's climate. As part of the design proposal process, Anadol spent 10 days in Salt Lake City to participate in independent data collection, stakeholder meetings, site visits, archival research. He also set up a "Memory Lab" on Regent Street wherein the public was invited to participate in interactive data collection activities. Following this on-site creative analysis of the Regent Street space, exploration of Salt Lake City's neighborhoods and surrounding landscapes, and community engagement, Anadol developed a formal design concept. If approved, Anadol's design will be fabricated and installed in early 2019.

CENTRAL BUSINESS DISTRICT

BASE YEAR: 1983 // SUNSET YEAR: 2040

The Central Business District (CBD) includes much of downtown Salt Lake City, the commercial heart of not only the city, but the state of Utah. The guiding plans for the CBD call for strengthening the City's tax base through economic development and growth. These efforts are providing for new commercial and housing development, as well as rehabilitation of existing downtown buildings. The CBD Project Area Plan also recommends installation of public improvements, including transportation enhancements and cultural facilities. Within the area's 266 acres that are bounded by North Temple and 500 South, and by 400 West and 200 East, the RDA generates tax increment from a selected 100 acres. The remaining 166 non-tax increment generating acres are still eligible for RDA programs and funding.

\$136,894,100 | Base Taxable Value

\$2,180,072,098 | 2017 Taxable Value



STATE STREET REQUEST FOR QUALIFICATIONS

In February 2018, the RDA released a Request for Qualifications for the development of its 255 S. State Street property. The RDA set forth a vision for affordable workforce housing, given the property's location in the urban core.

The RFQ sought experienced developers interested in partnering with the RDA to design and construct a mixed-use, mixed-income affordable housing project on the 1.1-acre site were invited to apply.

From the pool of nine developers who submitted responses to the RFQ for the development of the property, four were invited to interview in-person with the Selection Advisory Committee. Upon the Committee's selection of a primary developer in August 2018, the RDA and selected entity will proceed with executing legal agreements, clearing the site, finalizing design, and beginning construction.

HOW THE RDA BUILT GALLIVAN

PRE-1993: VISION

Based on the City's Block 57 Master Plan and the Central Business District Project Area Plan, the RDA identified and began to acquire an assemblage of property that could be developed to fulfill the **economic, cultural, and commercial vision** for the block.

1993: DESIGN

The design for a **public urban park** was created with the intent of not only providing Downtown with open green space, but also providing a public venue in which the community could enjoy **recreational activities, musical events, public art, and cultural experiences.**

1993-1998: CONSTRUCTION

Phase I: Amphitheater, stage building, ice skating rink, 14 pieces of public art, underground parking garage to accommodate One Utah Center and Gallivan visitors

Phase II: Gallivan Avenue retail spaces, as part of American Stores (Wells Fargo) building

Phase III: Marriott Hotel on State Street, including expansion of plaza and parking structure

2011: RENOVATION

Because of Gallivan's popularity and heavy usage, the RDA refurbished the public art, relocated and expanded the ice rink, and constructed **additional facilities and event space**, including the 12,510-square-foot Gallivan Hall and a larger tiered grass amphitheater.

2014: RETAIL FOCUS

The RDA made **substantial enhancements to Gallivan Avenue retail storefronts** and reached out to innovative, locally owned culinary businesses to take root, transforming the mid-block street into a foodie destination.

2018: 25 YEARS

Gallivan continues to be the **heart of the Downtown**, hosting 400+ events a year that encourage community, exploration, and celebration.



I GALLIVAN CENTER'S 25th ANNIVERSARY

The concept for a Downtown urban space that simultaneously offers Salt Lake City residents, workers, and visitors a venue in which to experience community activities, green space, local business, and visual points of interest was born in 1993 when the RDA acquired an assemblage of land located on City Block 57. Located between Main Street and State Street, and 200 South and Broadway, and within the boundaries of the RDA's Central Business District Project Area, Block 57 has long been known as the commercial, cultural, and economic heart of the City.

