

**REDEVELOPMENT AGENCY STAFF MEMO**

**DATE:** September 8, 2015                      **ITEM #:** 8.B.  
**PREPARED BY:** Edward Butterfield & Jill Wilkerson-Smith  
**RE:** Project Area Creation Shortlist Process

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**REQUESTED ACTION:** Pass a motion selecting three potential RDA project areas for further study by RDA staff

**POLICY ITEM:** Project Area Creation Process

**BUDGET IMPACTS:** Future budget impacts for project area creation

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**EXECUTIVE SUMMARY:** Staff is providing information requested by the Board last month to assist in its discussion and selection of three RDA project areas for final consideration. Interim Police Chief Mike Brown will be present to discuss public safety matters. After staff presents this information and the Board deliberates, the Board will select three areas for further consideration and possible adoption.

**ANALYSIS & ISSUES:** Per the Board's direction in July, staff has provided additional information in a matrix format to assist the Board in its project area creation discussion at the September Board meeting. The information requested includes: 1) a set of evaluation criteria rankings; 2) a summary matrix of City Master Plans relevant to each area; and 3) a list of RDA objectives for each area. In addition to the information provided, Interim Police Chief Mike Brown is prepared to discuss public safety issues and provide insight on each of the seven areas proposed. After the Board's discussion is complete, staff will tabulate each Board member's top three potential project areas and proceed with final evaluation.

Next Steps:

Staff will undertake the following next steps in the project area creation process:

*October/ November:*

- Review proposed areas and boundaries with Salt Lake City School District and Salt Lake County
- Conduct community outreach including interviewing the real estate sector and developers
- Continue coordination with City departments and divisions
- Review and refine project area boundaries

*December:*

- Report the Board on recommended project area boundaries and provide input from taxing entities

**PREVIOUS BOARD ACTION:** Below is a timeline of events preceding the August meeting:

- March 2015: The Board approved a list of several areas to be evaluated and adopted evaluation criteria.
- April 2015: The Board shortlisted the potential project areas to six for staff to undertake more in-depth analysis.
- May 2015: Staff provided a recap of previous policy direction on the project area creation process, including clarification of the potential project area boundaries and the short-list evaluation criteria.
- June 2015: Staff provided a written status update on project area creation process.
- August 2015: Staff presented its research on the seven final project areas to the RDA Board. The Board requested staff return with a matrix to assist in an informed discussion and project area selection prioritization in September.

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**ATTACHMENTS:**

1. Project Area Evaluation Criteria Ranking
2. City Master Plan Matrix
3. RDA Objectives

Attachment 1 – Project Area Evaluation Criteria Ranking

# Project Area Evaluation Criteria Ranking

## Crime per Acre (Part 1)

Project Area Candidate	Ranking (1-7)*
500/600 South Corridor	1
900 South/900 West	7
BallPark	6
Central City	4
North Temple Viaduct	5
Rose Park	3
State Street	2

\*1-7 = highest to lowest concentration of crime per acre.

## Affordable Housing

Project Area Candidate	Ranking (1-7)*
500/600 South Corridor	6
900 South/900 West	5
BallPark	4
Central City	3
North Temple Viaduct	1
Rose Park	7
State Street	2

\*1 -7 = greatest to least in place to promote and support affordable housing based on number of existing affordable housing developments, existing acreage of zoning that supports affordable housing, and access to frequent public transit.

Notes:

- (1) Areas received a lower rank (higher number) for larger number of affordable housing developments per acre;
- (2) areas received a lower rank for lower percentage of zoning acres that allow for affordable housing (Multi-family+Downtown+Mixed-Use) per total project area acres;
- (3) areas received a lower rank for fewer transit routes and those less than 15-minute frequency; and
- (4) the three sub-rankings were summed to determine the final housing ranking shown in the table above.

# Project Area Evaluation Criteria Ranking

## Infrastructure

Project Area Candidate	Ranking (1-7)*
500/600 South Corridor	4
900 South/900 West	3
BallPark	1
Central City	7
North Temple Viaduct	5
Rose Park	6
State Street	2

\*1-7 = least to most established utilities and right-of-way infrastructure.

Notes:

Factors considered include:

- (1) Condition of public utilities and ability to support future development.
- (2) Condition of curb, gutter, sidewalk, pavement, and pedestrian safety measure and ability to support future development.

