

# COMMUNITY DEVELOPMENT DEPARTMENT

## Budget History

### Fiscal Years 1991-92 through 2003-04

#### **Background**

The Salt Lake City Community Development Department provides planning and development strategies which encourage community stability, orderly, and desirable growth, redevelopment or rehabilitation of blighted or declining areas, and timely construction of the City's infrastructure. The Department also ensures safe, compatible, and attractive neighborhood conditions through enforcement of City codes.

The Department is organized into five main divisions: Office of the Director; Housing and Neighborhood Development; Building Services and Licensing; Planning; and Transportation. Until fiscal year 2000-01 the Engineering Division was also in this Department. Prior to January of 2004, this department was known as the Community & Economic Development Department, and included the City's economic development services. In 2004, the economic development services and the associated FTE's were transferred to the Mayor's Office.

#### **Historical City Council Policy Objectives and Service Level Expectations**

Beginning in fiscal year 2001-2002, the Council reviewed the Mayor's Recommended Budget from a performance measurement perspective based on operational plans submitted by the departments. Each department's budget was reviewed with respect to the objectives listed in its operational plan. Operational plans are available for review in the Council Office.

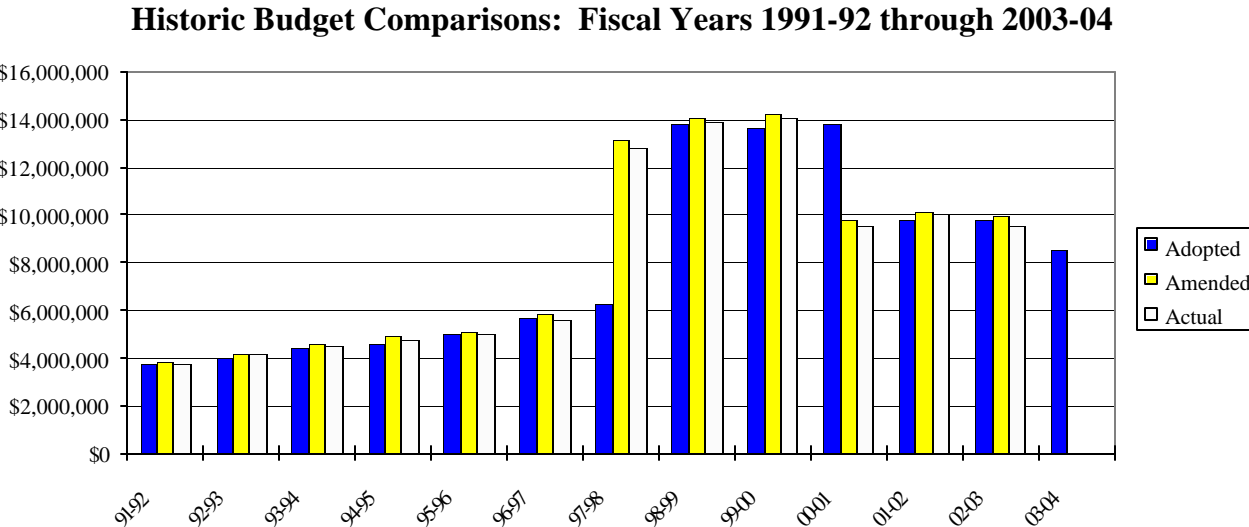
Prior to Fiscal Year 2000-01, the Council reviewed the Mayor's Recommended Budget for the Community & Economic Development Department based on operational plans and the following policy objectives and service level expectations:

- Maintain a Housing Loss Mitigation Strategy; revise and enhance the strategy based on changes in the zoning ordinance
- Establish strategies to encourage mixed-income and mixed-use housing
- Continue to address customer service issues with regard to building, housing and zoning inspectors
- Establish strategies to encourage pedestrian-friendly development and enhance the overall pedestrian aspects of the City, including the development of a pedestrian master plan
- Provide a coordinated traffic strategy that promotes traffic safety and enhances the free flow of traffic to accommodate commerce and private travel while preserving neighborhoods and maintaining housing property values by minimizing non-residential traffic in residential areas
- Work with the Public Services Department to provide coordinated engineering services for construction, maintenance and repair of the City's infrastructure
- Increase the total number of special events and special event participants in the City
- Develop a process for early notification of issues that impact the community
- Coordinate with other City departments to increase the use of secondary water as irrigation for City green spaces such as parks and golf courses

