

HOMELESS RESOURCE CENTERS NEIGHBORHOOD ACTION STRATEGIES



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The Geraldine E. King Women's Resource Center, completed in July 2019



Addressing homelessness in our community requires efforts from many groups and governmental organizations. With a new approach on the horizon with the construction of multiple homeless resource centers, outcomes and support for our homeless residents will be vastly improved.

With this new approach bringing homeless resource centers into new neighborhoods, additional support to those neighborhoods will be needed. This support will be ongoing and will require funding and staff support from Salt Lake City, Salt Lake County, and the state of Utah.

This plan aims to identify needs and gaps within the two neighborhoods in Salt Lake City that will be home to new homeless resource centers- the Ballpark and Central City neighborhoods. With these



New homeless resource center locations in Salt Lake City.

new resource centers scheduled to open in the summer of 2019, updates and investments in these neighborhoods are needed.

Each of these neighborhoods have unique assets and resources, as well as needs and gaps in infrastructure. This strategic plan identifies both

physical infrastructure needs and social infrastructure needs. These needs will be ongoing, but this plan prioritizes needs into immediate, mid-range, and long-term needs.

Generally, the Central City neighborhood is better equipped to serve as a new home for the homeless resource center.

The neighborhood contains many public-facing services including a library, recreation center, senior center, the Salt Lake County Health Center, the state of Utah Department of Workforce Services, and great access to transit and bicycle infrastructure.

The Ballpark neighborhood will require more investment in order to better support the neighborhood around the resource center.

The neighborhood does not possess the same level of public services and has more limited access to transit and bicycle infrastructure. Generally, the

EXECUTIVE SUMMARY

KEY STRATEGIES

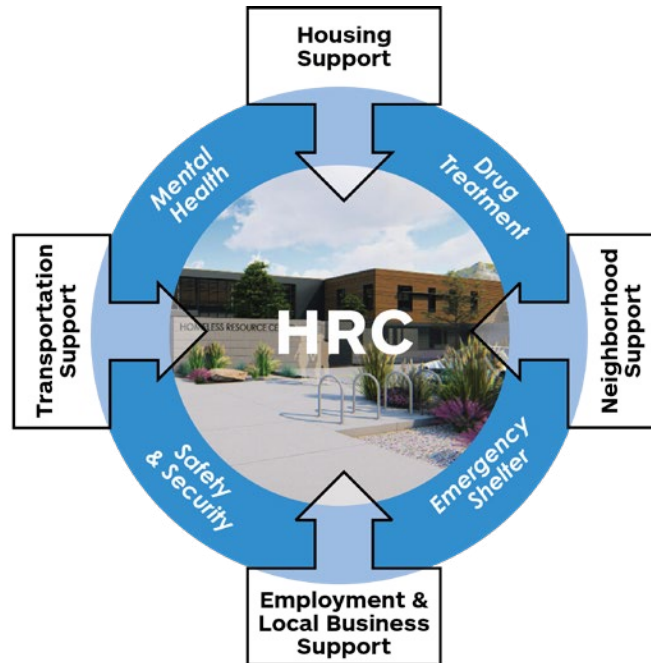
1. *Commit to long-term investments in the physical and social infrastructure in neighborhoods around the new homeless resource centers.*
2. *Lead efforts to secure funding support from other non-City sources for investments in HRC neighborhoods.*
3. *Prioritize and fast-track planned City projects in the Capital Facilities Plan in neighborhoods supporting the HRC facilities.*
4. *Foster community driven efforts to improve quality of life in neighborhoods near the resource centers.*

needs of the Ballpark neighborhood are more immediate than those in the Central City neighborhood.

City staff and elected officials must commit to the long-term investment in the physical and social infrastructure in neighborhoods surrounding the new homeless resource centers.

The neighborhoods around the homeless resource centers will have on-going needs related to the homeless resource centers, and support in the form of funding and staff time will be needed. This may take the form of increased support for physical improvements or for additional business outreach and support.

The City should lead efforts to secure funding support from other non-City sources for investments in HRC neighborhoods. With the new approach to addressing homelessness in our community, there is new support from other entities, including the state of Utah and Salt Lake County. While Salt Lake City may not be the only governmental entity working to secure funding, the City will be the primary connection to these efforts. Salt Lake City staff and officials should be the lead in ensuring that



other funding sources are identified and pursued.

Prioritize and fast-track planned City projects in neighborhoods supporting the HRC facilities.

Many City-led projects are well underway or planned for the two neighborhoods around the resource centers. These projects should be prioritized in the City's Capital Facilities Plan and City budgets and fast-tracked in order to improve the quality of life for everyone in these communities. These projects, whether focused on improving transportation, streets, transit, or parks, can have significant

impact on the most vulnerable in our city. When possible, projects in these areas should be fast-tracked to make them a priority in long-range plans for the City.

Foster community driven efforts to improve quality of life in neighborhoods near the resource centers. Those who live and work in a neighborhood know the needs of their community best. This strategic document highlights and identifies specific needs to the communities in question. The city should provide support and guidance in accomplishing community-driven projects. Additional priority must be given to Capital

Improvement Project applications from these communities. It could take the form of additional staff time committed to supporting the pursuit of funds for major investments or larger scale projects that may be beyond the abilities of local neighbors to achieve.

These projects will not only improve the quality of life of those seeking support at the new homeless resource centers, but also to those that live and work in these neighborhoods every day.

As individuals stabilize their lives and successfully depart the homeless resource centers, is there support in the neighborhood for them to find housing? Or to find job training and long-term employment? Have we given these neighborhoods the needed support to provide this? Answering these types of questions are helpful barometers of the success of these projects.

Many organizations are working to achieve better outcomes using the new approach to providing services to our homeless neighbors. As these projects come on-line and these neighborhoods become home to the centers, the City should provide additional support and gain additional support from other entities to provide funding and infrastructure to help become part of the solution to homeless issues in our communities.

CENTRAL CITY NEIGHBORHOOD

GERALDINE E. KING WOMENS RESOURCE CENTER

Near Term Projects

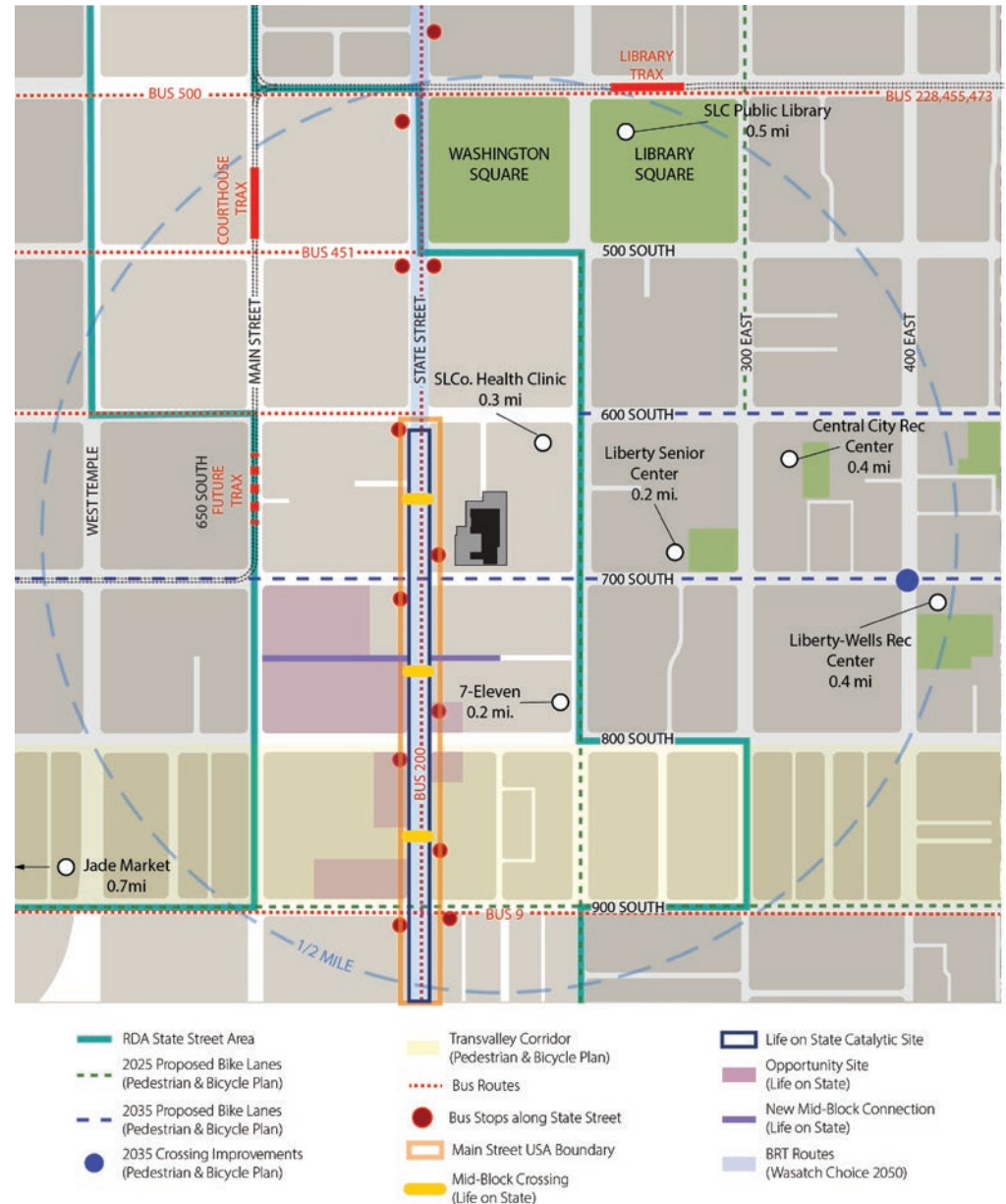
- Upgrades to Taufer Park are anticipated (2020)
- Updates to UTA bus routes and bus stop amenities are anticipated (August 2019)
- The Road Home and the City's Shared Housing Program launched (April 2019)
- Proposed expansion of a single-room occupancy unit (SROs) ordinance throughout the city (In Process)
- Green Bike Equity Pass (2019)
- Main Street Cycle Track design (In Process)
- Dept. of Public Utilities' city wide lighting study (In Process)
- Dept. of Workforce Services' expansion of employment programs (In Process)
- RDA State Street Project Area adopted
- Cost projections of future projects in Salt Lake City's HUD Action Plan
- 650 South TRAX station (Slated for construction in 2021).

Mid Term Projects

- Richmond Park Community Garden is anticipated for completion (2020)
- State Street Catalytic Site Rebuild from 600 S to 900 S is slated to be completed (2022)
- Main Street Cycle Track construction
- Construction of protected bike lanes along 200 E, 300 E, and 900 S (2025)

Long Term Projects

- Multi-modal transportation improvements on State Street
- Construction of protected bike lanes along 700 S, 400 E, 600 S, and West Temple (2035)
- Expansion of TRAX service connectivity Central Point to Central Station and to University of Utah (Wasatch Choice 2050)
- Construction of a bus rapid transit on State Street (Wasatch Choice 2050)
- The addition of the Black-Line TRAX will connect the Airport to the University of Utah (Wasatch Choice 2050)



BALLPARK NEIGHBORHOOD

GAIL MILLER RESOURCE CENTER



Near Term Projects

- ADA-accessible improvements to sidewalks along 300 West (Summer 2019)
- Updates to UTA bus routes and bus stop amenities (August 2019)
- Construction of a pedestrian crossing on 1300 S to the Ballpark TRAX is needed
- The Road Home and the City's Shared Housing Program launched (April 2019)
- Proposed expansion of a single-room occupancy unit (SROs) ordinance throughout the city (In Process)
- Green Bike Equity Pass (2019)
- Main Street Cycle Track design (In Process)
- Dept. of Workforce Services expansion of employment programs (In Process)
- Dept. of Public Utilities' city-wide lighting study (In Process)
- 300 West Rebuild to begin (Spring 2021)
- RDA State Street Project Area adopted
- Street light updates in Ballpark neighborhood
- Greenbike station at Ballpark TRAX Station (2020)

Mid Term Projects

- 300 West Rebuild is anticipated for completion (Dec 2022)
- Construction of a neighborhood byway on Andrew Ave. (1505 S.) (2025)
- Main Street Cycle Track anticipated for construction

Long Term Projects

- Multi-modal transportation improvements on State Street
- Construction of protected bike lanes along 300 W, 1700 S, 200 W, and West Temple (2035)
- Expansion of UTA bus routes with high frequency buses on 300 W, 1700 S, and 1300 S (2050)
- Expansion of TRAX service connectivity Central Point to Central Station and to University of Utah (Wasatch Choice 2050)
- The addition of the Black-Line TRAX which will connect the Airport to the University of Utah (Wasatch Choice 2050)
- 1700 South TRAX station (Under Evaluation)



INTRODUCTION

SUMMARY

After years of planning and preparation, a new approach to services for individuals experiencing homelessness is taking shape in the form of two new homeless resource centers that will open in Salt Lake City and South Salt Lake City in 2019. With the arrival of these resource centers, additional actions are needed in order to ensure an improvement in livability for these individuals as well as the communities hosting these centers.

With new resource centers in the Central City and Ballpark neighborhoods, **these areas should become a priority for additional transportation, housing, and other improvements** in order to better serve individuals in stabilizing their lives and resolving underlying issues causing homelessness.

KEY NEEDS

1. Additional Support to the Neighborhoods

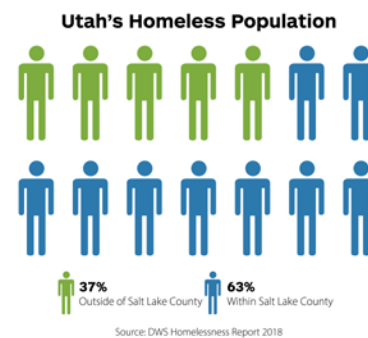
City-wide support is needed for improved housing, transportation, employment, and public space to provide a more holistic approach to addressing homelessness in the community.

2. Communication Networks

A vital component of providing support to neighborhoods in the city hosting the resource centers is improved communication networks. Planning for this has been a part of the new model and should be addressed at each step of the transition over the coming years.

3. 20-Minute Neighborhoods

Using the concept of a “20-minute neighborhood” to plan for improvements will improve



Nearly 2/3rds of all homeless Utahns live in Salt Lake County.

quality of life of all neighborhood residents, including those temporarily housed in the new resource centers. **A “20-minute neighborhood” is one that provides all daily needs within a 20-minute walk, bike ride, or transit trip. Using this model will bring long-term improvements to neighborhood infrastructure and create a more livable neighborhood for all.**

On-going commitments are vital to success for the HRCs in these communities.

A NEW APPROACH

A multi-jurisdictional approach to providing better support for homeless individuals and families will become reality in 2019.

This approach includes new resource centers that provide support to specific client types for more successful outcomes and more long-term solutions to underlying issues such as drug abuse and mental health issues.

This approach anticipates the new resource centers becoming integrated with the neighborhoods they inhabit in ways that the current shelter model does not.

In order to achieve this, investments in the physical and social infrastructure of these neighborhoods is critical.



1. ADDITIONAL SUPPORT TO NEIGHBORHOODS

Each neighborhood hosting a new resource center will need additional investment in infrastructure in order to successfully become a place for addressing homelessness.

These investments will require time and funding from City, State, and County governments.

Coordination of these investments should be as deliberate and intentional as the design and construction of the resource center buildings themselves.

These investments should include improvements to transportation, housing, public space, and social networks in the neighborhoods.

RESOURCE CENTER MODEL

The new Resource Center Model aims to support eight elements: housing, safety, legal rights, wellness, community engagement, positive social support, education, and employment.

Each HRC provides many housing services including emergency shelter, restrooms and hygiene, and case management, while also

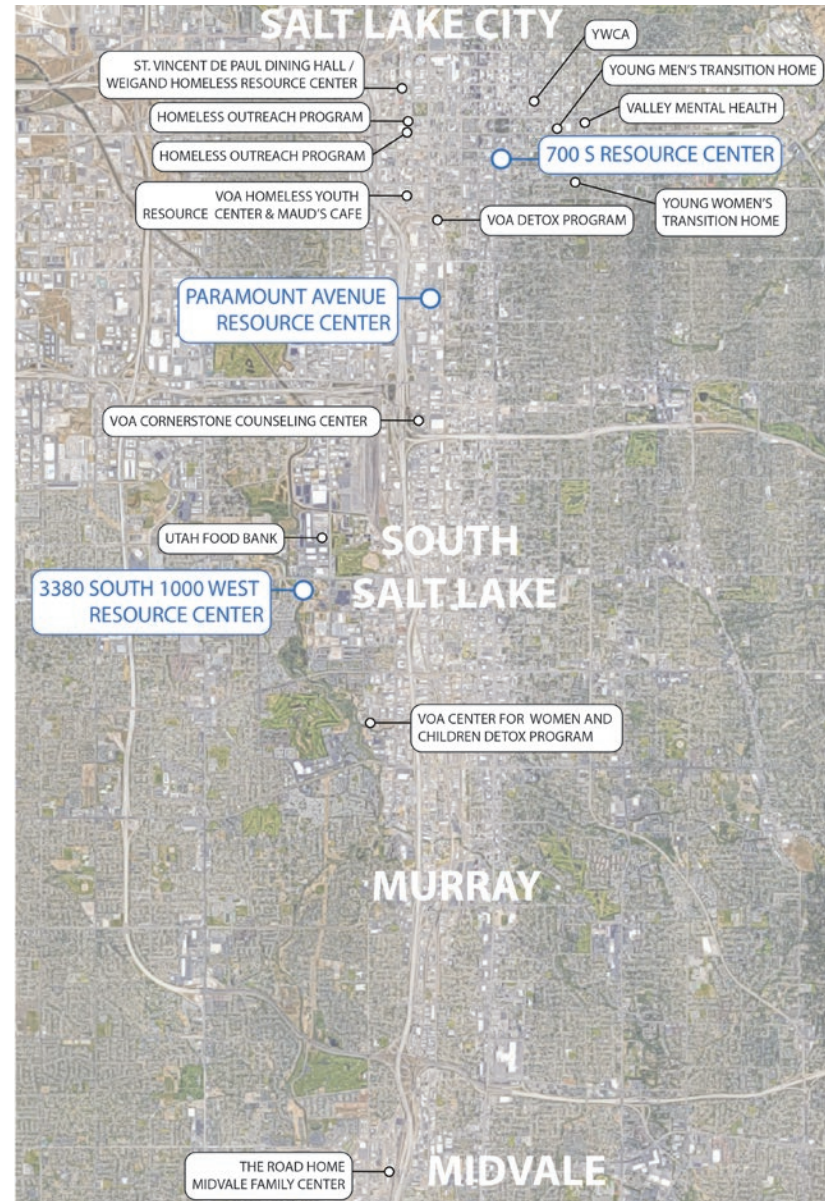


New homeless resource center locations in Salt Lake City.

providing assistance and guidance with regard to housing retention, subsidized housing, permanent supportive housing, and transitional housing options.