## Public Transit

Project Area Candidate	Ranking (1-7)*
500/600 South Corridor	6
900 South/900 West	5
BallPark	4
Central City	3
North Temple Viaduct	1
Rose Park	7
State Street	2

\*1 -7 = best to worst access to frequent public transit based on total number of transit routes in the area (bus+TRAX) and number of transit routes with 15-minute frequency.

Notes:

- (1) The number of total transit units was recorded for each area;
- (2) number of 15-minute routes (if any) was added to the total number of routes; and
- (3) the new total was then used to determine the final public transit rankings shown in the table above.

# Project Area Evaluation Criteria Ranking

## Tax Increment Generation per Acre

Project Area Candidate	Ranking (1-7)*
500/600 South Corridor	1
900 South/900 West	7
BallPark	5
Central City	2
North Temple Viaduct	4
Rose Park	6
State Street	3

\*1-7 = highest to lowest tax increment dollars per acre based on the estimated tax increment for each area divided by the corresponding total number of acres.

## Economic Development

Project Area Candidate	Ranking (1-7)*
500/600 South Corridor	5
900 South/900 West	3
BallPark	4
Central City	6
North Temple Viaduct	2
Rose Park	7
State Street	1

\*1 -7 = best to worst economic development opportunities based on % commercial/industrial zoning, employment, tax base, and transit access  
Notes:

- (1) Areas received a higher rank (lower number) for the amount of commercial/industrial zoning as a percent of the entire area;
- (2) areas received a higher rank for having a higher number of employees in the area per acre indicating more economic activity;
- (3) areas received a higher rank for a larger base taxable value and a location close to a major transit corridor that supported retail/commercial activity; and
- (4) the four sub-rankings were summed to determine the final economic development ranking shown in the table above.

Attachment 2 – Project Area Creation Plan Matrix and Planning Status Update

## Project Area Creation Plan Matrix and Planning Status Update

Project Area	Applicable Plan and Date Adopted
500 & 600 South	<ul style="list-style-type: none"> <li>• Central Community Master Plan - 2005</li> <li>• Downtown Plan - 1995</li> <li>• Gateway District Land Use &amp; Development Master Plan - 1998</li> <li>• Gateway Specific Plan - 1998</li> <li>• Downtown Rising - 2006</li> </ul>
900 South/900 West	<ul style="list-style-type: none"> <li>• West Side Master Plan - 2014</li> <li>• 9 Line Corridor Master Plan - 2015</li> </ul>
Ball Park Neighborhood	<ul style="list-style-type: none"> <li>• Central Community Master Plan - 2005</li> </ul>
Central City	<ul style="list-style-type: none"> <li>• Central Community Master Plan - 2005</li> <li>• East Downtown Neighborhood Plan - 1990</li> </ul>
North Temple Viaduct	<ul style="list-style-type: none"> <li>• Capitol Hill Master Plan - 1999</li> <li>• North Temple Boulevard Plan - 2010</li> <li>•</li> </ul>
Rose Park Area	<ul style="list-style-type: none"> <li>• Northwest Master Plan - 1992</li> <li>• Rose Park Small Area Plan - 2001</li> </ul>
South State Street	<ul style="list-style-type: none"> <li>• Central Community Master Plan - 2005</li> <li>• Live on State Street Vision (Wasatch Front Regional Council) - 2014</li> </ul>



