



Appendices



Appendix A

Glossary of Economic Development Terms

Basic activities (*see Economic base theory*)

Brownfield

A site which has remained un- or underused due to real or perceived environmental contamination; often a site of previous industrial use. (*Washtenaw County, Mich.*)

Business improvement district

A special assessment district in which property owners agree to have an additional charge placed on their tax bill in order to fund special activities such as capital improvements or business promotion. (*Milwaukee, Wis.*)

Business incubator

A facility dedicated to the start-up and growth of small businesses, accomplished through management and facility support systems. For purposes of this definition, management support systems include access to professional advice, information on small business regulations, management, advertising, promotion, marketing, sales, inventory, employees, labor relations, and financial counseling. Facility support systems include clerical and reception staff, cleaning and building security, and access to copy and facsimile machines, computers, faxes, and other electronic equipment. (*Galesburg, Ill.*)

Cluster

A geographically critical mass of companies that have some type of relationship to each other—generally in product, process, or resource. Such a critical mass attracts supportive suppliers and services. (*National Governors Association*)

Comprehensive plan

The adopted official statement of a legislative body of a local government that sets forth (in words, maps, illustrations, and/or tables) goals, policies and guidelines intended to direct the present and future physical, social, and economic development that occurs within its planning jurisdiction and that includes a unified physical design for the public and private development of land and water. (*American Planning Association*)

Benefit-cost analysis

A form of project analysis in which the future benefits and the future costs of alternative projects in economic terms are discounted to a present value and ratios computed in order to compare different alternatives.

Cost-revenue analysis

Also known as fiscal impact analysis, a form of analysis used to determine whether developments will generate enough taxes and other related general revenues to pay for the added public services they require.

Economic base theory

A theory that holds that the structure of the economy is made up of two broad classes of productive effort: basic activities that produce and distribute goods and services for export to firms and individuals outside a defined localized economic area, and nonbasic activities whose goods and services are consumed at home within the boundaries of the local economic area. Basic activity exports goods and services and brings new dollars into the area; nonbasic activity recirculates dollars within the area.

Goal

A desired state of affairs to which planned effort is directed. (*American Planning Association*)

Guideline

An agency statement or a declaration of policy that the agency intends to follow, which does not have the force or effect of law and that binds the agency but does not bind any other person. (*American Planning Association*)

Infrastructure

Those facilities and services needed to sustain industry, residential, commercial, and all other land-use activities, including water, sewer lines, and other utilities, streets and roads, communications, and public facilities such as fire stations, parks, schools, etc. (*Redmond, Wash.*)

Input-output analysis

A form of analysis that directly measures the inter-relationships between industries in a region, as well as the extent of importing and exporting. For example, it shows the effect of a dollar of new spending within one industry on the income (or employment) of other industries with which it trades goods and services.

Jobs/housing balance

A ratio between the expected creation of jobs in a region or local government and the need for housing. The higher the jobs/housing ratio, the more the region or local government is generating jobs in comparison with housing, and is thereby exporting the need to create new housing units to other regions or other local governments. (*American Planning Association*)

Linkage (*See also jobs/housing balance*)

With respect to jobs/housing balance, a program designed to offset the impact of employment on housing need within a community, whereby project approval is conditioned on the provision of housing units or the payment of an equivalent in lieu fee. The linkage program must establish the cause-and-effect relationship between a new commercial or industrial development and the increased demand for housing. (*California Planning Roundtable*)

Location quotient

A technique used in economic base analysis that measures the concentration of industry in a geographic area relative to a larger area. Location quotients describe the extent to which a particular industry is concentrated in one area relative to a larger reference area. A location quotient is simply a ratio of ratios: the ratio of an area's employment in one industry to its employment in all industries, divided by the ratio of a larger area's employment in that same industry to this larger area's employment in all industries. Location quotients greater than one indicate that the industry is more represented in the smaller area (e.g. the region) than it is in the larger area (e.g. the nation), while location quotients less than one indicate that the industry is less represented in the smaller area than it is in the larger area.

Market-share analysis

A type of analysis in which the local government's share of a larger regional market for certain goods and services is tracked over time to determine whether it is growing, declining, or remaining stable.

Multiplier

The effect of a dollar of new spending within one industry on the income (or employment) of other industries with which it trades goods and services.

Non-basic activity (*see Economic base theory*)**Policy**

A general rule for action focused on a specific issue, derived from more general goals. (*American Planning Association*)

Retail market analysis

A technique for estimating how much retail activity (and therefore how much retail building space and land zoned for retail) will be required by a community in the future and identifying which types of retail are likely to be most in demand or least in demand.

Shift-and-share analysis

An analytical technique used to identify regional departures from national industrial growth rates and to compare and contrast growth rates among industrial sectors.

Tax increment financing (TIF)

A tool used by local governments to finance certain types of public improvements. The public purposes of TIF are the redevelopment of blighted areas, construction of low- and moderate-income housing, provision of employment opportunities, and improvement of the tax base. With TIF, a local government captures the additional property taxes generated by the development that would have gone to other taxing jurisdictions and uses the “tax increments” to finance the public improvements related to the development project.

