

REGULAR MEETING OF THE REINVESTMENT ADVISORY COMMITTEE

Wednesday, October 7, 2026

4:00 p.m.

451 S State Street Room #118

Salt Lake City, Utah 84111

Zoom Link: <https://slc-gov.zoom.us/j/86837536557?pwd=lu6nimqamJczyyAdtfNpO9qTTEnlld.1>

Meeting ID: 868 3753 6557

Passcode: 076959

AGENDA

1. Roll Call

2. Approval of Meeting Minutes

A. Members will review and consider for approval the meeting minutes for August 5, 2026, Reinvestment Advisory Committee.

3. Announcements by the Staff

A. Members will receive an update on departmental and staff matters.

4. Business

A. Rio Grande District Phase One Public Improvements- Wayne Mills - Senior Project Manager, Marcus Lee - Project Coordinator, Cara Lindsley - Deputy Director. Committee Members will receive a briefing on Phase One improvements to the Rio Grande District, including construction and maintenance financing.

5. Adjournment

People with disabilities may make requests for reasonable accommodation no later than 48 hours in advance to attend this Reinvestment Advisory Committee. Accommodation may include alternate formats, interpreters, and other auxiliary aids. This is an accessible facility. For questions, requests, or additional information, please contact the CRA at 801-535-7240.

MEETING MINUTES OF THE REINVESTMENT ADVISORY COMMITTEE

WEDNESDAY, AUGUST 5, 2026

4:00 P.M. (MST)

451 S State Street Room 118 Salt Lake City, UT 84111

The following Committee Members were present:

Baxter Reecer, Amy Rowland, Rosa Bandeirinha, Adrienne Bell, Mojdeh Sakaki,

The following Committee Members were absent:

Rosa Bandeirinha, Ian Joyce, Nic Peterson

Present Agency Staff:

Danny Walz – Director, Cara Lindsley – Deputy Director Project Manager, Robyn Stine – Office Manager, Browne Sebright

Present City Staff:

Jennifer Huntsman – City Attorney

A. APPROVAL OF MEETING MINUTES

Motion: Committee Member, Amy Rowland, moves to approve the minutes of March 4, 2026

Second: by Baxter Reecer

Outcome: Approved. Motion carried (0-5)

B. ANNOUNCEMENTS

- 1. CRA Project and Staff Updates:** Danny Walz provided updates on CRA initiatives, including the Commercial Development Loan Program, Affordable Housing Dashboard, Ballpark Activation Pitch Grants, 22 South Jeremy environmental remediation, Japantown Artwork, S-Line extension, CRA building demolitions, and the North Temple Art Mural Program. Mr. Walz also reported on recent staff changes, including welcoming Mack McDonald as Senior Project Manager and announcing Ashley Ogden's upcoming departure after approximately seven years with the CRA.

C. NEW BUSINESS ITEMS

1. DISPLACED TENANT PREFERENCE ADMINISTRATIVE POLICY

- a.** Project Manager, Browne Sebright and Project Coordinator, Hayden Callaway presents the proposed administrative policy framework for displaced tenant preference program intended to support the City's anti-displacement goals. The proposed policy would apply to both rental and ownership units and uses a three-tier preference waterfall that gives priority to displaced former Salt Lake City ("City") residents, second priority to current residents, and the

remaining availability to the general eligible pool. This policy aligns with the CRA's Displacement Mitigation livability benchmark by creating a pathway for displaced residents to return to affordable units from which they were displaced or are at risk of displacement. Participation would be voluntary for developers in the next round of the Housing Development Loan Fund ("HDLP") Notice of Funding Availability ("NOFA"), as one of many options for applicants to earn additional project priority points and interest rate reductions. The policy established affirmative marketing requirements and set obligations for developers and property managers beyond tenant selection, to include responsibility for verifying all submitted documentation, maintaining ongoing monitoring, and submitting annual reports to the CRA in addition to tenant selection practices complying with applicable Fair Housing laws. Mr. Sebright and Mr. Callaway discuss the framework for prioritizing applicants for income-restricted housing units within CRA-funded developments. The requirements applicants may provide evidencing displacement by Salt Lake City in addition to the general eligibility requirements set forth. Mr. Callaway provides examples from other cities that have adopted similar programs, discusses the implementation of adopting this new policy and the competition-based mechanism with greater flexibility for the current housing market. Mr. Sebright and Mr. Callaway ended the presentation requesting feedback from the Committee Members to inform the final policy prior to implementation.