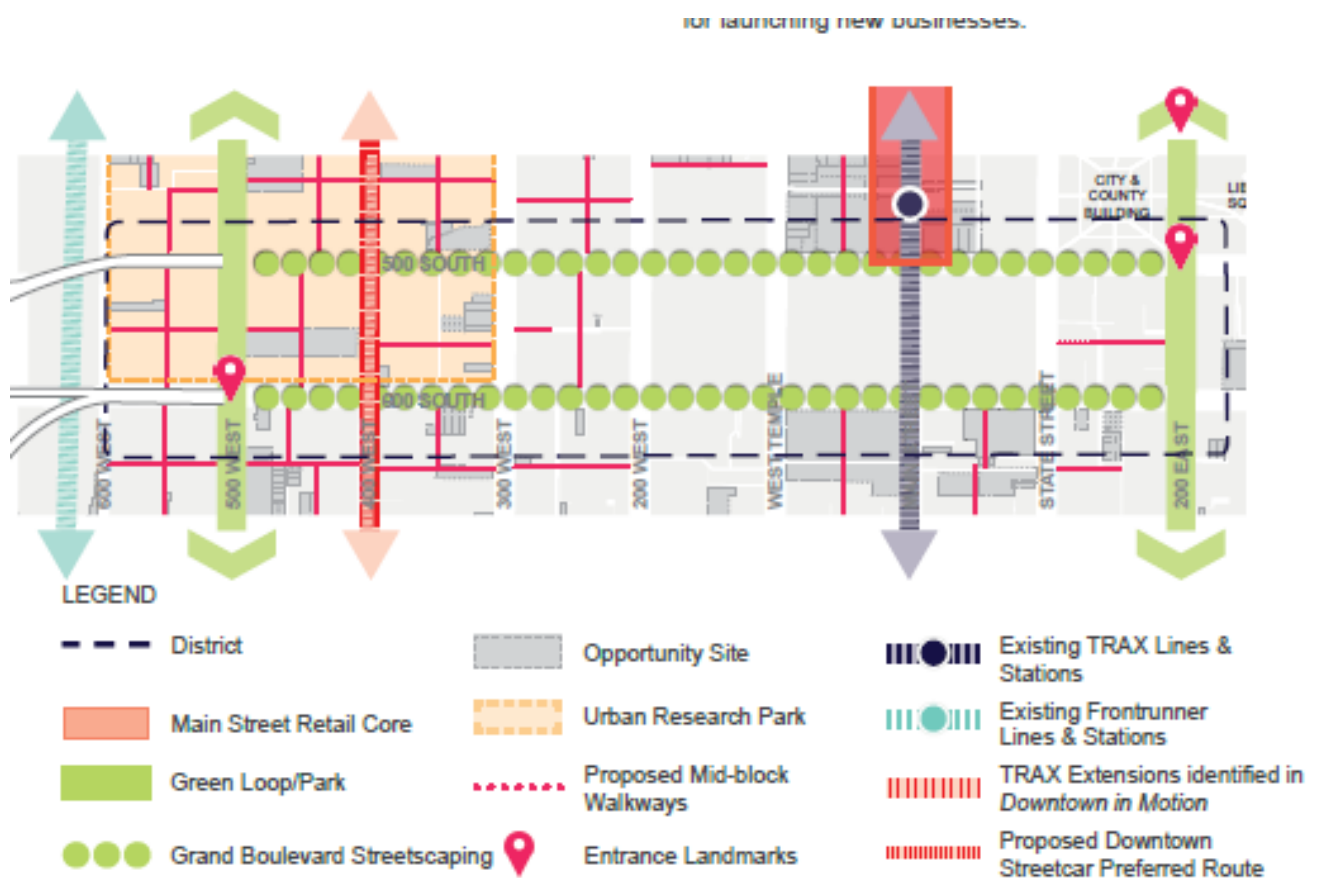
## RDA Project Area Review

### September 2, 2015 Planning Division Cursory Review

#### Area: 500 and 600 South

This proposed project area is located within multiple master plan areas. West of 300 West, the area is covered by the Gateway Master Plan. East of 300 West, it falls within the Downtown Master Plan area. The entire area is located within the Central Community Master Plan. On August 27, 2015 the Planning Commission approved a recommendation for the City Council to adopt a new Downtown Master Plan. The proposed Downtown Master Plan would create a new community master plan for the area and replace the existing Downtown and Gateway Master Plans. This analysis considers the proposed Downtown Master Plan.

2015 Downtown Master Plan



In relation to this proposed project area, the 2015 Downtown Master Plan identifies 500 and 600 South area as the “Grand Boulevards District.” It is the primary entry and exit point between Downtown and

the Interstates. The following are key concepts and projects that would help implement the vision for the proposed Downtown Master Plan:

- Creation of an Urban Research Park on the west end of the area. This could be a number of different things, ranging from an extension of the Research Park at the University of Utah to a tech center.
- Improving the streetscape with landscaping
- Burying power lines
- Addressing the impacts that billboards have on the aesthetics and redevelopment of adjacent parcels.
- Creating a theme monument or landmark within the district.
- Support introducing housing into the area, ranging from larger multi-family buildings on major streets to smaller scale housing on the inner portions of blocks and along small mid block streets.

Each of these items would need some sort of funding source to accomplish. Portions of 500 and 600 South are UDOT controlled streets, so any sort of change would require their approval. This adds another level of coordination that would likely add some time to the process. There are a number of funding sources that could be used for public improvements. Economic development funding sources could also be used to implement this portion of the Downtown Master Plan.