- In conjunction with the efforts of the Salt Lake County Council of Governments (COG), coordinate the creation of a policy regarding the location of housing for the homeless that requires dispersal throughout the City and County
- After the release of a County-wide plan from the Salt Lake County Council of Governments Homeless Sub-Committee, provide funding over the next four fiscal years for one 4-plex facility per Council district to house homeless families in transition
- After the release of a County-wide plan from the Salt Lake County Council of Governments Homeless Sub-Committee, advocate for and partner with other governmental entities to implement and fund a work/residential program for the homeless
- Develop urban design standards
- Investigate options to create a program to utilize bonding for affordable housing
- Provide funding for 1000 affordable housing units over the next four fiscal years
- Identify additional funding sources for future traffic calming programming
- Develop a pedestrian master plan
- Develop a Main street retail program
- Develop retail opportunities in the western areas of the City
- Increase the geographical diversity of the recipients of neighborhood matching grant and revolving loan fund monies
- Establish improved relationships with the business community

**Historical Expenditure Levels**

The following chart depicts a comparison of Council adopted, amended and actual expenditures for the Community & Economic Development Department.



Note: The sharp increase in expenditures beginning in fiscal year 97-98 was primarily the result of the transfer of the Engineering and Transportation Divisions from the Public Services Department to the Community and Economic Development Department. In fiscal year 2000-01, the Engineering Division was transferred to Public Services. The transfers were made mid-year through budget amendments.

## HISTORICAL OVERVIEW

### *Fiscal Year 1991-92*

#### **Mayor's Recommended Budget**

In 1991-92, the Mayor's Recommended Budget for the Community and Economic Development Department contained two policy recommendations. Specifically, the Mayor recommended that the Environmental Planner position and Capital Planning Director position be funded with Community Development Block Grant (CDBG) monies, thereby freeing up some general fund money. In addition, the Mayor's Recommended Budget included implementation of the Federal Affordable Housing Act. The Mayor's budget also recommended elimination of some part-time data entry clerk positions and some planning interns.

#### **Council Adopted Budget**

The City Council adopted the Community and Economic Development Department budget as recommended.

### *Fiscal Year 1992-93*

#### **Mayor's Recommended Budget**

The Mayor's Recommended Budget included consolidation of management functions and elimination of some positions. The Mayor's budget included a renewed emphasis on housing by pulling all City housing activities (Redevelopment Agency, etc.) into a newly formed Housing & Economic Development Division within the Department. The Mayor's Recommended Budget reduced the service level of the Arts Council by eliminating 25% of the Arts Council staff. Some clerical positions were eliminated from the Planning Division.

#### **Council Adopted Budget**

The City Council restored funding for the Arts Council staff. The City Council believed that elimination of 25% of the Arts Council staff would render the Arts Council unable to provide quality services. Additionally, the Council reversed the 1991-92 decision to eliminate interns in the Planning Division by funding such positions. The Council's policy basis for restoring funding for planning interns was that the service level of the alley vacation process suffered from the elimination of the interns (the Council had an ongoing policy objective to vacate City alleys whenever possible).

### *Fiscal Year 1993-94*

#### **Mayor's Recommended Budget**

The Mayor's Recommended Budget maintained all existing programs. The housing emphasis was enhanced with a 26% increase in federal funding for the program.

### **Council Adopted Budget**

The City Council adopted the Community and Economic Development Department's budget as recommended. As part of its ongoing legislative oversight program, the Council funded a management review of the Planning Division, which was completed May 1994. The Council also adopted the following legislative intent statements:

- *It is the intent of the City Council that the Administration provide a quarterly report on the Housing Trust Fund, listing specific contributions by project and expenditures by use.*

Administration's Response to Council's Intent: The City Council has been receiving quarterly reports on housing in general and on the Housing Trust Fund, in particular.

- *It is the intent of the City Council that the Administration forward to the Council a housing mitigation strategy and ordinance prior to requesting consideration of any projects which impact housing.*

Administration's Response to Council's Intent: A housing mitigation strategy was presented to and adopted by the Council on September 19, 1995. The Council later requested in a 1997 legislative intent statement that the Community and Economic Development Department work with the City Attorney's Office to prepare a revised and enhanced ordinance addressing housing loss mitigation as a result of changes made in the 1995 zoning rewrite.

## ***Fiscal Year 1994-95***

### **Mayor's Recommended Budget**

The Mayor's Recommended Budget for the Department included increasing a part-time hourly position to full-time with benefits. The specific duties of the position centered on alley vacations. The Building Services Division budget was increased to accommodate increased compensation due to reclassification of building inspector positions. The Housing Division budget increased to provide funding for a special events coordinator position and an additional housing rehabilitation counselor position.

### **Council Adopted Budget**

Based on a recommendation in the Council-initiated management review of the Planning Division, the City Council increased one-time funding for the Planning Division by \$45,000 to bring the Geographic Information System on-line. The City Council adopted the remainder of the Mayor's Recommended Budget as proposed, but also adopted the following legislative intent statement:

- *It is the intent of the City Council that funding for the Economic Development Corporation of Utah be continued with ongoing funds in future years.*

Administration's Response to Council's Intent: The EDCU budget is funded with ongoing funds and has been since fiscal year 1995-96.