b. **DISCUSSION & COMMENTS:**

- i. Committee members discussed the proposed Displaced Tenant Preference criteria, including whether a time limit should apply to prior Salt Lake City residency or displacement. Questions were raised regarding how historical residency or displacement preferences could affect applicants who otherwise qualify for affordable housing and whether the criteria could create fair housing or discrimination concerns. CRA Staff noted that approaches used by other cities vary significantly and that the proposed policy intentionally provides some flexibility while staff seeks feedback on appropriate parameters. Members also discussed the challenges applicants may face in providing documentation of displacement and the proposed discretion for property managers to evaluate supporting evidence. The committee discussed the 30% participation goal and how the priority tiers would apply when qualified Tier 1 applicants are unavailable, with staff clarifying that Tier 1 and Tier 2 applicants may collectively satisfy the goal and that property managers would not be required to hold units vacant while moving through the tiers. The committee also discussed potential consequences for projects that do not meet the 30% goal. CRA Staff indicated that, for rental projects receiving an interest-rate reduction, the CRA could increase the interest rate as a compliance mechanism, while the appropriate approach for the Residential Wealth Building Program remains under development as part of the pilot. A committee member also identified a minor reference/typographical error in Attachment A for CRA Staff to review.

2. ARTS POLICY

- a. Senior Project Manager, Tracy Tran, provides an update on proposed revisions to the CRA Art Policy, originally adopted in 2021. The proposed amendments are intended to clarify existing practices and address areas identified through implementation of the policy. The current policy includes art requirements, art incentives, and annual CRA art allocations. Proposed revisions include establishing a 1.5% art requirement for Tax Increment Reimbursement Agreements (TIRAs), revising the art requirement for CRA property dispositions to be based on appraised property value rather than hard costs, allowing an exception for certain affordable homeownership projects, a removal of the specific interest-rate reduction - while still maintaining the art incentive associated with CRA loan programs and general language and terminology updates that clarify the use of project area funds and the role of the CRA Art Review Committee as an advisory process assembled by CRA staff. Ms. Tran concluded presentation requesting feedback and overall recommendations for consideration from the Committee, informing the proposed policy revisions are expected to be presented to the Board at the upcoming CRA Board meeting.

b. **DISCUSSION & COMMENTS:**

- i. Committee discusses the proposed changes to the CRA Art Policy, including the application of the art requirement to Tax Increment Reimbursement Agreements (TIRA) and the modification from calculating the property disposition requirement based on hard costs to using the appraised property value. Ms. Tran and CRA Staff explained that using appraised value would help maintain project feasibility while still providing an appropriate contribution toward public art. Committee converses the affordable homeownership exemption, Ms. Tran remarks on the challenges associated with developing affordable homeownership projects and the potential financial and long-term maintenance considerations involved. Committee Members, Adrienne Bell raises concern on the removal of a fixed interest-rate reduction as a means of allowing incentives to be tailored to different CRA loan programs and loan terms. Ms. Tran and CRA Staff provide clarifications to the policy regarding funding sources and the role of the Art Review Committee. No additional substantive changes were identified during the presentation by the Committee.

Motion: Committee Member, Baxter Reecer, moves to approve the Art Policy to be taken to the Board of Directors, with amendments made by Committee.

Second: Committee Member, Adrienne Bell second motion

Outcome: Approved. Motion carried unanimously (0-5)

D. COMMERCIAL ASSISTANCE PROGRAMS

1. Project Coordinator, Hayden Callaway and CRA Staff is requesting feedback on establishing a set of commercial priorities that will be used to guide the annual funding for the CRA Commercial Development Loan Program (“CDLP”). Mr. Callaway provides the background of the competitive loan program and CDLP Policy that was adopted by the CRA Board of Director in March 2025, reviewing the three (3) programs: Commercial Development Loan Program, Commercial Assistance

Reserves, and Community and Cultural Initiative. With the launch of the CDLP Notice of Funding Availability in April 2026 and the requests received, CRA staff has established a set of priorities to be used to guide funding decisions and day-to-day execution, ensuring resources are focused on maximizing commercial impact within each unique project area with the flexibility to be applied across CRA project areas. In assessing each project area the factors to be considered for each are: (1) activating vacant or underutilized lots and ground-floor spaces by engaging property owners to identify and overcome barriers to redevelopment, (2) creating a mix of publicly accessible commercial uses that attract diverse customers, with preference for locally owned/independent businesses; supported by improving affordability and availability of space, (3) assisting owners/tenants with planning and buildout, and investing in placemaking and pedestrian safety to boost adjacent commercial activity and create a safer, more connected sense of place. (4) A related