The HRC facility's safety services consist of crisis management, routine security, legal services, counseling, and criminal justice assistance for clients exiting the HRC.

The facility's legal rights services include a clinic that offers advice around immigration & refugee status, identification, domestic violence and sexual assault advocacy. Upon leaving the HRC, clients will be provided with community service, legal, and



The new resource centers located in Salt Lake City will make up one part of a network of support for individuals experiencing homelessness in the Salt Lake metro area.

protective services.

The facility's wellness services include

nutritional classes, mobile medical assistance, and behavioral health services, as well as aging and veteran's





services. HRC residents have access to positive social support services, which includes peer support, volunteer-based activities, and community-based recovery support.

For residents seeking education, the facility offers GED prep courses, life skills classes, and transportation to schooling.

NEIGHBORHOOD INVESTMENTS

With the holistic approach to serving clients inside the resource centers, **additional investments should be planned and funded to better equip the neighborhood as a more livable place, especially for those who rely more on public services.**

With clients of the resource centers more likely to depend on availability of transit service, bicycle networks, and affordable housing, long-term plans must be prioritized to improve the conditions of these services more quickly. Neighborhood walkability, functionality of transit, and proximity to housing choices are all vital components to a successful neighborhood.

Additionally, addressing safety concerns promptly and making information available to the neighborhoods to provide better care to resource center clients should be a top priority for the City.

2. COMMUNICATION NETWORKS

In addition to physical investments in the two neighborhoods of Salt Lake City that will be hosting resource centers, an investment in improved flow of information between the City and the community is a key objective.

While the City is not the primary driver of homeless services in the community, residents look to the City for information and solutions.

NEW CITY STAFF

In 2019, the City was successful in its application to the State's Homeless Mitigation Fund to fund a position specific to HRC support.

With the addition of a new city staff member, these communities will have a direct point of contact at the city to address issues. Additionally, two employees will be hired by Volunteers of America. These staff members should be a regular presence at community council meetings, and should be a direct connector for the day to day neighborhood issues around providing homeless services in the community.

These staff members will also be the primary drivers of implementation of the strategies in this document.

Staff should communicate goals and

objectives frequently to the community and be able to provide progress reports on the various projects underway that will improve the neighborhood's livability.

COORDINATING COUNCIL

Each resource center will have a standing neighborhood 'coordinating council' to serve as primary connector between the community and the resource centers. Made up of representatives from various neighborhood entities, this council will meet regularly to address issues that arise, in direct connection with the operators of the resource centers.

Each center will also have a hotline and email address for community complaints and requests. These communication points should provide continued support to the neighborhood and how the HRC operates within it.

3. 20-MINUTE NEIGHBORHOODS

The “20-minute neighborhood” principle is aimed to make each neighborhood a place where residents can live as locally as possible. The concept stems from sustainable community planning work done in Melbourne, Australia by the Department of Environment, Land, Water and Planning in the state of Victoria.

This principle is even more important for our city’s residents that may be more dependent on public services and have limited resources for transportation, such as the homeless population.

A 20-minute neighborhood gives residents access to their daily needs within a 20-minute walk, cycle, or public transit trip to and from their place of residence. 20-minutes is considered a “walkable” distance for pedestrians to meet most of their needs, including employment, housing, parks, education, transit and other daily needs.

A 20-minute neighborhood must be safe, accessible and well connected for pedestrians and cyclists to optimize active

transportation. This neighborhood should offer open space, services and destinations, access to public transit, diverse housing options, and be able to facilitate thriving local economies. Neighborhood activity centers are fundamental to the “20-minute” principle and will provide residents with services and destinations.

Implementing “20-minute neighborhood” concepts in the two neighborhoods of Salt Lake City that will be home to the new resource centers can improve public health and well-being, social cohesion, transport network efficiency, and place-based design for all. This principle identifies gaps in destinations for daily needs and seeks to prioritize those investments.

This concept aligns with many of Salt Lake City’s stated goals for improved sustainability, reduction of energy usage, improving walkability and bikeability, and creating a ‘city for everyone’ that provides access to housing and health care, regardless of income level or socioeconomic status.

While this principle should be pursued in all of Salt Lake

The 20-minute neighborhood



Source: Victoria Department of Environment, Land, Water, and Planning.

City’s neighborhoods, this concept is especially important in the two neighborhoods near the resource centers.

Currently, both of these neighborhoods are in need of investment to become a true ‘20-minute neighborhood.’ These investments will make both the Central City and Ballpark neighborhood more desirable and livable for anyone that is looking for more opportunity to stabilize their living situation.

Identified needs for achieving this are similar in both neighborhoods:

- Need for improved walkability
- Need for safer streets
- Need for improved transit service
- Need of improved bicycle infrastructure
- Need for housing diversity
- Need for more green space
- Need for more employment opportunities
- Need for improved shopping & daily needs
- Need for the ability to ‘age in place’



NEIGHBORHOOD SUPPORTS

SUMMARY

Neighborhood involvement and support are a key element for successfully welcoming the new homeless resource centers into the community.

With this comes additional demands on City, State, and County resources to provide the neighborhood with the ability to support the community's new residents.

Guidance and support is planned to come on-line with the opening of the new resource centers in Fall 2019. **New mechanisms for coordination between the neighborhood, the city, and the resource centers must streamline the process through which issues are addressed and resolved for the community.**

KEY NEEDS

1. Safety & Operations of the HRC

Shelter the Homeless and the new resource center operators will coordinate safety issues in the immediate vicinity of the centers. Neighborhoods will have a direct point of contact for addressing issues.

2. New City Staff

Salt Lake City has received State funding for one new position dedicated to administration and coordination of the HRC and the neighborhoods.

3. New Coordinating Council

Staff at each of the resource centers will facilitate a coordinating council with regular meetings to connect the neighborhood residents, businesses, and other stakeholders to address issues.



4. Additional neighborhood supports

Each neighborhood will receive additional support to help welcome new residents to their community who may need additional attention.

Grassroots 'placemaking' efforts, fundraising, and community events should receive particular attention and support for the neighborhood to help achieve the goal of creating a neighborhood welcoming and supportive of all residents.

STRATEGIC RECOMMENDATIONS

1. Foster community engagement through community organizations and events.
2. City-level commitment needed to assist the neighborhood's needs with physical and social infrastructure improvements.
3. Clear communication between the City and neighborhoods needed with up to date information regarding any HRC issues impacting the neighborhood.
4. City should encourage placemaking and community-driven projects to improve quality of life for all neighborhood residents.



GERALDINE E. KING WOMEN'S RESOURCE CENTER

700 SOUTH

PHYSICAL INFRASTRUCTURE



Generally, the physical infrastructure around the Geraldine E. King Women's Center is of good quality.

The neighborhood has many transportation options within walking distance. Currently, six bus routes service the King Women's Center neighborhood. The Courthouse and Library TRAX stations are in close proximity and offer access to the Red, Blue, and Green lines.

The existing pedestrian infrastructure is in good condition. However, State St. is a barrier for pedestrians and bicyclists. Attention is needed to increase the walkability on State Street. The wide streets accommodate bicycle traffic and most streets near the HRC have designated bicycle lanes.

Residents have access to four parks in the neighborhood. Each park varies in

size and amenities. Public spaces and outdoor amenities are easily accessed from the King Women's Center location.

Physical infrastructure needs include improvements to ADA ramps on sidewalks near the HRC and fast-tracking of improvements to current bicycle infrastructure that connects the neighborhood to the central business district and its amenities.

Transportation

- Courthouse TRAX station - 0.6 mi.
- Library TRAX station - 0.6 mi.
- Bus Routes 4, 9, 200, 451, 455, and 473 within ½-mile

Parks & Public Space

- Tauffer Park - 0.3 mi.
- Washington Square - 0.4 mi.
- Library Square - 0.5 mi.
- Richmond Park - 0.6 mi.

SOCIAL INFRASTRUCTURE



Social infrastructure near the Geraldine E. King Women's Center is broad and of high quality. Just about every type of public service is accessible within a short distance of the HRC.

The Liberty-Wells Recreation Center, Central City Recreation Center, and the Liberty Senior Center are in close proximity and offer an array of amenities and programs. There are four churches and six government entities to provide services in the neighborhood.

Residents of the Women's Center will have good access to private businesses for daily needs. Full-service grocery stores include Smith's on 400 South and Harmon's on State Street.

There are three established community councils that meet monthly: Central Ninth Community Council, Central City Community Council, and Downtown Community Council.

Public Services

- Liberty Senior Center - 0.2 mi.
- Dragonfly Wellness - 0.1 mi.
- SLCo Health Clinic - 0.3 mi.
- Central City Recreation Center - 0.4 mi.
- Liberty-Wells Recreation Center - 0.4 mi.
- Main City Library - 0.5 mi.
- SLC Public Safety Building - 0.6 mi.
- State of Utah Dept. of Workforce Services - 0.7 mi.

Nearby Businesses

- Mountain America Credit Union - 0.1 mi.
- 7-Eleven (800 S.) - 0.2 mi.
- Smiths Grocery Store - 0.9 mi.
- Harmons Grocery Store - 1 mi.
- Dragonfly Wellness - 0.1 mi.



GAIL MILLER RESOURCE CENTER PARAMOUNT AVENUE

PHYSICAL INFRASTRUCTURE



The Ballpark neighborhood needs significant additional physical infrastructure investment to support the Gail Miller Resource Center and improve the quality of life for all residents.

300 West is in poor condition, is not a pedestrian-friendly corridor, and is the primary access road for the HRC. The existing pedestrian and bicycle infrastructure needs much improvement. Main St. and 1700 S. both have dedicated bicycle lanes but need better connections to the HRC.

Pedestrian scale street lighting is lacking throughout the Ballpark neighborhood and has been an ongoing neighborhood concern.

Currently, two UTA bus routes are within walking distance, the 9 and 17, that have 15- to 30-minute frequencies. As of August 2019, the

9 provides 15-minute frequencies on Saturdays and 30-minute frequencies on Sunday. The Ballpark TRAX station is ½-mile away from the HRC and offers a higher frequency of service. Pedestrian and ADA access to the TRAX station needs significant improvement.

Park and open space access is very limited in the neighborhood. The nearest park is the People's Freeway Park, which is over a ½-mile away.

Transportation

- Ballpark TRAX station - 0.6 mi.
- Bus Routes 9 and 17 within ½-mile

Parks & Public Space

- People's Freeway Park - 0.7 mi.
- The 9-Line Trail - 1.3 mi.
- Liberty Park - 1.9 mi.

SOCIAL INFRASTRUCTURE



Entities that provide services to residents of the HRC are not easily accessed from the Paramount Avenue location. Improvements to transit access and bicycle infrastructure will provide better access for HRC clients to services more than ½-mile away.

The nearest public recreation center, the Sorenson Unity Center, is over a mile away, on the west side of the I-15 corridor. The closest public services to the HRC are the Urban Indian Center and Horizonte Instruction & Training Center. There are three churches of different denominations within a mile from the HRC.

Residents of the HRC will have easy access to stores, such as Walmart, Petsmart, and Target. The closest full-service grocery store is Walmart, ½-mile from the HRC location. Other businesses along 300 West will provide access for other daily needs.

There are three established community councils in the neighborhood that meet monthly: Central Ninth Community Council, Ballpark Community Council, and Liberty-Wells Community Council.

Public Services

- Urban Indian Center - 0.7 mi.
- Horizonte Instruction & Training Center - 1 mi.
- Utah Pride Center - 1.1 mi.
- Cannon Greens Community Garden - 1.2 mi.
- Sorenson Unity Recreation Center - 1.4 mi.
- Glendale Library - 2 mi.

Nearby Businesses

- Maverik - 0.3 mi.
- America First Credit Union - 0.5 mi.
- Walmart - 0.5 mi.
- Petsmart - 0.7 mi.
- Target - 0.8 mi.
- Lowe's - .25 mi.

Existing Conditions

Neighborhoods around the new resource centers have established organizations for addressing community issues. Community councils and organizations offer a way for residents to stay informed, meet and build relationships with others, and make their voices heard to create a safer and stronger neighborhood.

Residents surrounding the new HRCs can participate in community councils once a month to discuss any questions or comments they may have. The Ballpark neighborhood will be home to the new Gail Miller Resource Center and meets the first Thursday of every month at the Taylor Springs Apartments. The Geraldine E. King Women's Resource Center is in the Central City boundaries. The Central City community council meets the first Wednesday of every month at the Public Safety Building.

Community organizations and groups like these provide residents a meeting ground or volunteer opportunity to discuss issues and address them through collective effort in partnership with local businesses, city staff and officials, and other organizations.

1. SECURITY & PUBLIC SAFETY

Shelter the Homeless has an operations and security plan for both HRCs to ensure the transition will be seamless for the surrounding communities. This report includes how the HRCs will mitigate neighborhood and noise impacts and how the client intake, dispute resolution, and employee training will function. **Operators of each HRC will abide by the operations and security plan once the HRCs are open.**

Each HRC was designed with safety in mind for both the residents and the neighborhood. Each facility will have clear sight lines, lighting, an indoor/outdoor video surveillance system, and visibility that meets the Crime Prevention Through Environmental Design standards. Each HRC will have 24/7 site management, security, and a non-emergency hotline to report neighborhood issues.

Both HRCs will be limited to a maximum of 200 residents. Each HRC resident will be required to comply with quiet hours. The HRC will deny admission to people who do not meet their intake requirements and refer them to appropriate services such as mental



health and drug treatment programs.

The Salt Lake City Police Department does not anticipate a significant change in crime in neighborhoods adjacent to the HRCs. Due to the increased monitoring and improved service to homeless individuals, the police anticipate better 'eyes on the street' and prompt response to criminal activities.

Currently the police department spends a significant amount of time responding to non-emergency, non-criminal homelessness calls. With the improvement in services at the HRCs and additional staff attention, the police department anticipates a reduction in this time commitment and better ability to respond to emergency reports.

2. NEW HRC CITY STAFF

Salt Lake City was successful in securing funding from the state of Utah Homeless Mitigation Fund for new positions for coordination of

community engagement around the HRCs. This 'community engagement project' focuses on continuing community engagement by developing an interactive and accessible model that **provides a process and path for community interaction among HRC operators, service providers, clients, and staff; as well as residents, business owners, and the unsheltered homeless population.**

The three new positions will include one City position, a Community Engagement Coordinator, and a Street-Outreach worker. The City position will lead the project's mitigation and response process while also acting as the City's point of contact for community interaction concerning homeless programs.

The VOA Coordinator will work with the City position to ensure problems are identified, opportunities for greater understanding are maximized, and the community's well-being is sustained.

VOA, the operator of the King Women's Center, will employ two grant-funded positions. These positions are designated for outreach with ½-mile radius around each HRC location and will support and represent the three segments of the community to facilitate productive interaction among the Salt Lake City government.





The new positions will work to address neighborhood issues and anticipate and mitigate situations before they become community problems.

3. COORDINATING COUNCIL

Each resource center will have a standing neighborhood coordinating council to serve as primary connector between the community and the resource centers. This coordinating council will include one individual that represents the following:

- Resource center operator;
- Businesses located within ¼-mi.
- A resident who lives within ¼-mi.

- A school, if any, within ¼-mile
- Chair of the community council (or designee) whose boundary encompasses the site;
- An individual who has previously received or is currently receiving services from the HRC;
- A representative from Shelter the Homeless

MIDVALE COMMUNITY MODEL

The Midvale community around the Midvale Family Shelter, operated by the Road Home has used a unique mechanism that has successfully facilitated cooperation and communication with the residents, the staff, the community. A working group of local organizations meets monthly to coordinate activities and assistance for the Family Shelter.

The Boys and Girls Club created programs for children during the summer months, and the Canyons School District has provided transportation for children. The City has supplied a full-time police officer for the shelter, which has created good relationships between staff and residents and a safer environment for all. United Way, the DWS, and the Family Support Center provide services for the residents to assist in transition into housing and stable jobs.

Midvale's all-hands-on-deck approach has proven successful for the community and the residents of the shelter. Midvale City suggests that other communities, like Salt Lake City, should duplicate their community model.

4. ADDITIONAL NEIGHBORHOOD SUPPORT

Future neighborhood needs will inevitably arise. As these supports are identified, City HRC staff should lead the effort to identify a funding source and staff support commitment for on-going needs of the community.

SALT LAKE VALLEY COALITION TO END HOMELESSNESS

The Salt Lake Valley Coalition to End Homelessness ("the Coalition") coordinates services that organize and deliver housing and services to

meet the specific needs of people who are homeless as they move to stable housing and become self-sufficient. The Coalition provides the State with point-in-time counts of sheltered and unsheltered homeless in County boundaries. Community members interested in becoming more involved with homeless services can work with the Coalition to better understand the needs of the population within the county boundaries.

RESIDENTIAL PROPERTY REPAIRS

Both neighborhoods near the HRCs are composed of a large number of aging housing stock. Updates to existing homes in the neighborhoods near the resource centers can help achieve the goal of broad neighborhood improvement and ensure on-going investment in a quality neighborhood.

The City's Housing and Neighborhood Development (HAND) division has Handyman, Rehab, & TechAdvice programs for low- to moderate-income home owners to obtain no and low-interest funding to repair their homes. The repairs must address health, safety, and structural issues in the home.

Homeowners in the HRC-surrounding neighborhoods are encouraged to participate in these programs to repair their homes.

HAND offers a variety of services for home owners, such as inspections,



lead and radon gas testing, and competitive bids from reliable and insured contractors. There is no obligation to have the work done after the bids are provided.

Homeowners that are interested in applying must meet the HUD home

industrial occupancy (includes office and retail), or are being renovated for that use. The proposed improvements must include façade improvements. The Federal Department of Housing and Urban Development's Community Development Block Grant (CDBG)

| Based on federal HUD guidelines: Home Income Limits 2018 - 2019 | | | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| FAMILY SIZE | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| MAX INCOME | \$ 44,800 | \$ 51,200 | \$ 57,600 | \$ 64,000 | \$ 69,150 | \$ 74,250 | \$ 79,400 | \$ 84,500 |

income limits (chart above). HAND does not charge for their services, unless the homeowner chooses to participate in the program and requests a loan. If interested in participating in the program, email HANDtech@slcgov.com.

CDBG COMMERCIAL FACADE IMPROVEMENT PROGRAM

The CDBG Commercial Façade Improvement program is designed to assist with exterior improvements, correct code violations or deficiencies, and to promote design improvements that increase vibrancy and business activity. The program is designed to encourage the rehabilitation of commercial building facades to provide a more functional and attractive building and business operation. Eligible buildings must have an existing commercial or

funds the Commercial Façade Improvement Program. All relevant federal regulation applies.

