

DEPARTMENT of ECONOMIC DEVELOPMENT

JACKIE BISKUPSKI  
MAYOR

LARA FRITTS  
DIRECTOR

**MEMORANDUM**

**Date:** February 27, 2017

**To:** Patrick Leary, Deputy Mayor

**From:** Lara L. Fritts, Director

**Re:** Six month check in with the Salt Lake City Council

***Overview***

At the request of the Salt Lake City Council, the Director of the Department of Economic Development will present a brief overview of the accomplishments, challenges and if provided additional funding where those resources would be placed.

***Background***

The SLC DED was founded in July 2016 when under the leadership of Mayor Jackie Biskupski and the Salt Lake City Council, economic development was prioritized and resources were aligned by bringing together Business Development, the Salt Lake City Arts Council and the Redevelopment Agency of Salt Lake City under one umbrella. This presentation is the six-month check-in on activities of the new Department.

***Purpose for this Presentation***

The purpose of this presentation is to share with the Salt Lake City Council an update on the activities of the new Department of Economic Development by its Director, Lara Fritts, and to elicit any feedback the Council may have on our efforts.

***Attachments***

Attached please find a copy of the presentation that will be presented.



SLCRDA





# Department of Economic Development

## Lara Fritts, Director

### Six Month Check-in

# Primary Accomplishments

- ▶ **Since department launched in July 2016:**
  - ▶ **Business Development/Arts and Culture**
    - ▶ Secured 12 businesses to relocate/expand/stay in SLC
    - ▶ > 2,000 jobs created and retained
    - ▶ 2 million square feet of space leased or to be built to suit
    - ▶ > \$300 million capital investment
  - ▶ **Placemaking, Revitalization, and Redevelopment**
    - ▶ Opening of \$123MM George and Delores Dore Eccles Theater
    - ▶ Opening of ArtSpace Macaroni Flats
    - ▶ Two RDA project areas chosen for National Main Street Program (announcement imminent)

\* Indicate accomplishments related to previous guidance and recommendations from Council

# Organization



- ▶ Developed and began implementation of a draft Department Work Plan
- ▶ Toured six of the seven Council members' districts - began work on priorities identified during the tours
- ▶ Building a professional Business Development team
- ▶ Working to fill vacant positions within the RDA, Business Development, and the Arts Council
- ▶ Streamlining Policies and Procedures
  - ▶ RDA and BAB
- ▶ Collaborated internally and externally to achieve goals and objectives
- ▶ Achieved goal of having the three divisions working as a cohesive Department
- ▶ \* Implemented data tools like Salesforce, ESRI, and CoStar

# Business Development



- ▶ 12 “wins” and counting
- ▶ Currently working with over 40 prospects
- ▶ \* Created and deployed first-ever SLC business retention and expansion survey to all SLC businesses with a business license and email on record (approximately 5200)
  - ▶ Will follow up with in-depth interviews/site visits
  - ▶ This will provide the City with quantitative and qualitative data the City has never had to help drive policy decisions
- ▶ \* Hiring of a Manager of Local and Underserved Businesses is imminent
- ▶ Provided input on Economic Development Loan Fund (EDLF) committee
- ▶ \* Creation of SLC Small Business Resource Center imminent
- ▶ \* Partnerships with EDCUtah, GOED, DTA, SL Chamber, Local First Utah all improved and better utilized

# Placemaking, Redevelopment, & Revitalization



- ▶ \* Two SLC RDA project areas being contemplated as program areas for National Main Street Program
- ▶ \* Phase 1 of Northwest Quadrant study completed – Phase 2 to start this month
- ▶ \* Life on State moving forward
- ▶ Engaged in conversations regarding affordable housing while developing framework by which the RDA will engage in opportunities
- ▶ Working to hire RDA COO position

# Arts and Culture



- ▶ The 2016 Craft Holiday Market had record sales grossing over \$63,000. This is the third year in a row the Craft Market has set sales records
- ▶ Arts Council board and staff have begun the strategic planning process to revise and improve the public programs offered by the organization
- ▶ Vetted and placed \$325,000 of grants to local arts organizations
- ▶ Staff actively participated in the Cultural Core planning process
- ▶ The Public Art Program continues to work collaboratively across departments with projects in the works with RDA, Engineering, and Parks
- ▶ The Arts Council continues to improve financial reporting efforts to ensure full transparency with the City
- ▶ Clarifying and better defining the relationship between the City staff and the Arts Council Foundation

# Marketing

## ► Communications

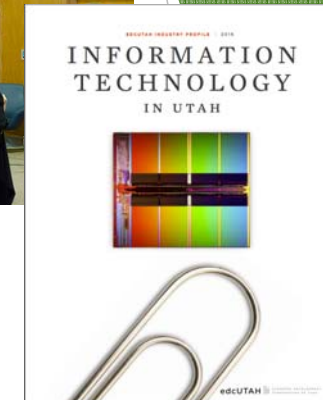
- \* Secured unprecedented amount of earned media promoting the dept. (story pitches, partnership with ABC 4, others in the works)
- Department blog created
- Weekly Friday Reports

## ► Marketing

- Draft Marketing Plan completed
- \* SLC co-sponsored “Small Business Saturday” Mayor shopping event – media coverage from all major outlets.
- Co-branded industry profiles collateral with EDCUtah
- \* Dept. specific collateral in the works with designers
- \* DED pages of current website updated and will continued to be improved as new website is launched
- \* In-market recruitment trips
  - RECON (development and retail), Northern California (fin tech), SIA Snow Show (OR), Outdoor Retailer Summer and Winter Show, Sundance Film Festival (site selectors), and planning for Site Selectors Convention (2019)

## ► Research

- Trained on research tools
- Developing economic “snap shot”





# How Additional Funds Could Be Used

- ▶ **Organization**
  - ▶ Arts Council Investor Relations (development) staff member
  - ▶ Business Development Coordinator (to support the three Managers)
  - ▶ Workforce Development
  - ▶ Consultants for one-off projects that arise (on-call basis)
- ▶ **Business Development**
  - ▶ Implementation of recommendations after the business retention and expansion survey and strategic planning is complete
  - ▶ Main Street efforts
- ▶ **Placemaking**
  - ▶ Programming of RDA created open spaces
- ▶ **Marketing**
  - ▶ Increase opportunities for in-market recruitment trips
  - ▶ Leave behinds
  - ▶ Familiarization tours (Media/Site/Developers)

# Challenges

- ▶ **Organization**
  - ▶ Aligning the three Divisions
  - ▶ Staffing
  - ▶ Building data-driven policies and procedures
- ▶ **Business Development**
  - ▶ Workforce
  - ▶ Behind on business retention visits - hope to catch up during the next three months
  - ▶ Renewed focus on international opportunities with new Deputy Director
  - ▶ Vacancy rates
- ▶ **Arts and Culture**
  - ▶ Rethinking the programmatic activity for the Arts Council
- ▶ **Marketing**
  - ▶ Website
  - ▶ Social Media



# Economic Snapshot

## ▶ Salt Lake City Housing Overview:

- ▶ • 2016 Housing Deliveries: 1,022 units
- ▶ • 2016 Net Housing Absorption: 1,370
- ▶ • 2016 Multi-family Vacancy: 5.5%
- ▶ • 2016 Rent Growth: 5.0 %

## ▶ Salt Lake City Commercial Trends:

- ▶ • Retail vacancy expanding
- ▶ • Supply growing
- ▶ • Fast job growth in SLC, about 3.1%
- ▶ • Utah added nearly 40,000 jobs in 2016
- ▶ • Above average population growth and well-educated work force
- ▶ • SLC had third-largest median income growth in the country from 2010-2015

Industrial	Total Buildings	Sq. Ft. Reported	Vacancy %	Rate
Q1 2017	1512	64,172,607	5.4%	\$5.16
Q1 2016	1508	63,762,692	5.2%	\$4.82

Office	Total Buildings	Sq. Ft. Reported	Vacancy %	Rate
Q1 2017	820	27,568,663	6.3%	\$21.54
Q1 2016	818	27,059,052	7.1%	\$21.74

Retail	Total Buildings	Sq. Ft. Reported	Vacancy %	Rate
Q1 2017	1624	16,800,586	3.5%	\$17.86nnn
Q1 2016	1622	15,784,669	2.5%	\$16.62nnn

Data Source: CoStar



# COUNCIL PRIORITIES

# 2



# 17

**TO:**  
City Council Members

**FROM:**  
Allison Rowland  
Budget and Policy Analyst

**DATE:**  
March 7, 2017

**Timeline:**  
1<sup>st</sup> Briefing – 3/7/2017  
2<sup>nd</sup> Briefing – TBD



## Economic Development Priority

**Goal** – The Council wishes to foster a robust, sustainable and diverse economy in Salt Lake City by supporting City process improvements, and monitoring them to ensure that economic development activities receive sustained and comprehensive attention.