Gallivan's design was based on both the City's Block 57 Master Plan, and the RDA's Central Business District redevelopment objectives. The RDA's original construction of the Gallivan Center occurred in phases between 1993 and 1998. Due to the popularity and heavy usage of the Gallivan Center, the RDA embarked on renovation of the space, which began in 2009 with public engagement on the design. Most recently, the RDA has enlivened Gallivan Avenue by enhancing the façade of its retail spaces and sidewalk sections, including decorative panels, LED lighting, planters, awnings, and steel patio railings. The new, street-facing folding glass walls open directly onto the sidewalk, which adds to the overall activation of the area.

In June 2018, Gallivan celebrated its 25th anniversary, with a free public concert and program, including a retrospective video containing information about the RDA's essential role in the space's initial construction, renovation, continued maintenance, and future.

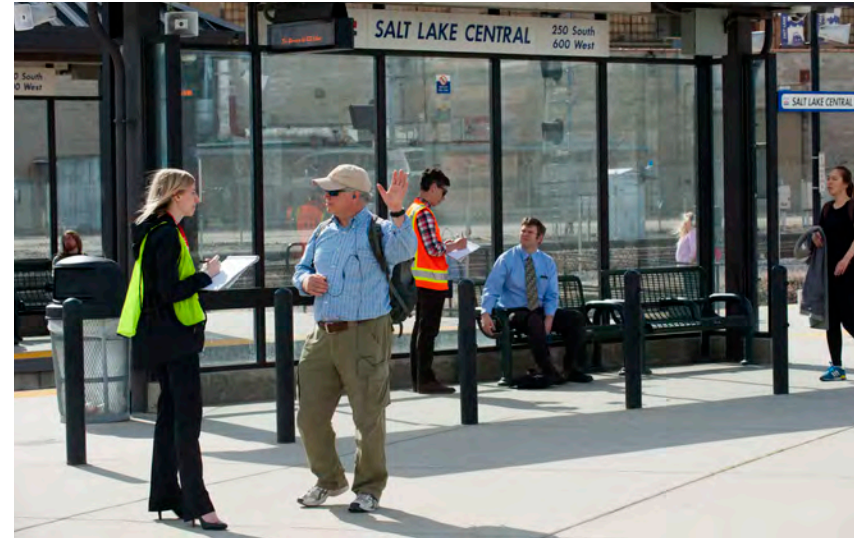
DEPOT DISTRICT

BASE YEAR: 1998 // SUNSET YEAR: 2023

The Depot District Project Area (DD) is located just west of Downtown, covering the area from North Temple to 400 South Street and 400 West Street to Interstate 15. Historically, the area has been part of the City's industrial and railroad corridor. With the reconstruction of I-15 off-ramps and the consolidation of rail lines along 700 West Street, the improved accessibility of the area has made investment more desirable. The newest Depot District project is the aptly named Station Center, envisioned to be Salt Lake City's premier transit-oriented, mixed-use development.

\$27,478,709 | Base Taxable Value

\$461,683,825 | 2017 Taxable Value



SALT LAKE CENTRAL STATION AREA PLAN

Upon being awarded a grant from the Wasatch Front Regional Council's (WFRC's) Transportation and Land Use Connection (TLC) program the RDA organized a multi-organizational effort to create an actionable redevelopment plan for the area near the Salt Lake Central Station (Intermodal Hub). The plan will be based on consideration of other existing and planned developments, input from key area stakeholders, and the potential of a large future influx of residents and office workers into the transit-oriented area.

Since January 2018, the RDA has been leading the plan's management team – including UTA – to work with the lead urban planning consultant on the foundation of the plan. In May, the first of two public workshops wherein stakeholder interviews and public meetings provide an understanding of the area were held. Over the 4-day workshop, members of the management team and consultant team met with hundreds of stakeholders, including UTA leadership, RDA leadership, property owners (including Miller Arena, CCRI, Artspace, and smaller property/business owners), transit riders (over 100 interviewed on the platform at Salt Lake Central Station), local residents, and City departments and divisions, such as Planning, Parks & Public Lands, HAND, Transportation. The second workshop will be held in August 2018.