ELIGIBLE COSTS: The program will fund projects that significantly improve the visual appearance of the entire façade as viewed from the street. Some of the improvements that may be made with this funding source include but are not limited to:

- Exterior building renovations/ improvements, such as construction of new entryways
- Exterior Lighting
- Windows
- Masonry, repointing/painting
- Awnings (must not comprise more than 25% of total project budget)
- Roof repairs/replacements related to structural improvements that hold the façade in place



Community charity bingo event to raise money for the Inn Between, which provides hospice care for people experiencing homelessness, at the Beer Bar in Salt Lake City on Sunday, Jan. 20, 2019. Image credit: Deseret News

- Street trees in areas visible to the public
- ADA/safety requirements that are on visible exterior

Currently, the CDBG Commercial Façade Program map does not include the area immediately adjacent to the Geraldine King Resource Center in the Ballpark Neighborhood. **Salt Lake City re-defined the federal boundary in the Consolidated Plan 2020-24, that would include this area as eligible for these grants.**

FUNDRAISING EVENTS

In order to support the HRCs, volunteer and fundraising events offer a way for the community to come together and support HRC efforts and engage in a direct way.

Fundraising events can bring funding to the service providers to continue to support the people in need, and involve local community members. In January 2019, Beer Bar hosted a fundraiser for the Inn Between, a nonprofit who provides medical and hospice care for people facing homelessness. Around 200 people came to the fundraiser and raised over \$7,000 for the nonprofit.



LOCAL NEIGHBORHOOD HRC TOOLKIT

CITY SUPPORT STAFF

The City and VOA received the State-funded Cities Mitigation Grant with funding for new staff dedicated solely to HRCs that will provide the surrounding communities with a direct point of contact to address concerns in the direct geographic area around the two new HRCs.

COORDINATING COUNCIL

Residents living within ¼-mile of an HRC can serve on the Neighborhood-HRC Coordinating Council. The council will serve as primary connector between the community and the resource centers.

ENCAMPMENTS

In case of encampments on your private property, contact the Community Connection Center (CCC). They can provide assistance to people in need.

GENERAL ISSUES

The HRC Community Engagement Team will ensure there is a representative, during the daytime, who will respond to any neighbor's concerns or grievances.

After hours, surrounding neighbors can contact the HRC's front desk phone, that is monitored 24/7, and the concerns will be passed to the operators in the morning.

LOITERING

If loitering occurs near or on private property, within the ¼-mile boundary, contact the HRC Community Engagement Team.

POLICE AFFIDAVIT

If you witness a crime, please report it to the police. The police will want a written account (an affidavit) of what was witnessed. The SLC Police Department is located on 475 S. and 300 E. For non-emergency calls, call their general line or submit a secure and anonymous tip via text message.

PANHANDLING

Not all panhandlers are homeless, some are in poverty and in need. Contact CCC or the VOA to provide assistance for the



individuals in need or in crisis. Do not give panhandlers cash.

TRESPASSING

If an individual or group is trespassing on private property, contact the SLC Police Department. If trespassing in public areas, contact the HEART team housed in the Housing and Neighborhood Development Department at the City.

UNSHELTERED HOMELESS

If there are unsheltered individuals within city limits, you can contact CCC, which can provide housing, clothing, medical, and general assistance for unsheltered individuals in need or in crisis.

The VOA has a county-wide Homeless Outreach Program that can connect people in need with the services and resources they need.

WHO DO I CALL?

CRIME / EMERGENCIES

SLC Police Dept.: **911**

TRESPASSING

SLC Police Dept. dispatch:

801-799-6000

HEART Team:

801-535-7712

POLICE AFFIDAVIT

SLC Police Dept. dispatch:

801-799-6000

GENERAL ISSUES

HRC Community Engagement Team:

King Women's Center: **385-258-6283**

Miller Resource Center: **385-258-6283**

For in-take inquiries please contact the Coordinated Entry Line

Phone: 801.990.9999

UNSHELTERED HOMELESS

CCC: **801-799-3533**

VOA: **801-363-9414**

LOITERING

HRC Community Engagement Team:

King Women's Center: **385-258-6283**

Miller Resource Center: **385-258-6283**

ENCAMPMENTS

CCC: **801-799-3533**

VOA: **801-363-9414**

PANHANDLING

CCC: **801-799-3533**

VOA: **801-363-9414**

COORDINATING COUNCIL

King Women's Center: **801-359-0698**

Miller Resource Center: **801-359-0698**



LOCAL NEIGHBORHOOD HRC TOOLKIT

VOLUNTEERING OPPORTUNITIES

Utahns are some of the most giving people in the country. Volunteering can offer a way to bring the community together to support residents in the HRC. Many community organizations are in need of volunteer support throughout the year.

For a list of organizations that need volunteers, visit the UServe Utah website. UServe Utah is a platform for individuals to find volunteer opportunities throughout the state.

FUNDRAISING EVENTS

If you would like to support the HRCs, community organized fundraising events offer a way for the community to come together and support the HRCs.



CATHOLIC COMMUNITY SERVICES OF UTAH

The Catholic Community Services of Utah (CCS) is always looking for volunteers to help with their homeless services. Seven days a week, CCS provides meals for individuals and families in need at the St. Vincent de Paul Dining Hall (437 W. 200 S.). CCS also offers opportunities for individuals to teach computer and culinary skills to people experiencing homelessness.

COORDINATING COUNCIL

Residents living within a ¼-mile of each HRC are encouraged to join the Neighborhood-HRC Coordinating Council. The council will serve as primary connector between the community and the resource centers.

PROJECT HOMELESS CONNECT

Project Homeless Connect is an annual one-day event that connects services to people experiencing homelessness. Services, such as medical and dental care, haircuts, bike repair, and pet care, are provided and donated by individuals and organizations in the community.

VOLUNTEERS OF AMERICA UTAH

The Volunteers of America Utah (VOA) offer two opportunities to help youth experiencing homelessness or are at-risk in Salt Lake City. (1) Volunteers can provide a meal or become a one-on-one mentor for at-risk youth. (2) If you would like to donate your time by collecting donations, the VOA includes a list of their most needed items to continue their work providing services to those in need.

WASATCH COMMUNITY GARDEN'S GREEN TEAM FARM

The Wasatch Community Gardens' Green Team Farm program teaches agriculture skills to women experiencing homelessness, where they will be able to cultivate and rediscover a strong work ethic. The program is always in need of volunteers to help with the program and the garden.

WHO DO I CALL?

CATHOLIC COMMUNITY SERVICES

801-977-9119 or

www.ccsutah.org/volunteer

COORDINATING COUNCIL

King Women's Center: 801-359-0698

Miller Resource Center: 801-359-0698

PROJECT HOMELESS CONNECT

www.phcslc.org

USERVE UTAH

1-888-755-8824 or

userve.utah.gov

VOLUNTEERS OF AMERICA

801-363-9414 or

www.voaut.com/volunteer

WASATCH COMMUNITY GARDENS GREEN TEAM FARM

801-359-2658 x11





TRAX transit service, Downtown Salt Lake City



Recently completed housing, State Street, Salt Lake City

HOUSING SUPPORTS

SUMMARY

At the core of the issue of homelessness is the absence of appropriate housing for an individual or family. For a variety of reasons, housing has been lost or is unavailable.

As a community, resolving the underlying issues and establishing programs for a pathway to housing stability is a key goal. **This goal is far more complicated and challenging to achieve than any one city or neighborhood can tackle on its own.**

With the adoption of the new Growing SLC housing plan by Salt Lake City in 2017, many efforts are underway to improve the availability of affordable housing throughout the City. The continued support of these efforts is vital to the success of the new HRC model.

KEY NEEDS

1. Increase investment in housing near transit stations.

For many households, transportation availability and the costs associated makes it a significant barrier to financial stability and long term household stability. Affordable housing must be easily accessed by public transit in order to improve a household's ability to access daily needs.

2. Expand diversity of housing in the neighborhoods around the resource centers.

The two new resource centers are both close to downtown Salt Lake City and the centers of the employment and housing hub of the region. A wider variety of housing in both of these neighborhoods will add to the availability of housing supply and

provide better access for households throughout their life cycle. More diversity in housing choice will enable households of all kinds to find housing and prevent the concept that these two neighborhoods are ONLY for those who need housing assistance .

3. Encourage public support for new housing in all the neighborhoods of Salt Lake City.

In many communities, resistance to new housing is a major barrier to the construction of new housing units. The Wasatch Front region is in the midst of a major housing crisis, and neighborhood resistance to new construction is a significant barrier to addressing the crisis. This resistance often adds months and even years to the time it takes to build new housing units. A community wide effort to support new housing is essential to address long-term addressing of homelessness issues.

STRATEGIC RECOMMENDATIONS

1. *Continue to prioritize investment in diverse housing choices throughout the city.*
2. *Provide incentives to developers for construction of new housing units near transit services.*
3. *Continue to encourage and develop public support of new housing choice in all neighborhoods throughout the city.*



Existing Conditions

Housing in the Central City neighborhood consists of both apartment buildings and single-family homes. There are several supportive housing properties within a three-block radius of the HRC. Low income housing developments include the Lowell Apartments, James Kier Apartments, Park Place at City Centre, St. Mark's Tower (including HUD senior housing), Liberty Metro Apartments, and Wasatch Manor (including HUD senior housing). The Housing Authority of Salt Lake City properties include the City Center, Denver Apartments, and the Philips Plaza Senior Housing. The Road Home's Palmer Court development is just outside the three-block radius from the Gail Miller HRC.

Approximately one quarter of the area within the three-block radius of the Gail Miller Resource Center is occupied by various types of housing. A majority of the housing in this area is single-family homes. However, there are several apartment buildings, many of which are relatively new construction. The bulk of the housing is to the east of rail lines from the HRC.

There are currently four supportive housing properties in the Ballpark neighborhood. Towne Gate Apartments and Jefferson Circle are both affordable housing developments. The Housing Authority of Salt Lake City operates two section 42 senior housing developments—Taylor Gardens and Taylor Springs. These developments are to the east of rail lines from the HRC.

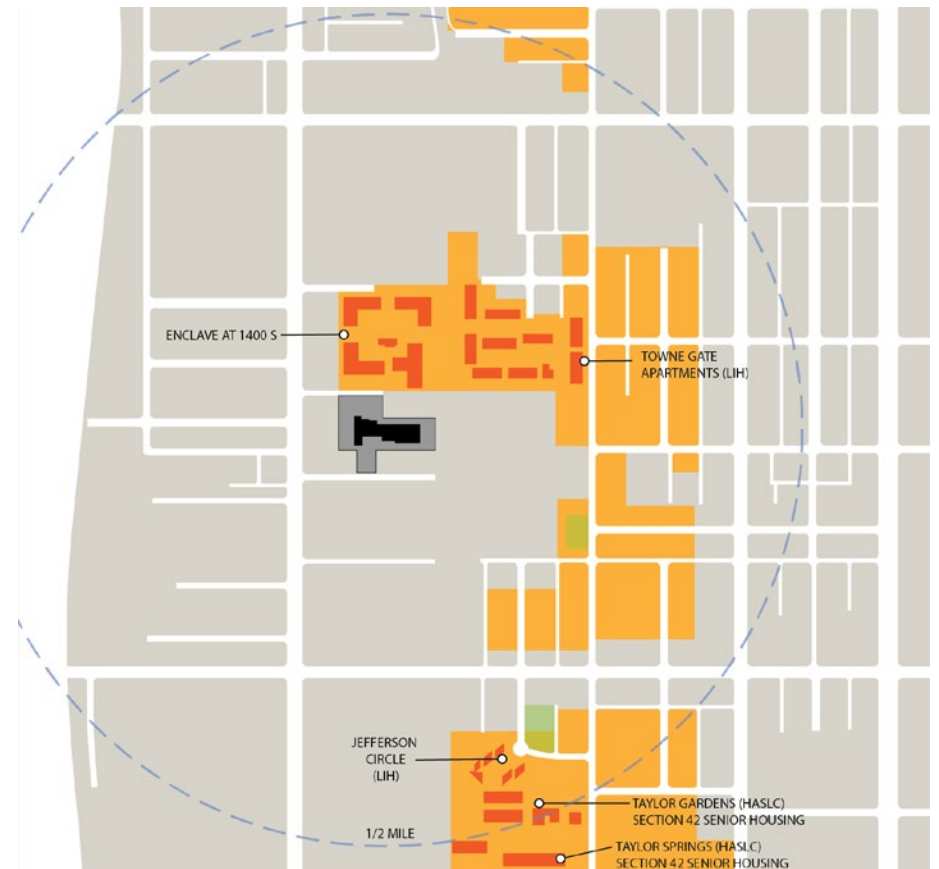
1. HOUSING NEAR TRANSIT

SLC's growing population will need access to amenities and services for daily needs. Easy access to transit is an essential aspect of implementing the "20-minute neighborhood" concept throughout the City.

Supplying housing near transit increases access to opportunities and can have a significant impact on the financial stability of residents. Easy access to

transportation will minimize the effects of vehicular traffic and health issues on the community with improved walkability.

Residents living near transit will have improved access to opportunities—social, employment, recreational, and more. The affordability of living costs will



Housing, Ballpark neighborhood, 2019.

increase, and the number of cost-burdened residents will decrease.

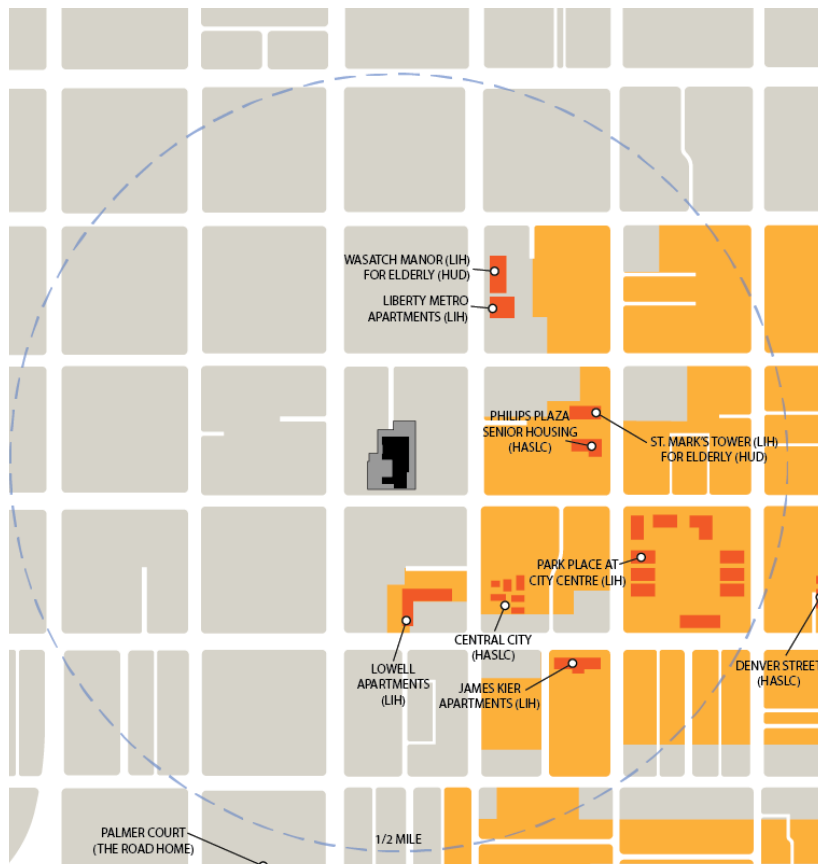
2. HOUSING DIVERSITY

Salt Lake City's population is growing not only in size but is also becoming more diverse. By 2050, the population of the City is expected to double. Salt Lake City will need to diversify the housing market to offer choices to suit the diverse needs of residents. Diversifying

the housing stock will create a wider variety of household sizes for all stages of life.

The City is already making progress in the diversification of housing stock through efforts around the Growing SLC housing plan. This includes policy changes to allow Accessory Dwelling Units and to expand the areas where Single Room Occupancy units are allowed in the city. The mixture of





Housing, Central City neighborhood, 2019.

market-rate and affordable housing will provide all residents with increased access to local services and amenities.

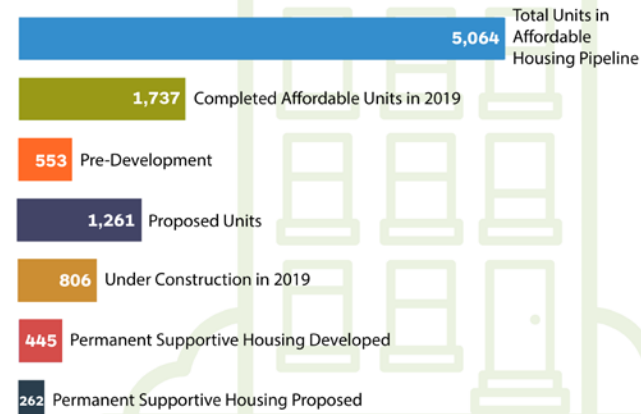
AFFORDABLE HOUSING PIPELINE

Increasing costs of construction, competition for funding, complicated financial structures for permanent supportive housing (PSH), and competitive applications for tax credits all

impact the speed at which affordable housing is completed and available. Although these challenges slow the construction of many developments, collaboration between developers and city entities are working to utilize resources and maximize production.

Since January 2016, the City's support of affordable housing has

SLC Affordable Housing Pipeline 2019



Source: HAND Status Update 2019

led the completion of 820 affordable units. Another 774 affordable units are expected to be completed in the near term. In Summer 2019, 89 units were in the pre-development stage, 282 units were in the proposed stage, and 403 units were under construction.

The rate at which affordable housing comes on-line must increase. **The City's ongoing evaluation of permitting and approval processes is focusing on the goal of increasing efficiency by decreasing the time developers must plan on for project review.**

3. FOSTERING PUBLIC SUPPORT FOR NEW HOUSING

The Salt Lake Chamber and Kem C. Gardener have created the Housing Gap

Institute (HGI) to educate the public on how the increasing rate of housing prices in Utah will compromise our quality of life. With the housing market already strained, the average Utah household will be priced out of the housing market in coming decades.

The HGI's Utah Housing Gap Challenge is a call to action for Utah residents to support well-planned growth and to encourage local politicians to support diverse housing policies and plans. The plans include a healthy mix and balance of housing type, different transportation options, preserved open spaces, efficient infrastructure, and more reasonable commute times.

For 20 years, the Utah Housing Coalition (UHC) has been encouraging the building of equitable and sustainable housing communities. The UHC facilitates community outreach,





Pamela's Place ground breaking. Source: Trent Nelson | Salt Lake Tribune

educates housing professionals, and advocates to local, state, and federal governments. The UHC's goal is to ensure every Utahn has access to affordable housing.

