



MAYOR
ERIN MENDENHALL

CITY COUNCIL
DISTRICT 1: VICTORIA PETRO-ESCHLER
DISTRICT 2: ALEJANDRO PUY
DISTRICT 3: CHRIS WHARTON
DISTRICT 4: ANALIA VALDEMOROS
DISTRICT 5: & VICE CHAIR, DARIN MANO
DISTRICT 6: & CHAIR, DAN DUGAN
DISTRICT 7: AMY FOWLER

Prepared by

S A L T L A K E C I T Y
HOUSING STABILITY DIVISION
COMMUNITY and NEIGHBORHOODS DEPARTMENT

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2022-2023 ANNUAL ACTION PLAN

The Annual Action Plan outlines the activities and funding priorities for the third year of the 2020-2024 Consolidated Plan, covering July 1, 2022 – June 30, 2023.

DRAFT

AP-05 EXECUTIVE SUMMARY

24 CFR 91.200(c), 91.200(b)

1. Introduction

Salt Lake City's 2022-2023 Annual Action Plan is the product of a collaborative, strategic process that spans community partners, service providers, non-profit/for-profit housing developers, housing authorities, internal divisions/departments, and the input of our residents. The Housing Stability Division of Salt Lake City has worked extensively to identify community development needs and establish goals that align funding streams, community priorities and city initiatives. This plan highlights many of the efforts to maximize and leverage the City's block grant allocations with other resources to build healthy and sustainable communities.

The 2022-2023 Annual Action Plan identifies how the City intends to leverage the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnerships Program (HOME), and Housing Opportunities for Persons with AIDS (HOPWA) funding. These four resources will provide for over \$6.4 million in support for low- to moderate-income households or areas of the city.

As in other cities across the country, Salt Lake City has been grappling with the immediate and long-term impacts of the Coronavirus pandemic on all aspects of life, from education, employment, housing, and basic needs. The Coronavirus pandemic exacerbated existing hardships in Salt Lake City such as growing income inequality, increasing poverty levels, and decreasing affordable housing. This Annual Action Plan works to address concerns within each of these needs and others by continuing to develop and refine new and collaborative strategies. The following highlights a few of the initiatives and efforts that the City is excited about in the coming year:

- Salt Lake City underwent a robust community engagement process in the development of the 2020-2024 Consolidated Plan (Con Plan). These planning efforts provided the City with a clear vision of the needs in the community and a framework for strategic and targeted deployment of funding. The Con Plan will serve as a roadmap as the City implements block grant funding over the next five years. Although the City's Con Plan process concluded just before the Coronavirus pandemic, the needs identified in the Con Plan remain as existing needs in Salt Lake City. Supplemental HUD funding through the Coronavirus Aid, Relief and Economic Securities (CARES) Act, and the American Rescue Plan Act (ARPA) have and will provide funding to both further advance the goals of the Con Plan and address Coronavirus-related needs in Salt Lake City.

- Each activity identified in the 2022-2023 Annual Action Plan meets one of the five goals as outlined in the Con Plan, summarized below. Additionally, the activities will serve as the catalyst to implement the strategies tied to each of the five goals.
 - Housing – Provide expanded housing options for all economic and demographic segments of Salt Lake City’s population will diversifying the housing stock within neighborhoods.
 - Transportation – Promote accessibility and affordability of multimodal transportation options.
 - Build Community Resiliency – Build resiliency by providing tools to increase economic and/or housing stability.
 - Homeless Services – Expand access to supportive programs that help ensure that homelessness is rare, brief, and non-recurring.
 - Behavioral Health – Provide support for low-income and vulnerable populations experiencing behavioral health concerns, such as substance abuse disorders and mental health challenges.
- Since taking office in January 2020 Mayor Erin Mendenhall has focused on breaking down equity barriers within Salt Lake City and providing opportunities of upward mobility for residents regardless of race, income, age, or ability. In an effort towards understanding the needs of underrepresented residents, the City’s Community and Neighborhoods Department initiated *The Future of Housing: A Collective Vision for an Equitable Salt Lake City*. This vision encapsulates a recognition of the inequities that are prevalent in Salt Lake City and provides policy recommendations to break down the barriers that divide the City. As a starting point for this vision the City has embarked on a Gentrification Assessment and Displacement Mitigation Study to help identify and address systemic inequalities in housing.
- Salt Lake City’s response to COVID-19 has been a citywide approach to address the various urgent needs of the community due to the pandemic. Through a COVID-19 declaration of emergency the Mayor directed all City departments to identify resources to support individuals, households, and small businesses most affected by COVID-19. From the beginning of the pandemic, Salt Lake City has coordinated with the State of Utah, Salt Lake County, and our community-based organizations to collectively understand available resources and opportunities to collaborate with our COVID-19 responses. As the pandemic intensified, Housing Stability gathered non-profit service providers, community representatives, and researchers to help understand the City’s current and future needs, and to help guide emergency relief funds. In the summer of 2020, the

Mayor aligned the City's general fund Funding Our Future housing program applications to target COVID-19 needs, additionally the City Council approved additional emergency general funds towards housing stability rent and mortgage assistance programs. Salt Lake City continues to work to address the ongoing issues related to the pandemic.

- The supplemental federal funding that the City received in the form of the CARES Act, greatly assisted new activities to help the City prevent, prepare for, and respond to COVID-19. To utilize the CARES Act CDBG-COVID, ESG-COVID, and HOPWA-COVID funds, Salt Lake City completed a Substantial Amendment on the 2020-2024 Con Plan and conducted an accelerated competitive application process. Awarded activity categories included: Community Stabilization, Public Service Agencies, Housing Stability, Small Business Support, Homeless Prevention, Street Outreach, Rapid Rehousing, and Emergency Shelter. Additionally, the City received Treasury Emergency Rental Assistance Program funds and joined a collaboration with regional funders for a statewide application process to assist renters and prevent duplications of services. In 2021, Salt Lake City will receive funding from the American Rescue Plan Act including HOME ARP funds and a second round of Treasury Emergency Rental Assistance. Salt Lake City will continue to use these relief and assistance funds to further address the City's economic recovery needs.
- Salt Lake City has been a constant leader in the Salt Lake Valley Coalition to End Homelessness (Coalition) which is a coordinated coalition of stakeholders working collaboratively to end homelessness in Salt Lake County. In the fall of 2019, the Coalition transitioned to a Homeless Resource Center (HRC) model. The HRCs provide residents housing stability and case management services to assist clients in overcoming barriers to self-sufficiency. The HRCs provide a multitude of services including diversion, housing navigation, job training, employment services, life skills, and connection to community resources. The HRCs will continue to be an important and critical service in our community and will lift our most vulnerable residents out of homelessness.
- Resembling national trends, Salt Lake City is experiencing an increase in homeless encampments throughout the city. The City has diligently worked with community partners to ensure that safety and basic needs of the campers are met, as well as connecting campers to resources and assistance by implementing Encampment Resource Fairs at the encampment before scheduled clean ups. To help inform the public, and those seeking services, in 2021 the City launched a new online Homeless Service Dashboard to track homeless services and data. The City works with the Salt Lake Valley Coalition to End Homelessness and other partners to ensure that shelter needs are addressed, particularly during the winter months. Recently, the State of Utah reorganized its homeless funding under a new Homeless Services Office directed by a new Homeless Services

Coordinator. Salt Lake City Mayor Erin Mendenhall created a new position in the Mayor's Office, a Director of Homelessness Policy and Outreach, to help coordinate homeless services throughout the City and the region. Salt Lake City, Salt Lake County, the State of Utah, and the service provider community continue to work together to address this issue.

- Salt Lake City supports the Housing First model, that housing is a right not a privilege. This view shapes housing policy and program implementation. Salt Lake City is working closely with community partners to provide opportunities for permanent supportive housing. This model provides the City's vulnerable residents with critical services to find stability, self-sufficiency, and upward mobility.
- Small community businesses serve as the life blood of Salt Lake City. They not only provide opportunities for employment but also build the fabric of diversity within the City. Salt Lake City will continue to support our small, locally owned businesses by providing economic development loan funding through City resources. The COVID-19 crisis has impacted small, local businesses at a devastating level. The City is committed to ensuring that small, local businesses can open safely, and recover from this economic crisis.

While this is just a sampling of many of the exciting efforts the City is undertaking to address the needs in our community, it is fair to say that while federal funding plays an important role in our ability to leverage and maximize long-term impact, it is – and will continue to be a struggle as funding continues to be constantly challenged. As a city we look to other communities' best practices and innovative approaches to find the most effective methods of deploying these limited resources.

In an effort to engage and leverage best practices across the nation, Housing Stability participates in training opportunities, attends in-person or remote national conferences, contributes to regional planning conversations, and looks for opportunities to advocate not only for affordable housing, but also for addressing the gaps of funding or services that exist in our community.

2. Summarize the Goals and Strategies identified in the Plan

This Year-3 Annual Action Plan establishes and addressed several goals and strategies as outlined in the 2020-2024 Consolidated Plan. These goals are briefly outlined below. Greater detail is provided in section AP-20.

1) Housing: Provide expanded housing options for all economic and demographic segments of Salt Lake City's population while diversifying the housing stock within neighborhoods.

Strategies:

- Support housing programs that address the needs of aging housing stock through targeting rehabilitation efforts and diversifying the housing stock within neighborhoods
- Expand housing support for aging residents that ensure access to continued stable housing
- Support affordable housing development that increases the number and types of units available for income eligible residents
- Support programs that provide access to home ownership via down payment assistance, and/or housing subsidy, and/or financing
- Support rent assistance programs to emphasize stable housing as a primary strategy to prevent and end homelessness
- Support programs that provide connection to permanent housing upon exiting behavioral health programs. Support may include, but is not limited to supporting obtaining housing via deposit and rent assistance and barrier elimination to the extent allowable to regulation
- Provide housing and essential services for persons with HIV/AIDS

2) Transportation: Promote accessibility and affordability of multimodal transportation options.

Strategies:

- Improve bus stop amenities as a way to encourage the accessibility of public transit and enhance the experience of public transit in target areas
- Support access to transportation prioritizing very low-income and vulnerable populations
- Expand and support the installation of bike racks, stations, and amenities as a way to encourage use of alternative modes of transportation in target areas

3) Build Community Resiliency: Build resiliency by providing tools to increase economic and/or housing stability.

Strategies:

- Provide job training/vocational training programs targeting low-income and vulnerable populations including, but not limited to; chronically homeless; those exiting treatment centers/programs and/or institutions; and persons with disabilities
- Economic Development efforts via supporting the improvement and visibility of small businesses through façade improvement programs
- Provide economic development support for microenterprise businesses
- Direct financial assistance to for-profit businesses
- Expand access to early childhood education to set the stage for academic achievement, social development, and change the cycle of poverty

- Promote digital inclusion through access to digital communication technologies and the internet
- Provide support for programs that reduce food insecurity for vulnerable populations

4) Homeless Services: Expand access to supportive programs that help ensure that homelessness is rare, brief, and non-recurring.

Strategies:

- Expand support for medical and dental care options for those experiencing homelessness
- Provide support for homeless services including Homeless Resource Center Operations and Emergency overflow operations
- Provide support for programs providing outreach services to address the needs of those living an unsheltered life
- Expand case management support as a way to connect those experiencing homelessness with permanent housing and supportive services

5) Behavioral Health: Provide support for low-income and vulnerable populations experiencing behavioral health concerns such as substance abuse disorders and mental health challenges.

Strategies:

- Expand treatment options, counseling support, and case management for those in need of mental or behavioral health services, including those with HIV/AIDS.

6) Administration To support the administration, coordination, and management of Salt Lake City's CDBG, ESG, HOME, and HOPWA programs.

Salt Lake City's strategy for most effectively utilizing HUD funding is heavily influenced by the City's housing market study, the City's Five-Year Housing Plan, the annual Utah Comprehensive Report on Homelessness, and the adopted Salt Lake City Master Plans that highlight strategic neighborhood investment opportunities.

3. Evaluation of past performance

Salt Lake City deliberately monitors the process of advancing the strategic goals outlined in the 2020-2024 Consolidated Plan. This plan was developed with input from many stakeholders, and it is our responsibility to report back to the U.S. Department of Housing & Urban Development (HUD), the residents, the community, and decision makers, the impact of these funds. As we near completion of the 2021-2022 Annual Action Plan, here is an evaluation of progress during that time.

In preparation for development of the 2022-2023 Annual Action Plan, Salt Lake City’s Housing Stability Division (HSD) reviewed Consolidated Annual Performance and Evaluation Reports (CAPERs) submitted to HUD, as well as point-in-time data for the 2021-2022 CAPER, to be submitted to HUD after July 1, 2022. The CAPERs provide an evaluation of past performance and accomplishments in relation to established goals and priorities. The City’s previous Action Plans and CAPERs can be viewed at www.hudexchange.info/programs/consolidated-plan/con-plans-aaps-capers/.

Salt Lake City has made progress on all the goals outlined under the 2020-2024 Consolidated Plans. The 2022-2023 Annual Action Plan shows further progress will be made. In addition, the City was able to comply with statutes and regulations set by HUD.

SALT LAKE CITY’S FY 2022-2023 ACCOMPLISHMENTS

Goal	Description	Estimated*	Projected* *
1	Housing – Expand Housing Options	803	3,204
2	Transportation – Improve Access to Transportation	11,008	31,714
3	Community Resiliency – Increase Economic and/or Housing Stability	436	7,192
4	Homeless Services	2135	9,422
5	Behavioral Health	240	1,526

**Estimated – An estimation of future accomplishments based on award amounts and historical accomplishment data.*

***Projected – Presumed final accomplishments for the Consolidated Plan based on current trends and point-in-time data.*

All the goals surrounding homeownership continued to be a challenge as the City experiences a sustained, rapid increase in housing prices and land values. These housing market conditions created challenges on two fronts, 1) finding eligible households who can afford housing units long-term, and 2) finding units available to purchase to utilize for affordable housing. Often, single-family homes are on the market mere moments before very competitive offers come in. Unfortunately, municipalities are not set up to quickly react as housing does become available. This often means that the City ends up paying more for a unit that requires rehabilitation to bring it up to city code. These increased costs must be carefully weighed as housing can easily out-price available federal subsidies and regulatory limitations.

