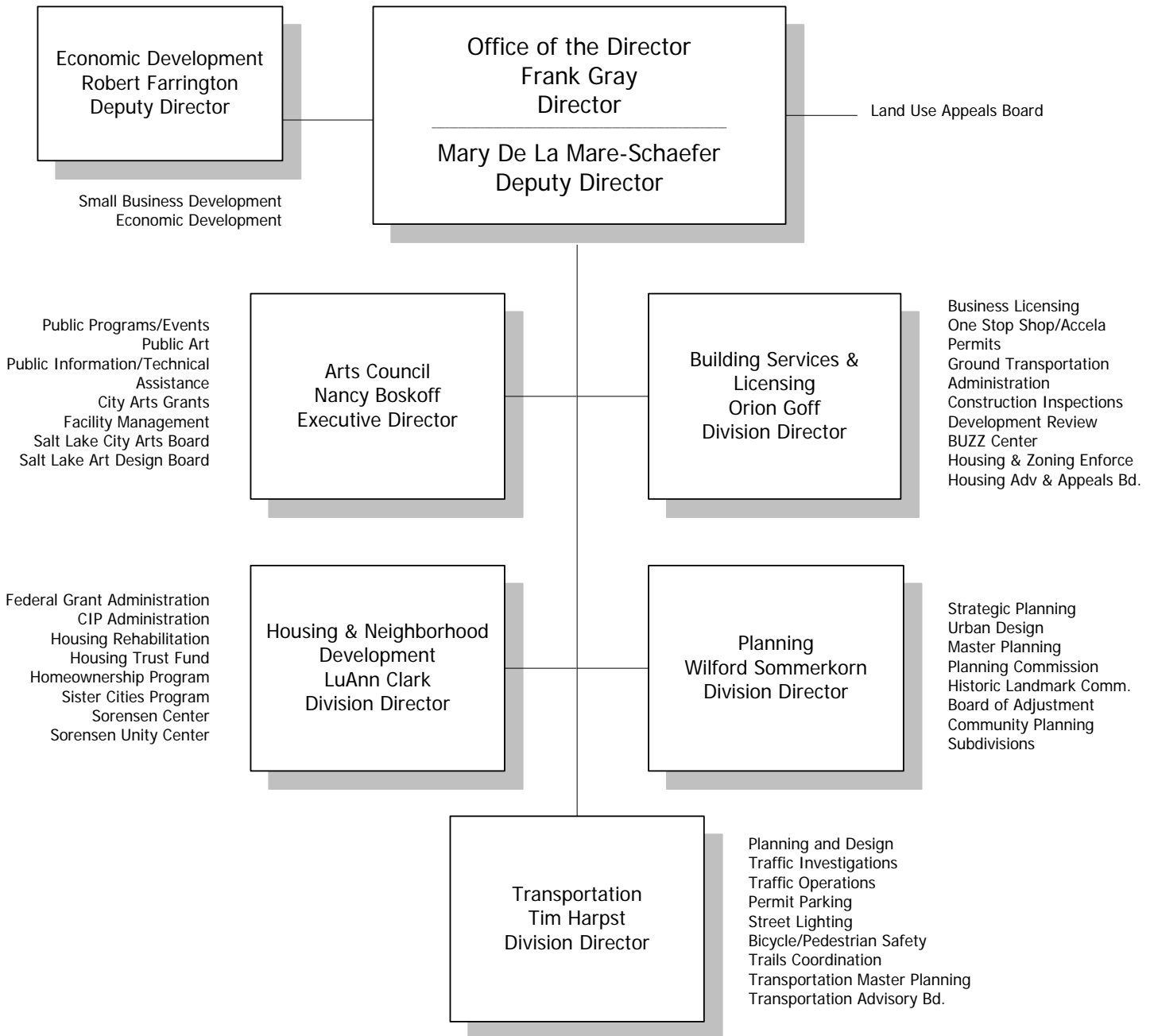


COMMUNITY AND ECONOMIC DEVELOPMENT

Organizational
 Structure
 Fiscal Year 2008-09



Department of Community and Economic Development

- ***Office of the Director***
- ***Building Services and Licensing***
- ***Housing and Neighborhood Development***
- ***Planning and Zoning***
- ***Transportation***

Frank Gray, Director

Mary De La Mare-Schaefer, Deputy Director

Mission Statement

The Department of Community and Economic Development is dedicated to improving the quality of life in our community by delivering cost-effective, highly responsive services with integrity and friendliness.

The following pages include the Department of Community and Economic Development's budget, performance measures, and a discussion of the department's organization and the services they provide. The performance measures and the narrative discussion comprise the department's five year business plan.

Salt Lake City leaders developed goals in four business categories: customer service, financial health, efficiency and effectiveness, and workforce quality. Each department identified objectives and measures to achieve those overall goals, as well as other department specific goals. The measurements listed in the table show the progress made in achieving these objectives in the past two years (results) as well as the targets for the next five years. Following the table of the performance measures is a discussion of the department's organization and responsibilities, the actions they will be taking to achieve their goals, and the resources expected to be needed in the future.

Department of Community and Economic Development

Frank Gray, Director

	FY 2006-07 Actual	FY 2007-08 Adopted Budget	FY 2008-09 Adopted Budget	Explanation of Changes
Full Time Equivalent Positions	128.00	138.00	175.51	
OPERATING BUDGET				
Personal Services	7,597,787	8,969,777	11,999,002	
Operations and Maintenance Supply	174,509	1,609,025	175,693	
Charges for Services	1,299,665	1,613,609	1,699,085	
Capital Outlay	55,654	255,103	110,657	
Transfers Out	26,500	26,500	26,500	
Total Community and Economic Development	9,154,115	12,474,014	14,010,937	
PROGRAM BUDGET				
Office of the Director				
CED Administration	724,559	604,835	735,440	
Total Office of the Director	724,559	604,835	735,440	
Economic Development				
Economic Development	-	-	261,934	Transfer from Mayors Office
Total Economic Development	-	-	261,934	
Arts Council				
Arts Council	307,712	293,102	347,171	
Total Arts Council	307,712	293,102	347,171	
Transportation				Additional FTE added in BA #1, Trailways Coordinator
Transportation Admin	373,239	385,798	402,730	
Traffic Control Center	296,570	315,088	383,788	
Planning and Design	244,930	252,553	452,100	
Traffic Investigation	531,089	548,863	446,897	
Non-Motorized Transportation			199,241	
Street Lighting	225,613	203,247	243,835	
Total Transportation Division	1,671,441	1,705,549	2,128,591	
Building Services and Licensing				
Business Licensing	377,146	411,520	428,167	
Construction Compliance	973,590	1,220,222	1,245,182	
BSL Administration	265,810	484,313	699,650	
Permits and Zoning	1,173,445	1,216,741	1,391,714	
Ground Transportation Administration	9,513	276,300	527,525	
One Stop Shop	374,274	1,772,413		One time funding for Accela
Housing and Zoning			1,551,287	
Weed and Code Enforcement			26,500	
Total Business Services and Licensing Division	3,173,778	5,381,509	5,870,025	
Planning				
Planning Operations	1,280,102	2,015,896	1,861,457	
Planning Administration	562,553	625,977	565,426	
Housing and Zoning	1,171,264	1,348,022		
Weed and Code Enforcement	26,500	26,500		
Total Planning Division	3,040,419	4,016,395	2,426,883	

Department of Community and Economic Development

Frank Gray, Director

	FY 2006-07 Actual	FY 2007-08 Adopted Budget	FY 2008-09 Adopted Budget	Explanation of Changes
Housing and Neighborhood Development				
Capital Planning	29,691	111,899	176,165	
Housing Development	206,515	360,725	358,215	
Sorensen and Unity Centers	-	-	1,706,513	Transfer from Public Services, Full year operations at Unity Center
<i>Total Housing and Neighborhood Development</i>	236,205	472,624	2,240,893	
<i>Total Department of Community Development</i>	9,154,114	12,474,014	14,010,937	
FUND SOURCE				
General Fund	9,154,114	12,474,014	14,010,937	
<i>Total Department of Community Development</i>	9,154,114	12,474,014	14,010,937	

<i>Five Year Business Plan – Department of Community Development</i>							
<i>Customer Perspective</i>							
<i>Objective</i>							
Strengthen Neighborhoods: Improve neighborhoods by managing growth, investing in quality of life initiatives, and celebrating diversity.							
<i>Measures</i>	<i>Annual Results & Targets</i>						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Increase the number of arts and culture programs for the community to 10 programs by FY07-08.	9	TBD	10	10	10	10	10
2. Increase attendance at arts and culture programs by 10% over 5 years.	2%	TBD	2%	2%	2%	2%	2%
3. Create or modify 5 master plans over the next five years.	1	TBD	1	1	1	1	1
<i>Objective</i>							
Increase Perception of Safety: Develop a strong citizen perception of safety in our community.							
<i>Measures</i>	<i>Annual Results & Targets</i>						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Ensure that emergency boarding of abandoned buildings is accomplished within 48 hours of Police request 100% of the time.	100%	TBD	100%	100%	100%	100%	100%
2. Ensure that non-emergency abandoned buildings are boarded within 17 days of initial request 100% of the time.	100%	TBD	100%	100%	100%	100%	100%
<i>Objective</i>							
Provide Safe and Efficient Transportation: Provide for the safe and efficient movement of people and goods.							
<i>Measures</i>	<i>Annual Results & Targets</i>						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Annually update 60 traffic signal timing plans in response to changing traffic demands.	75	TBD	60	60	60	60	60