Source: Michael Davidson and Fay Dolnick, eds., *A Planners Dictionary*, Planning Advisory Service Report No. 521/522 (Chicago: American Planning Association, 2004), APA Research Department Staff, May 2004.

Appendix B

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Appendix C--State and Federal Resources, including Statutes

Utah: State Laws			
Name of Act/Bill/Legislation	Hyperlink	Description	Contact
Aerospace/Aviation Development Zones (AATIF)	House Bill 316	This act was created in response to economic competition among states through incentives. It provides tax increment financial incentives for commercial development in areas located on or contiguous to airports. <i>Signed by governor on 3/19/2003.</i> (Title 9, Chapter 2, Sections 2001 - 2009)	(801)538-8692 Department of Community and Economic Development, 324 South State Street, Salt Lake City, Utah 84111
Business and Economic Development Act		This act establishes both the Board of Business and Economic Development and the Division of Business and Economic Development. The Board and Division are responsible for attracting and retaining industry and business. No direct powers are stated and no money is allocated here. (Title 9, Chapter 2, Sections 201 - 206)	
Centers of Excellence	Centers of Excellence Web	Centers of Excellence are "university-based, industry-supported, cooperative research and development programs." This act encourages research in areas targeted by the state for economic development by providing grants to research colleges and universities. (Title 9, Chapter 2, Sections 601 - 603)	Michael A. Keene, MBA, Ph.D. Director (801) 538-8618 (Address: same as above)
Community Economic Development Project Fund		Part of the General Fund, the Community Economic Development Project Fund was created to encourage a strong economy and more jobs throughout the state by providing loans or grants to local governments, non-profit economic development organizations, or qualifying small business. No more than 50% of the money distributed can go to urban areas; at least 50% of the money must be distributed to rural areas as defined in the act. (Title 9, Chapter 2, Sections 1501 - 1507)	
Enterprise Zone	Enterprise Zone Overview	Enterprise zones provide tax credits to companies in rural areas (county population of 50,000 or less). Incentives include job creation tax credits, tax credit on cash contributions to non-profits involved in community and economic development, tax credit on money spent rehabilitating a qualifying building in an Enterprise Zone, an investment tax credit on qualifying depreciable property, etc. (Title 9, Chapter 2, Sections 401 - 415)	Jonnie Wilkinson jwilkinson@utah.gov Kim Ferrell, Tax Manager kferrel@state.ut.us
	Zipped Utah Business Development Code		
	Short Description of Tax Credits		
Fusion Energy Technology Act		This act ensures that any money earned through fusion/energy technology at the University of Utah shall be shared with the State. (Title 9, Chapter 2, Sections 801 - 809)	
Industrial Assistance Fund (IAF)	IAF Policy Description	The Industrial Assistance Fund is intended to support industry in the State of Utah. Money can be allocated for the establishment, relocation, or development of industry, to relocate a company that creates an "economic impediment" to a rural area, and to site a replacement company. (An economic impediment discourages economic development because of odor, noise, pollution, or health hazards.) Loans or grants can be administered, and a system of earned credits can be used as repayment. Such credits include number of jobs created and increased economic activity with the state. (Title 9, Chapter 2, Sections 1201 - 1207)	Division of Business & Economic Development (538-8692)
Recycling Zone	Description of Recycling Zone	This act provides tax credits to companies in Recycling Market Development Zones that "produce end products that consist of not less than 50% recovered materials, of which not less than 25% is postconsumer waste, or establish commercial composting." Tax credits are available on machinery/equipment and eligible operating expenses. (Title 9, Chapter 2, Sections 1601 - 1612)	Brad Mertz (801)832-1157 recyclebrad@msn.com (Address: same as above)