In 2016, the City launched a new economic development program to address the façades of businesses within a geographic target area of the 2015-2019 Consolidated Plan. The program has been continued under the 2020-2024 Consolidated Plan within the new target areas. The reception of the program and impact has been overwhelmingly positive.

The City has continued to work to address homelessness within the City and CoC. In addition to the annual entitlement grants, the City continues to provide funding through its general fund to homeless services providers. Salt Lake City has further invested general fund dollars into homeless services and housing stabilization through the Funding Our Future sales tax increase initiative. This shift allowed the City to invest significantly more funding, provide local direction, closely monitor performance measurements, and provide flexibility that makes sense for the local challenges we face. The City continues to be committed to providing and expanding services for the homeless population.

Salt Lake City will soon be receiving final reports regarding program year 2021-2022 funding. This data will inform future decisions about funding allocations. This data will also be fully reflected in the upcoming Consolidated Annual Performance Evaluation and Report (CAPER).

4. Summary of citizen participation process and consultation process

Citizen participation is an integral part of the Consolidated Plan & Annual Action Plan planning process, as it ensures goals and priorities are defined in the context of the community needs and preferences. In addition, the citizen participation process provides a format to educate the community about the City's federal grant programs. To this end, Salt Lake City solicited involvement from a diverse group of stakeholders and community members during the development of the 2020-2024 Consolidated Plan. A comprehensive public engagement process included a citywide survey (including 2,000+ respondents), public hearings, public meetings, one-on-one meetings, stakeholder committee meetings, task force meetings, Salt Lake City internal technical committee meetings, and a public comment period. In total, over 4,000 residents participated in providing input into the Consolidated Plan. The City received input and buy-in from residents, homeless service providers, low-income service providers, anti-poverty advocates, healthcare providers, housing advocates, housing developers, housing authorities, community development organizations, educational institutions, transit authority planners, City divisions and departments, among others.

For this 2022-2023 Annual Action Plan, the City conducted a Community Engagement Survey to collect public input on their top priorities of the goals identified in the 2020-2024 Consolidated Plan. Due to COVID-19 precautions, City Staff worked with a range of community partners to collect mostly electronic responses and targeted safe, in-person responses from vulnerable populations. A total of 501 responses were collected. For more information on the citizen participation efforts, refer to the *AP-10 Consultation* section.

The City held public hearings at different points in the Annual Action Plan process. The General Needs Hearing is an event open to the public to comment on community needs. HSD accepts all comments and looks to understand how federal funding can address these concerns. The City Council Public Hearing is an opportunity for the public and non-profit partners to comment on how federal funding may impact their neighborhoods or the services being provided. More information about these hearings is available in the *AP-12 Participation* section.

5. Summary of public comments

A summary of the public comments for the 2020-2024 Consolidated Plan can be found in the appendix of the 2020-2024 Consolidated Plan. All comments received for the Consolidated Plan were considered while creating this 2022-2023 Annual Action Plan. On November 10, 2021, Housing Stability staff and members of the Community Development and Capital Improvement Program resident advisory board conducted a virtual General Needs Hearing to hear from residents. Seven residents provided comment, focused on the need for comprehensive services for persons experiencing homelessness. On March 22, 2022, a hybrid, virtual and in-person, City Council Public Hearing was held. In general, the comments were very positive and related to the support of specific agencies. While most comments advocated for a specific organization, some comments cited current demand and proven service models to assist low-income and vulnerable populations. Topics included: homelessness, housing, supportive services, domestic violence, and behavioral health services. Additional public comments addressed the need for more federal or City funding to fully fund the applicant's requests and to fund applicants not recommended for funding. These comments have been taken into consideration for the draft of the 2022-2023 Annual Action Plan. A draft of the 2022-2023 Annual Action Plan will be publicly noticed and made available on Housing Stability's website for comments on May 25, 2022, through June 25, 2022. Public comments will be made available as an attachment to the Plan. During the public comment period for the Annual Action Plan, no comments from the public were received as of June 30th, 2022.

PR-05 LEAD & RESPONSIBLE AGENCIES

91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan and Annual Action Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	SALT LAKE CITY	Housing Stability Division
HOPWA Administrator	SALT LAKE CITY	Housing Stability Division
HOME Administrator	SALT LAKE CITY	Housing Stability Division
ESG Administrator	SALT LAKE CITY	Housing Stability Division

Narrative (optional)

Salt Lake City was the sole agency responsible for developing the Consolidated Plan and is solely responsible for the subsequent Annual Action Plans. Salt Lake City administers each of the HUD grant programs and the funding sources.

Annual Action Plan Public Contact Information

- Tony Milner, Director of Housing Stability, Tony.Milner@slcgov.com or 801-535-6168.
- Heather Royall, Deputy Director, Heather.Royall@slcgov.com or 801-535-7273.
- Tyler Durfee, Policy & Program Manager, Tyler.Durfee@slcgov.com or 801-535-6168.
- Dillon Hase, Community Development Grant Supervisor, Dillon.Hase@slcgov.com or 801-535-6402.

Salt Lake City Housing Stability Division

451 South State Street, Room 445

P.O. Box 145488

Salt Lake City, UT 84114-5488

AP-10 CONSULTATION

91.100, 91.200(b), 91.215(l)

Introduction

The City engaged in an in-depth and collaborative effort to consult with City departments, representatives of low-income neighborhoods, non-profit and for-profit housing developers, service providers, social service agencies, homeless shelter and service providers, supportive housing and service providers, community stakeholders, community partners, and beneficiaries of entitlement programs to inform and develop the priorities and strategies contained within the 2020-2024 Consolidated Plan. Salt Lake City continues to engage these critical partners regularly as we look to maximize our potential impact on an annual basis.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l))

Salt Lake City is in regular communication with our regional funding partners Salt Lake County, Salt Lake County Continuum of Care, and the State of Utah to coordinate about available funding, and gaps in funding and/or services.

HSD and other key City staff worked closely with regional planning groups, such as the Utah League of Cities and Towns, Wasatch Front Regional Council, Utah Housing Coalition, and the Salt Lake Valley Coalition to End Homelessness, as well as local service providers who provide services to individuals experiencing homelessness and/or behavioral health. The City also coordinates closely with staff from Salt Lake County and the State of Utah Office of Housing and Community Development and Homeless Services Offices.

The City is also a key participant in Salt Lake Valley Coalition to End Homelessness and Salt Lake County Continuum of Care. The Coalition help coordinate the Homeless Resource Centers, homeless supportive services, and affordable housing for homeless individuals in Salt Lake County with the goal of making homelessness rare, brief, and non-recurring. City staff participate with the Coalition's Steering Committee, and various sub-committees and task groups. Housing Stability staff also participate with the Utah Homeless Management Information Services (HMIS) Steering Committee and the HOPWA Steering Committee.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

Salt Lake City representatives actively participated in the Salt Lake Valley Coalition to End Homelessness (SLVCEH), the entity responsible for oversight of the Continuum of Care (CoC). SLVCEH's primary goal is to end homelessness in Salt Lake Valley through a system-wide commitment of resources, services, data collection, analysis, and coordination among all stakeholders. The Coalition gathers community consensus to create and fulfill established outcomes. Using these goals, the Coalition partners with key stakeholders to fill the needs of the Salt Lake County Valley community. City representatives serve on the SLVCEH Steering Committee and sub-committees, and actively participated in meetings and efforts.

Salt Lake City representatives participate in the local Continuum of Care's (CoC) executive board and its prioritization committee specifically, so the Continuum of Care's priorities are considered during Emergency Solutions Grant allocations.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

Allocate ESG Funds

Salt Lake City representatives participate in the local Continuum of Care's executive board and its prioritization committee specifically, so the Continuum of Care's priorities are considered during Emergency Solutions Grant allocations. Also, the three local ESG funders meet regularly to coordinate ESG and CoC activities to make sure service are not being over or under funded and services being funded meet the community's needs and goals.

Develop Performance Standards and Evaluate Outcomes

The Salt Lake Continuum of Care and the three ESG funders share common measures to evaluate service providers. The three entities also share monitoring results of subrecipients.

Develop Funding, Policies and Procedures for the Administration of HMIS

The Salt Lake Continuum of Care contracts with the State of Utah to administer the Homeless Management Information System (HMIS). All service agencies in the state are under a uniform data standard for HUD reporting and local ESG funders. All ESG funded organizations participate in HMIS.

For the City's 2022 Community Engagement Survey, Housing Stability staff worked closely with a diverse range of community councils, non-profit service providers and community partners to help distribute and collect survey responses. The survey was available in English and Spanish, both online and a paper version, and targeted engagement included: low-income populations, racial and ethnic minority populations, minority Chambers of Commerce, Spanish speaking communities, CDBG West Side Target Area communities (refer to the AP-50 *Geographical Distribution* section), vulnerable populations, and individuals experiencing homelessness. Over 100 community partners were engaged. Listed in the table below is a sample of the community partners.

TABLE: CONSULTATION AND PUBLIC PARTICIPATION PARTICIPANTS

ENGAGEMENT COMMUNITY PARTNERS		
1	Agency/Group/Organization	Refugee and Immigration Center - Asian Association of Utah
	Agency/Group/Organization Type	Services - Refugees
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
2	Agency/Group/Organization	ASSIST
	Agency/Group/Organization Type	Services - Persons with Disabilities, Housing
	What section of the Plan was addressed by consultation?	Housing Needs Assessment, Non-Homeless Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
3	Agency/Group/Organization	Columbus Community Center
	Agency/Group/Organization Type	Services - Employment, Persons with Disabilities
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City

		was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
4	Agency/Group/Organization	Comunidades Unidas
	Agency/Group/Organization Type	Services – Latino Health, Community Engagement
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
5	Agency/Group/Organization	Community Development Corporation, Utah
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by consultation?	Housing Needs Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
6	Agency/Group/Organization	Community Health Center of Utah
	Agency/Group/Organization Type	Services - Health
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
7	Agency/Group/Organization	Disability Law Center
	Agency/Group/Organization Type	Services - Persons with Disabilities, Services – Fair Housing, Services – Legal Aid
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs, Housing Needs Assessment

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
8	Agency/Group/Organization	Donated Dental
	Agency/Group/Organization Type	Services – Health, Services - Homeless
	What section of the Plan was addressed by consultation?	Homeless Needs - Families with Children, Homeless Needs – Chronically homeless, Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
9	Agency/Group/Organization	First Step House
	Agency/Group/Organization Type	Services - Housing, Persons with Disabilities, Homeless, Health
	What section of the Plan was addressed by consultation?	Housing Need Assessment, Homeless Needs - Chronically Homeless, Homeless Needs - Veterans, Homeless Strategy, Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
10	Agency/Group/Organization	Habitat for Humanity
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
11	Agency/Group/Organization	Salt Lake County Housing Authority DBA Housing Connect

	Agency/Group/Organization Type	Housing, PHA, Services - Housing, Homeless, Persons with HIV/AIDS
	What section of the Plan was addressed by consultation?	Housing Need Assessment, Homeless Strategy, Public Housing Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
12	Agency/Group/Organization	Maliheh Free Clinic
	Agency/Group/Organization Type	Services - Health, Refugees
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
13	Agency/Group/Organization	NeighborWorks Salt Lake
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by consultation?	Housing Needs Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
14	Agency/Group/Organization	Salt Lake City Housing Authority
	Agency/Group/Organization Type	Housing, PHA, Services - Housing, Homeless
	What section of the Plan was addressed by consultation?	Housing Needs Assessment, Homeless Strategy, Public Housing Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of

		the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
15	Agency/Group/Organization	Salt Lake County Aging and Adult Services
	Agency/Group/Organization Type	Services – Elderly Persons
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
16	Agency/Group/Organization	Shelter the Homeless
	Agency/Group/Organization Type	Services - Homeless
	What section of the Plan was addressed by consultation?	Housing Needs Assessment, Homeless Strategy, Homeless Needs - Chronically Homeless, Families with children, Veterans, Unaccompanied youth
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
17	Agency/Group/Organization	South Valley Services
	Agency/Group/Organization Type	Services - Domestic Violence
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
18	Agency/Group/Organization	Salt Lake Community Action Program dba Utah Community Action
	Agency/Group/Organization Type	Services - Housing, Persons with HIV/AIDS, homeless, Education
	What section of the Plan was addressed by consultation?	Housing Needs Assessment, Homeless Strategy, Anti-Poverty Strategy

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
19	Agency/Group/Organization	Volunteers of America - Utah
	Agency/Group/Organization Type	Services - Housing, Persons with Disabilities, Homeless
	What section of the Plan was addressed by consultation?	Housing Needs Assessment, Homeless Needs - Chronically Homeless, Homeless Needs - Families with Children, Homeless Needs - Veterans, Homeless Needs - Unaccompanied Youth, Homeless Strategy, Anti-Poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
20	Agency/Group/Organization	Young Women's Christian Association of Utah
	Agency/Group/Organization Type	Services - Housing, Children, Victims of Domestic Violence, Homeless, Victims
	What section of the Plan was addressed by consultation?	Homeless Needs - Families with Children, Homeless Strategy, Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
21	Agency/Group/Organization	Salt Lake City Housing Stability Division
	Agency/Group/Organization Type	Services - Broadband Internet Services Providers and Narrowing the Digital Divide
	What section of the Plan was addressed by consultation?	Economic Development, Anti-poverty Strategy, Other – Resiliency.

<p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.</p>
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Identify any Agency Types not consulted and provide rationale for not consulting:

All agency types were invited to participate in the Annual Action Plan process.

