

SALT LAKE CITY CORPORATION
DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT
OFFICE OF THE DIRECTOR

RECEIVED
AUG 13 2015
By _____

RALPH BECKER
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SCANNED TO: *Mary DS*
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DATE: 8-13-15


CITY COUNCIL TRANSMITTAL


David Everitt, Chief of Staff

Date Received: 8/13/2015
Date sent to Council: 8/13/2015

TO: Salt Lake City Council
Luke Garrott

DATE: August 12, 2015

FROM: Jill Love, CED Director 

SUBJECT: EnterpriseSLC Three Point Pledge

STAFF CONTACT: Mary DeLaMare-Schaefer
801-535-6230 or Mary.DS@slcgov.com

COUNCIL SPONSOR: Exempt

DOCUMENT TYPE: Briefing/Information Only

RECOMMENDATION: No Action Necessary

BUDGET IMPACT: N/A

BACKGROUND/DISCUSSION: For a number of years Salt Lake City's model for economic development has emphasized local and small business development. Staff was hired to focus on local business development and the city's revolving loan fund has provided financial support to over 150 local businesses for start up or expansion funding. Recruitment efforts, focusing on larger corporate entities, have been managed through a contract with the Economic Development Corporation of Utah (EDCU). Salt Lake City was instrumental in establishing EDCU many years ago for this purpose. In the last few years, the City has recognized a need for a more holistic and integrated approach to economic development. Many of the City's divisions impact and influence economic development including permitting processes, housing, transportation concerns, and land use planning and zoning. Rather than expecting a single division to be responsible for economic development a new approach is underway to embed economic development responsibility in to every work unit in the Community and Economic

Development (CED) Department. Accountability for positive economic success is becoming a shared responsibility across all divisions of CED.

A recent study done by Natalie Gochnour (see attached EnterpriseSLC: Vision and Strategy Memorandum) supports this new approach and provides a series of strategies to consider, based on community input, to further detail the reshaping of economic development in the city organization.

EnterpriseSLC: Vision and Strategy Memorandum

In March 2015 the administration commissioned a 90 day review of the current state of economic development activities for the City. Natalie Gochnour, Associate Dean for the David Eccles School of Business, was retained to conduct this study.

During March – June 2015 Natalie Gouchner met with 75 business and community leaders regarding economic development in four roundtable meetings. Meetings were also conducted with the city's Business Advisory Board, at a City Council work session, and one on one with some key business leaders. This process is referred to as EnterpriseSLC.

The Enterprise SLC work confirmed Salt Lake City's favorable economic positioning and potential. It also points out that while things are going well that a series of new directions could make things even better. Three major steps to maximize economic opportunity were identified:

1. Embrace a bold and unified economic development vision
2. Create the right leadership and structure to achieve this vision
3. Implement strategic priorities, policies and rolls to support the vision.

The memo also outlines nine foundational pillars for the city to prioritize, enhance and invest in and seven strategic options to help move this new effort in a positive direction.

3-Point Economic Development Pledge

In response to this input from community and business leaders, CED produced a **3-Point Pledge** (see attached) to document the new directions being taken in economic development. A draft version of this pledge will be shared with business leaders from all sectors in three different sessions held on August 18th, 2015. The guiding principles of the pledge are the Mayor's Livability Agenda, the 2015 Council Priority regarding economic development and the EnterpriseSLC Memorandum.

The following mission statement was prepared to guide these new efforts:

Economic Development Mission

Salt Lake City government will seek to strengthen the capital city's role as a regional economic leader by fostering a resilient and diverse economy for its residents.

The **3-Point Pledge** includes specific work to shift the culture, promote commercial success, and strengthen partnerships

CED looks forward to briefing the City Council on the three point pledge, and the feedback received in the August 18th meetings.



VISION AND STRATEGY MEMORANDUM

To: Jill Remington-Love, Director, Community and Economic Development

From: Natalie Gochnour, Associate Dean, David Eccles School of Business

Subject: EnterpriseSLC Findings, Vision and Strategic Options

This memorandum conveys the results of a 90-day review of Salt Lake City’s economic development activities. The review involved approximately 75 business and community leaders who participated in four roundtable discussions, one-on-one meetings, a meeting of the Business Advisory Board, and a Salt Lake City Council work session. The outreach followed a four-step process of listening to a cross section of business and community leaders, exploring economic development options with these leaders, framing these options into findings, and reviewing the vision and strategic options with contributors. This memorandum condenses the findings of this process into an actionable document for Salt Lake City leadership to consider.

EnterpriseSLC Process



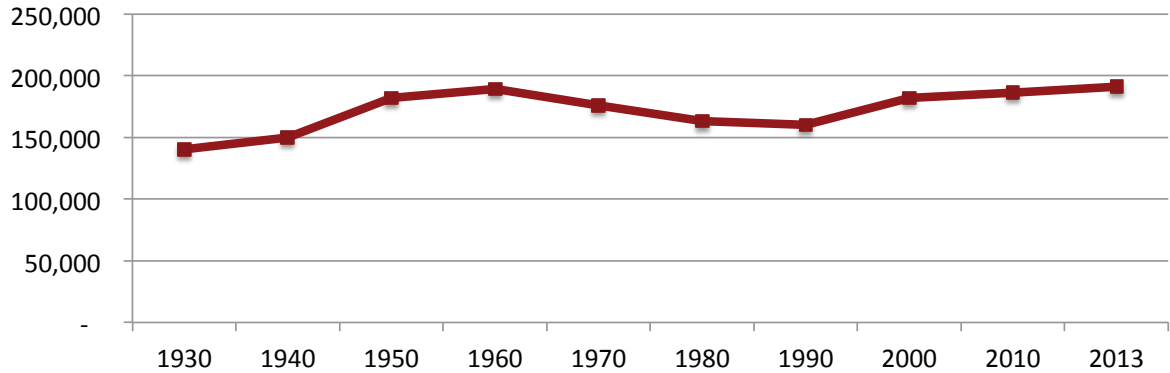
MAJOR THEMES: Economic success and potential to do more

The EnterpriseSLC process confirmed two major related themes about Salt Lake City’s economic development activities. Salt Lake City is experiencing clear economic success and the potential exists to do much more. Business leaders believe the city’s success can be enhanced and amplified through improved economic development practices and a shared economic development vision.

A variety of key business indicators demonstrate Salt Lake City’s economic success. The major indicators of population, employment, assessed valuations, residential building permits, commercial building permits, value of permit-authorized construction and gross taxable sales all follow an upward trend (see embedded charts). Salt Lake City is vibrant and growing. Most businesses and residents benefit from significant economic opportunity.