### Solutions

Success looks like the Council exercising budget and policy prerogatives in support of improved City processes for economic development. This priority builds on on-going work in both the legislative and executive branches.

1. *Support* – The Council will consider staffing and other funding needs for the Department of Economic Development, as well as for actions recommended in the Building Services audit.
2. *Revise* – The Council will consider potential amendments to existing ordinances where relevant.
3. *Coordinate* – The Council will continue to consider options for RDA Board budget and policy actions.
4. *Monitor* – The Council will consider criteria for evaluating department and division performance.
5. *Evaluate* – The Council will research and develop criteria for weighing costs and benefits of specific economic development policies and projects.



**Problem** – In recent decades, Salt Lake City appeared to fall behind other nearby areas in its prioritization of economic development. Many businesses interested in creating or expanding in the City complained about perceived red tape and a lack of support for their projects. City-sponsored research in 2015 (*Enterprise SLC*) informed the creation of an Economic Development Department in 2016, and on-going work to integrate the RDA more fully into the City’s broader economic development goals. With key structural changes now underway, and the completion of a building services audit, the Council’s role can shift to ensuring that economic development efforts are supported by the City in a sustained and comprehensive way.

## Tool: Budget

Straw Polls

1. None

Key Facts

1. The Department of Economic Development (DED) was created in 2016 with 11 FTEs and a \$1.2 million budget.
2. A Building Services audit was completed in early 2017. Some of the recommended action steps may require new funding from the Council.

### Legislative

1. Fund additional DED staff, as needed.
2. Identify and fund priorities recommended in the Building Services Audit.
3. Consider (in consultation with DED) potential appropriations suggested in *Enterprise SLC*:
  - a. Provide \$100K grant to local incubator organizations.
  - b. Fund additional support to local businesses (start-ups and established).
4. Research and consider options for City-supported job training for residents, including funding requirements.

### Possible Requests of Administration

1. To the extent these topics are not covered in the DED Director’s update on March 7,
  - a. Progress update on Strategic Plan preparation and timeline;
  - b. Anticipated funding requests for FY18.
2. Update from Building Services Division director on:
  - a. progress implementing Audit recommendations;
  - b. Anticipated funding requests for FY18.

## Tool: Ordinance Changes

Straw Polls

1. Does the Council wish to ask the Administration to conduct an initial ordinance review to identify possible changes that would help facilitate economic development?

Key Facts

1. *Enterprise SLC*, a 2015 review of economic development challenges and opportunities drawn from extensive round-table discussions and interviews with stakeholders, recommended a complete City-wide ordinance review, among other “strategic options,” to identify ways to remove obstacles to economic development.
2. A Building Services audit was completed in early 2017. A number of recommended action steps may require ordinance changes.

### Legislative

### Possible Requests of Administration

1. Review strategic options identified in *Enterprise SLC* and assess progress on them.
2. Discuss how to legislate behavior in, and maintenance of, public spaces. For example, garbage clean-up, panhandling, etc.

1. In lieu of a full ordinance review, DED could identify “low-hanging fruit” for ordinance changes through conversations with businesses.
2. Identify ordinances and propose changes, based on Building Services Audit recommendations.

## Tool: RDA Board Budget and Policy Actions

### Straw Polls

1. None

### Key Facts

- 1.

### Legislative

1. Complete Council-sponsored RDA supplemental review (*scope is currently being drafted*).
2. Integrate Council economic development goals and RDA goals.
3. Discuss metrics for RDA performance evaluation.
4. Consider providing policy and budget direction to focus RDA resources in areas around Homeless Resource Centers (State Street Project Area).
5. Consider the role of affordable housing in economic development, and strategically allocate RDA housing funds with this in mind (*after discussion of the Citywide housing policy*).
  - a. Review *Missing Middle* Housing ordinance proposals.
  - b. *See also Council’s Housing and Homelessness Priority.*
6. Continue to coordinate Council analyst work with RDA-related work to better integrate City-wide policy considerations.

### Possible Requests of Administration

1. Complete integration of RDA into FY2018 City budget
2. Recommendation of how to best leverage RDA affordable housing funds (*staff understands this may be addressed in the forthcoming housing plan*).

## Tool: Planning and Work Plans.

### Straw Polls

1. None

### Key Facts

1. The City has produced and adopted a variety of Master Plans, Small Area Plans, and other publicly-vetted documents that express consensus on plans and policies for specific areas of the City.

2. The DED Director estimated that an *Economic Development Strategic Plan* for the City would be ready by mid- to late-2017.

### Legislative

1. Compare DED activities outlined in Draft Work Plan to Enterprise SLC and identify any additional opportunities.
2. Consider effects of changes in plans on North Temple and on State Street.
3. Evaluate forthcoming housing policy options in the context of economic development and RDA resources and goals. *Note: The Housing Plan has not yet been transmitted.*

### Possible Requests of Administration

1. Updated timeline for Economic Development Strategic Plan.
2. Incorporate neighborhood business districts (nodes) into Economic Development Strategic Plan, referring to various adopted City Master Plans, Small Area Plans.
3. Northwest Quadrant: Series of briefings on planning, infrastructure construction (including both installation costs and maintenance costs), and private construction.

## Tool: Department Evaluation Metrics

### Straw Polls

1. None

### Key Facts

1. The Administration has expressed commitment to improving performance evaluation, and plans to include new metrics in the FY2018 *Mayor's Recommended Budget*.
2. The Human Resources Department has issued an RFP for a new Citywide software system to track and evaluate performance. The system is scheduled to begin operation in late 2017 or early 2018.

### Legislative

1. Begin shift toward performance-based funding for DED, starting with the FY18 budget.
2. Review best practices in economic department evaluation metrics, including:
  - a. Standard economic development metrics (e.g., change in tax base, change in total jobs, job retention rates).
  - b. Any additional metrics to be developed, such as indicators specific to small business support; neighborhood business districts; walkability.
  - c. Others metrics identified in draft DED Work Plan, page 21, *Factors to Determine Success* (see attachment).
3. Track progress on the creation of an Economic Development Strategic Plan.
4. Begin shift toward performance-based funding

### Possible Requests of Administration

1. DED: Suggest any additional department performance evaluation metrics.
2. DED: Provide any additional information needed to finalize evaluation metrics.
3. Building Services Division: Provide most relevant metrics, from Audit or other sources.
4. Building Services Division: Provide any additional information needed to finalize evaluation metrics.

## Tool: Policy & Project Evaluation Metrics

### Straw Polls

1. Does the Council have any other considerations or ideas to add to staff's research (see Legislative list below)?

### Key Facts

- 1.

#### **Legislative**

1. Research best practices for the use of “jobs” and “job creation” as economic development criteria:
  - a. Do these serve SLC residents?
  - b. How to incorporate costs imposed on City by jobs filled by commuters?
  - c. Are “new” jobs more important than “net” jobs?
  - d. What about the average income level versus share of jobs that provide living wage?
  - e. How does job retention factor in?
2. Research best practices for the use of other potential economic development criteria:
  - a. Review findings of previous U of U study on types of development that cost the City and types that benefit
  - b. Change in tax base; size of tax base.
  - c. Any metrics specific to small businesses; neighborhood business districts; walkability.
  - d. Size of City incentive versus likely gain to City?
3. Develop a project evaluation matrix based on policy input related to items 1 and 2, above.
4. Consider role of housing in economic development: Is it more important to incentivize than business, given current market conditions?

