

GOALS OF GROWING SALT LAKE CITY

Updated December 2021

Goal 1: Reform City practices to promote a responsive, affordable, high-opportunity housing market.

In order to respond to Salt Lake City’s changing demographics and the housing needs of its diverse communities, it is critical to begin to look within the City for real and responsive change that will encourage the market to develop the housing and infrastructure needed to accommodate our growing community. This goal focuses on the need to increase the diversity of housing types and opportunities in the city by seeking policy reforms that can enhance the flexibility of the land-use code and create an efficient and predictable development process for community growth. Strategic policy decisions that integrate the transportation system, development related infrastructure, financial institutions, and data, as well as innovative design and construction methods, can break down social and economic segregation, thus building a city for everyone.

Objective 1: Review and modify land-use and zoning regulations to reflect the affordability needs of a growing, pioneering city.

Objective	Action	Progress
1.1.1	Develop flexible zoning tools and regulations, with a focus along significant transportation routes.	The City received a Wasatch Front Regional Council (WFRC) grant for Fiscal Year 21-22 that will help identify potential zoning changes to various parts of the City. The City has expanded where form-based zones (FBUN) are mapped and has created additional zones.
1.1.2	Develop in-fill ordinances that promote a diverse housing stock, increase housing options, create redevelopment opportunities, and allow additional units within existing structures, while minimizing neighborhood impacts.	

1.1.3	Revise the Accessory Dwelling Unit ordinance to expand its application and develop measures to promote its use.	In 2018 the City revised the ADU ordinance which modified ADU regulations and required an annual ADU report. The 2020 ADU report indicates that the City received 47 ADU applications, with 9 completed, 21 under construction, and 17 under permit review. The 2021 report will be completed in early 2021. In July, the City partnered with AIA Utah and CDC Utah to sponsor a tiny home and ADU design competition called Empowered Living. Approximately 70 design submissions were received, and winners will be announced in December 2021. The goal is to receive creative solutions to building tiny homes and ADUs and to inform how ordinance changes may be implemented to better facilitate the construction of tiny homes and ADUs. A modification ADU Impact Fee calculations was completed, which will reduce the costs associated with building ADU's.
1.1.4	Reduce parking requirements for affordable housing developments and eliminate parking requirements in transit-rich, walkable neighborhoods or when the specific demographics of a development require less parking, such as senior populations.	The City is in the process of amending the off-street parking requirements found in 21A.44 of the City Code. This amendment started in 2019 and is still going through the administrative and legislative process. The amendment will allow for greater parking flexibility and focus on "context based" parking. The City is also working with developers to include HIVE transit passes for residents in projects where parking requirements are reduced.

Objective 2: Remove impediments in City processes to encourage housing development.

Objective	Action	Progress
1.2.1	Create an expedited processing system to increase City access for those developers constructing new affordable units.	An expedited review is available for a fee. Since offering the expedited review, there have been no applications that seek expedited review, as average review time for standard applications is already within 4 weeks.

Objective 3: Lead in the construction of innovative housing solutions.

Objective	Action	Progress
1.3.1	Lead in the development of new affordable housing types, as well as construction methods that incorporate innovative solutions to issues of form, function, and maintenance.	The City sponsored the Empowered Living Design Competition to facilitate creative and innovative methods to construct tiny homes and ADUs, including what ordinance changes would be necessary to facilitate increased construction of these housing types. The City's Sustainability Department and Utah Clean Energy partnered on a Building Electronification workshop series in 2021. The City is partnering with The Other Side Academy to develop a Tiny Home Village to help house unsheltered individuals. The City secured funding from the Building Electrification Institute (BEI) for an economic analysis of building electrification scenarios specific to Northern Utah.
1.3.2	Establish partnerships with housing industry leaders to construct innovative and affordable developments.	The City sponsored the Empowered Living Design Competition to facilitate creative and innovative methods to construct tiny homes and ADUs, including what ordinance changes would be necessary to facilitate increased construction of these housing types. The City's Sustainability Department and Utah Clean Energy partnered on a Building Electronification workshop series in 2021. The City is partnering with The Other Side Academy to develop a Tiny Home Village to help house unsheltered individuals. The City secured funding from the Building Electrification Institute (BEI) for an economic analysis of building electrification scenarios specific to Northern Utah.

Objective 4: Provide residents, community advocates, business leaders, and elected officials with high-quality data to drive decision-making.

Objective	Action	Progress
1.4.1	Maintain a public-facing set of housing metrics to provide insight into market characteristics and the performance of regulatory changes that will drive decision making.	In 2021, the City launched a new dashboard that makes housing market data available to the public and helps track what interventions are being made.