Other local/regional/state/federal planning efforts considered when preparing the Plan

TABLE: PLAN CONSULTATION

COMMUNITY PLAN CONSULTATIONS		
1	Name of Plan	State of Utah Strategic Plan on Homelessness
	Lead Organization	State of Utah
	How do the goals of your Strategic Plan overlap with the goals of each plan?	The strategic plan establishes statewide goals and benchmarks on which to measure progress toward these goals. The plan recognizes that every community in Utah is different in their challenges, resources available, and needs of those who experience homelessness.
2	Name of Plan	Annual Point-in-Time Count
	Lead Organization	State of Utah
	How do the goals of your Strategic Plan overlap with the goals of each plan?	This plan highlights an initiative to find homeless persons living on the streets and gather information in order to connect them with available services. By doing so, this will help policymakers and program administrators set benchmarks to measure progress toward the goal of ending homelessness, help plan services and programs to appropriately address local needs, identify strengths and gaps in a community’s current homelessness assistance system, inform public opinion, increase public awareness, attract resources, and create the most reliable estimate of people experiencing homelessness throughout Utah.
3	Name of Plan	Growing SLC
	Lead Organization	Salt Lake City
	How do the goals of your Strategic Plan overlap with the goals of each plan?	Policy solutions over the five-year period of this plan will focus on 1) updates to zoning code, 2) preservation of long-term affordable housing, 3) establishment of a significant funding source, 4) stabilizing low-income tenants, 5) innovation in design, 6) partnerships and collaboration in housing, and 7) equitability and fair housing.
4	Name of Plan	Salt Lake City Master Plans
	Lead Organization	Salt Lake City

	How do the goals of your Strategic Plan overlap with the goals of each plan?	Salt Lake City's master plans provide vision and goals for future development in the City. The plans guide the development and use of land, as well as provide recommendations for particular places within the City. H utilized the City's master plans to align policies, goals, and priorities.
5	Name of Plan	Salt Lake Valley Coalition to End Homelessness/CoC
	Lead Organization	Salt Lake County
	How do the goals of your Strategic Plan overlap with the goals of each plan?	This plan emphasizes the promotion of a community-wide commitment to the goal of ending homelessness, provide funding for efforts to quickly re-house individuals and families who are homeless, which minimizes the trauma and dislocation caused by homelessness, promote access to and effective use of mainstream programs, optimize self-sufficiency among individuals and families experiencing homelessness
6	Name of Plan	The Future of Housing: A Collective Vision for an Equitable Salt Lake City
	Lead Organization	Salt Lake City Community and Neighborhoods Department
	How do the goals of your Strategic Plan overlap with the goals of each plan?	This plan focuses on the creation of more equitable housing opportunities for Salt Lake City residents. The plan calls for the creation of more affordable housing and retention of existing affordable housing stock.
7	Name of Plan	Strategic Economic Development Plan
	Lead Organization	Salt Lake City Economic Development Department
	How do the goals of your Strategic Plan overlap with the goals of each plan?	The Strategic Plan establishes an assessment of existing economic conditions of Salt Lake City through analysis of quantitative and qualitative data. This information guided a strategic framework that builds on existing strengths and seeks to overcome identified challenges to ensure the City's fiscal health, enhance its business climate, and promote economic growth.
8	Name of Plan	Housing Gap Coalition Report
	Lead Organization	Salt Lake Chamber
	How do the goals of your Strategic Plan overlap with the goals of each plan?	Initiative that seeks to safeguard Utah's economic prosperity by ensuring home ownership is attainable and housing affordability is a priority, protecting Utahns quality of life and expanding opportunities for all.
9	Name of Plan	Housing Affordability Crisis
	Lead Organization	Kem C. Gardner Policy Institute
	How do the goals of your Strategic Plan overlap with the goals of each plan?	Policy brief regarding the current and projected state of rising housing prices in Utah and recommendations regarding what to do about it.

DRAFT

AP-12 PARTICIPATION

91.105,91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal setting

The City seeks to develop and enhance livable, healthy, and sustainable neighborhoods through robust planning and actions that reflect the needs and values of the local community. The City has stayed true to its values of inclusiveness and innovation by embracing opportunities to provide equitable services, offer funding, and create housing opportunities that improve lives for individuals and families in underserved and under-resourced communities.

The City recognizes that citizen participation is critical for the development of a Consolidated Plan and Annual Action Plans that reflect the needs of affected persons and residents. In accordance with 24 CFR 91.105, the City solicited robust citizen participation.

For the 2020-2024 Consolidated Plan, between May 2019 and May 2020, over 4,000 residents, stakeholders, agency partners, and City officials participated through proactive, community-based outreach, facilitated stakeholder engagement, and online surveys. The City involved affected persons and residents through stakeholder consultation, a community survey, community events, public meetings, public hearings, public comment periods, and one-on-one consultations. The full details of these efforts can be found in the City's 2020-2024 Consolidated and 2020-2024 Citizen Participation Plan.

For the 2022-2023 Annual Action Plan, between July 2021 to January 2022, Housing Stability staff conducted a survey to engage members of the public and receive input on how federal funding could be prioritized. Due to COVID-19 precautions, staff worked with the City's Civic Engagement team and pivoted to an online community engagement survey, reaching out electronically to Salt Lake City's residents, community-based organizations, and over 100 non-profits and community partners. The survey was offered in English and Spanish. Additionally, to hear from vulnerable populations without access to computers, paper versions of the survey were safely collected at the Homeless Resources Centers, two adult Detox locations, the Homeless Youth Resource Center, the Sorensen Community Center, and two local food banks. A total of 501 responses were received.

The public was asked to give input on their top priorities of the goals identified in the 2020-2024 Consolidated Plan. Priority ranking for each goal of the Consolidate Plan were provided, as follows:

Housing - Build new affordable housing and homeownership for low-income populations. Transportation - Provide transit passes to low-income populations. Build Community Resiliency – Provide early childhood education. Homeless Services - Homeless Resources Centers operations and emergency shelter. Behavioral Health – Treatment counseling and case management. The Community Development and Capital Improvement Program and Housing Trust Fund Advisory Boards considered these priorities and how they align with the goals of the 2020-2024 Consolidated Plan when identifying projects to be recommended for 2022-2023.

TABLE: CITIZEN PARTICIPATION OUTREACH SUMMARY CHART

Mode of Outreach	Effort	Target of Outreach	Summary of Response/ Attendance	Summary of Comments Received	Summary of Comments not Accepted & Reasons
Internet Outreach	Survey – Electronic	Minorities; Non-English Speaking; Spanish; Persons with Disabilities; Non-Targeted/Broad community; residents of Public and Assisted Housing	501 Respondents	Respondents ranked affordable housing services as their top priority for City services. Other priorities included transit passes, early childhood education, and homelessness services.	All responses were taken into consideration as the Annual Action Plan developed.
In-Person Outreach	Survey – Paper Form	Individuals Experiencing Homelessness, Individuals Receiving Detox Treatment	110 paper responses	Respondents ranked affordable housing services as their top priority for City services. Other priorities included transit passes, early childhood education, and homelessness services.	All responses were taken into consideration as the Annual Action Plan developed.
Public Hearing	General Needs Remote Public Hearing (Due to COVID-19 precautions, this Public Hearing	Minorities; Non-English Speaking; Spanish; Persons with Disabilities; Non-	7 Attendees	Attendees commented on the greater need for homeless resources.	All responses were taken into consideration as the Annual Action Plan developed.

Mode of Outreach	Effort	Target of Outreach	Summary of Response/ Attendance	Summary of Comments Received	Summary of Comments not Accepted & Reasons
	was publicly noticed in English and Spanish and held remotely on WebEx. Options to submit comments via phone, email, or mail, and ADA accommodations were offered.)	Targeted/Broad community; residents of Public and Assisted Housing			
Public Hearing	Annual Action Plan Hybrid - Public Hearing (Due to COVID-19 precautions, this Public Hearing was publicly noticed in English and Spanish and held remotely on WebEx. Options to submit comments via phone, email, or mail, and ADA accommodations were offered.)	City Councilmembers, City staff, Minorities; Non-English Speaking; Spanish; Persons with Disabilities; Non-Targeted/Broad community; residents of Public and Assisted Housing	21 members of the public attended and/or provided comments at this hearing.	Most comments advocated for a specific organization. Topics included: homelessness, housing, supportive services, DV, and behavioral health services. Additional comments addressed the need for more federal or City funding to fund requests.	All comments were accepted and taken into consideration as the Annual Action Plan was developed.
Public Notice	Annual Action Plan (Draft Version) Public Notice	Minorities; Non-English Speaking; Spanish; Persons with Disabilities; Non-Targeted/Broad community; residents of Public and Assisted Housing	The public notice period was from Sept 9, 2022 – Sept 28, 2022. The draft CAPER was posted on our website, sent to our mailing list, and posted in the Salt Lake Tribune.	There were no comments received	

AP-15 EXPECTED RESOURCES

91.220(c)(1,2)

Introduction

TABLE: EXPECTED RESOURCES

	Uses of Funding	Expected Amount Available - Year 3				Expected Amount Available - Remainder of Con Plan	Description
		Annual Allocation	Program Income	Prior Year Resources	Total		
CDBG	Acquisition						Expected Amount is a rounded estimation of the funding anticipated to be received, based on current Program Year allocation. Prior year resources are unspent funds from previous years.
	Administration						
	Economic Development						
	Homebuyer Assistance						
	Homeowner Rehabilitation						
	Multifamily Rental						
	Construction Multifamily	\$3,448,653	\$0	\$1,100,000	\$4,548,653	\$7,000,000	
	Public Improvements						
	Public Services						
	Rental Rehabilitation						
	New Construction for Ownership						
	TBRA						

	Uses of Funding	Expected Amount Available - Year 3				Expected Amount Available - Remainder of Con Plan	Description
		Annual Allocation	Program Income	Prior Year Resources	Total		
	Historic Rental Rehabilitation						
	New Construction						
HOME	Acquisition						Expected Amount is a rounded estimation of the funding anticipated to be received, based on current Program Year allocation. Program income is typically generated from housing loan repayments from nonprofit agencies.
	Administration						
	Homebuyer Assistance						
	Homeowner Rehabilitation						
	Multifamily Rental						
	Construction Multifamily	\$1,024,786	\$0	\$146,240	\$1,171,026	\$2,100,000	
	Rental Rehabilitation						
	New Construction for Ownership						
	TBRA						
ESG	Administration						Expected Amount is a rounded estimation of the funding anticipated to be received, based on current Program
	Financial Assistance						
	Overnight Shelter	\$300,139	\$0	\$27,000	\$327,139	\$600,000	
	Rapid Re-Housing (Rental Assistance)						

	Uses of Funding	Expected Amount Available - Year 3				Expected Amount Available - Remainder of Con Plan	Description
		Annual Allocation	Program Income	Prior Year Resources	Total		
	Rental Assistance Services						Year allocation. Prior year resources are unspent funds from previous years.
	Transitional Housing						
HOPWA	Administration						Expected Amount is a rounded estimation of the funding anticipated to be received, based on current Program Year allocation. Prior year resources are unspent funds from previous years.
	Permanent Housing in Facilities						
	Permanent Housing Placement						
	STRMU						
	Short-Term or Transitional Housing Facilities	\$840,196	\$0	\$69,930	\$910,126	\$2,025,000	
	Supportive Services						
	TBRA						

Source: Salt Lake City Housing Stability Division

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

HUD, like many other federal agencies, encourages the recipients of federal monies to demonstrate that efforts are being made to strategically leverage additional funds to achieve greater results. Matches require subrecipients to produce a specific amount of funding that will “match” the amount of program funds available.

- HOME Investment Partnership Program – Salt Lake City utilizes impact fee waivers to cover the HOME match requirement.
- Emergency Solutions Grant – 100% Match Requirement

Salt Lake City will ensure that ESG match requirements are met by utilizing the leveraging capacity of its subgrantees. Funding sources used to meet the ESG match requirements include federal, state and local grants; private contributions; private foundations; United Way; Continuum of Care funding; City General Fund; in-kind match and unrestricted donations.

Fund Leveraging

Leverage, in the context of the City's four HUD Programs, means bringing other local, state, and federal financial resources to maximize the reach and impact of the City's HUD Programs. Resources for leverage include the following:

- Housing Choice Section 8 Vouchers
- Low Income Housing Tax Credits
- New Market Tax Credits
- RDA Development Funding
- Salt Lake City Housing Development Loan Fund
- Salt Lake City Economic Development Loan Fund (EDLF)
- Salt Lake City General Fund
- Olene Walker Housing Loan Fund
- Industrial & Commercial Bank Funding
- Continuum of Care Funding
- Foundations & Other Philanthropic Partners

If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

Salt Lake City intends to expand affordable housing and economic development opportunities through the redevelopment of City-owned land, strategic land acquisitions, expansion of the Community Land Trust for affordable housing, parcel assembly, and disposition. The Housing Stability Division will work collaboratively with other City Divisions that oversee or control parcels that are owned by the City to evaluate the appropriateness for affordable housing opportunities.

Discussion:

Salt Lake City will continue to seek other federal, state and private funds to leverage entitlement grant funding. In addition, the City will support the proposed community development initiatives outlined in this Plan through strategic initiatives, policies, and programs.

Reallocated funds identified came from unspent programs in previous program years. Reallocated CDBG funds came primarily from infrastructure and housing projects, and some public services. Reallocated ESG funds were from the 2020-21 program year. Reallocated HOME funds were from a down payment assistance program. Reallocated HOPWA funds came from TBRA, STRMU, and Supportive Services programs.

DRAFT

AP-20 ANNUAL GOAL & STRATEGIES

TABLE: GOALS, PRIORITY NEEDS AND OUTCOME INDICATORS

Sort Order	Goal	Start Year	End Year	Category	Geographic Area	Priority Needs Addressed	Funding	Goal Outcome Indicator
1 - Housing	Expand housing options	2022	2023	Affordable Housing	Citywide	Affordable Housing	CDBG \$2,048,837 ESG \$127,837 HOME \$1,068,548 HOPWA \$784,921	Rental Units Constructed - 2 Rental Units Rehab - 99 Homeowner Housing Rehab - 375 Direct Financial Assistance to Homebuyers - 12 TBRA/RRH - 195 Homelessness Prevention - 20 HIV/AIDS Housing Operations - 104
2 - Transportation	Improve access to transportation	2022	2023	Transportation	Citywide	Transportation	CDBG \$672,789	11,008 Households assisted
3 - Community Resiliency	Increase economic and/or housing stability	2022	2023	Economic Development/Public Services	Target Areas/Citywide	Community Resiliency	CDBG \$882,019	436 Individuals or businesses assisted

Sort Order	Goal	Start Year	End Year	Category	Geographic Area	Priority Needs Addressed	Funding	Goal Outcome Indicator
4 - Homeless Services	Ensure that homelessness is brief, rare, and non-recurring	2022	2023	Public Services/Homeless Services	Citywide	Homeless Services	CDBG \$225,278 ESG \$176,792	2,135 Persons assisted
5 - Behavioral Health	Support vulnerable populations experiencing substance abuse and mental health challenges	2022	2023	Public Services/Behavioral Health	Citywide	Behavioral Health	CDBG \$30,000 HOPWA \$100,000	240 Persons assisted
6 - Administration	Administration	2022	2023	Administration	Citywide	Administration	CDBG \$689,730 ESG \$22,510 HOME \$102,478 HOPWA \$25,205	N/A

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b)

Salt Lake City is estimating that 134 LMI households will be served under the HOME program, as defined by 91.215(b), through a combination of addition or rehabilitation of affordable rental housing, TBRA and Down Payment Assistance programs.