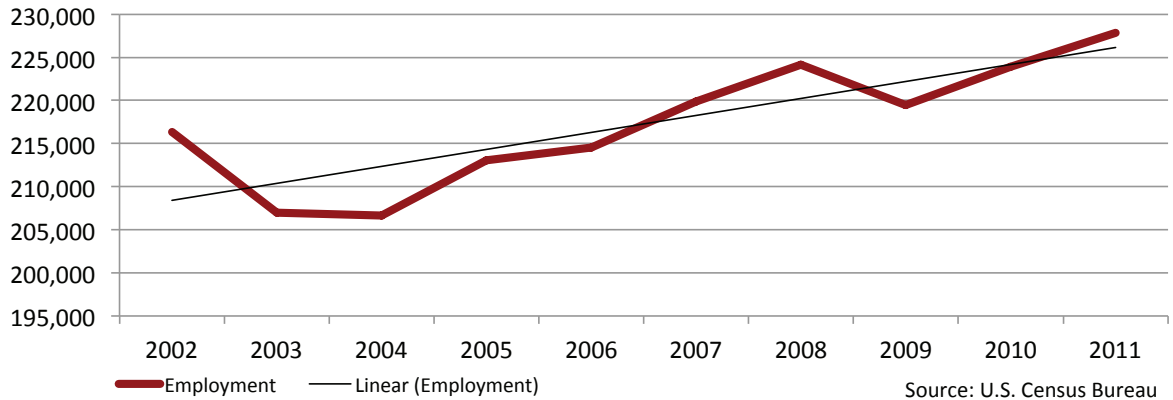
SALT LAKE CITY KEY ECONOMIC INDICATORS

Population - Salt Lake City



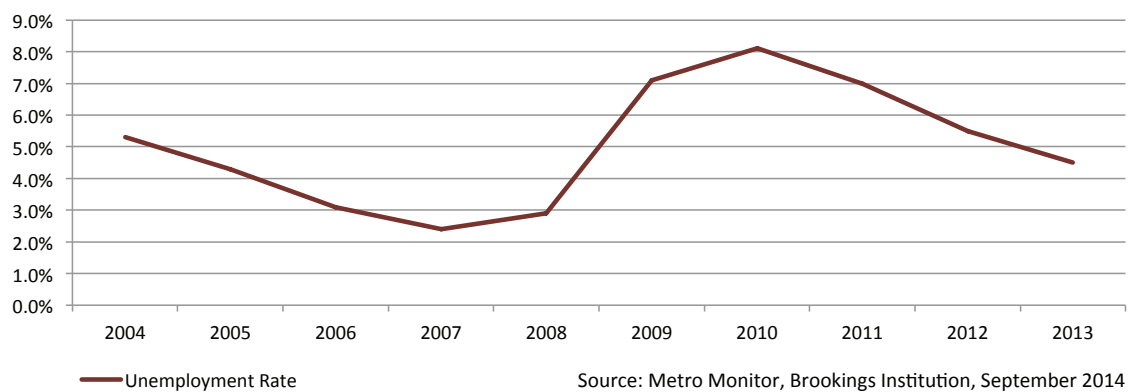
Source: U.S. Census Bureau

Work Area Employment - Salt Lake City



Source: U.S. Census Bureau

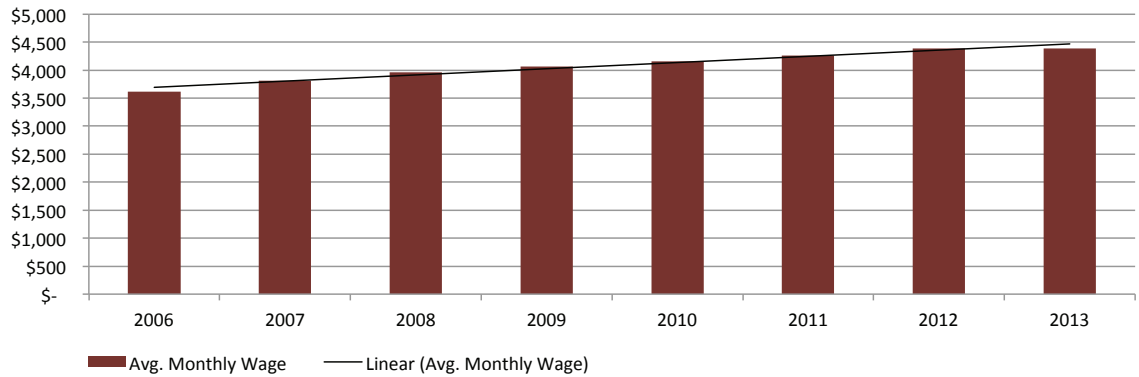
Unemployment Rate - Salt Lake City



Source: Metro Monitor, Brookings Institution, September 2014

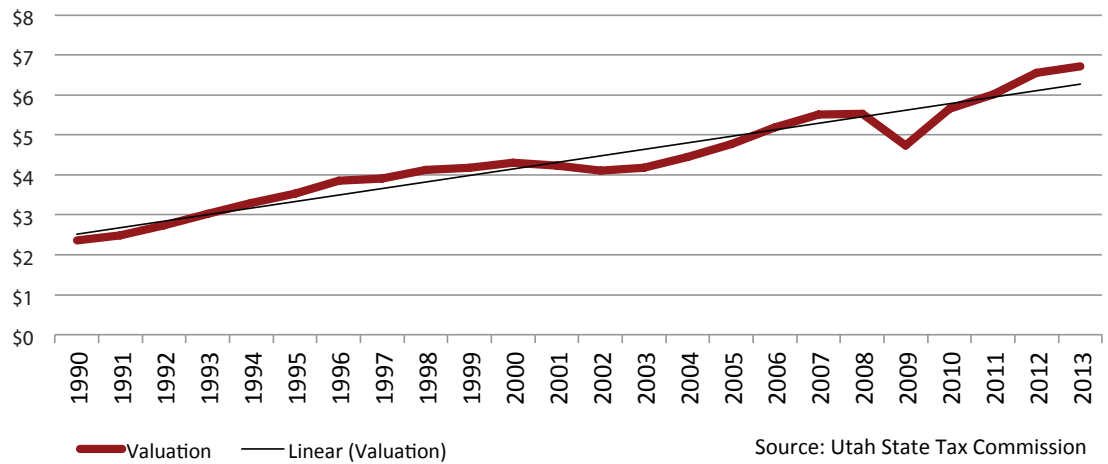
SALT LAKE CITY KEY ECONOMIC INDICATORS

Average Monthly Wage - Salt Lake City



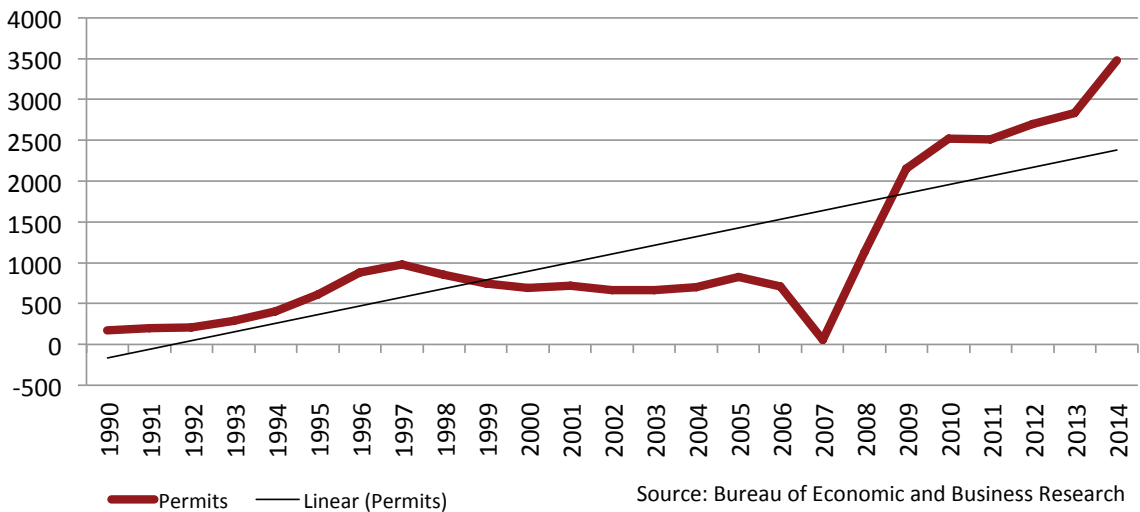
Source: Utah Department of Workforce Services, Annual Report of Labor Market Information

Assessed Valuation - Salt Lake City (in billions)