Organizations like the Housing Gap Coalition and Utah Housing Coalition, will collaborate with SLC in fostering public support for new housing developments throughout the City.

SINGLE ROOM OCCUPANCY UNIT ORDINANCE

In April 2019, Salt Lake City planners proposed an expansion of the single-room occupancy unit (SROs) ordinance throughout the city. SROs are micro-apartments that are typically leased on a weekly or monthly basis. The SROs must

be at least 100 square feet for one individual or 120 square feet for two people. Units could, but are not required to, have a private bathroom or a kitchen. SROs provide shelter for those who cannot afford or commit, to traditional rental property leases.

Currently, there are only two apartment buildings that offer SROs for the low-income population in city limits- the Rio Grande Hotel and Capitol Homes. The expansion of the ordinance could quickly fill the stock of low-income units throughout the city. With this change to the ordinance SROs will be located in pedestrian and bicyclist-friendly areas that are also near transit hubs.

PAMELA'S PLACE APARTMENTS

A new permanent supportive housing complex, called Pamela's Place Apartments, broke ground in April 2019, devoted to the region's chronically homeless. Located at 525 S. and 500 W., the complex will have 100 beds and will offer a multitude of social services for the residents.

Services such as a health clinic and full-time case managers, will be available for the residents. The complex will help the chronically homeless by giving them a rent-subsidized micro apartment, while they work through personal matters and find employment.

SHARED HOUSING PROGRAM

The City and the Road Home have teamed up to launch a Shared Housing Program. The program is comprised of 50 individuals experiencing homelessness as roommates in an effort to share the costs of an affordable apartment or home. In the past, the Road Home has been able to house 20 individuals. The City raised sales taxes and was able to allocate funding to the program which will allow for another 50 individuals to receive this opportunity. The funding from the City is one-time, but the program could receive future support if the City Council appropriates funding.

ACCESSORY DWELLING UNITS

In October 2018, the City Council approved the new Accessory Dwelling Unit (ADU) ordinance. An ADU is defined as a secondary residential unit that can be added to a property that is currently zoned for single-family. ADUs can be attached or detached to the existing residential unit. The ordinance will help with housing affordability by contributing to the missing middle housing stock.

100 MORE HOUSED

The "100 More Housed" effort was announced at the end of April 2019. The initiative will help 100 individuals experiencing homelessness to move into Permanent Supportive Housing units. More than \$1 million in housing vouchers will be available for these individuals to move into market-rate housing.

Landlords can play a vital role in creating housing solutions for people experiencing homelessness by making units available to these individuals. To encourage landlords to participate, the program is structured so that the landlord works with a case managers that will encourage and support residents, guarantee rent direct-deposit, and match only move-in ready tenants.





New housing under construction in Salt Lake City



TRAX transit service, Downtown Salt Lake City

TRANSPORTATION SUPPORTS

SUMMARY

Transportation access is a major issue for almost all individuals and families experiencing homelessness.

As a result, this is an area that is typically one of the most vital investments for a community looking to improve the quality of life of these residents.

Fortunately, many transportation investments are within the City's control and can be improved with the appropriate funding.

Both HRCs in Salt Lake City were located to be easily accessed by transit lines, and more specifically, the TRAX system. The neighborhood near the Paramount Ave HRC is in serious need of investments in pedestrian and bicycle infrastructure to improve accessibility to the resource center.

KEY NEEDS

1. Advocate for improved transit service in the neighborhoods near resource centers.

UTA operates several transit lines, both rail and bus, within the neighborhoods around the new resource centers. More frequent transit access is needed in both however to improve livability and accessibility to the community.

2. Invest in improved bicycle infrastructure in the neighborhood.

Clients of the resource centers are more likely to depend on bicycling as a primary form of transportation. Increased presence of bicycle infrastructure in the neighborhoods around the resource centers is key to creating a place where clients can easily access the resource centers and more of their daily

needs within a short trip. Many cycle routes are planned in these areas, and should be fast-tracked by the City.

3. Ensure safe, walkable routes in the neighborhood.

Both the Central City and Ballpark neighborhoods are in need of significant pedestrian infrastructure to improve the walkability of the neighborhood.

Both neighborhoods are divided by a major auto corridor that possesses poor quality pedestrian infrastructure (State St. and 300 W.).

Upgrading this infrastructure, including sidewalks, pedestrian crossings, pedestrian lighting, and other elements should be a primary focus of the city in the coming years as they seek to improve the communities around the resource centers.

STRATEGIC RECOMMENDATIONS

1. *Prioritize infrastructure improvement projects to enhance walkability and bikeability in HRC neighborhoods.*
2. *Advocate for increased public transit service accessibility in underserved areas.*
3. *Provide support to additional community-driven transportation and transit improvements in HRC neighborhoods.*



EXISTING CONDITIONS

The Central City neighborhood has excellent access to UTA public transit options. Two existing TRAX stations are located within a 3-block radius of the HRC. The Library TRAX station provides access to the Red Line and the Courthouse TRAX station provides access to the Red, Green, and Blue Lines. Additionally, there is an additional TRAX station planned for 650 S. Main Street, which is less than two blocks from the HRC, slated for construction in 2021.

Several UTA bus routes can be accessed at the neighborhood's many bus stops. Current bus routes run along five streets within a 3-block radius around the HRC: State Street, 400 South, 500 South, 600 South, and 900 South. The stops along these streets provide access to routes 4, 9, 200, 205, 451, 455, and 473. Access to the combined TRAX lines and bus routes provides a high level of connectivity between the Central City neighborhood and the rest of the Salt Lake valley.

Transit frequency within the neighborhood is good. The frequency varies widely between each bus route however, some

of the routes have frequencies as high as 15 minutes. Only four bus routes in this area provides weekend service. Current TRAX service frequencies better serve the population in this area and run seven days a week. Bus frequencies are still quite variable in this area.

Discussions are being had around a possible public-private partnership to construct a new TRAX station at approximately 650 S. Main St. The timeline and project budget are still being determined.

The Ballpark neighborhood is served by both UTA buses and TRAX trains. The Ballpark TRAX station provides access to the Blue, Red, and Green lines, which connects the neighborhood to the whole of the UTA system. Currently, only two UTA bus routes run through the neighborhood around the Gail Miller Resource Center; routes 9 and 17.

Although there is access to both buses and trains, the access is limited. The weekday frequency for the two bus routes is anywhere between 15 to 60 minutes. The 17 bus route does not offer weekend service. Bus 9 has weekend service with a frequency of 30 minutes. Each TRAX line has a frequency

of 15 minutes on the weekdays, and 30 minutes on the weekends. The distance from the HRC to transit presents another access problem. The nearest TRAX station and bus stop for route 17 are both near, or past, the edge of the ½-mile radius from the HRC. Access to these transit stops requires walking or biking on 300 W. which is not pedestrian friendly. Shortcuts to the TRAX station across the rail lines may encourage unsafe travel to and from the station.

UTA is updating the routes and service times for two of their bus lines servicing this area—the 9 and the 17. The new updates will give riders access to more frequent bus service as well as weekend bus service.

As of August 2019, service for the 9 bus route changed dramatically. Weekday service hours will begin at 5:00 a.m. and end at 1:00 a.m., with a

Paramount Ave. Existing Transit

| TRANSIT FREQUENCY | | | |
|-------------------------|------------|------------|---------|
| | Weekday | Saturday | Sunday |
| Bus | | | |
| 9 | 15-30 min. | 15-30 min. | 30 min. |
| 17 | 60 min. | none | none |
| TRAX | | | |
| Ballpark Station | | | |
| Red | 15 min. | 30 min. | |
| Green | | | |
| Blue | | | |

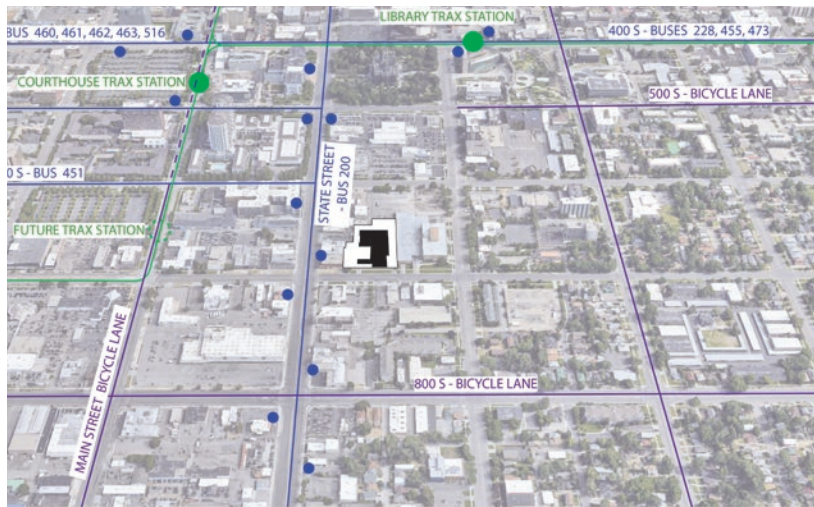
Sources: UTA August 2020 System Frequency Map, UTA TRAX Timetables

700 South Existing Transit

| TRANSIT FREQUENCY | | | |
|--------------------|--------------|------------|---------|
| | Weekday | Saturday | Sunday |
| Bus | | | |
| 4 | 30-60 min. | 60 min. | 60 min. |
| 9 | 15-30 min. | 15-30 min. | 30 min. |
| 200 | 15-30 min. | 15-30 min. | 30 min. |
| 205 | 30-60 min. | 30-60 min. | 60 min. |
| 451 | 5 trips/day | none | none |
| 455 | 26 trips/day | none | none |
| 473 | 6 trips/day | none | none |
| TRAX | | | |
| Courthouse Station | | | |
| Red | 15 min. | 30 min. | |
| Green | | | |
| Blue | | | |
| Library Station | | | |
| Red | 15 min. | 30 min. | |

Sources: UTA August 2020 System Frequency Map, UTA TRAX Timetables





Bus and rail transit service, Central City neighborhood, 2019.



Bus and rail transit service, Ballpark neighborhood, 2019.

15-minute frequency from 6:00 a.m. to 7:00 p.m. The 9 bus route will also offer service on the weekends. Saturday service will run from 5:00 a.m. to 1:00 a.m. and Sunday service from 7:00 a.m. to 8:00 p.m.

The 17 bus route will travel from the 2100 S. Trax Station down 300 W., where it will connect to its original route on 1700 S. The route gives riders access to Salt Lake Community College, Innovations

Transit within 1/2 mile Geraldine E. King HRC on 700 South



Designated Bicycle Routes



Bus Routes

Frequencies every 15 minutes



TRAX Station

Frequencies every 5 to 15 minutes to Downtown SLC

High School, Westminster College, Rowland High School, the University of Utah, and the Museum of Fine Arts. Riders will also get access to big box stores, such as Costco and Sam's Club, that are located on 300 W.. The new service will run weekdays from 6:00 a.m. to 7:00 p.m., every 30 minutes, which is similar to current service times.

BUS STOP IMPROVEMENTS

UTA recently completed a bus stop master plan for their entire system to analyze bus stop amenities and levels of usage.

This master plan identifies specific thresholds needed to warrant additional investments in the infrastructure of a specific bus stop. The bus stop infrastructure quality is generally better in the Central City neighborhood and along State St.

Bus stop quality along 300 W. and 1300 S. is generally poor. While a few

Transit within 1/2 mile Gail Miller HRC on Paramount Avenue



Designated Bicycle Routes



Bus Routes

Frequencies every 30 to 60 minutes
August 2019 Update: 1 additional route and 15 minute frequencies



TRAX Station

Frequencies every 5 minutes to Downtown SLC

of the stops are near usage thresholds that would warrant additional investment, a majority of them are not. As the HRCs come online, bus usage and stop activities should be monitored



Low quality bus stop on 300 West.

to determine if additional improvements are warranted to improve the level of service for bus patrons.

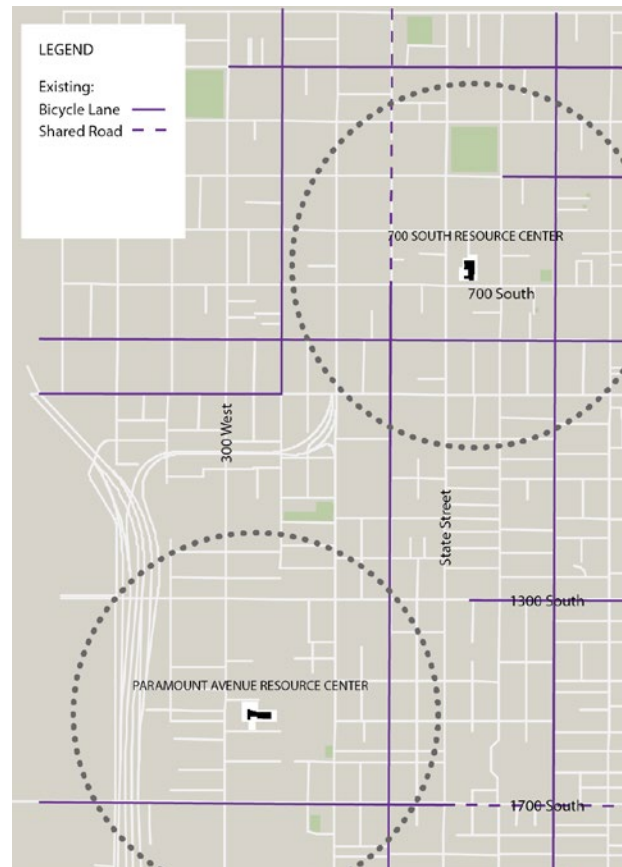
As the design process for the 300 W. rebuild moves forward, a discussion to integrate the quality of bus service along the corridor should be considered, and involve the local community as well as UTA planners.

BICYCLING

The Central City neighborhood's wide streets can accommodate a great deal of additional bicycle infrastructure. Many of the street sections within a 3-block radius of the HRC have been designated as bike routes on the Salt Lake City Bikeways Map. Main St. is marked with "sharrows" north of 700 S. and has dedicated bike lanes south of 700 S. Dedicated bike lanes are also provided along 500 S. east of 200 E., and along the entirety of 300 E. and 800 S. Bicycles are allowed on both UTA buses and TRAX trains making the connection to the wider transit network a smooth one for cyclists.

Bicycling infrastructure in the Ballpark neighborhood is limited. The Salt Lake City Bikeways Map identifies very few streets as bike routes. Main St. and 1700 S. both have dedicated bike lanes however, both of these streets are on the edges of the 3-block radius from the HRC. The only street that connects the HRC to any of these bike routes is 300 W., but it is not suitable for biking and has not been designated as a bike route.

The dedicated bike lanes on 1300 S. are only east of State St., outside of the radius. Bike traffic along

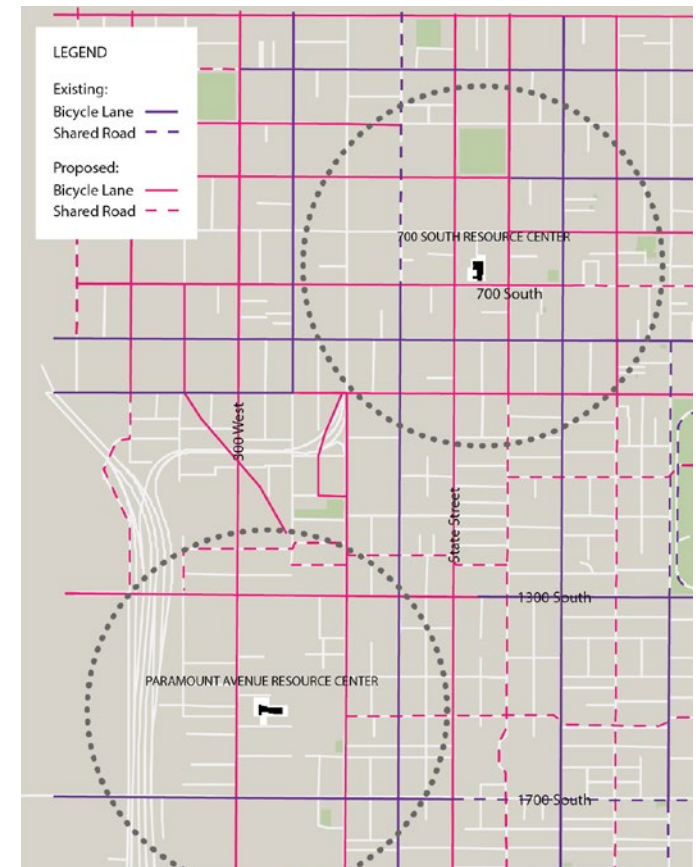


Existing bicycle infrastructure, 2019.

1300 S. is rerouted through local streets north of the neighborhood area. Recent improvements to this rerouting have been made but they too are outside of the radius.

FUTURE PLANNING

Many new bicycle routes through the Central City and Ballpark neighborhoods are on long-range plans from the City's transportation department. In order to better



Salt Lake City bicycle master plan routes, proposed.

support the clients of the HRCs, some consideration should be given to fast-tracking some bike route plans.

The 300 W. corridor and the State St. corridor are both planned to be improved for cyclist usage in the next few years. Significant infrastructure changes will be seen in these areas.

In addition to these, improvements to cyclist infrastructure connecting these

corridors to additional destinations should be planned and budgeted for. As these neighborhoods continue to develop, investments in cycling infrastructure will mitigate traffic concerns and ensure livability for all residents of the community.

GREENBIKE

The Greenbike SLC program was begun in 2013, providing access to a network of shared bicycles at specific locations



around downtown Salt Lake City. Each year additional station locations have been added to this system, increasing ease of access to the cycle network of the city.

In 2020, GreenbikeSLC plans to add a station location in the Ballpark neighborhood at the Ballpark TRAX station, thanks to a sponsorship from CW Urban, a local homebuilder.

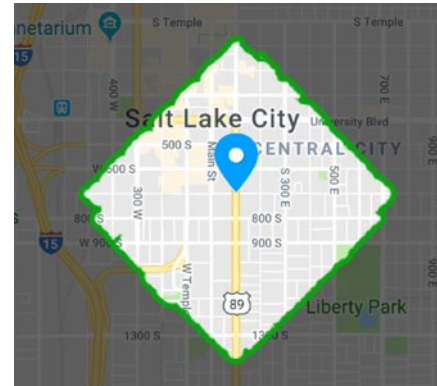
In addition to this, Greenbike SLC plans to introduce an 'Equity Pass' for individuals in need of public assistance. This option will provide very low-cost access to the Greenbike system to those at the resource centers, among others. It is anticipated that this program will provide annual Greenbike passes for \$5.00 per year.

WALKABILITY

The Central City neighborhood pedestrian network is well developed. All, or most, of the street crossings are connected to the sidewalks with ramps, providing near universal access for people of all abilities. The existing pedestrian network provides adequate access between the HRC and transit stops. Connectivity across large city blocks could be improved with additional midblock crossings.