<i>Objective</i>							
Improve the City's Economic Base: Improve the City's economic base through increased property values.							
<i>Measures</i>	<i>Annual Results & Targets</i>						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Rehabilitate at least 110 housing units annually.	112	TBD	110	110	110	110	110
2. Provide at least 20 homes for First-Time Homebuyers annually.	20	TBD	20	20	20	20	20

<i>Financial Perspective</i>							
<i>Objective</i>							
Budget Responsibly: Expenditure estimates are derived from a zero-based budgeting approach and linked to effective performance goals.							
<i>Measures</i>	<i>Annual Results & Targets</i>						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Division actual expenditures to be equal to or less than expenditure projections.		TBD	≤100%	≤100%	≤100%	≤100%	≤100%
<i>Objective</i>							
Maintain Financial Stability: Ensure each Salt Lake City fund is financially secure.							
<i>Measures</i>	<i>Annual Results & Targets</i>						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Divisions will perform quarterly analysis of its actual-to-budgeted expenditures.	100%	TBD	100%	100%	100%	100%	100%

<i>Efficiency / Effectiveness Perspective</i>							
<i>Objective</i>							
Create High Performance Services: Provide customers with best-in-class services.							
<i>Measures</i>	<i>Annual Results & Targets</i>						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Identity and benchmark significant processes against best-in-class.	18	TBD	7	7	7	7	7
2. Percent of business license inspections conducted within 30 days	65%	TBD	100%	100%	100%	100%	100%
3. Percent of business license documents scanned by FY2007	80%	TBD	N/A	N/A	N/A	N/A	N/A
4. Building inspection carryover rate	5	TBD	0	0	0	0	0

	cases						
5. Number of building inspections conducted per day	13.65	TBD	15	15	15	15	15
6. Percent of all transportation service requests completed within 10 working days	100%	TBD	90%	90%	90%	90%	90%
Objective							
Promote Professional Customer Interactions: Provide city employees with customer service training to raise customer satisfaction level							
Measures		Annual Results & Targets					
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
2. Train all department employees in customer service skills every 3 years, per HR policy.	95.3%	TBD	100%	100%	100%	100%	100%

Workforce Quality Perspective							
Objective							
Attract and Retain Qualified Employees: Attract and retain qualified employees to ensure effective delivery of municipal services in a cost-effective manner.							
Measures		Annual Results & Targets					
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Ensure that the ratio of applicants (25/1, or 25 applicants for each job) remains higher than ICMA's benchmark per year.	16/1	TBD	≥ 25/1	≥ 25/1	≥ 25/1	≥ 25/1	≥ 25/1
2. Maintain voluntary turnover rate below 10% per year.	9.3%	TBD	≤10%	≤10%	≤10%	≤10%	≤10%
Objective							
Improve Employee Job Skills and Knowledge: Identify organizational-wide training priorities for the next two years to sharply focus training resources on skills and competencies required to excel at providing municipal services.							
Measures		Annual Results & Targets					
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Develop a strategic training plan by June 2006. Revise every two years.	NA	TBD	NA	100%	100%	100%	100%

Objective							
Increase Diversity: Increase diversity of the City's workforce to match or exceed the labor force of the Wasatch Front.							
Measures		Annual Results & Targets					
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Increase percentage of department's minority workforce. (Note: 10-year average is 12%; FY 01 is 16.7%).	8.5%	TBD	13%	14%	14%	14%	14%
2. Increase percentage of department's female workforce. (Note: 10-year average is 32%; FY01 was 32.9%).	31%	TBD	36%	37%	37%	37%	37%
Objective							
Educate Employees Regarding Diversity: Provide training for all managers, supervisors, and employees regarding the value of a diverse workforce.							
Measures		Annual Results & Targets					
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Train all department employees in diversity every 3 years, per HR policy.	95.3%	TBD	100%	100%	100%	100%	100%
Objective							
Involve Employees in Performance Planning & Goal Setting: Involve employees in performance planning and goal setting to establish clear job related expectations, link employee's goals to corporate goals, and improve communication.							
Measures		Annual Results & Targets					
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Complete Employee Performance Plans for new employees annually and update existing employee plans annually.	79%	TBD	100%	100%	100%	100%	100%
Objective							
Measure and Evaluate Employees' Performance: Conduct semi-annual performance evaluations.							
Measures		Annual Results & Targets					
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Evaluate employees semi-annually.	62.8%	TBD	100%	100%	100%	100%	100%

<i>Objective</i>							
Provide Tools and Technology: Provide technology enhanced services to the Citizens and the City staff.							
<i>Measures</i>	<i>Annual Results & Targets</i>						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Add new services provided through the Internet.	6	TBD	1	1	1	1	1

Narrative

The Community Development Department contains seven distinct divisions that collectively guide and promote the physical and economic development of Salt Lake City: Economic Development, Building Services & Licensing, Planning, Transportation, Housing and Neighborhood Development, the Arts Council, and the Sorensen/Unity Centers. The Department provides the following services to the public and development community:

- Economic Development
- Long-Range and Current City Planning Services
- Housing & Zoning Enforcement
- Building Plan Reviews & Permits
- Building Inspections
- Business Licensing
- Ground Transportation Services
- Housing Development & Rehabilitation
- Capital Improvement Program Administration
- Grants Management
- Transportation Planning and Design
- Traffic Engineering
- Traffic Signal Timing
- Street Lighting
- Residential Permit Parking
- Pedestrian and Bicycle Safety/Projects
- Arts and Cultural Programs and Services
- Sorensen & Unity Centers
- Support to the following City boards and commissions: Planning Commission; Historic Landmark Commission; Board of Adjustment; Land Use Appeals Board; Transportation Advisory Board; Housing Trust Fund Advisory Board; Community Development Advisory Committee; Housing Advisory & Appeals Board; Capital Improvement Program Board; Salt Lake City Arts Council; Salt Lake Art Design Board; Board of Building Appeals.

Office of the Director

The Community Development Director's Office oversees and coordinates the efforts of the Department's seven divisions. This office contains the Community Development Administration staff.

Community Development Administration

The CED Administration section provides oversight, management, and support for the Department's seven divisions. Management support includes coordinating policy discussions with the Mayor and City Council; establishing and implementing Department goals; preparing, managing, and overseeing the Department's budget; coordinating and facilitating programs, projects, and initiatives which require interdepartmental cooperation; interfacing with the community and outside organizations on Department matters; reviewing requests for offsets and appeals regarding the City's impact fees; and staffing the Land Use Appeals Board.

Economic Development

Salt Lake City Corporation's Economic Development Division is both catalyst and coordinator for programs and services to sustain, grow and promote Salt Lake City's economy. The Economic Development Division works with a variety of departments and officials within the City, and fosters partnerships and resources external to the City to achieve its goals. The overall mission for the Salt Lake City Economic Development division is "to create a great city that is prosperous, well-planned, educated, sustainable, and successful for Salt Lake City residents, businesses and visitors.

The Economic Development Division will is charges with identifying forces that shape our growth and development, articulate Salt Lake City economic development goals, and develop specific strategies, programs and tools to achieve those goals.

The general purposes of the Economic Development Division are:

- Advances City-wide commercial, retail, manufacturing and industrial recruitment and retention with an emphasis on a diversified and stable City tax base.
- Prepares, guides and executes the Salt Lake City Economic Development Strategy
- Promotes business development and initiatives in neighborhood business districts
- Serves as a catalyst for major economic development projects and initiatives throughout the City
- Encourages and coordinates development strategies and programs in downtown Salt Lake City
- Develops small business initiative and strategies to strengthen local and small businesses
- Promotes available services, incentives, funding sources, and community business resources.
- Provides business advocacy between city departments and the business community to improve communication and provide essential business services.
- Conducts research and analysis of business and economic trends in the City

Salt Lake City Economic Development Goals

The goals for Economic Development in Salt Lake City as identified in the current strategic plan are the following:

- Improve the overall economic health of Salt Lake City
- Encourage a strong regional economy
- Add high quality and well paying jobs
- Support and nurture local businesses
- Encourage innovation and entrepreneurship
- Grow the creative economy
- Create a lively and vibrant downtown
- Encourage quality neighborhood business districts
- Utilize community partnerships
- Develop new revenue sources to support city services
- Keep the cost of doing business competitive

Salt Lake City Economic Drivers

The Economic Development Division has identified several business or industry clusters that have the greatest impacts on our current economic infrastructure and development and require special emphasis and consideration to serve as the engines of our economy. The most recent analysis has identified the following clusters to focus on: medical and regional healthcare; research and life sciences; distribution and industrial development; hospitality and visitor industry; professional services; technology, creative economy; financial services; government functions; Salt Lake Airport and the University of Utah.