Goal Descriptions

TABLE GOAL DESCRIPTIONS

	Goal Name	Goal Description
1	Housing	<p>To provide expanded housing options for all economic and demographic segments of Salt Lake City's population while diversifying the housing stock within neighborhoods.</p> <ul style="list-style-type: none"> • Support housing programs that address the needs of aging housing stock through targeted rehabilitation efforts and diversifying the housing stock within the neighborhoods • Support affordable housing development that increases the number and types of units available for qualified residents • Support programs that provide access to home ownership • Support rent assistance programs to emphasize stable housing as a primary strategy to prevent and/or end homelessness

	Goal Name	Goal Description
		<ul style="list-style-type: none"> Support programs that provide connection to permanent housing upon exiting behavioral health programs Provide housing and essential supportive services to persons with HIV/AIDS
2	Transportation	<p>To promote accessibility and affordability of multimodal transportation options.</p> <ul style="list-style-type: none"> Within eligible target areas, improve bus stop amenities to encourage the accessibility of public transit and enhance the experience of public transit Within eligible target areas, expand and support the installation of bike racks, stations, and amenities to encourage use of alternative modes of transportation Support access to transportation, prioritizing very low-income and vulnerable populations
3	Community Resiliency	<p>Provide tools to increase economic and/or housing stability</p> <ul style="list-style-type: none"> Support job training and vocational rehabilitation programs that increase economic mobility Improve visual and physical appearance of deteriorating commercial buildings - limited to CDBG Target Area Provide economic development support for microenterprise businesses Direct financial assistance to for-profit businesses Expand access to early childhood education to set the stage for academic achievement, social development, and change the cycle of poverty Promote digital inclusion through access to digital communication technologies and the internet Provide support for programs that reduce food insecurity for vulnerable population
4	Homeless Services	<p>To expand access to supportive programs that help ensure that homelessness is rare, brief, and non-recurring</p> <ul style="list-style-type: none"> Expand support for medical and dental care options for those experiencing homelessness Provide support for homeless services including Homeless Resource Center Operations and Emergency Overflow Operations Provide support for programs undertaking outreach services to address the needs of those living an unsheltered life Expand case management support to connect those experiencing homelessness with permanent housing and supportive services
5	Behavioral Health	<p>To provide support for low-income and vulnerable populations experiencing behavioral health concerns such as substance abuse disorders and mental health challenges.</p> <ul style="list-style-type: none"> Expand treatment options, counseling support, and case management for those experiencing behavioral health crisis
6	Administration	<p>To support the administration, coordination, and management of Salt Lake City's CDBG, ESG, HOME and HOPWA programs.</p>

AP-35 PROJECTS (Summary)

91.200(d)

Introduction

The goals and strategies outlined in Salt Lake City's 2020-2024 Consolidated Plan serve as the foundation for program year 2022-2023 projects and activities. The Consolidated Plan encourages building resiliency in low-income areas by investing in economic development, and transportation infrastructure. These two categories of projects/activities will be limited to the West Side CDBG Target Area. The Consolidated Plan also addresses the need to utilize federal funding to further support housing, transportation, building community resiliency, homeless services, and behavioral health. The Consolidated Plan goals will be supported through the following 2022-2023 efforts:

This Year-3 Annual Action Plan establishes and addressed several Goals and Strategies as outlined in the 2020-2024 Consolidated Plan. It is recognized that not every strategy will be accessed each year, however, each year there will be projects that move forward each of the goals identified.

Housing: Provide expanded housing options for all economic and demographic segments of Salt Lake City's population while diversifying the housing stock within neighborhoods.

Strategies:

- Support housing programs that address the needs of aging housing stock through targeting rehabilitation efforts and diversifying the housing stock within neighborhoods
- Expand housing support for aging residents that ensure access to continued stable housing
- Support affordable housing development that increases the number and types of units available for income eligible residents
- Support programs that provide access to home ownership via down payment assistance, and/or housing subsidy, and/or financing
- Support rent assistance programs to emphasize stable housing as a primary strategy to prevent and end homelessness
- Support programs that provide connection to permanent housing upon exiting behavioral health programs. Support may include, but is not limited to supporting obtaining housing via deposit and rent assistance and barrier elimination to the extent allowable to regulation
- Provide housing and essential services for persons with HIV/AIDS

Transportation: Promote accessibility and affordability of multimodal transportation options.

Strategies:

- Improve bus stop amenities to encourage the accessibility of public transit and enhance the experience of public transit in target areas
- Support access to transportation prioritizing very low-income and vulnerable populations

- Expand and support the installation of bike racks, stations, and amenities to encourage use of alternative modes of transportation in target areas

Build Community Resiliency: Build resiliency by providing tools to increase economic and/or housing stability.

Strategies:

- Provide job training/vocational training programs targeting low-income and vulnerable populations including, but not limited to; chronically homeless; those exiting treatment centers/programs and/or institutions; and persons with disabilities
- Economic Development efforts via supporting the improvement and visibility of small businesses through façade improvement programs
- Provide economic development support for microenterprise businesses
- Direct financial assistance to for-profit businesses
- Expand access to early childhood education to set the stage for academic achievement, social development, and change the cycle of poverty
- Promote digital inclusion through access to digital communication technologies and the internet
- Provide support for programs that reduce food insecurity for vulnerable population

Homeless Services: Expand access supportive programs that help ensure that homelessness is rare, brief, and non-recurring.

Strategies:

- Expand support for medical and dental care options for those experiencing homelessness
- Provide support for homeless services including Homeless Resource Center Operations and Emergency overflow operations
- Provide support for programs providing outreach services to address the needs of those living an unsheltered life
- Expand case management support to connect those experiencing homelessness with permanent housing and supportive services

Behavioral Health: Provide support for low-income and vulnerable populations experiencing behavioral health concerns such as substance abuse disorders and mental health challenges.

Strategies:

- Expand treatment options, counseling support, and case management for those experiencing behavioral health crisis
- Support programs that provide connection to permanent housing upon exiting behavioral health programs.

Administration -- To support the administration, coordination, and management of Salt Lake City's CDBG, ESG, HOME, and HOPWA programs.

TABLE: PROJECT NAME

#	Project Name
1	CDBG: Public Services: Homeless Service Programs

2	CDBG: Public Services: Build Community Resiliency - Job Training & Educational Programs
3	CDBG: Public Services: Behavioral Health
4	CDBG: Housing
5	CDBG: Build Community Resiliency - Economic Development
6	CDBG: Public Services: Transportation
7	CDBG: Transportation
8	CDBG: Administration
9	ESG22: Salt Lake City
10	HOME: Tenant Based Rental Assistance
11	HOME: Down Payment Assistance
12	HOME: Salt Lake City Home Development Fund
13	HOME: Administration
14	HOPWA22: Salt Lake City

DRAFT

AP-38 PROJECTS (Table)

TABLE: PROJECT SUMMARY INFORMATION

1	Project Name	CDBG Public Services: Homeless Service Programs
	Target Area	Citywide
	Goals Supported	Homeless Services
	Needs Addressed	Homeless: Mitigation, Prevention, Public Services
	Funding	CDBG: \$225,278
	Description	Funding for eligible activities that support homeless resource centers, emergency shelters and other supportive service programs directed to individuals and families experiencing homelessness. Funding allocations are coordinated with local CoC and ESG efforts.
	Target Date	
	Matrix Code	03T
	National Objective	LMC
	Estimate the number and type of families that will benefit from the proposed activities	1,000 homeless individuals including chronically homeless, victims of domestic violence, persons with disabilities and other vulnerable populations are expected to benefit from proposed activities.
	Location Description	Citywide
	Planned Activities	<p>Activities will provide essential day-to-day services for the city's most vulnerable populations. Funding will be targeted, in accordance with meeting a national objective, to support the chronically homeless, homeless families, and victims of domestic violence. Funding is projected to be allocated as follows:</p> <p>Catholic Community Services, Case Manager – Weigand Homeless Resource Center, \$35,000</p> <p>Salt Lake Donated Dental Services, Community Dental Project, \$42,500</p> <p>The Road Home, Housing Staffing, \$40,000</p> <p>YWCA Utah, Women in Jeopardy Program, \$37,778</p> <p>Shelter the Homeless Committee Inc, Homeless Resource Center Meals, \$30,000</p> <p>South Valley Services, Domestic Violence Case Manager and Housing Advocate, \$40,000</p>
	Project Name	CDBG Public Services: Build Community Resiliency - Job Training & Educational Programs
2	Target Area	Citywide
Goals Supported	Build Community Resiliency	

	Needs Addressed	Build community resiliency
	Funding	CDBG: \$232,019
	Description	Funding for eligible activities that enhance, expand, and improve job training programs to build resiliency and self-sufficiency.
	Target Date	
	Matrix Code	05H
	National Objective	LMC
	Estimate the number and type of families that will benefit from the proposed activities	421 individuals are expected to benefit from proposed activities. This includes low-income residents that are working with existing job training programs for those that are homeless, exiting homelessness or low-income residents and their children.
	Location Description	Citywide with a focus on assisting residents in racial and ethnic concentrated areas of poverty and local target areas.
	Planned Activities	Activities will provide a cost-effective intervention in increasing self-sufficiency for households for those that are low income and/or living in poverty. Many adults experiencing intergenerational poverty are employed but unable to meet the needs of their families. Adults and teenagers experiencing intergenerational poverty will be connected to resources that assist them with employment and job training. Funding is projected to be allocated as follows:
		Advantage Services, Provisional Support Employment Program, \$36,720
		English Skills Learning Center, Empowering Parents with English, Digital, Financial, and Family Literacy, \$30,000
		International Rescue Committee (IRC), Digital Skills & Education Access to Build Resiliency, \$40,000
		First Step House, Employment Preparation & Placement, \$30,299
		The Children’s Center, Therapeutic Preschool Program, \$55,000
		Neighborhood House, Early Education Program, \$40,000
3	Project Name	CDBG Public Services: Behavioral Health
	Target Area	Citywide
	Goals Supported	Behavioral Health
	Needs Addressed	Public Services: Expand Opportunity/Self-Sufficiency
	Funding	CDBG: \$30,000
	Description	Public Service activities that provide a behavioral health component for the City.

	Target Date	
	Matrix Code	05M
	National Objective	LMC
	Estimate the number and type of families that will benefit from the proposed activities	180 adults living at or near the poverty level are expected to benefit from proposed activities. This includes refugees, recent immigrants, homeless individuals, persons with a disability, victims of domestic violence and other vulnerable adults.
	Location Description	Citywide with a focus on assisting residents in behavioral health programming.
	Planned Activities	Activities will provide access to behavioral health programs, with an added benefit of connection to stable housing opportunities and building self-resiliency. First Step House, Peer Support Services, \$30,000
4	Project Name	CDBG: Housing
	Target Area	Citywide
		West Side Target Area
	Goals Supported	Housing
	Needs Addressed	Affordable Housing Development & Preservation
	Funding	CDBG: \$2,048,837
	Description	Funding for eligible activities that provide housing rehabilitation, emergency home repair, and accessibility modifications for eligible households.
	Target Date	
	Matrix Code	14A
	National Objective	LMH
	Estimate the number and type of families that will benefit from the proposed activities	474 low and moderate-income households are expected to benefit from proposed activities. Funding will be targeted to elderly, disabled, low-income, racial/ethnic minorities, single-parent, and large-family households. This may include, but is not limited to, multi-family housing or single-family housing.
	Location Description	Citywide with a focus on assisting residents in racial and ethnic concentrated areas of poverty and local target areas.
	Planned Activities	Activities will provide essential housing rehabilitation, emergency repair, and accessibility modifications to address health/safety/welfare issues for eligible homeowners. Assistance will be provided as grants or low-interest loans. Funding is projected to be allocated as follows:
		ASSIST Inc. – Community Design Center, Emergency Home Repair; Accessibility and Community Design, \$700,000 First Step House, Recovery Residence Rehabilitation, \$322,000

		International Center for Appropriate and Sustainable Technology (ICAST), Decarbonizing Supportive Housing, \$300,000
		NeighborWorks Salt Lake, Home Rehabilitation & Improvement, \$196,837
		SLC Housing Stability, Housing Rehabilitation and Homebuyer Program, \$500,000
		SLC Housing Stability, Small Repair Program, \$30,000
5	Project Name	CDBG: Build Community Resiliency - Economic Development
	Target Area	West Side Target Area
	Goals Supported	Build Community Resiliency
	Needs Addressed	Support access to building community resiliency by providing opportunities for small businesses to thrive
	Funding	CDBG: \$650,000
	Description	Funding for eligible activities that provide commercial rehabilitation in local target areas.
	Target Date	
	Matrix Code	14E
	National Objective	LMA
	Estimate the number and type of families that will benefit from the proposed activities	15 businesses
	Location Description	Targeted outreach in West Side Target Area
	Planned Activities	Activities will include grants and forgivable loans/grants for businesses located in the West Side target areas to make exterior façade improvements and to correct code violations. Eligible costs include labor, materials, supplies, and soft costs relating to the commercial rehabilitation. Planned activities are as follows:
Salt Lake City Housing Stability: \$650,000		
6	Project Name	CDBG: Public Services: Transportation
	Target Area	Citywide
	Goals Supported	Transportation

	Needs Addressed	Support access to transportation prioritizing very low-income and vulnerable populations, by offering reduced-fare transit passes to individuals experiencing homelessness. .
	Funding	CDBG: \$30,000
	Description	Funding will be utilized to promote accessibility and affordability of multimodal transportation options.
	Target Date	
	Matrix Code	05E
	National Objective	LMC
	Estimate the number and type of families that will benefit from the proposed activities	140 individuals
	Location Description	Citywide.
	Planned Activities	Support access to transportation prioritizing very low-income and vulnerable populations, by offering reduced-fare transit passes to individuals experiencing homelessness. Salt Lake City Transportation, HIVE Pass Will Call, \$30,000
7	Project Name	CDBG: Transportation
	Target Area	West Side Target Area
	Goals Supported	Transportation
	Needs Addressed	Support access to transportation prioritizing very low-income and vulnerable populations, by constructing new bus stops, shelters and related facilities along bus routes through LMI areas of Salt Lake City.
	Funding	CDBG: \$642,789
	Description	Funding will be utilized to promote accessibility and affordability of multimodal transportation options.
	Target Date	
	Matrix Code	03Z
	National Objective	LMC
	Estimate the number and type of families that will benefit from the proposed activities	10,868 individuals
	Location Description	Selected routes through LMI neighborhoods in Salt Lake City, based on census tracts.
	Planned Activities	Funding will be utilized to created bus stops, boarding islands, bus shelters and related amenities, with specific attention to creating accessible bus stops, along routes through LMI areas of the city.