GRANARY DISTRICT

BASE YEAR: 1999 // **SUNSET YEAR:** 2024

The Granary District Project Area (GD) was historically utilized as an industrial and railroad corridor serving Salt Lake City. More recently, additional housing and service-oriented commercial developments have been added to the project area's mix of land uses. The RDA is working in the GD to create mixed-use neighborhoods that support commercial businesses and services by improving public infrastructure, removing blight, preserving historic structures, financially supporting adaptive reuse development, and creating open space.

\$48,813,397 | Base Taxable Value

\$104,390,375 | 2017 Taxable Value



ADAPTIVE REUSE A-3 PROJECT

The RDA provided A-3 Project, located at 935 South 300 West, with a \$71,500 Granary District Adaptive Reuse Loan to convert two underutilized buildings to 5,500 sq. ft. of commercial space. The project is strengthening the area as a commercial district by increasing the availability of retail goods and services. Leased by T.F. Brewing, a newly established brewery opening fall of 2018, the space will house a 15-barrel brewhouse, a tavern and beer store, space for barrel aging, tastings and private events, and an outdoor patio. The project will aid in transforming the Granary District into a walkable, clean, and safe neighborhood that attracts new businesses and residents to the area.



ADAPTIVE REUSE ORCHID DYNASTY PROJECT

In spring 2018, the RDA approved a \$101,150 Granary District Adaptive Reuse Loan to Lewis Huynh Holdings LLC, the owners of Orchid Dynasty, to convert a former warehouse, located at 365 West 900 South, into retail and commercial space. The project will allow Orchid Dynasty, a local plant and flower shop that has been in business since 2001, to expand its business capacity. RDA funding will support the construction of a storefront for retail sales, as well as workspace for weddings, event staging, and online sales. The project will be completed by the end of 2018.



BICYCLE COLLECTIVE PROPERTY DISPOSITION

Through a request for proposal (“RFP”) process administered in 2017, the RDA entered into negotiations with The Bicycle Collective to develop .26 acres of RDA-owned property located at 901 South Gale Street. The Bicycle Collective will act as the developer of a new facility for its headquarters, which will consist of a modern, two-story, 15,000-square-foot-multi-use building that houses a retail space, a community bicycle repair shop for the public, a professional bicycle repair workspace for mechanics, classrooms, meeting space, administration work space, and a storage area for donated bicycles. The facility will bring new patrons, users, visitors, employees, and volunteers to the Granary District on a daily basis. In addition, the facility will bring synergistic uses to 900 South, which is part of the 9-Line trail corridor that connects east and west Salt Lake City.



GRANARY DISTRICT MURAL GRANT PROGRAM



I GRANARY DISTRICT MURAL GRANT PROGRAM

In April 2018, the RDA launched its Granary District Mural Grant Program to achieve Granary District Project Area creative placemaking goals through the creation of artwork that contributes to the beautification, diversification, and economic vitality of the historic Granary neighborhood. The Program's \$150,000 is funding the creation and installation of vibrant and unique mural artwork on exterior walls of privately owned buildings within the boundaries of the RDA's Granary District Project Area. This program was designed to simultaneously enliven the Granary area, while also supporting preservation and highlighting its historical industrial buildings.

The RDA aligned with its departmental "sister divisions" - the Arts Council and Business Development - to create a Selection Committee that chose 15 artists to create 11 site-specific murals that reflect the Granary District's character and/or history and surrounding community, are visually engaging for passersby and those who visit the Granary District, and are reflective of Salt Lake City's vibrant and diverse artistic community. All murals are slated to be completed by the end of September 2018.