Targeted Projects

Each year the Division identifies certain projects to target and focus on because of their importance to the City and their economic development impacts on the region. Those projects have currently been identified as developing a new downtown performance theater and cultural arts district, initiation of a new Foreign Trade Zone, planning for development associated with potential new streetcar lines, a convention hotel, downtown public market, recruitment of new energy and environmental product companies, development adjacent to the Intermodal Hub, improved airport access and service, regional and national headquarters, technology incubator, neighborhood business district development, and small business initiatives.

Economic Development Programs

The Economic Development Division will focus on the following programs to meet our mission including business loans and other non financial assistance, construction mitigation assistance, communicating and informing the public about business programs and policies, marketing and promotion, and research and information. In addition our objectives include:

- 1) Develop strategies and programs for **retention and expansion** of existing Salt Lake City businesses.
- 2) **Recruit** new businesses to Salt Lake City to increase the number of quality growth jobs and add to the City's tax base. Businesses will be recruited based on targeted industries, geographic locations, and sustainable companies whose business policies promote city policies.
- 3) **Facilitate** City assistance in licensing, permitting process and small business resources.
- 4) **Promote** the strengths, diversity and uniqueness of the Salt Lake business community.

Planning Division

The Planning Division provides the following services:

- Developing general plans for the City and facilitating planning processes that reflect "best professional practices" to guide the development, redevelopment, maintenance, and preservation of the built and urban environment

- Providing staff support to the Planning Commission, Board of Adjustment, and the Historic Landmarks Commission
- Processing applications for zoning amendments, conditional uses, special exceptions, subdivisions, variances, and historic preservation activities
- Developing and maintaining a land use database for Salt Lake City
- Coordinating land use and transportation issues within the City organization as well as with other agencies and jurisdictions throughout the Wasatch Front to assure compatible land use and transportation patterns within Salt Lake City and the greater metropolitan region

The Division is organized into two primary sections, Planning Administration and Planning Operations, with the Planning Administration section overseeing and managing the entire division. The Division also provides technical and planning support to Building Services and Licensing and Transportation Division staff, and other City agencies involved in development review matters, as well as the development community and the general public.

Planning Division Administration

The Planning Division Administration Section provides leadership, management, and support to the Division as it plans for sustainable development and implements community goals for the built and natural environments by utilizing best professional practices, and promoting creativity and responsiveness under a guiding principle of community participation in problem solving. This section includes the Planning Director, the Assistant Planning Director, and the Division's clerical staff.

The Director and Assistant Planning Director ensure that Commissions, Boards, the Mayor's, and City Council's deadlines are met and that petitions are processed in a timely manner. They also prioritize assignments for the planners and ensure that best practices are implemented in their work.

The Planning Administration Section is also responsible for ensuring that all Division records, including all files from the boards and commissions are stored in a manner consistent with State requirements and readily accessible for efficient use in current cases. The number of records being generated by the Division has increased beyond the City's physical storage capacity, and the need exists for such storage to be digital in addition to hard copy or to store some of these records in another location. The Division is working to implement our portion of the City's Accela Program, a program that provides a new records management system with a physical and technological capacity to address the long term storage needs of the Division. The Accela system will also increase the effectiveness of planners as they access development and parcel information.

Over the past three years, ongoing revisions to the City's zoning ordinance have increased the complexity of processing projects and petitions and responding to development inquiries. As a result of these increases in workload volume and complexity, fewer resources have been dedicated to long-range planning, a priority of City leaders. Also, with a renewed emphasis in historic preservation, the Division needs additional resources to meet this need.

The Division intends to structure its staff in a manner that will provide the flexibility to better respond to changing priorities and demands, as well as to address peaks in workload demand. The Planning Division Administration is implementing a re-organization of the Division, creating teams of planners associated with geographic areas of the City. Each of the teams will focus on current and long-range planning relating to the assigned geographic areas they serve. In addition, a Special Projects team has

been formed to focus on priority projects, not associated with one of the specific geographic areas, as well as developing regulations to address progressive planning initiatives and increase processing efficiency. The management team will focus on working with the Boards and Commissions as well as improve planning functions. The intent is to better assess the staffing needs of the Division to ensure that desired planning service levels are being provided to applicants, citizens, and policy makers.

To better respond to the current workload demand, the City Council allocated funding to implement the Buzz Center which provides staffing for initial inquiries by the public as well as provides an organized intake system of applications. The City Council also authorized the upgrade of the Administrative Planner position to an Assistant Director.

Planning Operations

The Planning Operations section of the Division includes the Deputy Planning Director, Planning Program Supervisors, the professional planners, and a GIS specialist. This section is responsible for the management and services relating to the daily operations of conducting professional planning services on all planning applications for the Division. This section performs processing, management and oversight for all administrative approvals and Board of Adjustment, Historic Landmark Commission, and Planning Commission reviews and reports (including those projects that are transmitted outside the department for Mayor or City Council approval).

This Section administers the following City Ordinances and all land use master plans, small area plans, and various city-wide plans including the Open Space Plan and Major Street Plan:

- Subdivision Ordinance-Title 20 SLC Code
- Zoning Ordinance- Title 21A, SLC Code, Primarily Zoning Amendments and Conditional Use approvals
- Site Development Ordinance Title 18.25, SLC Code

Long-Range Planning

The Long-range planning services the Division provides have two major planning focuses:

- Master Plan and Small Area Plan Development
- Progressive Planning Studies and Regulations

Long-range planning includes the development of community and small area master plans and developing regulations and ordinances to ensure the implementation of City policies relating to the preservation of sustainable and quality communities and neighborhoods.

The Division strives to develop and maintain neighborhoods that are vibrant, pleasant, safe, and attractive to all citizens and family types.

The public is becoming more educated in planning issues and more interested in improving the quality of the neighborhoods in which they live. Meanwhile, the need for higher density and mixed-use developments has increased. This has resulted in an increasing demand for new plans, regulations,

policies and ordinances that preserve valued neighborhood characteristics and minimize negative impacts on existing residential development. Projects to address these issues include:

- Development of regulations to address sustainability issues.
- Adoption of specific planning documents to guide future neighborhood development and public investment.
- Development of small area master plans and the creation or modification to at least one master plan per year.
- Timely implementation of master plan policies.
- Continued participation in decisions relating to transit and other multi-modal circulation methods especially in relationship to land use policies.
- Refinement of ordinances to improve efficiency and effectiveness of planning efforts.

The overriding goal is to accommodate future development while preserving and enhancing existing patterns. Long-term goals of having mixed-use, pedestrian-friendly and sustainable development in the City will be achieved through the new regulations and ordinances.

Community members, policy makers, and elected officials are expected to continue to request that planning staff analyze an increasing number of planning issues and develop new ordinances to address specific issues.

As the population's desire for increased participation in the planning process and interest in design issues increase, the need for staff to be educated in specific design principles and to be able to visually demonstrate planning policies will be required. Additional resources will be needed to educate staff regarding technological advances in computer graphics and programs to convey these principles to the public. The Division intends to facilitate ongoing training in these graphic programs, ensuring that each applicable staff member receives training no less than every two years.

As the population of Salt Lake City becomes more diverse, staff will be required to increase and enhance efforts to improve broad participation and encourage involvement by disenfranchised groups. At a minimum, the Division will need to respond to this need by increasing its outreach efforts.

Demand for long-range planning services comes primarily from within the City government. The desire by citizens and the decision makers for long range planning efforts continues to rise as citizen interest in planning increases and policy makers interest on sustainable development continues. The reorganization of the Planning Division into teams which focus on both long range and current planning projects in specific geographic areas is intended to help focus more efforts on long-range planning needs

Current Planning

Current Planning includes implementing the City's zoning regulations by providing accurate information to the general public and the employees of the City in a professional and efficient manner.

The Planning Operations Section receives proposed new development projects from the development community, coordinates inter-departmental reviews, prepares reports to the Board of Adjustment,

Historic Landmark Commission, and Planning Commission, and conducts administrative approval hearings.

As part of the administration of the City's zoning ordinance, the services provided include interpretation of ordinances, zoning confirmation and administrative review, preparation of confirmation letters for lenders, analysis, and confirmation of ordinance and/or policy intent. In addition, this Section is responsible for the ongoing update of the zoning ordinance to further eliminate the need for interpretation.

This section is also responsible for promoting historic preservation of the City's historic neighborhoods and structures, implementing the City's historic preservation policies, providing staff assistance to community groups, managing special projects, processing petitions relating to various development projects, participating in interdivisional and interagency relationships, and developing ordinances to ensure the implementation of City policies relating to the preservation and design of quality communities and neighborhoods.

Related duties include:

- Administering the existing Historic Preservation Overlay District ordinance
- Surveying and designating additional local and National Register historic districts
- Developing new preservation policies
- Analyzing ordinances for limited design review
- Analyzing new regulations to facilitate compatible development
- Coordinating and processing controversial special projects
- Processing alley vacations and Street Closures
- All aspects of subdivision and land division
- Processing requests for wireless telecommunications facilities
- Conditional use and planned development approvals
- Requests for Declaration of Surplus Property
- Honorary Street Name Changes
- Changes to the Text or Map of the City's Zoning Ordinance.
- Compatible Infill projects
- Conditional Building & Site Design Review

Expectations of the public for quality growth and for regulations which insure the preservation of neighborhood characteristics and historic structures will ultimately require additional staff. Under current methods, the only way to ensure that neighborhood characteristics are preserved is to implement design review and additional local historic districts.