Commercial Development Loan Program	
Current appropriated funds	\$17,464,037
Total funds requested from first CDLP funding round	\$9,900,000
Amount available for future round of funding if all first-round requests are funded	\$7,564,037
Commercial Assistance Reserves	
Funds allocated for 9-Line and North Temple commercial programming, available for new initiatives such as Commercial Acquisition & Leasing	\$2,417,317
Community and Cultural Initiative	
Funds allocated for a CBD placemaking project, available for reallocation to other CBD commercial activities	\$338,717

proposal to introduce master leasing commercial spaces from other property owners was found to carry significant property management burdens given limited staff and budget capacity. Mr. Callaway presents the opportunities of implementing these priorities into existing CRA programming and the potential outcomes, the option to use funds to close gaps in existing CRA programming and/or by working alongside other city departments and displays the funding courses for the CRA Commercial Program. In conclusion, Mr. Callaway reviews the next steps and inquires feedback from the Committee Members.

a. DISCUSSION & COMMENTS:

- i. Committee Members expressed support for acquiring and subleasing commercial spaces via master leases. Committee Member, Adrienne Bell cautioned against overexpanding given staff time and landlord-management capacity constraints, recommending a narrower, targeted approach or pilot program instead. Committee Member, Baxter Reecer suggested shifting pressure onto developers rather than the City to fill spaces; CRA Staff noted existing tenant improvement requirements already support an active City role, and clarified that while Tax Increment funds must be spent within the project area received, focus can be tightened to specific sub-areas. On the question of timeline, CRA Staff – Taylee Foulger asked whether long-return areas (e.g., NT) should remain a priority or whether attention should shift to areas with faster, more likely success; the Committee recommended prioritizing the latter. Mr. Reecer inquired about the \$2.4 million commercial



assistance reserve, CRA Staff explained the funds remain available to support future program development or acquisition opportunities, such as an available vacant building, that arise outside the current Notice of Funding Availability allocation.

E. ADJOURNMENT

There being no further business, the meeting was adjourned

Minutes Approved:

Reinvestment Advisory Committee Chairperson, Baxter Reecer

This document, along with the digital recording, constitutes the official minutes of the Reinvestment Advisory Committee held on Wednesday, August 5, 2026.



SALT LAKE CITY COMMUNITY REINVESTMENT AGENCY

STAFF MEMO

DATE: October 13, 2026

PREPARED BY: Wayne Mills, Senior Project Manager
Marcus Lee, Project Coordinator
Cara Lindsley, Deputy Director

RE: Rio Grande District Phase One Public Improvements

REQUESTED ACTION: Informational Item

POLICY ITEM: N/A

BUDGET IMPACTS: N/A

EXECUTIVE SUMMARY:

The Rio Grande District (“District”) is a two-block area located on the western edge of Downtown, bordered by 200 South to 400 South and 500 West to 600 West. In 2024, the CRA completed a plan to transform the District into a vibrant transit-oriented development. The CRA is implementing the plan and has completed schematic design of the new streets, plazas, and utility infrastructure. Following schematic design, the CRA split the District into two phases and completed 40% level construction drawings for Phase 1, which includes:

- Two new public streets;
- The reconstruction of 300 South;
- A new public plaza; and
- Improved utility infrastructure.

The purpose of this memo is to brief the Reinvestment Advisory Committee (“RAC”) on the Phase 1 improvements and inform the RAC on the CRA’s approach to construction and maintenance financing, District management, and parking. After briefing the RAC, CRA staff will brief the Board of Directors (“Board”). Barring any concerns from the Board, the CRA will proceed to 70% construction drawings for the Phase 1 improvements and will continue to develop the finance, management, and parking strategies.

BACKGROUND:

Rio Grande District

The CRA owns approximately 11 acres of land within the bounds of 200-400 South and 500-600 West, sandwiched between the historic Rio Grande Depot and UTA’s Salt Lake Central Station. The area is referred to as the Rio Grande District (District). The District was formerly within the CRA’s Depot District project area (expired in 2024) and is now located within the Station Center Housing & Transit Reinvestment Zone (“HTRZ”).



In 2024, the CRA completed the Rio Grande District Vision & Implementation Plan (“District Plan”), which serves as the framework for transforming the area into a vibrant, mixed-use downtown district. The CRA Board endorsed the implementation plan in December 2024, and in March 2026, the City Council adopted an amendment to the Downtown Master Plan that recognizes the District as a catalytic Downtown project.