Source: Utah State Tax Commission

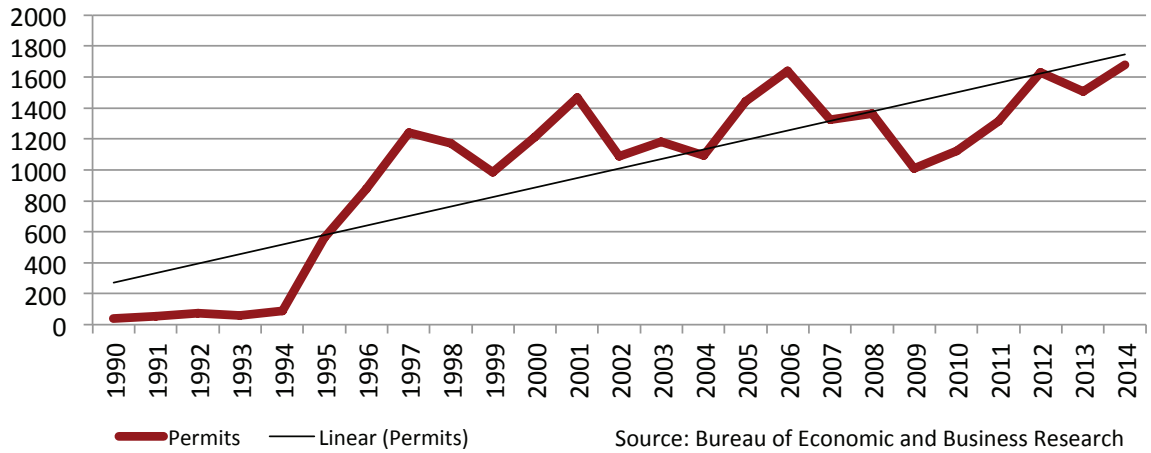
Residential Building Permits - Salt Lake City



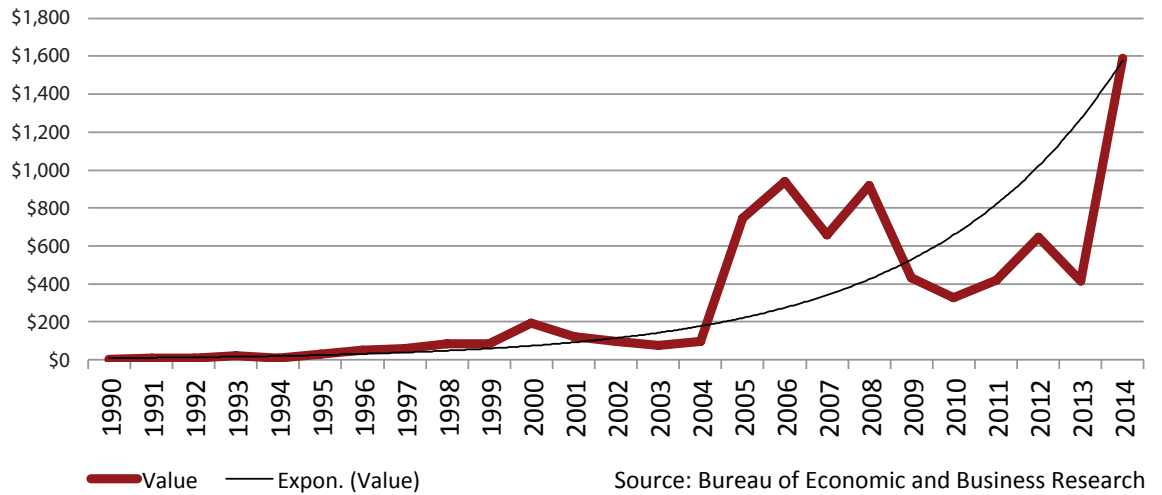
Source: Bureau of Economic and Business Research

SALT LAKE CITY KEY ECONOMIC INDICATORS

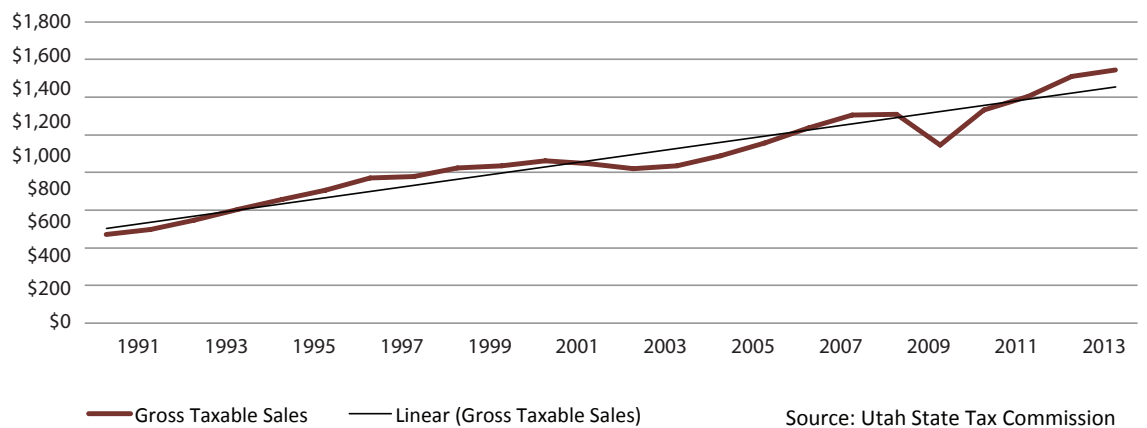
Commercial Building Permits - Salt Lake City



Value of Permit Authorized Construction - Salt Lake City (in millions)



Gross Taxable Sales - Salt Lake City (in billions)



Using Salt Lake City's existing economic success as a foundation, city leaders and businesses have the opportunity to jointly create a future that is even more prosperous. The City can do this by improving the culture and policies that support economic activity.

Salt Lake City has made significant strides to improve the business environment over the last few years, but more work remains. City processes can be simplified, streamlined and more consistent and transparent. Some business leaders perceive an unfriendly attitude toward business and a lack of what they call "respect and response" in dealing with people who want to invest in the city's economic future. Small and large businesses alike desire a person they can go to and solve a problem and are not clear who that person is at this time. They want a champion for economic development who has leverage within the City to address impediments to investment.

When times are good, as they are right now, it is easy to get complacent. It is important for Salt Lake City's leaders, both public and private, not to be content in today's favorable economic environment. If Salt Lake City isn't careful it may be caught unprepared and unable to compete in leaner times.

The takeaway is that Salt Lake City should aggressively develop a visionary economic development strategy, and implement that strategy before the economy slows down.

OPPORTUNITY

Every participant in the EnterpriseSLC process was asked about the economic promise of Salt Lake City and what the City should do to optimize economic activity. I have distilled the feedback received into three major points:

1. Salt Lake City's economy is favorably positioned and has enormous potential.
2. As great as it is...it could be even better, and both private and public sector leaders have an obligation to work together to make that happen.
3. Salt Lake City will maximize economic opportunity if it takes three steps:
 - Embrace a bold and unified economic development vision of what Salt Lake City can become;
 - Create the right leadership and structure to achieve this vision; and
 - Implement strategic priorities, policies, and tools to support the vision.

The remainder of this memorandum proposes a draft economic development vision, vital characteristics and pillars of the vision, and the strategic options for the City to consider in order to achieve the vision.



VISION

Vision leads every significant improvement process. Salt Lake City will benefit from visionary economic leadership that identifies what the future can be and takes purposeful steps to achieve it. A vision is an aspirational description of what Salt Lake City wants to be at a future point in time. It can be expressed in the form of a mantra (short description of what the city can become), vital characteristics (the key descriptive components of the vision), and foundational pillars (the areas to invest in, prioritize and enhance).

Participants in the EnterpriseSLC process offered their thoughts on an inspiring and achievable economic development vision for Salt Lake City leaders to consider. I have refined these comments into the following:

Mantra

A mantra in this application is a commonly repeated word or phrase that communicates the city's vision. It serves as a rallying cry to help City leaders align resources. I have selected the mantra of a GREAT AMERICAN CITY as the rallying cry for the EnterpriseSLC vision. Salt Lake City can become a Great American City.

What is a Great American City? It represents a city that is a must-see, must-experience, and truly memorable urban center. It is something more than a point on a map; it is a gathering place that invites connection because of the people, the built environment, and the natural setting. Nationally and internationally, it represents something important to this country and the world. It is a place people want to experience, some as visitors and others as residents. For both visitors and residents, a Great American City offers something truly distinctive, memorable, and great.

Perhaps the concept is best demonstrated by looking at reference cities around the country that set high bars as Great American Cities. To the west San Francisco excels because of its one-of-kind history and culture. It is known for cable cars, Fisherman's Wharf, a spectacular bridge, and a stunning skyline. International visitors frequently place San Francisco on their list of cities to see and experience. San Francisco's unique culture, stunning natural environment, and attractive built environment make it great. San Francisco is a Great American City.