The demand for current planning services from the Planning Operations Section is anticipated to increase significantly over the next several years. General development demand has been strong and diversified for the last ten years. This coupled with an increase in scrutiny by citizens over these projects requires much more staff time devoted to each project.

In an effort to address the high demand for current planning services in an efficient manner, the Division has implemented administrative approvals, including administrative public hearings, to the extent allowed by law in order to decrease the processing time for various types of projects. In 2006, the Planning Division was able to complete 76% of the privately generated current planning projects through an administrative process. These were either approved administratively (mainly for minor

historic preservation or Route and Uncontested Zoning Administration projects), or through an administrative hearing process (mainly for subdivision and conditional use projects.)

However, due to the increased number of projects (an increase of 39% between 2002 and 2006) the number of new regulations and complexity of those regulations along with the amount of citizen interest in planning projects, the Planning and Zoning Enforcement Division cannot meet the level of service expected with the current number of professional staff. The City Council allocated funding for two new professional planners to help with the Planning Operation services, including the Buzz Center. The Planning Division will focus on ways to increase efficiency by making various changes to the zoning ordinance to increase efficiency and clarification as well as streamline processes.

Building Services and Licensing Division

The Building Services and Licensing Division provides the following services:

- Business license issuance
- Business license enforcement
- Statistical data
- Applications online
- Construction inspections
- Enforcement of construction code
- Building code compliance
- Site development code compliance
- Zoning code compliance
- Administering the Zoning and Subdivision ordinances
- Providing staff support Housing Advisory and Appeals Board,
- Housing and Zoning Enforcement (HAZE)

Business Licensing

The Business Licensing Section supports a safe and livable community through the issuance and renewal of all business licenses, and the inspection of all businesses for compliance with applicable license and building code requirements.

Business License Enforcement addresses issues such as illegal businesses and non-payment of renewal fees. In addition, they check for businesses failing to accurately report the number of employees, equipment, and devices at the business.

Business license activity is anticipated to increase slightly from current levels of 14,500 business license renewals and 2,450 new businesses licensed annually. Business license enforcement activity will likely increase over the next year as indicated due to increased activity in the number of permits issued for commercial construction in FY 07-08. Historically, when commercial construction activity escalates new businesses licensed commensurately increases. This trend is expected for at least the next several years.

The Business Licensing Office has been working with the State of Utah and other local jurisdictions on its One-Stop Business Registration. Improved customer service will be achieved when the program implements its online business license application and renewal program. The Business Licensing Office continues to refine online processes to incorporate the implementation of electronic signature technology, electronic checks, etc. By implementing electronic signature technology, it will no longer be necessary for the business license applicant to come to the Business Licensing Office for all applications in person.

With the addition of in-vehicle wireless computers, building inspectors are able to approve their portion of licenses while in the field and will be able to access business license data to determine the status of businesses. This has increased responsiveness to enforcement cases.

The Business License Section continues to work to complete the Division's initiative to scan all business license documents. This initiative will allow staff to more easily access business license data, as records will no longer be stored offsite. Approximately 80% of all business license documents have been scanned to date. However, budget reductions in Fiscal Year 2005 resulted in the elimination of staffing to scan these documents. The Division continues its efforts to realize this initiative despite these budgetary constraints.

Construction Compliance

The Construction Compliance Section regulates and controls the construction, quality of materials, uses, occupancy, and location of all buildings and structures in order to safeguard public health, safety, property, and welfare.

The Construction Compliance Section is responsible to provide effective and efficient operation of the following services to its public:

- Pre-construction consultations with architects, engineers, designers, property managers, developers, and property owners.
- Inspection of new construction, renovations, and remodeling projects for compliance with international building, mechanical, and plumbing codes, national electrical code, and NFPA fire suppression and alarm codes.
- Reviews for compliance to applicable codes special inspection and test reports provided by a third-party inspection agency.
- Testing of building emergency/life safety systems before approving project for certificate of occupancy.

Currently, 90% of all inspections are completed the day after request, with the remaining 10% not being completed until the third day after the request. This inspection carryover rate is due to the difficulty of handling the number of inspection request during peak demand. This is most problematic when inspectors are on vacation, sick, or in training.

The Division has been working to reduce the inspection carryover rate without increasing the number of inspections conducted per day per inspector. The inspection carryover rate at the end of Fiscal Year 2007 was approximately 10-20 inspections per week; we attempt to keep this number low during peak demand using housing enforcement officers to make inspections. Without this assistance from the

housing inspectors, the Construction Compliance Section would average well over the recommended limit of the Insurance Service Office—an agency that provides information to the insurance industry to use for establishing property insurance rates—and cause inspections to be ‘rolled over’ to the next business day an unacceptable rate.

A priority of the Division over the next six years is providing increased training to improve the consistency of inspections and cross training so inspectors can perform multiple inspections on one site. This would enable the section to improve efficiency and reduce the number of site visits required by individual inspectors at a particular job, saving the Division both time and money. Money is currently budgeted for this activity with a program in the works to complete the incentive.

The Division is working to refine a comprehensive staffing proposal to address the anticipated increased demand for inspections, while retaining best inspection practices within the industry.

Permits

The Permits Section provides a safe and livable community through the implementation of the Salt Lake City zoning ordinance and of construction codes adopted by the State of Utah. The Section provides effective and efficient operation of the following development review services to its public:

- Review of plans for proposed construction projects to ensure the project complies with planning objectives as identified by the Planning Commission and Board of Adjustment through the conditional use and variance decisions issued by the respective boards.
- Review of plans for compliance with applicable building, plumbing, mechanical, electrical, disabled accessibility standards and energy efficiency codes and standards.
- Review of plans for zoning ordinance compliance.
- Expedited review of projects designed to Silver LEED standards or Energystar ratings.
- Assistance in determining most efficient development review process to take to gain approval for a proposed project.
- Issuance of building permits.

In order to continue meeting the needs of those seeking building permits from the City in the most efficient manner, several initiatives have been implemented.

The Division along with the Community & Economic Development Administration, has been successful in its quest to purchase a new software system that will accomplish numerous tasks previously unavailable to City staff and external customers. The software, called Accela, uses cutting edge technology to tie all the various Divisions and Departments together that have responsibility for plan review on development related projects throughout the City. It accomplishes this using a web-based solution allowing access to an unlimited number of databases not currently shared by the stakeholders in the process.

The new software also includes a module for citizens access, which allows customers to obtain previously un-accessible information related to the process and their individual project information, as well as access to multiple GIS maps and related ‘layers’ of information stored on the maps.

The City also purchased the GIS Viewer, the Business License Module, Interactive Voice Recognition (IVR), and the Accela "Wireless" module. Each of these options provides internal and external customers and staff unprecedented access to information about project process and status.

The Division has also purchased software that integrates with Accela and provides staff with an electronic plan review program for intake and tracking of plans in electronic format. This eliminates the need for multiple versions of paper plans to be reviewed by staff each time a comment or correction is made by staff or customer. Plan submittal and tracking will be available through the Accela Citizens Access Portal for electronic review.

The Planning and Building Services staff are currently using a wireless application in the field for inspections and complaints. The Accela wireless module is state-of-the-art and will further leverage our paperless, wireless, and real-time offerings to the public for inspection results and automated zoning information. The most critical benefit of the new Accela wireless module is the ability for the inspector to continue to process even though the wireless connection may have been lost. When the connection is available it is automatically re-connected and the process resumes seamlessly.

Building Services has seen unprecedented demand for our plan review and permitting services during the previous four years. The Division actively seeks methods to improve the efficiency of building plan reviews. In response to the increased demand we have outsourced a number of plans to private plan review firms. This process has been utilized in the past and will continue to be considered in the future. Electronic plan review capabilities will make this option much easier to manage, eliminating the need to ship the paper plans back and forth between customer the City and the reviewers. We have also authorized staff overtime to shorten the turn-around-time for first comments during times of peak demand, generally May through August.

Ground Transportation Administration

Approximately 3 ½ years ago, Salt Lake City Council initiated efforts to improve services to the citizens and visitors utilizing ground transportation in Salt Lake City. Studies were undertaken by a consultant, which produced final reports and recommendations to City Council. Staff was hired to move the initiative forward.

Ordinance revisions have been drafted and adopted by City Council to expedite the new Ground Transportation and Administration office. In June of 2006, the City hired a Ground Transportation Administrator. Funds were obtained to set up a new Ground Transportation Administration office to manage the background check process, the identification badging and the enforcement actions. Three additional full time staff members have been hired with operations currently fully staffed and operational. A Taxicab RFP was commenced and is now nearing completion.

The Division intends that the future of ground transportation for Salt Lake City will be further improved through revisions to City Code and the awarding of a taxicab RFP that will require additional improvements in this industry. The ordinance changes will offer a simplified classification of vehicles and direct management tool for both the ground transportation company owners and the City. All drivers will receive the FBI III background check and carry ID badges. Enforcements actions have improved with the hiring of staff for that purpose. Finally, with the Ground Transportation Administration offices located at the new location adjacent to the airport, one stop shopping for the

ground transportation industry is a reality with the addition of business licensing for them and vehicle inspections. This service will be enhanced by the new Accela Software currently in place.