Portions of the corridor were improved during the reconstruction of I-15 in the late 1990's. These improvements included shortening of viaducts, enhanced features on the on and off ramps, and the addition of curb, gutter, park strip and sidewalk west of 300 West. The improvements were made to facilitate redevelopment. However, several factors have discouraged new development, including the presence of billboards and power lines. Having tools in place to offset the cost of addressing billboards and burying power lines would further help redevelopment.

The proposed Downtown Master Plan identifies the area as a “mid-rise corridor” west of 200 West. According to the plan, mid-rise buildings are generally 6-12 stories in height. The current zoning is a mix between D-2 and CG. The two zones are similar, but neither zone is currently producing the type of development that the proposed master plan supports. Some zoning changes would be required and may include modifications to the existing zoning districts or zoning map amendments to a different zone. In terms of land uses, both districts allow a



mix of uses, including multi-family residential, but lower scale housing types, such as townhomes and row-homes are not permitted. Neither zoning district would be ideal for a research or tech park because the types of uses typically found in these types of developments are not allowed in the D-2 zone. The CG zone does allow more uses (such as manufacturing assembly, research labs, etc). Neither zone allows a “research and development facility.” Modifications to the table of permitted and conditional uses will be necessary for the proposed Downtown Master Plan to be successful in this project area.

Recent developments in the area include hotels, strip malls and other general commercial uses, such as self storage. Many of these developments are lower scale in nature, typically with parking between the street and entrance to the building, and buildings are set back further from the street. The older buildings that exist on the streets typically have a more urban orientation, with buildings close to the street, parking areas to the side or rear, and service areas located away from the street. The general approach of the Downtown Master Plan is to implement a more urban development pattern. This would require a change in zoning regulations for this area.

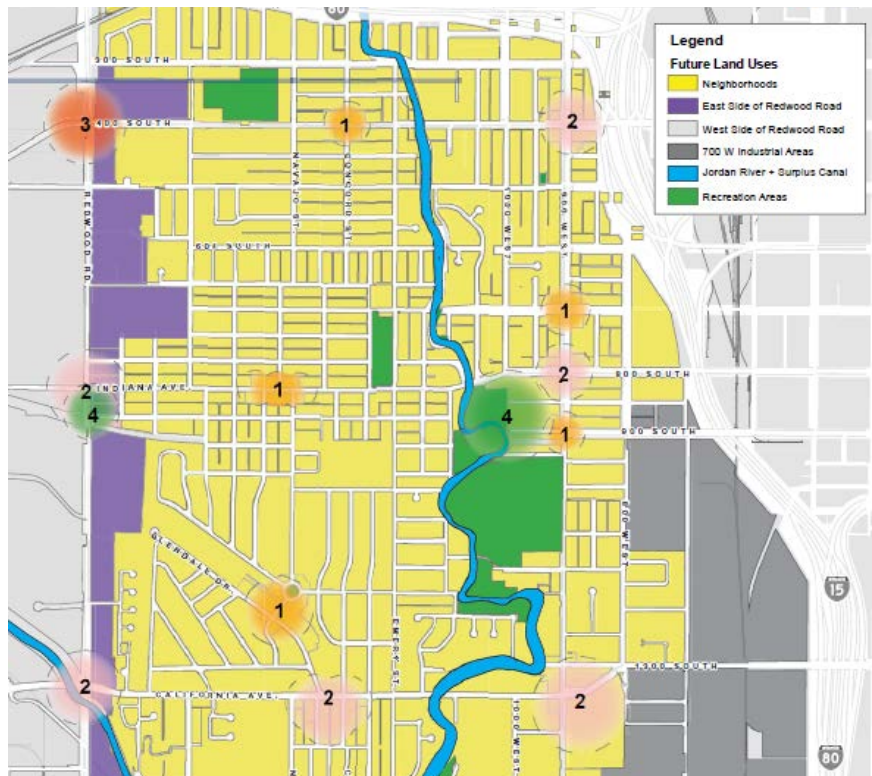
This area is currently undergoing a historic survey to determine if portions of the area are eligible to become a National Historic District. This offers some tax incentives for rehabilitating historic structures but does not trigger any local historic regulation. This could be an additional tool to help incentivize construction.

## 900 South/900 West

This proposed project area falls within the area covered by the Westside Master Plan adopted in 2014 and the 9Line Corridor Master Plan, adopted in 2015. The Westside Master Plan focuses on land uses and the creation of nodes along 900 West and 900 South, and a transformation of Redwood Road at key nodes, including the area around Indiana Avenue.

