



Impact Report

2019 - 2020

Salt Lake City Department of
Economic Development

Leadership

Erin Mendenhall

Salt Lake City Mayor & Executive Director, RDA

Ben Kolendar

Director, Salt Lake City Department of Economic Development,
Chief Executive Officer, RDA

Danny Walz

Chief Operating Officer, RDA

Clark Cahoon

Technology and Innovation Advisor

Felicia Baca

Director, Arts Division

Peter Makowski

Acting Director, Business Development Division

Andrew Wittenberg

Marketing and Research Manager

Hang Vu

Small Business Loan Officer

Jolynn Walz

Office Manager

Salt Lake City Council

James Rogers, District 1

Andrew Johnson, District 2

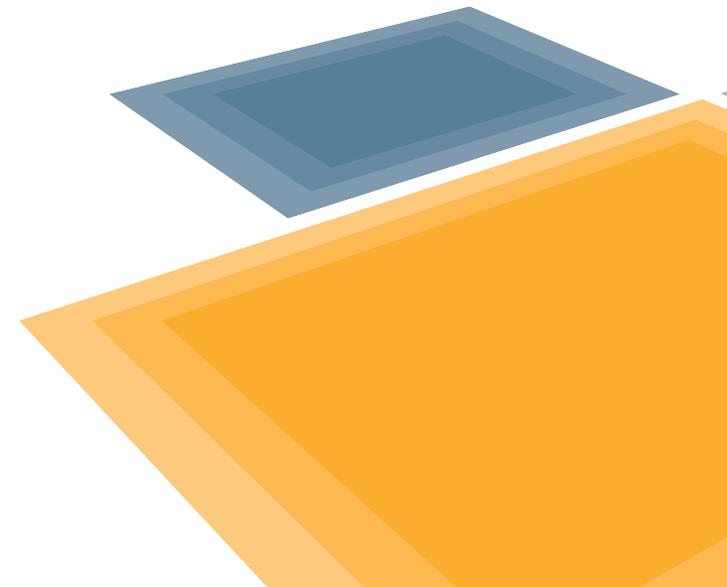
Chris Wharton, District 3

Ana Valdemoros, District 4

Darin Mano, District 5

Dan Dugan, District 6

Amy Fowler, District 7



Department Goals

Position Salt Lake City

to compete against like cities in capturing job opportunities for all residents while seeking sustainable growth.

Build on Salt Lake City's Reputation

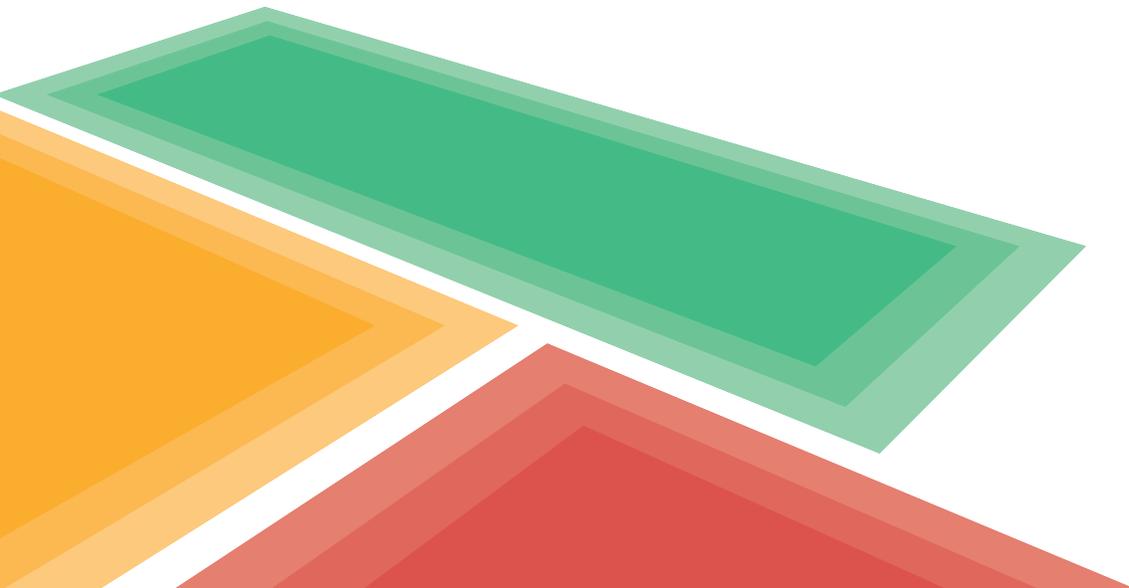
as a global, vital and innovative community.

Cultivate Vibrancy throughout Salt Lake City

by enhancing the arts, commercial districts and housing opportunities.

Position the Salt Lake City Department of Economic Development

to be the authority for economic opportunities in Salt Lake City.





Department of Economic Development

Mission Statement

The Department of Economic Development is working hard to make Salt Lake City a better place to not only build a business, but also build a life. The Department's three entities—the Business Development Division, Redevelopment Agency of Salt Lake City ("RDA") and Salt Lake City Arts Council ("Arts Council")—have aligned resources and streamlined processes to grow, redevelop, and nurture a city that fosters gainful job creation, thriving business districts and neighborhoods, and a diverse arts and culture scene.

Dear Friends,

As we close the fiscal year and look forward, we find ourselves with many challenges and opportunities in the weeks, months and years ahead. The Department of Economic Development team has worked diligently through the COVID-19 public health crisis, the effects of the March 18th earthquake on businesses and most recently the emotional toll of the movement to support racial equity.

Fiscal year 2020 also began with a unique set of challenges as well. Our Department's first Director, Lara Fritts, left to take over at the Greater Richmond Partnership in Virginia. I worked as the Acting Director after her departure until my recent confirmation to the position of Director in early August 2020. We also welcomed Mayor Erin Mendenhall in January 2020. Her previous tenure serving on the Salt Lake City Council will be a tremendous asset as we look to develop our city's economy. Her vision to embrace and grow industry ecosystems will also pay dividends.

We've also been fortunate to add new leadership and staff to the team including two members who will oversee new projects within our department. We welcomed Clark Cahoon as our Technology and Innovation Advisor. Hang Vu joined the team as a Small Business

Loan Officer who will oversee the administration of the Economic Development Loan Fund, which moved into our Department this year.

It has been quite a year and although the COVID-19 public health crisis delayed some projects and developments that were in queue, most projects are still moving forward. I believe we are well-positioned for the future and we will rise to the challenges.

From our Business Development team developing and deploying the Emergency Loan Program for small business assistance to the Salt Lake City Arts Council utilizing Finch Lane Gallery as a food distribution site for families in need, I would argue our work has never made a bigger impact than it has in recent months.

I look forward to the days ahead and capitalizing on the foundation which has already been laid. Our economy is strong and so are our people.



Ben Kolendar

Director, Salt Lake City Department
of Economic Development

COVID-19 Response

On March 11, 2020, the Economic Development team quickly pivoted to serve businesses, developers and the creative community as the realization became evident COVID-19 would cause interruptions and a severe loss of revenue for many, not only in Salt Lake City but around the world. During this time, the team developed a COVID-19 work plan which coordinated with federal, state and local plans to minimize the impacts of the virus on the local economy.

Salt Lake City Emergency Loan Program

As the COVID-19 pandemic unfolded, the Salt Lake City Department of Economic Development team deployed a Business Impact Survey which detailed significant revenue losses by the local business community. Mayor Erin Mendenhall and the Economic Development team identified the need for a rapid response business relief program. The Mayor asked the City Council to release \$1,000,000 to develop the Emergency Loan Program. On March 17th, 2020, the Salt Lake City Council approved the allocation sourced from the Economic Development Loan Fund (EDLF) to fund small business loans. The funds were distributed in two \$500,000 rounds.

Loan Terms

- Loan Amount: up to \$20,000
- Term: 5 years
- Interest Rate: 0%
- Repayment Terms: Equal monthly payments of principal. Repayment will commence approximately 90 days following the subsidence of the COVID-19 outbreak and following notice from the City. Any write-off or loan forgiveness must be approved by the City Council.

Eligible Borrowers

- Must have physical location within Salt Lake City limits
- Must have 50 employees or less
- 25% of this funding shall be allocated to businesses West of I-15.
- Guarantee: Loan is guaranteed by any owner holding 20% or more interest in the ownership of the business (Non-Profit Organizations exempt).

52 Loan Recipients					75 Guarantors		
	ROUND 1	ROUND 2	TOTAL	% TOTAL REC.	% TOTAL GUARANTORS	% OF SLC POP*	
Hispanic	2	4	6	11.5%	8.0%	21.6%	
Asian	1	2	3	5.8%	4.0%	5.4%	
American Indian	0	1	1	1.9%	1.3%	1.5%	
Black	0	0	0	0.0%	0.0%	2.3%	
Pacific Islander	0	0	0	0.0%	0.0%	1.5%	
Other	2	3	5	9.6%	6.7%	-	
Total Racially Diverse	5	10	15	21.2%	17.3%	32.3%	
Women-Owned	13	13	26	44.2%	34.7%	48.5%	

376 Total Applications					436 Guarantors		
	ROUND 1	ROUND 2	TOTAL	% TOTAL APPS.	% TOTAL GUARANTORS	% OF SLC POP*	
Hispanic	5	21	26	6.9%	6.0%	21.6%	
Asian	6	24	30	8.0%	6.9%	5.4%	
American Indian	1	4	5	1.3%	1.1%	1.5%	
Black	2	2	4	1.1%	0.9%	2.3%	
Pacific Islander	0	2	2	0.5%	0.5%	1.5%	
Other	4	10	14	3.7%	3.2%	-	
Total Racially Diverse	18	63	81	20.7%	18.6%	32.3%	
Women-Owned	26	190	216	40.7%	49.5%	48.5%	

*Source: 2018 Census Data (est.) **Totals are not cumulative for percentages below; some applications had multiple minority guarantors (11/78 minority owned applications approved; 23/153 women owned approved)

Tip Your Server

The food and beverage industry was one of the hardest hit during the COVID-19 crisis. Many bars and restaurants were forced to close or alter their business models significantly. Many restaurants were able to shift to curbside or delivery models for food service but many waiters, bartenders and baristas found themselves out of work practically overnight.

Salt Lake City resident, bar owner and restaurateur Ty Burrell, beloved actor on the hit television show Modern Family, approached Mayor Mendenhall and the Downtown Alliance with the idea for a program that would provide relief for these workers. The Tip Your Server Program was born, with initial funding of \$100,000 from Ty and Holly Burrell to jumpstart the program.

In the next two months, generous donations from the community helped the program raise more than \$500,000 and help hundreds of workers with financial assistance.

The Department of Economic Development was integral in administering the program as staff joined forces with the Downtown Alliance and Burrell in executing the vision.

• **1,119 grants funded (\$559,500)**

COVID-19 Response - Salt Lake City Arts Council

The Salt Lake City Arts Council has responded to COVID-19 on many fronts – from supporting artists to virtual experiences. They continue to do what they do best – connecting our community while providing a sense of equity and well-being for everyone.

Despite the challenging times, the Arts Council is adjusting to the new normal, collaborating with the larger Utah Arts Community to support those hit hardest economically - artists and non-profit organizations. They launched an Individual Artist Emergency Fund, helped raise funds, surveyed the community, and drove awareness of local, state, and federal resources available.

Finch Lane Gallery was transformed to a spot for drive-thru pick up of food for struggling families, thanks to assistance from the Salt Lake Education Foundation, Salt Lake City Emergency Management, and Utah Food Bank.

The health and safety of our residents is of the utmost importance to the Salt Lake Arts Council and the City at large.

Many popular events have been cancelled or postponed, including the Living Traditions Festival, Twilight Concert Series, and others. Virtual alternatives to these events help residents stay connected, but long term it won't help our artists survive and re-open their doors.

That is why the Salt Lake City Arts Council continues to listen, advocate, educate, and adjust to a new approach. We are eager to return to the vibrant arts-filled City that we all know and love.

COVID-19 Response - RDA

To mitigate the effects of COVID-19 on local businesses renting space from the RDA, the Agency issued 90-day rent waivers to all of its tenants (Gallivan Avenue retail, Utah Theater retail, Eccles Theater/Regent Street retail).