#### **Possible Requests of Administration**

1. DED: Suggest evaluation metrics for investments in specific projects.
2. Information on:
  - a. which areas are key contributors to the tax base;
  - b. where largest employers are located;
  - c. City investment amounts correlated with these areas.
3. DED/CAN: Request information and any plans related to the 300 West corridor (south of 900 South), including an analysis of opportunities and obstacles.

## **ADDITIONAL & BACKGROUND INFORMATION**

Draft Department of Economic Development Work Plan (attached)



# DEPARTMENT OF ECONOMIC DEVELOPMENT

Work Plan - August 30, 2016 - DRAFT 3



## INTRODUCTION

The new Department of Economic Development (DED) will have to quickly establish itself as a dynamic and forward thinking organization. Over this first year the DED staff and advisory Boards and committees will engage in a set of short term (transaction oriented) as well as long term (high impact oriented) activities. This work plan articulates objectives, strategy and priorities for accomplishing the DED's mission and describes a set of program activities and tasks that will be accomplished.

In order to sharpen the focus of the DED, the Division leads recently agreed upon a statement of the DED's mission and also established principles and rules of engagement for the types of activities that the organization will be involved with. We also developed our framework for engagement and a Work Plan strategy which provided guidance as we developed our plan. Knowing that economic development touches many aspects of a community we were compelled to be clear about what we do and have provided our view below.

## FRAMEWORK FOR ENGAGEMENT

The DED should go about its work through close collaboration with constituents and partners.

### WORK PLAN STRATEGY

- Organization
- Business Development
- Place Making, Redevelopment and Revitalization
- Arts and Culture
- Research, Marketing and Communications

### WHAT WE DO

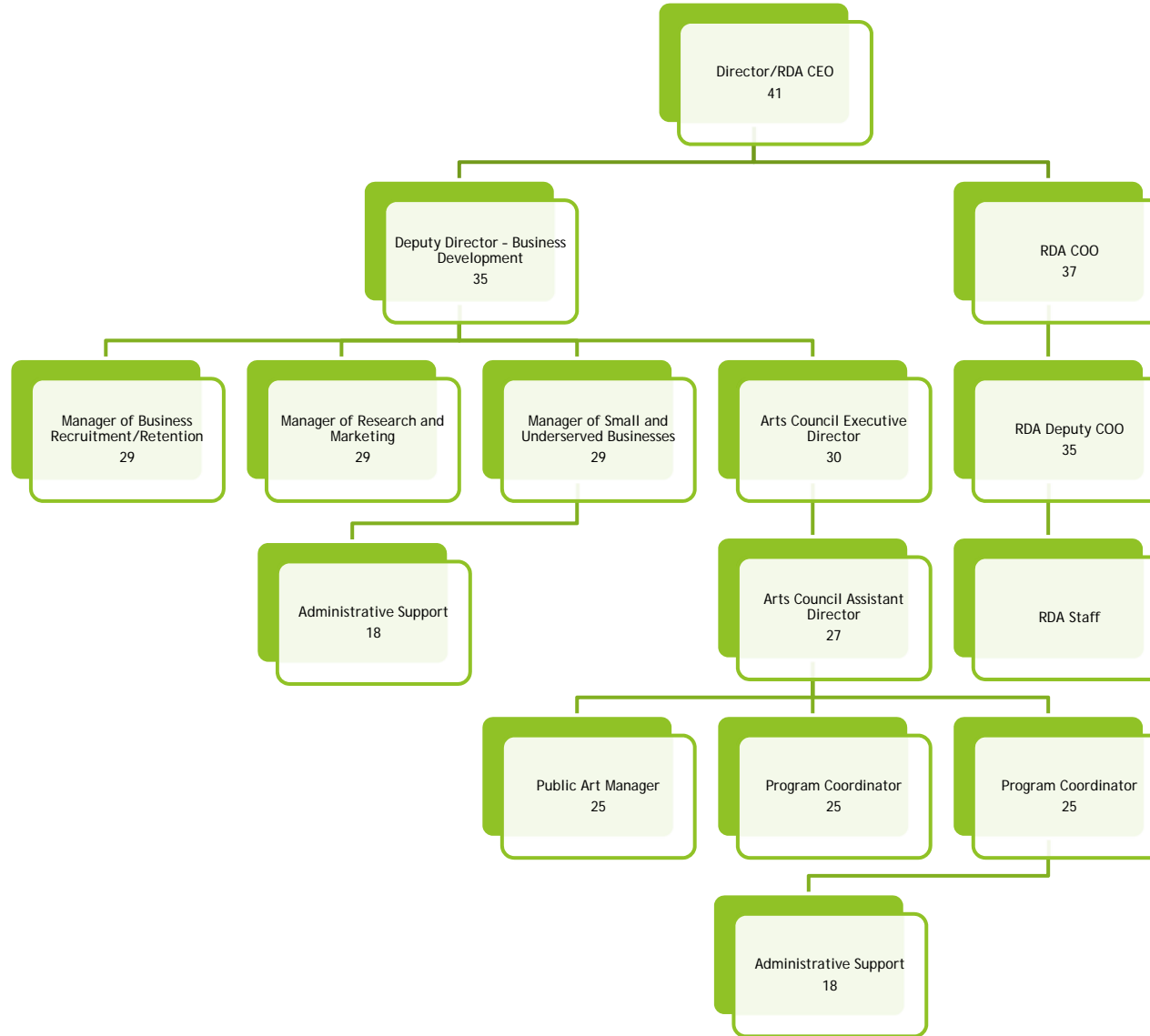
- Business Assistance
- Advocate for SLC to be business friendly and accessible to all people
- Creating unique and special places throughout the City
- Facilitate public and private investment
- Host international delegations
- Support Local Business/Local Jobs
- Economic Development Missions/Trade Shows
- Research
- Arts events and programming, coordination and support
- Oversee public art
- Manages public art facilities
- Promote Salt Lake City as a vibrant, beautiful, prosperous and authentic place

## MISSION:

The Department of Economic Development's mission is to build SLC as a vibrant, beautiful, prosperous, and authentic place. We do this through a professional organization, business development, arts and culture, place-making, revitalization and redevelopment, while promoting the City's many attributes. This will be accomplished by working together with public, non-profit and private sectors.

# PROPOSED ORGANIZATIONAL CHART

## Department of Economic Development



## ORGANIZATION

Goal: To build a Department of Economic Development that is pro-active, responsive, professional, accountable, and dedicated to the future

Lead: Lara Fritts, CECD, Director Department of Economic Development and Chief Executive Officer of the Salt Lake City Redevelopment Agency

Objective	Tactics	Who's Responsible	Accomplish by	Budget/Resources
1. Hire experienced, responsive, and enthusiastic staff	<ul style="list-style-type: none"> <li>• Determine personnel needs of the Business Development Team</li> <li>• Identify need for additional positions within RDA and Arts Council divisions</li> <li>• Develop job descriptions for new positions and update existing job descriptions to correlate with current responsibilities</li> <li>• Fill vacancies to maximize staffing across all divisions</li> </ul>	<p>Director</p> <p>HR with COO RDA/Exec Dir Arts Council</p> <p>Director with HR</p> <p>Director and Division leads</p>	October 2016	Staff time
2. Retain our professional staff	<ul style="list-style-type: none"> <li>• Engage staff in professional organizations such as IEDC, ICSC, AFTA, GIA, ULI, NAIOP, CCIM, and CREW <ul style="list-style-type: none"> <li>○ Staff to attend one national conference per year</li> <li>○ Staff to attend one local conference per year</li> </ul> </li> <li>• Encourage staff to be thought leaders in their field - white papers, speaking, etc.</li> <li>• Create an environment of collaboration both internally and externally</li> </ul>	Director	Ongoing	<p>\$6,000</p> <p>\$15,000</p>
3. Laser-focus on the economic health of SLC	<ul style="list-style-type: none"> <li>• Develop a three to five year strategic plan with the help of an economic development consultant <ul style="list-style-type: none"> <li>○ Host an economic development summit to share the plan and highlight first year success and ongoing opportunities</li> </ul> </li> <li>• Develop a matrix of measurable impacts<sup>1</sup></li> </ul>	Director	June 2017	<p>\$50,000</p> <p>\$10,000</p>