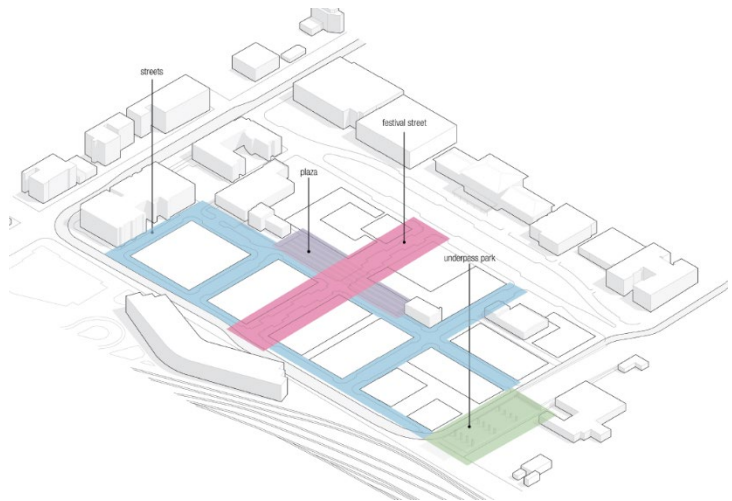
For more information regarding the Rio Grande District, please visit the project [website](#) or click the following link to access the District Plan – [Rio Grande District Vision & Implementation Plan](#).

Public Improvement Schematic Design

To lay the foundation for the development of the Rio Grande District, as envisioned in the District Plan, the CRA is working with a multi-disciplinary team to design the following improvements:

- Transformation of 300 South into a non-linear right-of-way with plaza-like features that prioritizes pedestrians over vehicles;
- Construction of new mid-block rights-of-way that function like traditional streets, break up the large blocks, and enhance access to adjacent development sites;
- Construction of the Arts Alley, a central plaza designed for art installations, performances, and interaction;
- Construction of upgraded utilities; and
- Construction of shared parking amenities.

The team completed schematic-level design of the district-wide improvements [graphic] and then split the district into two phases to focus resources on the streets and infrastructure serving the USA Climbing National Training Center (USAC). USAC is planned on CRA-owned property at the corner of 300 South and 500 West and will be instrumental in early activation of the District. The success of Phase 1 in the District requires close coordination with USA Climbing, whose project is currently in the permitting queue and relies on the CRA's improvements for utility, vehicular, parking, and pedestrian access.



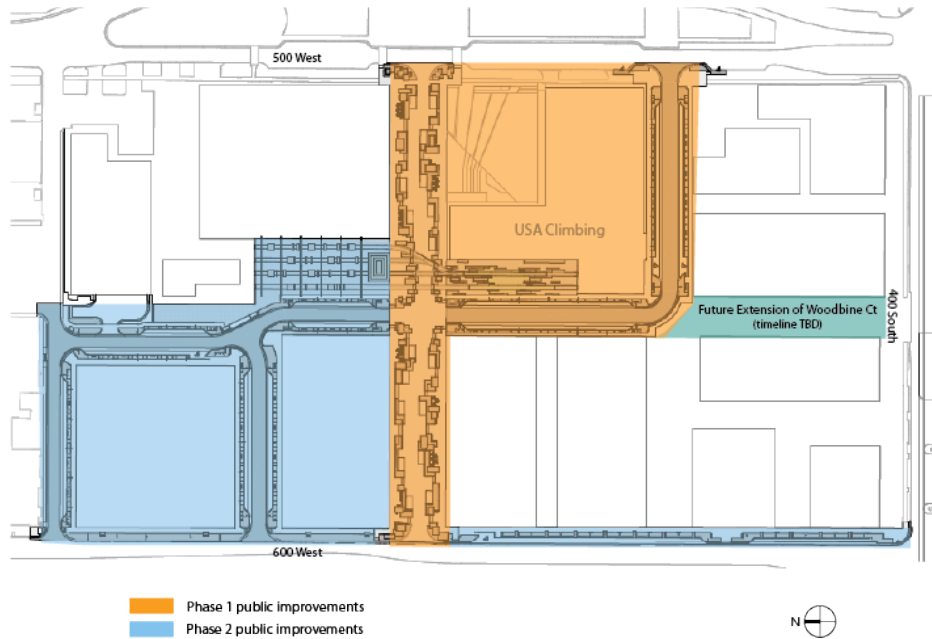
Public Improvement Phasing

As mentioned above, the public improvements were split into two phases. Phase 1, which is the focus of this memo, includes the following:

- Two new public streets: Market Street and Woodbine Court;
- Arts Alley South: the southern component of the Arts Campus;
- Reconstruction of 300 South into a shared-use “Festival Street”; and
- New and upgraded utility infrastructure.

After completion of the Phase 1 construction drawings, the CRA will advance the design of Phase 2, which includes the planned streets and plazas on the north block of the District, as well as improvements to the eastern edge of 600 West. CRA will update the Board as the Phase 2 improvements progress.