	List of Recycling Zones and Contact Info		
State Advisory Council on Science and Technology		The purpose of this Council is to "assist in the development of programs, communication, and use of science and technology in governmental organizations in the state of Utah." (Title 9, Chapter 2, Sections 501 - 507)	
Targeted Business Income Tax Credits		Tax credits are available to businesses located in enterprise zones or counties with low population or high unemployment if they provide a community investment project with the zone and at least 51% of employees live in the county where the enterprise zone is located. (Title 9, Chapter 2, Sections 1801 - 1803)	
Tax Increment Financing	Redevelopment Agencies Act	This section of the Utah Code is dedicated to Tax Increment Financing. Redevelopment agencies can be created under this act to create TIF districts and administer the funds. (Title 17B, Chapter 4, Sections 101 - 1401)	
Tourism Marketing Performance Fund		This fund is part of the General Fund. It is administered by a committee which is required to develop a tourism marketing plan to assist in allocating funds. The purpose of the fund is to increase tourism in the state by enhancing its image, establishing it as a year-round destination, encouraging expenditures, etc. (Title 9, Chapter 2, Section 1701 - 1706)	
Utah Technology Alliance	http://techalliance.utah.gov	The Utah Technology Alliance is an alliance between Utah government and the high tech business community, including venture capitalists, entrepreneurs, economic developers, etc. Focus is on creating a business climate that allows businesses to prosper and incomes to rise. This website includes information about strategies to "brand" Utah as an educated, tech-savvy state that is attractive for business. (Title 9, Chapter 2, Sections 1901 - 1924) <i>Signed by governor on 3/21/2003.</i>	Ron Spindler, Project Manager (801) 538-8680 uptac@utah.gov (Address: same as above)
	House Bill 240 Venture Capital Enhancement Act (PDF)		
	Venture Capital Act Implementation (also called Fund of Funds) (PDF)	(Title 9, Chapter 2, Sections 1913 - 1924)	Jeremy Neilson (801) 538-8726 jtnilson@utah.gov (Address:same as above)
Utah Technology Industry Council	Senate Bill 151	"The objective of UTIC is to create, retain, expand and attract technology industry businesses in the state." Members are mainly tech industry representatives in aerospace, information technology and life sciences/medical devices. <i>Signed by governor on 3/19/2003.</i>	

Utah: State Programs

Name of Program	Hyperlink	Description	Contact
Corporate Site Selection	Site Selection Home Page	This is mostly an advertisement for prospective businesses. Links provide information about Utah's economy, population, transportation, government, etc. The Department of Community and Economic Development can provide cost models to be used in decision making, site visits, and connections within the state.	Marian Hein, Director (801) 538-8640 mhein@utah.gov (Address:same as above)
	State Recruiters	This is a list of the Business Development contact for each county.	
Custom Fit Training	Custom Fit Policy Description	usually administered through state colleges and applied tech centers. **As of June 2003, there were no legislative appropriations for the program.	Div. of Bus & Econ Dev (801) 538-8692
Department of Community and Economic Development: Grants	Grants and Funding	This matrix provides a quick glance at what categories of grants are available to what kinds of entities.	8732 kheaton@dced.state.ut.us (Address:same as above)
	Granting Programs	This is a more detailed description of the grants that are represented as numbers in the above matrix. A contact is provided for each grant.	

Economic Ecosystems	Main Web Page	Utah uses the term "economic ecosystems" to describe technology in the state. "As ecosystems grow, they connect with and mutually support other ecosystems, fostering technological advancement and vast economic opportunity." The four ecosystems are biotechnology, digital media, medical devices, and web services.	
	Biotechnology Page	Each ecosystem page provides information about ideas, capital, research, people, business, and government. The main idea in all is to continue the growth experienced in all industries.	
	Digital Media Page		
	Medical Devices Page		
	Web Services Page		
Private Activity Bond Authority (PAB)	PAB Description and Cap. Amounts	PAB is a tax-exempt bonding authority that creates low cost capital. Includes funding for single- or multi-family housing, manufacturing, etc.	
Smart Sites	Smart Sites Website	Smart Sites is Utah's outsourcing initiative, created to enhance rural Utah's ability to connect with companies anywhere in the world to provide services. Incentives include equipment leases below market rate, custom training for employees, state income tax credits, and other financial assistance. "...Smart Sites are poised to significantly increase the breadth and depth of Utah's technology landscape..."	Les Prall (801) 538-8804 lprall@utah.gov (Address:same as above)
Utah Procurement Technical Assistance Center (UPTAC)	Description of UPTAC Services	UPTAC is a program that assists Utah companies in securing government contracts for goods and services. Services provided include workshops, bid preparation assistance, marketing assistance, etc.	

Utah: Other

Name of Program	Hyperlink	Description	Contact
Business Resources	2002 - 2003 Business Resources (PDF)	A comprehensive list of contacts in the State of Utah-- education, real estate, employee training, chambers of commerce, etc.	
State Incentives	State of Utah Incentive Overview from DCED (PDF)	Incentives include tax exemptions, TIF, training programs for employees, enterprise zones, etc.	
	Overview from ED Corp of Utah (PDF)	Similar to above information. Also provides rough map of Enterprise Zones.	
OTHER: 1000 Day Plan	1000 Day Plan	<p>Originated by Governor Mike Leavitt, February 4, 2002. This document gives a brief overview of many economic development programs and ideas that are being recommended for implementation. The 1,000 Day framework is part of a larger 10,000 day "horizon", and will be updated every 200 days to track progress.</p> <p>The definition of economic development used here encompasses many activities, many which are not traditionally or directly related to economic development. For example, one of the strategies discusses the need to enhance Utah's life quality. By implementing "quality growth strategies" and creating a system of recreation trails, the State hopes to attract talented people who will be an asset to the State.</p> <p>Many of the items listed in the strategies and milestones sections are already up and running on the state website.</p>	