It also extended a 90-day deferment of loan payments to its borrowers. A condition of the deferment is that the borrower (property owner) offsets their tenant(s)' monthly rental payments (if applicable) to assist with a loss of income due to the emergency quarantine measures. This offer has been extended to both commercial and housing projects.

Tech Lake City & Healthcare Innovation

Salt Lake City is building a stronger and more innovative tech and healthcare innovation ecosystem.

Our forward-thinking, progressive vibe is hard to ignore, especially when you look at our largest working millennial generation. Interest in urban, sustainable living is driving the early stages of the City becoming a key node for technology tenants, with room to grow. The Granary district and surrounding downtown districts deliver the desirable tech environment with both flexible 'inside-the-office' and community collaboration, an environment you just can't get in a manufactured campus suburb setting.

Utah has been home to strong IT and software companies for more than two decades, with some of the most promising startups launched in the country -- ventures that have surpassed billion-dollar valuations. Our community has a reputation for a hard-working and highly educated workforce. Our private and government partnerships are shaping future talent.

And we're attracting more out-of-state tech workers accustomed to one hour-plus commutes, high rents, and wanting a higher quality of life that Salt Lake City offers.

Remote working may very well be the new normal, even after the health danger has passed from COVID-19. The demand for broadband infrastructure is critical. Salt Lake City has long been a pioneer in connectivity – one of the first 4 to establish ARAPNET and known for high speed access and strong backbone.

Data-driven Experimental Research (POWDER) — a partnership between the University of Utah, Salt Lake City, and the Utah Education and Telehealth Network — is deploying experimental, next-generation 5G wireless networking throughout the city and is a great example of how the tech sector can be an active partner in growing our city. As we expand our tech industry, we have the opportunity to bring innovative businesses to our city that are serious about helping find solutions to telecommuting – a reality even more critical now under the new working climate.

Our Silicon Slopes culture of pulling together and figuring it out has built a strong foundation, and this is how we will rethink our current economic landscape and emerge from this crisis stronger than ever.

Technology & Innovation Advisor

When Mayor Erin Mendenhall took office, she charged the Department of Economic Development with taking a renewed focus on the technology and life sciences sectors. We are developing an ecosystem that will foster and bolster these crucial industries. An important step towards this goal was to create a position within our department to fully focus on these efforts. Clark Cahoon joined our team in May 2020 and will be focusing all of his attention to develop this ecosystem. Coming from the Utah Governor's Office of Economic Development as the life sciences industry director, Clark is perfectly positioned to accomplish this important work.

Healthcare Innovation Growth

The recent pandemic has shown how important Salt Lake City's Life Science industry is to both our community and the world. The high paying jobs, life-saving products and recession-resistant nature of the industry make it an extremely attractive focus for economic stability.



Clark Cahoon, Technology & Innovation Advisor

Utah is prime for the Healthcare Innovation industry because of our manufacturing supply chain. More companies choose Salt Lake City for our favorable business climate, quality of life, and phenomenal tech ecosystem. But there is something even more intriguing for investors — available real estate and a specialized concentration in at least three subsectors – oncology, gene therapy and regenerative medicine.

From early-stage at The University of Utah and Research Park development to innovation happening in Class A and co-working office space downtown, to late-stage manufacturing west toward Salt Lake International Airport, Salt Lake City provides an ideal ‘corridor’ to grow and scale with ease. We’re leading the effort to identify Salt Lake City’s Opportunity Zones by identifying areas that allow for capital stacking of various gap filling tools available through the City.

While we are facing significant challenges with the global pandemic, we are thankful for an economy that has delivered job diversity, stability and strong employment. And with over 10 straight years of growth, there is no doubt that pro-business decisions work for our economy. The foundation is built, and we will return to that level of prosperity and beyond.

Tech Lake City

Since her first day in office, Mayor Erin Mendenhall and her

administration have been working on the ‘Tech Lake City’ initiative, a task force of leaders from the tech sector, Silicon Slopes, the business community, surrounding universities, labor, and other communities to build strong partnerships and better understand the challenges and opportunities associated with nurturing a sustainable tech ecosystem in the city. This planning grows our city in a way that values diversity and sustainability, and improves the lives of all our residents, so we need to focus on bringing tech businesses into our city that want to be part of the city’s progress.

The ‘Tech Lake City’ task force is working to identify and recommend specific actions to be taken by the city government, universities, and other stakeholders, then monitor and advise progress of implementation.

At the center is a new role of Technology and Innovation Advisor, Clark Cahoon who is working to help make it easier for businesses to get started and thrive in Salt Lake City by sourcing locations, updating and improving the city’s permitting processes, and improving the talent pipeline.

We’re taking aim at the high-paying jobs that slip away elsewhere in the Silicon Slopes landscape and making it easier for our residents to access these opportunities. Tech is the future of our economy; by getting in at the ground level and creating intentional partnerships we can ensure that growth in our city benefits everyone.

Economic Development Loan Fund



Hang Vu
Small Business Loan
Officer

An exciting development in 2020, the Salt Lake City Economic Development Loan Fund (EDLF) will move into the Department of Economic Development after years of stewardship by the Communities and Neighborhoods Department. The EDLF's purpose is to stimulate business development and expansion, create employment opportunities, encourage private investment, promote economic development, and enhance neighborhood vitality and commercial enterprise in Salt Lake City by making loans available to businesses. The program's overarching goal is to invest in viable businesses that produce strong economic returns and also provide positive social and environmental impacts.

Interest rate reduction incentives are based on City goals such as supporting (only one can be applied)

- Geographic priority areas
- Low-moderate income owners
- Veteran owners
- Disabled owners
- e2 Green Businesses

Loans with shorter terms:

- Startup business (0-3 years old): Can apply for loans up to \$100,000
- Existing business (3+ years old): Can apply for loans up to \$350,000
- Microloans: \$25,000 or less



7.25%
INTEREST RATE



PRIME AT
3.25% + 4



6 mo. to 7 yrs.
LOAN TIMES



Prime Rate + 8%
MAXIMUM

UN Civil Society Conference



In August of 2018, Salt Lake City was awarded the 68th United Nations Civil Society Conference and the conference was held

from August 26-28, 2019. Over the course of a year of planning, 1.7 million dollars were raised and dozens of partners involved. A host committee of roughly 50 members divided into subcommittees including finance, marketing, youth participation & arts and culture. The host committee, staffed by the Department of Economic Development, worked with the United Nations to create the conference schedule and fundraise for the event.

The three day conference was packed with content and impactful cultural events. The conference included 11 meaningful Thematic Sessions that ranged on topics from peaceful societies to impact investing. 100 workshops were approved and put on by Salt Lake City and 100 workshops were approved and put on by the

UN. There were 127 exhibitors from a variety of sectors. There were multiple cultural elements throughout each day of the conference, including local acts during the opening and closing plenary sessions, and each evening. The Arts Council produced performances on McCarthy Plaza as part of the conference which feature 7 performing groups with a total of 75 individual artists.

The conference was deemed a success, opening up Salt Lake City to the world in the largest international event since the 2002 Olympics. It was the largest United Nations Civil Society Conference in the conference's 68-year history.

Key Takeaways

- Salt Lake City hosted the largest Civil Society conference in the conference's 68-year history
- Youth participation was a vital and robust portion of the program with 46% of registrants under the age of 32
- Another opportunity for Salt Lake City and Utah to show our ability to host the world
- We received positive feedback regarding our ability to host

Highlights

- Food and beverages and lounges available throughout the Salt Palace
- Robust arts and culture programming
- Local volunteers throughout the Salt Palace offering personalized help
- Welcome program at the Salt Lake City International Airport for busy arrival/departure dates



Rankings & Awards

Salt Lake City continues to elevate its reputation as a national leader in economic growth potential. The recognition is a testament to both the unique business climate and quality of life advantages the City offers companies and talent alike.

Rankings

- Salt Lake City hosted the largest Civil Society conference in the conference's 68-year history
- Utah ranks 8th nationally for percent of arts-related businesses, with a total of 7,000. This equals 2.38 arts-related businesses per 1,000 residents
- *Utah #2 Overall for America's Top States for Business* (CNBC)
- *Utah #2 Best State Economy in the U.S.* (WALLETHUB)
- *Utah #2 Best Economy in the United States* (U.S NEWS & WORLD REPORT)
- *Utah #2 Smartest State in America* (U.S NEWS & WORLD REPORT)
- *Salt Lake City #10 Best Startup Ecosystem in the U.S.* (BUSINESS FACILITIES)
- *Utah #1 Most Entrepreneurial State Among Small and Medium Sized Businesses* (AMAZON)
- *Utah #1 State for Entrepreneurs* (FORBES)
- *Utah #2 Best States for Internet Access* (U.S. NEWS & WORLD REPORT)

Awards

IEDC's Excellence in Economic Development Awards recognize the world's best economic development programs and partnerships, marketing materials, and the year's most influential leaders. On the heels of receiving accreditation from IEDC, Salt Lake City was recognized with the Silver Award, as well as multiple rankings from fDi's American Cities of the Future program:

- *Top 10 Mid-Sized American Cities of the Future*
HUMAN CAPITAL & LIFESTYLE • 4TH

Sister Cities

- *Top 10 Mid-Sized American Cities of the Future*
HUMAN CAPITAL & LIFESTYLE • 2ND
- *Top 10 Mid-Sized American Cities of the Future*
CONNECTIVITY • 6TH
- *Top 10 Mid-Sized American Cities of the Future*
BUSINESS FRIENDLINESS • 6TH
- *Silver Award for LivingColorUt.com project,*
2019 Excellence in Economic Development IEDC

Through the joint efforts of the City and many business and community leaders, Salt Lake City is becoming a thriving hub of innovation and international business. We salute our industry leaders for their efforts and pledge to continue promoting our City as a top destination in the U.S. and worldwide.

Sister Cities (also referred to as Twin Towns) was founded by Dwight D. Eisenhower with the intent of building peace and prosperity through fostering bonds between communities around the world. Early relationships were created to repair post World War II tensions between the United States and Japan. Sister Cities have since evolved to dedicate partnerships to cultural and educational exchanges, economic partnerships, and humanitarian assistance. Salt Lake City's program began in 1958 with the Matsumoto, Japan Sister City designation.

Through the joint efforts of the City and many business and community leaders, Salt Lake City is becoming a thriving hub of innovation and international business.

Salt Lake City continues to elevate its reputation as a national leader in economic growth potential. The recognition is a testament to both the unique business climate and quality of life advantages the City offers companies and talent alike.

- **Matsumoto, Japan**
CREATED IN 1958 • Jeanerre Misaka
- **Keelung, Taiwan**
CREATED IN 1981 • Margaret Yee
- **Chernivtsi, Ukraine**
CREATED IN 1989 • Rosemary A. Holt
- **Torino, Italy**
CREATED IN 2007 • Jinger Laguardia, Nicole Gallo
- **Izhevsk, Russia**
CREATED IN 2011 • Olga Efimova
- **Quezon, Philippines**
CREATED IN 1967 • EMERITUS STATUS
- **Oruro, Bolivia**
CREATED IN 1975 • EMERITUS STATUS
- **Thurles, Ireland**
CREATED IN 2000 • EMERITUS STATUS
- **Trujillo, Peru**
CREATED IN 2005 • EMERITUS STATUS
- Member At Large: **Anne N. Erikson**



Business Development

The City's Business Development team is dedicated to providing incredible customer service to the businesses that call Salt Lake City home. With a focus on corporate recruitment, retention and expansion, small business needs, foreign trade, marketing and communications, and our strategic initiatives, the City's Department of Economic Development is poised to showcase Salt Lake City as an ideal location to do business locally, nationally, and globally.

Business Development Staff

Peter Makowski, Acting Director

Jolynn Walz, Office Manager

Roberta Reichgelt, Small Business and Entrepreneurship Manager

Liesl Limburg, Acting Corporate Recruitment and Retention Manager

Jacob Maxwell, Workforce Development Manager

Andrew Wittenberg, Marketing and Research Manager

Hang Vu, Small Business Loan Officer

Will Wright, Business Development Project Coordinator

Simone Butler, Business Development Project Coordinator

Christine Grafer, Special Projects, Marketing



Business Advisory Board

Curtis Thornhill, Chair

Angela Brown

Jeff Carleton

Karen Gunn

Steven Labrum

John Lair

Kestrel Liedtke

Darin Piccoli

Sue Rice

J.D. Smith

Abudujannah Soud

Darin Piccoli

Sue Rice

J.D. Smith

Abudujannah Soud

Kristen Lavelett (Non-Voting)

FY 20 Metrics

In FY2020, the Business Development team made a significant pivot from a major focus on corporate recruitment to better foster the ecosystems already in place.