<sup>1</sup> See Factors to Determine Success

<p>4. Assess tools needed to achieve goals and objectives in the Work Plan</p>	<ul style="list-style-type: none"> <li>• Contract for a highly-customizable tool that allows for electronic collaboration and sharing of contacts, project information, and prospects</li> <li>• Contract for databases that team needs immediate access to</li> <li>• Partner with internal and external organizations for access of databases (Buxton, ESRI, etc.)</li> <li>• Assess office space and equipment needs</li> <li>• Identify key Factors to Determine Success and develop/implement tools to begin tracking and reporting</li> </ul>	<p>Director</p>	<p>August 2016</p>	<p>\$34,000 (includes one-time cost of customization \$19K)</p>
<p>5. Develop a consolidated budget for the Department of Economic Development (DED)</p>	<ul style="list-style-type: none"> <li>• Bring together the three division budgets</li> <li>• Develop policies and procedures for the DED budget process</li> </ul>	<p>Director/Division leads</p>	<p>March 2016</p>	<p>Staff time</p>
<p>6. Engage RDA and Arts Council as part of the new Department</p>	<ul style="list-style-type: none"> <li>• Hold bi-weekly division leadership meetings</li> <li>• Quarterly host all Department meetings <ul style="list-style-type: none"> <li>○ Each division leadership reports on major initiatives</li> <li>○ Move meetings around to showcase projects and initiatives that the Department has been involved in (ie: Eccles Theater)</li> </ul> </li> </ul>	<p>Director Director/Division leads</p>	<p>Ongoing Starting October 2016</p>	<p>\$1600</p>
<p>7. Evaluate, streamline, and improve current policies and procedures</p>	<ul style="list-style-type: none"> <li>• Assess the utilization of RDA project area funding for programming and long term maintenance</li> <li>• Requests for funding and incentives</li> <li>• Land Sales</li> <li>• Public art</li> <li>• Look at ways to enhance engagement of advisory boards and committees</li> </ul>	<p>Director/Division leads</p>	<p>July 2016 - June 2017</p>	<p>Staff time</p>
<p>8. Collaborate both internally and externally to achieve the Work Plan</p>	<ul style="list-style-type: none"> <li>• Internally, define DED role in all development, business development, and related projects</li> <li>• Promote economic development as a City-wide priority</li> <li>• Externally identify key-stakeholders we can work with who will allow for us to maximize our resources</li> </ul>	<p>All DED staff</p>	<p>Ongoing</p>	<p>Staff time</p>

	<ul style="list-style-type: none"><li>○ Continue to support our partnership with EDC Utah</li><li>• Internally identify key employees in each department we can work with who will allow for us to maximize our resources</li></ul>			Non-appropriated funds Staff Time
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## BUSINESS DEVELOPMENT

Goal: Reduce commercial vacancies by building upon current economic base by recruiting, retaining expanding and helping start-up businesses which are sustainable and support higher wage employment opportunities

Lead: Peter Makowski, Interim Deputy Director of Economic Development

Objective	Tactics	Who's Responsible	Accomplish by	Budget/Resources
1. Actively recruit new businesses to SLC that meet our goals.	<ul style="list-style-type: none"> <li>• Create an ongoing prospect list of businesses needing assistance from DED</li> <li>• Partner with state on corporate relocation opportunities in identified targeted industries               <ul style="list-style-type: none"> <li>○ Financial services, life sciences, technology, outdoor products, aerospace/advanced composites, and energy/natural resources</li> </ul> </li> <li>• With Research, Marketing and Communications develop a marketing strategy to aggressively promote SLC to identified industry groups to include:               <ul style="list-style-type: none"> <li>○ Site selector relations</li> <li>○ Site visits</li> <li>○ Tradeshows and events</li> <li>○ Publications</li> <li>○ Negotiations</li> </ul> </li> <li>• Develop RDA policy to support business recruitment and identify/implement relevant program changes</li> </ul>	Deputy Director Business Development Manager BRRE  DED  RDA COO	July 2016 and Ongoing  Ongoing	Staff time/assumed in database cost Staff time
2. Retain and expand the existing business base of SLC	<ul style="list-style-type: none"> <li>• Develop a survey instrument that allows for consistent data collection during visits               <ul style="list-style-type: none"> <li>○ Work with the U to assist us with aggregating data and reporting</li> </ul> </li> <li>• Conduct at minimum 150 business visits during FY 2017               <ul style="list-style-type: none"> <li>○ Focus on identified industry groups</li> <li>○ Determine new industry clusters within the City</li> </ul> </li> <li>• Collaborate with County/State and local business associations to conduct visits and help introduce us to business leaders</li> </ul>	Director  Director and Deputy Director Business Development Manager Business Retention/Partner organizations	July 2016  August 2016  June 2017	Staff time  \$2,500  Staff time



	<ul style="list-style-type: none"> <li>Identify red-flags and provide support to remove red-flags <ul style="list-style-type: none"> <li>Add to prospect list to provide assistance and regular follow-up</li> </ul> </li> <li>Connect businesses with tools and services to assist their businesses <ul style="list-style-type: none"> <li>Financing tools, business planning services, etc.</li> </ul> </li> <li>Investigate supply chains and how they support existing businesses</li> </ul>			
3. Support local businesses and commercial districts	<ul style="list-style-type: none"> <li>Conduct at minimum 75 neighborhood business visits during FY 2017</li> <li>Build a data-base of local, minority and small businesses in SLC</li> <li>Engage neighborhood partners in conducting visits</li> <li>Identify red-flags and provide support to remove red-flags</li> <li>Connect businesses with tools and services to assist their businesses <ul style="list-style-type: none"> <li>Financing tools, business planning/operational services, etc.</li> </ul> </li> <li>Develop policies to allow for the RDA to support local businesses</li> <li>With RDA Division and HAND identify one neighborhood to pilot a “Main Street” approach to commercial revitalization <ul style="list-style-type: none"> <li>Business Development, Clean and Green, Design, and Marketing</li> </ul> </li> </ul>	<p>Manager Small and Minority Businesses</p> <p>Director/COO RDA</p> <p>Director/RDA/Deputy Biz Dev</p>	<p>June 2017</p> <p>December 2017</p> <p>February 2017</p>	<p>Staff time</p> <p>Assume in the cost of database tool</p> <p>Staff Time</p> <p>Staff Time</p> <p>Staff Time</p> <p>\$30,000</p>
4. Encourage entrepreneurship and technology	<ul style="list-style-type: none"> <li>Conduct outreach to partners assisting in growing the start-up community of SLC such as incubators accelerators, and educational institutions</li> <li>Work with local educational institutions to identify promising technologies that can be commercialized <ul style="list-style-type: none"> <li>With GOED seek ways to fund this technology to becoming viable products/businesses</li> </ul> </li> </ul>	<p>Manager BRRE</p> <p>Director</p>	<p>Ongoing</p>	<p>Staff Time</p>

	<ul style="list-style-type: none"> <li>○ Ask the U to inventory patents that are not currently commercialized to determine viability</li> <li>• Develop a formal partnership with the Small Business Administration <ul style="list-style-type: none"> <li>○ Look at creating a minority and veteran business center</li> <li>○ Providing assistance in the development of a technology innovation district</li> </ul> </li> <li>• Provide a forum for entrepreneurs to showcase their technology</li> <li>• Identify role for RDA in providing support, e.g. through land disposition or landowner access to its funding tools</li> </ul>	<p>Manager BRRE</p> <p>RDA COO</p>	<p>November 2017</p> <p>TBD June 2017</p>	<p>Staff Time</p> <p>\$4000 Staff time</p>
5. Assure that businesses looking to move to SLC or expand here have a skilled and ready workforce	<ul style="list-style-type: none"> <li>• Partner with colleges, universities, and other educational organizations and institutions to identify ways DED can assist them in aligning skills with workforce needs</li> <li>• Look at ways to encourage programs for trade workers</li> <li>• Through the Arts Council encourage grants to organizations that provide educational opportunities</li> <li>• Participate in Boards or volunteer with organizations that support education such as Future in Design and Junior Achievement</li> </ul>	<p>Business Development</p> <p>Exec Director Arts Council</p>	Ongoing	Staff time
6. Provide technical assistance for SLC companies to export their products to global markets	<ul style="list-style-type: none"> <li>• Assist existing companies through partnerships at EDC Utah, GOED, and The World Trade Center of Utah</li> <li>• Participation and support of Salt Lake County's "Global Cities Initiative". <ul style="list-style-type: none"> <li>○ Educating local businesses on exporting and entering new markets</li> <li>○ Partnering with local exporting companies to identify needs and opportunities</li> </ul> </li> <li>• Support and partner with local business to support importing of goods through the FTZ</li> </ul>	Deputy Director Business Dev	Ongoing	Staff time