Federal Programs

Name of Agency	Hyperlink	Description	Contact
Small Business Administration	SBA Utah Office	The SBA, through its Utah District office, offers a variety of services. Free counseling and technical assistance, a pre-business and business planning workshop, training, and information on starting and managing a small business are offered through SCORE (Service Corp of Retired Executives), Business Information Centers, and the Small Business Development Centers (SBDC). The Minority Enterprise Development (MED) program uses SBA's contracting authority to provide business development assistance and federal procurement opportunities to businesses owned and managed by socially and economically disadvantaged individuals. The Utah District Office assists hundreds of small businesses each year by providing financial assistance through SBA's loan programs. Working with the lender of your choice, you may obtain an SBA guarantee on your loan. The maximum SBA loan guarantee for one business or individual is generally \$750,000. Loan proceeds may be used for any viable business need. Terms may be up to 25 years, depending upon the use of loan proceeds.	Utah District Office, 125 South State Street, Room 2227, Salt Lake City UT, 84138 (801) 524-3209
U. S Department of Housing and Urban Development	HUD Economic Development Programs	HUD oversees competitive grant and loan guarantee programs for economic development purposes. In addition, federal Community Development Block Grant funds can be used for economic development under certain circumstances.	Salt Lake City Field Office, Department of Housing and Urban Development, 125 South State Street, Suite 3001, Salt Lake City, Utah 84138 (801) 524-6070
Economic Development Administration	EDA Program Summary	The EDA offers a variety of programs including public works grants to distressed areas, economic adjustment grants, technical assistance, and university center partnerships, which make resources from academic institutions available to the economic development community	Denver Regional Office, 1244 Speer Boulevard, Suite 670, Denver, CO 80204-3591 (303) 844-4715
Source: Listings compiled by the American Planning Association Research Department, May 2004			

Appendix D

Summary of Local Economic Development Plans

Community/Name of Plan	Website or contact	Summary of Plan	Examples of strategies or implementation measures
Washington County Strategic Plan for Economic Development, "A Vision for Tomorrow" (2003)	Not available on web. Contact: Scott Hirschi, Economic Development Director (435) 652-7750	This plan states six "core values" that guide its implementation, and then lists strategies and outcomes under the following headings: (1) retain and expand business; (2) business attraction; (3) develop industrial and business sites; (4) transportation and essential services; (5) increase technical and advanced education services; (6) improve quality of public and community education; (7) increase economic development capability; and (8) communicate and promote the strategic plan.	Examples include identifying "value-added" industry sectors for recruitment, monitoring the industrial land market to ensure that at least 100,000 sq.ft. industrial "high cube" inventory is available, and supporting efforts that result in more affordable housing.
Tooele County General Plan	Tooele County General Plan	This plan's primary economic development objective is to lessen the county's reliance on the federal government for employment and good wages; its focus is on attracting higher wage-paying industries. The plan calls for the development of strategies dealing with basic sectors such as mining, construction, commercials, petroleum/oil, automotive dealers, and livestock construction.	The plan emphasizes limiting commercial and industrial development to such areas as the I-80 interchange, Stansbury Park, and south of the Deseret Peak Complex areas of the Tooele Valley.
Tooele Valley Regional Plan	Tooele Valley Regional Plan	This plan is a collaborative effort between Tooele County and its cities and townships. The plan contains a section on economic development, which describes the general pattern of business and industry in the study area. The plan presents two growth scenarios, one based on current development trends and a second on a desired vision of growth in the study area. A separate market analysis of available retail, office, and industrial space, vacancy rates, and lease rates is a background study for the plan.	There are no specific strategies or implementation measures addressing economic development.
West Valley City Economic Development Strategy (January 6, 2004 draft)	Not available on web; Contact: Bob Buchanan, Redevelopment Agency Administrator (801) 963-3322	This plan contains seven goals: (1) provide sufficient, sustainable and diversified city revenues; (2) create a revitalized city center; (3) take full advantage of future transportation plans and developments; (4) retain, expand, and stimulate existing commercial/ industrial development; (5) improve the quality and image of the city; (6) continue to improve the quality and quantity of new housing and encourage the upgrade of existing housing; and (&) initiate and support efforts to	The strategy focuses on creating significant short-term and longer-term impact within 7 targeted areas in the community. Each area's strengths and weaknesses are assessed, and a series of specific actions are identified. For example, in the section dealing with the city center, the plan calls for revitalizing a mall, encouraging a wider variety of housing, and creating an "entrance" effect on a highway corridor.

