

**Department Name: Development Incentives**  
**Division Name: Economic Development Division**

**Mission Statement:** “We enable business, facilitate development, and promote Spokane to support a diverse, vibrant and sustainable growing economy.”

**Customer:** Willing Partners

**Product/Service provided:** We offer incentives to willing partners to facilitate economic growth within the city.

**SWOT:**

**Strengths:** Provide Inter-departmental communication; provide great customer service; technical expertise; strong leadership; fertile culture in city for economic development; staff qualities of flexibility, openness; accepting challenges, focus on opportunities, and innovation; new department with no previous history within the city; few regulatory functions to implement.

**Weaknesses:** New program; lack of tangible products; lack of measures/metrics to show productivity; cross functional conflicts and challenges; lack of training opportunities and staff development; meetings rushed, need meeting fundamentals; confusing filing system and applications scattered on various machines; matrix recommends that some DI staff be reassigned and potential budget cuts.

**Opportunities:** Better marketing, website, and education; staff training; leveraging volunteers; knowing/understanding Council’s predispositions towards business community; we are the only agency dedicated solely to economic development in the city of Spokane; tie-in with Mayor/Council’s Quality of Life initiative; maximize our impact by coordination with partners; recognize importance of timing.

**Threats:** Missed opportunities of participating in city ED activities; we can’t be found by our customers or partners; community preconception of government role in economic development; challenges & communication with other ED groups; new and untried identity in community with no track record; election year limits political commitment and potential politicizing of our programs.

**Critical Success Factors:** 1.) Specialized knowledge, 2.) Networking

**Department Goals/Strategies:**

**Goal 1: Target investment in centers and corridors and employment areas.**

1. Increase housing opportunities in Centers through Multifamily Tax Exemption (MFTE):
  - a. renew the MFTE: By April 1 (done)
  - b. presentation to Council on updating MFTE section in SMC to reflect RCW changes: (done)
  - c. presentation to Council on updating MFTE boundaries: By August 1(done)
  - d. Council Hearing on revising the MFTE boundaries: By October 31.
2. Work with Rep. Timm Ormsby’s office to convene a meeting regarding the implications of E2SHB 1910 (re MFTE): By July 31.
3. Submit a briefing paper that evaluates changing the use of GFC with consideration given to focusing it to only Centers & Corridors and industrial areas: By October 31.
4. Submit a briefing paper on the application of TIF-LIFT within the City of Spokane: By October 31.
5. Develop a TIF-LIFT program so that we can create other districts in the city: By December 31.
6. Implement new streetscape improvements in two Centers: By December 31.
7. Create a plan for marketing the MFTE program to property owners in Centers & Corridors, starting with North Monroe and Garland: By December 31.
8. Continue Safe Neighborhoods work within the Centers; through a pilot Safety Ambassadors program, improving business center aesthetics (façade improvements, cleanups, CPTED, streetscapes), and safety: By December 31.
9. Promote the Centers through the web site and Channel 5 as good places for focused growth and infill: By December 31.
10. Supply data to Planning and Business Associations to assist with two–four Center Planning projects: By December 31.

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**Goal 2: Develop and implement a communication plan to improve customers' access to city Economic Development information and programs.**

1. Launch Site Selector: By June 30. (done)
2. Launch new DI/ED web site: By Aug 30. (done)
3. Develop "Your City" with the Mayor and Key Cabinet Members to help inform Senior Leadership and support the districts' grassroots efforts within Centers: By May 30. (done)
4. Produce a correct, current map of the CEZ boundaries: By June 1. (done)
5. Partner with DSP in marketing the benefits of urban living at Live it Up downtown Spokane lifestyle tour: By July 31. (done)
6. Identify and start a regular report of statistics to the community for the ED Division (i.e. # of new permits, # MFTE applications, # of new businesses, etc.), posted on the Data page of the new ED website: By September 30.
7. Share market and demographic data information with potential users: By December 31.
8. Facilitate internal and external service and outreach by each staff member presenting program information at 2 meetings: By December 31.
9. Produce tables and a report to demonstrate financial benefits to developers/ purchasers, and economic impact to City of MFTE program: By December 31.

**Goal 3: Facilitate business & wage growth within the city.**

1. Create program for bi-monthly educational opportunities through mini-workshops to all small businesses city-wide by Feb 28. (done)
2. Create model market analysis using Claritas data (recruitment): By June 30. (done)
3. Propose a Local Buy program to the "Growth" Strategic Planning Action Team: By July 31. (done)
4. Coordinate efforts with EWU, BRC program to use demographic and market data to guide the business districts in formulating their business development and recruitment plans: By October 31.
5. Establish baseline demographic, market, and employment data for Centers and package the information to market the districts: By October 31.
6. Evaluate integrating the SLIP project into the Development Incentives program by October 31.
7. Assist 3 business associations in capacity building and in formalizing their business structure so they can better market their districts: By December 31.
8. Develop a program for growing local businesses: Assess what assistance and services we offer local/small businesses and what we need: By December 31.
9. Promote Canadian tourism to Spokane & link to Calgary Stampede by partnering with CVB on a welcoming campaign: By December 31.
10. Promote state study on economic impact of historic preservation: By December 31.
11. Prepare to start a specific function focused on Business Retention and Expansion in 2008: By December 31.

**Goal 4: Bring structure, accountability and progress to University District effort.**

1. Convene a leadership group: By April 1. (done)
2. Outline work plan for bringing more structure and accountability to University District: By July 1. (done)
3. Establish contract and quarterly updates with Institute for Systems Medicine: By July 1. (done)
4. Develop and implement an annual business plan for progressing the University District Strategic Master Plan: By October 31.
5. Open a satellite office presence in the University District: By October 31.
6. Facilitate repackaging of Trent/Hamilton node plan for grant funding: By
7. Identify funding alternatives to increase the organizational capacity of the work group by October 31.
8. Organize business owners South of Tracks: By December 31.
9. Establish Center designation or expand CBD to U District: By December 31.
10. Identify innovation strategies and initiate creation of a U District plan: By December 31.

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11. Establish a governing structure of key stakeholders to advance University District mission: By December 31.
12. Prepare an aggressive PR Campaign with a message that raises awareness of UD in the public's mind: By December 31.
13. Liaison with GSI on Innovation Partnership Zone (IPZ) effort: By December 31.
14. Explore use of community renewal for area south of viaduct: By December 31.