	<ul style="list-style-type: none"> <li>○ Recruit business to the FTZ magnet site</li> <li>○ Support expanding businesses locate to the FTZ, or apply for Sub Zone designation.</li> <li>○ Develop a plan to market FTZ program</li> <li>● Support local businesses and partners to attract Foreign Direct Investment. <ul style="list-style-type: none"> <li>○ Trade shows</li> <li>○ Trade missions</li> <li>○ Marketing</li> </ul> </li> <li>● Utilize relationship with Sister-Cities to develop relationships for exporting</li> </ul>	Manager BRRE		\$10,000
7. Develop a toolbox of programs and incentives to enhance business development	<ul style="list-style-type: none"> <li>● Conduct an inventory of all programs currently available to assist with filling the gap on projects <ul style="list-style-type: none"> <li>○ County/City</li> <li>○ State</li> <li>○ Federal</li> </ul> </li> <li>● Assess need for micro-lending program</li> <li>● Participate and promote pre-submission meetings</li> <li>● Identify ways to align existing RDA programs, e.g. tax increment reimbursement, loan programs, and land disposition with this initiative</li> <li>● With Research, Marketing and Communications create promotional information to help share this information and allow the DED to be the resource</li> <li>● Participate in EDLF Loan Committee</li> </ul>	Deputy Director Bus. Dev. and Manager Marketing and Research  RDA COO, Deputy Director Bus. Dev.  DED  Director	October 2017  June 2017 Ongoing  Bi-weekly	Staff time
8. Evaluate, streamline, and improve current policies and procedures	<ul style="list-style-type: none"> <li>● Work with legislative team to identify legislation/projects that can enhance the visitor experience</li> <li>● Knowing time is money - identify ways to streamline processes and procedures to help businesses get started faster <ul style="list-style-type: none"> <li>○ Start-up in a Day</li> </ul> </li> <li>● Look at ways to enhance engagement of advisory boards and committees</li> </ul>	DED  DED  DED	Ongoing	Staff time

<p>9. Ensure SLC is a City which is economically accessible for all</p>	<ul style="list-style-type: none"> <li>• Recruit/retain/expand businesses that have job opportunities for all skill/education levels</li> <li>• Investigate ways to encourage employers to have OJT and internships</li> <li>• Utilize the arts as a means to engage people in expressing and resolving social issues</li> <li>• Work with City leadership on issues facing the homeless in SLC</li> <li>• With RDA to identify ways to incorporate affordable housing into new development projects - paying particular interest to opportunities on the east side of the City</li> </ul>	<p>DED Arts Council DED Director/COO RDA</p>	<p>Ongoing  January 2017</p>	<p>Staff time</p>
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## PLACEMAKING, REDEVELOPMENT AND REVITALIZATION

Goal: Partner with the public and private sector to sustain a vibrant, economically, aesthetically and environmentally attractive community.

Lead: Justin Belliveau, JD/MBA, Chief Operating Officer, Salt Lake City Redevelopment Agency

Objective	Tactics	Who's Responsible	Accomplish by	Budget/Resources
1. Initiate opportunities for public sector projects	<ul style="list-style-type: none"> <li>Work with Department of Public Services to enhance and upgrade streetscaping in RDA Project areas.</li> <li>Acquire properties to further the momentum of redeveloping of identified project areas</li> <li>Be the coordinator for cultural and other public facilities                             <ul style="list-style-type: none"> <li>Determine who becomes the champion for these projects upon completion</li> </ul> </li> <li>Complete financial feasibility analysis for project areas and projects</li> <li>Work with Department of Transportation to enhance modalities and connectivity</li> <li>Collaborate with Transportation, Downtown Alliance, garage owners and other stakeholders to develop a parking management district in CBD and Sugar House areas</li> </ul>	RDA Deputy Chief	Ongoing	Staff time
		RDA Deputy Chief	October 2017	
2. Facilitate opportunities for private sector projects	<ul style="list-style-type: none"> <li>Proactively align plans with market opportunities</li> <li>Partner internally to develop policies and procedures for RDA projects</li> <li>Provide support to identified private sector projects                             <ul style="list-style-type: none"> <li>From prospect list determine if there are potential tenants</li> <li>Work with U regarding the building of additional life science/bio spaces to continue to grow this sector</li> </ul> </li> <li>Begin the process of creating a project area and planning for the NW Quadrant                             <ul style="list-style-type: none"> <li>Complete fiscal analysis</li> </ul> </li> <li>Be instrumentally involved in other Catalyst projects                             <ul style="list-style-type: none"> <li>Vivant Smart Home Arena upgrades</li> </ul> </li> </ul>	RDA Deputy Chief	June 2017	TBD
		RDA Deputy Chief		
2. Facilitate opportunities for private sector projects	<ul style="list-style-type: none"> <li>Proactively align plans with market opportunities</li> <li>Partner internally to develop policies and procedures for RDA projects</li> <li>Provide support to identified private sector projects                             <ul style="list-style-type: none"> <li>From prospect list determine if there are potential tenants</li> <li>Work with U regarding the building of additional life science/bio spaces to continue to grow this sector</li> </ul> </li> <li>Begin the process of creating a project area and planning for the NW Quadrant                             <ul style="list-style-type: none"> <li>Complete fiscal analysis</li> </ul> </li> <li>Be instrumentally involved in other Catalyst projects                             <ul style="list-style-type: none"> <li>Vivant Smart Home Arena upgrades</li> </ul> </li> </ul>	Director and RDA COO	Ongoing	Staff Time
			September 2017	
		Business Development/RDA	Ongoing	
		Business Development/RDA		
		RDA	July 2016	
RDA COO	January 2017	Allocated in RDA Budget		
DED	Ongoing			

	<ul style="list-style-type: none"> <li>○ Convention Center Hotel</li> <li>○ Fleet block development</li> </ul>			
3. Ensure that new development projects and project areas are viable, vibrant, aesthetic, sustainable and incorporate arts and culture and tourism	<ul style="list-style-type: none"> <li>• With Business Development Division and HAND identify one neighborhood to pilot a “Main Street” approach to commercial revitalization <ul style="list-style-type: none"> <li>○ Business Development, Clean and Green, Design, and Marketing</li> <li>○ Focus on particular opportunities in new State Street and 9-Line RDA project areas</li> </ul> </li> <li>• With the Department Sustainability promote commercial programs and projects <ul style="list-style-type: none"> <li>○ Promote incentives such as PACE</li> </ul> </li> <li>• Enhance and create public gathering spaces</li> <li>• Incorporate at least one experiential feature into each project area</li> <li>• Provide for consistency of branding, streetscaping, wayfinding</li> <li>• Work with the Director of Golf to re-open Wingpointe</li> </ul>	DED	February 2017	See above
		DED	Ongoing	Staff time
4. Ensure that SLC is a City which is economically accessible for all	<ul style="list-style-type: none"> <li>• Develop policies and projects that encourage ownership and affordable housing</li> <li>• Work with City leadership on homelessness</li> </ul>	Director/RDA COO	January 2017	Staff time
		DED	Ongoing	
5. Evaluate, streamline, and improve current policies and procedures	<ul style="list-style-type: none"> <li>• Work with legislative team to identify legislation/projects which will enhance the RDA efforts</li> <li>• Look at ways to enhance engagement of advisory boards and committees</li> <li>• Identify public policy and other economic development tools to support and grow local businesses and arts and culture opportunities in the City</li> </ul>	RDA COO	Ongoing	Staff time
		DED		

