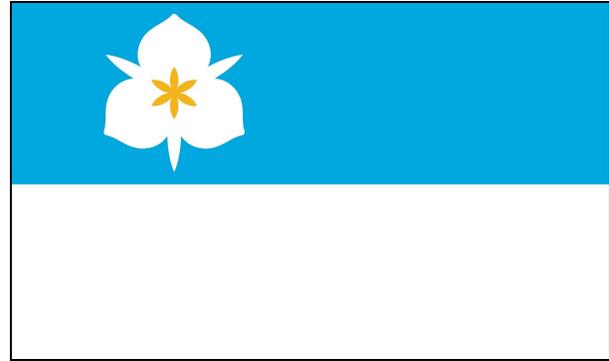


MAYOR ERIN MENDENHALL'S

# SALT LAKE CITY

## 2021 PLAN:

### RECHARGE, RESET, REBOUND



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My fellow residents of Salt Lake City,

2020 was an unexpected year. But, through all of the challenges and trials we faced, Salt Lake City forged ahead.

Through all of it, you have proven that the collective character of our city comprises love, care for our neighbors, incredible resilience in the face of unexpected hardship, and a desire to be a part of making this community stronger and better for generations of Salt Lakers to come.

This last year brought more challenges than perhaps any year in our city's history, but I believe it also created the space for positive, seismic changes for the good of all our people.

Just as we used a plan centered around objectives to guide our work in 2020, we will move forward in 2021 with this new annual plan with four objectives:



**Our Growth:** Harnessing our growth for the good of all residents.



**Our Environment:** Leading the way on resilience and stewardship.



**Our Communities:** Creating inclusive and equitable opportunities for all.



**Our City Family:** Supporting employees' physical, mental, and economic well-being.

Our plan for 2021 is an ambitious one, but it's also one that I believe will help us shape a future for our city that is full of opportunity, equity, and strength. I know it's possible, more than ever, because of what I have seen you, and our team at Salt Lake City, move and achieve over the last year.

We can do this, Together!

Sincerely,  
Erin Mendenhall, Mayor

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# **OUR GROWTH: Harnessing our growth for the good of all residents.**

**Promoting a renaissance of culture and commerce that is obtainable for all.**

<b>Arts and Culture</b>
Drive forward the CIP 1.5% for art ordinance change and the Citywide Public Art Policy.
Coordinate with Visit Salt Lake on opportunities to amplify Salt Lake City's reputation and brand.
Amplify and bolster Salt Lake City's business and cultural districts, and identify funding for neighborhoods to cultivate their sense of place and community pride.
Revitalize efforts to make Library Square a civic and cultural hub by enacting recommendations from the 2018 Utah Land Institute Technical Assistance Panel.
Streamline City art initiatives and improve the structure and funding of the Arts Council.
Explore SLC Airport advertising potential for Tech Lake City, BioHive, city-art assets, and neighborhood nodes.
Plan a path forward to revive the YouthCity Artways program.

<b>Economic Development</b>
Continue support for small businesses struggling with COVID adjustments and recovery.
Update the Department of Economic Development's policy agenda and strategic plan to ensure that initiatives are geographically and socially equitable in perpetuity.
Clarify the purpose of the Economic Development Loan Fund and allocate funds to a Small Business Revolving Loan Fund.
Drive forward Tech Lake City and BioHive initiatives, and pursue additional partnership opportunities to further grow and expand the life sciences industry.
Pursue next steps with Sorenson Impact Center on a social impact bond.

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Work with healthcare innovation companies in SLC to create apprenticeships for our residents.

## Innovation

Launch the Innovation Department to drive projects that make city government more nimble, efficient, and cohesive.

Use projects and initiatives to build new cross-departmental teams, identify hidden human talent, realign resources, and eliminate outdated and ineffective functions.

Improve building permitting processes and accessibility by implementing a single point-of-contact concierge model for developers.

Continue building out digital equity infrastructure and policy, particularly to build on the work the Youth & Family team is doing to support online learning.

Continue the capital asset management work to support projects and goals that require long-term capital investment and best use and leverage funding streams.

## Services and Recreation

Promote a Civic Commons approach to investing in and maintaining our communities by amplifying the arts, culture, and recreation, including exploring a General Obligation bond.