Rio Grande District Public Improvement Phasing Plan

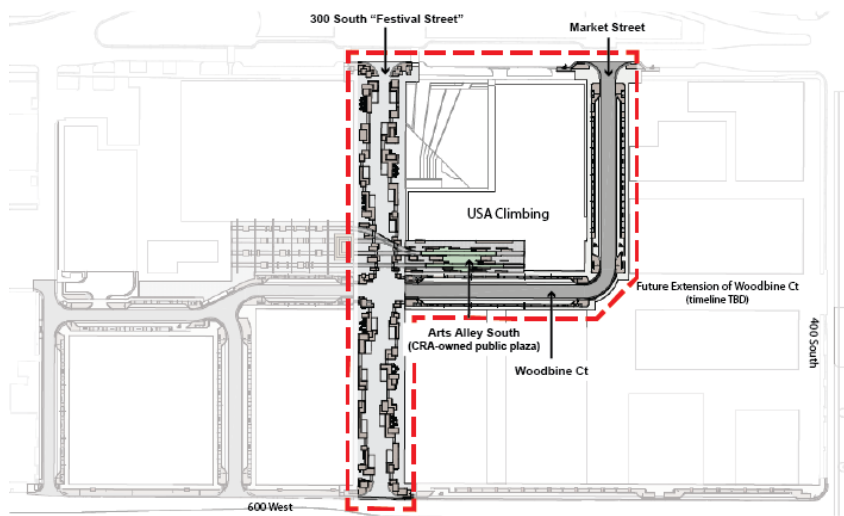


ANALYSIS & ISSUES:

Phase One 40% Design

Following schematic design and development of the phasing plan, the CRA proceeded with 40% construction drawings for the Phase 1 improvements stated above. The diagram below shows the extent of the Phase 1 public improvement area, and descriptions of the two new streets, Arts Alley South, Festival Street, and the planned utility improvements are in the following sections.

Phase 1 Public Improvements



“Typical Streets” – Market Street and Woodbine Court

Market Street and Woodbine Court have been classified as “typical streets” by the District design team due to their function and appearance, which are similar to those of a standard city street. These streets are designed to meet fire aerial access requirements and to provide access to adjacent future development. The streets are characterized by:

- Linear travel lanes with 26’ wide aerial fire truck access;
- On-street parking; and
- Pedestrian zones that include:
 - Street trees every 20 to 30 feet;
 - Permeable pavers that allow water to percolate into underground soil cells to ensure healthy tree growth;
 - Landscape planters;
 - Sidewalks; and
 - Unique landscape furnishings, such as benches, garbage cans, and street lighting.

A unique feature of Market Street is the curbless design along its northern side, adjacent to USAC. USAC has a dedicated para-athlete national climbing team, and the elimination of the curb adjacent to the on-street parking stalls is intended to improve access to the sidewalk.

Market Street - Looking East

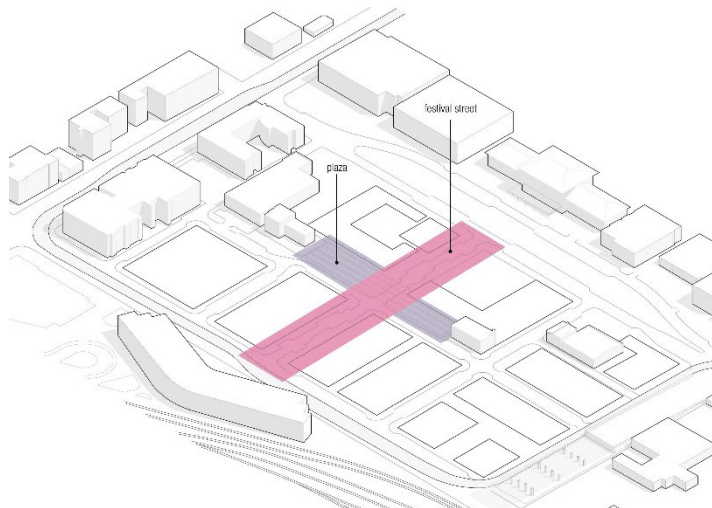


Woodbine Court - Looking North



Festival Street and Arts Alley South

Festival Street (300 South) and the Arts Campus are considered the heart of the District. The District Plan envisions Festival Street as a “curbless central urban square flanked by shops and restaurants spilling out at the edges.” Arts Campus is envisioned as a public plaza that intersects Festival Street and extends north and south. The plaza is flanked by two historic buildings, Macaroni Flats to the north and the Salt Lake Mattress Building to the south. The southern plaza, currently referred to as Arts Alley South, is included in the Phase 1 public improvements, while the north plaza will be designed and constructed as part of Phase 2.