Walkability within the Ballpark neighborhood is poor.

Connectivity for pedestrians is severely limited by the TRAX rail corridor. This rail corridor bisects the neighborhood and can only be crossed at 1300 S. and 1700 S. All pedestrian traffic (as well as bicycle and vehicular traffic) must



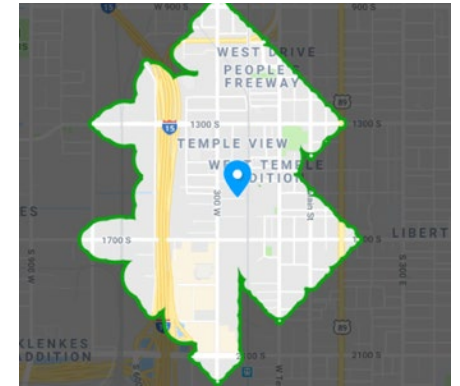
20-minute walking radius: King Women's Center.

travel down 300 W. to one of the two crossing points. This increases travel distances between the HRC on the west side of the rail lines and many of the neighborhood resources on the east side of the rail lines.

This condition will most likely remain the same in the future, but the quality of the pedestrian infrastructure in these corridors must be improved.

300 W. and 1700 S. are both streets with advanced plans for improved conditions for pedestrians.

Safety is also a major issue for the Paramount Avenue site. 300 W. is not a pedestrian friendly street and the existing pedestrian infrastructure needs improvement especially with all pedestrian traffic being routed along 300 W. There is also the risk of HRC residents taking a short cut across the rail lines in order to reduce travel time and distance between the HRC and



20-minute walking radius: Miller Resource Center.

other neighborhood resources, posing the risk of train/pedestrian collisions.

ADA ACCESSIBILITY

HRC clients are more likely than the general population to rely on ADA accessibility standards. While the Central City neighborhood has higher quality infrastructure for those reliant on wheelchairs or with limited mobility, the Ballpark neighborhood is greatly lacking in function infrastructure.

In the short term, Salt Lake City engineering staff are working on solutions to ADA conflict points along the 300 W. route to the HRC on Paramount Avenue.

In the long-term, updates to 300 W. will vastly improve accessibility to HRC clients with limited mobility. This process is just beginning and will not begin construction until 2021.



Low quality infrastructure along 300 West creates conflicts between cars, cyclists, and pedestrians.

STATE STREET CATALYTIC PROJECTS

Life on State is a pilot project, managed by Salt Lake City's Division of Transportation, to test transportation improvement interventions on State St., from 600 S. to Haven Ave. (2300 S.). The interventions will be in two locations, one in Salt Lake City (600 S. to 900 S.) and the other in South Salt Lake (2100 S. to 2300 S.).

The project's goal is to improve safety, mobility, livability, and business climate on State St.; while identifying ways to achieve optimal mobility and security.

The Geraldine E. King Women's Resource Center is located near the center of the Salt Lake catalytic site. The site's improvements will include wider sidewalks, improved transit stops, a slower design speed for auto traffic, parallel parking pockets, reduced driveways, street furniture, street trees, and a midblock crossing. The addition of these streetscape amenities will improve walkability and access to transportation for HRC residents.

Within a ½-mile from the Salt Lake catalytic site, there is access to two bus routes, two TRAX stops, the 9-Line Trail, the Central City

Within 1/2 Mile State Street Catalytic Site

- 2 UTA Bus Routes
- 2 TRAX Stops
- The 9-Line Trail
- Central City Recreation Center
- Liberty Senior Center
- SLCo. Health Department
- Taufer Park

Recreation Center, the Liberty Senior Center, the SLCo Health Department, and Taufer Park. The Salt Lake City catalytic site has an estimated 17,642 jobs (planned and existing) within ½-mile of the site.

The enhancements proposed for the catalytic sites will cost \$5.2 million. The pilot project will assess the existing conditions to create scenarios for traffic calming features, median islands, accessible pedestrian signals, and high-comfort bikeway amenities for Salt Lake and South Salt Lake to implement in the future.

300 WEST REBUILD

The rebuild of 300 West was proposed by the City's Engineering Department, and will turn the busy arterial road into a livable boulevard that supports mixed-uses and multimodal travel.

The Engineering Department

intends to reconfigure traffic lanes by reducing the number of lanes and their widths. The reconfiguration will decrease the travel speeds, improve safety, and improve vehicular and non-vehicular circulation. The addition of 17,600 linear feet of curb and gutter will improve stormwater drainage. Miles of full pavement reconstruction will result in cost-savings for maintenance and repair.

The proposal plans to increase east-west crossing for people walking or biking. The construction of three midblock crossings will improve travel for people accessing services, retail, jobs, transit, as well as address broader socioeconomic equity issues.

300 West is known for its auto-centric nature. This project proposes to construct 17,000 linear feet of ADA compliant sidewalks. Other improvements to crossings will be made to 18 intersections.

Construction for 72 ADA accessible



Low quality pedestrian infrastructure, 300 West.

ramps and 12 bus stop carriage walks will increase mobility for all by improving convenience and comfort. These developments will reduce accidents, increase walking and biking, and enhance transit connectivity.

The construction of over three-miles of multi-use pathways and behind-the-curb bicycle lanes with the installation of three bike share stations will increase the mobility and safety for all roadway users, and will fill gaps in the bike share and bike infrastructure network.

The proposed budget for the revitalization of 300 W. is \$15 million. This project will increase the comfort and convenience of mobility, as well as improving the safety of all who use this road.

1700 SOUTH

The Ballpark Community has requested money to improve walkability and pedestrian safety in the neighborhood. The concerns are focused on the





sidewalks on 1700 S., between State St. and 300 W. The paths are not welcoming for pedestrians as they are too narrow and too close to traffic. On the south side of 1700 S., the sidewalks are broken and uneven. **The current paths range from 32 to 44 inches wide—making them too narrow for wheelchairs.**

With the Miller Resource Center and more high-density residences in the neighborhood, there will be more people needing to use the sidewalks for travel. The improvements for pedestrian access will be necessary to increase safety in the neighborhood.

SALT LAKE CITY PEDESTRIAN & BICYCLE MASTER PLAN

The Salt Lake City Pedestrian & Bicycle Master Plan provides suggestions on how to redesign different nodes and streetscapes to increase the walkability and bikeability of an area. The incorporation of vegetation, on-street parking, curb extensions,

reduced speed limits, medians, colored intersections, and marked crossings can improve the environment for people walking and bicycling.

PEDESTRIAN LIGHTING

The Ballpark Community Council has requested additional City investment for pedestrian scale lighting. The residents' concern is that lighting is insufficient for the neighborhood's needs as it transitions to a more densely populated, pedestrian-oriented neighborhood.

The 2006 Street Lighting Master Plan for Salt Lake City provides information on the purpose and impacts of street lighting, required lighting levels, acceptable styles, how to implement them, designing for crime prevention, and use of banners. The plan discusses the environmental issues that come with traditional lighting design and how it is critical to maintaining the quality of life in neighborhoods.

Street lighting can be useful to help people feel safe and comfortable while walking in neighborhoods, to transit stops and other destinations. The plan recommends the expansion of late-night recreational programs and the design of streets

that are pedestrian-friendly. The plan suggests the use of Crime Prevention through Environmental Design (CPTED) techniques to reduce crime. The current "cobra head" streetlights are not enough for pedestrians due to shading caused by trees. The plan provides visuals for different types of lighting and how each distributes light.

The plan provides types of lighting to use, cutoffs for lights, and the design of light poles for each neighborhood throughout Salt Lake City. The proper design and effective use of the built environment can lead to a reduction in fear of crime and the incidence of crime and can lead to an improvement in the quality of life.

The City is currently in the process of developing an updated Street Lighting Master Plan. Special consideration should be given to these two neighborhoods near the HRCs.

300 WEST BUS STOPS

Within a ½-mile from the Miller Resource Center, there is access to two bus routes, the 9 and the 516, and ten bus stops. Currently, the most transit stop activity (TSA) happens at the intersection of 1300 S. and 300 W. TSA is the number of people boarding or alighting at each bus stop. The types of amenities (lighting, shelter, benches) a bus stop



Ballpark Community, Transit Stop Activity, 2018.

has is correlated to the bus stop's TSA number. The higher the TSA number, the more bus stops amenities it will receive.

The nearest bus stop to the Miller Resource Center is located at 1559 S. and 300 W. and has the lowest TSA number in the area. It is anticipated that activity at this stop will increase in the future.

In order to gain more amenities at bus stops along 300 W., ridership needs to increase. Since the HRC opened, the use of public transit has increased in the area which will lead to improvements to the area's bus stops. Research has also shown that improvements to bus stop amenities lead to higher ridership. The addition and improvements to bus stops along 300 W. will increase the comfort and convenience of mobility to the existing and future residents in the neighborhood.





EMPLOYMENT & LOCAL BUSINESS SUPPORTS

SUMMARY

Local businesses and employers can play a key role in the development of the neighborhood as being welcoming to all. **As they typically operate during day-time hours, business owners can become important ‘eyes on the street’ to monitor the community and provide casual security and monitoring.**

In addition, these businesses can become a conduit to stability for those clients residing at the resource centers. **Several existing programs provide employers incentives to provide employment to homeless resource center residents,** including case management, bonding, and wage reimbursement. This is an essential part of a more holistic approach to homelessness.

KEY NEEDS

1. Provide local businesses with a toolkit of information on how to deal with neighborhood issues related to homelessness.

As new clients take up residence in the neighborhood, some businesses may need information on how best to address issues relating to homelessness.

2. Establish relationships between resource centers and local businesses to create opportunities for employment and job training.

Many businesses in the City have expressed interest in providing job training and employment for those in need of support. Facilitating these relationships should be an on-going effort in the community.

3. Invest in long term economic development of the community to provide additional opportunity for employment and daily services.

Many City resources look at long-term improvements in a community. These programs should prioritize areas near resource centers to mitigate any perceived negative impacts on the neighborhood.

4. Leverage city resources to publicize businesses that provide support to resource center clients in order to encourage the general public to support those businesses.

Many members of the public express a desire to help homeless resource center clients. The City should develop business support campaigns similar to the “Buy Local” campaign to promote support of businesses that are actively engaged in supporting the resource centers.

STRATEGIC RECOMMENDATIONS

- 1. Facilitate expansion of employers involvement with programs connecting HRC clients to employment opportunities.*
- 2. Ensure on-going involvement of neighborhood businesses in addressing issues around the HRCs.*
- 3. Leverage City resources to provide additional support to businesses that participate in employment programs.*
- 4. Continue to invest in infrastructure and long-term economic development in the neighborhoods around the HRCs.*



EXISTING CONDITIONS

There is a wide variety of businesses within the Central City neighborhood. Some types of businesses, like car dealerships, and hotels are unlikely to be of direct use to the HRC residents. Many of the other types of businesses are likely to meet many of the needs of HRC residents. These include many small businesses such as restaurants, coffee shops and bars, a wide variety of retail stores and specialty shops, and service businesses such as banks. Most of the local businesses are pedestrian friendly with entrances located along sidewalks.

The Ballpark neighborhood has an extensive variety of local businesses. 300 W. is a significant commercial corridor that occupies a large part of the neighborhood area and is filled with auto-oriented commercial buildings. The major stores along 300 W. and within the radius include Costco, Ashley Furniture, Walmart, and Lowe's. The remainder of 300 W. is populated with smaller businesses like banks, auto service shops, industrial supply, and others.

The other major commercial corridor in the neighborhood is the

Main Street corridor. The corridor also has a wide variety of business types but is more pedestrian friendly, has more neighborhood focused businesses, and is not as industrial in character.

MAIN STREET USA PROGRAM

The Main Street America program is helping to revitalize older and historic commercial districts throughout the United States. The program has a commitment to place and to building stronger communities through preservation-based economic development. Salt Lake City's Department of Economic Development has been working with the program to make Salt Lake City the first city in Utah with this designation.

Two neighborhoods in the city have received the "Main Street America" designation for their urban revitalization—the Granary District and State Street.

The State St. area is between 600 S. and 1000 S. This major transportation corridor is one of the oldest commercial districts in the city and is home to a large share of thriving local businesses. The newest project is 30-stall food hall that will bring an array of cuisine types and will host regular farmers markets.

The transformation strategies for State St. will focus on restaurant and food as there is already a significant presence of international cuisine in the neighborhood. Currently, State Street is becoming more populated with residential development. With new residents in the area, there will be a demand for more food options, such as restaurants, bodegas, and grocery stores. With the 'Main Street USA' designation and help from the City's Department of Economic Development, the State Street corridor will become a thriving place with walkable destinations to dining and entertainment for all residents, including those being served at the HRCs.

SLC REDEVELOPMENT AGENCY

The Redevelopment Agency (RDA) of Salt Lake City created a plan for reinvestment and revitalization of the State Street Area, reaching from 300 S. to 2100 S. The goal of this plan is to incentivize private developers to invest along this auto-centric corridor, using tax-increment financing (TIF). By reinvesting in this area, the hope is that it will reduce crime and promote a livable community with a strong urban design identity that preserves and enhances the integrity of existing residential neighborhoods.

The RDA is expecting land-use,



RDA STATE STREET PROJECT AREA

The establishment of a Community Reinvestment Project Area will engage certain tools that will enable investments in the community. The goal is long-term economic development for the community, which may include housing, infrastructure, public spaces or other community needs.

These types of tools can only be used in areas designated by the city, and all improvements in tax generated must be invested in the same neighborhood.



building intensity, population density, and street layout changes within the area. The underutilized and vacant lots will return to productive uses which will reduce crime, increase housing choice and commercial densities, improve walkability and encourage placemaking.

With both HRCs in the State Street RDA project area boundary, the new developments will provide housing and employment opportunities and a thriving community for residents and visitors.

An early action item for the State Street project area is to conduct a gentrification and displacement risk assessment.

The purpose is to identify individuals or populations that might be at risk of displacement over the course of the project area (20+ years) and to identify ways to mitigate displacement. Examples from other cities include Denver, Philadelphia, Chicago, and Portland, where either the City conducted the assessment itself or partnered with a local university. The RDA will do something similar for the State Street project area.

Upcoming developments in this area include redevelopment of the

Sears Block by a private developer, and creation of a “food alley”, also by a private developer.

DIGNITY OF WORK PROGRAM

The Dignity of Work program is the third phase of Operation Rio Grande that began in late 2017.

The program is a public-private partnership that increases employment opportunities and training for homeless individuals. The Department of Workforce Services (DWS) has four full-time employment counselors that meet with individuals experiencing homelessness and give them an individualized employment plan that is tailored to their background, goals, and readiness to work.

Tax credits and incentives are given to businesses who participate in the Dignity of Work program, either becoming a Dignity of Work employer or being a part of a Dream Team.

The Dream Team creates short term internships for homeless individuals to gain one-on-one mentorship. Both resource centers can work with the DWS to set up employment and mentorship opportunities for the HRC client.

DWS EMPLOYMENT SERVICES

DWS provides an On-The-Job program that offers reimbursement and customized job training for participants. The program will allow employees who have been recently laid off, are economically disadvantaged, or who are entering the workforce for the first time, to gain experience. **Employers can be reimbursed up to 50% of the employee’s wages during training.**

The DWS is also offering Employment Internship Opportunities (EIO). EIOs assist participating employers with temporary work needs and give trainees hands-on experience in a career setting. EIOs offer trainees a chance to improve the general skills, knowledge, and work habits that are necessary for successful employment. Employers will be reimbursed 100% of the trainee’s wages during the internship.

The Federal Bonding program offers a free service to businesses who are willing to hire applicants who are not commercially bondable. Individuals with an arrest record, poor credit, who’ve struggled with substance abuse in their past are examples of individuals that could gain employment from this program. **Businesses are fully covered by the program in case of loss of property or money.**

MAUDS CAFE/VOA TRAINING

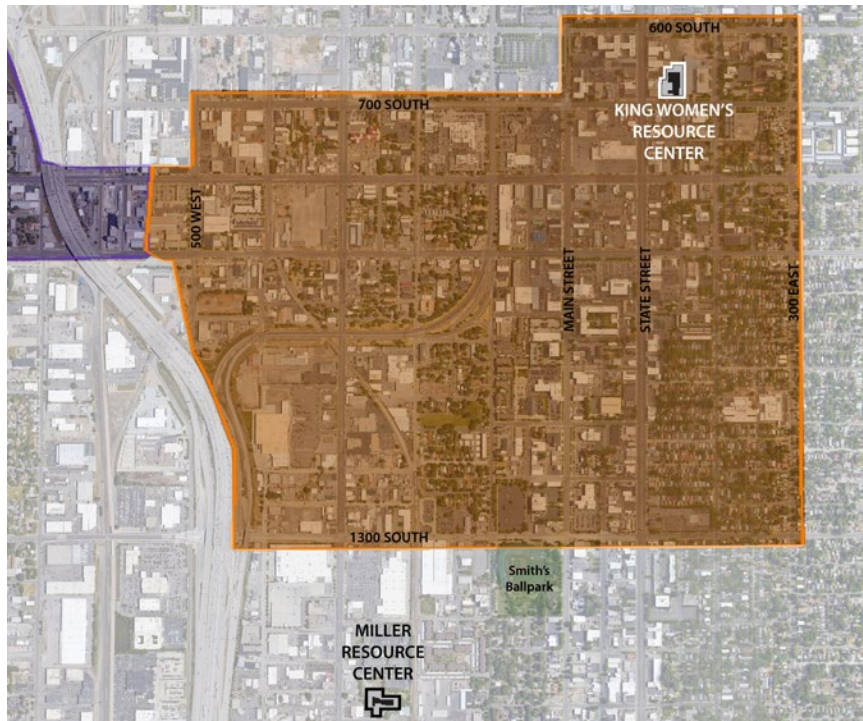
The Volunteers of America (VOA) opened Maud’s Café in the Granary District. The café acts as a program for homeless youth. The program lasts eight to twelve weeks and allows the youth to gain an opportunity to contribute to the community by working towards stabilizing their lives and self-sufficiency.

This program template should be looked at to expand options for adults at the resource centers to have a path to employment training and long-term financial stability.

GREEN TEAM FARM

The Green Team Farm is a ten-month long farm-based job training program that was established by Wasatch Community Gardens in 2016. The farm is currently located on the west side of the downtown business district. The program aims to simultaneously revitalize an underutilized area while providing opportunities for women who are experiencing homelessness. The program employs eight to twelve women each year, where they learn organic agriculture techniques, rediscover and cultivate a solid work ethic, and work to restore their sense of confidence. The program grows each year and may be relocating in the near future in order to develop their current site.





The Neighborhood Building Improvement Program's Central City boundary for commercial façade improvements.

