

Work Group Name: **Economic Development Division**
Division Name: **Economic Development Division**

Mission Statement: “To stimulate a diversified, vibrant and growing local economy”

Definition of Customer:

City residents seeking economic development services that improve Spokane’s economy.

Definition of Product/Service provided:

- Land use and zoning permits.
- Development Incentives.
- Workforce development initiatives.
- Community development services to Spokane's low and moderate income citizens.
- Programs that enhance Spokane's quality of life.

Please list only top 4-8 of each of the following:

- Strengths:
 - 1) Comprehensive Plan and development updated regulations
 - 2) High customer service Numbers
 - 3) All departments have established work plans
 - 4) Staff with expertise.
 - 5) Good collaboration between departments
 - 6) Economic Development is one of the city’s top priorities
 - 7) New Permit System will increase efficiency
- Weaknesses:
 - 1) Lack of a central website
 - 2) Limited communication between departments
 - 3) Civil Service does not provide timely response
 - 4) Lack of support from other city departments
 - 5) Staff turnover and burnout is high in some areas
 - 6) Cross training
 - 7) No central brand internally for ED Division
- Opportunities:
 - 1) Access to federal funds
 - 2) New Permit System will improve customer service
 - 3) Strong links to outside agencies
 - 4) Media, Specifically Channel 5, can assist with marketing
 - 5) State legislative changes can provide opportunities
 - 6) Economic climate is positive
 - 7) New development demands the amenities we can provide
 - 8) Web Redevelopment
- Threats:
 - 1) Vulnerability to funding sources
 - 2) Role definition with outside agencies
 - 3) Political issues can create variable focus
 - 4) Unfunded mandates
 - 5) County relations & UGA
 - 6) Media

- 7) Poverty/wage rates/ supply of affordable housing
- 8) Negative perception of city government
- 9) Transportation changes

List up to 5 of your top Key Success Factors (things you need to do particularly well to succeed in the delivery of your product/service to your target customer AND achieve your group mission):

- 1) Strategic implementation of adopted plans
- 2) Effective customer service (internal & external)
- 3) Appropriate development to increase city's tax base:
 - Job growth
 - Income levels
 - Quality of life
 - # of businesses

List top 5 – 10 goals for the group:

- 1) Focused growth to and within the city
- 2) Improved City development processes
- 3) Improved City development regulations and standards
- 4) Supported business opportunities in the city and selected regional opportunities
- 5) Targeted and increased capital investments to the City
- 6) Focused the City's (mostly capital) program spending
- 7) Enhanced Spokane as an Urban Place
- 8) Increased housing opportunities
- 9) Enhanced job development opportunities
- 10) Improved customer service

Division-Wide Strategies

Goal 1: Support Growth in Planned Subareas (Mayor's Priority: Growth; Comp Plan Chapter: 7, ED)

1. Support Downtown Plan Update.
2. Lead the City efforts on University District (organization & planning).
3. Update Shorelines Plan.
4. Strengthen/Implement NBC Program to target development to Centers.

Goal 2: Support Public/Private Key Development Projects and Promote Use of Incentives (Mayor's Priority: Growth; Comp Plan Chapter: 7, ED)

1. Support Kendall Yards TIF public process.
2. Explore options for city-owned property as catalyst for ED (e.g. Playfair, Foothills).
3. Explore options for Mann Hall.

Goal 3: Develop Strategies on Urban Growth Area Issues (Mayor's Priority: Growth; Comp Plan Chapter: 7, ED)

1. Partner on Annexation.
2. Explore Joint Planning Agreements with Spokane County.
3. Follow up on GMA Hearings Board Case.
4. Analyze extension of city utilities outside of UGA.
5. Facilitate Regional Growth Strategy Discussion.

Goal 4: Increase Economic Vitality of Workforce (Mayor's Priority: Growth; Comp Plan Chapter: 7, ED)

1. Create City policy on workforce development.
2. Explore workforce development as a component of ED projects as a key to community buy-in.
3. Increase workforce housing.

Goal 5: Facilitation economic development by improving process & communication (Mayor's Priority: Customer Service; Comp Plan Chapter 13: Leadership)

1. Communication
 - a. Institutionalize Permitting Process Advisory Committee
 - b. Launch Site Selector
 - c. Develop new Web Sites
2. Marketing
 - a. Market Canadian \$ in partnership with CVB
 - b. Partner with DSP on Live It Up Event
 - c. Promote state study on Economic Impact of Historic Preservation
 - d. Promote Spokane study on Economic Impact of the Arts
 - e. Neighborhoods USA conference
3. Outreach
 - a. Create & grow business recruitment and retention capabilities
 - b. Leverage existing liaisons w/community groups
4. Improve Processes
 - a. Improve Code Enforcement Processes
 - b. Implement New Permit System
 - c. Explore Green Building Practices
 - d. Explore options for Bicycle Advisory Board
 - e. Update Development Processes