		improve the educational attainment of all city residents.	
Box Elder County Strategic Plan (2000)	Box Elder County Strategic Plan	This plan's objective is to diversify And balance economic growth throughout the county. This will: (1) provide jobs and end "out-migration"; (2) attract diverse industries; (3) strengthen and expand existing businesses; (4) provide for affordable housing; and (5) strengthen the tax base.	The plan calls for designating areas for commercial, office, and industrial development and identifying specific support services that will provide a wide array of information to assist in all facets of development, including land acquisition and assessment, infrastructure, training, etc.
Sandy City Downtown Illustrative Master Plan (July 2002)	Not available on web; Contact: George Shaw, AICP, Planning Director 801-568-7261	This is a plan addressing the future central business and commercial district in Sandy. It contains recommendations for the development of distinct districts in the downtown, expanded housing choices, new and expanded retail opportunities, and related proposals for automobile, transit, pedestrian, and bike systems. The plan is notable for its use of retail market and office space analysis.	An "action plan" contains detailed ongoing, short-term, mid-term, and long term implementation measures, including encouraging mixed-use development, incentives and financing partnerships to facilitate structured parking facilities, and locating office space within easy walking distance of the transit hub.
Wasatch County General Plan (2001)	Wasatch County General Plan	This plan's economic development goal is to "[d]evelop an economy which supports the desired lifestyle of residents of Wasatch County characterized by mountains, open space, agriculture, and small towns." The plan stresses the development of recreational opportunities as part of the economy, and the encouragement of new businesses that create wealth rather than redistributing existing wealth. The plan incorporates the strategic plan developed by the Wasatch Economic Development Organization, the nonprofit economic development and marketing organization for the county.	The plan proposes two areas for industrial development which must first be served with appropriate infrastructure: (1) the area south of Heber City's existing industrial park; infrastructure; and (2) an area near the Heber City airport.

Source: American Planning Association Research Department, May 2004

Appendix E– Economic Development Readiness Evaluation Tool & Feedback

By Barry L. Bartlett, Best Practices Institute of Utah

Instructions: For each “Key Factor” item, please indicate the level of current capacity and capability you feel your community/area has in place right now to meet the standard indicated. Use the following numerical indicators (you can think of the numbers as percentages, **1**=10%, **2**=20%, **3**=30%, etc):

Low (1-3)

1 = none, or almost none

2 = a little, but really not much

3 = some, but still pretty meager

Medium (4-6)

4 = some, but not nearly enough

5 = about half of what’s needed

6 = okay, improving, but need more

High (7-9)

7 = pretty good, feel pretty competitive

8 = really in good shape, strong factor

9 = almost perfect; extremely strong factor

Key Factors

Direct input factors

Land and Buildings

1. We have sufficient and appropriate types of land, buildings and capital available to sustain the level of increased economic development we desire over the next 10 years.
2. There are programs and services now in place appropriate to incent/support the rezoning, sale and development of land tracts and buildings to reach our economic development goals.

Labor

3. There are sufficient amounts of (and incentives for) available labor, training mechanisms for and data on workforce needs to meet current and future labor force requirements.
4. There is a regional workforce plan available to coordinate available resources and help develop additional resources to ensure adequate worker available to reach our goals.

Natural Resources

5. Our community is actively engaged in preserving and regulating its critical natural resources.

Factors directly affecting input costs and output revenues

Location relative to supplies and markets

6. Transportation systems are adequate to meet current and expected future growth.
7. There is a comprehensive transportation plan available to coordinate future development.

Infrastructure and utilities

8. The community has enough critical infrastructure systems and services for existing and near-term future development requirements, as well as the means to develop expansion.
9. There are comprehensive, up-to-date infrastructure development plans in place.

Factors indirectly affecting input costs

Amenity and other quality of life factors

10. Our area has an adequate supply of housing and personal lifestyle support services.
11. Our area has high quality education, cultural, recreation and business services.

Government policies, regulations and leadership

12. Local governments have updated comprehensive plans integrated to our development goals.
13. Our government institutions have the professional staff, local ordinances, administrative procedures and political ability in place to support land development to reach our goals.

Organization for economic development

14. Our area has highly qualified economic development professionals, programs and agencies.
15. We have completely integrated economic development plans for business retention, targeted attraction, cluster and individual growth, and effective plan monitoring and implementation.

Survey Items Included in the Various Report Sub-Categories

The following table summarizes which Readiness Survey items were included in the scoring algorithm for each sub-category in each report. In some cases, items were used more than once in a particular report and such multiple usage is also shown in the table below.

Determining Scores

To determine the **Avg. Score** of each category, just enter your score for each of the 15 items in the shaded boxes, add up the total scores for each row (category) and enter that number in the “**Totals**” column, then divide by number of items shown (*I #*), and enter the answer in the **Avg. Scores** box. To get the average of all categories, add up the category **Avg. Scores**, divide by (*I #*) and enter that number in **Avg. Scores**.