NORTH TEMPLE

BASE YEAR: 2011 // SUNSET YEAR: 2037

The North Temple Project Area (NT) is a major entryway into Salt Lake City. Served by the TRAX light rail “green line,” the North Temple Corridor connects Downtown to the Salt Lake City International Airport, making the area an opportune site for new transit-oriented development. The area’s form-based zoning and significant street improvements are transforming North Temple into a vibrant, walkable, transit-oriented corridor, to which the RDA is working to attract catalytic and infill development.

\$84,073,572 | Base Taxable Value

\$117,857,474 | 2017 Taxable Value



OVERNITER MOTEL PURCHASE AND RFP

One of the most common ways the RDA invests in communities is through the purchase and redevelopment of properties that have fallen into disrepair, been left vacant, or are no longer serving a productive purpose.

In October 2017, the RDA Board of Directors approved the RDA's purchase of the Overniter Motel located at 1500 W. North Temple. On March 29, 2018, the RDA released a Request for Qualifications for the development of the 2-acre property into mixed-income affordable residential and street-frontage retail. A developer is expected to be selected in late summer 2018.



| CITY CREEK DAYLIGHTING FEASIBILITY STUDY

As part of the RDA's partnering with Salt Lake City's Transportation and Parks & Public Lands Divisions, Salt Lake City's Public Utilities Department, and Seven Canyons Trust to improve North Temple's Folsom Corridor, a feasibility analysis for bringing a portion of City Creek's flow to the surface along the Corridor between 800 West and the Jordan River is now underway.

To identify daylighting design and landscaping opportunities throughout the trail corridor, the RDA worked with the City's Parks & Public Lands Division and Public Utilities Department to draft the Request for Proposals from qualified consultants. In June 2018, Salt Lake City selected a consultant to conduct the analysis, and set forth the primary objectives of the analysis to include: a data review and analysis of environmental and geotechnical conditions; a detailed report of existing utilities and infrastructure; two alternative design concepts and corresponding cost estimates; and recommendations for implementation and project phasing. The overall goal of a daylighting project will be to improve the environmental and public health of the area by improving water quality, mitigating flooding concerns, and providing an urban greenway for pedestrians and cyclists.

The completed City Creek daylighting feasibility study will be considered as part of the City's and Utah Transit Authority's (UTA) construction of the Folsom Trail, a 10-foot wide bike and pedestrian path that will connect the Jordan River Parkway Trail with the downtown area. The two-mile Folsom Trail will create a safe, comfortable connection for families and residents on the west-side to employment and services in downtown Salt Lake City.

NORTHWEST QUADRANT

BASE YEAR: 2018 // SUNSET YEAR: 2038

Acclaimed as an area with unparalleled economic opportunity, the Northwest Quadrant Project Area (NWQ) offers over 3,000 acres of developable land near an international airport, major highway interchange, and national rail crossing. Through the strategic cultivation of growth and prosperity, this area is positioned to become a model of regional economic development that elevates the global competitiveness of Salt Lake City, Salt Lake County, and the State of Utah. The complexity of developing the NWQ - combined with a changing economic landscape - requires a tactical approach to maximize the opportunities at hand. The RDA has created goals, objectives, and strategies for the utilization of tax increment to advance development objectives in a sustainable, efficient, and collaborative manner.

\$735,791 | Base Taxable Value

\$735,791 | 2017 Taxable Value



COMMUNITY REINVESTMENT AREA ESTABLISHED

On January 9, 2018, the RDA Board and the Salt Lake City Council adopted the Northwest Quadrant Community Reinvestment Area Plan. As the only participating taxing entity, a portion of the tax increment funds generated from Salt Lake City's property taxes will be used to facilitate community reinvestment activities. By implementing the CRA Plan over the next 20 years, the RDA will leverage private investment with tax increment funds to facilitate economic growth and prosperity through infrastructure improvements, preparation of building sites, business development, and citywide housing development. In addition, tax increment funds will be used to facilitate the implementation of the community vision and land use plan established by the Northwest Quadrant Master Plan.