Corporate Expansions

9 Projects Completed with WIN (Written Impact Narrative)

- **\$3,550,000** CAPITAL EXPENDITURE
- **39,100** SQUARE FOOTAGE
- **187** JOBS SUPPORTED

7 Projects delayed due to COVID-19 (Anticipated to be completed in FY21)

- **\$200,000,000** CAPITAL EXPENDITURE
- **1,580,000** SQUARE FOOTAGE
- **2,520** JOBS ANTICIPATED TO BE SUPPORTED

Development Projects Announced/ Completed with WIN*

- **\$169,000,000** MIXED USE REAL ESTATE
- **300,000** SQUARE FOOTAGE
- **\$52,460,000** INDUSTRIAL
- **808,237** SQUARE FOOTAGE

Other Notable Successes*

Hyatt Regency • Salt Lake Convention Center Hotel

- **\$337,000,000** – CAPITAL EXPENDITURE

7 Projects delayed due to COVID-19 (Anticipated to be completed in FY21)

- **\$25,350,000** CAPITAL EXPENDITURE
- **533,880** SQUARE FOOTAGE
- **300** JOBS SUPPORTED

Business Development WINS:



Mayde

>> INDUSTRY

RENAL TIX **AI**

Laziz
KITCHEN

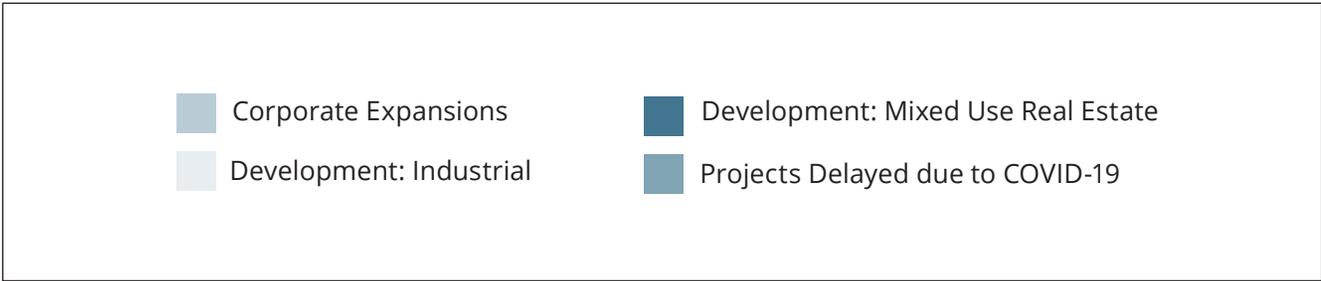
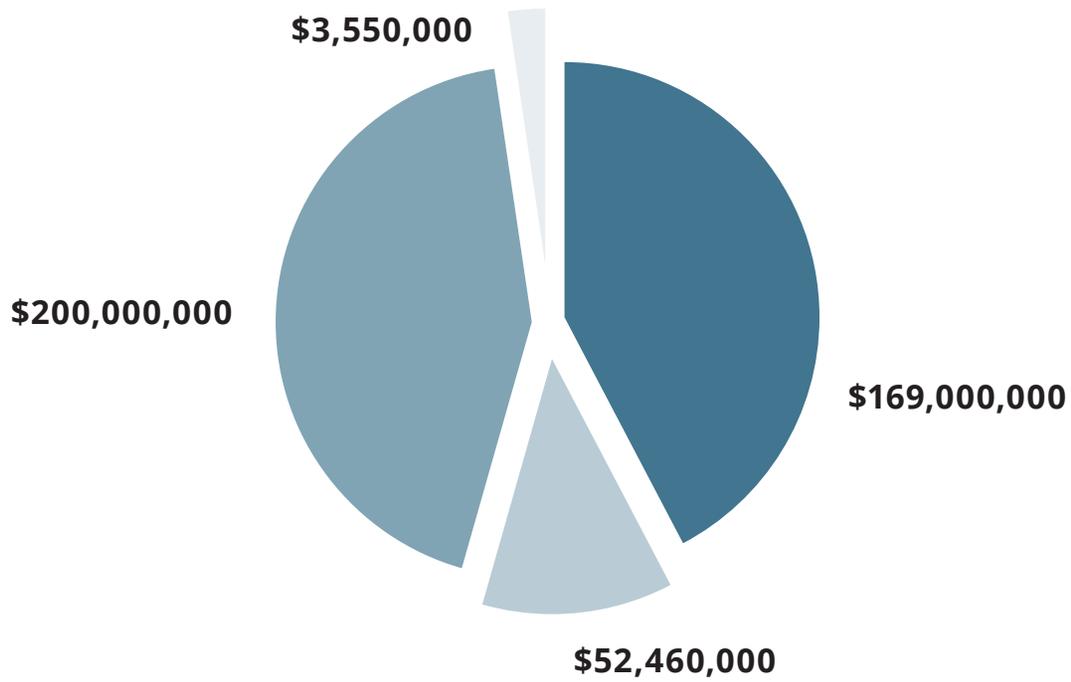
wework

 **DiscGenics**


birdhouse
CHICKEN

-
- *Site visit program suspended on 3/11/20 due to COVID-19
 - *Leads/Opportunities work continued with existing projects
 - *Written Impact Narrative
 - *DED assistance not supported with WIN

Impact





188

SITE VISITS



139

OPPORTUNITIES



200

LEADS

\$225,010,000

TOTAL ECONOMIC ACTIVITY FY20

Small Business & Entrepreneurship



Roberta Reichgelt
Local Business & Entrepreneurship Manager

The small business & entrepreneurship team is solely focused on helping our small business community thrive. Through site visits and regular check ins with business owners and entrepreneurs, this team is recognized throughout our small business community as a vital resource. Some highlights from the past year include partnering on the 'Startup SLC' small business podcast with the Small Business Development Center which highlights small businesses and addressing challenges that small business owners face. Working with Local First Utah, the small business team developed an industry roundtable series which first started before COVID-19 to address challenges, and later pivoted to COVID-19 specific needs. Additionally, this team continued work on two Main Street America programs, the Granary & Midtown District. One success of those projects from last year was a tactical urbanism pallet project that involved constructing benches out of old pallets, decorating them,

and placing them around the Midtown District.

Since COVID-19, the primary focus of the small business & entrepreneurship team has been the creation and implementation of the emergency loan program, and working closely with business owners as they navigate this difficult time. This team is always eager to help small businesses work through city processes, discuss challenges, and find creative and innovative solutions.

Corporate Recruitment & Retention



Liesl Limburg, MPP
Acting Manager, Corporate
Recruitment & Retention

Salt Lake City's Department of Economic Development's Corporate Recruitment and existing industry teams work jointly the Utah Governor's Office, and Economic Development Corporation of Utah, national economic development organizations and other partners

to support the growth of employment and capital investment in Salt Lake City.

Year-round, any one of the Utah's statewide business recruiters will be working with a city or county partner on one of hundreds of opportunities, to identify the best site for a company considering Utah. Salt Lake City's team advocates on the City's behalf to draw those companies who value sustainability and diversity within target industries. It is through these efforts that we improve our standard of living with higher quality jobs, increase the City's tax base, create long term capital

investment, and attract new innovation and talent downtown.

Salt Lake City's business recruitment team works to deepen the understanding of a company's needs, improve partnerships, and anticipate additional services when needed. It is this insight and relationship-building that helps business recruitment compete for projects on a national scale.

Our Goal: To Connect Salt Lake City Business Owners with the Resources They Need

As a business owner it can be frustrating to find the right resources for your business, quickly. That is why Salt Lake City's Department of Economic Development created a free online tool to bridge that gap called the 'Business Development Resource Finder'. The first of its kind in Utah, the information is both comprehensive and custom to an owner's unique business needs. The report provides every businesses resource and partnership offered on the Federal, State, County, and City level.

The project was born out of our site visit program where business development team members show up at the door of businesses throughout the City to ask, “How can we help you grow?” In many cases it was simply a matter of having the right information.

We believe it is this one-on-one connection that will help our businesses thrive long term. In doing so, we want to be the first government agency that any entrepreneur or owner thinks to call for help. You can find the Business Development Resource Finder on the homepage of our website at slc.gov/ed.

Strengthening Ties with Site Selectors and National Economic Developers

Salt Lake City’s Department of Economic Development is a relatively young organization; just four years old. But what our team has accomplished in that short time is significant. The numbers speak for themselves, but what our team is most proud of creating a cultural shift in how businesses view Salt Lake City government’s role in their

success and their attitudes on the City as a whole.

In 2019, our group was recognized as an Accredited Economic Development Organization by the International Economic Development Council. This prestigious award validates our efforts and experience -- a reflection of the professionalism, commitment, and technical expertise we bring to the table every day.

Workforce Development



Jake Maxwell
Workforce Development
Manager

The Business Development team meets with 300 existing SLC businesses per year, as well as numerous business prospects looking to relocate in SLC. Through these interactions, we find one of the most critical cases we need to make to help businesses expand or to locate here

has to do with our workforce story. Workforce is critical for SLC to compete with other communities and for SLC to continue to grow, so knowing our workforce and our workforce system and where our Department fits into it all has been a priority. We do this through a variety of modes:

Products and Customer Service Connecting existing businesses to cost savings programs such as Custom Fit, Tax Credits, subsidized incumbent training opportunities, strategic data and consultation.

Partnerships As businesses seek the best talent pool in times of widespread, low unemployment, the

differentiator becomes more about what we are doing about it. Highlighting the heavy investment into amazing talent development programs and where businesses can fit in has helped us win projects.

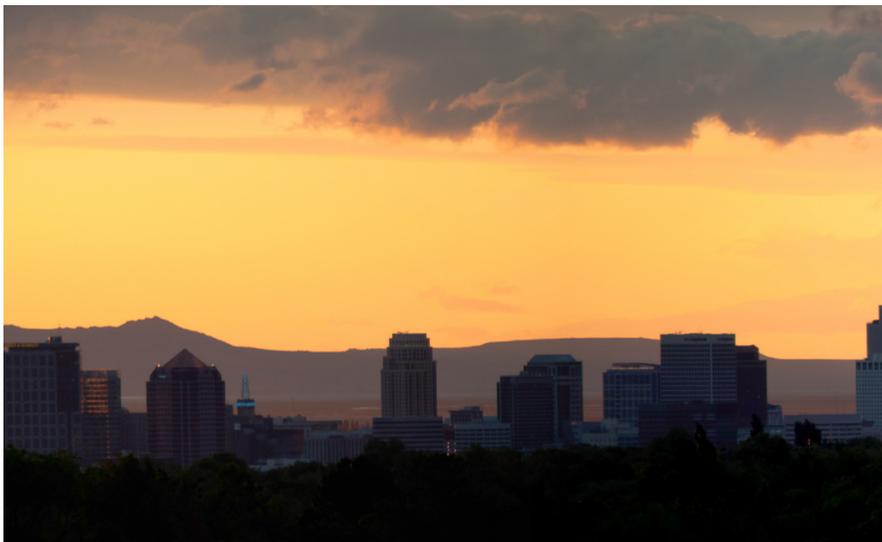
Diversity and Inclusion Understanding how economic development needs to benefit everyone and building in ways to reduce opportunity gaps and increase minority and gender share in upward mobility has been a major focus of our efforts.

Products and services provided to businesses

- **18** SLCC CUSTOM FIT PROGRAM
- **55** CHILD CARE RESOURCES
- **28** OCCUPATION/INDUSTRY DATA REPORTS
- **279** TAX CREDITS FOR WORKERS
- **15** TRANSPORTATION SOLUTIONS
- **9** REGISTERED APPRENTICESHIPS
- **3** HOMELESS SERVICES
- **7** K-12 PARTNERSHIPS

Building Services Liaison

A crucial partner for the Business Development Division is the Building Services Liaison who helps facilitate conversations for businesses. The Building Services Liaison works closely with the Business Development team, hearing the concerns of local business owners and taking that information back to the Building Services team who can help with permitting, processing, and inspections. This direct line of communications means that both Business Development and Building Services can better serve business owners.