## ***Fiscal Year 1995-96***

### **Mayor's Recommended Budget**

The Mayor's Recommended Budget for fiscal year 1995-96 included the addition of two building inspector positions to meet increased demands due to growth. The proposed budget also included additional positions in the Permits and Licensing Division to respond to the increases in building permits and plans reviews.

### **Council Adopted Budget**

The City Council eliminated the deputy director position in the Housing & Economic Development Division. The Council provided \$10,000 in funding for customer service training in the Building Services Division. The Council also adopted the following legislative intent statement:

- *It is the City Council's intent to review and monitor the need for the 3.0 full-time equivalents included in this budget (2.0 inspector positions and 1.0 development review specialist position) as they are being added due to the increased workload associated with the current level of permit activity in the community.*

Administration's Response to Council's Intent: Each budget year the City Council monitors the permit activity in CED as well as the need for the additional inspector and development review positions. With the ongoing construction of the LDS Assembly Building and the Little America Hotel, the level of inspection hours has remained high.

## ***Fiscal Year 1996-97***

### **Mayor's Recommended Budget**

The Mayor's Recommended Budget included a reorganization of the Community and Economic Development Department. Specifically, the special events administration program, the business services program, and the Arts Council program were moved into a newly created division of Business Services & Special Events. Additionally, the Mayor recommended development of an enhanced apartment licensing program, wherein 1, 2, 3, and 4 unit apartments would be required to obtain business licenses and would be subjected to annual City inspections. Finally, the Mayor's Recommended Budget also included a "housing demonstration" project in the Capital Planning and Programming Division.

### **Council Adopted Budget**

The City Council originally adopted the budget as proposed with the understanding that the enhanced apartment licensing program would be phased in so the Council would have additional opportunities to discuss the impact of the program on 1 and 2 unit apartment houses. The City Council continued to debate the issue throughout the fiscal year. The 1997 session of the State Legislature pre-empted the City's authority to license 1 and 2 unit apartment houses. With passage of the 1996-97 budget, the City Council also adopted the following legislative intent statements:

- *It is the intent of the City Council that the Administration present a draft Open Space Ordinance to the City Council for consideration by October 1, 1996. The draft agreement should be sensitive to the community's concerns as well as the Council's desire to develop public/private partnerships with respect to open spaces.*

Administration's Response to Council's Intent: A draft ordinance was forwarded to the Council. A Council subcommittee has been meeting to address the issues necessary to finalize and adopt this ordinance.

- *It is the intent of the City Council that data be collected, maintained, and analyzed with regard to the apartment licensing program to specifically track the number of life/safety violations occurring in owner occupied rental units versus non owner occupied rental units.*

Administration's Response to Council's Intent: In response to the Council's concerns, in October 1996 the Building Services and Licensing Division began conducting a housing condition survey of all residential structures in the City. The purposes of the survey were to establish a new housing database that other City departments could access; determine the number of new residential units in the City; determine which buildings were owner-occupied; and determine the condition of each building. The survey was completed and a briefing was held on November 11, 1997.

- *It is the intent of the City Council that prior to expending Housing Trust Funds for a housing demonstration project, the Administration forward to the City Council a policy paper describing the Administration's application and review process for the program, including a detailed description of community participation in the process.*

Administration's Response to Council's Intent: A draft was presented in November 1996 to the Council. Council and Administration staff then worked together to address the Council's interest in obtaining citizen input and participation in the process. A presentation of the program's application and review process was held before the Council on July 8, 1997.

- *Based upon recent housing discussions with the Council, the Redevelopment Agency Board, and local non-profit organizations, it is the intent of the City Council to request that the Administration update and revise the City's 1989 Housing Policy Plan to provide a comprehensive housing policy plan that 1) addresses a broad and complete examination of housing from high-end, expensive homes to providing for the homeless and special needs populations; 2) includes an in-depth current housing opportunities assessment; 3) provides current housing data, statistics and mapping; and 4) establishes a process for maintaining current housing information.*

Administration's Response to Council's Intent: A consultant was hired to update and revise the City's 1989 Housing Policy Plan. A draft plan was presented to the Council in the Fall of 1997, but the Council was not satisfied. A Council subcommittee prepared draft policy statements which were supported by the Council in December 1998. The subcommittee will be enhancing and

refining the policy statements for Council review and approval, at which time the Administration will revise and forward a final Housing Policy Plan for Council consideration.