Coordinate with the Salt Lake City Library's master facilities plan to align with City plans and foster the Library's place-and people-based approach to services. Our civic campus should be the heart-center of democracy, information, connection, and access to opportunity.

Drive forward a new permitting platform for special events to make the permitting process easier and more accessible for all to create fun, safe, and successful events.

Enact a new and nationally innovative Street Light Master Plan, which considers adjacent land use, neighborhood character, safety, environment, Dark Skies, and active transportation.

Drive forward implementation of the Foothills Master Plan to provide access to recreational opportunities for all residents and preserve and maintain one of our City's greatest assets.

Expand opportunities for donations, foundations and "Friends Of" groups to support public lands investment and operations & maintenance costs.

Pursue community-led efforts and daylighting potential for City Creek as part of developing the Folsom Trail into a neighborhood recreation facility.



## **OUR ENVIRONMENT: Leading the way on resilience and sustainability**

**Protecting our natural systems while addressing social inequities, advancing development, and addressing climate change.**

### **Full Integration of Sustainability**

Finalize our Comprehensive Sustainability Policy, establishing guidelines for departments on how to weave sustainability into the fabric of all departmental decision-making.

Finalize the updated City Sustainability Plan to track progress on sustainability goals.

Step up training to ensure all departments follow the City's sustainable procurement policies.

Support forward-thinking local, regional, and national policies to move the ball forward on climate mitigation and adaptation policies. Don't accept the view that 'We just can't do it faster.'

Continue efforts, through a community-driven Climate and Equity Plan, to improve community resilience to the climate impacts of weather intensification, flood, drought, and water resources.

### **Infrastructure**

Drive forward the next steps of the cross-departmental Sustainable Infrastructure Steering Committee to propose city code changes to resolve the barriers and capitalize on opportunities for green infrastructure.

Create a Construction Mitigation Fund policy to support businesses adjacent to and impacted by City-led construction.

Develop initial design for a “Green Loop” trail/park system that would encircle downtown. The project would enhance the physical, mental, and social health of urban residents, improve transportation choices for residents and visitors, and spur sustainable growth.

Continue the implementation of a system of complete streets with urban trails and the next generation of protected bike lanes. The goal is to make the City more walkable and make biking a safer, more comfortable activity for people of all ages and abilities.

Support the RDA’s completion and implementation of its sustainability loan interest rate reduction thresholds and criteria.

Continue work with the Utah Inland Port Authority to establish a Memorandum of Understanding to protect our air and water and plan for a municipal facility to service public infrastructure in the area.

Complete the Local Link evaluation of transit options to connect Sugarhouse to Millcreek and possibly Holladay.

Continue work with UTA to evaluate Downtown SLC rail alternatives that include the addition of a light rail alignment through the Granary on 400 West.

Launch alleyway adoption pilot program to increase safety, non-vehicular transportation, and creatively maximize underutilized space.

## Air and Energy

Propose to the City Council an ordinance that requires all new buildings funded by City money to be emission-free by 2023.

Adopt hybrid work-from-home model throughout City departments to reduce emissions and lessen our impact on air quality, as well as increasing employee satisfaction.

Measure the impacts and effectiveness of City Fleet emissions, energy, and efficiency goals and re-tool if needed. Track progress on a re-launched City Sustainability Dashboard.

Explore the feasibility of implementing renewable energy density bonuses, possibly bundled with faster permitting, and consider implementing voluntary stretch codes.

Fund and drive forward a City-focused gas snowblower and yard equipment exchange.

Re-launch Tickets for Transit.

Track air pollution in a more localized way through Smart Cities innovations.

Continue the Mayor's 1,000 Trees initiative and continue efforts to start up the Urban Forestry Community Subcommittees.

## Water

Support implementation of additional water conservation programs and the City's new aggressive conservation goals.

Continue to advocate for strong watershed protections on a local, state, and federal level.

Pursue additional options to fund replacement of aging water infrastructure and water affordability programs.

## Re-use

Take lessons learned from donation successes (13 tons of wood given to artists and community organizations) during the 2020 windstorm to drive forward the wood re-use program.

Explore new urban garden opportunities on underutilized city parcels.

Prioritize use of compost from the City Landfill on City land when compost is needed, and work with other state and local entities to encourage compost use.

Update donation policy to allow more City equipment and supplies to be donated to community-based organizations.