KITCHEN TRAINING PROGRAM

In April 2019, the Catholic Community Services of Utah (CCS) launched their Kitchen Training program for people facing homelessness. CCS will work with both HRCs to train individuals in the skills needed to work in the service industry. The program will give individuals the skills to find higher-waged jobs that provide the path toward financial stability. Connections to local food-based businesses and this program could expand employment options and provide

needed labor to these businesses.

CDBG COMMERCIAL FAÇADE IMPROVEMENT PROGRAM

The Neighborhood Building Improvement Program (NBIP) receives its funding from the CDBG. The NBIP utilizes federal funding to revitalize commercial areas in the designated neighborhoods by funding façade improvements for businesses that serve their neighborhoods.

Applications are reviewed for eligibility and then scored and ranked by a committee. The businesses with the highest scores are awarded a \$25,000 grant per parcel. The businesses will enter into a contract with the City and will work directly with the department of Housing and Neighborhood Development (HAND) to ensure it follows federal requirements. Each project should be completed within six months.

The CDBG Commercial Façade Improvement program is designed to assist with exterior improvements, correct code violations or deficiencies, and to promote design improvements that increase vibrancy and business activity. The program is designed to encourage the rehabilitation of commercial building facades to provide a more functional and attractive building and business operation. Eligible buildings must have an existing commercial or industrial occupancy (includes office and retail), or are being renovated for that use. The proposed improvements must include façade improvements. The Federal Department of Housing and Urban Development's Community Development Block Grant (CDBG) funds the Commercial Façade Improvement Program. All relevant federal regulation applies.

ELIGIBLE COSTS: The program will fund projects that significantly improve the visual appearance of the entire façade as viewed from the street. Some of the improvements that may be made with this funding source include but are not limited to:

- Exterior building renovations/improvements, such as construction of new entryways
- Exterior Lighting
- Windows
- Masonry, repointing/painting
- Awnings (must not comprise more than 25% of total project budget)
- Roof repairs/replacements related to structural improvements that hold the façade in place
- Street trees in areas visible to the public
- ADA/safety requirements that are on visible exterior

Previously, the CDBG Commercial Façade Program eligibility map did not include the area immediately adjacent to the Geraldine King Resource Center in the Ballpark Neighborhood. **Salt Lake City re-defined the federal boundary in the Consolidated Plan 2020-24, that would include this area as eligible for these grants.**

LOCAL BUSINESS HRC TOOLKIT

CITY SUPPORT STAFF

The City and VOA received the State-funded Cities Mitigation Grant with funding for new staff dedicated solely to HRCs that will provide the surrounding communities with a direct point of contact to address concerns in the direct geographic area around the two new HRCs.

COORDINATING COUNCIL

Businesses within ¼-mile of an HRC can serve on the Neighborhood-HRC Coordinating Council. The council will serve as primary connector between the community and the resource centers.

ENCAMPMENTS

In case of encampments on your property, contact the Community Connection Center (CCC), which can provide assistance to people in need.

The Volunteers of America Utah (VOA) has a county-wide Homeless Outreach Program that can connect people in need with the services and resources they need if they are outside city boundaries.

GENERAL ISSUES

The HRC Community Engagement Team will ensure there is a representative, during daytime hours to respond to neighbor's concerns or grievances.

After hours, surrounding businesses can contact the HRC's front desk, which is monitored 24/7, and the concerns will be passed to the representative in the morning.

LOITERING

If loitering occurs near or on private property, within the ¼-mile boundary, contact the HRC Community Engagement Team.

POLICE AFFIDAVIT

If an individual witnesses a crime, please report it to the police. The police will want a written account (an affidavit) of what was witnessed.

The SLC Police Department is located on 475 S. and 300 E. For non-emergency calls, contact their general line or submit a secure and anonymous tip via text message.

PANHANDLING

Not all panhandlers are homeless, some are in poverty and in need. Contact CCC or the VOA to provide assistance for the individuals in need or in crisis. Do not give panhandlers cash.

TRESPASSING

If an individual or group is trespassing on private property, contact the SLC Police Department. If trespassing is observed in public areas, contact the HEART team housed in the Housing and Neighborhood Development Department at the City.

UNSHELTERED HOMELESS

If there are unsheltered individuals within city limits, contact CCC, which can provide housing, clothing, medical, and general assistance for unsheltered individuals in need or in crisis.

The VOA has a county-wide Homeless Outreach Program that can connect people in need with the services and resources they need.

WHO DO I CALL?

CRIME / EMERGENCIES

SLC Police Dept.: **911**

TRESPASSING

SLC Police Dept. dispatch:

801-799-6000

HEART Team:

801-535-7712

POLICE AFFIDAVIT

SLC Police Dept. dispatch:

801-799-6000

or submit an anonymous report by text:

"CRIMES" (274637)

with the keyword **"TIPSLCPD"**

GENERAL ISSUES

HRC Community Engagement Team:

King Women's Center: **385-258-6283**

Miller Resource Center: **385-258-6283**

HRC Front Desk:

King Women's Center: **801-893-6678**

Miller Resource Center: **801-328-1894**

UNSHELTERED HOMELESS

CCC: **801-799-3533**

VOA: **801-363-9414**

LOITERING

HRC Community Engagement Team:

King Women's Center: **385-258-6283**

Miller Resource Center: **385-258-6283**

ENCAMPMENTS

CCC: **801-799-3533**

VOA: **801-363-9414**

PANHANDLING

CCC: **801-799-3533**

VOA: **801-363-9414**

COORDINATING COUNCIL

King Women's Center: **801-359-0698**

Miller Resource Center: **801-359-0698**



LOCAL BUSINESS HRC TOOLKIT

EMPLOYMENT PROGRAMS

The Utah Department of Workforce Services (DWS) offers a number of programs for businesses who are interested in providing jobs to people who are economically disadvantaged or who are entering the workforce for the first time.

EMPLOYMENT INTERSHIP OPPORTUNITIES PROGRAM (EIO)

The EIO program offers businesses who have temporary work needs, 100% wage reimbursement for providing trainees the opportunity to gain experience and improve their general skills and knowledge. Each internship lasts three months.

The following are some requirements for participation:

- Provide a Federal Employer Identification Number (FEIN)
- Trainee cannot replace a worker recently laid off or on furlough

FEDERAL BONDING PROGRAM

The Federal Bonding program is an opportunity for employers to hire applicants who are not commercially bondable without risking the loss of money or property. The DWS reimburses the employer for any loss. For the first six

The Department of Workforce Services offers

50% to 100%
Wage Reimbursement

to businesses participating in the On-The-Job or the Employment Internship Opportunities programs

months of employment, businesses can receive up to \$25,000 in bonds.

The following are some requirements for participation:

- Create an employer/employee relationship from start of employment
- Must pay employee's wages, withholding federal/state taxes



ON-THE-JOB TRAINING (OJT)

The OJT program provides individuals a customized job training by participating businesses. Wage reimbursement is available up to 50% for up to six months. The job training position must meet a minimum of 32 hours per week.

The following are some requirements for participation:

- Have a physical Utah location
- Provide an IRS Employer Identification Number

UTAH TAX CREDIT FOR EMPLOYMENT OF PERSONS WHO ARE HOMELESS (HTC)

The HTC provides employers a \$2,000 tax credit to hire people facing homelessness. Employers must go through an application process. If accepted, employers can receive \$2,000 per new employee. Each new employee must be in a permanent housing, a supportive facility, or a transitional facility.

Businesses must enter into a participant agreement and meet the minimum wage requirement for each new hire.

WHO DO I CALL?

DEPT. OF WORKFORCE SERVICES EMPLOYMENT PROGRAMS

1-888-920-WORK (9675)

EMPLOYMENT INTERSHIP OPPORTUNITIES PROGRAM

Dept. of Workforce Services

Employment Center

866-435-7414

jobs.utah.gov

FEDERAL BONDING PROGRAM

Dept. of Workforce Services

Bonding Service Coordinator

801-526-4349

jobs.utah.gov

www.bonds4jobs.com

ON-THE-JOB TRAINING PROGRAM

Dept. of Workforce Services

Employment Center

866-435-7414

jobs.utah.gov

STATE HOMELESS HIRING TAX CREDIT

Dept. of Workforce Services

801-526-4363

wotc@utah.gov

**jobs.utah.gov/employer/
business/htc.html**







PUBLIC SPACES

SUMMARY

Public spaces are key components of a community's livability and quality of life. The neighborhoods near the homeless resource centers are both in need of increased investments in neighborhood park space.

Additionally, without on-going investment and monitoring, parks and open spaces can become occupied by the unsheltered homeless. In order to ensure the City's parks and public lands are available for use by all, increased surveillance and investment from the City should be prioritized for these neighborhoods.

Addition of park space should align with existing goals and expansion plans within the Parks and Public Lands department of the City.

KEY NEEDS

1. Support funding for upgrades and additional improvements to current park spaces near resource centers.

Parks and open spaces are often impacted by proximity to homeless service providers and see more use by the unsheltered homeless. Funding should be identified to address this issue.

2. Advocate for the addition of new parks in the Central City and Ballpark neighborhoods.

These areas have unmet needs for parks and open space. Locations and funding should be identified to bring a better level of service to the community and expand opportunity for parks use.

3. Improve walkable access to open space by improving infrastructure connections.

Better walkability in neighborhoods provides better access to parks and open spaces. Transportation and walkability improvements will expand access to parks and open spaces, and encourage use by all in the community, thus mitigating illicit usage and criminal activities.

4. Work with existing garden work programs to expand offerings for job skills training in community spaces near the resource centers.

Existing programs provide connections between the unemployed homeless and garden farm working. These types of job skills programs can provide benefits to the homeless clients of resource centers as well as to the broader community in many ways.

STRATEGIC RECOMMENDATIONS

- 1. Support funding for upgrades and additional improvements to current public spaces near resource centers.*
- 2. Advocate for the addition of new parks in the Central City and Ballpark neighborhoods.*
- 2. Improve walkable access to public space by improving infrastructure connections.*
- 3. Work with existing garden work programs to expand offerings for job skills training in community spaces near the resource centers.*



EXISTING CONDITIONS

The Central City neighborhood provides various types of open space to its residents. The most significant open spaces, Washington Square and Library Square. The area is also home to two public parks- Richmond Park and Tauffer Park. These parks are each less than two blocks from the Geraldine E. King Women's Center. The local recreation centers also provide the neighborhood with two active sports fields- the Central City and Liberty-Wells Recreation Centers. There are no open neighborhood spaces west or south of the King Women's Center.

This Ballpark neighborhood lacks parks and open space. The People's Freeway Park is a small park with a playground on West Temple. In addition, there is a small park south of 1700 South. Both of these public spaces are on the opposite side of the rail corridor from the Gail Miller Resource Center but are within a ½-mile walk from the HRC.

TAUFER PARK UPGRADES

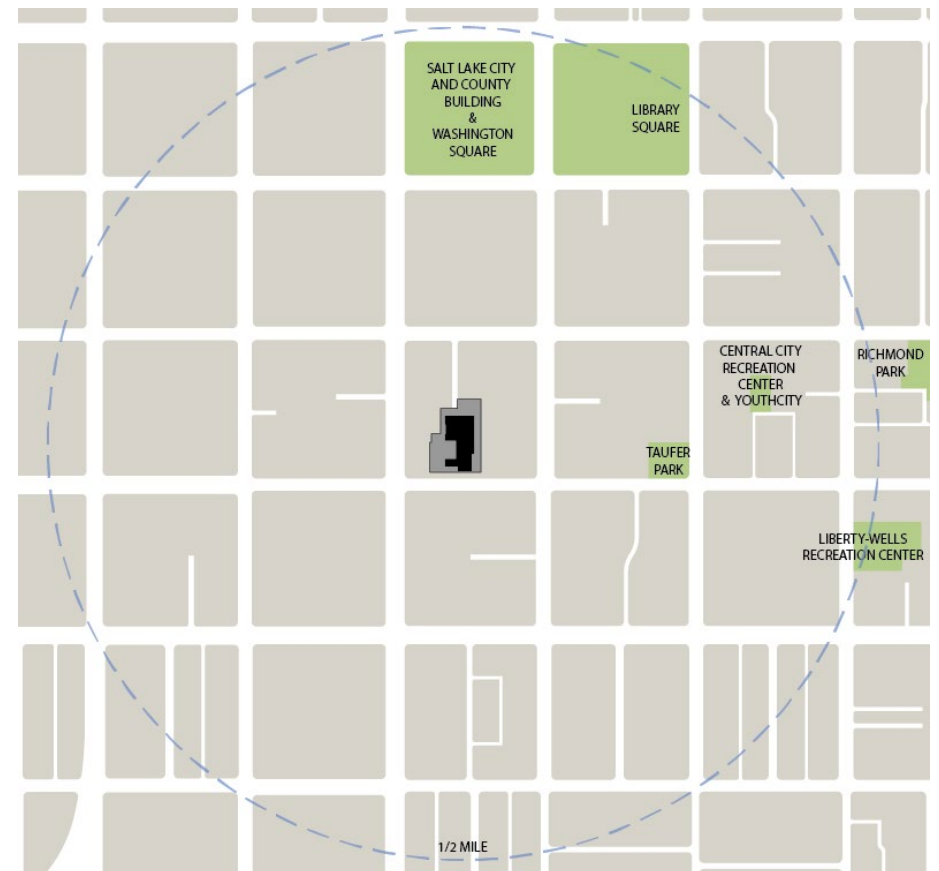
The Salt Lake City Parks and Public Lands Department, in association with the SLC Arts Council, is requesting \$225,000 through the City's Capital Improvement



Program to make improvements to Tauffer Park. Tauffer Park is located at 680 S. and 300 E. and sees a cyclical rise and fall of inhabitation with the seasons. The increase in inhabitation brings illicit activities that have contributed to public safety concerns and decreased park use.

The process for design will include community engagement with residents to identify what they want to see in the park. The collaboration with the Public Art Program will have an artist-directed creative placemaking process. Crime Prevention Through Environmental Design (CPTED) will be implemented through the design process to help deter future illicit activities in the park.

The Tauffer Park improvements project will serve the Central City neighborhood, Liberty Senior Center, and King Women's Center. Through the improvements the project's objective will be to mitigate adverse impacts on the



Parks and open spaces near the Geraldine E. King Women's Center, 2019.

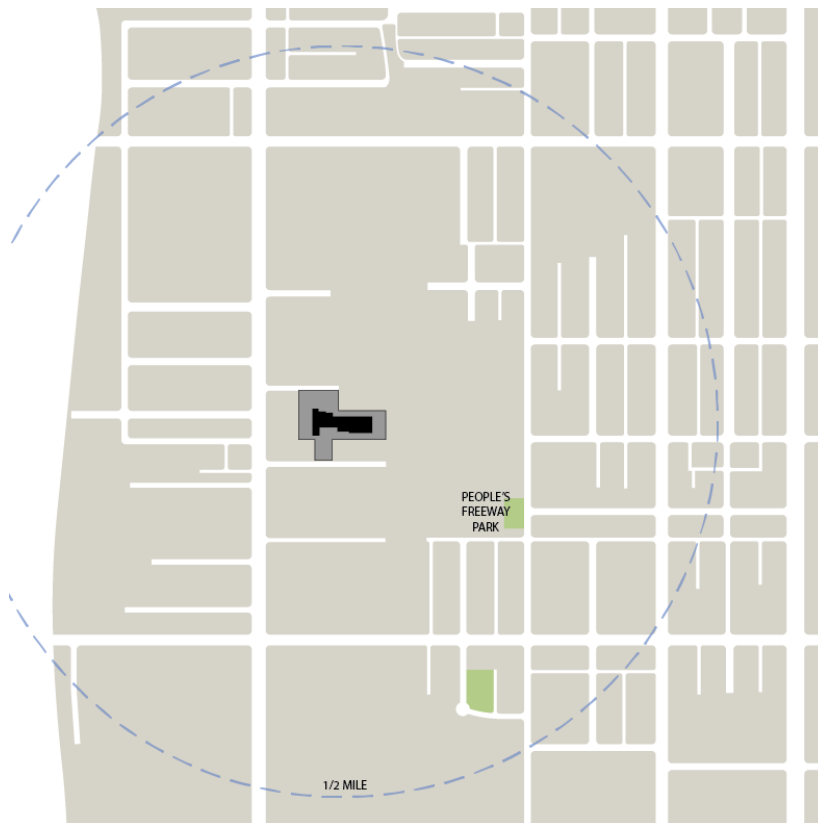
park.

PARKS NEEDS ASSESSMENT

Both HRCs are within the Central Community boundary defined by the City's Planning Department. This area has four significant park spaces—Liberty Park, Library Square, Pioneer Park, and Washington Square. Although there are other smaller parks within this area, the Central Community has the lowest park

acres per 1,000 residents and has the least walkable access to parks compared to other planning areas in the city.

The Parks and Public Lands department recently completed a city-wide needs assessment and in it, the Central Community is identified as one of the City's "High Needs Areas." The areas surrounding both HRC locations have the greatest need for park access. The future growth and



Parks and open spaces near the Paramount Ave HRC, 2019.

increased density in this area has, and will continue to create, high pressure on its parks.

WASATCH COMMUNITY GARDENS

Wasatch Community Gardens (WCG) is an organization that offers garden space, educational programs, and community events to empower people to grow, harvest, preserve, and prepare fresh,

healthy food. Since 1989, WCG has developed programs to reach people of all ages and income levels. The WCG has established 16 community gardens throughout the Salt Lake Valley. The Fourth East Community Garden is located at 555 S. and 400 E., which is about three blocks away from the King Women's Center.

The nearest community garden to the Miller Resource Center is the



Families & Individuals will have the opportunity to grow organic produce at Richmond Park Community Garden

Cannon Greens Community Garden. The community garden is located at 773 W. and 1300 S., approximately one mile from the Miller Resource Center.

RICHMOND PARK

Richmond Park is located at 440 E. and 600 S., in the Central City neighborhood. The neighborhood has limited access to supermarkets, land to grow food, and has a high dependence on public transportation. The WCG and Green City Growers Program are proposing a community garden in Richmond Park, which will cost an estimated \$85,000. The community garden will allow 50 individuals and families to grow organic produce and develop leadership skills to sustain this community asset.

The proposed Richmond Park Community Garden would be located approximately a 1/2-mile away from the King Women's Center, which could give residents access to fresh produce and to gain new skills.

GREEN TEAM FARM

The WCG established a farm-based job training program called Green Team Farm in 2016. The Green Team Farm is a 1.3-acre urban farm located at 622 W. and 100 S. The program aims to simultaneously revitalize an underutilized neighborhood while also providing opportunities for women who are experiencing homelessness.

The Green Team Farm is a ten-month program exists in partnership with WCG and Advantage Services. The program employs eight to twelve women each year, where they learn organic agriculture techniques, rediscover and cultivate a solid work ethic, and work to restore their sense of confidence. To date, the Green Team Farm has enrolled 40 women experiencing homelessness in their program.