Marketing & Communications

The Department of Economic Development marketing and research team took another step forward in FY2020 to bring relevant information to local business owners, potential clients and residents. There was continued success through the first three quarters of FY20 increasing social media followers, earning regular media appearances as an outreach platform and streamlining the Department's website.

Notably, the Department's partnership with KTVX-TV (ABC 4) continued to prosper with more than 50 segments on Good Morning Utah in FY20. This weekly segment is critical for community outreach and reaches a broad audience not only within Salt Lake City limits, but across the State of Utah over-the-air and globally on digital platforms. Communication and outreach efforts grew significantly during the COVID-19 crisis to inform businesses of products and resources available to them as they were developed. Our outreach efforts brought additional attention and traffic to all platforms as we

continued to provide meaningful solutions for the local business community.

Earned Media Appearances



The Salt Lake Tribune



Social Media Growth

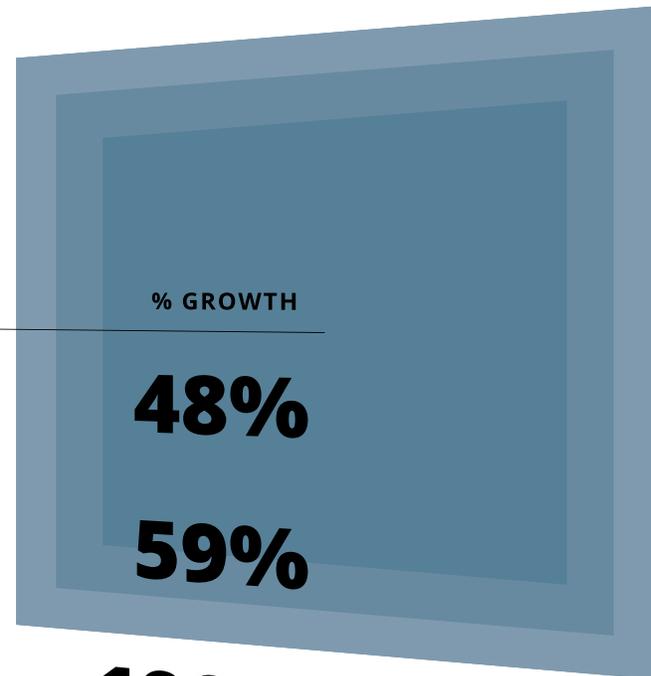
Facebook: SLC Economic Development

Twitter: @slcecondev

LinkedIn: Salt Lake City Department of Economic Development

Instagram: @slc.econ.dev

	START FY20	THROUGH MAY 22, 2020	% GROWTH
	1,665	2,467	48%
	1,338	2,135	59%
	103	299	190%
	188	1,698	803%
	3,294	6,599	100%



Research Initiatives

COVID Surveys

Over the course of the COVID-19 pandemic we conducted four surveys. The initial survey was deployed on March 12th before the initial lockdown occurred. We wanted to gauge how businesses had already been affected by the pandemic. Only a few days later we realized that the information was already outdated and conducted another survey to compare the revenue loss and closures on March 16th. A few days after that, a 5.7 magnitude earthquake hit Salt Lake City. There was damage to local business and we wanted to measure the impact of the earthquake and we deployed the third survey on March 18th. The information we received from the surveys helped us to quickly implement and deploy the Emergency Loan Program based on the feedback received from businesses about support that they needed.

On May 15th we had received additional feedback from businesses regarding updated needs and deployed a fourth survey. This survey was conducted to gauge how many businesses were re-opening and what they needed in order to re-open successfully.

Net Promoter Score

One research metric the Department of Economic Development seeks annually is a Net Promoter Score (NPS). This is an established research tool, compiled from information obtained in the Annual Business

Survey, that delivers insights into customer service and brand awareness. The results fall on a scale of -100 to 100. Trends can inform Department leadership if community outreach and business programs are meeting business needs and if the Department is earning more 'promoters' in the community.

Due to the COVID-19 crisis, the 2020 Annual Business Survey was delayed but the Department will be conducting the survey in the summer of 2020 and will have NPS data by Q1 of FY21.

2017: -24.91

2018: -6.55

2019: 6.10

2020: TBD

Business Development Resource Finder

This unique one-of-a-kind tool doesn't exist anywhere else in the state of Utah. It is comprehensive, encompassing a wide variety of resources including financial assistance (grants, loans, and tax incentives), partnerships with private and local agencies and groups, and general information that can connect businesses to programs that address workforce and city planning questions.

You can find the survey on the homepage of our website at slc.gov/ed.



Arts Council

Mission Statement

The mission of the Arts Council is to promote, present, and support artists and arts organizations in order to facilitate the development of the arts and expand awareness, access, and engagement.

Vision Statement

We envision a connected and vibrant Salt Lake City where artists and culture-makers thrive, diverse voices shape the city, and the arts are integral to our community fabric.

Arts Council Staff

Felicia Baca, Director
Kelsey Ellis, Assistant Director
Kellie Call, Art Program Manager
Deanne Coles, Gallery Assistant
Abby Draper, Public Art Program Assistant
Wendy Evanoff, Office Facilitator
Katherine Nix, Public Art Program Manager
Samantha Smith, Partnerships & Communication Manager

Arts Council Board

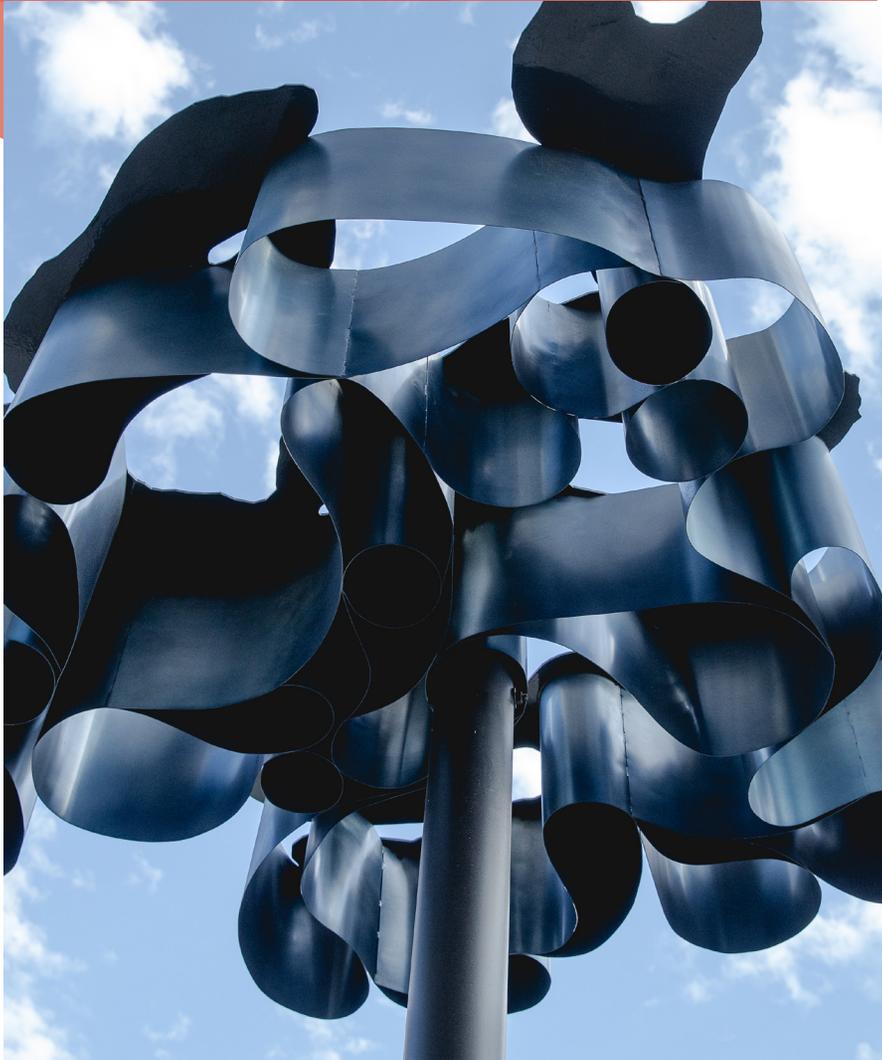
Katherine Potter, Chair, Council District 3
Andrea Ashdown, Council District 6
Steve Barth, Council District 3
Matthew Castillo, Council District 2
Larry Cohen, Council District 1
Efren Corado Garcia, Council District 5
Kathy Davis, Council District 6
Annie Dayton, Council District 1
Erika Hill, Council District 7
Jared Jones, Council District 7
Susan Koles Rickman, Council District 3
Leah Langan, Council District 3

Dave Mortensen, Council District 4
Torlee Nenbee, Council District 4
Kanika Welch, Council District 6

Salk Lake Art Design Board (Public Art Board)

Jann Haworth, Council District 5
Joe Jacoby, Council District 6
Justin Johnson, Council District 2
Nancy Rivera, Council District 3
Larissa Trout, Council District 5
Aurelio Velazquez, Council District 2

Public Art Program



The Salt Lake City Arts Council is responsible for the administration of the Public Art Program, established by City ordinance. The Salt Lake Art Design Board, appointed by the Mayor and confirmed by the City Council, is the advisory board which oversees commission recommendations to the Mayor through guidance of the Public Art Program Manager. Artwork has been commissioned in city parks, fire stations, in downtown locations, and at a number of Redevelopment Agency construction projects. This program requires the partnership and cooperation of a number of city agencies, as well as various clients and stakeholders, to add value to the natural and built environment with high quality and site specific artists' work.

Photo Credit: Logan Sorenson. Artwork: Soonju Kwon, A Piece of Sky, 2018

Public Art Pool

The Public Art Pool, inactive for a number of years, was reintroduced with a public process Request for Qualifications, resulting in a pre-selected pool of 42 local artists to streamline artist selections when needed and provide a statewide resource for private entities outside the City.

North Temple I-15 Underpass

Artist Tracy O'Very Covey completed the North Temple I-15 Underpass public art project, Colorful Connection. The Arts Council strategically focused on highlighting small businesses in the area to further our efforts to collaborate and integrate our activities with the Department of Economic Development and support local businesses through their arts efforts. The NOTE District tour began at Mestizo Coffeehouse then the group stopped at the public art project, Colorful Connection, where Councilmember, Andrew Johnston and Mayor's Advisor on Arts & Culture Kristian Anderson made a few comments. The tour then viewed two murals in the area at Boost Mobile and Fursht Construction Co., and concluded at the large-scale sculptural art element commissioned by local business Red Iguana 2.



Photo Credit: Logan Sorenson. Artwork: Tracy O'Very Covey, Colorful Connection, 2019

Maintenance Funding

Funding was successfully rescoped through a budget amendment process to address the lack of maintenance funding for Public Art in the City. Additionally, funds were approved to facilitate a complete collection inventory and maintenance and condition assessment, which has not been completed since 2009.

Visual Arts Program

Finch Lane Gallery

Finch Lane Gallery in the historic Arts Barn in Reservoir Park has been a community art center since it opened in 1931. The gallery facilitates year-round visual arts exhibitions, featuring emerging and established Utah artists. Through a supportive program including a venue and one-on-one professional guidance with artists, the Gallery program encourages local artists to produce new work, explore exhibition themes or media relevant to the community and field of arts at large, and foster the development of curatorial skills through exhibition production and collaboration.

2019-2020 Highlights

- The Arts Council partnered with the Utah Domestic Violence coalition to host several trainings including Suicide Prevention Training and Domestic Violence Training, which related to themes explored in the concurrent exhibitions.
- Artists of Utah presented the 35 x 35 exhibition which featured 35 artists under the age of 35. The Finch Lane Gallery was closed to the public on the day this exhibition was scheduled to open. The exhibition then moved to an online format and included purchasing options through the online gallery.

- The annual Holiday Craft Market ran for two-weeks and served 64 artists. Staff expanded outreach efforts this year in attempt to capture new artists resulting in 47% of applicants being new to the Market.