Washington, D.C. is another Great American City. As the capital of the United States, Washington, D.C. features extraordinary civic spaces. Museums, monuments, and historical sites are plentiful and inviting. By making most of them free of charge visitors feel a sense of connection with the community and the country. They know this is the epicenter of an extraordinary country and you can feel a sense of national pride everywhere you go. The Potomac and Anacostia Rivers frame the city and the Capitol stands as the symbol of freedom to the world. Washington, D.C. is a Great American City.

Many other cities in the country have their own flavor of greatness. Boston, Chicago, New Orleans and many others come to mind. In these and other cities, the city represents something larger than itself; it represents something important and truly great to the country. While Salt Lake City lacks the size, scale and prominence of these cities, it can channel what makes it unique and become its own version of a Great American City. This is the mantra and vision of the EnterpriseSLC vision.

Vital characteristics

EnterpriseSLC roundtable participants described the characteristics they felt most important to the city's economic future. I have condensed these discussions into four vital characteristics. I intentionally limited the number of characteristics so Salt Lake City leaders can focus on essential components of making Salt Lake City a Great American City.

Beautiful – Salt Lake City showcases a premier natural setting with spectacular views, abundant recreational opportunities, and attractive life quality. Salt Lake City is set apart by this beauty. In the view of EnterpriseSLC participants, Salt Lake City's vision must protect and promote the city's extraordinary natural setting.

Prosperous – Salt Lake City features a vibrant, diverse and growing economy. It is a city on the rise. Many economic opportunities are available to residents and the potential exists to create even more. EnterpriseSLC participants view a vital and prosperous economy as an important component of the city's vision. They also want all socio-economic groups to benefit from the city's economic success.

Authentic – Salt Lake City offers a unique intermountain culture that is young, friendly, family-oriented, and entrepreneurial, with surprising international reach. As the headquarters of a global religion, western hub for Delta Airlines, and creative hotbed for creative urban professionals, Salt Lake City teems with life and genuine potential. EnterpriseSLC participants touted Salt Lake City's authenticity as a major strength and encouraged city leaders to build upon what makes Salt Lake City truly one of a kind. This trait is difficult to describe, but includes an inventive spirit, strong sense of collaboration and civic pride, optimism, youthfulness and a willingness to push new boundaries, try new things and embrace a future filled with opportunity.

Regional leader – Salt Lake City serves as the center of commerce for the Intermountain West. It sets the standard for sustainability and economic justice, and residents place high value on educational opportunities. EnterpriseSLC participants put an exclamation point on the importance of Salt Lake City's regional economic leadership.

These vital characteristics convey a vision for Salt Lake City as a Great American City that is beautiful, prosperous, authentic, and a regional leader.

Pillars of the vision

Each participant in the EnterpriseSLC process was invited to comment on the major pillars that provide a foundation of support for Salt Lake City to become a Great American City that is beautiful, prosperous, authentic, and a regional leader. These are areas Salt Lake City should invest in, cultivate and improve. While many pillars were considered, I have condensed these down to nine core areas:

1. Transportation crossroads
2. City of learning
3. Center for arts, culture and entertainment
4. Growing center for technology
5. National leader in sustainability
6. Vibrant neighborhood centers
7. Home grown and local
8. Entrepreneurial and innovative
9. Small business enterprises

In becoming a Great American City, Salt Lake City should prioritize, invest in, and enhance each of these pillars.

STRATEGIC OPTIONS

The EnterpriseSLC process identified many strategic options. The ones presented here are intended to stimulate discussion among Salt Lake City leaders to identify the best options to help Salt Lake City attain a vision of being a Great American City. Each option is numbered to facilitate a meaningful and orderly discussion.

Strategic Option #1 – Regional leadership

Embrace a leadership role as THE regional leader for economic development in the interior western United States. To fulfill this objective, Salt Lake City would need to embrace a bold vision to become a Great American City, and then relentlessly pursue this vision. Elected officials, City employees, residents and business leaders would need to rally behind this vision to make it happen. Or, as one EnterpriseSLC participant put it, “The city needs to provide more than green leadership or human rights leadership. It needs to provide economic development leadership for the region.”

“The city needs to provide more than green leadership or human rights leadership. It needs to provide economic development leadership for the region.”

Salt Lake City business leader

Strategic Option #2 – Leadership structure

Create the right leadership structure and implement strategic priorities to make the vision happen. The hiring of a director of Community and Economic Development (CED) with a strong economic development background is a good first step. This option also contemplates the head of CED serving in the economic development director role. In this way, economic development would benefit from Cabinet-level leadership with direct lines of reporting to the mayor and City Council. Such a leader would function as a “navigator with leverage” to bring a proper balance to City decisions that impact economic development. This person should have primary responsibility over all economic development functions in the City.

Strategic Option #3 – Redevelopment Agency (RDA) and CED

Engage in a meaningful discussion about the relationship between the RDA and CED department. Salt Lake City separates the RDA from the economic development functions of the City. This separation effectively removes the most important local government incentive from CED’s economic development toolbox. This structure is unusual among cities in Utah and elsewhere and makes a unified, citywide vision for economic development difficult. It also disadvantages Salt Lake City in the increasingly competitive regional economic development environment. Moreover, it disjoins the City’s financial resources for economic development and creates more administrative barriers for developers. The key is to consider how the RDA can seamlessly help achieve Salt Lake City’s economic development vision.

Strategic Option #4 – Private-public partnership

Explore a private-public partnership similar to the state of Utah’s partnership with the Economic Development Corporation of Utah (EDCU) and expand upon Salt Lake City’s current relationship with EDCU. The private sector can offer much to help existing businesses expand and proactively market Salt Lake City to potential expansions and regional headquarters. The private sector also offers a valuable funding source. A private-public partnership at the capital city level would build upon the existing EDCU relationship and advance the unique capital city role of Salt Lake City and its large urban scale.

Strategic Option #5 – Economic development ordinance review

Conduct a citywide economic development ordinance/City code review similar to Salt Lake City’s Sustainable Code Revision Project. Just like the sustainability ordinance review resulted in sensible changes to City code to improve sustainability practices, an economic development code review would identify areas where existing code and plans are business friendly, business neutral or business harmful. The City could adopt an economic development grading system for new regulations and planning that follows the same identifiers. The downtown master plan would be a good place to start. Where appropriate, changes to code and planning documents would improve Salt Lake City’s business climate and remove obstacles to become a Great American City. It also will be an indicator to the business community that the City is proactively seeking to meet their needs.

Strategic Option #6 – Priorities, policies and tools

Focus on a variety of priorities, policies and tools that will help the city become a Great American City. The list of items for consideration include the following:

- **Devote more resources to economic development** – Salt Lake City’s economic development effort comprises five to seven FTEs and has had high turnover. The city will benefit from a much larger and finely tuned economic development effort.
- **Make economic development a citywide staff priority** – Such an approach would recognize economic development is not incidental to the city; it’s foundational. Salt Lake City staff would adopt an attitude of customer service within all City departments. The culture within Salt Lake City’s departments should reflect the question, “How can I help this resident or business succeed?”
- **Improve effectiveness and efficiency** – Business leaders perceive their interactions with Salt Lake City to be bureaucratic and inefficient. The City could make it a priority to be in the top tier among its peers for effectiveness and efficiency.

“There is a bit of ignorance as the capital city. The city seems to adopt the attitude that they don’t need to be “scrappy” in attracting business investment. They almost expect development instead of fighting for it. They feel like they can pick and choose.”