Expand internal City Corporation recycling to include drop-off locations for city employees' personal e-waste and textile recycling service for all City uniforms and branded apparel.

Explore ways to promote voluntary material re-use to assist low-income homeowners with home improvements and lower the cost of home ownership.

Strengthen and enforce our construction waste and multifamily housing and commercial recycling ordinances.

Complete evaluation of Pay as You Throw waste system to track individual waste pickups and charge appropriately.

## Emergency preparedness

Increase community education on how to prevent and/or withstand threats of wildfire, especially focused on communities in the wildland-urban interface areas along SLC's borders.

Evaluate the City's critical infrastructure to plan how to better protect and/or maintain it in the face of large-scale disaster events.

Partner with local (City, County, and/or State) agencies to prepare emergency shelter facilities for activation in the face of large-scale disaster events.



## OUR COMMUNITIES: Creating inclusive, safe, and equitable opportunities for all

**Working intentionally toward safe, affordable, and equitable neighborhoods.**

### Intentional Equity, Every Day

Issue guidance to department leadership requiring intentional consideration of equity when building FY 2021-22 budgets.

Create and adopt financial policies and processes for participatory budgeting through an equity lens for fiscal year 2022-2023 budget.

Review, adopt, and implement recommendations from the Racial Equity in Policing Commission.
Receive and enact recommendations from the Resident Food Equity Advisors Project, which was launched in 2020, to improve citywide food equity.
Launch Equity Ambassador team to implement the Citywide Equity Master Plan and develop the framework for city departments to integrate equity across department policy, programming, staff recruitment and development, and community engagement.
Explore Cultural Concierge program, in which college interns who speak languages other than English can help people navigate city systems and processes.
Reformulate the Mayor’s Community Liaisons to reach beyond community councils to community-based organizations who do not traditionally interact regularly with the City.
Continue to increase our city’s Human Rights Commission Municipal Index Score.
Pursue unified contract for translation and interpretation services and enact a language access policy.
Explore partnerships with surrounding cities and the county to equity and access to opportunity regionally.

Housing
Transmit Affordable Housing Overlay proposal to City Council.
Develop an eviction mitigation policy that supports tenants and landlords.
Ensure City investments in housing and infrastructure are equitable and balance the competing interests of urban revitalization and gentrification.
Enact Renter’s Choice legislation in the City to improve the ability for people of all income types to secure safe, quality housing in Salt Lake City.
Launch a Request for Proposals on a gentrification mitigation study to protect our historic neighborhoods and preserve affordable housing.
Support RDA’s strategic use of financial tools and cooperation with other taxing entities to mitigate the impacts of gentrification in project areas, particularly 9-Line, North Temple, and State Street.

Revise the housing loss mitigation fund ordinance so that it operates as intended to replace affordable housing units that are lost to redevelopment.

Implement and promote the RDA's SLC Housing Development Loan Program, a "one-stop-shop" that will provide a centralized and standardized process for allocating funds for housing development and preservation.

## Homelessness

Transition Community Commitment Program to a permanent, multi-stakeholder approach, connecting people with services and shelter.

Support a rotating winter shelter solution that is supported by the county, the state, and other cities.

Make measurable progress on a tiny home pilot project by facilitating at least six work sessions with community partners and using the findings to chart a path forward to have tiny homes in place by Winter 2021-22.

Work with the Legislature and Governor's Office on implementation of the Gardner Policy Institute's Utah Homeless Services Governance Study and Funding Model.

Strengthen the voices of individuals experiencing homelessness by creating or supporting a representative council of people with lived experience.

Support our City Justice Court's efforts to make court services available in each Homeless Resource Center.

Look for opportunities to utilize RDA and City resources to site and create alternative housing types for people at risk of becoming homeless and people who have traditionally been shelter-resistant, such as tiny home villages and shared housing.

Support SLCFD's Community Health Paramedics partnerships with local agencies to provide for increased continuity of care and more appropriate emergency response for at-risk individuals, identified through frequent use of 911 response.

Catalog all criminal and civil statutes and ordinances that impact homeless individuals and make recommendations as needed for changes.

Explore creating and piloting a short-term life-event loan fund for low-income families to prevent homelessness.

## Community-engaged Development

Better ensure outreach to and feedback from the community on city projects, and attach equity measurables and deliverables.