Photo Credit: Chase Lewis

Finch Lane Flash Projects

Through a new initiative, the Salt Lake City Arts Council's Finch Lane Gallery opened up its gallery spaces for short-term, interdisciplinary, community-oriented, and/or experimental projects. The goal of the program is to supplement resources for emerging to established individuals and groups by providing professional opportunities for those working in various arts and cultural practices. As a non-commercial space, Finch Lane Gallery is able to support a range of projects, artworks, and events to re-imagine the use of the Finch Lane Gallery spaces and to further community engagement in the arts by providing space, visibility, and an audience to share new works with.

Fifteen applications were received for the inaugural year of Flash Project programming. Four artists/groups were selected. These included:

- *The Back and Forth Part* by Durian Durian with Dawn Borchardt and a closing performance with The 8eaut1ful5, and Hoofless.
- *Queer Spectra, The Risk of Representation* virtual gallery and panel discussion and Bruce and Christian Read May and Mary a virtual performance by Kristina Lenzi and Macie Hamblin.
- The third and final session of 2020 will soon be finalized.



Living Traditions Program

The Living Traditions Program includes the Living Traditions Festival, Mondays in the Park, and Garden Party. The program fosters community conversations around social justice, equity, and diversity by presenting folk art—art that reflects both the unique qualities of various cultures and the similarities of human experience—in a festive and safe environment.

As part of mission to bring arts to everyone City-wide and to provide more meaningful interactions in the community, the Living Traditions Festival was expanded into a year-round program with events and workshops throughout the City enabling the Arts Council to bring Living Traditions artists, performances, and food, into more geographically broad and diverse neighborhoods.

Living Traditions Festival

In consideration of the health and safety of the community, the Arts Council made the difficult decision to postpone the 2020 Living Traditions Festival which typically occurs the third week in May. The Festival is a free, three-day event presenting the traditional arts of Salt Lake City's rich and varied cultural communities through dance,

music, craft arts, food, panel discussions, school engagement, and hands-on art making. The Living Traditions Festival is a vital part of our community. The preservation, education, and inclusion of Utah's diverse and cultural landscape along with the artistic traditions that reflect these cultural perspectives are important for sustaining a unique, equitable, and vibrant community. Sharing languages, food, art, dance, and traditions is one of the most effective ways to facilitate meaningful conversations, create bonds among community members, challenge stereotypes, and consider the historical, social, and artistic context of our cultures.



Photo Credit: David Vogel Photography

Mondays in the Park

Collaborating with the Utah Division of Arts & Museums, Living Traditions Presents Mondays in the Park, was a weekly concert series each Monday evening in July and August at the Chase Home Museum inside Liberty Park. Each concert featured music and dance performances and craft artists from the Living Traditions roster.

- Nine concerts were presented in Liberty Park and one in Jordan Park.
- A total of 2,760 individuals attended the Mondays in the Park program.
- Two-hundred, ninety-eight artists were served through these performing opportunities.

Fall Garden Party

While the Living Traditions Festival marks the beginning of the summer festival season, the Fall Garden Party marks the end of the season. Presented as a mini-festival, many of the Living Traditions music and dance performers, craft artists, and food vendors celebrate in a one-day event at the Peace Gardens in Jordan Park achieving the goals of more geographic equity. The Garden Party event included a total of 10 performing groups, 10 craft and community partners, and 3 food vendors.

Living Legacy Project

The new Living Legacy program will engage with the diverse Living Traditions community in showcasing a collaborative narrative on how these various communities keep their traditions and legacies alive today. This prerecorded virtual series will be aired weekly on the Living Traditions website and social media platforms and will spotlight past Living Traditions participants and groups. Participants will showcase their Living Legacy to viewers through story, music, dance, as well as food and craft demonstrations, with the intention being for viewers to learn more about the varied community that surrounds them.

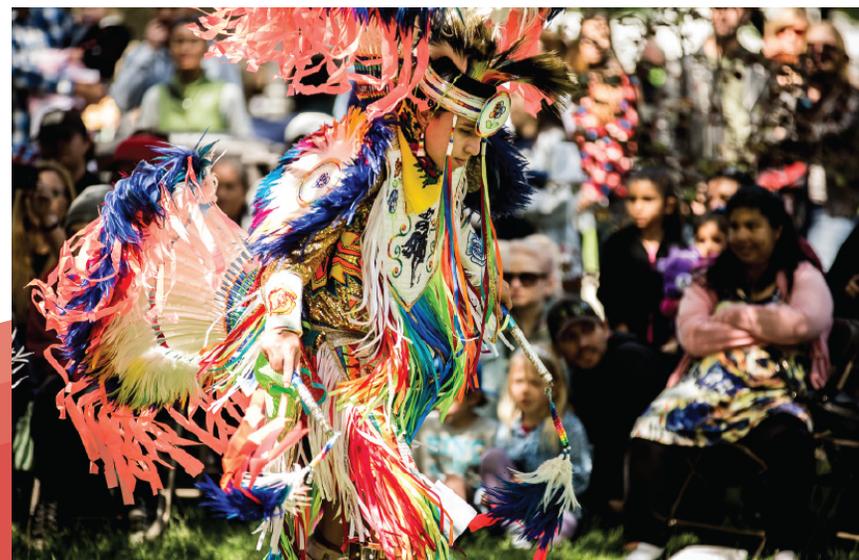


Photo Credit: David Vogel Photography

City Arts Grants Programs

City Arts Grants Program supports the arts activities of artists, arts organizations, nonprofits, and elementary schools conducting programming in Salt Lake City through several grant categories. Applicants range from, small cultural groups requesting support for community workshops, established legacy arts organizations that request general operating support, individual artists conducting hands-on arts education activities with youth, and neighborhood festivals hoping to expand their performing arts offerings.

2019-2020 Grant Cycle

116 applications awarded funding
\$352,650 in awarded funds

Art Barn & Host Program

The Arts Council manages, maintains, and schedules events in the historic building located in Reservoir Park. This art center treasured by the community for over 80 years acts as a resource to community organizations where gaps may exist in community programming and hosts world class literary readings, classes, and workshops through partnerships. Rentals of the facility go directly back into the support of these programs and brings expanded visibility to local artists. Additionally, the offices of the Arts Council staff are located in this building.



Twilight Concert Series

Twilight Concert Series is a summer concert series presenting a wide range of nationally recognized and upcoming musicians from across the country and around the world. Paired with local musicians and performers it serves as a first point of contact for youth in the City to the Arts Council. It dually contributes to the economic vitality of the city bringing over 25,000 participants into the downtown core. This vibrant and beloved program is presented through a private partnership collaboration.

2019-2020 Highlights

The 2019 Twilight Concert Series ticket sales exceeded 2018 totals by \$63,000, which represents a 30% increase in revenue (90% realized by partner).

Musical acts were prioritized and selected on the basis of diversity through both musical genres and those that represent, speak to, and serve as role models to multiple communities including underrepresented demographics in music, such as BIPOC Communities (Black, Indigenous, and people of color), LGBTQ communities, and women in music.

- 9 bands were female-fronted
- 7 of those were all female bands (some with one member)
- 2 of those bands not female-fronted included women
- 2 internationally touring bands from Australia and Canada
- 6 bands represented BIPOC Communities



Photo Credit: TJ Fitzgerald

Brown Bag Concert Series

The Brown Bag Concert Series is a free local musician concert series which takes place within various downtown small businesses which took place during January and February 2020. The series is committed to showcasing and supporting local artists, as well as generating vibrancy throughout the city in geographically diverse areas and within various business entities.

In fiscal year 2019-2020, the Arts Council reimagined the Brown Bag Concert Series. Over the years, the program has seen significant drops in attendance. In an effort to work with built-in audiences and to collaborate with our Business Development team, the Brown Bag Series was re-launched as concerts in local coffee shops, restaurants, and bars/breweries. This move was intended to both increase visibility of local performers as well as providing an amenity to enhance the effort of small local businesses. The series was moved to Winter to both round out year-round programming and address staff capacity issues in summer.



Photo Credit: Austin Diamond Photography

Busker Festivals

Busker Fest is held annually in Salt Lake City to showcase local and traveling street performers. The festival celebrates the city's rich Vaudeville history by bringing the living tradition of busking, music, and street theatre to downtown.

During fiscal year 2019-2020, several Busker Festival activities occurred throughout the year.

Busker Festival

Busker Fest, presented in partnership with Primrose Productions, is held annually in Salt Lake City to showcase local and traveling street performers. The festival and other year-round events celebrate the city's rich Vaudeville history by bringing the living tradition of busking, music, and street theatre to downtown.

Holiday Buskers

During the 2019 holiday season, Primrose Productions, THE BLOCKS, and the Arts Council teamed up to program buskers around the Eccles Theatre and Regent Street to bring vibrancy to Downtown Salt Lake City.

Cultural Caravan

The Cultural Caravan, Busker Fest on Wheels, is a mobile show featuring busking artists in a traveling performance throughout Salt Lake City. This event was created in response to keeping social distancing measures while still producing a summer Busker Fest.



United Nations

As part of the 68th United Nations Civil Society Conference, the Arts Council worked with a local committee to program several events during the conference.

The first was the Opening Event held at Gallivan Center. Five local performing groups were included: Ririe Woodbury, B-Boy Federation, Intertribal Pow Wow, Rumba Libre, and DJ Flash and Flare. The attendance was estimated at 1300.

The second event occurred on McCarthy Plaza off of Regent Street. Seven performing groups with a total of 75 individual artists were part of this outreach event with an audience of over 200.



Photo Credit: Austin Diamond Photography

Stakeholder Engagement & Community Outreach

In 2018 the Arts Council began a study entitled the GAP Analysis that included a plan for stakeholder engagement related to arts in Salt Lake City. In 2019 this plan was expanded, and staff was trained with a consultant from Union Creative Agency to implement structured stakeholder engagement in a variety of contexts throughout the year as a consistent part of feedback and visibility for the Arts Council. Ongoing outreach will allow the Arts Council to continue this work as a critical part of engagement efforts in diverse neighborhoods. This year, the Arts Council conducted 5 Stakeholder Engagement meetings with a total of 57 attendees.

Organizational Health & Stability Accomplishments

- The Arts Council completed a draft Operating Agreement with the City as well as revised bylaws.
- Arts Council staff completed the Breaking Barriers accessibility training which was presented by Art Access and the Utah Division of Arts & Museums. This training will result in the completion of an Accessibility Plan for the organization.
- Feedback and evaluative processes as well new metrics were implemented across programs.
- The Arts Council received an increase in grant awards from both the National Endowment for the Arts (100% increase) and Utah Division of Arts & Museums (50% increase).

Arts Council by the Numbers



127
NEW ARTISTS SERVED



110
1ST TIME APPLICANTS



843
ARTISTS SERVED



42 of 91
PUBLIC ART POOL
APPLICANTS SELECTED

 **116**
GRANTS AWARDED

 **+85%**
BUSKER FEST APPLICANTS

 **35,771**
TOTAL ATTENDEES

 **+30%**
TWILIGHT REVENUE



SLCRDA

Redevelopment Agency *of* Salt Lake City

The Redevelopment Agency of Salt Lake City (RDA) works to revitalize Salt Lake City's neighborhoods and business districts to improve livability, spark economic growth, and foster authentic communities, serving as a catalyst for strategic development projects that enhance the City's housing opportunities, commercial vitality, public spaces, and environmental sustainability.

Leadership & Staff

Salt Lake City Mayor Erin Mendenhall – Executive Director
Ben Kolendar – Chief Executive Officer
Danny Walz – Chief Operating Officer
Tammy Hunsaker – Deputy Chief Operating Officer
Kort Utley – Senior Project Manager
Cara Lindsley – Project Manager
Corinne Piazza – Project Manager
Tracy Tran – Project Manager
Ashley Ogden – Project Manager
Lauren Parisi – Project Manager
Amanda Greenland – Communications & Outreach Manager
Jim Serrine – Property Manager
Erin Cunningham – Financial Analyst
Rachel Molinari – Office Facilitator
Robyn Smith – Office Facilitator
Melissa Walker – Special Projects Asst.