Salt Lake City community leader

- **Devote more resources to helping locally-grown businesses** – Make sure that home-grown businesses receive the attention they deserve.
- **Use economic development tools more aggressively** – Look for ways to expand the use of Economic Development Areas, Community Development Areas, the SLC Business Revolving Loan Fund, Foreign Trade Zone and Special Assessment Areas to increase economic opportunities for residents.
- **Improve tax and regulatory climate** – Tax and regulatory policy serves as an important motivator of investment and steadies the ship during turbulent times. If Salt Lake City wants to attract additional investment it should continually monitor and improve the tax and regulatory climate for business.
- **Improve homeless services** – Salt Lake City’s large homeless population deserves proper care and attention. Salt Lake City businesses also deserve to operate in an environment free of crime, public indecencies, and fear. Salt Lake City will not meet its economic development potential without boldly confronting this issue and making needed changes. Business leaders view this as an urgent priority.
- **Support neighborhood centers** – Salt Lake City is fortunate to have established, emerging, and potential neighborhood activity centers that provide opportunities for homegrown businesses and bring vitality to the community. The City could make purposeful efforts to foster the continued growth of these neighborhood nodes.
- **Develop the creative sector** – Creative industries in Salt Lake City contribute to the economy in a significant way. New and young entrepreneurs with fresh ideas are being drawn to Salt Lake City’s diverse and wide range of creative outlets. Art, design, film, music, performing arts, and other creative economy activities will flourish if the City welcomes them and provides the human and physical capital for them to thrive.
- **Support annexations** – Salt Lake City’s population is small relative to the region. Annexations will create a larger and more diverse population and create a more influential capital city. The City may want to consider supporting population growth through annexations.
- **Promote the visitor economy** – Salt Lake City typically takes a back seat to Salt Lake County in taking an active role in supporting the visitor economy. This is understandable because of Salt Lake County’s role in funding Visit Salt Lake and the Salt Palace Convention Center. However, Salt Lake City could play a much more prominent role in making the city more hospitable to visitors. Cab regulations, way finding, liquor laws, event licensing and ordinances are areas where the City could take a stronger leadership role.

“The large national firms get the best incentives, while locally grown businesses get the short end of the stick.”

Salt Lake City business leader

“The current way we are providing homeless services is not working. The health of the city as a whole is at stake and we need to get it right.”

Salt Lake City business leader

“There is a lot of potential for the city to think outside of the box. There are so many opportunities, particularly in tech.”

Salt Lake City business leader

- **Commit to improving the region’s air quality** – Salt Lake City can help with the region’s air quality program by continuing to support access to cleaner Tier 3 fuels and cars, supporting public transit and active transportation improvements, and directing economic development resources to cleaner industries. Cleaner air is an economic development priority for business leaders.

Strategic Option #7 – Investment priorities

Prioritize investments that will help the City achieve its economic development vision. The following investment priorities emerged from the EnterpriseSLC process:

- **Utah Jazz/ESA** – Energy Solutions Arena is the largest, most high-tech arena within a five-state radius and seats over 22,000 people. Each year the arena hosts over 40 Utah Jazz games, as well as concerts, rodeos, ice shows, and other events. It is an economic jewel in the city and a significant draw for visitors. The arena supports Salt Lake City’s substantial base of hotels and restaurants and is a source of community pride. Built in 1991, the arena will need serious investment in the coming years to remain a viable and modern venue in the Salt Lake economy.
- **Airport** – The rebuild of the Salt Lake City International Airport terminal offers a great opportunity for the city, in collaboration with the state of Utah and the private sector, to invest more in the area surrounding the airport to stimulate still further capital investment and create jobs in the aerospace, manufacturing and warehousing and transportation industries.
- **Transit gaps** – Salt Lake City’s public transit should be the most frequent, most reliable, and ubiquitous system in the metropolitan region. It should ultimately connect the warehouse, retail and industrial jobs on the west side of the city with the neighborhoods east of Redwood Road. These and other transit gaps need to be part of an economic development and transportation vision.
- **Tech and innovation district** – Provo, Lehi/Draper, Ogden and other areas of the state have been attracting significant tech investment. Salt Lake City can be part of this momentum. Google Fiber’s commitment to Salt Lake City is a plus. So are Salt Lake City’s work force, educational institutions, attractive neighborhoods, and other amenities. Specific areas within Salt Lake City, such as the Depot and Granary Districts, present a significant opportunity for public investment. For example, the City can help the Depot and Granary Districts transition from industrial and warehouse uses to a location for Salt Lake City’s growing creative industries, including arts, digital arts, film and technology startups.
- **Education and workforce** – Business leaders recognize and value human capital. Salt Lake City may want to consider taking purposeful steps to help with emerging and future labor and talent shortages. This could include programs to entice people to relocate to the city such as a tax rebate program for home ownership, city-run Charter schools, attracting new centers of learning (such as Neumont University), or education advocacy that supports innovation and collaboration within Salt Lake City School District.

“We need a fertile landing zone for new companies coming out of our universities.”

Salt Lake City
Council Member

CONCLUSIONS

The EnterpriseSLC process confirmed Salt Lake City's favorable economic positioning and potential. As good as it is, however, with the right investments and policy interventions it could be even better. Salt Lake City will maximize economic opportunity if it takes three major steps:

1. Embrace a bold and unified economic development vision;
2. Create the right leadership and structure to achieve this vision; and
3. Implement strategic priorities, policies, and tools to support the vision.

EnterpriseSLC suggests a mantra or short description of what the city can become – a Great American City. The key descriptive components of this vision have also been identified. To be great, Salt Lake City must be beautiful, prosperous, authentic, and a regional leader. The city already has many of these attributes, but they can be enhanced and strengthened. Finally, nine foundational pillars have been identified for the city to prioritize, enhance and invest in. These include:

1. Transportation crossroads
2. City of learning
3. Center for arts, culture and entertainment
4. Growing center for technology
5. National leader in sustainability
6. Vibrant neighborhood centers
7. Home grown and local
8. Entrepreneurial and innovative
9. Small business enterprises

EnterpriseSLC identified seven STRATEGIC OPTIONS for City consideration. They included, but were not limited to, strengthening Salt Lake City's economic development leadership role, exploring how the RDA can support the economic development vision, considering a private-public economic development partnership, and reviewing City code for potential economic development improvements.

Salt Lake City should also consider a variety of priorities, policies and investments such as devoting more resources to economic development, improving customer service, urgently addressing homeless services, and supporting reinvestment in Energy Solutions Arena.

On behalf of all of the participants in EnterpriseSLC, thank you for the opportunity to provide feedback on Salt Lake City's economic development activities. In the next phase of EnterpriseSLC, I would suggest an action plan to implement many of the options identified in this review and measurable metrics to track progress.

As a native Salt Laker, I express my affection for this city and my high level of confidence in Salt Lake City leaders' ability to address challenges and realize the promise of becoming a Great American City.

Attachments

- 1) Salt Lake City's economic development successes
- 2) Economic indicators
- 3) List of contributors

ATTACHMENT 1: Salt Lake City's Economic Development Successes

In addition to identifying a vision and strategic options, EnterpriseSLC with the help of city staff identified recent economic development success stories. The following excerpts represent highlights across a range of economic activity in Salt Lake City in the areas of economic development, city services, redevelopment projects, sustainability and technology initiatives, and transportation projects.

Economic Development: Goldman Sachs originally opened their Salt Lake City office in 2000 because of Utah's favorable banking laws. They located 35-40 employees at Research Park at the University of Utah. After the dot.com recession they added several hundred employees in 2007 and liked the results. Following the Great Recession they commenced with a regional build out strategy that brought several hundred more jobs to Utah. Today, Goldman Sachs employs approximately 2,200 Utahns. Salt Lake City is the company's second largest employment center in the Americas.

In March 2015 Google announced its intentions to make an advanced fiber optic grid available to customers. The new network will offer gigabit-per second access to users. Salt Lake City will be the eighth location in the United States that offers Google Fiber.

City Permitting and Building Services: Beginning in 2009 and continuing through 2012, the Planning Division capitalized on the economic downturn by evaluating processes. The evaluation identified a number of ways to streamline processes and led to changes in process requirements in the zoning ordinance and changes in internal functions. The result was a significantly decreased processing time across all permit classifications. In addition to time reductions, each subsequent year saw an increase in the total number of applications submitted to the Planning Division. In short, a higher number of permits are being processed at a faster rate.