The following summarizes the current design characteristics of Festival Street and Arts Alley South:

Festival Street (300 South)

300 South provides a unique opportunity to showcase a different approach to shared-use streets. It's not a thoroughfare and has a major transit center on one end and the historic Rio Grande Depot on the other. The District Plan envisions 300 South as a curbless central urban square, flanked by shops and restaurants that spill out at the edges. It also recognizes Festival Street as a programmable event space. In response, the District design team has coordinated with the City Engineering Department and the Transportation Division on a design with the following characteristics:

- [illegible]

A perspective view of a modern urban plaza. A wide, light-colored paved walkway runs through the center, flanked by low, dark green hedges. Mature trees with dense green foliage line both sides of the path, casting shadows on the ground. On the left, a modern building with a flat roof and large glass windows is visible. A dark car is parked on the left side of the path. Several people are walking and standing in the plaza. The overall atmosphere is bright and open.

Festival Street - Evening with Lighting – Looking West



Festival Street – A Programmable Space

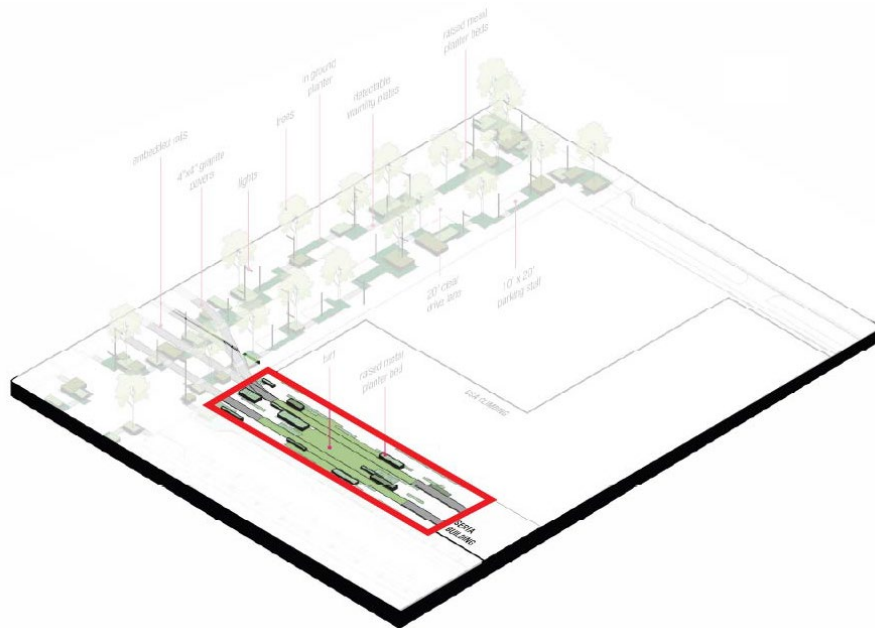


Arts Alley South

As stated above, the Arts Campus, as envisioned in the District Plan, is a public plaza that intersects Festival Street. The southern plaza, currently referred to as Arts Alley South, is included in the Phase 1 public improvements and is designed as a passive, hang-out space with trees, planters, and turf. Another feature of the Arts Alley South is its adjacency to the Salt Lake Mattress building. The

building is being improved as part of the USAC project and will include a café on the ground floor that opens onto the plaza with outdoor seating.

Arts Alley South



A Place to Socialize



Utility Infrastructure

The Phase 1 utility improvements include:

- Undergrounding existing overhead electrical;
- Constructing new electrical infrastructure to serve future development;
- Upgrading water and sewer lines; and
- Undergrounding conduit for future telecom infrastructure.

The utility improvements are needed, not only to serve USA Climbing, and future development adjacent to the Phase 1 improvements, but also to serve as the backbone infrastructure for the entire District.

The Numbers

One of the key vision statements in the District Plan is, “The Rio Grande District is the best transit-oriented development site in Utah.” In response, the CRA, in collaboration with City Departments and Divisions, has designed a unique place. The CRA acknowledges that creating such a place comes with a cost and requires oversight to ensure the district remains a vibrant neighborhood long after construction.

The following outlines the CRA’s approach to financing the construction and maintenance of the District, initial concepts on management structure, and parking.