Goal 2: Increase housing opportunities for cost-burdened households.

This goal is dedicated to serving and addressing the needs of those most vulnerable in our community. It is driven by a strong belief that housing stability is good for the entire city, adding income to small businesses, creating food stability for children, and allowing residents to enrich their neighborhoods. Salt Lake City needs to pursue a combination of strategies outlined in the objectives below to achieve this goal. There is no singular initiative that will resolve this crisis, it must be addressed with a range of strategies to best fit the diverse needs of our entire community.

Objective 1: Prioritize the development of new affordable housing with an emphasis on households earning 40 percent AMI and below.

Objective	Action	Progress
2.1.1	Convene a Blue Ribbon Commission for affordable housing comprised of industry experts, advocates, partners, and government entities.	Concluded in 2018, the Blue Ribbon Commission helped identify funding strategies and partnerships.
2.1.2	Consider an ordinance that would require and incentivize the inclusion of affordable units in new developments.	The City Council was briefed on inclusionary zoning in 2018, and HAND and RDA have continued to research and review inclusionary zoning options for the City. The City is involved in discussions regarding State legislation on Inclusionary Zoning.
2.1.3	Offer incentives to developers of affordable housing such as land discounts and primary financing options.	In 2018, HAND presented to the Council on modifications that would increase impact fee waivers for affordable housing projects. HAND and the RDA are working to promote current incentives and explore new incentives for affordable housing projects. The City is also working on an Affordable Housing Overlay that will allow for density bonuses and other incentives for affordable housing.

Objective 2: Pursue funding for affordable housing opportunities.

Objective	Action	Progress
2.2.1	Propose a significant, long-term, and sustainable funding source for the development, preservation, and stability of affordable housing.	
2.2.2	Pursue legislative change at the state and federal level that would create opportunities for new incentives and revenue sources.	

Objective 3: Stabilize very low-income renters.

Objective	Action	Progress
2.3.1	Work with housing partners and government entities to create an incentivized rent assistance program.	Utilizing 2018-2019 Funding Our Future funds, partners were selected to implement various housing assistance programs. A Funding Our Future dashboards tracks outcomes of this funding.
2.3.2	Work with housing partners and government entities to continue supporting and enhancing service models that meet the needs of the City's most vulnerable households.	In 2019, using sales tax increase funds, partners were selected to implement this program. COVID recovery funds (CARES and ARPA) were deployed to keep renters in their homes, including through direct rental assistance funds.

Objective 4: Secure and preserve long-term affordability.

Objective	Action	Progress
2.4.1	Create an Affordable Housing Community Land Trust.	The Council approved the pilot Community Land Trust program in 2018. Since then, thirteen single family homes have been placed in the trust. The City also contracted with Urban 3 to develop a Community Land Trust and Urban Wealth Fund study that will put forth recommendations. Additionally, the RDA has been approved for a Westside Community Land Trust.
2.4.2	Work with community partners and government entities to acquire hotels, multi-family properties, and surplus land to preserve or redevelop them as affordable housing.	In 2018, the Surplus Property Disposition ordinance was revised to evaluate City-owned land for the development of affordable housing, as well as provide additional funds to the Housing Trust Fund with the sale of City surplus land. The City is working with regional funders and local homeless service providers to identify projects and utilize ARPA-HOME funds earmarked for homeless individuals.

2.4.3	Structure renovation programs to reduce utility, energy, and maintenance costs while promoting healthy living.	Through a joint 2019 Mayor-Council resolution the City has committed to transition to 100% renewable electricity by 2030 and will pursue measures towards zero energy and zero energy buildings among new and existing developments. The City secured funding from the Building Electrification Institute (BEI) for an economic analysis of building electrification scenarios specific to Northern Utah.
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Objective 5: Work with landlords to improve their housing stock and rent to very low-income households earning 40 percent AMI and below.

Objective	Action	Progress
2.5.1	Support and potentially expand incentives for landlords to rent low-income households, including landlord insurance programs.	In FY 19-20, Housing Stability developed and launched a successful Funding Our Future Landlord Assurance Program with the Housing Authority of Salt Lake City (HASLC). The HASLC did not apply for FY 20-21. They plan to apply again for this program in FY 21-22.
2.5.2	Enhance neighborhood development programs to entice landlords of substandard properties to improve their rental units.	Housing Stability has promoted the HOME Development Fund, CDBG Housing funds, and the Renter Rehab Loan Program, and has successfully provided funds to affordable housing projects for needed improvements and to extend the affordability periods.