- *It is the intent of the City Council to request that the Administration examine the benefits and costs of establishing a Housing Trust Board, including analysis of using an established group such as the Housing Advisory and Appeals Board, the Redevelopment Advisory Committee, or the Futures Commission Neighborhoods Sub Committee.*

Administration's Response to Council's Intent: The issue of the Housing Trust Board will be addressed as part of the final Comprehensive Housing Plan.

- *Because housing is a high priority of the City Council, it is the intent of the City Council to request that the Administration provide quarterly reports updating the Council regarding current housing information and progress on the City's housing initiatives (including the Comprehensive Housing Policy Plan).*

Administration's Response to Council's Intent: The Administration has been providing the Council with quarterly housing reports.

## ***Fiscal Year 1997-98***

### **Mayor's Recommended Budget**

The Mayor's Recommended Budget included the addition of a Budget/Land Use Appeals Officer in the Office of the Director to provide staff support to the newly created Land Use Appeals Board, and prepare and monitor the Department's annual budget. The Mayor's Recommended Budget also included the addition of two Principal Planners and one Senior Secretary in the Planning Division in response to recommendations made in the 1994 audit of the division as well as an increasing number of requests for planning services from the private sector, the City Council and the Mayor. In response to state legislation that pre-empted the City's authority to license 1 and 2 unit apartment houses, the Mayor's Recommended Budget also included the elimination of three apartment licensing inspectors from the Building Services and Licensing Division, and the transfer of one of those positions to the housing and zoning enforcement program.

### **Council Adopted Budget**

The Council approved the Mayor's Recommended Budget as proposed, citing its agreement that additional staff within the Planning Division was necessary as workloads in that division continue to increase. The Council decided that all unresolved legislative intent statements were to be left open. The Council also decided that items from 1995 that were addressed by the Administration should remain open and be tracked for sustained improvement.

The Council requested that the Administration recommend a new performance measurement to replace the monitoring of sales tax to indicate economic development within the City. The Council also



requested that the Administration develop working definitions of the terms “mixed-income” and “mixed-use” and continue to monitor the number of new mixed-income and mixed-use developments.

Finally, the Council approved the following legislative intent statements for fiscal year 1997-98:

- *It is the intent of the City Council that the Community and Economic Development Department develop a department-wide policy for public notification of issues that affect the community as well as standards for collecting and utilizing meaningful and comprehensive public input on City issues.*

Administration’s Response to Council’s Intent: The Department of Community and Economic Development continues to follow all legally required notification methods. Additionally, the Department has begun a comprehensive analysis on this issue for future presentation to the Council.

- *It is the intent of the City Council that the Community and Economic Development Department communicate to the Council the current status of all major CED-funded projects (i.e., master plans and the Comprehensive Housing Plan) as well as the expected timeline for the completion of these projects. In addition, it is the intent of the Council that the Department provide a brief summary outlining how the public will be involved and how public input will be obtained and utilized for each of the identified plans.*

Administration’s Response to Council’s Intent: A written summary was transmitted as requested in August 1997. The Council reaffirmed this intent during the fiscal year 1998-99 budget adoption.

- *It is the intent of the Council that the Community and Economic Development Department work with the City Attorney’s Office to prepare a revised and enhanced ordinance that addresses housing loss mitigation compatible with the changes made in the zoning rewrite. In addition, it is the intent of the Council that the legality of requiring housing loss mitigation in Residential Business (RB) zones be evaluated.*

Administration’s Response to Council’s Intent: The City Attorney’s Office is currently reviewing this issue.

- *It is the intent of the Council that the Administration align housing programs within the Housing Division and the Community and Economic Development Department with the Council’s strategies for increasing mixed-income housing within the City.*

Administration’s Response to Council’s Intent: In November 1997 the Administration created the new Housing and Neighborhood Development (HAND) Division within CED. All housing programs are now in one division. HAND is marketing the Housing Initiative to encourage mixed-income housing through financial incentives. The division continues to investigate and design new programs that encourage mixed-income housing.

- *It is the intent of the Council that the Administration develop a policy connecting related City programs to benefit the citizens of this community.*

Administration's Response to Council's Intent: The Administration maintains its processes; the leadership of the Mayor's cabinet and the work of community action teams reflect a coherent policy of coordinated services to benefit the community.

- *It is the intent of the City Council that the City Attorney's Office provide the Council with a formal legal opinion regarding the ability of the City to perform "intrusive maintenance" on private property by October 1, 1997.*

Administration's Response to Council's Intent: A letter from the City Attorney was provided to the Council that provided a formal legal opinion on October 9, 1997.

## ***Fiscal Year 1998-99***

### **Mayor's Recommended Budget**

The Mayor's Recommended Budget for fiscal year 1998-99 continued to respond to the policy direction outlined in previous years by the City Council. The proposed budget reflected the consolidation of all of the Department's housing-related programs and the transfer of the Transportation and Engineering Divisions from Public Services during fiscal year 1997-98.