Housing & Zoning Enforcement

The Zoning Enforcement Section advocates for the health and safety of neighborhoods through zoning compliance, apartment inspections, and community building.

Zoning Enforcement includes addressing a spectrum of violations from junk cars in the driveway and weed control to private signs in the public right-of-way. A large number of these enforcement actions are complaint generated, which means that additional time is required to conduct the inspection and to explain the ordinance to the property owner and/or tenant. This occasionally occurs within an adversarial situation in which the police need to be present.

After the initial inspection, the officer must research the ordinance history, review compliance history, gather photographs, compile deficiency lists, and prepare letters and/or notices and orders. Many of these cases eventually go to court, which requires sound record-keeping beforehand.

A housing/zoning officer conducts approximately 8 to 10 inspections daily. Each officer has an average caseload of 120 complaints. Officers are responsible for investigating and enforcing on housing and zoning violations on both residential and commercial properties. They spend approximately 3.5 hours daily in the office to complete paperwork and respond to phone calls and are expected to attend Community Action Team (CAT) meetings within their district. They also appear before the Hearing Officer for cases in which the property owner is requesting relief from fines and before the Housing Advisory and Appeals Board (HAAB) when a property owner wishes to appeal housing deficiencies that have been cited.

Each inspector may be required to attend Third District or Small Claims Court to testify in cases where their enforcement activity has resulted in fines being levied or criminal citations being issued.

When a housing/zoning complaint is received by the City Council or the Mayor's Office, a CD Citizens Request is generated and sent to the Housing / Zoning Enforcement Section for assignment to an officer. The officer responds to the request and outlines the enforcement activity that will be initiated.

Demand for enforcement services is anticipated to increase in at least two areas of the City: on the west side and in the Central Community neighborhood. The most notable increase in demand in the west side of the City will be responding to the repair and enforcement needs of an aging housing stock. The Central Community neighborhood has very active community councils that support reasonable neighborhood revitalization. Boarded homes, for example, are a major concern for the community. Depending on the level of increased demand for inspections, additional staff may be required in the future.

In FY 2007-2008, the Section received another full-time inspector position to focus on the boarded building program. Although the number of boarded buildings is equivalent to the casework of a regular Zoning Enforcement Officer, there has been no staff available to specifically focus on addressing boarded buildings. The inspector for boarded buildings will be able to aggressively process these

cases, increase the amount of fees collected, and encourage property owners to use these buildings once again.

In 2006-2007, the City Council allocated funding to automate the Housing/Zoning Enforcement Section. This automation enables the inspectors to access the enforcement history, building permit history and other pertinent information for a property and to enter enforcement data in the field rather than having to return to the office to process paperwork and conduct research.

There are two primary benefits of this new system:

- 1) Immediate reporting of inspections to property owners improves customer service as issues are addressed more immediately.
- 2) Increased staff efficiency as paperless automation replaces the need for secondary data entry.

The automation is providing immediate improvements in violation reporting and a reduction in duplicate work currently performed by secretaries and inspectors. Housing/Zoning personnel are constantly working with IMS to improve the performance of the automated system and to eliminate the computer glitches that occur in the field.

The Division intends to evaluate existing zoning enforcement ordinances and practices to determine how the most significant cases could receive priority attention by reducing abuses of the enforcement system and establishing criteria for enforcement.

Housing and Neighborhood Development Division

The Housing and Neighborhood Development Division (HAND) provides the following services:

- Housing Rehabilitation
- First Time Homebuyer Program
- Housing Trust Fund and administrative support to the Housing Trust Fund Board
- Capital Improvement Program Administration and administrative support to the Capital Improvement Program Board
- Weed and Seed Grant Programs
- Federal Grant Administration and support to the Community Development Advisory Committee
- Administrative support for the Sorensen/Unity Center

Salt Lake City is required by the U.S. Department of Housing and Urban Development (HUD) to prepare a five year consolidated plan that outlines how Salt Lake City will spend its federal funds for housing, community development, and services for the homeless. All of the programs provided by HAND are funded in part by federal funds. The five year consolidated plan prioritizes the uses of each funding source.

Salt Lake City is required to go through a public process that outlines the needs and priorities of the community. The City is also required to provide a gap analysis, special needs/non-homeless assessment, priority housing needs assessment, community development needs assessment, and a funding source analysis. All of the City's programmatic efforts are coordinated through the

consolidated plan, as are the efforts of other agencies that receive federal funds in the community. The consolidated plan interfaces with the Salt Lake City Community Housing Plan that is currently being updated.

Salt Lake City is required to enter data, on an on-going basis, into HUD's live data base, the Integrated Disbursement and Information System (IDIS) identifying where its federal dollars have been spent as well as detailed information on the beneficiaries of those federal funds relative to ethnicity, income and type of projects funded with the City's federal funds.

The City is also required to submit an updated one year action plan that reports on yearly activities as well as compliance with anti-discrimination laws, lead-based paint laws, etc. The City also submits an annual assessment to HUD on how the City used its funds to comply with the five year consolidated plan.

The five year consolidated plan, one year action plan, and annual assessment are available for review by the public. Copies of these plans can be obtained by calling (801) 535-7115 or via the City's web page at <http://www.slcgov.com/CED/hand>.

Capital Planning Section

The mission of the Capital Planning Section is to create a vibrant and healthy living environment, supported by adequate, safe, decent, and affordable housing opportunities for the residents of Salt Lake City along with the commercial and retail developments needed to ensure the success and sustainability of our communities.

This mission is accomplished by the administration through a variety of funding programs.

First, the Capital Planning Section administers Federal grants that provide funds to improve the infrastructure of the City's lower-income neighborhoods including street, park, and sidewalk improvements (Community Development Block Grant-CDBG funds); develop affordable housing (HOME and HOPWA funds); prevent homelessness (Emergency Service Grant-ESG funds); and support crime prevention activities (Weed and Seed grants).

Second, the Capital Planning Section monitors and administers the City's Housing Trust Fund. This fund provides low interest loans to encourage the development of affordable and special needs housing. The Housing Trust Fund uses the policy statements adopted in the Salt Lake City Community Housing Plan to set funding priorities. The Board also reviews HOME and HOPWA applications consistent with the funding priorities established through the Consolidated Plan. The Board and staff will continue to look for more funding sources for the Housing Trust Fund.

Most of the funding for these programs is appropriated by the Federal Government through HUD. Federal expenditures on Homeland Security and the war in Iraq are predicted to result in a decrease in available funding for most discretionary funding agencies like HUD. This is likely to result in decreased funding for Salt Lake City programs in the next several fiscal years.

HUD will continue to require the same level of administration for these programs, even if the amount of appropriated funding is less. HUD is proposing new performance measures for all of their programs

with full implementation in 2007. HUD is not anticipating a change in the financial reporting requirements in the near future.

The Capital Planning Section also administers and monitors the funds granted to Salt Lake City by the U.S. Dept. of Education, U.S. Dept. of Justice, U.S. Dept. of Environmental Protection Agency, U.S. Department of Energy; and several smaller state and local grants and contributions.

The Capital Planning section is responsible to develop and facilitate the on-going Capital Improvement Program (CIP). The CIP serves the community's needs for physical infrastructure facilities and includes the construction, purchase, or renovation of buildings, parks, streets, and other physical structures. The CIP is a comprehensive schedule of capital improvements needed within the City and establishes a program to address the needs within the City's ability to pay.

CIP applications are solicited on an annual basis from both the community and City departments by Capital Planning. After thorough review and cost analysis by both staff and the Capital Improvement Program Board, a recommended CIP is presented by the Board to the Mayor. The Mayor then determines and formulates his recommended CIP and presents it to the City Council, who then reviews, develops, and adopts the final CIP and capital budget. Capital Planning facilitates this process, administers and monitors the capital budget, and monitors individual projects through to completion.

Included in the CIP facilitation process is preparation and development of the citywide 20- and 5-year CIP plans which include general fund, enterprise fund, impact fees, and other grant-funded capital improvements.

HAND is also responsible for the administration of the Salt Lake City Sister Cities Program. Salt Lake City has partnered with international cities to create seven sister cities and two friendship cities. Salt Lake City celebrated its 50th Anniversary with Matsumoto, Japan in 2008. We typically receive between seven and ten international delegations per year in honor of the sister cities program.

Housing Section

The City's Housing Programs strive to preserve the existing housing stock in Salt Lake City neighborhoods and provide decent and safe affordable housing for existing and first-time home buyers who fall within HUD's low and moderate income guidelines.

This mission is accomplished by:

1. Providing funding and construction management to homeowners and investors who need to rehabilitate their homes to bring them up to Salt Lake City's minimum existing housing code.
2. Purchasing, rehabilitating, and selling homes to first-time home buyers.
3. Building new homes on in-fill lots in the City.
4. Coordinating public and private funding sources to provide long term financing with lower interest rates and down payment requirements than those generally available in the marketplace for the Division's projects.
5. Managing the City's mortgage portfolio.

