



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