Increases to the budget included the addition of a planner and license enforcement officer, the installation of an inspection scheduling program and capital improvements to the permits counter to improve efficiencies within the development review, building inspection and business license processes. The budget also proposed the addition of an engineer within the Transportation Division dedicated to special projects including the Gateway and light rail and the establishment of a Traffic Control center, which would control the City's entire traffic signalization system when fully implemented.

### **Council Adopted Budget**

The Council adopted the Community and Economic Development Department's budget as proposed as well as the following legislative intent statements:

- *It is the intent of the Council that the Administration increase its effort to allocate funds from Citywide grant or loan programs including the Neighborhood Matching Grant in a geographically diverse manner. It is also the intent that reports on these programs be forwarded to the Council quarterly identifying funded projects by Council district.*

Administration's Response to Council's Intent: The Administration reports that it handles these programs in a fair and equitable manner affirmatively seeking to maximize their Citywide impact. Training has been offered to help people understand the application process and how to creatively satisfy the matching requirements. Routine reports on the disposition of matching grant funds will be provided by the Administration as requested.

- *It is the intent of the City Council that the Community and Economic Development Department communicate on a quarterly basis to the Council the current status of all major CED-funded projects (i.e. master plans and all projects identified on the Council's "open items" list) as well as the expected timeline for the completion of these projects. In addition, it is the intent of the Council that the Department provide a brief summary outlining how the public will be involved and how public input will be obtained and utilized for any identified master plans.*

Administration's Response to Council's Intent: The Administration will continue its practice of providing quarterly updates. The update will provide a schedule of each master plan, including a summary of how public input will be obtained and utilized.

- *It is the intent of the City Council that the Administration continue funding capital improvements for traffic calming over the next four fiscal years at the level recommended for the 1998-99 fiscal year (\$500,000). In addition, it is the intent of the Council that the Administration identify additional funding sources, such as national foundations, federal grants and state funding, for future traffic calming programming, including capital improvements and enforcement activities.*

Administration's Response to Council's Intent: The Administration will include in its budget plans funding recommendations for traffic calming and other programs that respond to citizen needs, based on their demonstrated effectiveness after consideration of available resources and competing priorities. The Administration reports that it is constantly in search of grant funding opportunities to underwrite needful public services.

## ***Fiscal Year 1999-00***

### **Mayor's Recommended Budget**

The Mayor's Recommended Budget for fiscal year 1999-00 continued to respond to the policy direction outlined in previous years by the City Council. The Mayor's Recommended Budget proposed increasing expenditures within the Department's budget by a net of \$22,834 or 0.17%, which reflected the following:

- The elimination of 2 full-time equivalents (FTEs) in the Engineering Division
- The transfer of the Construction Coordinator from the Engineering Division to the Business Services Division (since the publication of the Mayor's Recommended Budget Book, the Administration has determined that it will not transfer the Construction Coordinator to Business Services, but will leave this position within the Engineering Division).
- An increased service level within the Business Services Division to provide support to the newly created Business Board.
- The addition of \$30,000 to the Planning Division's budget for the development of the Rose Park Small Area Master Plan.

- The addition of 1 FTE to serve as a Traffic Control Center Operator and an additional \$50,000 in maintenance in accordance with the Automated Traffic Management System (ATMS) contract.

## **Council Adopted Budget**

In order to increase the General Fund allocation to the CIP Fund without raising property taxes, the Council determined that expenditures would need to be reduced throughout the General Fund departments. Within the Community and Economic Development Department the Council eliminated a vacant Housing Rehabilitation Specialist position, reallocated federal HOME funding in order to reduce the General Fund subsidy of HOME-related expenses (\$49,970); suspended Bike Route Development program funding (\$46,720) as such funding was proposed within the CIP Fund; eliminated a Transportation Intern position (\$22,000); reduced Housing and Neighborhood Development expenditures to include a reduction of technical services (\$5,000); reduced the annual allocation to the tenant relocation program as the program had an ongoing balance (\$8,000); reduced telephone lease expenses (\$1,000); reduced expenses for special forms (\$1,000); reduce department travel expenses (\$34,900); and reduced department office supplies and copy expenses (\$16,060). CED's amended budget totaled \$13,601,833 with 195.0 FTEs.

The Council adopted two budget-related ordinances relating to the Community and Economic Development Department: one increasing building code fees in compliance with recent changes in the Uniform Building Code; and one increasing business license fees to better recover the cost of regulating businesses.