		Salt Lake City Transportation, Ballpark TRAX Accessible Pedestrian Crossing, \$550,000
		Salt Lake City Transportation, Target Area Bus Stop Improvements, \$92,789
8	Project Name	CDBG: Administration
	Target Area	N/A
	Goals Supported	Administration
	Needs Addressed	
	Funding	CDBG: \$689,730
	Description	Funding will be utilized for general management, oversight, and coordination of Salt Lake City's CDBG program.
	Target Date	
	Matrix Code	21A
	National Objective	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Activities will include program administration and overall program management, coordination, monitoring, reporting and evaluation.
9	Project Name	ESG22 Salt Lake City
	Target Area	Countywide
	Goals Supported	Homeless Services, Housing
	Needs Addressed	Homeless: Mitigation, Prevention, Public Services
	Funding	ESG: \$327,139
	Description	Funding will be utilized for homeless prevention to prevent individuals and families from moving into homelessness, and for rapid re-housing to move families out of homelessness. In addition, funding will be utilized for emergency shelter, shelter diversion, outreach and other essential services for homeless individuals and families.
	Target Date	
	Matrix Code	03T

National Objective	LMC
Estimate the number and type of families that will benefit from the proposed activities	<p>Proposed activities will prevent individuals and families from moving into homelessness; provide rapid rehousing to quickly move families out of homelessness; and provide day-to-day services for individuals and families experiencing homelessness as follows</p> <p>Part 1 ESG: Shelter Operations, Outreach, Day-to-Day Services: 1,135 individuals</p> <p>Part 2 ESG: Prevention, Rapid Rehousing, Diversion: 43 individuals</p>
Location Description	Countywide – Salt Lake CoC
Planned Activities	<p>1. Activities will prevent household from moving into homelessness and move homeless families quickly into permanent, stable housing through the following eligible costs: utilities, rental application fees, security/utility deposits, rental fees, housing placement fees, housing stability case management, and other eligible costs. Funding is projected to be allocated as follows:</p> <p>Utah Community Action, Rapid Rehousing Program, \$46,021</p> <p>The Road Home, Homelessness Prevention, \$30,000</p> <p>The Road Home, Rapid Re-Housing Program, \$51,816</p> <p>2. Activities will provide emergency shelter and other essential services for individuals and families experiencing homelessness. Services include outpatient health services, homeless resource centers, and transitional housing. Funding is projected to be allocated as follows:</p> <p>First Step House, Homeless Resource Center Behavioral Health Treatment Services, \$36,248</p> <p>Family Promise Salt Lake, Community Family Shelter, \$30,247</p> <p>Volunteers of America, Utah, Geraldine King Women’s Resource Center, \$65,048</p> <p>Volunteers of America, Utah, Homeless Youth Resource Center, \$45,249</p> <p>3. In addition, \$22,510 will be utilized for program administration for general management, oversight, and coordination of the City's ESG program.</p>
Project Name	HOME: Tenant Based Rental Assistance
Target Area	Citywide
10 Goals Supported	Housing
Needs Addressed	Access to affordable housing
Funding	HOME: \$506,169

	Description	Funding will be utilized to provide tenant-based rental assistance housing to homeless and at-risk of homeless individuals and families.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	120 families will benefit from the proposed activities.
	Location Description	Citywide
	Planned Activities	Activities will provide tenant-based rental assistance to homeless, disabled persons and other vulnerable populations. Funding is projected to be allocated as follows:
		Utah Community Action Program, TBRA: \$167,669
		South Valley Sanctuary, DV Survivor Housing Assistance, \$138,500
		The Road Home, TBRA: \$200,000
11	Project Name	HOME: Down Payment and Deposit Assistance
	Target Area	Citywide
	Goals Supported	Housing
	Needs Addressed	Affordable Housing Development & Preservation
	Funding	HOME: \$408,661
	Description	Funding will be utilized to provide low-interest loans and/or grants for down payment assistance and/or closing costs to eligible homebuyers.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	12 households will benefit from proposed activities.
	Location Description	Citywide
	Planned Activities	Direct financial assistance to eligible homebuyers in the form of down payment low-interest loans and/or grants. Funding is projected to be allocated as follows:
NeighborWorks Salt Lake, Affordable Home Buydown Program, \$208,661		
Community Development Corp. of Utah, Down Payment Assistance: \$200,000		
12	Project Name	HOME: Salt Lake City Home Development Fund
	Target Area	Citywide

	Goals Supported	Housing
	Needs Addressed	Affordable Housing Development & Preservation
	Funding	HOME: \$153,718
	Description	Funds will be used for development activities including acquisition, new construction, and rehabilitation of existing housing.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	At least 2 households are to benefit from proposed activities.
	Location Description	Citywide
	Planned Activities	Funds will be used for development activities including acquisition, new construction, and rehabilitation of multi-family properties and single-family homes. Salt Lake City, HOME Development Fund: \$153,718
13	Project Name	HOME: Administration
	Target Area	Citywide
	Goals Supported	Administration
	Needs Addressed	
	Funding	HOME: \$102,478
	Description	Funding will be utilized for general management, oversight, and coordination of Salt Lake City's HOME program.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Activities will include program administration and overall program management, coordination, monitoring, reporting and evaluation.
14	Project Name	HOPWA22 Salt Lake City
	Target Area	Metropolitan Statistical Area
	Goals Supported	Housing, Behavioral Health

Needs Addressed	Access to affordable housing, Behavioral Health
Funding	HOPWA: \$910,126
Description	Funding will be utilized to provide housing and related services to persons with HIV/AIDS and their families. Activities include, TBRA, Housing Information Services, Permanent Housing Placement, STRMU, and supportive services.
Target Date	
Estimate the number and type of families that will benefit from the proposed activities	Persons living with HIV/AIDS and their families are expected to benefit from the proposed activities as follows:
	Supportive Services, 114 households
	STRMU/PHP/Supportive Services, 50 households
	TBRA, 52 households
Location Description	Salt Lake City Metropolitan Statistical Area
Planned Activities	Activities will include project-based rental assistance, tenant-based rental assistance, short-term rental/mortgage/utility assistance, housing information services, permanent housing placement, and supportive services for persons living with HIV/AIDS and their families. Funding is projected to be allocated as follows:
	Housing Authority of the County of Salt Lake, TBRA, \$519,185
	Utah Community Action Program, STRMU, PHP, Supportive Services, \$195,736
	Utah AIDS Foundation, Supportive Services, \$70,000
	Utah AIDS Foundation, Mental Health Services, \$100,000
	In addition, Salt Lake City will utilize \$25,205 in program administration for general management, oversight and coordination of the Salt Lake City MSA HOPWA program.

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

As entitlement funding shifts, the City is taking a strategic approach to directing funding. Priorities include expanding affordable housing opportunities throughout the City, providing critical services for the City’s most vulnerable residents, expanding self-sufficiency for at-risk populations, and improving neighborhood conditions in concentrated areas of poverty.

The City and partners are unable to fully address needs due to a lack of funding and resources. To address the lack of resources, the City will continue to engage with community development

organizations, housing providers, housing developers, service providers, community councils, City departments, local businesses, residents, and other stakeholders to develop strategies for increasing impacts and meeting gaps in services.

AP-50 GEOGRAPHICAL DISTRIBUTION

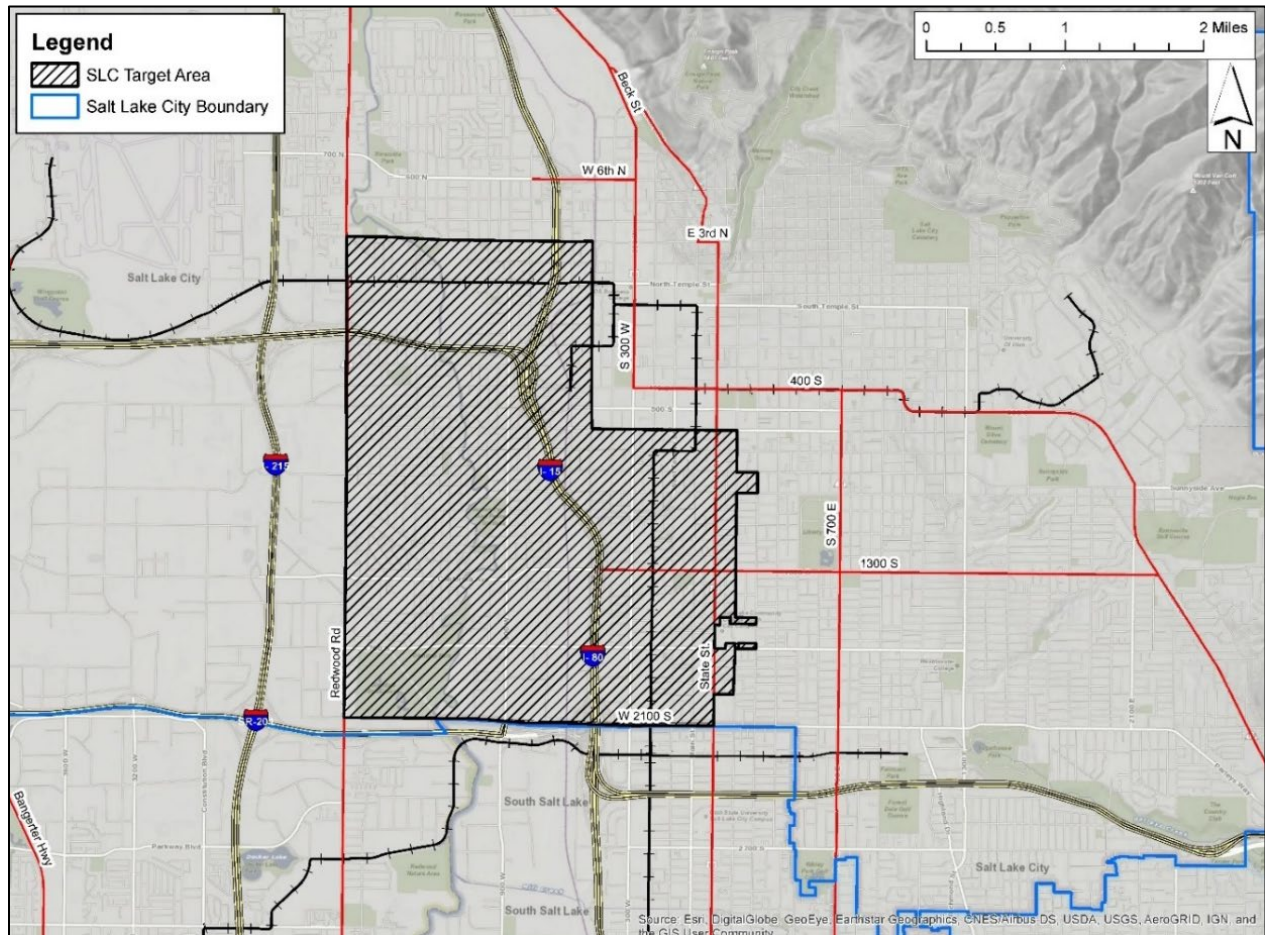
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Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

Locally defined target areas provide an opportunity to maximize impact and align HUD funding with existing investment while simultaneously addressing neighborhoods with the most severe needs. According to HUD standards, a Local Target Area is designed to allow for a locally targeted approach to the investment of CDBG and other federal funds.

The target area for the entirety of the associated Consolidated Plan period, will be identified as, “West Side Target Area”, as shown on the map below. CDBG and other federal funding will be concentrated, but not necessarily limited to, the target area. Neighborhood and community nodes will be identified and targeted to maximize community impact and drive further neighborhood investment. During this Annual Action Plan period, infrastructure projects such as transportation projects and commercial façade improvements will be limited to this target area. Housing activities will happen citywide, however, a more concentrated marketing strategy for rehabilitation efforts will be deployed in the West Side Target Area as an opportunity to expand housing stability. SLC also uses the most current ACS Summary Data from HUD to determine eligible areas for LMA activities.

FIGURE: 2020-2024 WEST SIDE CDBG TARGET AREA



Salt Lake City's HUD entitlement funds are geographically distributed with the following priorities:

The CDBG program's primary objective is to promote the development of viable urban communities by providing decent housing, suitable living environments and expanded economic activities to persons of low- and moderate-income. To support the CDBG program's primary objectives, Salt Lake City is taking a two-pronged approach to the distribution of funding:

1. Direct funding to local target areas to build capacity and expand resources within concentrated areas of poverty.
2. Utilize funding citywide, in accordance with meeting a national objective, to support the city's most vulnerable populations. This includes the chronically homeless, homeless families, food-insecure individuals, the disabled, persons living with HIV/AIDS, victims of domestic violence and the low-income elderly.

The ESG program’s primary objective is to assist individuals and families regain housing stability after experiencing a housing or homelessness crisis. ESG funding is distributed within the Salt Lake Continuum of Care to support emergency shelter, day services, resource centers, rapid re-housing, and homeless prevention activities. The majority of funding is targeted to Salt Lake City’s urban core, as this is where the highest concentration of homeless services is located.