Objective 6: Increase home ownership opportunities.

Objective	Action	Progress
2.6.1	Increase funding, marketing, and partnerships that will lead to more affordable homeownership programs within the city's network of homeownership partners.	Utilizing 2018-2019 Funding Our Future funds, a partner was selected to implement a new Down Payment Assistance program.

Goal 3: Build a more equitable city.

Equity is not only about eliminating discrimination, it is also about increasing access to opportunity. One of the guiding principles of Plan Salt Lake is to create an equitable city by ensuring “access to all city amenities for all citizens while treating everyone equitably with fairness, justice, and respect.” The City will accomplish this by working to eliminate housing discrimination, strategically investing in neighborhoods that stand the most to gain, and building a city that meets needs of a diverse population.

Objective 1: Eliminate incidences of housing discrimination in Salt Lake City.

Objective	Action	Progress
3.1.1	Utilize data and evaluation efforts developed by partner organizations about housing discrimination to meet the City’s requirements under the Affirmatively Furthering Fair Housing ruling.	Utilizing 2019-2020 Funding Our Future funds, a partner will be selected to implement a Fair Housing and Eviction Prevention program. The City is under contract with Baird + Driskell for a Gentrification Assessment and Displacement Mitigation study, which commenced in fall 2021. The study will propose policy and program recommendations to combat displacement and gentrification. The Mayor's Office of Equity is under contract with Keen Independent Researchers for equity studies related to the City's homeless needs and services and housing needs and services.
3.1.2	Work with partners to enhance awareness and resources around tenant rights and responsibilities.	Utilizing 2019-2020 Funding Our Future funds, a partner will be selected to implement a Fair Housing and Eviction Prevention program. Housing Stability and CAN have researched and considered the applicability of Right to Counsel programs and expanded legal representation resources for SLC residents. The City has increased communication with the Utah Housing Coalition and other key Utah housing advocates. Currently, Housing Stability staff participate in weekly meetings with these advocates to lessen evictions and foreclosures and to increase access to housing stability services and legal representation. In addition to the above accomplishments, Housing Stability funded with Funding Our Future FY 20-21 a new Tenant-Landlord Mediation program, in addition to the existing Funding Our Future- funded UCA Mediation program.

Objective 2: Align resources and invest in strategic expansion of opportunity throughout all neighborhoods of the city and access to existing areas of opportunity.

Objective	Action	Progress
3.2.1	Align financial resources to increase opportunity in neighborhoods that score below 4.0 on the Opportunity Index’s 10-point scale.	In 2018, the RDA set aside \$4.5M for affordable housing projects in areas of high opportunity. In 2021, an \$8M NOFA was released by the RDA to target affordable housing development in project areas.
3.2.2	Make strategic affordable housing investments in high opportunity neighborhoods.	In 2018, the RDA set aside \$4.5M for affordable housing projects in areas of high opportunity. In 2021, an \$8M NOFA was released by the RDA to target affordable housing development in project areas. The City is also under contract with Urban 3 to develop a Community Land Trust and Urban Wealth Fund study that will put forth recommendations.
3.2.3	Work with partners at the Kem C. Gardner Policy Institute to produce an updated Opportunity Index assessment as a tool for guiding City investment.	Dr. Jim Woods and the Kem C. Gardner Institute updated the City's Areas of Opportunity for 2019. RDA then used this data and map (target area) to request new affordable housing development projects for their dedicated \$4.5 NOFA. In 2021, an \$8M NOFA was released by the RDA to target affordable housing development in project areas. Housing Stability updated the City's affordable housing inventory in a GIS map.

Objective 3: Implement life cycle housing principles in neighborhoods throughout the city.

Objective	Action	Progress
3.3.1	Support diverse and vibrant neighborhoods by aligning land use policies that promote a housing market capable of accommodating residents throughout all stages of life.	In 2019 the Planning Division presented Adaptive Reuse Modifications, including conversions from non-residential to residential. Housing Stability has updated the City's affordable housing inventory including income-restricted units for 55+ and 65+ seniors. To increase the number and affordability of ADUs in SLC, the City updated its ADU ordinance in 2018 and sponsored the Empowered Living Design Competition. The City efforts to accommodate various stages of life include: Planning's SRO/Shared Housing modifications, RDA's updated Funding Priorities that include family housing (3-4 bedroom units in multifamily developments), the City's increased collaboration with the U of U's Housing Departments to increase student housing, and the City's support of new Permanent Supportive Housing.