## ARTS AND CULTURE

Goal: Partner with the public and private sectors to maintain a robust and vibrant arts and culture segment of the City accessible to all

Lead: Karen Krieger, Executive Director, Salt Lake City Arts Council

Objective	Tactics	Who's Responsible	Accomplish by	Budget/Resources
1. Work to change stereotypical perspectives of Salt Lake City	<ul style="list-style-type: none"> <li>• Conduct a cost/benefit analysis for all Arts Council events and programs.                             <ul style="list-style-type: none"> <li>• Based on cost/benefit analysis determine interest in expanding the Living Traditions Festival and presentation of ethnic artists throughout the city partnering with State Folk arts program</li> </ul> </li> </ul>	Director/Arts Council	November 2016	Staff time
			Ongoing	Staff time
2. Ensure new development projects and project areas are viable, vibrant and aesthetic	<ul style="list-style-type: none"> <li>• Incorporate public art in all development projects                             <ul style="list-style-type: none"> <li>○ Enhance public gathering spaces</li> <li>○ Incorporate at least one experiential feature into each project area</li> <li>○ Incorporate public art for providing consistency of branding, streetscaping, wayfinding</li> <li>○ Manage public art opportunities with the new airport development project</li> <li>○ Manage public art opportunities in the public way</li> </ul> </li> <li>• Support local arts organizations, businesses, and artists                             <ul style="list-style-type: none"> <li>○ With Business Development, RDA, and Arts Council determine highest and best use for the Utah Theater                                     <ul style="list-style-type: none"> <li>▪ Contract for a feasibility analysis</li> <li>▪ Engage performing arts groups in the conversation</li> </ul> </li> <li>○ Continue participation in the Cultural Core conversation</li> <li>○ Seek ways to encourage creative sectors to be involved in RDA project areas</li> </ul> </li> </ul>	Arts Council, RDA	Ongoing	Staff time Project Budgets
		Arts Council,	Ongoing	Project budgets
		RDA, Arts Council	Ongoing	Project budgets
		RDA, Bus Dev, Arts Council		Staff time
		Arts Council	October 2016, Ongoing	Staff time
		RDA, Bus Dev, Arts Council	Ongoing	
3. Support local businesses, artists and arts organizations	<ul style="list-style-type: none"> <li>• Provide grants to local arts organizations, artists and schools as per funding agreement (\$325,000)</li> </ul>	Arts Council	Ongoing	Staff time

	<ul style="list-style-type: none"> <li>• Provide training to artists in business practices</li> <li>• Provide creative industries pre-professional experience and training (internships, seasonal employment, etc)</li> </ul>	Arts Council/Business Dev Arts Council/Business Dev	Quarterly Ongoing	Staff time Staff time
4. Maximize the City's investments in the arts	<ul style="list-style-type: none"> <li>• Assist in managing the City's cultural properties and Arts related RDA Properties <ul style="list-style-type: none"> <li>○ Utah Theater</li> <li>○ Eccles Theater</li> <li>○ Regent Street</li> <li>○ Gallivan Center</li> <li>○ Finch Lane Gallery</li> </ul> </li> <li>• Assemble, access, plan and coordinate/convene City arts endeavors/initiatives across divisions/departments</li> <li>• Assist with the signature events grant program</li> <li>• Participate in cultural core master plan discussions and implementation</li> </ul>	Arts Council  Arts Council Arts Council Arts Council	Ongoing  Ongoing Ongoing October 2016, ongoing	TBD  Staff time Staff time Staff time
5. Retain and expand existing arts and cultural industries	<ul style="list-style-type: none"> <li>• Regularly convene arts organizations</li> <li>• Promote partnerships</li> <li>• Cross-promote arts market strategies across the city</li> <li>• Collect data <ul style="list-style-type: none"> <li>Work with county, state, regional, and national research projects on the impact of arts and culture industries. <ul style="list-style-type: none"> <li>○ Americans for the Arts: Arts &amp; Economic Prosperity research every 5 years</li> <li>○ Arts Asset Mapping</li> <li>○ Creative Vitality Index</li> <li>○ Program surveys/analysis</li> </ul> </li> </ul> </li> </ul>	Arts Council  Manager Marketing and Research, Arts Council	Ongoing	Staff time
6. Develop financially sustainable arts programming	<ul style="list-style-type: none"> <li>• Analyze financial sustainability of current and planned City arts programs and determine next steps</li> <li>• Develop relationships with SLC businesses</li> <li>• Create a culture of City arts sponsorship in the business community</li> <li>• Develop sponsorship decks and fulfillment template/tool for City programs</li> </ul>	Arts Council  DED DED  Arts Council  Arts Council	Ongoing  Ongoing	Staff time    Staff time



	<ul style="list-style-type: none"> <li>Maintain and track business relationships and sponsorship activities</li> </ul>			
7. Ensure that SLC is a City which is economically accessible for all	<ul style="list-style-type: none"> <li>Utilize the arts as a way to engage people in expressing and solving social issues</li> <li>Create, support and encourage arts programming accessible to all</li> <li>Create, support and encourage arts programs city-wide</li> </ul>	DED Arts Council Arts Council	Ongoing	Staff time
8. Evaluate, streamline, and improve current policies and procedures	<ul style="list-style-type: none"> <li>Assess programming processes in light of audits and strategic plans. Plan next steps</li> </ul>	Arts Council, Director	November 2016	Staff Time

## RESEARCH, MARKETING AND COMMUNICATIONS

Goal: Create awareness of Salt Lake City in priority markets, to key industries and audiences, as well as the existing business community

Lead: Lara Fritts, CEcD, Director of Economic Development, Chief Executive Officer of the Salt Lake City Redevelopment Agency

Objective	Tactics	Who's Responsible	Accomplish by	Budget/Resources
1. Be Data-Driven	<ul style="list-style-type: none"> <li>Manage contracted highly-customizable tool that allows for electronic collaboration and sharing of contacts, project information, and prospects                             <ul style="list-style-type: none"> <li>Work with consultant to import existing data and data from EDCUtah/GOED</li> </ul> </li> <li>Manage and become the expert for databases that team needs research from</li> <li>Partner with internal and external organizations for access of databases (Buxton, ESRI, etc.)</li> <li>With CAN develop an ESRI datastory to promote SLC on the City website</li> </ul>	<p>Manager Marketing and Research</p> <p>Engineering/EDC Utah</p> <p>Engineering</p>	<p>Ongoing</p> <p>December 2017</p> <p>December 2017</p>	<p>Included in database costs</p> <p>Staff Time</p> <p>\$2000</p> <p>Staff time</p>
2. Develop a strategic marketing plan	<ul style="list-style-type: none"> <li>Brand Salt Lake City as a vibrant and unique city</li> <li>Brand DED with tag line - "We're Ready!"</li> <li>Market SLC as a "Gigabit City" with the launch of Google fiber in 2017</li> <li>Promote the three divisions that make up DED</li> <li>Develop a style guide in order to consistently visually brand the DED/City</li> </ul>	Manager Marketing and Research	Ongoing	Staff Time
3. Work to change perceptions of SLC	<ul style="list-style-type: none"> <li>Showcase project areas and neighborhood commercial districts                             <ul style="list-style-type: none"> <li>Enhance website information on local commercial districts</li> <li>Develop marketing collateral that highlight local commercial districts</li> </ul> </li> <li>Create marketing maps</li> </ul>	<p>Manager Marketing and Research and RDA Communications</p> <p>Local First</p>	<p>Ongoing</p> <p>Timing dependent on roll-out of new website January 2017</p> <p>March 2017</p>	<p>\$50,000</p> <p>Non-appropriated</p>