STADLER RAIL SINGLE-PROPERTY CRA AND TAX INCREMENT REIMBURSEMENT AGREEMENT APPROVED

The RDA Board and the Salt Lake City Council approved the establishment of the Stadler Rail Single-Property Community Reinvestment Area in May 2018. Located just outside the southern boundary of the RDA's Northwest Quadrant Community Reinvestment Area at Interstate 80 and 5600 West, the 63-acre area is being developed by Stadler US, Inc., the American arm of Sweden-based rail car manufacturer Stadler Rail. The site will be home to an approximately 975,000-square-foot facility including office and manufacturing space, and a test track for rail car production. With an estimated total cost of \$174 million, the Stadler Rail Project has entered into a 20-year tax increment reimbursement agreement with the RDA for up to \$9,610,722. The first phase of the project is underway and slated to be completed by the end of 2018.

WEST CAPITOL HILL

BASE YEAR: 1996 // **SUNSET YEAR:** 2023

Located between 300 and 800 North, and between 200 and 400 West, the West Capitol Hill Project Area (WCH) includes portions of Salt Lake City's historic Marmalade neighborhood, and its many pockets of charming residential and commercial structures. The redevelopment plan for WCH seeks to stabilize the residential neighborhoods, while strengthening the commercial business corridor along 300 West. The area's largest project, Marmalade Block, began with the construction of a new branch of the Salt Lake City Public Library and will be completed with the construction of adjacent residential, retail, and public open space developments.

\$28,322,952 | Base Taxable Value

\$90,343,208 | 2017 Taxable Value



RENOVATION OF ARCTIC COURT HISTORIC HOME

Renovation crews are in the finishing stages of the historic renovation at the RDA-owned 528 Arctic Court residential property, including installation of cabinetry and flooring, final renovation of historic wood windows, landscaping, and construction of a driveway and garage. The front porch of the home was recently re-built during an April 2018 community Preservation at Work Workshop. Renovation is expected to be completed in fall of 2018, with the home being marketed and sold by Preservation Utah shortly thereafter. Per a Resolution adopted by the Board of Directors in December 2015, all proceeds from the sale of the home will be donated to the Michael Mahaffey Legacy Fund, which is a loan fund operated by Preservation Utah (formerly Utah Heritage Foundation) in memory of Michael Mahaffey, who served on both the UHF Board of Directors and the RDA's Redevelopment Advisory Committee.



THE GROVE AT MARMALADE

Grove Properties Inc. is in the process of constructing 12 market rate, for-sale townhomes just east of the Marmalade Branch of the City Library. Construction is a little more than halfway complete, with all 12 townhomes framed and roofed, and interior construction underway. When completed, the townhomes will overlook the public library plaza and forthcoming Marmalade Park, all conceived as part of the RDA's comprehensive conceptual plan for the Marmalade Block.



MARMALADE BLOCK MIXED-USE

The mixed-use element of the second phase of the RDA's Marmalade Block Project has been designed. Developer ClearWater Homes, who was competitively selected by way of an official RFP, finalized the design for the 7-story development that will be located at approximately 600 North and 300 West. The design allows for 238 residential units, 11 live-work units, and 12,250 square feet of commercial space, including the inclusion of a ground-floor neighborhood-scale market. The project incorporates public and private terraces and plazas including a public gathering space that links 300 West to the RDA-developed plaza on the west side of the property. The design is currently in plan review by Salt Lake City, and a groundbreaking is slated for fall of 2018.