The 9Line Corridor Master Plan is primarily a trail and open space master plan, with some discussion of land use at key points along the corridor. It focuses more on implementation of nodes and recreation improvements.

The Westside Master Plan identifies multiple types of nodes along 900 West. Within the boundaries of the potential RDA



project area are a number of identified nodes that vary in scale as shown on the map to the right. The numbers (1-4) correspond to the type of node that is envisioned for the area:

1. Neighborhood nodes, generally smaller scale, mixed use nodes. In the possible project area, 700 South/900 West; 900 South/900 West and Indiana/Navajo are Neighborhood Nodes.
2. Community Nodes larger scale buildings, more density, buildings vary in size, but may be up to 4-5 stories in height. Includes 400 South/900 West, 800 South/900 West, California Ave/900 West and Redwood/Indiana.
3. Regional Nodes include large office buildings (but not necessarily tall) grocery stores and other large retailers and large employers. They are usually located along major roads and close to freeway interchanges. The area around 500 South and Redwood is identified as regional node.
4. Recreation Nodes are nodes that attract people for recreation purposes. The area at the Bend in the River and where the 9Line meets Redwood Road are identified as recreation nodes within the proposed project area.

Each of these nodes varies in development potential. The nodes at 700 South/900 West, Navajo/Indiana and 900 South are smaller in nature with limited redevelopment potential. Most of the development potential is found within aging commercial properties and on some residential properties that are zoned for medium density residential but contain single family homes. These areas would benefit from some zoning changes, with zoning changes currently under consideration for 400 South, 700 South, and Navajo. The other areas are in the queue for future zoning changes.

One of the challenges this area faces is connections to other parts of the City because it is surrounded on all sides by state roads and Interstates. 900 South is a logical place for improved connections and is identified in both the Westside Master Plan and the 9Line Plan as a key public improvement area. In addition, it might be one of the few places where a street car line can cross I-15, the freight rail lines and the Frontrunner line. At-grade crossings are likely not going to be permitted, so a street car would likely have to go under or over the other rail lines. It would be a challenging location, but it is likely possible to find a solution that improves the connections for a variety of modes of travel. An RDA project area could be an additional tool that could help finance such an improvement.

All of these areas would benefit from expanded economic development tools, which is identified by the Westside Master Plan. Some of the recent changes to how CIP and CDBG funds are targeted will make more resources available for the area.

The Redwood Road node is a key component of the Westside Master Plan. The Plan calls for a transition of land uses on both sides of Redwood with more mixed use on the east side of Redwood and more commercial uses on the west side. The plan recommends locating nuisance-causing industrial land uses west of I-215. The area is currently a mix of M-1 and CG zoning. Zoning changes would be required to support this change. Redwood Road is a State road and any changes to the right of way would require coordination with UDOT. UDOT has recently made some improvements to the roadway, improving sidewalks, curb and gutter, which means that infrastructure improvements could focus on other utilities and needs.

The City recently allocated a large amount of money to make improvements to the 9Line Corridor and the Transvalley Corridor, which the 9line is part of. Improvements include addressing safety concerns and adding recreation improvements. In the recent past, the City also improved the Bend in the River and storm water inlet at the Jordan River by restoring them to a more natural area and demonstration area. All of the residentially zoned properties within the proposed project area are within ½ mile (10-20 minute walk depending on pace) of a park or open space.

### **Ballpark Neighborhood (I-15 to Main, approx. 1600 South to Fayette)**

The Ballpark neighborhood is located within the Central Community Master Plan. The summary document produced by RDA staff does a good job of summarizing the master plan policies associated with this area. The Future Land Use Map designations for this area include a mix of land uses, ranging from low-density transit oriented development to regional commercial/industrial. Very few zoning changes have occurred in this area since the plan was adopted in 1995. However, a number of new developments have occurred, ranging from big box retailers (Target, Lowes, Wal-Mart) along 300 West to high-density housing east of 300 West and along West Temple. There are a number of aging commercial and industrial buildings that likely have some redevelopment potential. The area east of 300 West between the 900 South off ramp of I-15 and 1300 South is somewhat unique, with a number of older commercial buildings that have an urban orientation with the buildings located close to the sidewalk and small parking lots.

The area has a smaller street and block grid than Downtown Salt Lake and one that is unique for commercial areas of the City. This pattern supports a more pedestrian and bicycle friendly development pattern, but also provides automobiles and service vehicles more route choice options. Over the last 20 years, the City has approved a number of street and alley closures in the area, particularly along the 300 West Corridor. While these closures have resulted in the construction of several big box retailers, it has also reduced the connectivity for all modes of travel throughout the neighborhood. The presence of the Trax line makes connectivity difficult south of 1300 South.