	<ul style="list-style-type: none"> <li>○ Neighborhood commercial districts</li> <li>○ Arts opportunities</li> <li>• Contract for SAA services to showcase SLC’s downtown <ul style="list-style-type: none"> <li>○ Business Dev support, events, etc.</li> </ul> </li> <li>• Throughout our marketing efforts highlight that “We’re ready” leading to views of DED being business friendly even if we are tough but fair.</li> <li>• Gather testimonials promoting the business climate in SLC</li> <li>• Promote the development of brand/neighborhood identify in each RDA project area</li> </ul>	<p>Manager Marketing and Research with Local First Director/Downtown Alliance</p> <p>Manager Marketing and Research</p> <p>RDA</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Included in SAA Contract Staff time</p> <p>Staff time</p>
4. Promote the good work of the DED and streamline communications	<ul style="list-style-type: none"> <li>• Work with the Mayor’s office enhance web presence for the DED</li> <li>• Create a Director’s blog and highlight happenings in each of the three Divisions</li> <li>• With the Mayor’s office look at ways to share DED activities through social media</li> <li>• Promote EDLF, RDA and Arts grants success stories</li> <li>• Develop templates for thank you notes and invitations to programs and events</li> <li>• Apply for awards to showcase the outstanding work done by the Department</li> <li>• With division leaders identify speaking opportunities and writing opportunities that highlight our Department as thought leaders in our industry</li> <li>• Develop a media strategy that allows for pro-active media placement</li> <li>• Friday reports to the Mayor on the top 10 things we did in economic development this week</li> </ul>	<p>Manager Marketing and Research with DED</p>	<p>Ongoing</p>	<p>Staff time</p> <p>\$3,000 \$2,000</p>
5. Develop marketing collateral and attend industry related events which are outlined in the strategic marketing plan	<ul style="list-style-type: none"> <li>• Assist the RDA in development of timely annual report</li> <li>• Develop department bi-annual report to the Council</li> <li>• Create one-page industry cluster brochures</li> <li>• Create business recruitment presentation and collateral for site visits and recruitment trips</li> </ul>	<p>Director/RDA COO DED Manager Marketing and Research</p>	<p>Fall 2016 January 2017/June 2017 November 2016</p> <p>Ongoing</p>	<p>In RDA budget</p> <p>\$20,000</p> <p>Staff time</p>

	<ul style="list-style-type: none"> <li>• With RDA marketing person, begin development of marketing pieces to market RDA project areas and available sites</li> <li>• Work with the Mayor’s office to showcase industries, RDA project areas, and the Arts Council’s program via the website and social media</li> <li>• Attend relevant industry tradeshow <ul style="list-style-type: none"> <li>○ Partner with EDCUtah and GOED for national shows <ul style="list-style-type: none"> <li>▪ RECON, BIO, CoreNet, SelectUSA <ul style="list-style-type: none"> <li>• Highlight the ROI from these tradeshow</li> </ul> </li> </ul> </li> <li>○ Review list of shows being held at the Salt Palace and attend those that have attendees who are a part of our identified industry clusters <ul style="list-style-type: none"> <li>▪ Start with Outdoor Retailer Show in August - partner with Utah Sports Commission to meet SLC businesses</li> </ul> </li> </ul> </li> </ul>	<p>Director, RDA COO, Deputy Director Business Development</p> <p>Director/Deputy Business Development/Manager Marketing and Research</p>	<p>See EDCUtah list</p> <p>Ongoing</p> <p>August 2016</p>	<p>\$20,000</p>
<p>6. Promote toolbox of programs and incentives to enhance business development</p>	<ul style="list-style-type: none"> <li>• With the Business Development Division conduct a census of all programs currently available to assist with filling the gap on projects <ul style="list-style-type: none"> <li>○ County/City <ul style="list-style-type: none"> <li>▪ EDLF and promote the Small Business Construction Mitigation Program</li> </ul> </li> <li>○ State</li> <li>○ Federal <ul style="list-style-type: none"> <li>▪ Promote these tools</li> </ul> </li> </ul> </li> <li>• Develop presentations for DED team to speak at events about the various tools available through the DED <ul style="list-style-type: none"> <li>○ Focus on local and ethnic chambers and other business organizations</li> </ul> </li> </ul>	<p>Manager Marketing and Research and Business Development</p>	<p>September 2017</p> <p>Ongoing</p>	<p>Staff time</p>

## FACTORS TO DETERMINE SUCCESS

### DEPARTMENT AS A WHOLE

- Increased tax base
  - Shifting of burden from residential to commercial
- Assessment of activities outlined in the Work Plan
- “Satisfaction” of existing businesses and residents

### BUSINESS DEVELOPMENT

- Number of contacts made
  - Number of contacts converted to opportunities then converted to wins [recruitment/retention/expansions]
- Number of retention visits conducted
- Reduction in vacancy rates
- Identified business starts

### PLACEMAKING, REDEVELOPMENT, AND REVITALIZATION

- Number of building permits issued
  - Increase in capital value of building permits issued
- Development of new square footage of commercial and/or residential space
- Activation and utilization of public spaces
- Number of housing units and diversity of incomes

### ARTS AND CULTURE

- Level and diversity of participation in the arts
- Assessment of creative industries data

### RESEARCH, MARKETING, AND COMMUNICATIONS

- Assessment of activities outlined in the Strategic Marketing Plan
- Net promoter score increase

## SUGGESTED BUDGET AMENDMENT

This suggested budget amendment does not include the Redevelopment Agency of Salt Lake City's comprehensive review of their budget. Nor does this suggested budget amendment include the adjustments that might come from an assessment of Arts Council's programs and any deficit adjustment discussions that relate to Budget Amendment #1.

### Staffing Changes

	Business Development	Redevelopment Authority of SLC
Position Title	Manager of Local and Minority Business	Deputy Chief of Operations
Scale	29	35

\*both positions are paid for by savings

### Budget Changes

	Business Development FY2017
<b>Organizational Expenses</b>	
Strategic Plan	\$60,000
Salaries and Benefits	COVERED THROUGH SAVINGS
Information Management Services	
Contracted Database	\$15,000
Technology Implementation (one-time fee)	\$20,000
Finance, HR and Legal	
Dues and Subscriptions	\$5,000
Staff Development	\$15,000
Rent and Utilities	
Materials and Supplies	\$1,000
Postage	\$300
Telecommunications	
Contingency	

<b>Business Development</b>	
Business Meetings	\$2,500
<b>Place making, Redevelopment, and Revitalization</b>	
"Main Street" Concept	\$30,000
<b>Arts and Culture</b>	
Data Acquisition	
Cost/Benefit Analysis of current events and programs	
<b>Research, Marketing and Communications</b>	
Marketing (Collateral, Web, Social, Missions, etc.)	\$100,000
Events, Forms and Meetings	\$15,800
Auto Allowance	\$5,000
Special Projects/Studies	\$2,500
Travel	
<b>TOTAL</b>	272,100

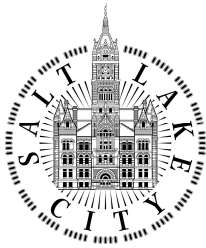
- Front cover images #3: David Vogel Photography

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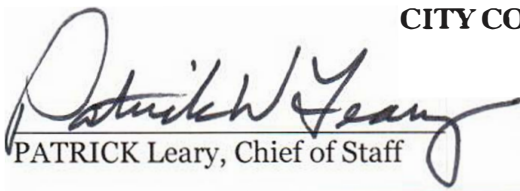
DEPARTMENT of ECONOMIC DEVELOPMENT

JACKIE BISKUPSKI  
MAYOR

LARA FRITTS  
DIRECTOR

MEMORANDUM

CITY COUNCIL TRANSMITTAL

  
PATRICK Leary, Chief of Staff

Date Received: March 2, 2017

Date sent to Council: March 3, 2017  
DATE: MARCH 2, 2017

TO: SALT LAKE CITY COUNCIL  
STAN PENFOLD, CHAIR

FROM: LARA L. FRITTS, DIRECTOR, DEPARTMENT OF ECONOMIC DEVELOPMENT 

SUBJECT: WRITTEN BRIEFING: ECONOMIC DEVELOPMENT STRATEGIC PLAN SCOPE OF WORK

STAFF CONTACTS: LARA L. FRITTS, DIRECTOR, [LARA.FRITTS@SLCGOV.COM](mailto:LARA.FRITTS@SLCGOV.COM)  
BEN KOLENDAR, DEPUTY DIRECTOR, [BEN.KOLENDAR@SLCGOV.COM](mailto:BEN.KOLENDAR@SLCGOV.COM)

DOCUMENT TYPE: INFORMATION ITEM

RECOMMENDATION: THE PURPOSE OF THIS BRIEFING IS TO SHARE WITH THE SALT LAKE CITY COUNCIL THE SCOPE OF WORK FOR THE ECONOMIC DEVELOPMENT STRATEGIC PLAN TO BE DEVELOPED BETWEEN MARCH AND MAY OF 2017 AND ELICIT COMMENTS TO THIS SCOPE.