MARMALADE RETAINING WALL

The Salt Lake City Engineering Division has been working with the RDA since January 2018 to oversee construction of a large, concrete retaining wall on the Marmalade Block. Once completed, the retaining wall will prevent existing homes and housing units to the east from experiencing significant impacts related to construction of a mixed-use housing project and public park at the western edge of the block. The retaining wall was designed by a local urban design firm and is being constructed using a “board-formed” method, which uses planks of wood as a mold for the cement so the resultant concrete receives the look of each individual plank of wood. The retaining wall will also include a set of stairs and small terrace seating area to allow residents from the housing complex to the east direct and easy access to the public park and plaza below.

WEST TEMPLE GATEWAY

BASE YEAR: 1987 // **SUNSET YEAR:** 2018

Located on the southern periphery of Downtown Salt Lake City, the West Temple Gateway Project Area is a gateway to the City's business district by way of an attractive, urban residential environment. The area's rising neighborhood business district on 900 South, aptly named Central Ninth, is surrounded by an eclectic mix of multi-family developments, single-family homes, and a growing number of commercial and office buildings. The centrally-located 900 South TRAX Station, which was built with RDA assistance in 2005, provides area residents and businesses with excellent transit connectivity to other commercial and residential nodes located throughout the Salt Lake Valley.



\$50,234,090 | Base Taxable Value

\$144,722,271 | 2017 Taxable Value

JEFFERSON STREET MID-BLOCK WALKWAY PROJECT

To support the long-standing Salt Lake City goal to make the City's neighborhoods more pedestrian-friendly and walkable, the RDA is continually working to break up the large 10-acre blocks in all its project areas with public mid-block walkways. The beginning of 2018 marked the completion of the RDA's Jefferson Street Mid-block Walkway Project, a first-of-its-kind walkway in the City located in between 800 and 900 South and 200 West and Jefferson Street. The Walkway is flanked by new residential cottage homes built by Benchmark Modern, whose construction were funded in-part by the RDA Loan Program, and were built specifically to look upon the public pedestrian space. The Walkway bisects the block east-to-west, connecting Jefferson Street to the 900 South TRAX Station on 200 West. The six, new, neighborhood-scaled houses facing the walkway are already playing a critical role in activating the walkway, and are providing a local presence for the Central Ninth neighborhood.



**Conceptual design. The final design will be subject to planning and zoning approvals.*

I SPY HOP MEDIA CENTER

Through a request for proposal (RFP) process administered in 2016, the RDA entered into negotiations with Spy Hop Productions to develop .40 acres of RDA-owned property located at 208 West 900 South. In 2018, the construction of the 22,000-square-foot Spy Hop Youth Media Center is now moving forward after a thorough environmental remediation of the site. Functioning as a multiuse facility, the structure will house Spy Hop's offices, programming and classroom space, production facilities, and a community event and performance venue. The \$10 million project will bring significant investment to the Central Ninth neighborhood, expand the employment base, provide services for local residents, and draw patrons to the neighborhood. To date, the RDA has approved a full land write-down, valued at \$497,000, and a \$1,000,000 forgivable loan.



I ALINÉA LOFTS

The redevelopment of former RDA parcels at 863, 865 and 873 South 200 West into 24 owner-occupied residential units and ground floor retail is a critical piece in solidifying the Central Ninth area of the West Temple Gateway Project Area. The Alinéa Lofts project is located directly across from the 900 South TRAX station, and will reinforce the emergence of a transit-oriented node that is already becoming a destination for the neighborhood. Selected through a competitive Request for Proposals process in December 2015, the project's developer, LandForge, Inc., has made substantial construction headway, while simultaneously co-curating a large-scale mural with the Utah Museum of Contemporary Art (UMOCA) that will be installed facing the TRAX station in the project's final phase. With the majority of the units already under contract with owner-occupiers, Alinéa Lofts is expected to open its doors by the end of 2018.

CITY-WIDE HOUSING

Each year, the RDA budgets funding for affordable housing projects that are located outside of designated project areas. These City-Wide Housing funds provide an extraordinary opportunity to improve neighborhoods and expand housing choices for Salt Lake City's most vulnerable residents. Upon the prioritization of an unprecedented \$21 million of RDA funds to facilitate the development of more affordable housing, the RDA has taken on a greater role in City housing initiatives, while its existing funding options for such projects were enhanced.