Report Title & Sub-Category Titles	Item#:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Totals	I #	Avg. Scores
Jobs & Firms General Factors																			
1-Direct input factors																		5	
2-Factors directly affecting input costs, revs.																		4	
3-Indirect input cost factors																		6	
Number of times item used:		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	
System Inventory: Resources, People, Organizations & Capabilities																			
1-Baseline Economic Resources																		5	
2-Community & Civic Organizations																		5	
3-Economic Development Capacity																		6	
4-Environmental Issues, Plans & Vision																		6	
5-Human Resources & Leadership																		8	
Number of times item used:		2	2	2	2	3	2	2	2	2	1	1	2	2	2	3		5	
Regional Planning & Governance Issues																			
1-Building sense, scope & need for region idea																		8	
2-Creating regional vision																		5	
3-Developing preservation, restoration, change																		6	
Number of times item used:		1	1	1	1	1	1	3	2	1	1	1	1	1	2	1		3	

Scoring Range

The scoring range for each item is from 1-9 as follows:

Low (1-3)

- 1 = Low, almost none, little
- 2 = Low, a little, not much
- 3 = Low, some, very basic

Medium (4-6)

- 4 = Med., under half of need
- 5 = Med., about half of need
- 6 = Med., over half of need

High (7-9)

- 7 = High, pretty good shape
- 8 = High, very well developed
- 9 = High, top 10% nationwide

Comments and Recommendations for each Report Sub-Category

Following is a list of the customized comments and recommendations for each of the 11 sub-categories in the 3 perspective reports. These remarks are displayed based on the AVERAGE scores posted, where the general scoring range and comment type for all sub-categories is as follows:

- Average score of 1.00-3.99: **Low** readiness level comment of encouragement
- Average score of 4.00-6.99: **Medium** readiness level recommendation to strengthen further
- Average score of 7.00-9.00: **High** readiness level recommendation to sustain & increase

JOBS & FIRMS GENERAL FACTORS Report

After each factor report, relevant strategies from the Envision Utah Toolbox are listed with their page number.

1- Direct input factors

- Low: Consider additional factor improvement strategies. Focus on land items for fastest improvement.
 - Mid: Good progress. Consider additional long-term land & labor strategies for sustained progress.
 - High: Excellent. Work to sustain and increase those capabilities and programs now in place.
- Strategies: 2.1-2.2 Engage in business development (56); 6.1-6.5 Ensure an adequate land supply (69); 7.1 Provide adequate infrastructure (75)

2- *Factors directly affecting input costs & output revenues*

Low: Consider additional factor improvement strategies. Focus on planning issues for fastest improvement.

Mid: Good progress. Consider additional long-term planning strategies for sustained progress.

High: Excellent. Work to increase transport systems & infrastructure capabilities and plans even further.

Strategies: 3.1-3.2 Provide Financial incentives (58); 4.1-4.2 Engage in business attraction and retention (64);
7.1 Provide adequate infrastructure (75)

3- *Indirect input cost factors*

Low: Consider additional factor improvement strategies. Focus on planning & people for fast improvement.

Mid: Good progress. Consider programs, ordinances, and planning strategies for sustained progress.

High: Excellent. Work to sustain and increase those capabilities and programs now in place.

Strategies: 1.1-1.3 Coordinate economic development programs and support services (51);
5.1 Educate the workforce (51); 8.1 Provide a quality of life conducive to business (77)

4- *REPORT TOTAL AVERAGE SCORE:*

Low: Lots of improvement opportunities. See additional factor strategies. Especially focus on planning.

Mid: Good progress. Consider additional long-term plans & resource development for sustained progress.

High: Excellent. Work to sustain and increase those capabilities and programs now in place.

SYSTEM INVENTORY: Resources, People, Organizations & Capabilities Report

1- *Baseline Economic Resources*

Low: Review improvement strategies. A larger planning area may quickly improve resource availability.

Mid: Good progress. Review other long-term baseline strategies & programs for further improvement.

High: Excellent. Work to sustain and increase those baseline economic resources now in place.

Strategies: 1.1 Intraregional coordination (51); 3.1 Provide financial incentives (58); 4.1 Business attraction (64);
4.2 Business retention (66); 5.1 Educate the workforce (67); 6.1 Monitor the Land Market (69); 6.2 Provide adequate
buildable land for housing development (71); 7.1 Capital improvement programming (75)

2- *Community & Civic Organizations*

Low: Look at various civic improvement strategies. Network, communicate, organize & develop people.

Mid: Good progress. Consider additional long-term people & civic program development options.

High: Excellent. Work to sustain & enhance area organizational programs, networks.

Strategies: 1.2 Establish economic development institutions (52); 2.1 Sustain and improve business skills and
management training (56); 2.2 Business incubator (57); 4.1 Business attraction (64); 4.2 Business retention (66);
8.1 Provide a quality of life conducive to business (77)

3- *Economic Development Capacity*

Low: Relate area's economic development strategy to resources. Look at ideas for rapid improvement.

Mid: Good progress. Consider more long-term strategies for further econ development growth, progress.

High: Excellent. Work to sustain, increase economic development capabilities now developed

Strategies: 1.3 Streamlining development review (54); 2.1 Sustain and improve business skills and management
training (56); 3.1 Provide financial incentives (58); 3.2 Venture capital network and revolving loan fund (62);
7.1 Capital improvement programming (75)

4- *Environmental Issues, Plans & Vision*

Low: Check on additional environmental improvement strategies. Leadership is also critical right now.