The current parcel that the Green Team Farm is located on may develop into housing or other use in the near future. Finding a permanent home in one of the Central Community neighborhoods may bring better support to the community and the HRCs. The City and WCG should work together in the near future to identify future opportunities to relocate this vital program and find resources to expand its scope and scale.





The Gateway Community Garden, Salt Lake City, 2018

COMMUNITY SERVICES

SUMMARY

Community services and social infrastructure are vital to the well-being of a neighborhood. These services offer education, socialization, and health opportunities for all and strengthen community ties.

Service level surrounding the King Women's Center neighborhood is excellent. Residents have access to many services and resources within walking distance from the resource center. However, the neighborhood around Gail Miller Resource Center lacks the diversity and accessibility of services that will be necessary.

Fostering placemaking efforts, supporting existing community services, and advocating for more services could improve the success of each HRC.

KEY CONCEPTS

1. Increase funding for recreation centers surrounding resource centers to continue and expand services.

Once the resource centers become operational, the increased population in each neighborhood could increase needs for community services. Salt Lake County should allocate additional funding to existing community centers to continue to provide services and programs.

2. Prioritize funding that improves the walkability, bikeability, and transit access to community services.

Both resource centers need improvements to the walkability and bikeability on State St. and 300 W. to improve pedestrian

access to other public services and opportunities. Prioritization of improving transportation access will be key.

3. Advocate for the addition of social infrastructure developments in resource center neighborhoods.

The City should advocate for additional social infrastructure in each resource center neighborhood that provides community services for improved access and diversity.

4. Foster community-building, placemaking efforts to improve the livability throughout resource center neighborhoods.

The City should encourage placemaking efforts in resource center neighborhoods to create community-building gathering spaces and events. Grants and staff time to support these efforts will be a vital part of improving neighborhood quality.

STRATEGIC RECOMMENDATIONS

- 1. Increase and support funding for recreation centers to expand services and programs.*
- 2. Prioritize funding that improves access to community services.*
- 3. Advocate for the addition of public service developments along the State Street and 300 West corridors.*
- 4. Foster placemaking efforts to improve livability throughout the resource center neighborhoods.*



Existing Conditions

A wide variety of social support organizations have locations within the King Women's Center neighborhood. The Liberty Senior Center, Disabled American Veterans center, US Citizenship and Immigration Services office, and others serve well defined demographic groups. Project Reality provides substance abuse support services. Four churches in the neighborhood serve their congregations and may also offer support for the broader community.

Additional social support organizations provide services and support for a more general population. The Salt Lake County Health Clinic and Utah Department of Workforce Services are public facilities that serve all residents but are located within the ½-mile boundary of the King Women's Center. Government buildings within the neighborhood, like the Salt Lake City and County Building, Courts Complex, and Public Safety Building, also serve the community at large. The variety of public amenities include two recreation centers, Salt Lake City Central Library, and the Leonardo Museum.

There are multiple social support organizations within the three-block radius from the Miller Resource Center. The Utah Pride Center, Urban Indian Center of Salt Lake, and Housing Authority of Salt Lake City offices are all within the area. There are also two churches within, and one outside the ½-mile radius boundary. The three educational institutions located outside but nearby the radius include the Horizonte Center, Challenger School, and Salt Lake Community College South City Campus.

The rail lines create access issues between the Miller HRC and the social support organizations. With the exception of one of the churches, all of the social support organizations are across the rail lines from the HRC. All of these organizations are located along the edge or outside of a three-block radius of the HRC.

Successful integration of the HRCs in these two neighborhoods will need to rely on communication and collaboration with these existing support entities.

GERALDINE E. KING WOMEN'S CENTER SOCIAL INFRASTRUCTURE



Social infrastructure near the King Women's Center is broad and of high quality. Residents have excellent access to public services that are within walking distance, such as:

- Main City Library (0.5 mile)
- Central City Rec. Center (0.4 mile)
- Liberty-Wells Rec. Center (0.4 mile)
- Liberty Senior Center (0.2 mile)
- Mountain America Credit Union (0.1 mile)
- Smith's (0.9 mile)

Although the King Women's Center has the social infrastructure, the pedestrian access along State Street is a barrier to access. Improving pedestrian comfort on State St. is needed to access other public services and opportunities to improve the quality of life for all in the neighborhood.

GAIL MILLER RESOURCE CENTER SOCIAL INFRASTRUCTURE



The Miller Resource Center neighborhood lacks the diversity of services that the King Women's Center has. Residents have access to stores and organizations, such as:

- Walmart (0.5 mile)
- Target (0.8 mile)
- Urban Indian Center (0.7 mile)
- Utah Pride Center (1.1 miles)
- Horizonte Instruction Center (1 mile)
- America First Credit Union (0.5 mile)

Although they have access to these resources, the nearest public library, and recreation center is over a mile away, on the other side of the I-15 corridor. Improvements to transit access will provide better access for HRC clients to services more than ½-mile away.

SALT LAKE COUNTY RECREATION CENTERS

The Central City Recreation Center (CCRC) is located on 615 S. and 300 E., about two blocks away from the King Women's Center. The CCRC offers group fitness classes, fitness equipment, and sports leagues for youth and adults. The CCRC will provide HRC residents with the opportunity to learn new skills and meet new people.

The Sorenson Unity Center (SUC) is located just over one-mile away from the Miller Resource Center on 1383 S. and 900 W. The SUC provides the community with programs, a technology center, donated dental services, and a fitness center.

The proximity of the County Recreation Centers to both resource centers will increase the demand and use of the facilities. **The recreation centers will need additional County funding due to the increase in usage by clients of the resource centers.**

LIBERTY SENIOR CENTER

The Liberty Senior Center (LSC) is located one block away from the King Women's Center. The LSC provides senior citizens, from

all around the valley, with the opportunity to socialize, recreate, and continue to live happy lives. The Center offers a wide variety of classes, exercise programs, an assortment of games, and a movie room.

The proximity of the LSC to the King Women's Center will increase the demand and use of the facility. **The Senior Center will need additional County funding to sustain the services and amenities it currently provides.**

URBAN INDIAN CENTER

The Urban Indian Center (UIC) is located approximately ½-mile from the Gail Miller Resource Center and is a gathering place for the Native American community. The UIC also provides life assistance services to their registered members, such as healthcare and employment. The UIC will need more support to continue to serve the Native American community once the HRC opens, and will be an important partner with the resource centers for added support to clients.

UTAH PRIDE CENTER

The Utah Pride Center (UPC) is a gathering place for the LGBTQ+ community and offers programs and support. The UPC is located

within the ½-mile radius from the Miller Resource Center. Mental health services, youth and family services, and support groups are offered. The UPC also provides educational, outreach, and advocacy programs. Additional foot traffic from the HRC may require more assistance and funding for the UPC.

PLACEMAKING

Currently, the Ballpark neighborhood lacks community gathering spaces or events for all to enjoy. Placemaking is the collaborative process of designing vibrant public spaces to benefit the quality of life for everyone in the community.

Placemaking will offer a way for the Ballpark community to come together to create a more resilient and vibrant neighborhood for the Miller Resource Center. **City resources should be identified to provide the community with financial and staff support to begin to develop placemaking concepts within the neighborhood.**

COMMUNITY TOOLKIT FOR THE UNSHELTERED HOMELESS

The Department of Workforce Services and the Department of Public Safety have put together a set of recommendations and ideas to assist communities in creating their response

plan for local unsheltered homelessness. Communities should create a Community Response Team to study data, understand needs, coordinate services and allocate resources for the homeless population.

Some of the recommendations include creating a new model for how homeless individuals and families transition through the system as well as training law enforcement to respond in productive ways to mitigate unintended consequences. Communities can be involved in a response team to help with abandoned properties, offer services to people living in encampments, and adding security to reduce loitering and trespassing. The Collective Impact approach being invested in will drastically improve the community's opportunities for involvement in better outcomes for homeless residents of the city.

HRCs are at the heart of the Collective Impact Approach. The construction of two new HRCs will meet the basic needs of people in crisis, minimizing the need for emergency shelter, and preventing homelessness. The HRCs are designed to serve clients to help them move towards stability and independence.





IMPLEMENTATION

SUMMARY

Implementation of the goals of this action plan will take coordination and adjustment. Many groups and organizations provide support around homeless services, and the two neighborhoods in Salt Lake City slated to host resource centers should understand the resources available to them to assist in improving the community.

One of the community's main points of contact for this plan should be the City's new HRC staff coordinators. The HRC Coordinators should be the primary source of information dissemination to the community and should coordinate with other City departments and external service groups providing support to the resource centers.

KEY CONCEPTS

1. Establish clear communication channels for the neighborhoods to address issues around the resource centers.

With the establishment of City and Partner staff dedicated specifically to the resource centers, the neighborhoods hosting these centers should have one point of contact to obtain answers to questions about the resource centers and have concerns addressed.

2. Provide resources and information about funding sources for investments in the neighborhood to the community.

With many various funding sources for neighborhood investments, the City should provide ongoing support to ensure that the neighborhood leaders understand

resources they can access, as well as understand processes and limitations to these funding sources. With support from City staff, the neighborhood should be able to pursue additional funding for investments they deem necessary for added support to the resource center neighborhoods.

3. Prioritize resource center neighborhoods for City funded capital improvements whenever possible.

The City should commit to long-term prioritization for the neighborhoods around the new resource centers for project funding and investments. Whenever possible, a capital improvement request for the neighborhoods near the resource centers should receive priority over other neighborhoods in order to ensure improvement of neighborhood conditions in the long-term.

STRATEGIC RECOMMENDATIONS

- 1. Establish clear communication channels for the neighborhoods to address issues.*
- 2. Provide resources and support about funding sources to the community to identify opportunities for neighborhood improvements.*
- 3. Prioritize resource center neighborhoods for City funded capital improvements whenever possible in the Capital Facilities Plan.*



POTENTIAL FUNDING SOURCES

| Funding Source | Description | Amount | Restrictions | Process |
|---|---|---|--|--|
| SLC General Fund | Annual government funds from taxes and other revenue | \$301 million in 2019 | <ul style="list-style-type: none"> In order to gain funding from the General Fund, approval must be received from the Mayor and the City Council | <ul style="list-style-type: none"> Budget preparation by City Departments Budgets reviewed and developed by the Mayor City Council reviews and adopts the budget If approved by the Mayor and City Council, funding will be allocated |
| SLC Impact Fees | Fees levied specifically for community investment purposes to mitigate development impact on city assets | \$888,000 in 2019 | <ul style="list-style-type: none"> Only city departments and divisions can request funding Funding is only available for parks, transportation, and Fire and Police improvements | <ul style="list-style-type: none"> Impact fees are collected by residential and non-residential developments The Mayor, City Council, and the public make comments and recommendations before approval The Division of Housing and Neighborhood Development (HAND) administers the impact fees |
| SLC RDA funds | Long term investments in public infrastructure to encourage private investment in key areas of the city | \$58.2 million in Fiscal Year 2018-2019 | <ul style="list-style-type: none"> Only dispersed in designated Redevelopment Agency (RDA) project areas, unless they are affordable housing developments | <ul style="list-style-type: none"> RDA gains funding through tax increment from property taxes within a project area Funding can be requested through an application process for one of the RDA's financial programs |
| State Homeless Mitigation Fund | Fund paid into by cities across the state to provide additional resources to cities providing homeless services | \$5.6 million in 2020 | <ul style="list-style-type: none"> Only the Department of Public Safety (DPS), cities, or metro townships that are proposing, or currently have, a homeless shelter can receive this funding Funds can be used for safety, community, and social services | <ul style="list-style-type: none"> The Fund comes from the State Tax Commission and is disbursed by the Department of Workforce Services Certain municipalities with homeless shelters can apply for funding through an annual application process |
| SLC Capital Improvement Projects Fund (CIP) | City fund open for applications for improvements to public assets in any city neighborhood | \$5 million in 2019 | <ul style="list-style-type: none"> Only available for the replacement or improvement of a city-owned asset The project must have a useful life of at least 5 years, a cost estimate of \$50,000 to \$500,000, involve public engagement, and satisfy the functionality of public asset | <ul style="list-style-type: none"> Proposals are reviewed by the Community Development Capital Improvement Program Board and the City Council for approval CIP funding is administered by HAND HRC neighborhoods may receive additional CIP grant prioritization |
| Community Development Block Grant (CDBG) | Federal program that provides funding to cities for community development needs | \$2.5 million in 2019 | <ul style="list-style-type: none"> Funding is only available for projects within CDBG eligible service areas The project must primarily serve persons whose household incomes are at or below 80% of the area median income | <ul style="list-style-type: none"> Annually, any developer can apply by submitting a proposal to HAND Proposals are reviewed and scored by City employees, a citizen advisory board, and the Mayor Scored proposals are reviewed and selected by City Council HAND allocates funding to the selected proposals |



NEW CITY STAFF

Salt Lake City submitted a joint application with partners to support community engagement around the HRCs. The project focuses on continuing community engagement by developing an interactive and accessible model that provides a process and path for community interaction among HRC operators, service providers, clients, and staff; as well as residents, business owners, and the unsheltered homeless population.

The Community Engagement Coordinator will work with the City position to ensure problems and issues are identified, opportunities for greater understanding are maximized, and the community's well-being is supported. The Street Outreach worker will be contracted from the Volunteers of America. This position is designated for outreach with ½-mile radius around each HRC location. The position will support and represent the three segments of the community to facilitate productive interaction among the Salt Lake City government.

The Community Engagement project will have a store-front adjacent to Pioneer Park, staffed

with officers and social workers to guide people to available services. This service will give face-to-face interaction with people in need and will result in more people receiving services than waiting to ask when they are arrested.

The new positions will address neighborhood issues and anticipate and mitigate situations before they become community problems.

STATE HOMELESS MITIGATION FUND

The Homeless Shelter Cities Mitigation Restricted Account developed by the state of Utah allows cities who host, or are planning to host, homeless shelters the ability to apply grants to fund community, police, and fire services. The Account establishes a grant program with funds for eligible cities to pay for programs to mitigate the impact of the shelter. The account requires the State Tax Commission to deposit a percentage of a county's or municipality's local option sales tax into the account. The Account authorizes \$2.5 million in funds in the state fiscal year of 2019.

An eligible municipality means a city of the third, fourth, or fifth

The Homeless Shelter Cities Mitigation Restricted Account authorizes

\$2.5 Million

in funds for 2019

class, a town, or a metro township that has, or is proposed to have, a homeless shelter who needs more public safety services that the city needed before the homeless shelter. The shelter must accommodate at least 200 homeless individuals per night, operate year-round, and is not subject to restrictions that limit hours, days, weeks, or months of operations.

Grant eligibility entity is for the Department of Public Safety (DPS), city, or a metro township, who has, or is proposed to have, a homeless shelter, to increase community, social service, and public safety service needs. The shelter must accommodate at least 60 homeless individuals per night, operates year-round and is not subject to restrictions that limit the hours, days, weeks, or months of operations. Eligible entities include DPS, Midvale City, Ogden City, Salt Lake City, and St. George City.

When submitting a request to the Homeless Coordinating Committee, for adoption, procedure, and approval, the committee should submit their recommendation to the Social Services Appropriations Subcommittee of the Legislature. The subcommittee will either approve, modify, or reject the amount from the committee. The committee will submit their list of prioritized grant requests and recommend the grant amount for each application. The subcommittee will approve, modify, or reject the committee's list. The subcommittee can submit their approvals for inclusion in an appropriations act to be considered by the full Legislature.

SALT LAKE CITY IMPACT FEES

Certain park improvements, listed below, can be financed by Salt Lake City impact fees. The impact fees for park improvements are only collected from residential developments (not commercial developments) so a neighborhood with little or no new residential development will have little or no impact fee revenue that can be spent on park facilities.

The following park facilities are classified as System Improvements and can be financed by park impact fees:

- Open Space, Trails, Greenbelt and Natural Land



- Mini, Neighborhood and Community Parks
- Undeveloped Park Space
- Special-Use Areas
- Park Improvements and Amenities

Certain transportation improvements, listed below, can be financed by impact fees. The impact fees for transportation improvements are collected from both residential and non-residential developments however, the bulk of the fees are collected from non-residential developments (commercial/retail, office, and industrial) so a neighborhood with little or no new non-residential development will have little or no impact fee revenue that can be spent on transportation improvements.

Transportation improvements that qualify for by transportation impact fees funding include arterial and collector streets, new traffic signals, and upgrades to existing traffic signals, alternative modes of transportation including transit, bicycle, and pedestrian facilities, and related appurtenances.

The Fire and Police facilities that are financed by impact fees are specific projects that are predetermined

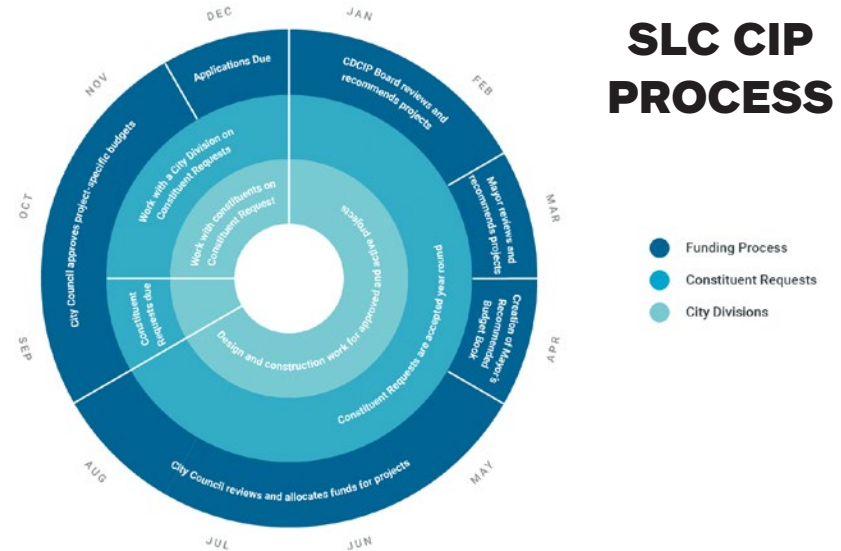
based on current and future needs across the entire police and fire departments, e.g. Fire Station #14 and the Sugar House Precinct. These impact fees are spent based on citywide demand so they do not factor into local neighborhood funding options.