As with capital planning programs, the City's housing programs serve the low income residents of Salt Lake City. The need for services will continue to rise until the economic conditions in Utah and in the country substantially change. While the customer demographic will remain the same, the numbers of individuals needing to be served is projected to increase over the next five years.

Real estate value in Salt Lake City has appreciated by more than fifty percent over the last three years. The average sales price of a home in Salt Lake County has increased from \$187,136 to \$298,214 between 2003 and 2007. To compound this problem, median income in Salt Lake City as calculated by HUD has not increased in the last three years. According to Kelly Matthews, Executive Vice President and Economist for Wells Fargo, "housing affordability fell more than twenty percent from 2005 to 2007." We will continue to be challenged to find buyers that earn less than eighty percent of median income but still qualify to purchase a home.

The City is partnering with Salt Lake County, which received a grant from HUD to increase outreach and education efforts related to lead-based paint. The grant also pays for lead-based paint-related rehabilitation costs for families with children under age six. The Division is hopeful that these efforts will ensure the Division can rehabilitate at least 110 units within the City annually. The City and County have partnered with the Salt Lake Valley Health Department to do an educational marketing program to assist residents in understanding the lead-based paint issues.

The lead-based paint requirement from HUD has been reducing the number of housing rehabilitation projects Salt Lake City is able to complete each year, as a significant amount of time is spent by rehabilitation specialists trying to persuade clients that the additional work on the property mitigating lead-based paint has value to them.

The Division has purchased a new mortgage software system. The system allows the staff to be more efficient by performing many functions that were previously done manually. This time saved by the system is being used to increase collection efforts and to perform additional outreach in the search for new clients.

Sorenson Multi-Cultural Community Center

The center is open seven days a week and offers a variety of educational and recreational programs and activities in a safe environment to enrich the lives of individuals ranging from 4 years of age to senior citizens.

The Center serves primarily the Glendale, Poplar Grove, and Rose Park neighborhoods, which are three of the most ethnically diverse areas of Salt Lake City. The Center has two gymnasiums, a kitchen, a community meeting room, three classrooms, a boxing room, and an indoor swimming pool, and locker rooms. The Center offers structured sports, evening recreation, summer and after-school programs, special events, a Technology Center, and an Intermountain Health Care Neighborhood Clinic.

The Sorenson Multi-Cultural Center has a strong history of partnering with community-based organizations, elementary and middle schools, higher education institutions, local governments, and private corporations. These partnerships result in additional services to the community at no cost to the City. The Center partners with the Utah Food Bank to offer *Kids' Café*, a program that provides hot meals to approximately 90 at risk children at the Center five days a week. The *Intermountain Health*

Care Neighborhood Clinic, located at the Center, offers primary care to local adult and pediatric populations. Salt Lake County Recreation operates the Center's swimming pool and partners with the Sorenson Multi-Cultural Center to run sports programs for youth. The Sorenson Multi-Cultural Center provides the University of Utah, Salt Lake Community College, and Utah Applied Technology College with a variety of opportunities for students to experience working with multi-cultural and multi-ethnic populations. Graduate and undergraduate students volunteer at the Center as part of their Service Learning programs and internships to fulfill educational and licensure requirements in their chosen professions. Public schools, including Charter Schools in the service area, partner with the Center to recruit students, to reach out to parents, and to provide sports and after-school programs.

Unity Center

The Sorenson Unity Center's mission is to serve as a community resource and gathering place where all cultures are celebrated and welcomed. The Center enhances lives through participation in visual and performing arts, education and community programs aimed at improving mental and physical well-being.

Sorenson Unity Center provides for a unique opportunity to work with community, governmental, non-profit, arts and educational organizations as an inclusive service provider to the Glendale/Poplar Grove communities. The 23,000 square foot facility houses Salt Lake Donated Dental Services, Salt Lake Community College, a fitness center and drop in child care facility managed by Salt Lake County Parks and Recreation, adult and youth computer centers and youth programs. These community resources and other center activities are designed to promote the themes and needs expressed by community members at Public Meetings held in 2003. As Salt Lake City's first **Leadership in Energy and Environmental Design** (LEED) building, staff will work with the Center partners and the community to maintain certification and to educate others about the importance of being environmentally responsible.

Gallery Space

The Unity Center Community Gallery's display of art helps build unity through celebrating culture diversity and identity. The gallery offers a unique opportunity for local arts, community members and organizations to share their unique stories through art with a wide audience.

The Unity Center staff works with local artists, community members and organizations to strengthen and enrich community through art.

- Pursue all Comprehensive Marketing plan initiatives in order to promote Gallery Space.
- Work with the Advisory Board, local artist and art organizations to identify local artist and art that highlight the themes of the community.
- Each Exhibit will open with an open house welcoming the public to learn about the artist vision meet the artist(s) and mingle with community members.

Leadership in Energy and Environmental Design

Sorenson Unity Center is Salt Lake City's first building built and maintained as a certified LEED facility. Maintaining certification will take a commitment from the community, partners and Unity Center Management. Unity Center staff, in cooperation with facilities staff, will educate the community and partners on the importance of sustainability and environmental responsibility. All Unity Center tenants are required to help maintain existing building certification by purchasing green seal products, 30 % or

better post consumer recyclable materials and reducing their carbon footprint. As a LEED certified building we will:

- Lower operating costs and increase asset value.
- Reduce waste sent to landfills.
- Conserve energy and water.
- Be healthier and safer for occupants.
- Reduce harmful greenhouse gas emissions.

Programming/Events

Unity Center Programming/Events emanate from collaborative efforts with local businesses, non-profits and community organizations to host free to the public workshops, films, performances, conferences and guest lecture series, (topics include: health, fitness and financial security).

- Programming/Events
 - SLC Film Center and KUED Film Series "Films to See Before You Vote"
 - Neighbor Works – Financial Fitness
 - Youth City Artways- Unity Center Community Theater Group
 - Singing Children of Africa – free public concert
- Pursue all Comprehensive Marketing plan initiatives in order to promote Programming/Events.
- Work with Advisory board to help grow relationships with potential collaborative programming partners.
- Develop with community and strategic partners relevant programming topics.

Property Management

The tenants of the Sorenson Unity Center include Salt Lake Donated Dental, Salt Lake County and Salt Lake Community College. These organizations provide vital services to the community. The tenants' programs will directly impact the needs of the community and help offset operational costs of the facility. It is the responsibility of Center management to provide direct assistance and services as well as maintain the interest of the City.

- Work collaboratively to develop and maintain services that adequately fit the needs of the community.
- Maintain and build relationships with tenant staff and management by holding monthly meetings.
- Assist tenants with building and operational issues, concerns and questions.
- Work collaboratively to promote all services provided in Sorenson Unity Center; develop a comprehensive marketing plan.

Rental Space

The Performance Theater, Gallery lobby, Reception area and kitchen are available to the general public, community groups, cultural organizations and a variety of community organizations on an as needed basis. The space is used for performances, concerts, rehearsals, classes, lectures, meetings and private events. The lobby and exhibit space are an aesthetically appealing site for community gatherings, receptions, parties, art exhibits, and other private functions.

- Pursue all Comprehensive Marketing plan initiatives in order to promote Rental Space.
- Maintain a rental program that provides the community with a beautiful functional facility that can host a variety of private events in a safe, environmentally friendly, exciting way.
- Maintain an affordable rental fee plan.

Wireless

Patrons are able to access the internet from anywhere in the Sorenson Unity Center. Benches, tables and chairs are set up in the lobby area for patrons to use while accessing wireless internet. Neighbors are able to enjoy gallery art while having a gathering space to build community relationships.

- Pursue all Comprehensive Marketing plan initiatives in order to promote Wireless Internet.
- Staff will maintain appropriate filtering plan and security measures

Internet

Transportation Division

The mission of the Transportation Division is to provide a safe and efficient multi-modal transportation system for the movement of people and goods and for the vitality of the community. Some of the many services the Transportation Division provides include:

- Investigating approximately 300 internal and public requests to modify traffic controls on city streets annually
- Monitoring and maintaining approximately 14,300 street lights
- Operating and coordinating 300 traffic signals
- Issuing 4,100 residential parking permits annually and administering the residential parking permit program
- Reviewing and approving more than 2,000 construction barricade plans and parking meter bagging permits annually
- Performing 2,500 development plan and street design reviews annually
- Providing transportation planning services for over 150 cases or issues annually for the Planning Commission, Transportation Advisory Board, Mayor's Bicycle Advisory Board, and Board of Adjustment
- Planning and developing the City's trails system
- Adding to the 120 lane miles of on-street bicycle lanes according to the Bicycle & Pedestrian Master Plan
- Improving pedestrian safety

Transportation Administration

The Transportation Administration Section provides quality service to the public and administrative direction and support to the 20 members of the Transportation Division. The Section receives and assists all walk-in and call-in customers and issues, tracks and renews all residential parking permits. It also develops, monitors, and processes the use of the Division's annual budget and performs personnel and payroll actions.

Transportation Planning and Design

The Planning and Design Section provides professional transportation planning and design services to ensure proper development and maintenance of a safe and efficient transportation system.