Continue our commitment to provide robust west/east bus and bike connections to help heal the racial and economic divides in our City that was created by the interstate, railroads, and racist policies of the past, such as redlining.

Begin the process of adopting the Life on State plan and update the zoning along State Street.

Start the process of updating zoning on 300 West, including the Ballpark Area and the 2100 South Trax station.

Update zoning amendment factors so that displacement, sustainability, and equity are specific factors to consider in the decision-making process.

Better engage and empower the City's citizen advisory boards to weigh in on projects and present ideas.

Pursue city ordinance incentivizing a percentage of apprenticeships for city project contract awards.

Launch Granary/Grand Boulevards task force comprising City leadership, other government entities, and private property owners, to make visible progress toward transitioning 500 S and 600 S into the grand thoroughfares befitting the City.

Support the RDA to acquire strategic Westside properties toward implementing the Westside Master Plan and North Temple Boulevard Plan to greatly expand access to opportunities.

Release a Request for Information to engage the community in imagining the possibilities for transitioning the Fleet Block into a community asset with gathering space, green space, and access to opportunity, including living-wage jobs and affordable housing.

Move forward Northpointe Master Plan and continue to prioritize other Westside small area plan updates.

## Youth & Education

Launch apprenticeship program across multiple city departments and divisions to create job opportunities for people who have not been able to access traditional educational paths or career opportunities.

Explore grant funding to expand education support for Graduate Equivalent Degrees.

Undertake the My Brothers Keeper challenge with United Way of Utah, SLCSO, University of Utah Neighborhood Partners and others, to improve opportunities and outcomes for young men of color.

Support the development of a youth basketball and mentorship program in conjunction with community partners.

Support SLCSO's continuation of youth fire camps, expanding opportunities to introduce careers in fire service to diverse communities.

## Rising Crime Rates

Employing 21st Century Policing best practices, drive forward SLCPD's 2021 Crime Reduction Plan to reduce overall crime below the five-year average benchmark and to significantly impact violent and property crime in areas that have seen spiking rates.

Strategically assist in private acquisition or acquire and transition abandoned properties, particularly hotels and motels, into productive community uses.

Launch community pride program to invest in and improve neighborhoods that struggle more with crime and code violations.

Determine and enact additional tools to better deal with nuisance properties and conditions.



**Our City Family: Supporting employees’ physical, mental, and economic well-being.**

**Prioritizing our workforce to recruit and retain the best public servants.**

<b>Health and Safety</b>
Protect the health and safety of our employees every day and ensure that everyone who wants access to the COVID-19 vaccine has it.
Provide training for first responder Peer Support Teams so that they can more effectively serve their colleagues.
Provide a full-time mental health clinician to Police Department employees and ensure that officers have the time and support to utilize services.
Continue and expand the City’s relationship with The Black Clinicians to provide employee support and leadership training in equity and inclusion.
Expand resources available to Fire Department employees to improve injury/illness prevention and protection.

<b>Advocacy and Advancement</b>
Implement Employee Advisory Boards in each department and expect Department administration to achieve greater employee input, un-silo departments, and capitalize on the great minds throughout the SLC Corporation. EAB members from each department will also meet as a citywide group to share ideas and further break down departmental silos.

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Hold regular office hours and town halls for employees with the Mayor and executive team.

Implement the Workforce Evolution Plan to include equitable recruitment and hiring practices and more training opportunities.

### **Recruitment and Retention**

Ensure that our employees are fairly compensated with respect to the market in return for the difficult work they do in our complex capital city.

Implement new programming, in place of Civil Service Commission, to provide for expanded recruitment and promotional options.

Consider market research to examine how operational, field, and trade positions are classified. These critical positions are vital to supporting families in diverse communities and should be appropriately valued among the City workforce.

Create a new Officer Development program in the Police and Fire Departments to better prepare police officers and firefighters for career progression and professional development.

Evaluate and create career ladder programming that will allow all employees (sworn or civilian) to take advantage of opportunities toward overall career advancement and goal-setting.

### **Emergency Preparedness**

Build out emergency preparedness skills for individuals at home and at work to improve the emergency/resiliency mindset and capabilities, so that employees can ensure needs in an emergency are taken care of at home before reporting to work to assist the public.

Increase coordination between SLCFD's Community Risk Reduction (CRR) and other City departments to educate the workforce about what to expect in the event of an emergency and the roles of departments and individuals in emergency situations.