Building Services Division is providing a 'One-Stop-Shop' for construction and development customers. This includes four out of the six major departments/divisions requiring plan reviews in one room: Planning, Building, Fire and Public Utilities. This service is utilized by nearly 14,000 customers each year. A Development Review Team (DRT) consisting of senior technical staff is provided free of charge to identify major issues with proposed development. This process identifies major issues early in the process, usually before expensive designs and plans are commenced. Roughly 65 percent of permits are issued online without any in-office visitation required. Expedited plan review services are also provided for those whose projects need quicker plan review. Ten working-day turn-around-times for first comments on plans are guaranteed once they have been submitted. Private contractors are used for this work.

'Real-time' inspection results are provided to customers via e-mail or the interactive voice response system (IVR). Inspection requests are provided through an IVR and a web-scheduler online 24/7/365. The process is fully automated for paperless plan reviews that eliminates the need to visit City Hall and allows full collaboration between city staff and the private design team. This process is facilitated at no extra cost to the customer using new software. Online payment services also continue to improve.

Redevelopment: Salt Lake City has successfully pursued redevelopment on several fronts, including emphases on certain neighborhoods and specific sector development. These include:

West Side Commercial Nodes: Commercial and mixed use nodes offer opportunities for neighborhoods to have community gathering places, places for entrepreneurs to start their businesses, and provides a social environment critical to creating neighborhood identity. Capitalizing on the existing businesses that have anchored these nodes for years, zoning changes are intended to offer more flexibility for shops, cafes, and offices to thrive while fitting in with the surrounding neighborhoods. Each business node is unique; some occupy only the corners of an intersection, while others occupy several blocks.

Manufacturing and Industrial Development: The manufacturing and industrial areas west of I-215 are a major hub of jobs for the city. The area is well connected with interstate, heavy rail and the Salt Lake City International Airport. The location makes it ideal to be the leading industrial park area in the Intermountain West and maintain the City's competitive economic advantage.

RDA Funds: RDA funds are currently being utilized in a wide-range of projects. Salt Lake City's Central Business District, SugarHouse, West Capitol Hill, the Gateway, and the Granary District have all reported notable success stories that are utilizing RDA funds. These include: \$140 million in public and private funds for the new Eccles Theater downtown; over 30 loans for the construction of new buildings and the renovation of existing structures in downtown; \$200 million in private projects, with another \$400 million likely on the way, in the central SugarHouse neighborhood, and; a redesign and redevelopment of the Marmalade central corridor along 300 west. Overall, roughly 30 RDA projects of varying size and scope have either been recently completed or are underway.

Economic Development Loan Funds: In addition to RDA funds, Salt Lake City relies on the Economic Development Loan Fund (EDLF). Created in the early 1990's, it has aimed to stimulate business development and expand neighborhood vitality within the city's business districts. Many businesses that have helped shape Salt Lake's identity have received funding through the EDLF program. The fund, which includes more flexible requirements, has been able to step in when the bank could not for businesses, such as The Red Iguana, The King's English, Epic Brewing, Babinski's Baby, and many more. In the 20 years the EDLF program has been in operation, the fund has given over \$16 million to nearly 150 local businesses. In 2015 alone, Salt Lake has given eight separate business loans, totaling \$1.1 million.

Sustainability & Technology: Several initiatives are currently underway to support sustainable practices and the implementation of new technologies to help support prosperous economic activities. The largest impact on technology is likely to be the addition of Google Fiber in Salt Lake. The investment in high speed fiber will spur competition between providers and elevates the profile of Salt Lake City on a national

scale. This investment will draw in larger tech companies, but will largely impact the individual contractor and small business opportunities. There is a changing demographic in tech jobs being called the “Soloprenuer”, contract employees who can build a website, manage data analysis, and provide professional consulting services to businesses. With Fiber connectivity coming to Salt Lake City, this new economy job is more likely to flourish. Physically we are seeing this through new co-working and support organizations like The Impact Hub, Church and State, The Holodeck and Sustainable Start-ups. Other sustainability and technological initiatives include:

Renewable Energy: Salt Lake City has been an active supporter of the clean energy sector and its growth locally for many years. The City has installed solar projects on a number of its municipal properties, including three new installations totaling over 4,000 solar panels in 2014. The City has also been a champion for state policies and regulatory outcomes that support the development and fair valuation of renewable energy resources. In partnership with a variety of stakeholders, the City helped develop a website that acts as a one-stop informational resource for homeowners and businesses exploring their onsite solar energy potential. The city has also taken steps through its permitting and zoning requirements to encourage the responsible development of clean energy and lower the barriers and soft costs associated with these projects. All supportive actions have helped catalyze a robust and growing solar energy sector along the Wasatch Front. Preliminary data suggests that the cumulative amount of solar capacity installed within city limits grew nearly 700% between 2011 and 2014. This burgeoning market segment is inextricably tied to local economic activity and job growth that can't be exported. Solar development also simultaneously delivers substantial co-benefits for society, the environment and public health.

White House Tech Hire: Salt Lake City is participating in the White House TechHire initiative. TechHire is a multi-sector effort to empower Americans with the skills they need, through universities and community colleges, as well as nontraditional approaches like “coding boot camps,” and high-quality online courses that can rapidly train workers for a well-paying job.

Sustainable Transportation and Air Quality: Salt Lake City has created several programs in recent years that encourage residents to utilize sustainable transportation options to help improve air quality, as poor air quality has a negative impact on the economic vitality of the city and region. The Clear the Air Challenge was one of the first programs, with the neighborhood-based SmartTrips program following. Most recently the Hive Pass has provided residents and businesses with new opportunities to increase access to transit.

Transportation: The Transportation Division has worked in partnership with the Downtown Alliance, various City divisions/departments, UTA, UDOT, Salt Lake County, neighboring cities, and the private sector to implement transformative projects. They include:

Salt Lake City International Airport: Salt Lake City International Airport has launched a Terminal Redevelopment Program (TRP). The focal point of the project is a new terminal that will consolidate passenger arrivals and departures in a single building.

In addition, the \$1.8 billion program includes new car rental facilities, concourses, a parking garage, and a central utility plant. The first phase of these improvements, which includes the new terminal, is expected to open in 2019. A second phase adds more aircraft gates with completion planned for 2023.

North Temple Complete Street Improvements: In conjunction with design and construction of the Airport TRAX line, Salt Lake City incorporated bicycle and pedestrian facilities and streetscape improvements along the North Temple corridor. This complete streets project coupled with new form-based zoning has spurred redevelopment of several blighted parcels, and is expected to continue to generate vibrant, mixed-use growth.

S-Line: The S Line Streetcar and Greenway, a parallel transit line and trail connection, will ultimately stimulate over 1,000 residential units and nearly 2 million square feet of redevelopment on seven sites (resulting in \$405 million in private investment) in the Sugar House Business District. Approximately half of this new development activity is already complete. In addition, South Salt Lake City anticipates 3,000 housing units, 150,000 square feet of retail, and 1.2 million square feet of office within 170 acres along the streetcar line.

GreenBike: This highly collaborative project is the most successful bike sharing program of its size in the nation and continues to grow both in size and popularity. GreenBike has changed the way residents, workers and visitors in Downtown make short trips – to shop, to dine, to go to a meeting, and connect the first and last leg of a transit commute.