This area is uniquely positioned in the region due to the existing mix of housing options, transportation options, retail opportunities and proximity to Downtown. While few zoning changes have occurred in the area, establishing a regulatory framework, particularly around the Ballpark should be a higher priority for the City. The Planning Commission recently forwarded a positive recommendation for zoning changes to preserve the small-scale residential character of the area south of the baseball stadium. Zoning changes should take into consideration the unique nature of the area, particularly the existing building stock east of 300 West and north of 1300 South.

The Central Community Master Plan contains relevant goals and policies for this area despite the plan being 10 years old. With a supportive regulatory framework that is consistent with the Central Community Master Plan, this area has tremendous potential to fulfill a number of citywide goals, which are outlined in the RDA project area summary document.

## **Central City Activation (200 East to 700 East, 500 South to 800 South)**

The Central City Activation area is located within the Central Community Master Plan area. This area is mostly residential in nature and the major character-defining features of the historic housing stock and Trolley Square. The Central City Historic District is located on the eastern side of the area, running from 500 to 700 East and from 900 South to the northern boundary of the proposed area. The primary goals of the Central Community Master Plan as they relate to this area are to maintain the existing development pattern and land use, and to preserve the historic character of the Central City Historic District. Potential zoning changes are limited to the following:

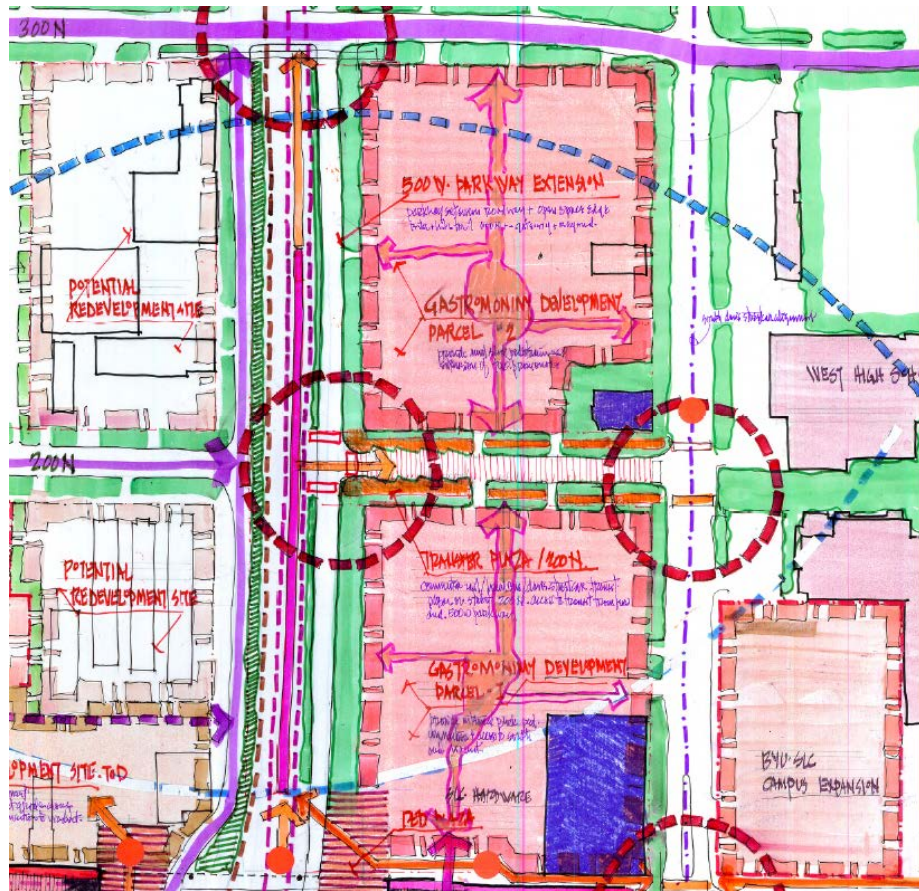
- Trolley Square parking lot on 500 South
- The south side of 500 South is zoned for up to 60 foot tall buildings, which is not consistent with existing master plan policies for the area.
- Small vacant parcels exist on 500 South and 600 East that are zoned CN and RMF-30. The setback requirements, property sizes, density limitations and proximity to a high amount of commercially zoned property make the feasibility of development challenging.