The RDA has since refined the original strategy for the \$21 million into an actionable plan, with an emphasis on its proven ability to join quality private developers with housing-focused community organizations, resulting in such successful projects as the 2017 award-winning 9th East Lofts affordable housing development.

During this fiscal year, a large portion of the \$21 million was used to implement programs and facilitate projects that increase housing opportunities, revitalize neighborhoods, and support the City's economic vitality:

\$19.7 MILLION | 2017 Investment

OVERNITER – OCTOBER 2017

Utilized \$4 million for the purchase of the Overniter Motel at 1500 W. North Temple for redevelopment. (See the "North Temple" RDA section of this report for more information on the Overniter Project.)

HOUSING TRUST FUND – DECEMBER 2017

Directed \$2 million to the City's Housing Trust Fund, administered by the City's Housing and Neighborhood Development Division.



**Conceptual design. The final design will be subject to planning and zoning approvals.*

HOUSING ASSISTANCE MANAGEMENT ENTERPRISE – JANUARY 2018

The RDA provided Housing Assistance Management Enterprise (HAME), an entity of the Housing Authority of Salt Lake City, with a \$2.7 million site acquisition loan to purchase the former Capitol Motel and adjacent parcels located at 1749 S. State Street. The forthcoming development, anticipated to break ground in 2019, will consist of a mixed-use, mixed-income project, with an estimated cost of \$20 million. Residential units will be affordable to a wide range of household incomes, from 40% of the area median income to market rate. In addition to providing affordable housing and commercial space, the project will benefit the surrounding neighborhood by redevelopment of distressed properties, which will assist in decreasing crime rates and encouraging private investment.

RENOVATION PROGRAM NOFA – MAY 2018

\$1 million used to fund a Renovation Pilot Program supporting the preservation of privately-owned multi-family housing.



AFFORDABLE HOUSING NOFA – JUNE 2018

Released a \$10 million Notice of Funding Availability (NOFA) to fund housing projects as part of a city-wide effort to increase the number of affordable housing units in Salt Lake City. Funding will be provided in the form of low-cost financial assistance to stimulate the construction and preservation of affordable multifamily developments within City boundaries. Of the \$10 million to be allocated, \$4.5 million will be allocated to projects located in High Opportunity Areas, or areas of the city that provide conditions that expand a person's likelihood for social mobility. Funding awarded through the NOFA will be leveraged with other sources of public and private investment to maximize the impact on the community. The RDA will be accepting applications through August of 2018, with final project selection anticipated to take place in October of 2018.

FINANCIAL PROGRAMS



The RDA assists property owners in the renovation, rehabilitation, and new construction of buildings within project area boundaries through its Loan and Tax Increment Reimbursement Programs.

LOAN PROGRAM:

The Loan Program provides critical gap financing for projects that advance the RDA's goals and objectives outlined in its project area plans. We work with project developers and lenders to bridge the funding gap between a project's economics and market realities. In support of the RDA's mission, we can assume a higher level of risk than traditional lenders to ensure that transformative projects get built. While our approach is flexible, we incentivize projects that achieve the RDA's goals for affordable housing, placemaking, sustainability, high quality urban design, and economic development.

TAX INCREMENT REIMBURSEMENT PROGRAM:

The 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 RDA project area 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.

GRANARY DISTRICT ADAPTIVE REUSE PROGRAM:

This program provides forgivable loans to encourage the reuse and revitalization of the Granary District's unique stock of warehouse and industrial 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. By facilitating transformative development projects that increase the number of residents living, working, and visiting the neighborhood, the RDA has been successfully revitalizing its Granary District Project Area one project at a time.

PHOTO CREDITS

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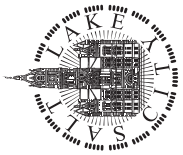
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