The Council also adopted the following Legislative Intent Statements:

- *It is the intent of the City Council that the Administration reevaluate the current appropriation of CDBG/HOME funding within the Housing and Neighborhood Development Division and reappropriate the CDBG/HOME/ General Fund allocations within each major funding category of the Division so that positions responsible for CDBG administration are funded primarily through CDBG versus the General Fund, in order that positions responsible for CDBG administration be increased or reduced commensurate with the fluctuations in annual CDBG funding. In addition, it is the intent of the City Council that the Administration exhaust all appropriated CDBG funds as applicable for administration within the Housing and Neighborhood Development Division before using any General Fund subsidy.*

Administration's Response to Council's Intent: Reallocations were made within the department so that employees working on federally funded programs are funded with federal monies. The division is also spending its federal funds prior to spending its general fund allocation.

- *It is the intent of the City Council that the Administration provide information to the Council by September 1, 1999 regarding the establishment of a graduated fee for apartment licensing in order to charge problem properties a greater percentage of administrative costs associated with inspections. Or, in lieu of the graduated fee program, it is the intent of the City Council that the Administration provide information to the Council by September 1, 1999 regarding the establishment of civil penalties to encourage violators of the Housing Code to bring rental property into compliance with the code.*

Administration's Response to Council's Intent: The Administration has prepared a response that proposes civil penalties as a means of dealing with problem properties. This proposal will be forwarded to the Council.

## ***Fiscal Year 2000-01***

### **Mayor's Recommended Budget**

The Mayor's Recommended Budget for fiscal year 2000-01 continued to respond to the policy direction outlined in previous years by the City Council. The Mayor's Recommended Budget proposed increasing expenditures within the Department's budget by a net of \$208,298 or 0.15%, which reflected the following:

- The transfer of a Construction Supervisor to Engineering
- \$50,000 for Downtown revitalization
- Elimination of one Zoning Inspector
- Addition of one Business Licenses Enforcement Officer
- Elimination of one Senior Secretary in Planning
- Elimination of Street Light Coordinator

### **Council Adopted Budget**

The Council increased the allocation to the Community & Economic Development Department by \$25,000 over what was recommended by the Administration. The Council agreed with all of the personnel changes and the allocation of resources. The Council added \$25,000 for the development of a 900 South and 900 East Plan. This increase was added to the Planning Division budget. CED's amended budget totaled \$13,835,131 with 192.0 FTEs.

The Council also adopted the following Legislative Intent Statements:

- Encourage Safety and Accountability – *It is the intent of the City Council that the Administration consider adding more departmental accountability to the City's loss control program that encourages and promotes safety. It is also the intent of the City Council that the Council be provided with periodic reports on losses by department.*
- Home-Buyer Incentive Program – *It is the intent of the City Council that a proposal be prepared and submitted to the Council for consideration regarding the development and implementation of home-buyer incentive program for City employees based on programs offered by other cities and organizations, in collaboration with and addition to Federal programs or opportunities*
- Operational Plans – *It is the intent of the City Council that the Administration fully participate in the ICMA Performance Measures Project and submit a five-year operational plan for each department or fund to the Council by December 1, 2000.*

- *Review of City Ordinances Pertaining to Olympics – It is the intent of the City Council that the Administration conduct a thorough review of City ordinances pertaining to the 2002 Winter Olympics, and report findings to the Council no later than October 3, 2001 regarding ordinances that may need amendment.*
- *Funding to Civic Organizations – It is the intent of the City Council that the Administration review and evaluate the services provided by the Economic Development Corporation of Utah, the Salt Lake City Area Chamber of Commerce, and the Utah League of Cities & Towns and provide written information to the Council regarding the value Salt Lake City receives for its funding.*
- *Set aside money for severance pay – It is the intent of the City Council that the Administration begin a practice of setting aside a portion of severance pay that is estimated to eventually be paid based on historical experience or other factors. These moneys should be expensed in the years accrued and recorded as fund liabilities.*

## ***Fiscal Year 2001-02***

### **Mayor's Recommended Budget**

The Mayor's Recommended Budget for fiscal year 2001-02 reflected the policy direction outlined in previous years by the City Council and correlated to the Department's Mission Statement, Goals, Objectives and Performance Measures. This fiscal year was the first fiscal year of the Biennial Budget period. This fiscal also reflected the transfer of the Engineering Division to the Public Services Department. The Mayor's Recommended Budget proposed increasing expenditures within the Department's budget by a net of \$831,836 or 0.9%, which reflected the following:

- The transfer of one position from the Engineering Division
- Increased Olympic expenses
- The two inspectors that were added during a budget amendment in FY01
- Increased electricity rates for street lights

### **Council Adopted Budget**

In order to balance the proposed expenditures with available revenue without using General Fund balance and without raising property taxes, the Council determined that expenditures would need to be reduced throughout the General Fund departments. Within the Community and Economic Development Department the Council reduced funding for a Traffic Control Center position, eliminated a Principal Planner position, and eliminated the HAND Director position. All other recommendations were adopted as proposed. CED's amended budget totaled \$9,770,474 with 130.0 FTEs.