Mid: Good progress. Additional planning, program development will usually help make improvements.

High: Excellent. Work to expand environmental programs & vision; use business & civic partnerships more.

Strategies: 6.1 Monitor the Land Market (69); 6.4 Brownfields (72); 6.5 Land assembly (73);
8.1 Provide a quality of life conducive to business (77)

5- *Human Resources & Leadership*

Low: Review human capacity development strategies. Leadership is critical to strong growth, progress.

Mid: Making progress. Consider leadership recruitment, development & training for further improvement.

High: Congratulations! Work to increase others' abilities, & involve even more people in your processes.

Strategies: 1.1 Interregional coordination (51); 1.2 Establish economic development institutions (52);
2.1 Sustain and improve business skills and management training (56); 2.2 Business incubator (57);
5.1 Educate the work force (67)

6- REPORT TOTAL AVERAGE SCORE:

Low: Much opportunity for improvement. Review several strategies; focus on weakest & most critical areas.
 Mid: Inventory looks fairly good. Review several more strategies for further progress. Focus on planning.
 High: Well done so far. Work to sustain and increase inventory strengths; improve weaker areas.

REGIONAL PLANNING & GOVERNANCE ISSUES Report

1- Building a sense, scope & need for regional area concept

Low: Building a regional focus requires vision, planning, leadership. Consider additional strategies, needs.
 Mid: Good progress. Consider additional long-term, area-wide plans & programs for more improvement.
 High: Area is well-oriented toward its regionality. Work to increase scope, capabilities, & any weaker areas.
 Strategies: 1.1 Interregional coordination (51); 6.1 Monitor the Land Market (69); 6.2 Provide adequate buildable land for housing development (71); 7.1 Capital improvement programming (75)

2- Creating regional vision

Low: Regional vision is very challenging. Look at area-wide needs, benefits, possibilities, & strategies.
 Mid: Some progress is evident. Consider additional area-wide needs, strategies & development possibilities.
 High: Well done. Increasing regional vision strengthens local development capabilities. Keep plans going!
 Strategies: 1.1 Interregional coordination (51); 5.1 Educate the work force (67); 6.2 Provide adequate buildable land for housing development (71); 7.1 Capital improvement programming (75)

3- Developing preservation, restoration, and change strategies

Low: Refer to improvement strategies for help. Consider doing a specific regional project to learn more.
 Mid: Good work so far. Regional strategies are often hard to develop, but worth the effort. Keep going.
 High: Well done. Success breeds success. Build on your progress with more strategies, projects, plans.
 Strategies: 1.2 Establish economic development institutions (52); 3.1 Provide financial incentives (58);
 4.1 business attraction (64); 7.1 Capital improvement programming (75)

4- REPORT TOTAL AVERAGE SCORE:

Low: Regional planning & development is challenging. Review improvement strategies. Consider a project.
 Mid: Regional economic development requires lots of cooperation. Keep building on your successes.
 High: Tremendous! Work to sustain regional successes, build capabilities & celebrate accomplishments.

Expanded Evaluation Checklist

There is a longer 73-item **Evaluation Checklist** document also available for review in any area where additional evaluation may be needed. Its content does not change the shorter 15-item **Readiness Survey** tool, since all items on the longer list are essentially derived as part of a subset of one or more of the items on the short list. The longer list is also available as an interactive survey document, either by section or in its entirety. Contact Envision Utah for further information.

Appendix F

American Planning Association Model Legislation for an Economic Development Element of a Local Comprehensive Plan

Below is model language for an economic development element of local comprehensive plan that appears in the American Planning Association's *Growing SmartSM Legislative Guidebook*. These provisions are part of longer model statutes that describe the full scope of a comprehensive plan, including a series of mandatory and optional elements. Bracketed language refers to other sections of the *Guidebook*.

7-208 Economic Development Element

(1) An economic development element shall be included in the local comprehensive plan, except as provided in Section [7-202(5) of the *Growing SmartSM Legislative Guidebook*] above.

(2) The purposes of the economic development element are to:

(a) coordinate local economic development initiatives with those of the state through its state economic development plan prepared pursuant to Section [4-206] and other state initiatives;

(b) ensure that adequate economic development opportunities are available in order to provide a heightened quality of life and to enhance prosperity;

(c) relate the local government's initiatives to the distinct competitive advantages of its surrounding region that make it attractive for business and industrial growth and retention, including its historic, cultural, and scenic resources;

(d) assess the local government's strengths and weaknesses with respect to attracting and retaining business and industry; and

(e) define the local government's role in encouraging job retention and growth and economic prosperity, particularly in relation to the availability of adequate housing for employees of existing and potential future businesses, industries, and institutions within its jurisdiction, transportation, broadening of job opportunities, stimulating private investment, and balancing regional economies.