The HOME program’s primary objective is to create affordable housing opportunities for low-income households. HOME funding is distributed citywide to provide direct financial assistance to homebuyers, tenant-based rental assistance, acquisition, and rehabilitation.

The HOPWA program’s primary objective is to provide housing assistance and related supportive services to persons living with HIV/AIDS and their families. HOPWA funding is distributed throughout the Salt Lake City MSA, including Salt Lake, Summit, and Tooele counties, to provide project-based rental assistance, tenant-based rental assistance, short-term rental assistance, and supportive services. The majority of funding is utilized in Salt Lake County, as the majority of HIV/AIDS services are located in the Salt Lake area.

TABLE: GEOGRPAHIC DISTRIBUTION

	Target Area	% of Funds
1	CDBG Designated LMI Areas	23%

Rationale for the priorities for allocating investments geographically

The Target Area was identified through an extensive process that analyzed local poverty rates, low-and moderate-income rates, neighborhood conditions, citizen input, and available resources.

A fair housing equity assessment completed in May 2018 by the Kem C. Gardner Policy Institute at the University of Utah states that there is a housing shortage in Utah, with the supply of new homes and existing “for sale” homes falling short of demand. While the impact of higher housing prices is widespread, affecting buyers, sellers, and renters in all income groups, the report concludes that those households below the median income, and particularly low-income households, are disproportionately hurt by higher housing prices.

Discussion

The City's west side and central corridor continue to have economic disparities that can be addressed through investments of CDBG and other funding. The City has increased its investment in the target area from 12% in the first year, 20% in the second year, to 23% in the third year, and is expected to increase to closer to 30% in the next program year. While not limited to the target area, housing rehabilitation efforts will be heavily marketed in the target area. For the 2022-2023 Action Plan, this includes efforts of partners such as ASSIST, NeighborWorks Salt Lake, Community Development Corporation of Utah, and Salt Lake City's Housing Stability Division. Each organization provides housing rehabilitation services targeted to low-to-moderate income households. Marketing these programs will help ensure that aging housing stock does not fall into disrepair or become blighted. Throughout this plan period and beyond, the City will leverage and strategically target funding for neighborhood improvements, transportation improvements, and economic development to maximize impact within targeted neighborhoods.

AP-55 AFFORDABLE HOUSING

Introduction

The Salt Lake City's Housing Stability Division is committed to lessening the current housing crisis that is affecting Salt Lake City, as in all U.S. cities, through a range of robust policy and project initiatives to improve housing affordability for all residents, with an emphasis on households earning 40% AMI or below. During the 2022-2023 program year, Salt Lake City will support housing activities through all four of its federal grant programs: CDBG, ESG, HOME, and HOPWA, but for the sake of clarity, the numbers listed below are being derived specifically from the CDBG and HOME program goals.

Third Year Goals for the Number of Households to be Supported

Homeless:	120
Non-Homeless:	438
Special Needs:	50
TOTAL:	608

Third Year Goals for the Number of Households Supported Through

Rental Assistance:	120
The Production of New Units:	2
Rehab of Existing Units:	474
Acquisition of Existing Units:	12
TOTAL:	608

Discussion

To guide Salt Lake City's affordable housing goals, in December 2017, the City approved *Growing SLC, A Five-Year Housing Plan, 2018-2022*, a data-driven strategy for ensuring long-term affordability and preservation, while balancing the unique need of the City's neighborhoods.

Salt Lake City will support affordable housing activities in the coming year by utilizing the following federal community development funding programs: CDBG, ESG, HOME, and HOPWA. Affordable housing activities will provide subsidies for individuals and families ranging from 0% to 80% AMI. Activities will include:

- Tenant-based rental assistance;
- Short-term rental/utility assistance;
- Rapid re-housing;
- Homeowner housing rehabilitation; and
- Direct down payment assistance for eligible homebuyers.

An analysis of Salt Lake City's homebuyer market demonstrates a reasonable range of low-income households will continue to qualify for mortgage financing assistance:

- US Census data, Salt Lake City, 2020:
 - The median home value was \$346,100
 - The median household income was \$63,156.
- HUD, HOME Income Guidelines for 2021, Salt Lake City Metro Area, 80% AMI for a family of 4: \$73,750
- ACS data, Salt Lake City, 2020:
 - The percentage of households under the poverty line: 15.2% of total population
 - The average monthly owner costs with a mortgage, \$1,657
- According to UtahRealEstate.com, the median home price in Salt Lake City in April 2022 was \$555,000 with an average price of \$652,425. July 2021 to March 2022, 31 Salt Lake City homes sold between \$100,000-\$299,999.

AP-60 PUBLIC HOUSING

Introduction

The Housing Authority of Salt Lake City (HASLC) is responsible for managing the public housing inventory, developing new affordable housing units and administering the Housing Choice voucher programs for the City. The Authority strives to provide affordable housing opportunities throughout the community by developing new or rehabilitating existing housing that is safe, decent, and affordable – a place where a person’s income level or background cannot be identified by the neighborhood in which they live.

In addition to the development and rehabilitation of units, the HASLC also manages several properties emphasizing safe, decent, and affordable housing that provides an enjoyable living environment that is free from discrimination, efficient to operate, and remains an asset to the community. The HASLC maintains a strong financial portfolio to ensure flexibility, sustainability, and continued access to affordable tax credits, foundations, and grant resources.

As an administrator of the City’s Housing Choice voucher programs, the Housing Choice Voucher Program provides rental assistance to low-income families (50% of area median income and below). This program provides rental subsidies to 2,789 low-income families, disabled, elderly, and chronically homeless clients. Other programs under the Housing Choice umbrella include Housing Choice Moderate Rehabilitation; Housing Choice New Construction; Project Based Vouchers; Multifamily Project Based Vouchers; Veterans Affairs Supportive Housing Vouchers; and Housing Opportunities for Persons with HIV/AIDS. Under these other Housing Choice programs, the HASLC provided rental subsidies to additional qualified program participants.

Actions planned during the next year to address the needs to public housing

HASLC continues to build a strong portfolio of new properties and aggressively apply for additional vouchers. As part of a strategic planning process held with Commissioners, staff, and residential leaders, HASLC has also identified several goals for 2022-2023. Among these goals are increased focus on assisting local leaders and agencies respond to homelessness in the City as well as developing and attaining more capacity for additional living units through real estate activities, rehabilitation, pursuing new Shared Housing (previously referred to as Single Room Occupancy) projects, developing increased relationships and services targeting and attracting landlords, and sophisticated management of HUD

programs. HASLC also utilizes HUD Rental Assistance Demonstration (RAD) to preserve and improve their many properties. HASLC continues to look for ways to expand their portfolio by identifying challenging properties and continuing to develop catalytic and transformative projects and programming.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

Both HASLC and Housing Connect, previously Salt Lake County Housing Authority, have active monthly tenant meetings and encourage participation in management decisions related to the specific housing communities. Housing Connect has a Resident Advisory Board that has representatives from public housing, Section 8, and special needs programs. A member of the Resident Advisory Board is appointed to the Housing Connect's Board of Commissioners. HASLC operates Family Self-Sufficiency programs that address areas of improving personal finances and homeownership preparation for voucher recipients.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

Housing Connect and HASLC are both designated as high performers.

AP-65 HOMELESS & OTHER SPECIAL NEEDS ACTIVITIES

Introduction

Salt Lake City works with a large homeless services community to reduce the number of persons experiencing homelessness, reduce the length of time individuals experience homelessness, increase successful transitions out of homelessness, and reduce the number of instances that clients may return to homelessness.

Salt Lake City representatives participate in the local Salt Lake County Continuum of Care's (CoC) executive board and its prioritization committee specifically, so the Continuum of Care's priorities are considered during Emergency Solutions Grant (ESG) allocations. The three local ESG funders also meet regularly to coordinate ESG and CoC activities to ensure an accurate level of funding is provided to match the community's service needs and goals. Additionally, the City participates in Salt Lake Valley Coalition to End Homelessness and the State Homeless Coordinating Council to further coordinate efforts.

The Salt Lake County CoC contracts with the State of Utah to administer the Utah Homeless Management

Information System (HMIS). All service agencies in the region and the rest of the state are under a uniform data standard for HUD reporting and local ESG funders. All ESG funded organizations participate in HMIS. Representatives from Salt Lake City sits on the HMIS Steering Committee. HMIS data allows Salt Lake City and its partners to track the effectiveness of programs and gauge the continuing service needs of the community.

The State of Utah, in coordination with local service providers and volunteers, conduct an annual Point-In-Time count at the end of January to count sheltered (emergency shelter and transitional housing) and unsheltered homeless individuals. Unsheltered homeless individuals are counted by canvassing volunteers. The volunteers use the VI-SPDAT assessment tool to interview and try to connect unsheltered homeless individuals into services.

Describe the jurisdictions third-year goals and actions for reducing and ending homelessness including reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Salt Lake City's primary homeless services goal is to help homeless individuals and families get off the street and into permanent housing. In the short term, Salt Lake City will continue to provide collaborative services to the homeless population.

Salt Lake City recognizes that not every homeless individual is alike and because of that, there is no one size fits all solution. There is a wide variety of homeless subpopulations in the greater community. Each of these groups have different needs that Salt Lake City focuses on to provide the best services possible.

Personalized one-on-one outreach to homeless individuals providing information about the specific services that individual needs (e.g., housing, mental health treatment, a hot meal) is the most effective outreach approach. Salt Lake City is exploring how to introduce lived experience peer support assistance as outreach teams work with unsheltered homeless individuals. Salt Lake City works regularly with various community partners that provide outreach and assessment of individuals experiencing homelessness including Catholic Community Services, Volunteers of America, the Department of Veterans Affairs, The Road Home, and others.

For the City's 2022 Community Engagement Survey, Housing Stability staff distributed paper surveys to the three HRCs and the Homeless Youth Resource Center to collect responses from individuals experiencing homelessness. A total of 110 responses from the HRCs and Homeless Youth Resource

Center were collected and taken into consideration in the development of this 2022-2023 Annual Action Plan.

Addressing the emergency shelter and transitional housing needs of homeless persons

Starting with the State of Utah's Ten-Year Plan to End Chronic Homelessness, most efforts to deal with homelessness in Utah rely on the Housing First model. Although the ten-year plan has sunset, the programs and direction are still being implemented throughout the State. The premise of Housing First is that once homeless individuals have housing, they are more likely to seek and continue receiving services and can search for employment. The Housing First model has been effective in Salt Lake City, though meeting the varied housing needs of this population can be challenging. The homeless housing market needs more permanent supportive housing, housing vouchers, affordable non-supportive housing, and housing located near transit and services. Salt Lake City is working towards new solutions in these areas as outlined in the City's adopted five-year housing plan, *Growing SLC*.

There is a continued need for day services to meet the basic needs of persons experiencing homelessness. Salt Lake City addresses these issues by supporting homeless resource centers, day services, and providing a free storage program. These centers also provide food services and look to be all inclusive, one stop shop for services and connection to community resources. Our goal is that homelessness is rare, brief, and non-recurring.

Salt Lake City will continue aiming to assist homeless persons make the transition to permanent housing, including shortening the period that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.

The City plays an important role by providing strategic funding for the valuable efforts undertaken by other stakeholders and, at times, filling in gaps in essential services. The City can also lend its voice and political weight to lobby for changes in policy, regulation, and statutes as needed to facilitate a comprehensive and effective approach to addressing homelessness and related issues.

Salt Lake City's adopted housing plan, *Growing SLC*, includes efforts to provide affordable housing options along with the spectrum of housing including permanent supportive housing, transition in place, tenant based rental assistance, and affordable non-supportive housing.

The Salt Lake County Collective Impact to End Homelessness Steering Committee, and the Salt Lake County Continuum of Care voted in support of merging these two entities into a new homeless system structure called the Salt Lake Valley Coalition to End Homelessness. This Coalition's primary goals are to prevent and end homelessness in the Salt Lake Valley through a system-wide commitment of resources, services, data collection, analysis and coordination among all stakeholders. Salt Lake City staff play a key role in assisting this effort as it moves forward.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

Salt Lake City and its service partners work with homeless individuals to help them successfully transition from living on the streets or shelters and into permanent housing or independent living. Salt Lake City has been working with service partners and other governmental agencies through the Salt Lake Valley Coalition to End Homelessness (SLVCEH). This includes work on various subgroups that focus on specific areas of service, including housing and coordinated entry. Salt Lake City has the goal to help streamline service delivery to the homeless community with the express purpose of shortening the period that individuals and families experience homelessness.

Salt Lake City has also funded the creation of new permanent supportive housing units and programs which serve the most vulnerable members of our community. Progress is being made on both goals. Through the City's Funding Our Future efforts, the City has funded a variety of housing programs that aim to fill in gaps in services in our community. These programs include a new shared housing pilot program and housing programs which target families with children, individuals with substance abuse disorders, refugees, and victims of domestic violence. Salt Lake City has provided funding to support the creation of a combined 2,298 new units of affordable housing that are at various stages of development in the City. There are three permanent supportive and/or deeply affordable housing projects that completed in 2021; Magnolia, which created 65 units for previously homeless individuals, Medina Place which created 40 deeply affordable units, and Capitol Homes which created 62 deeply affordable units. Permanent supportive housing units have been identified by the Salt Lake Continuum of Care as a need in the larger homeless services community.

Salt Lake City continues to make progress on our 5-year housing plan, *Growing SLC*, which seeks to improve the housing market in the City by focusing on three primary goals:

- Reforming City practices to promote a responsive, affordable high-opportunity housing market;
- Increasing housing opportunities for cost-burdened households; and
- Building a more equitable city.

Through implementation of *Growing SLC* and the funding of housing programs through Future and federal dollars, Salt Lake City is working to increase access to affordable housing units for individuals and families experiencing homelessness. These efforts will help shorten the period individuals and families experience homeless and prevent recently homeless individuals and families from falling back into homelessness.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

Salt Lake City, along with other organizations in the Salt Lake County Continuum of Care, work to prevent and divert individuals and families from experiencing homelessness. Salt Lake City, Salt Lake County and the State of Utah all provide funding to Utah Community Action for short-term rental assistance to families at risk of falling into homelessness. Utah Community Action also conducts Diversion at all of the Homeless Resource Centers and the Weigand Day Center for homeless individuals, which is partially funded by Salt Lake City ESG.