The Council also adopted the following Legislative Intent Statements:

- *Encourage Safety and Accountability - It is the intent of the City Council that the Administration considers adding more departmental accountability to the City's loss control*

*program that encourages and promotes safety. It is also the intent of the City Council that the Council be provided with periodic reports on losses by departments.*

- *Home-Buyer Incentive Program - It is the intent of the City Council that a proposal be prepared and submitted to the Council for consideration regarding the development and implementation of a home-buyer incentive program for City employees based on programs offered by other cities and organizations, in collaboration with and in addition to Federal programs or opportunities.*
- *Constituent Tracking System - It is the intent of the City Council that the Administration investigates the feasibility of a customer service/work order tracking system.*
- *Set Aside Money for Severance Pay - It is the intent of the City Council that the Administration sets aside a portion of severance pay that is estimated to eventually be paid on historical experience or other factors. These moneys should be expensed in the years accrued and recorded as fund liabilities.*
- *Street Lighting District - It is the intent of the City Council that the Administration briefs the Council regarding the possibility of using accumulated reserves in the street lighting districts for converting assessment districts to the privately-owned streetlight program (at the option of the neighborhood), for upgrading streetlights to more decorative residential oriented lighting, or for reducing assessments to property owners.*
- *Economic Development Corporation of Utah - It is the intent of the City Council that the Administration coordinates with the Economic Development Corporation of Utah to provide semiannual written information to the Council regarding the accomplishments of EDCU that benefits to Salt Lake City.*
- *Impacts of Special Events - It is the intent of the City Council that the Administration explores the feasibility of charging reimbursement fees for the use of police officers or other City services at special events where a fee is being charged to participants, and in other circumstances as appropriate.*

## ***Fiscal Year 2002-03***

### **Mayor's Recommended Budget**

The Mayor's Recommended Budget for fiscal year 2002-03 reflected the policy direction outlined by the City Council and correlated to the Department's Mission Statement, Goals, Objectives and Performance Measures. This fiscal year was the second fiscal year of the Biennial Budget period. The Mayor's Recommended Budget proposed increasing expenditures within the Department's budget by a net of \$1,408, which reflected the following:

- Reduced Olympic expenses
- Elimination of the HAND Director position



## **Council Adopted Budget**

The Council in FY02 funded the HAND Director position for six months. This position was not included in the FY03 adopted budget. The Council asked for possible reductions from each of the departments. CED offered reductions in Capital, Travel, and Contract expenses for a total savings of \$68,000. The Council also made \$43,266 of proportional reductions in fiscal year 2002-2003 in order to balance the budget for fiscal year 2002-2003. CED's amended budget totaled \$9,758,197 with 129.0 FTEs.

The Council also adopted the following Legislative Intent Statements:

- *Encourage Safety and Accountability - It is the intent of the City Council that the Administration considers adding more departmental accountability to the City's loss control program that encourages and promotes safety. It is also the intent of the City Council that the Council be provided with periodic reports on losses by departments.*
- *Home-Buyer Incentive Program - It is the intent of the City Council that a proposal be prepared and submitted to the Council for consideration regarding the development and implementation of a home-buyer incentive program for City employees based on programs offered by other cities and organizations, in collaboration with and in addition to Federal programs or opportunities.*
- *Constituent Tracking System - It is the intent of the City Council that the Administration investigates the feasibility of a customer service/work order tracking system.*
- *Set Aside Money for Severance Pay - It is the intent of the City Council that the Administration sets aside a portion of severance pay that is estimated to eventually be paid on historical experience or other factors. These moneys should be expensed in the years accrued and recorded as fund liabilities.*
- *Street Lighting District - It is the intent of the City Council that the Administration briefs the Council regarding the possibility of using accumulated reserves in the street lighting districts for converting assessment districts to the privately-owned streetlight program (at the option of the neighborhood), for upgrading streetlights to more decorative residential oriented lighting, or for reducing assessments to property owners.*
- *Economic Development Corporation of Utah - It is the intent of the City Council that the Administration coordinates with the Economic Development Corporation of Utah to provide semiannual written information to the Council regarding the accomplishments of EDCU that benefits to Salt Lake City.*
- *Impacts of Special Events - It is the intent of the City Council that the Administration explores the feasibility of charging reimbursement fees for the use of police officers or other City services at special events where a fee is being charged to participants, and in other circumstances as appropriate.*