SLC CAPITAL IMPROVEMENT PROGRAM

Salt Lake City's Capital Improvement Program (CIP) is a multi-year planning program of capital expenditures needed to replace or expand the City's public infrastructure. **For the project to qualify, the improvement must have a useful life of at least five years, and either have a budget between \$50,000 and \$500,000 or satisfies the functionality of a capital asset.**

To improve the livability of the areas around both HRCs, the City should prioritize CIP applications for areas located near the resource centers. **Establishing this prioritization in the Capital Facilities Plan to ensure long-term investment priority for communities supporting resource centers.**

CIP projects include improvements involving the design, construction,



Salt Lake City's Capital Improvement Program (CIP) will be a key component in community-driven investments in the neighborhoods around the resource centers. Additional support for projects requested in these areas will be vital.

purchase or rehabilitation of City's infrastructure including buildings, parks, streets, sidewalks, bridges, transportation, traffic signals or other physical structures.

COMMUNITY DEVELOPMENT BLOCK GRANTS

The Community Development Block Grant (CDBG) program is a federal program under the U.S. Department of Housing and Urban Development. The flexible program provides over 1,200 communities with resources to address a wide range of unique community

development needs, including, addressing affordable housing, provide services to vulnerable populations, and economic development.

In order to receive CDBG funding, grantees need to be in the States, in principal cities of Metropolitan Statistical Areas, other metropolitan cities, or qualified urban counties. The funding will be used for activities that follow the objectives of the program:

- Benefits low- and moderate-income persons
- Prevents or eliminates slums or areas of blight
- Addresses community development needs that have urgency due to an



immediate threat to the health or welfare of the community. Another integral part of obtaining CDBG funding is incorporating citizen participation, especially from low- and moderate-income populations.

Since 1974, Salt Lake City has received CDBG funding. From 1989 to 2017, the City invested over \$125 million into the community. Both HRCs are within eligible block groups. The City could allocate funds to the development and improvement of the surrounding neighborhoods to ensure a prosperous and livable community for residents of the HRCs.

REDEVELOPMENT AGENCY FUNDS

The Redevelopment Agency (RDA) is tasked with eliminating blight and implementing the development goals of the city—specifically in the seven designated redevelopment areas. **The RDA can acquire land; facilitate development; invest in infrastructure; and provide incentives for private developers. The RDA is funded by tax increment generated by its project areas.**

Previously funded projects include

a multitude of affordable housing developments, the Green Team Farm in the Depot District, murals in the Granary District, and a facade improvements program in the North Temple project area. Currently, both of the HRCs are within the State Street project area.

The Redevelopment Agency (RDA) of Salt Lake City created a plan for reinvestment and revitalization of the State Street Area, reaching from 300 S. to 2100 S. The goal of this plan is to incentivize private developers to invest along this auto-centric corridor, using tax-increment financing (TIF). By reinvesting in this area, the hope is that it will reduce crime and promote a livable community with a strong urban design identity that preserves and enhances the integrity of existing residential neighborhoods.

The RDA is expecting land-use, building intensity, population density, and street layout changes within the area. The underutilized and vacant lots will return to productive uses which will reduce crime, increase housing choice and commercial densities, improve walkability and encourage placemaking.

With both HRCs in the State Street RDA project area boundary, the new developments will provide housing and employment opportunities and a thriving community for residents and visitors.

An early action item for the State Street project area is to conduct a gentrification and displacement risk assessment.

The purpose is to identify individuals or populations that might be at risk of displacement over the course of the project area (20+ years) and to identify ways to mitigate displacement. Examples from other cities include Denver, Philadelphia, Chicago, and Portland, where either the City conducted the assessment itself or partnered with a local university. The RDA will do something similar for the State Street project area.

Upcoming developments in this area include redevelopment of the Sears Block by a private developer, and creation of a “food alley”, also by a private developer.



RDA STATE STREET PROJECT AREA

The establishment of a Community Reinvestment Project Area will engage certain tools that will enable investments in the community. The goal is long-term economic development for the community, which may include housing, infrastructure, public spaces or other community needs.

These types of tools can only be used in areas designated by the city, and all improvements in tax generated must be invested in the same neighborhood.

| Parks | Transportation | Public Utilities | Community Events & Programs | Arts & Culture | Facade Improvement |
|--|---|--|---|---|---|
| <p>CDBG Fund (City) \$2.5 million in 2019</p> <ul style="list-style-type: none"> In 2017-18, the SLC Parks & Public Lands Division received \$230,000 to make improvements to the Jordan River Parkway | <p>CDBG Fund (City) \$2.5 million in 2019</p> <ul style="list-style-type: none"> In 2018-19, the Transportation Division received \$301,000 for the Poplar Grove Neighborhood Byway Network | <p>CDBG Fund (City) \$2.5 million in 2019</p> <ul style="list-style-type: none"> Cities of at least 50,000 and counties of at least 200,000 are the only eligible grantees | <p>ACE Fund (City) \$200,000 in 2018</p> <ul style="list-style-type: none"> Funding ranges from \$100 to \$10,000 depending on the event | <p>ACE Fund (City) \$200,000 in 2018</p> <ul style="list-style-type: none"> Hispanic Heritage Parade and Street Festival received ACE funding | <p>CDBG Fund (City) \$2.5 million in 2019</p> <ul style="list-style-type: none"> The rehabilitation of residential and non-residential structures is an eligible activity |
| <p>CIP (City) \$5 million in 2019</p> <ul style="list-style-type: none"> The Parks & Public Lands Division received funding for the installation of ADA accessible play equipment for Inglewood Park | <p>CIP (City) \$5 million in 2019</p> <ul style="list-style-type: none"> The Transportation Division received funding for bikeway improvements on 1300 S. | <p>CIP (City) \$5 million in 2019</p> <ul style="list-style-type: none"> The cost estimate of a project must not exceed \$500,000 for constituent applications | <p>CDBG Fund (City) \$2.5 million in 2019</p> <ul style="list-style-type: none"> In 2018-19, Advantage Services received \$55,000 to support their employment program | <p>City Arts Grant \$325,000 in 2019</p> <ul style="list-style-type: none"> The Urban Indian Center received \$7,500 in 2017-18 for providing arts education to youth | <p>Neighborhood Building Improvement Program (NBIP) (City) \$250,000 in FY 2018-19</p> <ul style="list-style-type: none"> Small businesses in Poplar Grove and Central City can receive up to \$25,000 improve their facade |
| <p>Impact Fee Fund (City) \$888,000 in 2019</p> <ul style="list-style-type: none"> In 2018-19, \$200,000 was allocated to the construction of the Central Foothills Trail System | <p>County Active Transportation Fund \$1 million annually</p> <ul style="list-style-type: none"> SLC received funding for the protected intersection at 200 W. and 300 S. | <p>Enterprise Funds (City) \$396 million in 2018-19</p> <ul style="list-style-type: none"> Funding may only go to water, wastewater, storm water, and street lights public utilities | <p>City Arts Grant \$325,000 in 2019</p> <ul style="list-style-type: none"> Funding does not exceed \$10,000 per event or program | <p>RDA Funds (City) \$58.2 million in 2019</p> <ul style="list-style-type: none"> 15 artists received \$147,000 through the RDA's Granary District Mural Grant Program | |
| | <p>RDA Funds (City) \$58.2 million in 2019</p> <ul style="list-style-type: none"> RDA funding has been allocated to the expansion of GREENbike stations throughout the city | <p>RDA Funds (City) \$58.2 million in 2019</p> <ul style="list-style-type: none"> The RDA allocated \$5.9 million for the 900 S. streetscape and undergrounding project | <p>SLCo General Fund \$408 million in 2019</p> <ul style="list-style-type: none"> In 2017, the County's Aging and Adult Services received \$10 million in funding | <p>Zoos, Arts, and Parks Fund (ZAP) (County) \$19 million in 2019</p> <ul style="list-style-type: none"> Funding is only available for local organizations that serve the community | |
| | <p>Other potential funding sources: BUILD grant (Federal), Class 'C' Funds (City), Impact Fee Fund (City), Regional Transportation Choice Fund (County), & Street Reconstruction Fund (City)</p> | | <p>Other potential funding sources: Parks and Recreation General Obligation Fund Bonds (County), and SLC RDA Funds</p> | | |





HRC Community Open House
Salt Lake City, Utah, November 2018

OUTREACH SUMMARY

Outreach to stakeholders is a vital component of the planning process that can involve, empower, and educate the community concerning future changes within their neighborhoods.

In October 2018, a meeting with City departments and other stakeholders was held to obtain relevant information pertaining to department initiatives and the HRCs. The meeting discussed the scope of the project and the future outreach events in the Ballpark and Central City neighborhoods.

At the beginning of November 2018, the Ballpark and Central City community councils were given an overview and scope of the Neighborhood Action Plan. The information was presented to the public, and informational handouts were distributed.

At the end of November 2018, two public open houses were held to provide the Ballpark and Central City communities the opportunity to review public comment that had been submitted during the site development process, as well as provide feedback on projects currently in the development phase within city departments.

Participants gave vital information about ways in which the neighborhoods could be better equipped to welcome the homeless population, and to make sure it is available and updated as the project develops.

These open houses involved representation from the SLC Police Department, Shelter the Homeless, SLC Housing and Neighborhood Development (HAND), homeless resource



Community members and city staff attend a public open house to discuss community issues around the new homeless resource centers, November 2018.

center operators, and many others for direct conversations around the issues identified in the neighborhood.

The Central City open house was held to develop action strategies for the neighborhood where the Geraldine E. King Women's Center would be located. During the open house, concerns and inputs were documented to make a

plan for public investment around the new HRC and put in place policies to provide ongoing community support.

The Ballpark open house developed action strategies for the Gail Miller Resource Center. Open house attendees helped the team identify neighborhood needs to mitigate impacts of the new HRC, and put in place policies to provide ongoing community support.



STAKEHOLDERS

*Salt Lake City Mayors Office
Salt Lake City Council
Central City Community Council
Ballpark Community Council
Central Ninth Community Council
Liberty Wells Community Council*

*Salt Lake City Departments:
Community & Neighborhoods
SLC Police Department
Housing & Neighborhood
Development
Redevelopment Agency
Economic Development
Transportation
Engineering
Planning
Public Utilities
Civic Engagement*

*State of Utah Department of
Workforce Services
Shelter the Homeless
Liberty Senior Center
Catholic Community Services
Volunteers of America
State Street Coalition
Pioneer Park Coalition
Maud's Café
Midvale City Mayor's Council on
Homelessness
ORG Dignity of Work Program
Business Advisory Board*

In March 2019, there was a Salt Lake City Council briefing on the current status of the Neighborhood Action Plan. The Council was shown graphics that visualized the amenities and projects coming online within the ½-mile radius surrounding both HRCs.

During the work session, Council discussed the issue of funding for the City positions for each HRCs.

Currently, the new positions are funded through the State's Homeless Mitigation Account Fund, which is a competitive process. Each year, it is anticipated that the City will need to reapply for these funds to continue the positions, which is unsustainable. Funding for the positions must be stable for the success of the HRCs.

Transit access was discussed, which has been a top issue from the beginning. City departments, HAND and Engineering, have been working together to come up with plans to improve the non-ADA compliant sidewalks along 300 W. The Engineering department provided a detailed report with options and estimates for improvements in both HRC neighborhoods. HAND also has found a funding opportunity, through the CDBG Fund, to make



Salt Lake City Council District Four Representative Analía Valdemoros attends public open house to discuss community issues around the new homeless resource centers.

these improvements. Other topics such as, supporting businesses that hire people facing homelessness and general funding opportunities were also discussed.

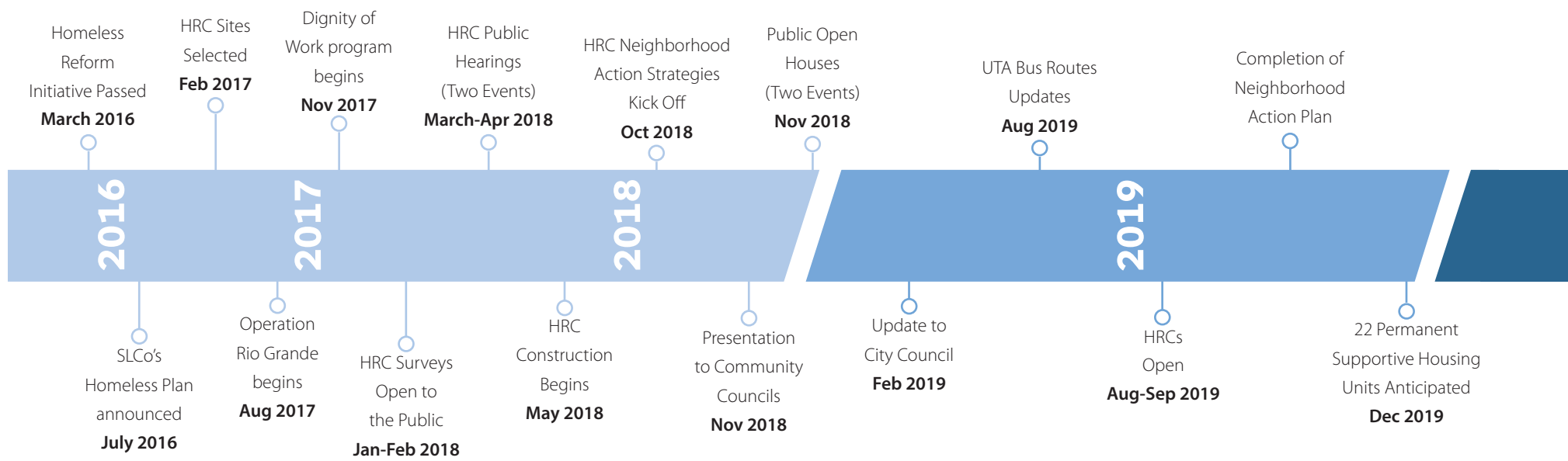
The collaborative process produced a great deal of information that will need to be processed and prioritized. Following the establishment of the preferred strategies, the consultant collaborated with city staff to craft a phased development plan that will include graphics, maps, and prioritized projects to guide development in these neighborhoods over the next few years.

In addition to the engagement with the general public and community members, the outreach process included discussions and coordination

with multiple entities and groups associated with homeless services.

These discussions included local business groups, public service providers, police and security personnel, and city staff.

Continued outreach with community members and business owners will be key to the successful integration of the resource centers over the next few years. City staff that will be dedicated to HRC administration and community engagement will begin their tenure with direct engagement with community councils, business owners, service providers and other community entities that could provide collaboration and support to the neighborhood.



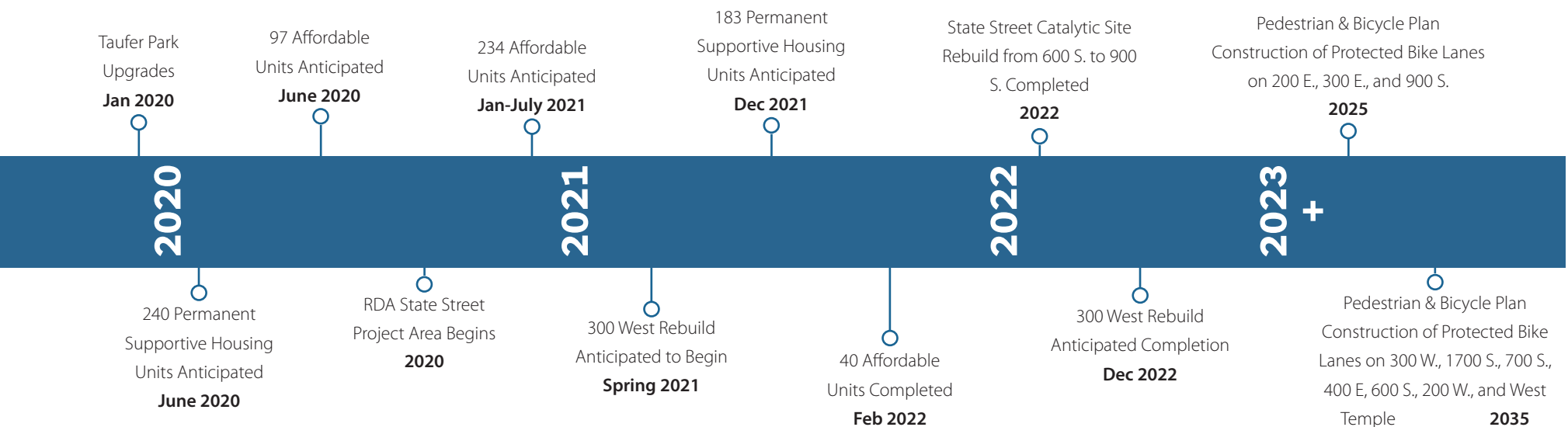
HRC NEIGHBORHOOD TIMELINE

Near Term Projects

(0-2 years)

- **ADA-accessible improvements to sidewalks along 300 West (Completed Summer 2019)**
- Upgrades to Taufer Park are anticipated (2021)
- **Updates to UTA bus routes and bus stop amenities are anticipated (August 2019)**
- The Road Home and the City's Shared Housing Program launches (April 2019)
- Construction of a pedestrian crossing on 1300 S. to the Ballpark TRAX is needed
- **Proposed expansion of a single-room occupancy unit (SROs) ordinance throughout the city (In Process)**
- **Greenbike Equity Pass (2019)**
- Main Street Cycle Track design (In Process)
- Dept. of Workforce Services expansion of employment programs (In Process)
- **Dept. of Public Utilities' city wide lighting study (In Process)**
- 450 permanent supportive housing units are anticipated (2019-21)
- 734 affordable housing units are anticipated (2019-21)
- **300 West Rebuild is anticipated to begin (Spring 2021)**
- The RDA State Street Project Area begins
- Street light updates in Ballpark neighborhood (In Process)
- Greenbike station at Ballpark TRAX Station (2020)
- Cost projections of future projects in Action Plan
- 58 • 650 South TRAX station (Tentative)





Short Term Projects

(3-5 years)

- **300 West Rebuild is anticipated for completion (Dec 2022)**
- 40 additional affordable housing units completed (2022)
- Richmond Park Community Garden is anticipated for completion
- **State Street Catalytic Site Rebuild from 600 S. to 900 S. is completed (2022)**
- Construction of protected bike lanes along 200 E., 300 E., 900 S., and a neighborhood byway on Andrew Ave. (1505 S.) are anticipated (2025)
- Main Street Cycle Track anticipated for construction

Long Term Projects

(6+ years)

- **Multi-modal improvements on State Street are anticipated**
- Construction of protected bike lanes along 300 W., 1700 S., 700 S., 400 E., 600 S., 200 W., and West Temple are anticipated (2035)
- Expansion of UTA bus routes with high frequency buses on 300 W., 1700 S., and 1300 S. are anticipated (2050)
- Expansion of TRAX service connectivity Central Point to Central Station and to University of Utah is anticipated (Wasatch Choice 2050)
- Construction of a bus rapid transit on State Street is anticipated (Wasatch Choice 2050)
- The addition of the Black-Line TRAX will connect the Airport to the University of Utah is anticipated (Wasatch Choice 2050)
- 1700 South TRAX station (Under Evaluation)