There is likely limited opportunity for redevelopment in the area from a planning perspective. Two large surface parking lots, one just south of Trolley Square and the parking for the State Board of Education building, provide the largest opportunities, but also contain a number of challenges. The Board of Education parking lot is unlikely to be redeveloped as long as the State owns and uses the property. The Trolley Square parking lot presents a list of challenges, primarily focused on the parking being tied to lease agreements with tenants of the shopping complex. While this challenge can be overcome, the historic nature of the site will dictate the scale and character of development, regardless of how the parking lot is zoned. It is also complicated by two private streets that run along the south side of the parking lot. Any new development must comply with the Historic Overlay regulations.

Although the master plan is 10 years old, it is still relevant and, for the most part, the goals for this particular area are being achieved. The current zoning for the area is generally consistent with the master plan.

## North Temple Viaduct (East side of tracks to 400 West, North Temple to 400 North. Includes parcel east of 400 West at North Temple)

The North Temple Viaduct is within both the Capitol Hill and Northwest Planning Communities, but is subject to the policies in the North Temple Boulevard Master Plan, which was adopted in 2012 and takes precedence over the land use policies in both community master plans. This plan is current, up to date, and has guided a number of new developments in close proximity to this proposed area. In addition, the zoning and regulatory framework is in place for the area and no major zoning changes are anticipated in the near future. Some minor tweaks are in the works for the TSA zoning, which applies to all of the property in the proposed area. These tweaks are to correct conflicting language and address improvements to the standards that are based on the administration of the ordinance, as more and more projects are being developed in the zoning district.



The North Temple Boulevard Plan identifies a number of public improvements for this area. These improvements include extending 500 West on the east side of the railroad tracks so it connects under the North Temple viaduct to 300 North. There is not a funding mechanism for this road improvement and it would likely have to be dedicated to the City as part of the redevelopment of the site. Other improvements include an improved public space under the viaduct, improved pedestrian connections to the Frontrunner station between 300 North and the south side of the viaduct and an at-grade pedestrian connection to the frontrunner station on the north side of the viaduct. Other improvements are necessary along 300 North and at the railroad crossing at 300 North and 400 North.

A very large mixed-use project located on the southwest corner of 400 West and 300 North is currently under building permit review. It contains around 500 dwelling units with ground floor residential uses. This is a sign that the area is starting to transition on its own and may not need additional resources.

### Rose Park (600 North to 1200 North, I-15 west to approx. 1000 West)

The Rose Park area is located in the Northwest Community Master Plan. This is one of the oldest master plans in the City. It has been updated several times and the Rose Park Small Area Plan was adopted in 2001. The area considered as a possible RDA project area has not had significant changes to the Master Plan or to the zoning since 1995. Most of the area is zoned residential and only about 7% of the total land area is zoned for commercial or mixed use (CB and CN zoning).

There has been very little redevelopment in the proposed RDA project area since the Rose Park Small Area Plan was adopted. The commercial properties do have some limited development pressure. Most of the commercial properties are zoned CB. The CB zoning district allows relatively small-scale buildings, up to 30 feet in height. Building footprints are permitted by right up to 15,000 square feet in size and



the by right total square footage of any building is 20,000 square feet. Additional building footprint and square footage is allowed if it is approved through the Conditional Building and Site Design Process. Both the standards in the CB district and the Conditional Building and Site Design Review process are currently under review by the Planning Division. The CB zoning district is under temporary regulations that do not permit a building over 20,000 square feet.

One development that has been shown on RDA Building Value/Land Value map as something that is “ripe for redevelopment” is the single story condo housing development. This development provides



low-income housing and is a single story because all of the units are considered accessible units. Looking at this site as something that could be redeveloped may not be in the best interest of the City.

The review of the CB zoning district may result in other changes due to issues and concerns that are identified in the public outreach process. The key issues identified by the Planning Division include:

- Maximum footprint size does not work for larger parcels and the process to exceed it becomes problematic for smaller parcels.
- Lack of standards for buildings over a certain size
- Inadequate buffering requirements
- No ground floor commercial use requirement

The Planning Commission has recently recommended that the City Council modify the off-street parking requirements for the CB zoning district. The proposal is aimed primarily at the parking requirement for residential units in a mixed-use building. The current standard is ½ stall per unit. The proposal is to change it to 1 stall per unit, regardless if it is in a mixed-use district or not.