Discussion

Salt Lake City is reducing and ending homelessness in the community through strong collaborations with partner organizations throughout the Salt Lake County Continuum of Care. Salt Lake City works closely with Salt Lake County, the State of Utah and service providers to stop families from dropping into homelessness, reduce the length of time individuals and families experience homelessness, help individuals and families successfully transition out of homelessness, and keep individuals and families from rescinding back into homelessness.

AP-70 HOPWA GOALS

Third year goals for the number of households to be provided housing through the use of HOPWA for

Short-term Rent, Mortgage, and Utility Assistance Payments:	38
Tenant-Based Rental Assistance:	52
Units Provided in Permanent Housing Facilities Developed, Leased, or Operated with HOPWA Funds:	0
Units provided in Transitional Short-Term Housing Facilities Developed, Leased, or Operated with HOPWA Funds:	0
TOTAL:	90

AP-75 ACTION PLAN BARRIERS TO AFFORDABLE HOUSING

Introduction

As discussed in sections *MA-40* and *SP-55* of the 2020-2024 Consolidated Plan, several barriers to the development and preservation of affordable housing exist within Salt Lake City, including the following:

- Land costs
- Construction costs
- Housing and transportation costs
- Development and rehabilitation financing
- Housing rehabilitation complexities
- Foreclosures and loan modifications
- Neighborhood market conditions
- Economic conditions
- Land use regulations
- Development fees and assessments
- Permit processing procedures
- Environmental review procedures
- Lack of zoning and development incentives
- Complicated impact fee waiver process
- Competition for limited development incentives
- Landlord tenant policies
- "NIMBYism"

While not all of these barriers can be addressed with federal funding, during the 2022-2023 program year, the City will work to reduce barriers to affordable housing through the following planning efforts and initiatives:

- *Growing SLC: A Five-Year Plan, 2018-2022*: The City has formally adopted a housing plan that is addressing the barriers listed above and has served as a catalyst on a local and regional level to focus on the housing crisis. The plan provides an assessment of citywide housing needs, with emphasis on the availability and affordability of housing, housing needs for changing demographics, and neighborhood-specific needs. *Growing SLC* identifies several goals to remove barriers to affordable housing. Those goals include reforming City practices to promote a responsive, affordable, high-opportunity housing market; increase housing opportunities for cost-burdened households; and building a more equitable City. The *Growing SLC* plan is being redeveloped for the next four years, as the original timeframe is coming to an end.
- Homeless Strategies: Salt Lake City works collaboratively with service providers, local municipalities, the State of Utah, the Continuum of Care, and other stakeholders through the Salt Lake Valley Coalition to End Homelessness (Coalition) to ensure a regional and concerted effort to address homeless issues within the City. The structure of the Coalition provides a succinct network for data collection, resource deployment, and service implementation. The City will continue to play a critical and visionary role in the Coalition in the coming year.
- Home Ownership Options: The City has a program for homeownership, Welcome Home SLC. The program provides low- to moderate-income families the opportunity to purchase a home in Salt Lake City. It will help stabilize communities, provide incentive for neighborhood investments, and allow families to build wealth.
- Community Land Trust (CLT): Salt Lake City has launched a Community Land Trust that will allow donated and trusted land to maintain perpetual affordability while ensuring the structure on the land, the home, is purchased, owned, and sold over time to income-qualifying households, just as any other home would be. By holding the land itself in the trust, the land effectively receives a write down each time the home is sold, insulating the property for growing land costs but still allowing equity to be built by the homeowner.
- Funding Our Future: Will provide additional funding during 2022-2023 to increase housing opportunities in Salt Lake City through a 5% sales tax increase approved by Council in May 2018.
- Leverage Public Land: The City has been and will continue to look at City owned properties as an investment in affordable housing. Additionally, proceeds from development on public land could be used for future affordable housing development.

- **Redevelopment Agency:** The Salt Lake City Redevelopment Agency has committed over \$75 million since 2010 to address affordable housing efforts in the City, with a specific focus on areas with high land values.
- **Housing Trust Fund:** The Housing Trust Fund was created in 2000 to provide financial assistance to support the development and preservation of affordable and special needs housing in Salt Lake City. Eligible activities include acquisition, new construction, and rehabilitation of both multifamily rental properties and single-family homeownership. Additional assistance relating to housing for eligible households also may include project or tenant-based rental assistance, down payment assistance and technical assistance. The Housing Trust Fund is managed by the RDA and transitioning to the Housing Development Loan Fund to create affordable housing in Salt Lake City.
- **Policy:** The City is continually evaluating policies that may impede the development of affordable housing. A few policy changes the City will be considering over the coming year include an Affordable Housing Overlay zoning ordinance, Housing Loss Mitigation ordinance amendment, and a Single Room Occupancy (SRO)/Shared Housing ordinance.

Actions planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

Salt Lake City will work to remove or ameliorate public policies that serve as barriers to affordable housing through the following efforts:

- **Affordable Housing Development Incentives:** Zoning and fee waiver incentives will be implemented and/or strengthened, including the following:
 - Review the City's Housing Loss Mitigation ordinance to ensure that the city's stock of inexpensive housing isn't rapidly being replaced by more expensive units.
 - Develop an Affordable Housing Overlay zone that allows for and provides incentives for the creation and preservation of affordable housing.
 - Evaluate the desire for a Single Room Occupancy (SRO)/Shared Housing ordinance that allows for SROs in single-family neighborhoods throughout the City.
 - Off-Street Parking Ordinance update to improve pedestrian-scale development and amenities.

- Low-Density Multi-Family Residential Zoning amendments to remove local zoning barriers to housing density and types of housing.
- Leverage Public Resources for Affordable Housing Development: Public resources, including city-owned land, will be leveraged with private resources for affordable housing development.
- Funding Targeting: The Housing Stability Division is evaluating ways to coordinate and target affordable housing subsidies more effectively, to include the coordination of local funding sources (Olene Walker Housing Loan Fund, Salt Lake City Housing Development Loan Fund, Salt Lake County funding, etc.).
- Implement Fair Housing Action Items: Salt Lake City will work to remove and/or ameliorate housing impediments for protected classes through action items as identified in the City's Fair Housing Action Plan as outlined in the 2020-2024 Consolidated Plan.
- Utilize Federal Funding to Expand Affordable Housing Opportunities: Utilize CDBG, ESG, HOME, and HOPWA funding to expand housing opportunity through homeowner rehabilitation, emergency home repair, acquisition/rehabilitation, direct financial assistance, tenant-based rental assistance, project-based rental assistance, and rapid re-housing.

AP-85 OTHER ACTIONS

Introduction

This section outlines Salt Lake City's efforts to carry out the following:

- Address obstacles to meeting underserved needs
- Foster and maintain affordable housing
- Reduce lead-based paint hazards
- Reduce the number of poverty-level families
- Develop institutional structure
- Enhance coordination between public and private housing and social service agencies
- Radon Mitigation Policy

Actions planned to address obstacles to meeting underserved needs

The most substantial impediment in meeting underserved needs is a lack of funding and resources. Strategic shifts identified through Salt Lake City's 2020-2024 Consolidated Plan provide a framework for

maximizing and leveraging the City's block grant allocations on underserved needs. Underserved needs and strategic actions are as follows:

Underserved Need: Affordable housing

- Actions: Salt Lake City is utilizing federal and local resources to expand both rental and homeownership opportunities. In addition, the City is utilizing public land to leverage private capital for the development of affordable housing. These efforts will work to address the affordable housing gap in Salt Lake City.

Underserved Need: Homelessness

- Actions: Salt Lake City is working with housing and homeless service providers to coordinate and streamline processes for service delivery. The State of Utah and Utah Homeless Management Information System is working to create a screening survey for prioritization of vulnerable and homeless individuals. These efforts will assist in addressing unmet needs by utilizing resources more effectively.

Underserved Need: Special needs individuals.

- Actions: Salt Lake City is working to address underserved needs for refugees, immigrants, the elderly, victims of domestic violence, persons living with HIV/AIDS, and persons with a disability by providing resources for basic needs, as well as resources to expand self-sufficiency. For example, federal funding is utilized to provide early childhood education for refugees and other at-risk children; create accessibility improvements for elderly or disabled residents; improve immediate and long-term outcomes for persons living with HIV/AIDS; provide job training for vulnerable populations; and provide medical services for at risk populations.

Actions planned to foster and maintain affordable housing

The City is committed to foster and maintain affordable housing throughout our City. This is evident through identifying specific gaps that exist in the community, and then designing affordable housing efforts specifically to address these needs. The City aims to target households earning 80% AMI and below, with emphasis on households earning 40% AMI and below. Through the housing initiatives and efforts identified in the 2020-2024 Consolidated Plan, Salt Lake City aims to:

- Address the City's affordable housing shortage for those most in need.
- Address housing needs for Salt Lake City's changing demographics.
- Address neighborhood specific needs, including the following:
 - Protect affordability in neighborhoods where affordability is disappearing.
 - Promote affordability in neighborhoods with a lack of affordable housing.

- Preserve the City's existing affordable housing stock.
- Strengthen the City's relationship with our housing partners, financial institutions, and foundations.
- Support those who develop and advocate for affordable housing.

Toward this end, Salt Lake City will foster and maintain affordable housing during the 2022-2023 program year through the following actions:

- Utilize CDBG funding to support owner-occupied rehabilitation for households at 80% AMI and below.
- Utilize CDBG and HOME funding for acquisition and rehabilitation of dilapidated and blighted housing.
- Utilize ESG, HOME, and HOPWA funding to create housing opportunities for individuals and households at 30% AMI and below through Tenant-Based Rental Assistance and Rapid Re-Housing.
- Utilize CDBG and HOME funding for direct financial assistance to homebuyers at 80% AMI and below.
- Promote the development of affordable housing with low-income housing tax credits, Salt Lake City Housing Development Loan Fund, Olene Walker Housing Loan Fund, Salt Lake City's HOME Development Fund and other funding sources.
- Leverage public resources, including publicly owned land, with private capital for the development of affordable housing.
- Work to ameliorate and/or eliminate housing impediments for protected classes as outlined in the 2020-2024 Consolidated Plan's Fair Housing Action Plan.
- Work to leverage other city resources such as Redevelopment Agency funding/strategies, maximize sales tax housing funding, and other sources as they are identified with federal funding where applicable.
- Salt Lake City launched a Community Land Trust that currently has sixteen properties, with plans to increase the number of properties in the next program year.

Actions planned to reduce lead-based paint hazards

Because of the high percentage of the housing units in Salt Lake City that were built before 1978, outreach and education efforts must continue. As such, the City has implemented a plan to address lead issues in our residential rehabilitation projects. The City's Housing Rehabilitation Program is in-

compliance with HUD's rules concerning identification and treatment of lead hazards. During the 2022-2023 program year, the City will work in conjunction with our partners on the state and county levels to educate the public on the dangers posed by lead based paint, to include the following:

- Undertake outreach efforts through direct mailings, the City website, various fairs and public events, and the local community councils.
- Provide materials in Spanish to increase lead-based paint hazard awareness in minority communities.
- Partner with Salt Lake County's Lead Safe Salt Lake program to treat lead hazards in the homes of children identified as having elevated blood levels.
- Emphasize lead hazards in our initial contacts with homeowners needing rehabilitation.
- Work with community partners to encourage local contractors to obtain worker certifications for their employees and sub-contractors.

Actions planned to reduce the number of poverty-level families

In a strategic effort to reduce the number of households living in poverty and prevent households at risk of moving towards poverty from doing so, the City is focusing on a two-pronged approach:

1. Creating neighborhoods of opportunity to build capacity and expand resources within concentrated areas of poverty.
2. Support the city's most vulnerable populations, including the chronically homeless, homeless families, food-insecure individuals, the disabled, persons living with HIV/AIDS, victims of domestic violence and the low-income elderly.

The City's anti-poverty strategy aims to close the gap in several socioeconomic indicators, such as improving housing affordability, school-readiness of young children, employment skills of at-risk adults, access to transportation for low-income households, and access to fresh foods for food-insecure families.

Efforts will focus on the following objectives:

- Assist low-income individuals to maximize their incomes.
- Reduce the linkages between poor health and poverty.
- Expand housing opportunities.
- Reduce the impacts of poverty on children.
- Ensure that vulnerable populations have access to supportive services.

Federal entitlement funds allocated through this 2022-2023 Action Plan will support the City's anti-poverty strategy through the following efforts:

- Provide job training for vulnerable populations.
- Provide early childhood education to limit the effects of intergenerational poverty.
- Provide essential supportive services for vulnerable populations.
- Provide housing rehabilitation for low-income homeowners.
- Expanded affordable housing opportunities.
- Improved neighborhood and commercial infrastructure in West Side Target Area.
- Enhance support for small businesses and micro-enterprise businesses.
- Reduce food insecurities for low-income households.

Actions planned to develop institutional structure

As outlined in the 2020-2024 Consolidated Plan, Salt Lake City is building upon the 2015-2019 Consolidated Plan and continuing to take a coordinated and strategic shift in allocating federal entitlement funds to place a stronger emphasis on community needs, goals, objectives, and outcomes.

This includes the following efforts to strengthen and develop institutional structure:

- Geographically target infrastructure and economic development funding to areas of the city with higher poverty rates, lower incomes, and/or reduced access to transportation.
- Increase coordination between housing and supportive service providers to reduce/eliminate duplicative efforts, encourage partnerships, increase transparency, and standardize processes.
- Strengthen support for the City's most vulnerable populations, including the chronically homeless, homeless families, individuals with disabilities, persons living with HIV/AIDS, victims of domestic violence and the low-income elderly.
- Support housing efforts that connect residents with supportive services and programs that improve self-sufficiency.
- Offer technical assistance to agencies implementing projects with CDBG, ESG, HOME, and/or HOPWA funding to ensure compliance and support of program objectives.
- Support employee training and certifications to expand the internal knowledge base on HUD programs, as well as housing and community development best practices.