Construction Costs

The Rio Grande District design team calculated a preliminary cost estimate for the Phase 1 public improvements. The estimate is based on the 40% design and the work includes:

- Mobilization
- Excavation
- Street surface improvements
- Water, sewer, gas, and electrical improvements
- Landscaping and street furnishings

The estimated construction cost and funding sources are as follows:

CONSTRUCTION COST ESTIMATE	
Construction	\$ 12,415,049
20% Contingency	\$ 2,483,009
Total Construction Cost	\$ 14,898,059
FUNDING SOURCES	
Allocated CRA funding*	\$ 5,485,564
Bond financing**	\$ 7,646,133
Impact fees***	\$ 1,036,130
Total Funding Sources	\$ 14,167,827
Gap	\$ 730,232

*Allocated CRA funding: Existing Depot District funds allocated by the Board to pay for Rio Grande District public improvements. No further action is needed to utilize these funds.

****Bond financing:** The CRA is working with the City Finance Department and its Financial Advisors to secure bond financing to pay partial construction costs. The bond would be backed by tax increment collected through the Salt Lake Central Housing and Transit Reinvestment Zone. Upon further design completion of the Phase 1 improvements, the CRA will update the bond estimate model and work with the Finance Department to complete the process, which includes City Council approval.

*****Impact Fees:** Impact fees are paid by developers to fund capital improvements, such as water, sewer, stormwater, and transportation infrastructure. The City is currently drafting an update to its Impact Fee Facilities Plan, and the new public streets planned for Phase 1 are included in the draft. Initial analysis by the Salt Lake City Transportation Division estimates that the Phase 1 improvements could be eligible for approximately \$1.04 million. The draft plan is scheduled for completion in October 2026 and requires approval by the City Council.

Filling the Construction Gap

The table above shows a \$730,232 gap between the estimated construction cost and anticipated funding. The CRA is exploring the following options to fill the gap. Possibilities include the following:

- Increased bond capacity by including ground lease revenue in the bond model.
- Reallocation of existing CRA funds. Requires approval by the CRA Board.
- Value engineering: While working with the District design team and future contractor, the CRA may consider reducing costs by using less expensive options while still implementing the vision and goals of the District Plan.
- City contributions from the general fund and/or sales and use tax. Requires approval by the Mayor and City Council.

Maintenance Costs

In a typical scenario, when a street is built and dedicated to the City as a public right-of-way, the City assumes responsibility for the street trees and street maintenance from curb to curb. Sidewalk and park strip maintenance become the responsibility of the adjacent property owner. For the District public improvements, the enhanced level of design requires an enhanced level of maintenance.

Following completion of the 40% design for the Phase 1 public improvements, CRA staff coordinated with Salt Lake City Public Services and Public Lands to develop annual maintenance cost estimates. To establish maintenance responsibilities and identify appropriate funding sources, maintenance activities and associated costs were divided into three categories:

1. *Base Level Services* are services the City assumes when property is added to its portfolio of public assets. For example, when a developer constructs a new street and dedicates it to the City, the City assumes responsibility for snow removal, asphalt and concrete repairs, and other routine functions associated with street ownership. Base services generally extend from curb to curb, with some sidewalk maintenance costs shared by the City. Park strip maintenance remains the responsibility of the adjacent property owner. Base Level City services are funded through the City's General Fund.

2. *Enhanced Level Services* are not typically provided by the City. When a public street includes specialized elements or features that are not ordinarily incorporated into City streets, the City does not automatically assume responsibility for maintaining those elements. For example, fixed-in-place garbage cans are not typically installed on City streets, and the City does not maintain dedicated staffing to remove the garbage. In most cases, a special district is established to generate revenue to fund these enhanced maintenance services.
3. *Landscape Furnishings Replacement* – The District includes unique landscape elements and furnishings, including garbage cans, benches, planters, and lighting. Because these elements are unique to the District, the City does not maintain a replacement inventory. Accordingly, the maintenance funding program should include dedicated funds for ongoing maintenance and eventual replacement at the end of each item’s useful life.

The estimated annual cost for each category of service, the assumed funding sources, and the maintenance funding gap are as follows:

ANNUAL MAINTENANCE COST ESTIMATE	
Base Level Services (City responsibility) – ex. asphalt and concrete maintenance, snow removal, street sweeping, graffiti removal, etc.	\$ 135,156
Enhanced Level Services (CRA responsibility) – ex. paver repair, garbage removal, landscaping, 300 South cleaning/snow removal, etc.	\$ 247,204
Landscape Furnishings Reserve (CRA responsibility)	\$ 104,087
CRA Maintenance Obligation Total	\$ 351,291
FUNDING SOURCES	
Base Level Service	[General Fund allocation]
Enhanced Level Service and Landscape Furnishings Reserve	
District Management Fees*	\$ 342,828 (starting year 2031)
Maintenance Gap	\$ 8,463**

*District Management Fees: The CRA owns approximately 11 acres in the District and anticipates soliciting the property for development next year. The plan is to lease the property and collect a fee for maintaining the public improvements. The earliest anticipated collection year is 2031.