(3) In preparing the economic development element, the local planning agency shall undertake supporting studies. In undertaking these studies, the local planning agency may use studies conducted by others, such as those conducted in preparation of the state economic development plan or any regional plan. The supporting studies may concern, but shall not be limited to, the following:

(a) job composition and growth or decline by industry sector on a national, state-wide, or regional basis, including an identification of categories of commercial, industrial and institutional activities that could reasonably be expected to locate within the local government's jurisdiction. This shall include any studies and analyses of trends and projections of economic activity made as part of the land-use element pursuant to Section [7-204(5)(b) of the *Growing SmartSM Legislative Guidebook*];

(b) existing labor force characteristics and future labor force requirements of existing and potential commercial and industrial enterprises and institutions in the state and the region in which the local government is located;

(c) assessments of the locational characteristics of the local government and the region in which it is located with respect to access to transportation to markets for its goods and services, and its natural, technological, educational, and human resources;

(d) assessments of relevant historic, cultural, and scenic resources and their relation to economic development;

(e) patterns of private investment or disinvestment in plants and capital equipment within the jurisdiction of the local government;

(f) patterns of unemployment in the local government and the region in which it is located;

(g) surveys of owners or operators of commercial and industrial enterprises and institutions within the local government's jurisdiction with respect to factors listed in subparagraphs (a) to (e) above. This shall also include an identification of the

types of sites and supporting services for such sites that are likely to be needed by such enterprises and institutions that might locate or expand within the local government's jurisdiction;

(h) inventories of commercial, industrial, and institutional lands within the local government that are vacant or significantly underused. Such inventories may identify the size of such sites, public services and facilities available to it, and any site constraints, such as floodplains, steep slopes, or weak foundation soils. In conducting such an inventory, the local government shall utilize the existing land-use inventory prepared pursuant to Section [7-204(5)(f) of the *Growing SmartSM Legislative Guidebook*] above. This inventory shall also identify any environmentally contaminated sites that have the potential for redevelopment for commercial and industrial uses once such contamination has been removed;

(i) assessments of organizational issues within the local government for encouraging economic development and the roles and responsibilities of other organizations that are involved in economic development efforts within the local government's jurisdiction and/or the region in which it is located, including the potential for cooperative efforts with other local governments;

(j) the adequacy of the existing and projected housing stock within the local government's jurisdiction for employees of existing and potential future commercial and industrial enterprises and institutions within its jurisdiction;

(k) assessments of regulations and permitting procedures imposed by the local government on commercial and industrial enterprises and institutions and their effects on the costs of doing business as well as their effect on the attraction and retention of jobs and firms; and

(l) opinions of the public, through surveys, public hearings, and other means, as to the appropriate role of the local government in economic development and desired types of economic development. Such opinions may also be obtained through the process of preparing the issues and opportunities element pursuant to Section [7-203 of the *Growing SmartSM Legislative Guidebook*] above.

(4) Based on the studies undertaken pursuant to paragraph (3) above, the economic development element shall contain a statement, with supporting analysis, of the economic development goals, policies, and guidelines of the local government. This shall include:

(a) a definition of the local government's role and responsibilities as a partici-

pant in the development of its region's economy;

(b) an identification of categories or particular types of commercial, industrial, and institutional uses desired by the local government; and

(c) a commitment to designate an adequate number of sites of suitable sizes, types, and locations and to ensure necessary community facilities through the community facilities element of the local comprehensive plan.

The economic development element may also include goals, policies, and guidelines to maintain existing categories, types, or levels of commercial, industrial, and institutional uses.

(5) The economic development element shall contain actions to be incorporated into the long-range program of implementation required by Section [7-211 of the *Growing SmartSM Legislative Guidebook*] below. These actions may include, but shall not be limited to, proposals for:

(a) rezoning of an adequate number of sites for commercial, industrial, and institutional uses during the 20-year planning period;

(b) reuse of environmentally contaminated sites for commercial and industrial activities through [*cite to state statute authorizing brownfields redevelopment*];

(c) capital projects of transportation and community facilities to service designated sites for commercial, industrial, and institutional activities;

(d) creation of or changes in job training programs;

(e) use of economic development incentives authorized by state law such as [tax abatement, industrial development bonds, tax increment financing, and urban renewal] and grant and loan programs that use local, state, or federal monies;

(f) creation of a joint economic development zone pursuant to Section [14-201 of the *Growing SmartSM Legislative Guidebook*] below;

(g) amendments to land development regulations that affect commercial, industrial, and institutional uses and other changes in administrative and permitting

processes of the local government to facilitate economic development;

(h) programs of monitoring the needs of existing businesses and institutions to ensure their retention;

(i) design guidelines for commercial, industrial, and institutional areas;

(j) creation of new or continuation and enhancement of existing economic development organization(s), such as a chamber of commerce, community development corporation, tourism bureau, or community improvement corporation; and

(k) public information programs to market the economic development potential of the local government.

Source: Stuart Meck, Gen. Editor, *Growing SmartSM Legislative Guidebook: Model Statutes for Planning and the Management of Change*, 2002 edition (Chicago: American Planning Association, January 2002), Section 7-208.