Board of Directors

Amy Fowler – Chair
Ana Valdemoros – Vice Chair
Dan Dugan
Andrew Johnston
Darin Mano
James Rogers
Chris Wharton

Redevelopment Advisory Committee

Brian Doughty – Chair
Mojdeh Sakaki – Vice Chair
Jason Head
Mark Isaac
Claudia O’Grady

The RDA fosters a set of core values that collectively support the revitalization of Salt Lake City's communities:

Economic Growth

Act as a responsible steward of public funds, taking a long-term view of investment, return, and property values.

Community Impact

Prioritize projects and programs that demonstrate commitment to improving equity and quality of life for residents and businesses in Salt Lake City.

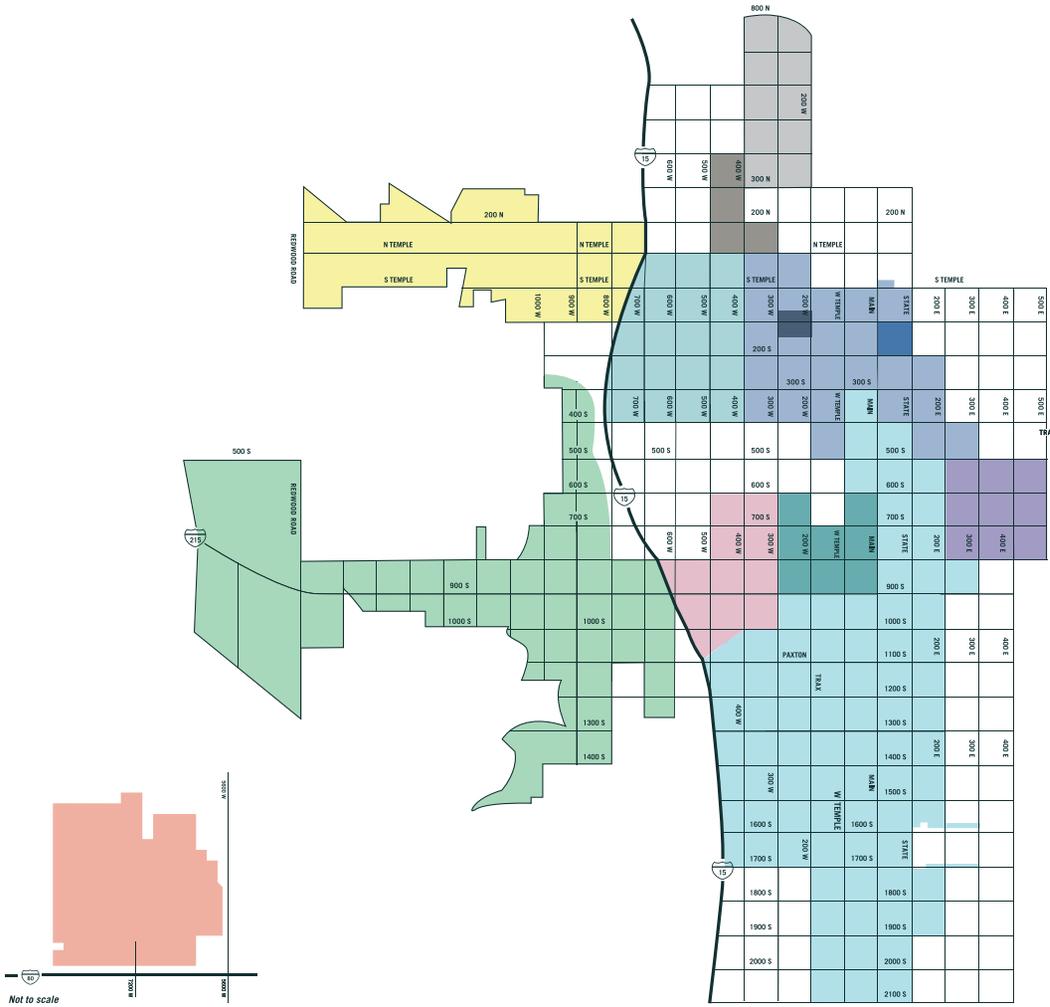
Neighborhood Vibrancy

Cultivate distinct and livable built environments that are contextually sensitive, resilient, connected, and sustainable.

Under the Utah Code Title 17C Community Reinvestment Agencies Act, the RDA creates and administers

community reinvestment areas, also known as "project areas," working with community councils, property owners, neighborhood residents, and businesses to learn how they would like to see their communities improved. Under 17C, the RDA is also authorized to undertake affordable housing projects citywide, in addition to those located within project areas.

RDA staff is currently working on community reinvestment projects that include a wide range of elements, including residential, commercial, historic preservation, public art, environmental, infrastructure, economic development, and placemaking. To follow are updates on some of the RDA's key projects that have experienced substantial progress over the past fiscal year.



Affordable & Mixed-Income Housing Projects

Facilitating in the development of residential projects that are affordable to a wide breadth of Salt Lake City residents has long been an RDA function. Over the past year, the RDA has committed approximately \$25.6 million to housing funds and projects, leveraging \$231.2 million in private investment, and ultimately resulting in a total of 811 residential units, 490 of which will be affordable.

Over the course of fiscal year 2020, the RDA has made major progress on the development of a number of affordable and mixed-income* housing projects in both official project areas and citywide.

State Street



255 S. State Street • Central Business District Project Area

1.1-acre site in the heart of Downtown will soon be home to a mix of vibrant uses, including approximately 152 affordable and

38 residential units, 20,000 square feet of ground-floor commercial, resident amenity space, and a publicly accessible midblock walkway. In total, the RDA Board of Directors has approved \$13.4 million in funding for this \$70 million project from Brinshore Development, LLC, drawing from the RDA's loan fund and providing a seller's note. The developer is also utilizing other funding from a variety of local and federal sources, including 9% and 4% Low Income Housing Tax Credits (LIHTC) and tax exempt bonds. The project also includes the preservation and rehabilitation of the property's historic Cramer House and some subterranean parking improvements. Groundbreaking is slated for late-2020.

*We are defining "mixed-income" projects as those of which at least 25% of total units are affordable.

Jackson Apartments



274 W. 200 South • Central Business District Project Area

A \$1 million RDA loan approved in late-2019, and closed this June, is helping rehabilitate a historic building on the corner of

200 South and 300 West in order to preserve 80 units of affordable housing (60% AMI) for the elderly and improve site accessibility. The residential building's historic facade will be restored, as well as window and door replacement, removal of window-mounted AC units (replaced with new roof units), and substantial masonry, seismic, and roof work. Replacement of kitchen and bathroom cabinets, sinks, and fixtures, and new flooring throughout are also planned. Major system upgrades will include a plumbing re-pipe, installation of four new commercial grade boilers, and elevator modernization. Four units will be converted to allow for ADA accessibility. Also, site walkways will be altered to allow for better accessibility. Amenities will include an outdoor lounge area, fitness center, business center, microwaves in units, and social services. The property is also transit-adjacent, as it is 46 feet from a bus stop and .3 miles from the Planetarium TRAX stop.

Diamond Rail Apartments



535 W. 300 North • City-wide Housing

The RDA provided a \$1 million loan from the Funding Our Future housing fund for the construction of the Diamond Rail Apartments

Project. The Project will consist of the new construction of a mixed-use, mixed-income development that will include 80 residential units, of which 55 will be affordable to households earning 505 of the area median income and below for a minimum of 50 years. Of the affordable units, 11 will be targeted to households at 40% AMI and below, and 15 will include three bedrooms to provide affordable family housing in the urban core. Amenities will include a furnished accessible clubhouse, electric vehicle charging, secured bike storage, outdoor garden beds, a dog run, picnic areas, an outdoor playground, a bike repair station, and an outdoor sport court. In addition to the residential use, the Project will include 1,350 square feet of commercial space on the ground floor intended to house a local business that provides a community amenity. The Project is anticipated to break ground late winter 2020.

Central Station Apartments



549 W. 200 South • Depot District Project Area

The Central Station Apartments Project consists of the new construction of 65 family, affordable units and 13 market-

rate units located in Salt Lake City. The affordable units will be available to households with income at or below 50% of the area median income. From developer Gardner Batt, the project is a transit-oriented development located within 0.25 miles of the TRAX Central Station stop. When completed, it will contain a clubhouse with a gym and resident lounge area. There will be a central courtyard on the second floor that will contain a playground and planter garden boxes for resident use. In the fall of 2019, the RDA Board of Directors approved a \$1 million loan for the construction of this project.

Spark!



1500 W. North Temple Blvd. • North Temple Project Area

The RDA purchased the former Overniter Motel property with the intention of creating a transit-oriented cornerstone for the

North Temple neighborhood. Located across from a TRAX light rail station on the corner of a transit corridor (North Temple Blvd.) and two residential-adjacent side streets (Cornell St. and 1460 West), the 2-acre site features a number of pedestrian and street-level touchpoints. Through a public process, the RDA selected Brinshore Development, LLC and Housing Assistance Management Enterprise (HAME) to bring a mixed-use project to life. The SPARK! Project will include affordable and market-rate housing units, ground-floor retail, neighborhood services, and public open space. The RDA has invested \$10.4 million into the SPARK! Project to-date, and the development team is also utilizing 4% Low Income Housing Tax Credits (LIHTC). Demolition of the motel structure is slated for late 2020.

Capitol Home Apartments



1749 S. State Street • State Street Project Area

Currently under construction, thanks in part to a \$3.2-million RDA loan, the Capitol Home Project will include a 4-story,

mixed-use, mixed-income building with ground floor commercial, flex space fronting State Street, and approximately 93 housing units that will combine 62 affordable and 31 market-rate housing units. In addition, the project will be constructed to the latest sustainability standards. The housing units will include 2/3 affordable housing units and 1/3 market rate housing units, with the affordable units serving households earning between 25% and 50% of the area median income (AMI).

Central Ninth Market Phase II



914 S. Jefferson Street • State Street Project Area

The second phase to the successful Central Ninth Market project broke ground this spring at 914 S. Jefferson Street, a

new two-story, mixed-use building that will include two ground-floor commercial units and three studio residential units with rents affordable to households earning up to 60% of the area median income (AMI). The project will be built to a LEED Silver standard and includes a mid-block walkway that will connect Jefferson Street to a parking area and alleyway located to the west of (behind) the new structure. The RDA has invested \$2.285 million into the project, which includes a write-down of the purchase price for the land and a \$1.9 million loan.

Additional In-Progress Affordable Housing Projects

Richmond Flats • 2960 S. Richmond St. • City-wide Housing
 The Exchange • 340 E. 400 South • City-wide Housing
 Pamela's Place • 525 S. 500 West • City-wide Housing
 Book Cliffs • 1150 S. West Temple • State Street Project Area

Commercial & Mixed-Use Projects

The RDA's first major commercial project was the 1974 creation of American Plaza on Downtown's Block 58. Since then, the RDA has participated in the construction and historic renovation of many more buildings, providing over \$56 million in commercial loans.

But not all commercial projects are the same. Ranging in focus and scale, commercial redevelopment can take many forms, be it the renovation of a historic Downtown building, the construction of a government office building in Central City, the adaptive reuse of an auto garage to house local retail in the Granary District, the construction of a non-profit headquarters in Central Ninth, or the creation of a large-scale destination featuring a mix of uses. There is no shortage of development scenarios when dealing with redevelopment projects. This year, several of the RDA's current commercial and mixed-use projects reached varying milestones.

West End



740 W. 900 South • 9 Line Project Area

In late 2019, the RDA Board of Directors approved a \$3.1 million loan for an adaptive reuse commercial project from

West End, LLC that will include the reuse and renovation of two existing dilapidated warehouse buildings. The rehabilitation of the vacant buildings will provide commercial services that are currently lacking in the neighborhood. The project will prioritize space for locally-owned businesses and will activate a midblock connection in between Genesee Ave and 900 South. It will also support transit alternatives with its inclusion of employee showers, lockers, and bike storage facilities, reserved parking stalls for fuel-efficient, low-emitting vehicles. The 11,000-square-foot project is expected to break ground fall of 2020.

Spy Hop



208 W. 900 South • West Temple Gateway Project Area

Crews broke ground on the non-profit Spy Hop Youth Media Arts Center on August 2, 2019.