The Section provides reviews of all proposed plans for development affecting public rights-of-way to assure a coordinated, functional network for all modes of transportation. Staff serves as an ex-officio

member of the Planning Commission and provides transportation planning services and recommendations to the Planning Commission, Board of Adjustment, the Development Coordination Team, the Transportation Advisory Board, the City Planning and Engineering Divisions, and other City departments/divisions. Staff meets with consultants and developers to provide input, guidance, and direction on transportation issues affecting proposed development.

Technical reviews of designs for streets and transportation corridors are provided by this Section to insure functionality and the safety of pedestrians, bicyclists, motorists, and others who use the public right-of-way. Designs for new development are reviewed to insure that vehicle and pedestrian access, pedestrian areas, parking areas, etc., are adequate and comply with city and national specifications and requirements. Staff meets with consultants and developers to provide technical assistance and guidance regarding transportation aspects of new development. The Design Section participates with City Engineering in the geometric design of all new and reconstructed streets. The City's Complete Streets policy for facilitating all modes of travel as best practical is followed in doing this work.

Traffic Investigations

The Traffic Investigations Section performs studies and investigations needed to address changing transportation demands and implement the appropriate selection, placement, and operation of traffic control devices.

Studies and investigations relating to traffic controls such as signing, signals, striping, and parking meters are performed whenever requests are received from the public or internally for changes or additions of such controls. Investigations typically involve interviewing the public, review of historical records, performing radar speed studies, field-measuring sight distances, collecting traffic and pedestrian counts, conducting parking turnover studies, etc. Over 300 of these investigations are conducted annually. Investigations can range from a brief on-site review completed in one day to those requiring several types of studies and data collection, analyzing information, and preparing written reports as well as detailed drawings taking several weeks or more to complete. Any changes to or additions of traffic control devices entail preparing work orders with drawings and measurements to direct crews in the Public Services Department on the work to be completed.

In addition to performing the above studies, the Investigations staff also processes over 2,000 requests for approval of traffic control plans and parking meter bagging permits annually. Review and approval of traffic control plans involves coordinating with contractors or others in the appropriate use of barricades to promote safety and minimize congestion in the public right-of-way. The issuance of parking meter bagging permits involves evaluating the availability of the requested spaces, the potential impact to the public and the public's need for the space, and the potential influence on other permitted projects. Processing meter-bagging permits also involves the collection and recording of fees and coordination with the City's Parking Enforcement officers. The great majority of reviews and approvals of traffic control plans and parking permits are completed the same day they are received.

Traffic Control Center

Salt Lake City is an integral partner in CommuterLink, which is Utah's advanced traffic management system. CommuterLink is a cooperative project spearheaded by the Utah Department of Transportation (UDOT), Salt Lake City, the Utah Transit Authority (UTA), the Wasatch Front Regional

Council, and Salt Lake County (representing unincorporated county and the other cities in the Salt Lake metropolitan area). The technology creates a transportation management system that reduces accidents, injuries, travel time, air pollution, and driver frustration. The network of technology and operators work together to provide efficient system operation and traveler information, detect problems on the roadways as they occur, and initiate appropriate responses to restore traffic conditions to normal. Capital funding for the valley-wide system consisted primarily of federal grants including items funded specifically to assist traffic management during the 2002 Olympics, which then became legacy items for the system's use.

CommuterLink works by integrating various devices, such as closed circuit video cameras, variable message signs, weather sensors, traffic signal control software, and vehicle detectors to assist traffic engineers and technicians in measuring and managing traffic. The cameras have been installed at half-mile intervals on all interstate roadways to provide virtually complete video surveillance of the interstate system. Additional cameras have been installed on surface streets. There are 12 such cameras within the limits of Salt Lake City. These cameras are monitored by the respective staffs of the UDOT Traffic Operations Center (TOC) and the Salt Lake City Traffic Control Center (TCC). They provide enhanced ability to observe incidents that may have an effect on traffic flow and/or need immediate assistance from Highway Patrol, Police, Fire, or Incident Management crews. Drivers can be alerted and given instructions through the variable message sign system and the 511 telephone system. Rerouted traffic can be accommodated by implementing different traffic signal timing plans. Most of the usual daily timing plans being operated by the system are based upon generally predictable patterns according to established time-of-day and day-of-week traffic volume records. CommuterLink allows for the scheduled implementation of these plans and provides operators the ability to intervene with special event or incident management plans. The TCC is fiber-optically connected to UDOT's TOC and Salt Lake City Police and Fire dispatch to exchange critical information.

The Transportation Division, through the TCC, controls the operation and coordination of approximately 300 traffic signals throughout Salt Lake City. *Icons* traffic signal software is used to coordinate traffic flow, provide prioritized flow for TRAX light rail vehicles on city streets, and program special event timing plans for events at the Energy Solutions Arena and University of Utah. Ongoing activities include collection and analysis of traffic volume and travel data. This data is then used to develop signal timing plans for all areas of Salt Lake City. Once plans are implemented, the data is used to calculate comparative measures of effectiveness from one plan to another.

In addition, the TCC monitors traffic movements to determine if additional traffic signals are required or existing ones are in need of upgrading. Due to the size of the system and area growth, approximately one new traffic signal is added to the City's system annually. In 2007, the City took over ownership and operation of North Temple and 1300 East from UDOT. This added 22 signalized intersections to the City system. Based on life-cycle averaging, six existing signals need to be replaced or upgraded annually, although funding has been approved for this work only at the rate of three to four signals annually in recent years.

As travel demand increases due to increasing population and changes in transportation modes of travel, new components need to be added to the system to effectively utilize the system's capabilities and provide traffic management services to the traveling public within Salt Lake City. In FY 08, funding was approved to replace all signal controllers and install five closed circuit television cameras. This work is underway.

The Division is awaiting a draft interlocal maintenance agreement from UDOT for the Advanced Traffic Management System (ATMS). There are more than 170 miles of fiber optic communication lines that must be kept in service. The City's share of this maintenance is approximately 25%. Salt Lake City is responsible for all of its own devices on the system. This includes signal equipment, detectors, cameras, and computers. Until recently, 93% of the maintenance cost of the system has been covered by federal Congestion Mitigation Air Quality (CMAQ) funds, and the City has only had to budget \$15,000 for its share. These federal funds are no longer eligible for this use. Fortunately, not much maintenance has been needed thus far. When a draft maintenance agreement is prepared, it will be submitted for City Council approval along with a budget amendment request for the funding needed. It is anticipated that the cost will be between \$50,000 and \$125,000 annually.

Three full-time equivalent employees currently operate the TCC - a director and two operators. This staffing level enables the division to operate the TCC from 6:00 a.m. to 6:00 p.m. on weekdays, excluding holidays. The CommuterLink system feasibility study recommended the Division have five operators to maximize the use of the ATMS and provide service to the public. The Division has consistently taken the conservative approach of growing the TCC staff size in line with the increasing capability of the CommuterLink system. A third TCC Operator has been requested in recent years, but not approved. Due to the increased number of traffic signals and traffic congestion from the acquisition of North Temple and 1300 East Streets, the remaining recommended two new TCC Operator positions plus a data collection technician were requested in Fiscal Year 08, but they not approved. It is necessary to add these positions in order to realize the full benefits from the investment made in the traffic control system. The addition of these positions will allow development of updated timing plans for all signals on the industry standard 3-year rotating basis. Older plans do not work efficiently due to the changes in traffic patterns that have occurred since the previous update.

The staff of the TCC will continue to work closely, at the highest pace possible, with UDOT, Salt Lake County, and UTA to develop, implement, and evaluate traffic signal timing plans to promote optimal safety and efficiency for pedestrians, motor vehicles, and rail transit.

Non-Motorized Transportation

The Non-Motorized Transportation Section performs planning, coordination, design and implementation support for the expansion and maintenance of trails, on-street bicycle facilities and pedestrian safety initiatives.

This Section of the Division was created in FY 08 to allow timely implementation of the Administration's vision of creating world-class trails and bicycle facilities and to continue the city's efforts to improve the safety of bicyclists and pedestrians on roadways. Coordinating with multiple city departments, other government and private agencies and the public, the ideas and concepts in the Salt Lake City Bicycle and Pedestrian Master Plan are being implemented. Planning, design, construction management and coordination of maintenance for on and off-street trails, bicycle routes and pedestrian facilities are among the many tasks conducted by this Section.

Non-motorized transportation and user safety are promoted and enhanced through education and by incorporating additional on-street bicycle routes and other bicycle related infrastructure into the City's multi-modal transportation system. This Section provides staff support to the Mayor's Bicycle Advisory

Committee in order to plan, coordinate, and implement bicycle facilities throughout the City and region. There are presently 120 lane miles of dedicated bicycle lanes on city streets.

Pedestrian safety is enhanced through education and the installation of capital improvements that make walking more attractive and safe. Examples of pedestrian safety improvements include crosswalk warning lights, crosswalk warning pavement markings, pedestrian countdown timers at traffic signals, crosswalk flags, etc.

CIP funding requests of \$75,000 annually are made for both bicycle and pedestrian improvements.