ATTACHMENT 2: Economic Indicators

Table 1: Salt Lake City Population Change by Council District

	2000	2010	Absolute Change	Percent Change
Salt Lake City	181,775	186,440	4,665	2.6%
Council District 1	25,599	27,505	1,906	7.4%
Council District 2	25,573	27,307	1,734	6.8%
Council District 3	27,173	26,212	-961	-3.5%
Council District 4	25,235	26,716	1,481	5.9%
Council District 5	25,540	25,904	364	1.4%
Council District 6	26,289	26,617	328	1.2%
Council District 7	26,366	26,179	-187	-0.7%

Source: Utah Community Data Project Calculations from U.S. Census Bureau Data

Table 2: Salt Lake City Population

Year	Total Population
1990	160,076
1991	161,445
1992	162,695
1993	164,116
1994	165,543
1995	167,205
1996	169,302
1997	171,588
1998	174,372
1999	171,151
2000	181,617
2001	181,390
2002	180,809
2003	180,075
2004	179,836
2005	180,488
2006	182,106
2007	183,318
2008	184,283
2009	185,543
2010	186,505
2011	188,091
2012	189,462
2013	191,180

Source: U.S. Census Bureau

Table 3: Salt Lake City Unemployment Rates

Year	Unemployment Rate (Q1)
2004	5.3%
2005	4.3%
2006	3.1%
2007	2.4%
2008	2.9%
2009	7.1%
2010	8.1%
2011	7.0%
2012	5.5%
2013	4.5%

Source: Metro Monitor, Brookings Institution, September 2014

Table 4: Salt Lake City Home and Work Area Employment Values

Year	Home Area Employment	Work Area Employment
2002	83,135	216,312
2003	81,291	206,943
2004	82,529	206,640
2005	83,727	213,062
2006	94,225	214,556
2007	90,653	219,913
2008	90,066	224,167
2009	92,297	219,451
2010	80,231	223,880
2011	80,057	227,846

Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics

Table 5: Salt Lake City Nonagricultural Average Annual

Employment by Sector

Category	2006	2007	2008	2009	2010	2011	2012	2013
Total	210,324	243,888	245,649	234,499	235,404	239,967	242,389	245,103
Mining	181	1,132	1,084	975	1,073	1,578	2,023	1,700
Construction	6,142	8,535	8,207	7,274	7,125	7,134	7,470	7,977
Manufacturing	14,473	24,355	24,260	22,908	23,787	24,684	25,965	25,942
Trade, Transportation, & Utilities	35,592	46,486	45,798	41,985	41,617	41,936	42,840	44,440
Information	5,995	5,630	6,244	5,958	6,405	6,768	6,376	5,780
Financial Activities	13,349	17,418	18,811	17,651	16,550	17,196	15,835	14,778
Professional & Business Services	39,038	42,436	42,282	38,961	39,902	40,982	40,804	40,043
Education & Health Services	21,894	20,764	19,889	20,508	21,217	20,839	20,439	20,574
Leisure & Hospitality	18,568	19,078	19,346	18,430	18,358	18,431	19,349	20,600
Other Services	8,083	7,634	7,816	7,475	7,395	7,248	7,717	7,343
Government	47,009	50,419	51,912	52,374	51,975	53,170	53,571	55,926

Source: Utah Department of Workforce Services, Annual Report of Labor Market Information

Table 6: Salt Lake City Nonagricultural Average Monthly Wage by Sector (Nominal Dollars)

Category	2006	2007	2008	2009	2010	2011	2012	2013
Total	\$3,612	\$3,810	\$3,960	\$4,064	\$4,160	\$4,260	\$4,383	\$4,390
Mining	\$9,779	\$11,392	\$10,547	\$9,455	\$9,656	\$9,273	\$10,209	\$10,122
Construction	\$4,090	\$568	\$4,430	\$4,716	\$4,685	\$4,797	\$4,858	\$4,945
Manufacturing	\$3,855	\$4,126	\$4,309	\$4,501	\$4,697	\$4,747	\$4,934	\$5,035
Trade, Transportation, & Utilities	\$3,495	\$3,930	\$3,715	\$3,746	\$3,782	\$3,894	\$3,845	\$3,918
Information	\$3,698	\$4,556	\$4,189	\$4,086	\$4,943	\$5,355	\$5,421	\$5,251
Financial Activities	\$5,332	\$5,363	\$5,163	\$5,158	\$5,509	\$5,760	\$6,080	\$6,354
Professional & Business Services	\$4,288	\$4,495	\$4,653	\$4,810	\$4,978	\$4,958	\$5,300	\$5,368
Education & Health Services	\$3,134	\$3,286	\$3,249	\$3,369	\$3,293	\$3,396	\$3,494	\$3,585
Leisure & Hospitality	\$1,710	\$1,799	\$1,823	\$1,864	\$1,914	\$1,887	\$1,925	\$1,942
Other Services	\$2,201	\$2,848	\$2,913	\$2,936	\$3,049	\$3,075	\$3,089	\$2,904
Government	\$3,693	\$3,851	\$4,001	\$4,218	\$4,184	\$4,262	\$4,350	\$4,297

Source: Utah Department of Workforce Services, Annual Report of Labor Market Information

Table 7: Salt Lake City Gross Taxable Sales (Nominal Dollars)

Year	Gross Taxable Sales
1990	\$2,354,371,668
1991	\$2,490,685,412
1992	\$2,733,045,131
1993	\$3,028,201,923
1994	\$3,292,341,611
1995	\$3,532,456,396
1996	\$3,857,835,209
1997	\$3,901,536,010
1998	\$4,116,989,482
1999	\$4,170,448,106
2000	\$4,305,347,753
2001	\$4,239,650,752
2002	\$4,107,553,324
2003	\$4,178,363,130
2004	\$4,452,157,042
2005	\$4,777,163,297
2006	\$5,183,561,198
2007	\$5,517,797,948
2008	\$5,536,259,304
2009	\$4,732,854,493
2010	\$5,656,571,422
2011	\$6,016,884,928
2012	\$6,547,468,812
2013	\$6,722,891,947

Source: Utah State Tax Commission

Table 8: Salt Lake City Total Assessed Market Value (Nominal Dollars)

Year	Total Assessed Market Value
2010	\$33,466,435,950
2011	\$36,037,475,110
2012	\$36,801,879,850
2013	\$39,240,683,100
2014	\$41,689,339,740

Source: Salt Lake County Assessor

Table 9: Salt Lake City Permit Data and Values (Nominal Dollars)

Year	Residential Permits Issued	Commercial Permits Issued	Value of Permit Authorized Construction
1990	169	39	\$2,144,800
1991	196	56	\$9,228,983
1992	209	74	\$7,516,121
1993	290	61	\$19,603,548
1994	404	89	\$8,858,343
1995	611	559	\$28,940,947
1996	876	876	\$51,661,394
1997	976	1243	\$60,212,046
1998	853	1172	\$83,771,709
1999	742	984	\$85,965,628
2000	696	1210	\$191,201,115
2001	717	1468	\$121,916,488
2002	666	1088	\$94,887,149
2003	662	1182	\$74,081,501
2004	702	1094	\$95,395,706
2005	830	1444	\$748,191,039
2006	707	1637	\$937,351,779
2007	56	1323	\$656,849,481
2008	1127	1362	\$917,547,671
2009	2148	1007	\$433,816,790
2010	2523	1121	\$326,329,463
2011	2511	1312	\$417,980,550
2012	2703	1630	\$645,792,752
2013	2830	1507	\$414,191,511
2014	3480	1678	\$1,589,538,019

Source: Salt Lake City Community and Economic Development, Nole Walkingshaw

ATTACHMENT 3: List of contributors

Jim Ack	Scott Evans	John Lair	Ana Valdemoros
Lynn Ames	Jason Foster	David Lang	Stephen Walter
Scott Anderson	Therese Foxley	Charlie Lansche	Linda Wardell
Nick Bagueley	Jay Francis	Tom Love	Phil Winston
Matt Baldwin	Bryson Garbett	Jason Mathis	Mayor Ralph Becker
Bruce Bingham	Christian Gardner	Sheridan Mordue	
Jake Boyer	Mark Gibbons	Brett Okland	Salt Lake City Council
Todd Brightwell	Nick Gibbs	Christina Oliver	Luke Garrott
Angela Brown	Natalie Gochnour	Jim Olson	Kyle LaMalfa
Betsy Burton	David Golden	Gary Porter	Charlie Luke
Bill Campbell	Tom Guinney	Steve Price	Erin Mendenhall
Lucy Cardenas	Will Hamill	Vasilios Priskos	Stan Penfold
Kathy Chadbourne	Ben Hart	Tiffanie Provost	Lisa Ramsey
Stuart Clason	Steve Hendrickson	Judy Reese-Cullen	James Rogers
Larry Coughlin	Kimberly Henry	Kirk Ririe	
Carrie Cox	Annalisa Holcombe	Josh Romney	Salt Lake City Mayor's Office
Jesse Dean	Scott Hymas	Steve Rosenberg	Ralph Becker
Troy D'Ambrosio	Jonathan Johnson	Khosrow Semnani	Shawn Beus
Cody Derrick	Mark Jonaitis	Jim Sheets	Jill Remington-Love
Ezekiel Dumke IV	Derek Kitchen	Harris Simmons	Mary DeLaMare-Schaefer
Jeff Edwards	Steve Labrum	Nick Thiriot	



3-Point Economic Development Pledge

Salt Lake City Department of Community and Economic Development

2015





Guiding Principles of the Pledge

▶ Mayor's Livability Agenda

A resilient economy - revitalization of downtown neighborhoods, capital investment, small business support, local food economy, increasing housing options, cultivating the correct types of industry.