## ***Fiscal Year 2003-04***

## **Mayor's Recommended Budget**

The Mayor's Recommended Budget for fiscal year 2003-04 reflected the policy direction outlined by the City Council and correlated to the Department's Mission Statement, Goals, Objectives and Performance Measures. The Mayor's Recommended Budget proposed decreasing expenditures within the Department's budget by a net of \$968,008, which reflected the following:

- Elimination of a vacant research analyst position from Planning Administration.
- Elimination of a vacant zoning inspector position from Housing and Zoning.
- Elimination of a vacant building inspector position and a vacant development review planner in the Building Services and Licensing Division. (The request for daily building inspections has decreased to approximately 100-120 per day. In 2001, the request for inspections was 140-165 per day.)
- Elimination of Business Services, merging the Arts Council and Economic Development programs into the CED Office of the Director, and the Special Events programming and functions being transferred to the Public Services Department.
- Transfer of the Events Manager position in the CED Office of the Director to the Public Services Department.

## **Council Adopted Budget**

The Council made \$45,296 of additional reductions in fiscal year 2003-2004 in order to balance the budget. CED's amended budget totaled \$8,516,130 with 118.40 FTEs.

The Council also adopted the following Legislative Intent Statements:

- Economic Development Promotion - It is the intent of the City Council that the Administration coordinates economic promotion with other entities that provide these services. The Council requests a written report on the overall economic development activities including the Economic Development Corporation of Utah (EDCU), the State Department of Community and Economic Development, the Salt Lake Chamber of Commerce, the Downtown Alliance and the City's Department of Community and Economic Development. The Council urges the Administration to review the funding formula and staffing needs of the EDCU and report the findings to the Council.

Administration's Response to Council's Intent - The department works closely with other economic development organizations in Salt Lake City, with staff serving on the boards of the EDCU, Chamber of Commerce and the Downtown Alliance. We have just completed an audit, requested by the City Council, which addresses many of these concerns. (The Council has not yet received the audit report.) Over the last year, the Chamber of Commerce has begun to focus more effort on the downtown area, culminating in a merger with the Downtown Alliance. As mentioned above, closer ties are also being established between the Economic Development Corporation of Utah and the Downtown Alliance/Chamber of Commerce. The current funding formula used by EDCU is based on population and tax revenues. As the second largest contributor to the EDCU, we are very concerned about the benefits we receive and are working to develop performance standards and measurements to justify our continued level of support. One component currently being

discussed is hiring a retail recruitment specialist to work on bringing new retailers into the Salt Lake City market.

- *Street Lighting Districts* - It is the intent of the City Council that the Administration briefs the Council regarding the possibility of using accumulated reserves in the street lighting districts for converting assessment districts to the privately-owned streetlight program (at the option of the neighborhood), for upgrading streetlights to more decorative residential oriented lighting or for reducing assessments to property owners.

Administration's Response to Council's Intent - The scope of the legislative intent was somewhat specifically defined as Special Improvement Districts (SIDs) and as the expansion of the private streetlight program. In studying the current City policies and practice of street lighting it became clear that the City should consider how all the streetlights in the City are managed. Transportation staff obtained extensive public input and developed a draft Street Lighting Master Plan. From this process the City has administratively adopted the following recommendations from the master plan:

- All new streetlights will be energy efficiency
- All new streetlights will be "dark sky" friendly
- All new streetlights will require underground wiring
- All new streetlights will use proper photometric to minimize glare
- All new streetlights will be designed to minimize light trespass
- All new lights will be decorative and match the neighborhood standards.

The City Council has further asked City staff to adjust the City matching fund program to allow for homeowner associations, SID's, and other neighborhood groups. Additional recommendations being developed are the administrative adoption of the street lighting plan, creating a new maintenance arrangement, and long term prioritizing and funding of streetlight projects. The City is currently in the process of formally adopting the Street Lighting Master Plan administratively.

- *Economic Development Corporation of Utah* - It is the intent of the City Council that the Administration coordinates with the Economic Development Corporation of Utah to provide semiannual written information to the Council regarding the accomplishments of EDCU that benefit Salt Lake City.

Administration's Response to Council's Intent - The Department will continue to forward to the Council the semi-annual reports it receives from the EDCU. In addition, once the Council receives the audit of the City's economic development efforts (conducted by Deloitte & Touche at the request of the Council), we would be pleased to discuss those findings and our recommendations concerning the EDCU with the Council. One component of the merger between the Downtown Alliance and the Salt Lake Area Chamber of Commerce is an increased emphasis on business recruitment to the Downtown. EDCU has committed to working with these organizations and Salt Lake City to enhance their focus on activities in the City. Salt Lake City will work with EDCU to quantify the results we receive for our contribution as a part of this process. This commitment, when finalized, will be presented to the Council and should help clarify the benefits the City receives for their investment dollars.