The Spy Hop 22,000-square-foot

headquarters will house offices, programming and classroom space, production facilities, and a community event and performance venue. Through the RFP process, the RDA required a community-oriented service use to serve the cultural, educational, entrepreneurial, or healthcare needs of the Central Ninth neighborhood. The Spy Hop Project handily fulfilled this requirement, as students will utilize the space for both in-school and after-school digital media arts education, year-round, 9 a.m. to 8 p.m., Monday through Friday. The third-floor venue and rooftop space will be available to the public and used for film screenings, music performances and student showcase events. In addition, the rooftop space will be used by the community for other public events, including arts and cultural, entrepreneurial, business and government events, which will bring cultural vibrancy and economic development to the neighborhood. The RDA has provided SpyHop with a \$487,000 property write down and \$1 million forgivable loan.

West Quarter



131 S. 300 West • Block 67 North Project Area

The large-scale, mixed-use West Quarter development is planned for parcels within the centrally located Block 67, which

is bounded by 100 South, 200 South, 200 West, and 300 West. The estimated \$550 million, two-phase project will include residential, retail, hotel, and office, as well as a mid-block walkway that will connect 200 South to 300 West. The Project aligns with the Downtown Master Plan through the creation of a sports and entertainment area, providing parking for surrounding uses such as the Vivint Smart Home Arena, Utah Jazz, and Salt Palace, increasing density and housing stock downtown; incorporating midblock connections; featuring sidewalk-facing retail spaces; and providing access to jobs. It also includes considerations for the adjacent Japantown Street (100 South from 200 to 300 West), including connectivity between the development and the Japantown area. The Project's developer, The Ritchie Group, will receive a tax increment reimbursement for up to \$3 million for phase I of the project, with potential to receive up to \$15 million overall. Phase I construction began in early 2020.

Orchid Dynasty



365 W. 900 South • West Temple Gateway Project Area

The fall 2019 completion of the Orchid Dynasty renovation project marked the fourth utilization of the Granary District

Adaptive Reuse Loan Program wherein developers use RDA funds to cover construction costs associated with converting industrial buildings into spaces serving new purposes. In business since 2001, Orchid Dynasty was able to expand into a former warehouse that was large enough to serve as a storefront for retail sales, and a workspace for event staging, and online sales. Previous development projects made possible in-part by the Granary District Reuse Loan Program are now home to local businesses Atmosphere Studios, Fisher Brewing, and T.F. Brewing.

Infinite Scale



156 W. 900 South • West Temple Gateway Project Area

A previously vacant 0.2-acre parcel in the heart of the Central Ninth neighborhood center is now home to a local business. In

the summer of 2017, the RDA put the property up for sale, with the intention of finding a buyer who would build a project that would add to the neighborhood's daytime activity. In October 2018, the buyers (Hat Trick, LLC) broke ground on an 8,200-square-foot building that now serves as the headquarters of local environmental graphics firm Infinite Scale Design Group. Today, with upwards of 30 employees, Infinite Scale is enhancing the neighborhood's vibrancy and supplying Central Ninth businesses with regular patrons.

Additional In-Progress Commercial/Mixed-Use Housing Projects

Union Pacific Hotel • 18 N. Rio Grande Street • Depot District Project Area

Congregation Spirits • 25 N. 900 West • North Temple Project Area

Bicycle Collective (non-profit) • 901 Gale Street • Granary District Project Area

Market-Rate Housing Projects

To support a healthy housing market that offers Salt Lake City residents a mix of options, the RDA not only participates in residential projects that are available to low- and fixed-income residents, but also the development of units that are rented and/or sold at market rates. Since 1969, the RDA has participated in the development of more than 4,000 market-rate housing units throughout the City.

Harvest at Marmalade



550 North 300 West • West Capitol Hill Project Area

The third component of the 4-part Marmalade Block Development, the mixed-use development from ClearWater

Homes, Harvest at Marmalade, is in full swing. Consisting of three mixed-use buildings with 4,400 square feet of ground-floor retail, 252 market-rate rental units, 12 2-bedroom live/work units, and structured parking, the development will activate the block's community-oriented open space and civic center. Construction plans were approved and approved by the Historic Landmark Commission and by an RDA Design

Review Committee. The first two Marmalade Block projects, the Marmalade Branch of the Salt Lake City Public Library, and The Grove at Marmalade owner-occupied townhomes were completed in 2016 and 2018, respectively. Upon Harvest's completion, construction on the fourth and final component of the Marmalade Block Development – a public plaza in the interior of the block – will begin.

The Charli



55 W. 800 South • West Temple Gateway Project Area

The Charli, a multifamily residential project comprised of two components: the adaptive reuse of the former Taffy Town

building; and the new construction of a tower to the south of the existing structure, broke ground in summer of 2019. Utilizing in part a \$2.3-million loan from the RDA, Charli developers CW Urban will construct 90 owner-occupied condominium units and accompanying parking. This expansion of homeownership opportunities in a neighborhood of a high concentration of rental housing, as well as the adaptive reuse of a historic industrial warehouse building support the RDA objectives for the West Temple Gateway Project Area. The project is estimated to be completed in the first half of 2021.

Utah Theater



144 S. South Main Street • Central Business District Project Area

After the RDA acquired the shuttered Utah Theater and its adjoining retail spaces in 2010, work began to identify an end use for the property - one that served a different niche

not already served by existing theater venues. The RDA engaged a variety of potential end users at the local, regional, and national level, including entertainment, theater, media, events, hotel, office, and institutional companies and developers. Other stakeholder groups engaged by the RDA to explore preservation and reuse options include local and regional arts alliances, charitable foundations, academic institutions, historic preservation groups, urban advocates, and City and County entities. Unfortunately, these outreach efforts did not yield an end-user that is willing and able to partner on rehabilitation of the theater, leaving the estimate for public investment substantial.

Looking for feasible redevelopment options, the RDA has been working with property owners to the north and south since 2015: primarily national real estate developer Hines who owns the adjacent historic Kearns Building. A years-long analysis of renovation scenarios was undertaken and it was concluded that redeveloping the site with the rehabilitation and reuse of the theater structure was not financially

viable without monumental public investment to address structural and code compliance deficiencies.

Thus, in December 2019, the RDA Board approved an agreement to sell the property at a \$4 million land discount in exchange for the construction of a \$100 million mixed-use tower project wherein 10% of the apartments will be rented as affordable for residents making roughly 60% to 80% of the City's average income. The project, being led by Hines, will also create a new midblock walkway on Main Street, and feature public open space and art. Main Street will be activated through the incorporation of publicly-accessible open space, pedestrian connections, ground-floor retail, and dining options.

As part of this agreement, the RDA is overseeing the documentation and archiving of the Theater and its decorative elements. Through a Request for Proposals process, the RDA selected local design firm Modern Out West to complete the archival work. Modern Out West will document the building through means of digital and film photography, drone footage, 360 camera scanning, CAD drawings, hand sketches and hand renders by use of watercolor. By intertwining these traditional documentation methods with newer technology, the goal is to communicate the feeling of the Theater to those who weren't able to visit in its heyday. Finalized archives will be submitted to the RDA, Utah State Historic Preservation Office and the Marriott Library where they can be accessed for generations to come.

Paperbox Lofts



340 W. 200 South • Central Business District Project Area

The 1.99-acre site of Downtown's former Utah Paperbox production warehouse is changing. The forthcoming Paperbox Lofts

mixed-use development will feature 156 market-rate residential units, 39 affordable residential units, public open space, and mid-block connections to both 200 South and 300 West. The RDA originally purchased the property as part of a negotiation with the owners of Utah Paperbox to relocate to a larger site within the City's Glendale neighborhood that was being used as a noxious tire-recycling facility. The RDA's selection of Paperbox Lofts co-developers - PEG and ClearWater Homes - gave way to a collaborative design that utilized the parcel's unique location on the interior of the large Downtown block. The RDA provided a \$3.2-million land write-down in exchange for the inclusion of affordable units. This is the first project in Salt Lake City to feature a "carstacker" parking lift system, which will accommodate 108 cars on seven levels. Its expected completion date is estimated as mid-2021.

The Olive



378 W. 300 South • Central Business District Project Area

In September 2019, the RDA Board approved a \$3.3 million loan to CW Urban for The Olive condo project. The Olive will be

a multifamily residential development including 120 condominium units, with a mix of unit sizes to include studio, 1-bedroom, 1-bedroom + den, 2-bedroom, and penthouses. The anticipated sales price for units ranges from \$270,000 to \$570,000. Construction will consist of five stories of wood frame construction over one story of concrete parking. The project's estimated cost is \$32.8 million and it is currently under construction.

Public Improvements & Public Art

Making structural and visual improvements to Salt Lake City has been a large part of the RDA's revitalization efforts since its inception in 1969. Investing in core infrastructure, such as utilities, streets, lighting, and/or curbs/sidewalks in project areas, is a key component of the RDA's redevelopment strategy, as is expanding parking in a community's commercial corridor.

To further invigorate neighborhoods and business districts, the RDA also commonly funds public art, both in public spaces and in redeveloped real estate frontage. Starting with its first public art commission on the American Plaza Project in the early-1970s, the RDA has consistently funded and included public art in its revitalization projects, investing more than \$3.5 million into public art across Salt Lake City.

Pages of Salt



Photo Credit: Ned Kahn.
Artwork: Ned Kahn, Pages of Salt, 2019

170 S. Regent Street • Block 70 Project Area

The City's largest public art piece in its history, "Pages of Salt", was completed and celebrated in October. Selected through a public Call for Artists, artist Ned Kahn created a design to cover

the north wall of the Waker Center's parking garage that faced the newly constructed McCarthy Plaza, a multi-use urban plaza backing the new Eccles Theater and the recently reconstructed Regent Street. Inspired by the connection to the Salt Lake Tribune and Deseret News printing presses that operated for over 80 years on Regent Street, as well as the beauty of Utah's salt flats, the composition suggests a vertical cloud of newspapers swaying in the wind, with each white "page" featuring square cutouts that echo the crystalline structure of salt.

Part of the larger vision for the RDA's Regent Street Reconstruction Project, the inclusion of a public art element on Block 70 was born of the RDA Board's funding the creation of an installation that would add visual interest to McCarthy Plaza, and also serve as an invitation to draw people into the center of Block 70.

“Pages of Salt” is the final piece to the RDA’s efforts to revitalize Regent Street, which notably include:

- Pedestrian-friendly improvements to make the street more walkable, as it’s a natural connector between the Gallivan Center and City Creek Center;
- Festival street amenities that enable it to be closed off and used for open-street events, such as the Arts Council’s annual Busker Fest; and
- The creation of the midblock walkway that opened up sightlines into the center of a formerly dark block.

900 South Streetscape



900 South, from West Temple to 300 West • West Temple Gateway Project Area

Upon direction from the RDA Board to enhance livability in the West Temple Gateway

Project Area, the RDA researched potential public amenities and improvements and conducted a preference survey of local residents and businesses, in which the community identified streetscape

enhancements along 900 South as its preferred amenity. The 900 South Streetscape Project will transform a portion of the 900 South right-of-way to foster redevelopment of the area via creation of the Central Ninth neighborhood center. It will also improve the pedestrian and 9 Line trail environments, eliminate obstructions to development that may prevent maximization of the allowed building height under the FBUN-2 zoning district, and standardize parking within the right-of-way to maximize space and increase available parking for businesses. The RDA Board has appropriated \$7.2MM for the project, which is currently in the design stages and will begin construction in the summer of 2021 as part of a broader City effort to improve the 9 Line corridor.

Additional In-Progress Public Improvement Projects

Station Center Public Improvement • approx. 300 South between 500 and 600 West • Depot District Project Area
 300 W. Street Improvements • 300 West between North Temple to 1000 North • West Capitol Hill Project Area

Studies & Plans

As part of the redevelopment process, the RDA often participates in various types of research to best inform planning efforts for a property or area. These include land use studies, feasibility studies, environmental assessments, site work analyses, architectural fit studies, implementation strategies, and traffic studies. Commonly teaming with other City Departments and Divisions to get those studies completed, the RDA provides a unique development perspective to the research process.

The information garnered from such research is valuable to the RDA's multi-year Project Area Plans and yearly Work Plans. The information is also very much key to shaping many of the City's overarching visionary documents, such as citywide, master, community, neighborhood, transportation, management, and maintenance plans.

