

# TWO-YEAR ACTION PLAN

## Key Steps Toward Implementing Salt Lake City's Anti-Displacement Strategy

**GUIDING PRINCIPLES:** prioritize tenant protections / partner with those most impacted / increase housing everywhere / focus on affordability / build an eco-system for action

Implementation of Thriving in Place will require staff time, increased and redirected investment, new forms of partnership, nimbleness, hard work, and persistence. Adoption of the strategy isn't the end of the work, it is the beginning.

### Form Action Teams

There's a lot to do, and it can't all happen at once—even for the near-term priorities. Critical first steps toward effective implementation include:

- ▶ **Form the City Implementation Team (5A)** and ensure it is adequately staffed and resourced. Create the team in conjunction with the plan's adoption. It will be the main coordinating body for implementation of Thriving in Place, and will form the action teams listed below, bringing in additional partners as necessary. This team will also update and refine the action plan and overall strategy as necessary in response to new information and emerging challenges.
- ▶ **Organize Action Teams of Key Staff and Partners** to lead groupings of near-term priorities. See "Commit Needed Resources" for specific resource needs to support the teams' work. **Actions highlighted in bold are part of the package of actions to replace the Housing Loss Mitigation Ordinance.**



#### TENANT SUPPORT TEAM

This team will lead the near-term priorities focused on better supporting tenants facing displacement:

- **Develop Tenant Relocation Assistance Program (1A)**
- **Adopt a Displaced Tenants Preference Policy (1B)**
- Improve / Expand Tenant Resources and Services (1C)
- Create the Tenant Resource Center and Navigation Service (1D)



#### AFFORDABLE HOUSING DEVELOPMENT TEAM

This team will expand affordable housing opportunities through City investments and partnerships:

- Help Tenants Become Owners (1E)
- Acquire and Rehabilitate Unsubsidized Housing (2B)
- Invest in Community Land Trust Models (2C)
- Make ADUs Easier and Less Expensive (3B)
- Utilize Publicly Owned Property (3D)



#### ANTI-DISPLACEMENT POLICY TEAM

This team will put in place the tools to track progress and policies to incentivize preservation and creation of affordable housing:

- **Adopt a Community Benefit Policy (2A)**
- **Adopt the Affordable Housing Incentives Policy (3A).**
- **Define Indicators to Track Displacement and Develop Data Systems to Track Progress (4B)**

### Commit Resources

Some priorities can be advanced by repurposing existing resources, but more investment will be needed. Exact figures will be determined through the budget process. Here is an overview of where resources will be needed in the near term:

- ▶ **Partnership staff and resources** for the the City Implementation Team (5A), Regional Anti-Displacement Coalition (5B) and Community Partnership (5C).
- ▶ **Consultant support** to develop the data and reporting mechanisms for tracking progress (4B), complete the in-lieu fee study for the Community Benefit Policy (2B), and support implementation of the Affordable Housing Incentives Policy.
- ▶ **Tenant support funding** for Tenant Relocation Assistance (1A) and expanded services (1C, 1D).
- ▶ **Development funding** to increase near-term investment in affordable housing, including acquisition/rehab (2B), helping tenants become owners (1E), and Community Land Trusts (2C). **These areas of investment will be the primary focus for developing new funding sources (4A).**

### Prioritize Partnership

Thriving in Place was developed in partnership with those who are experiencing and working daily to counter the impacts of displacement in the community. Successful action will require continued investment of time and resources in those partnerships as well as continued listening, collective problem solving, and relationship building.

- ▶ **Work with partners to create a Regional Anti-Displacement Coalition (5B)** and identify key priorities that the group can work on together in addition to serving as a sounding board for City-led actions and platform for regional collaboration. This will require staff time and budget.
- ▶ **Organize and launch the Community Partnership (5C)** with key representatives from the Westside, Ballpark, Central City and Liberty Wells neighborhoods. This will require a staff lead as well as set-aside funds to support action on community-defined priorities in addition to coordinating on City-led initiatives

ACTION PRIORITY	LEAD	RESOURCE NEEDS	TIMING
<b>COMMIT RESOURCES + PRIORITIZE PARTNERSHIPS</b>			
<b>4A Develop New Funding / Leverage Existing Funds</b>	City Implementation Team (5A)	Time from Existing Staff	Evaluate / prioritize options by Dec 2023; implement 2024/25
<b>5A Form City Implementation Team</b>	Community and Neighborhoods (CAN)	Time from Existing Staff	Form by June 2023
<b>5B Work with Partners to Create Regional Coalition</b>	City Implementation Team (5A)	Time from Existing Staff	First meeting fourth quarter of 2023
<b>5C Launch Ongoing Community Partnership</b>	CAN w/ Mayor's Office + Civic Engmt.	Time from Existing Staff + \$\$	Launch by Dec 2023
<b>TENANT SUPPORT TEAM</b>			
<b>1A Develop Tenant Relocation Assistance Program</b>	Housing Stability Division, CAN	Time from Existing Staff + \$	Launch by Dec 2023
<b>1B Adopt a Displaced Tenants Preference Policy</b>	Community and Neighborhoods (CAN)	Time from Existing Staff	Design and adopt policy by March 2024
<b>1C Improve/Expand Tenant Resources and Services</b>	Housing Stability Division, CAN	Time from Existing Staff + \$\$\$	Update materials/trainings + improve legal services by July 2024
<b>1D Create a Tenant Resource Ctr. + Navigation Service</b>	Housing Stability Division, CAN	Time from Existing Staff + \$	Launch by March 2024
<b>AFFORDABLE HOUSING DEVELOPMENT TEAM</b>			
<b>1E Help Tenants Become Owners</b>	Redevelopment Agency (RDA)	Time from Existing Staff + \$\$\$\$	Identify shared equity housing priorities by March 2024
<b>2B Acquire and Rehabilitate Unsubsidized Housing</b>	Redevelopment Agency (RDA)	Time from Existing Staff + \$\$\$\$	Ongoing; identify priorities and issue NOFAs at least annually
<b>2C Invest in Community Land Trusts</b>	Housing Stability Division, CAN	Time from Existing Staff + \$	Adopt CLT legislative policy by Dec 2023
<b>3B Make ADUs Easier and Less Expensive to Build</b>	Planning Division, CAN	Time from Existing Staff + \$ / \$\$	Updated ADU ordinance adopted in Q1 2023; other work continues
<b>3D Utilize Publicly Owned Property</b>	Redevelopment Agency (RDA)	Time from Existing Staff + \$	Ongoing, with initial priorities identified by June 2024
<b>ANTI-DISPLACEMENT POLICY TEAM</b>			
<b>2A Develop and Adopt a Community Benefit Policy</b>	Community and Neighborhoods (CAN)	Consultant Support / \$	Develop and adopt by Dec 2024, including code updates
<b>3A Adopt the Affordable Housing Incentives Policy</b>	Planning Division, CAN	Support for implementation	Anticipate adoption by June 2024
<b>4B Define Indicators + Develop Data Systems</b>	Housing Stability Division, CAN	Consultant Support / \$	Develop systems and launch initial reporting by March 2024

The table at left identifies the lead, resource needs, and timing for each near-term action priority.

**For resource needs:**  
 \$ = less than \$200k  
 \$\$ = \$200k - \$1m  
 \$\$\$ = \$1m - \$5m  
 \$\$\$\$ = more than \$5m