** The maintenance funding gap is relatively small; however, the CRA acknowledges that there may be a period between the completion of the Phase 1 public improvements and the anticipated collection of the district management fee.

Addressing the Maintenance Gap and Potential Additional Funding Sources

As shown above, there is a relatively small gap between estimated maintenance costs and identified funding sources. However, a larger temporary funding gap could arise due to the timing difference between construction completion and revenue generation. The CRA is evaluating the following options to address this potential gap:

- Reallocation of existing CRA funds.
- City contributions from the general fund and/or sales and use tax.

District Management

The District vision is to create vibrant, active spaces that encourage 18-hour street life. Sustaining this environment requires structured management and oversight to ensure the District is properly maintained and programmed. The level of management oversight can be phased alongside the phased build-out of the District.

Phase 1 Management

Upon completion of Phase 1 public improvements, the management strategy will focus on immediate operational needs, primarily maintenance and coordination with USAC. Programming needs would be limited to activating Festival Street (300 South), a public right-of-way. In the early stages of the District, programming for Festival Street would be limited to events planned by other organizations and coordinated through the City's special-event permitting process within the Public Lands Department.

District Build-Out Management

As mentioned earlier, the District design team has completed the schematic design for all district-wide public improvements. As the project advances to build-out, the management scope will expand:

- *Arts Campus:* While the southern portion of the Arts Campus is included in Phase 1 as a passive space, the preliminary design of Arts Alley North anticipates a highly programmable, active space.
- *Expanded Oversight:* Accounting for the entire district, full build-out will require a heightened level of management oversight to guarantee that spaces are maintained and programmed.
- *Resource Allocation:* This expanded scope will require dedicated staffing and sustained funding.

Management Structure

While the final district-wide management structure is still being refined, it is anticipated that the management entity will operate under the oversight of the CRA. The current options being considered include:

- Contracting with a private management entity.
- Contracting with the Downtown Alliance.
- Designating internal management staffing directly within the CRA.

Management Funding

Funding for the ongoing management of the district will be sourced from ground lease revenue and district management fees, pending future Board approval. As stated previously, the CRA owns approximately 11 acres of land within the district. The intent is to ground-lease these properties to developers rather than pursue a fee simple sale. This ground-leasing strategy, coupled with the aforementioned district management fees, will generate the revenue needed to support the district's management and operations.

Parking

The District Plan states that the Rio Grande District will be the best transit-oriented development site in Utah, but acknowledges the need to accommodate automobile parking. In response, one of the key design moves in the District Plan is to take the lead on solving the parking puzzle by creating a parking district and developing a shared garage in the southern area of the District.

Parking Garage

The parking garage envisioned in the District Plan will serve commercial development, USAC, and District visitors. The District Plan states that residential development will be self-parked. CRA staff worked with a consultant to develop design alternatives and preliminary cost estimates for the planned garage. The largest parking structure under evaluation would provide approximately 800 parking stalls and have a construction cost of approximately \$52 million. The CRA is exploring the following funding options:

- Grow America Public-Private Partnership (PPP): Grow America is a nonprofit organization that works with communities to boost economic and community development. Through its PPP program, Grow America has coordinated with local governments to build and maintain parking garages, with the goal of reducing costs and administrative burden.
- State of Utah grants/loans aimed at supporting parking in transit-oriented districts.
- Partnerships with other agencies (see next section).

Expanding the Shared Parking District

As stated above, one of the design moves in the District Plan is to lead with shared parking, but the plan is specific to the two-block area that defines the District itself.

The Salt Lake Central Station transit hub is located along the western edge of the District, and the Utah Transit Authority (UTA) is in the design phase for the property's redevelopment. CRA staff was recently approached by UTA to ask if there was interest in working together to develop a shared parking district that includes both projects. CRA staff agreed and, together with UTA, hired a consultant to analyze future parking demand based on the agencies' development assumptions, and utilize the information to formulate a plan that addresses:

- A coordinated parking management and pricing structure;
- A phasing plan;
- Transportation Demand Management (TDM) strategies aimed at reducing parking demand; and
- Shared parking between multiple users with different peak hour demands.

By partnering with UTA, the CRA aims to avoid overbuilding parking and pursue sharing the cost of the new parking structure.

NEXT STEPS:

Notwithstanding any significant concerns raised by the Board, the CRA will continue:

- Moving forward with final design of the Phase 1 public improvements; and
- Refining funding sources, management structures, and developing the shared parking district strategy.

PREVIOUS BOARD ACTION:

- December 10, 2024: The Board endorsed the Rio Grande District Vision & Implementation Plan pursuant to Resolution No 21 of 2024.