▶ 2015 Council Priority

Encourages economic development, including creating jobs and supporting neighborhood business nodes.

▶ EnterpriseSLC Memorandum





The Economy of a Great American City

- ▶ Center of Commerce
- ▶ Culture of Innovation
- ▶ Healthy Small Businesses
- ▶ Vibrant Neighborhoods
- ▶ World Class Destination





Our Economic Development Mission

Salt Lake City government will seek to strengthen the capital city's role as a regional economic leader by fostering a resilient and diverse economy for its residents.

The 3-Point Pledge





Pledge One

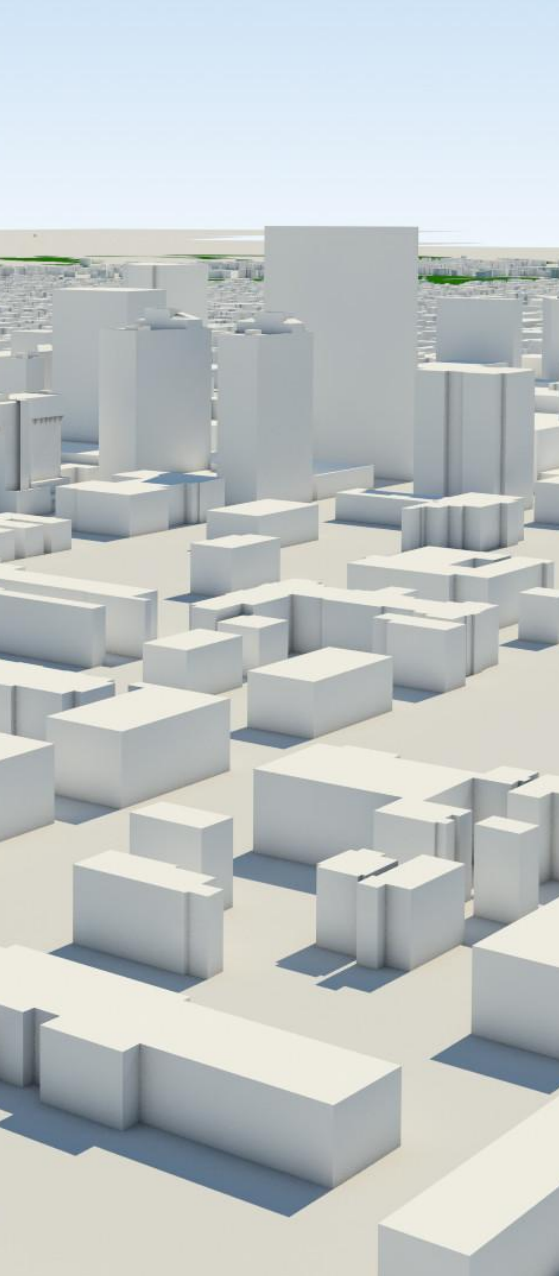
Shift the Culture

Address existing barriers to economic development within the organization to support a culture of customer service.



Organizational Change

- ▶ Hired a director with an **economic development background** and focus.
- ▶ Economic development has a **cabinet-level position** at the City.



Planning Process Improvement

- ▶ **Conditional Uses** - 124 days to 59 days
- ▶ **Planned Developments** - 126 days to 77 days
- ▶ **Special Exceptions** - 60 days to 33 days
- ▶ **Subdivisions** - 93 days to 70 days
- ▶ **Administrative Historic Approvals** -
3.7 days to < 1 day
- ▶ **Zoning Amendments** - 501 days to 203 days
- ▶ 2011-2014 - **53% Reduction in Turn Times**



Building Services Process Improvement

- ▶ 100% Paperless Plan Review
- ▶ Permit by Inspector
- ▶ Cross-training
- ▶ Inspector App



Organizational Structure

In order to greater infuse economic development into organizational culture, each applicable division will retain employees with an econ development focus. The CED director will have direct oversight of ED employees plus those at the division level.

New Hires:

- ▶ **New Ombudsman** in Building Services.
- ▶ **New position in Housing and Neighborhood Development** to work on business development specific to neighborhood business nodes.
- ▶ **Increase in Economic Development** staff from 5 to 9 employees.



Citywide Ordinance Review

We will identify ordinances that are impediments to development and/or not accomplishing their intended purpose. Currently we have identified ten ordinances that we will take to the Council.

Development Forum

Provide a regularly scheduled forum for developers to give input on process and roadblocks. Commit to responding to this group's feedback in a responsive and timely fashion. **Feedback loop.**



Business in a Day

Salt Lake City was selected by the White House to receive a \$50,000 to streamline the business licensing process. Home businesses (*which make up 35% of business licenses*) will complete the process in minutes.

Building Services Audit

The City Council has funded an audit to identify and address opportunities for greater efficiencies in the City's permitting process.



Pledge Two

Prioritize Commercial Success

Support business through effective and efficient use of economic development tools.



- ▶ **Economic Development Loan Fund** Re-launched November 2014.
- ▶ **\$2.74 million in loans approved** to 17 local, independent businesses.
- ▶ **Foreign Trade Zone Re-launched** June 2015.
- ▶ **Red Wing Shoes** first company to operate an FTZ in 20 years.
- ▶ **Google Fiber** awarded to SLC - currently being installed.



Greater RDA/ED Collaboration

- ▶ **Cross-representation** of RDA/ED staff on all major projects.
- ▶ **CED/RDA Directors** will continue to work together on emerging economic development opportunities.
- ▶ **RDA tools** will continue to be available for **Economic Development** purposes.



Impact Fees

- ▶ **What we have heard:** too high, not tied geographically, not nimble, representation issues (per door), data may not be accurate or comprehensive.
- ▶ A **new plan** with a public outreach component is underway that will address these issues.
- ▶ The Administration is prepared to propose a **12-month moratorium** on impact fees until our current balances are reduced.



Buy Your Building

Through our **Economic Development Loan Fund**, partner with lending institutions to assist local businesses in acquiring their buildings.



Pledge Three

Strengthen Partnerships

Foster new and reaffirm existing partnerships with organizations who share our goals to create a Great American City.



Define our relationships with partners and encourage an atmosphere of mutually-beneficial collaboration.

Salt Lake County
State of Utah - GOED
EDCU
USTAR
University of Utah
SLCC

Downtown Alliance
Salt Lake Chamber
Local First
Visit Salt Lake
Westminster College



Business Cultivation Grant

We propose a \$100,000 grant program that gives organizations doing business incubation in SLC more capacity to do their work.



Business Recruitment

We will contract with a partner agency to work exclusively on Salt Lake City.



Areas of Focus in the Near-Term

- ▶ Homelessness Efforts
- ▶ Station Center - Rio Grande
- ▶ Arena Update
- ▶ New SLC Airport Redevelopment
- ▶ Tech District in Granary - Fleet Block
- ▶ Industrial Fulfillment Center
- ▶ West-side Business Nodes
- ▶ Gateway
- ▶ Fairpark
- ▶ North Temple





THANK YOU