BUDGET IMPACT: THE ECONOMIC DEVELOPMENT STRATEGIC PLAN WAS APPROVED IN FY 18 BUDGET AMENDMENT #2

BACKGROUND/DISCUSSION: IN CORRESPONDENCE FROM THE SALT LAKE CITY COUNCIL DATED JULY 19, 2016, THE COUNCIL REQUESTED THE DEPARTMENT OF ECONOMIC DEVELOPMENT ENGAGE IN AN EFFORT TO CREATE AN ECONOMIC DEVELOPMENT STRATEGIC PLAN. DURING THE DRAFTING OF THE DEPARTMENT WORK PLAN, DIRECTOR FRITTS, REQUESTED TO HAVE THE STRATEGIC PLAN EFFORT BE COMPLETED TOWARD THE END OF THE FIRST YEAR OF OPERATION OF THE NEW DEPARTMENT. THE DEPARTMENT HAS NOW BEEN OPERATING FOR SEVEN MONTHS AND IS PLANNING TO COMMENCE A STRATEGIC PLANNING PROCESS THAT WILL RESULT IN A 3-5 YEAR STRATEGY FOR ENHANCING THE ECONOMIC HEALTH OF THE SALT LAKE CITY ECONOMY.



SLCRDA



## Request for Proposals

### Salt Lake City Corporation Strategic Economic Development Plan

Issued: March X, 2017

Salt Lake City Corporation Department of Economic Development (SLC DED) is seeking a consultant to help the City develop a three to five year strategic economic development plan. This plan will be developed using a highly collaborative process, based on the active engagement of public, private, educational and civic leaders and stakeholders.

#### Background:

The SLC DED was founded in July, 2016 under the leadership of Mayor Jackie Biskupski and the Salt Lake City Council. The Mayor and Council prioritized economic development and aligned resources by bringing together Business Development, the Salt Lake City Arts Council, and the Redevelopment Agency of Salt Lake City under one umbrella. After operating for seven months in this new organizational framework, the SLC DED is prepared to take the next step to advance the Department's mission to increase economic growth, job creation, and enhance revitalization and arts and culture opportunities in Salt Lake City – doing so by creating a comprehensive Strategic Economic Development Plan. This plan will help guide the SLC DED in achieving the vision of a “City for Everyone.”

Salt Lake City is the economic and cultural hub of the state of Utah and Intermountain West. With a strong religious community that contributes to the more than 100 languages spoken and 30-percent diversity, ranked #7 on Forbes' Top Places for Business and Careers, the gateway to more than a dozen world-class ski resorts and five national parks, and a thriving arts and cultural scene, Salt Lake City is as much a global city as it is the “Crossroads of the West.”

As the capital city of Utah and home to University of Utah, Westminster College, Salt Lake Community College, and an array of educational institutions that provide training in nearly every professional field, Salt Lake City offers a young, talented, and ambitious workforce. The majority of residents in the City are between the ages of 18-34. Salt Lake City's strategic location, pioneering entrepreneurial spirit, and attractive family friendly atmosphere make not just the quality of life, but doing business in the City ideal.

Salt Lake City is fortunate to have an engaged business community in a number of key industry sectors that include: composite manufacturing, financial services, life sciences, distribution and warehousing, and outdoor recreation. Consistently rated one of the best places to live and do business, Salt Lake City not only places value on employment generating businesses but also on our local and underserved businesses that provide the City with its unique character.

#### Scope of Work:

1. Review the best domestic and international practices in economic development which could serve as models for Salt Lake City.

2. Review and utilize existing studies and Business Recruitment and Retention Survey data to complement already completed economic development planning work and determine areas still needing development.
3. Prepare a quantitative analysis of the economic health of Salt Lake City. The Consultant will assemble and analyze data to provide an accurate picture of the economic health of the city and will provide a “data-driven” approach to understanding our strengths, opportunities and challenges.
4. Engage the public to develop a framework for plan development. The Consultant will work with City staff to develop programs for engagement with stakeholders and partners in key industry sectors, commercial real estate experts, developers, non-profit organizations, elected officials and staff.
5. Complete a comprehensive Competitive Assessment analyzing the key strengths, weaknesses, opportunities and challenges facing Salt Lake City. The City’s performance, as measured by a variety of demographic, economic and quality of life indicators, will be benchmarked against three peer metropolitan areas that SLC competes with for jobs and workers.
6. The three to five-year Economic Development Strategy represents the strategic goals and objectives that can best address SLC challenges and capitalize on competitive advantages and assets. Best practices from around the country will be identified and referenced when relevant and appropriate.
7. Identify goals and objectives for implementation within the strategic plan. These goals and objectives will help answer tactics SLC DED should pursue to implement initiatives. Specifically, it will identify lead and supportive entities in implementing recommended tactics, prioritize the various tactics, examine funding capacity and sources and provide a set of performance metrics to gauge implementation success.
8. Write and design the strategic plan document.

**Desired Outcomes:**

**The SLC DED plan will achieve the following outcomes:**

- a. Alignment between Mayor, City Council, and primary economic development and community stakeholders to address major opportunities and challenges facing Salt Lake City Economic Development.
- b. Understanding of an economic development framework and best practice for action in the short and long term.
- c. Ability to determine appropriate metrics and tools to measure of the key objectives of the plan and quantify staffing and budgetary needs to actualize the plan’s framework and objectives.

**Project Schedule**

SLC DED would like to hold a project kick-off no later than March 15, 2017 and have the final work product completed by June 1, 2017.

**Primary Contact**

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## Proposal Requirements

Proposers interested in responding to this RFP should prepare and submit a proposal that includes:

- **Cover Letter:** The cover letter is to be signed by an officer of the firm authorized to execute a contract with Salt Lake City.
- **Consultant Qualifications:** This section shall describe the areas of expertise of current permanent staff and the scope of services that can be provided by the firm without the services of an outside consultant under the proposer's direction.
- **Key Personnel:** Include a proposed project management structure. Identify the key contact for the project and all personnel who will be assigned to work on this project including a description of their abilities, qualifications and experience. A meeting facilitator should be included as part of the project team. Include resumes for all key individuals. There can be no change of key personnel once the proposal is submitted without the prior approval of SLC DED
- **Project Workplan:** A description of project understanding (brief), detailed work approach and methodology. The workplan should list specific tasks and any specific considerations, options or alternatives.
- **Project Schedule:** Propose a timeline for completion of the Strategic Plan including start date, milestones and target completion date. Any assumptions regarding turnaround time for SLC DED staff review should be clearly noted.
- **Fee Information:** Provide a detailed fee proposal by task for the services identified in the scope of services section of this RFP. Identify sub-tasks and the respective cost in your fee proposal as necessary.
- **References:** A list of projects completed by the proposer under which services similar to those required by this RFP were performed shall be listed in your proposal. An emphasis should be placed on projects undertaken within the past three years and those projects undertaken for public agencies located in similar sized communities. Include a brief description of the services, dates the services were provided, and name and telephone number or references familiar with the services provided.
- **Deadline and Delivery:** The proposer must supply one hard copy and one electronic copy of the proposal. Proposals may be mailed or hand-delivered, but in either case must be received and stamped by 4:00 p.m. on March X, 2017
  - Late proposals will not be considered.
  - Salt Lake City is not liable for any costs incurred by a proposer in responding to this RFP.
- **Evaluation and Award:** Salt Lake City Department of Economic Development staff will be responsible for reviewing submitted proposals. The following will be considered in evaluating each proposal:
  - Completeness of response to the RFP requirements (incomplete responses may be rejected)
  - Experience with similar projects
  - Creativity of approach
  - Proven experience in effective public involvement and incorporating citizen input
  - Demonstrated knowledge and experience with actual implementation of strategies
  - Demonstrated experience in economic development
  - References
  - Cost