Japantown Visioning



100 South, from 200-300 West • Central Business District

In 2018, the RDA completed a facilitation process between representatives of Japantown and area stakeholders to mitigate

the impacts of the West Quarter development proposed for Block 67 and worked with the Japanese American community to produce a list of potential improvements for Japantown. The RDA recommended creating a Japantown Working Group to continue the dialogue, focusing on the potential improvements list and how to implement those improvements for the revitalization of Japantown over time. Additionally, the RDA Board slated funding for a consultant to assist the Japanese American community in transforming the potential improvements list into a Design Strategy for the area.

In late 2019, the RDA issued a request for proposals, established a Selection Advisory Committee, worked with the Japantown Working Group to select GSBS Architects as the consultant, and began the Design Strategy process. GSBS is working with the RDA and Working Group to comprise a Design Strategy based on extensive community engagement efforts and analysis of national cultural district best practices. The Design Strategy will include low to high cost concepts,

schematics, design guidelines and an Improvements Menu that includes the cost of installation and maintenance per potential improvement. The RDA, GSBS, and Working Group have begun work on the Design Strategy process, including initial community visioning to establish a mission and design guideposts, as well as extensive research of best practices and zoning requirements. Upon completion of the Design Strategy, there will be a community unveiling and celebration, and the Working Group will prioritize improvements off the Improvements Menu, and begin seeking funding for those improvements.

Fairpark Public Market Feasibility Study



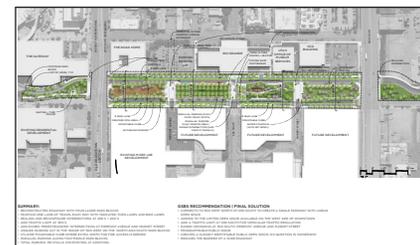
155 N. 1000 West • North Temple Project Area

Early this year, the feasibility study determining the possibility of creating a permanent, year-round public market at the

Utah State Fair Park (the “Fairpark”) in the RDA’s North Temple Project Area, was completed. In addition to working with planning, design, and economic experts to complete a technical analysis, the RDA engaged the community to gauge its interest in visiting and

purchasing goods at a public market were it to be located in the Fairpark. This outreach included an online survey, public open house, and in-person engagement opportunities through community events and public meetings. The results of the study suggest that a public market at the Fairpark is feasible. The recommended, incrementally-developed concept for a Fairpark Public Market would start with a primarily outdoor, once-per-month market with 35 vendors, and develop gradually into a full-time market in and around the Fairpark’s historic barns with over 200 vendors. The Utah State Fair Corporation is working with the Fairpark’s Board of Directors to evaluate opportunities for developing the market and to determine the Fairpark team’s next steps.

500 West Corridor Study



500 West, between 200 and 400 South • Depot District Project Area

The RDA contracted with GSBS Architects to study the 500 West corridor between 200 South and

400 South from land use, open space, and circulation perspectives. The purpose of the study was to identify a plan for the roadway and park blocks that supports the redevelopment plans for the area.

To provide technical support and input for the project, the RDA-consultant team created three working groups – a Steering Committee, a Stakeholder Committee, and a Technical Committee. Together, the three groups established goals and objectives for the project, gathered community-based feedback on redevelopment of the corridor, and provided a platform for city-wide departmental coordination.

The outcome of the project was a set of design concepts for the 500 West corridor that prioritize multimodal access and recognize the importance of public space in creating a usable and inviting area within the city. The preferred option uses one separated lane for vehicular traffic in each direction along 500 West, with on-street bike lanes, on-street parking, and a complete sidewalk. New vehicular connections on 500 West are created at 300 South, Pierpont Avenue, and Market Street, and public space in the center of the street offers play areas, pedestrian connections, and amenities.

Folsom Trail



Approximately 50 South between I-15 and the Jordan River • North Temple + Depot District Project Areas

Running through the RDA's North Temple and Depot District Project

Areas, the Folsom Corridor is a former rail corridor running from 500 West at North Temple to the Jordan River bridge and Fisher Mansion near 200 South. Several City departments and divisions are currently planning for the Corridor's revitalization. The RDA, along with the Transportation, Engineering, Planning, Public Utilities, and Public Lands Divisions are working together on three related efforts:

- Design and construction of a 10-foot-wide paved bike and pedestrian path connecting the Jordan River to Downtown Salt Lake City;
- Evaluation of the feasibility of bringing City Creek to the surface to provide open space and a recreational amenity to the neighborhood; and
- Identification of development projects and strategies that will encourage economic development and contribute to an active, people-focused space.

Design and construction of the Folsom Trail are fully funded through a federal grant for first-mile and last-mile active transportation connections to transit (TIGER), with a City match from the General Fund and Parks Impact Fees. The funding available through the grant and match are enough to construct the 1.0-mile trail with limited landscaping on either side of the trail. This spring, the RDA Board of Directors approved \$350,000 in supplemental funding for lighting, landscaping, and decorative elements that were not included in the trail's base-level design, and a public survey gathered input that will be used to develop the trail's landscape plans. Nearing the end of the planning and design phase, construction is anticipated to begin in late 2020.

Additional In-Progress Planning Project

Salt Lake Central Station Area Plan • Approximately 300 North and 400 South, and 300 West and I-15 • Depot District Project Area

Financial Programs & Tools

The RDA's **Loan Program** assists property owners in the renovation, rehabilitation, and new construction of buildings within project area boundaries by providing critical gap financing for projects that advance project area goals. The RDA works with project developers and lenders to bridge the funding gap between a project's economics and market realities. In support of the organization's mission, the RDA can assume a higher level of risk than traditional lenders to ensure that transformative projects get built.

Focusing on one of the RDA's most industrial project areas, the **Granary District Adaptive Reuse Loan Program** provides forgivable loans to encourage the reuse and revitalization of the Granary District's unique stock of buildings. The loans are intended to ease the sometimes daunting cost of the necessary building code updates local developers face when renovating aging warehouses and distressed industrial buildings. The Program has facilitated a number of transformative development projects that have increased the number

of residents visiting the Granary District, including office and retail space for Atmosphere Studios, Fisher Brewing, T.F. Brewing, and Orchid Dynasty.

Since 2018, as part of a city-wide effort to increase the number of affordable housing units in Salt Lake City, the RDA has released an annual **Affordable Housing Notice of Funding Availability (NOFA)**, which provides low-cost financial assistance to stimulate the construction and preservation of affordable developments anywhere within City boundaries.

The RDA's **Tax Increment Reimbursement Program** helps achieve the RDA's project area goals by offering a tax increment reimbursement to developers for building eligible projects. The RDA will reimburse property owners or developers for construction costs associated with projects in RDA project areas that meet each project area's strategic plan objectives. The amount of the tax increment reimbursement is determined by what the project generates, and the percentage of tax increment split between the RDA and developer.

In addition to offering financial programs, the RDA also utilizes the tool of **property acquisition** to encourage project area development. The RDA often purchases underutilized property to market for strategic redevelopment, particularly to stimulate private investment, improve community conditions, and increase economic development.

Loans Approved

July 2019 - June 2020

Brinshore Development, LLC • 255 S. State Street	\$6.4MM
Brinshore Development, LLC + HAME • SPARK!	\$3.9MM
Central Ninth Development Partners II, LLC • Central Ninth Market Phase II	\$1.9MM
Community Development Corporation of Utah • CDCU Liberty Wells (predevelopment)	\$150,000
Community Development Corporation of Utah • Richmond Flats	\$1.8MM
CW Urban • The Olive	\$3.3MM
Diamond Rail Apartments LLC • Diamond Rail Apartments	\$1MM
Gardner Batt • Central Station Apartments	\$1MM
Hampstead Development Partners • Jackson Apartments	\$1MM
West End, LLC • West End	\$3.1MM

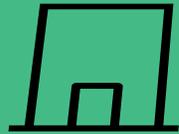
*Includes loans approved through the RDA Loan Program, Affordable Housing NOFA, and Housing Development Trust Fund

50,000 SQ FT. Commercial Space to support neighborhood commercial + business districts

Midblock Walkway + Pedestrian Improvements to increase walkability

7 projects within 1/3 mile of Trax Stop to support smart growth principles

2 Historic Buildings Preserved (Jackson Apartments + Cramer House)



1 COMMERCIAL



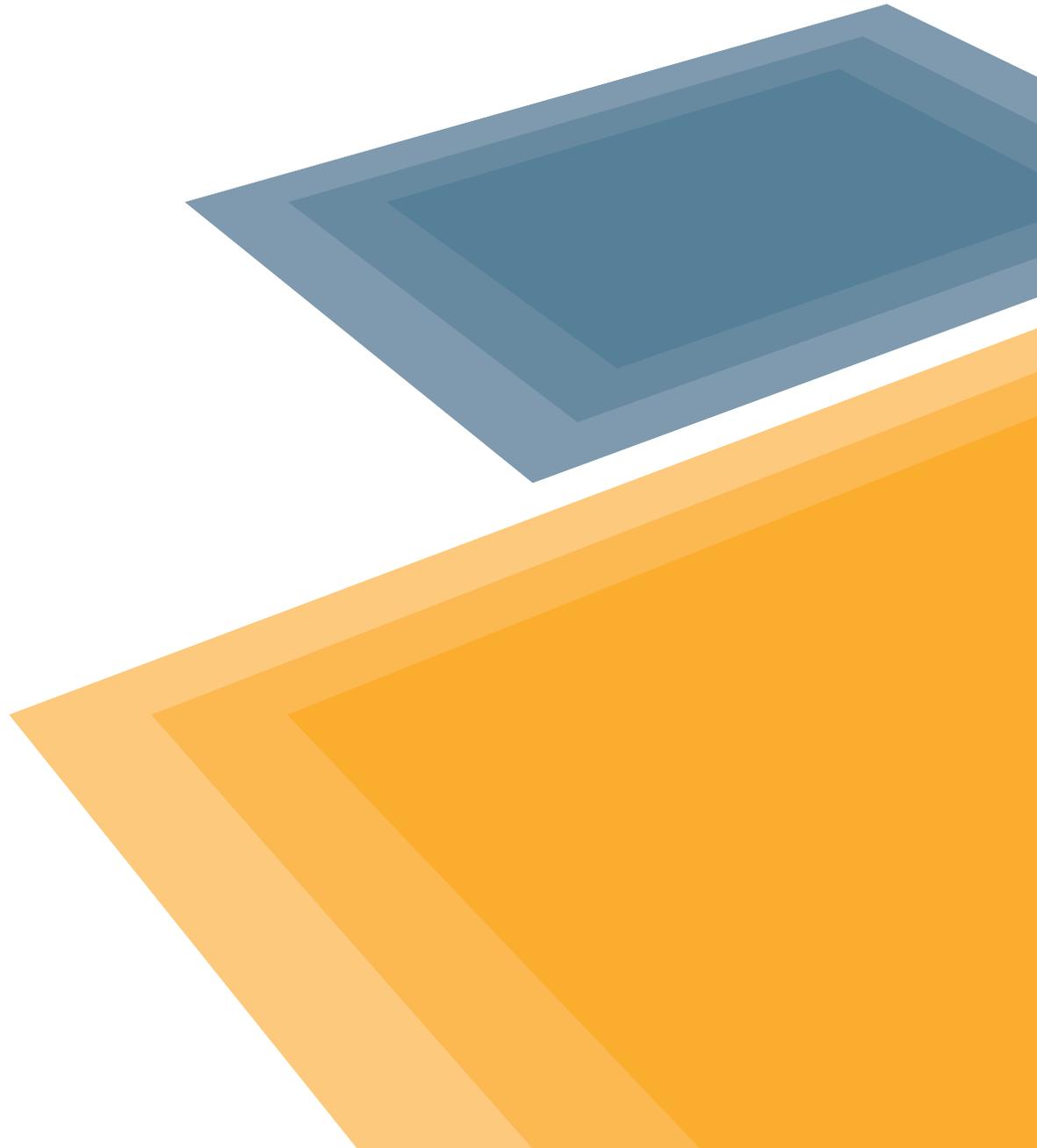
4 HOUSING



5 MIXED USE

\$29,000,000

TOTAL LOANS FY20 • \$236MM LEVERAGED



Salt Lake City Department of Economic Development

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Salt Lake City, UT 84114

www.slcgov.com