Due to the growth in area population resulting in an increase in vehicle miles traveled and the related increase in traffic congestion and air pollution, the Transportation Division intends to request funding in FY09 for a Travel Demand Management Coordinator position to work in the Non-Motorized Transportation Section. This person would work with employers and employees to find ways to reduce auto trips as well as shift the time of day such trips are made.

City Parking Permit Program

The City Parking Permit Program provides preferential on-street parking opportunities to residents in areas otherwise highly impacted by non-resident commuter parking. There are ten permit areas, mostly surrounding the downtown and University of Utah. Approximately 4,100 parking permits are issued annually to residents in these areas.

Street Lighting

The Street Lighting Section insures appropriate illumination of the public right-of-way. City street lighting policy requires minimum illumination standards recommended by the Illuminating Engineering Society (IES) and the Federal Highway Administration's "Policy on Geometric Design of Highways and Streets". The City has adopted policies for all new streetlights in the public right-of-way. These policies require the use of energy efficient white light sources and dark sky shields to minimize glare and stray light above the light fixtures. An administrative Street Lighting Master Plan and Policy containing the lighting policies, as well as identifying the light and pole types ultimately desired for each street, was adopted in August 2005. All new lighting installed by private developers and other agencies such as UDOT, UTA, or the City is governed by this plan.

Salt Lake City presently offers four street lighting programs to satisfy the visual information needs of motorists, bicyclists, and pedestrians. The *Traffic Safety Lighting* program provides intersection and mid-block lights on local streets based on traffic safety needs and resident desires. *Continuous Lighting* systems along collector and arterial streets provide a higher and more uniform level of illumination along these more heavily traveled streets. *Special Improvement District* lighting provides additional lighting in areas where property owners desire special decorative lighting equipment or brighter than the standard level of lighting and are willing to pay an assessment for the additional costs of the lighting. The *Private Lighting* program consists of privately owned street lights with underground power connections to individual homes or businesses. There are approximately 2,800 privately owned streetlights, 2,600 special improvement district (SID) lights and 11,700 traffic safety or continuous lighting streetlights. The value of the City-owned system is estimated to be more than \$20,000,000.

The monthly rate for electrical power for each type of streetlight is established by the Utah Public Service Commission. The City began contracting for maintenance with a private provider in April 2006 which is saving approximately \$11,000 monthly compared to the cost of maintenance that was provided by Rocky Mountain Power. Response times for repairs have been shortened to 3 work days or less and outages have been reduced 50% under the private maintenance program.

Funding was provided in FY 08 to add infill lighting to portions of California Avenue and Redwood Road. With the completion of this lighting, all of the master plan recommended base level of lighting will have been installed. This places the program in a position of maintaining existing lighting and offering additional lighting in the SID and Private Lighting programs for property owners willing to pay for the additional lighting.

Much of the existing street lighting inventory is very old and continues to deteriorate due to inadequate capital replacement. A capital program to systematically replace the worst lighting systems in order to sustain Citywide lighting in a serviceable condition is estimated at a cost of \$500,000 annually. This represents light replacement on a 40-year equipment life cycle. Applications for funding in this amount are made annually through the CIP budget process, but have not been consistently approved. The continuing deterioration of the City's street lighting system is evident by the increasing amount of major maintenance needed in recent years.

Arts Council

The mission of the Salt Lake City Arts Council is: To promote, present and support artists, arts organizations and arts activities in order to further the development of the arts community and to benefit the public by expanding awareness, access and participation.

The City Arts Council addresses this mission through a balance of programs and services. These include awarding matching grants to artists, nonprofits and elementary schools; management of public programs in the visual, literary and performing arts; management of the City's public art program; provision of information and technical assistance services; and cultural facility management.

The Arts Council board is an advisory body of fifteen, appointed by the Mayor and confirmed by the City Council. The Arts Council also maintains a nonprofit entity. Operating revenue sources for Arts Council programs and operations include Salt Lake City's Community Development Department and Non-Departmental budget, as well as CIP, CDBG and RDA funding specifically for public art projects. Additional funding is generated each year from a number of other sources, including state, county, and federal public agencies, private foundations, corporate sponsors, earned income, and program partners. By supplementing the appropriations from the City's General Fund, the City Arts Council is better able to meet the needs of the arts community and the community-at-large through its programs and services.

The City Arts council works with other City agencies and community-based organizations to further develop the range of arts programming available to the community, with a longstanding commitment to public access and diversity.

Programs and Operations

I. City Arts Grants

The City Arts Grants program provides direct support to artists, arts organizations, and elementary schools with over 80 grants that contribute to the cultural life of the community. City Arts Grants support projects in every art form, for well-established institutions, newly formed groups, and individuals for projects of exceptional merit that provide a public service. Among the criteria considered during the review and approval process are artistic quality, matching funds from a broad range of sources, payment of professional fees to artists, and accessibility for the general public and underserved populations. City Arts Grants are awarded on a matching basis only and must take place within Salt Lake City limits. The grant categories include *General Support Grants*, which provide operating support to Salt Lake City's established arts organizations that have developed a broad range of programming; *Project Support Grants*, which are available to individuals, groups, and nonprofit organizations for specific arts projects and programs that are determined to be of value to the community; *Mini Grants*, which are available to nonprofit organizations for projects that may develop after the annual City Arts Grants deadline has passed; and *Artist-in-the-Classroom Grants*, which are available to support artists-in-residence at Salt Lake City elementary schools.

II. Public Programming

The City Arts Council manages a year-round **Visual Arts Exhibition Program** at the Art Barn. About ten exhibits, presenting artwork local visual artists, are presented at the Finch Lane and Park Galleries at the Art Barn each year. In December, the Arts Council manages the Holiday Craft Exhibit and Sale, with handmade items by over 60 artists, available for sale at the Art Barn. In addition to regular hours, the Art Barn is open every third Friday for monthly Gallery Strolls as part of an on-going effort to increase accessibility and attendance.

The Arts Council co-sponsors the **Guest Writers Series** with the University of Utah English Department and Creative Writing Program. A monthly series, on Thursday evenings, brings in contemporary writers from across the country. The public readings are free and followed by a reception to meet the writers, and a public discussion with the writers the following day. Over 950 people attend these readings annually.

The **Twilight Concert Series** presents free concerts to the public at the Gallivan Center on Thursday evenings in July and August. Now an event that draws thousands of devoted fans, the Twilight Concerts celebrate downtown Salt Lake with a wide array of food, beverages, and hand-made crafts. Sixteen musical groups are presented each season, two at each of the eight concerts, and more than 80,000 people attend each year. Earned income and corporate sponsorships for the Twilight Concert Series continues to increase. The Series has earned a regional reputation for its quality, and many concert-goers come from neighboring counties and states to attend.

The **Brown Bag Concert Series** presents daily free lunchtime concerts by local performing artists in public parks and plazas downtown during the summer months. A longstanding tradition of quality performances in our community, the Brown Bag Concert Series celebrated its 30th anniversary in 2007.

Each year in May, the Arts Council produces the **Living Traditions Festival**, a three-day celebration presenting the music, dance, crafts, and food of the folk and ethnic artists of the Salt Lake Valley. The festival is free to the public and presents over 50 performances, the work of two dozen craft artists, the traditional foods of 20 ethnic community groups, and a number of workshops to explain the cultural traditions in more depth. Forty-five thousand people attend this festival each year, including 2,500 school children. The Arts Council has added new program components, including ethnic cooking demonstrations and a film series. The Living Traditions Festival has received several grants from the National Endowment for the Arts, through a rigorous and competitive application and review process.

The **Public Art Program**, established by ordinance, provides opportunities for artists to create new work to enhance public spaces and to work with client departments, neighborhood representatives, architects, engineers, landscape architects and city planners to design and build city buildings, parks, fire stations, plazas, Redevelopment Agency projects and other civic amenities. The public art budgets are identified through the City's CIP and other construction budget processes. The program is administered by the Salt Lake City Arts Council staff at the direction of the Salt Lake Art Design Board, a five-member advisory body appointed by the Mayor and confirmed by the City Council. The City Arts Council is committed to an ongoing partnership with Utah Transit Authority to manage Art in Transit, which provides public art at light rail and commuter rail stations located in Salt Lake City. Art in Transit is funded jointly by UTA, the RDA and Salt Lake City Corporation.

III. Cultural Facility Management

The Art Barn is the home of the Salt Lake City Arts Council. Located in Reservoir Park, near the University of Utah, the Art Barn has served as a community art center since its doors opened in the early 1930s. The building includes the offices of the Arts Council, the Finch Lane and Park Galleries, and other public spaces. The Arts Council's visual and literary programs are presented at the Art Barn. The University of Utah's Division of Lifelong Learning offers classes and workshop year-round in the building, which is also available for rental to nonprofit groups and private parties for meetings, workshops, lectures, receptions and weddings.

IV. Information Services and Technical Assistance

The City Arts Council publishes a quarterly newsletter/event calendar which is printed and distributed to a mailing list of 3,000; it is also available on-line. The Arts Council is a participant in *NowPlayingUtah*, an on-line arts and events website, and fields requests for information and referrals regarding the arts on a daily basis. The Arts Council provides one-on-one technical assistance for artists, arts organizations and others wishing to engage in arts programming.