Pedestrian movement is complicated due to the I-15 on/off ramps. I-15 makes travel to the east difficult for all modes of travel. Improvements could be made for all modes in this area.

### **State Street (Main Street to 200 East; 500 South to 2100 South)**

The potential RDA Project area along the State Street Corridor is located in the Central Community Master Plan Area. The Master Plan identifies the area north of 900 South as “downtown support” and the area south of 900 South as a mix between “medium residential/mixed use” and “Community Commercial”.

The land designated as Community Commercial is currently zoned CC and located within the South State Street Corridor Overlay zoning district. However, none of the land designated “medium residential/mixed use” is zoned in a manner that is consistent with the master plan. The CC zoning designation is generally consistent with the community commercial designation. The plan does not mention residential land uses within this designation, but multi-family residential is permitted in the CC zone. The South State Street Corridor (SSSC) Overlay Zoning District exempts buildings from the required 15-foot front yard setback in the CC zone and establishes a maximum setback. The SSSC also requires parking to be set back farther, applies minimum entrance and glass requirements along street frontages, and limits the height of light poles.



Attachment 3 – RDA Objectives

Project Area Candidate	Potential Redevelopment Agency Objectives
500/600 South Freeway Corridor	<ul style="list-style-type: none"> <li>• Beautify Freeway Corridors as Grand Boulevards into the City</li> <li>• Bury Transmission Lines</li> <li>• Remove/Reduce Billboard Sites</li> <li>• Develop Plan for future Streetcar Crossing</li> <li>• Increase Housing Options and Promote Infill of Vacant/Underutilized Property</li> </ul>
900 South/900 West	<ul style="list-style-type: none"> <li>• Develop New and Strengthen Current Neighborhood Commercial Nodes</li> <li>• Incentivize Mixed-Use and Commercial Development on 900 West, the 9 Line, and Redwood Road</li> <li>• Incentivize Development of a Diverse Mix of Housing Options</li> <li>• Work with Economic Development to Attract Large Employers</li> <li>• Upgrade Infrastructure including Public Transit, Recreational Trails, and Right-of-Way Improvements</li> </ul>
Ballpark Neighborhood	<ul style="list-style-type: none"> <li>• Acquire Property for Strategic Mixed-Use Development on 1300 South</li> <li>• Partner with Salt Lake City to Improve the Pedestrian Streetscape</li> <li>• Upgrade Infrastructure, Especially Utilities to Accommodate Additional Development</li> <li>• Work with Property Owners to Identify Contaminated Property and Assist with Remediation Efforts</li> <li>• Partner With HAND to Buy and Renovate Blighted Homes</li> </ul>
Central City	<ul style="list-style-type: none"> <li>• Acquire Property for Strategic Mixed-Use Development</li> <li>• Partner With HAND to Buy and Renovate Blighted Homes</li> <li>• Fund Street Beautification Elements Including Public Art</li> <li>• Improve and Maintain Interior Residential Courts and Promote Unique Architectural Characteristics of the Area</li> <li>• Assist with the Continued Redevelopment of the Trolley Square Block and Surrounding Property</li> </ul>
North Temple Viaduct	<ul style="list-style-type: none"> <li>• Incentivize Mixed-Use Development</li> <li>• Incentivize Housing Developments that Include Market Rate and Affordable Housing Options</li> <li>• Work with Economic Development to Attract Large Employers</li> <li>• Address Connectivity to Surrounding Neighborhoods</li> <li>• Break up Blocks for Internal Access to Improve Walkability</li> </ul>
Rose Park	<ul style="list-style-type: none"> <li>• Strengthen Commercial Node at 900 West 1000 North</li> <li>• Partner With HAND to Buy and Renovate Blighted Homes</li> <li>• Fund Utility and Pedestrian Infrastructure Improvements</li> <li>• Work with Planning to Implement the Rose Park Small Area Plan</li> <li>• Incentivize Development of a Diverse Mix of Housing Options</li> </ul>
State Street	<ul style="list-style-type: none"> <li>• Highlight State Street as a Major Gateway to Salt Lake City by Beautifying with Public Art, Landscaping, Trees, and Recreation Space</li> <li>• Use traffic calming and other roadway modifications to improve pedestrian movement, experience, and safety</li> <li>• Work with Planning to Ensure Zoning is Current with Master Plan Goals</li> <li>• Incentivize Mixed-Use Development with Emphasis on Local Businesses</li> <li>• Preserve Historic Business Character of State Street by Promoting Infill Development that is Compatible with Historic Structures</li> </ul>