Actions planned to enhance coordination between public and private housing and social service agencies

Salt Lake City recognizes the importance of coordination between supportive service and housing providers in meeting priority needs. Stakeholders have been working towards developing and implementing a streamlined and effective delivery system to include the following efforts:

- Created and implemented a no wrong door approach to accessing housing and other services.
- Increased coordination through the Salt Lake County's Continuum of Care, Salt Lake Valley Coalition to End Homelessness, the Utah Homeless Management Information System, and State Homeless Coordinating Council.
- Coordinated assessments to help individuals and families experiencing homelessness move through the system faster.
- Coordinated diversion and homelessness prevention resources to reduce new entries into homelessness.
- Coordinated efforts to house the highest users of the homeless services and provide trauma informed case management.
- Improved weekly "housing triage" meetings that provide a format for developing a housing plan for homeless individuals and families with the most urgent housing needs.

Discussion

Actions planned to mitigate impacts of Radon

Salt Lake City is committed to providing safe, affordable housing opportunities that are free of contaminations that could affect the health and safety of occupants. Section 50.3(i) of 24 CFR states "It is HUD policy that all property proposed for use in HUD programs be free of hazardous materials, contamination, toxic chemicals and gasses, and radioactive substances, where a hazard could affect the health and safety of occupants of conflict with the intended utilization of the property." To that end, the City created a Radon Mitigation Policy that address the potential of radon in homes that are newly constructed or rehabilitated utilizing federal funding issued through this Annual Action Plan. The City has, and will continue, to provide technical assistance to each agency to ensure agencies are properly identifying sites that must be tested, how to test correctly, how to read test results, and the appropriate mitigation standards that must be followed.

The Radon Mitigation Policy includes specifics on testing and mitigation requirements. The City has also partnered with the State of Utah to implement the mitigation policy, provide technical assistance, and outreach/education materials. To leverage resources, the City will refer clients needing financial assistance for mitigation to other community resources. To ensure that even the most vulnerable and high-risk populations have an opportunity to mitigate radon, the City has implemented a grant program whereby residents meeting a set of criteria, may apply for a grant to bear the costs of mitigation.

DRAFT

AP-90 PROGRAM SPECIFIC REQUIREMENTS

91.220(l)(1,2,4)

Introduction

Salt Lake City's program specific requirements for CDBG, HOME, and ESG are outlined as follows.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(l)(1)

1. **Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out**

1	The total amount of anticipated program income that will have been received before the start of the next program year and that has not yet been reprogrammed.	\$
2	The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3	The amount of surplus funds from urban renewal settlements.	0
4	The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan.	0
5	The amount of income from float-funded activities.	0
	Total Program Income:	\$

2. **Other CDBG Requirements**

1	The amount of urgent need activities	0
2	The estimated percentage of CDBG funds that will be used for activities that benefit persons of low- and moderate-income	90%

Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low- and moderate-income. This Annual Action Plan covers a one-year period.

HOME Investment Partnership Program (HOME)

Reference 24 CFR 91.220(l)(2)

1. **A description of other forms of investment being used beyond those identified in Section 92.205 is as follows**

Salt Lake City does not utilize HOME funding beyond those identified in Section 92.205.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows

In order to preserve the number of affordable housing units for continued benefit to low-income residents, Salt Lake City requires that HOME funds used to assist homeownership be recaptured whenever assisted units become vacant prior to the end of the affordability period that is commensurate with the amount of funding invested in the activity. Trust deeds or property restrictions are filed on appropriate properties to ensure compliance with the period of affordability.

Homeownership Recapture:

Salt Lake City follows the HOME recapture provisions established at §92.253(a)(5)(ii). Any remaining HOME assistance to the homebuyer must be recovered if the housing does not continue to be the principal residence of the family for the duration of the period of affordability. The HOME investment that is subject to recapture is based on the direct subsidy amount which includes the HOME assistance that enabled the home buyer to buy the housing unit, this includes down payment assistance, closing costs, or other HOME assistance provided directly to the buyer. Development subsidies are not subject to recapture since the homebuyer did not realize a direct benefit. In all cases, the recapture provisions are limited to the net proceeds of the sale, under no circumstance can Salt Lake City recapture more than the available net proceeds of a sale. The Net Proceeds is the sales price minus the superior loan repayment other than the HOME funds and any closing costs. Salt Lake City requires all sub-recipients and Community Housing Development Organizations (CHDO) to follow the same recapture guidelines as outlined and required in the HOME rule. This provision is intended to ensure a fair return on investment for the homeowner if a sale occurs during the period of affordability. The City will utilize one of the following options, depending on the homeowner's circumstance:

- A) If it was determined that HOME regulations were not adhered to for initial approval of the homeowner or during the term of affordability, the entire HOME subsidy will be recaptured (24 CFR 92.254(a)(5)(ii)(A)(1)).
- B) In the event of change of title/ownership, the City will reduce the HOME investment amount to be recaptured on a pro-rata basis for the time the homeowner has owned and occupied the housing measured against the applicable affordability period. For example, if a family chooses to sell a home with HOME Down Payment Assistance of \$10,000 and an affordability period of five years after three years, the HOME Investment will get pro-rated \$2,000 every year. The HOME investment to be recaptured would be \$4,000.

- C) If the net proceeds are not sufficient to recapture the appropriate HOME investment plus enable the homeowner to recover the amount of the homeowner's down payment and any capital improvement investment made by the owner since purchase, the City will share the net proceeds. Net proceeds are the sales price minus loan repayment (other than HOME funds) and closing costs. The net proceeds will be divided proportionally on a pro-rata basis for the time the homeowner has owned and occupied the housing measured against the applicable affordability period. Owner investment returned first. The City may choose to permit the homebuyer to recover the homebuyer's entire investment (down payment and capital improvements made by the owner since purchase) before recapturing the HOME investment.

$$\frac{\text{HOME investment}}{\text{HOME investment} + \text{homeowner investment}} \times \text{Net proceeds} = \text{HOME amount to be recaptured}$$

$$\frac{\text{homeowner investment}}{\text{HOME investment} + \text{homeowner investment}} \times \text{Net proceeds} = \text{amount to homeowner}$$

HOME Funds Provided for Homebuyer Activity subject to Recapture of HOME Funds	Minimum years of Affordability
Under \$15,000	5 Years
Between \$15,000 and \$40,000	10 Years
Over \$40,000	15 Years

Only those grantee users with administrative privileges can edit grantee program contact information. Users with these privileges will see an additional "Admin" module in the blue, top bar. Each organization is required to list a first contact, and is encouraged to list a second contact if possible, for each of the CPD programs where the organization is the direct recipient of HUD funding.

To edit program contact information, the Local Grantee Administrator should:

1. Click the Grantee/PJ tab to display the View Grantee screen. On the navigation bar (left-hand side of the screen), click on the "Edit Contacts" link.
2. The "Chief Elected Official" section and each program area has a set of links including "Update", "New", and "Change to Another." Select "Update" to edit the information for the existing program contact and select "New" to add a new program contact. The "Change to Another" link can be used to search for and select a different contact as the new program contact.

3. **A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows**

As stated above, Salt Lake City requires that HOME funds be recaptured whenever assisted units become vacant prior to the end of the affordability period that is commensurate with the amount of funding invested in the activity. In very rare cases, Salt Lake City will use HOME funds as an acquisition source for

multifamily projects. With these rental activities, rental projects must meet the appropriate period of affordability or HOME funds provided to them will be recaptured by the City. Trust deeds or property restrictions are filed on appropriate properties to ensure compliance with the period of affordability.

Rental Housing Recapture:

All HOME-assisted units must meet the affordability requirements for not less than the applicable period specified below regardless of the term of any loan or mortgage, transfer of ownership, or repayment of loan funds.

Rental Housing Activity	Minimum years of Affordability
Rehab or acquisition of existing housing per unit amount of HOME funds under \$15,000	5 Years
Between \$15,000 and \$40,000	10 Years
Over \$40,000 or rehab involving refinancing	15 Years
New construction or acquisition of newly constructed housing	20 Years

4. **Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows**

Not applicable. Salt Lake City does not intend to use HOME funds to refinance multifamily housing debt.

Emergency Solutions Grant (ESG)

Reference 24 CFR 91.220(l)(4)

1. **Include written standards for providing ESG assistance (may include as attachment)**

The Emergency Solutions Grant (ESG) Policies include written standards for providing ESG assistance. Salt Lake City's updated ESG policies and procedures are attached to this Annual Action Plan.

2. **If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system**

The Salt Lake Continuum of Care has developed a collaborative, written coordinated assessment plan. Consensus exists for a coordinated assessment plan that covers the entire Continuum of Care with a multi-access entry point quick assessment method for any homeless individual or family in need of

emergency shelter or service. Our 2-1-1 system, service providers, government agencies, and others publicize all existing access points, as well as a central phone number that assists those who express a housing related emergency. The phone number is staffed by Utah Community Action and guides the caller to the one or many resources can serve the caller, The CoC is striving to do everything we can to ensure individuals and families in need have clear direction for accessing appropriate services. After entry into an emergency service, individuals are tracked as they progress toward housing and/or support interventions. All homeless families and those individuals prioritized for permanent supportive housing placements are guided toward this centralized process and placed into one of several housing programs depending on assessment. Standardized assessments include a quick assessment for emergency services and eligibility and enrollment materials for housing placements.

Representatives of the City worked with the CoC, ESG funders, and service providers to improve the coordinated assessment system to meet requirements set forth in Notice CPD-17-01. The current coordinated assessment system was approved by the Salt Lake County Homeless Coordinating Committee (aka the Salt Lake Valley Coalition to End Homelessness) in January 2018. Salt Lake City is continuing to work with the CoC, ESG funders, and service providers to operationalize these new requirements through the Coordinated Entry Task Group.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations) will be allocated

Granting sub-awards is an intensive, months-long process. It begins with applications being made available and workshops held to explain different federal grant programs and eligible activities under each. Staff also reaches out to potential applicants through the Salt Lake Homeless Coordinating Council, the local Continuum of Care, the Utah Housing Coalition, and others.

After the application period closes, a general needs hearing is conducted to help guide how ESG monies should be spent. Applications are discussed with a resident advisory board in a public forum. Applicants are invited to meet with the resident advisory board to answer final questions or provide additional information regarding their programs and their role in the larger homeless services system structure.

The Community Development & Capital Improvement Programs Advisory Board (CDCIP Board) reviews the ESG applications and makes a recommendation to the Salt Lake City Mayor based on federal

guidelines, the 5 Year Consolidated Plan, and the City's long-term homeless services strategies. The Mayor then makes a recommendation on funding to the City Council based on the CDCIP board recommendation, federal guidelines, the 5 Year Consolidated Plan, and the City's long-term homeless services strategies.

The City Council holds a public hearing for comment on the program applications. The City Council then makes a funding decision based on public comment, the Mayor's recommendation, CDCIP Board recommendation, federal guidelines, the 5 Year Consolidated Plan, and the City's long-term homeless services strategies.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG

Before the Salt Lake City Council makes the final funding decisions for ESG funds, there are multiple venues for public outreach including two public hearings. Efforts are made to include participation from homeless and formerly homeless individuals. Emergency Solutions Grant funds, along with other public and private monies, are used by Salt Lake City to implement our short- and long-term homeless service goals.

Individuals experiencing homelessness often help the city craft and implement short-term and long-term service plans. Below are a few examples of how the city has created the opportunity for homeless persons to participate:

- Homeless individuals participated in the creation of the long-term homeless services situation assessment.
- March 2018, Salt Lake City participated in a Homeless Youth Forum, which brought together a wide range of service providers together to discuss service delivery for homeless youth. There were approximately 20 homeless and formerly homeless youth who were dispersed amongst the discussion groups, and they provided valuable feedback on various service delivery systems.
- Summer of 2018, the City coordinated with Salt Lake County to collect survey data on funding priorities from individuals experiencing homelessness on two separate occasions.

- Summer of 2020 and 2021, the City collected Community Engagement Surveys at the three Homeless Resource Center and the Homeless Youth Resource Center.
- The City continues to reach out to persons with “lived experience” to help shape the services being prioritized and funded throughout the homeless services system.

ESG subgrantees and other homeless service providers routinely consult with current and formerly homeless individuals to make programming and service delivery decisions.

5. Describe performance standards for evaluating ESG

Salt Lake City scores programs receiving Emergency Solutions Grant funding using the performance metrics required by the U.S. Department of Housing and Urban Development (HUD) and local priorities. To increase transparency, leverage resources, and maximize efficiencies, Salt Lake City does the following:

- All applications undergo a risk analysis prior to the awarding of funds.
- Standardized quarterly reporting is reviewed for compliance, timeliness, and accuracy.
- Monitoring and technical assistance risk analyses are performed on all subgrantees to determine which organization would benefit from monitoring or technical assistance visits.
- Collect information that supports the required performance measurement metrics and provides context on local initiatives.

To ensure consistent performance metrics, the Salt Lake County Continuum of Care contracts with the State of Utah to administer Utah’s Homeless Management Information System (HMIS). All service agencies in the region and the rest of the state are under a uniform data standard for HUD reporting and local ESG funders. All ESG funded organizations participate in HMIS. Salt Lake City reviews HMIS data to ensure grantees are properly using funds as promised in their contracts and meeting larger City, Continuum of Care, and State goals.

Housing Opportunities for Persons with HIV/AIDS (HOPWA)

1. Identify the method of selecting project sponsors and describe the one-year goals for HOPWA funded projects:

Project Sponsors for HOPWA projects are selected in the same manner as the other CPD grants. Competitive applications are given an administrative score and scored by a resident advisory board. The board makes funding recommendations that are sent to the mayor, and then the Council, who finalize the award decisions.

During this process there are two public hearings that are conducted, one in the fall and another in the spring at a public City Council meeting. Additional public feedback is also gathered throughout the year through surveys and at public events. This process is outlined in further detail in Appendix C Citizen Participation Plan in the City's 2020-2024 Consolidated Plan and AP-12 Participation of this Action Plan.

Our one-year goals are outlined in AP-20 and AP-35 and include providing supportive services to 114 households, STRMU and PHP to 50 households, and TBRA services to 52 households. These services will help to support our Consolidated Plan goals for Housing and Behavioral Health services.

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