

City of Taylorsville



ECONOMIC DEVELOPMENT PLAN

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CITY OF TAYLORSVILLE ECONOMIC DEVELOPMENT PLAN EXECUTIVE SUMMARY

Taylorsville Utah is a dynamic, creative and business friendly city in the center of the Salt Lake Valley. As part of Taylorsville City's commitment to business development and community revitalization, the City has created a new Economic Development Plan. The Plan focuses on the City's core values and priorities related to economic development and overall revitalization of the community. The Plan concepts are designed to provide a holistic approach to the overall economic well-being and longevity of the City, by providing a proper mix of services, employment opportunities, retail shopping opportunities, healthy neighborhoods and quality of life amenities. The Plan makes recommendations as to redevelopment and renovation techniques, infrastructure upgrades, transportation improvements and marketing techniques. As implementation of the Plan continues, the City of Taylorsville will contain the quality jobs, retail centers, and amenities that the residents and employers require. The resulting tax base will provide adequate funding to operate city services, provide ongoing maintenance of facilities and amenities, and grow the infrastructure required to maintain a vibrant business environment.

Taylorsville is a new city by incorporation date, but has its roots firmly founded in the first settlements and heritage of Utah. Since the first settlements in the Taylorsville area more than 150 years ago, agriculture uses have yielded to suburbanization. The first wave of suburban growth has been redeveloped to reflect the trends and demographics of post-World War II America. The City reinvented itself yet again in the late 1970s and 1980s. Today, Taylorsville recognizes the need to enter the revitalization cycle yet again. Retail and employment centers built 30 to 50 years ago are aged, underutilized, and in need of rehabilitation, renovation, or complete redevelopment.. The opportunity exists to reinvent many existing commercial centers and create modern centers to host business, employment, and retail.

The Plan was written in cooperation with Taylorsville City's residents, businesses, economic development committee, staff, administration, mayor, and city council. The Plan focuses on enhancing the assets of Taylorsville City by implementing goals of residents, businesses, and elected officials to improve the built environment.

The Economic Development Plan is divided into six sections. The priorities in each section of the Plan focus upon strengths of the city, capitalize upon emerging industries, elimination or redevelopment of poorly performing or outdated development, and looks to provide for the overall wellbeing of the community.

While each of the six priorities' areas are addressed in their own sections, it is the strength created when all sections are implemented cohesively that will lead to the greatest economic stability for the community and provide the highest quality of life for our residents. Each focus area is described, and strengths and challenges in that area are listed. Specific sub-focus areas, either geographic or thematic, are also listed. The sub-focus areas contain concept designs, plans, or renderings and then a list of action steps, partners, stakeholders, programs for the area, and issues to address. Also included are key public improvements that can be upgraded or built to strengthen or improve the area.

We encourage you to review the Plan and join with the City of Taylorsville and its residents in implementing the goals set forth herein and in creating a revitalized and distinct community.

Focus Area 1 – Employment

The City of Taylorsville has between 16,000 and 17,000 jobs within our boundaries. This intent of the City is to increase the quality job opportunities within our city. Employment centers provide opportunity for our residents, as well as providing a daytime population, which can take advantage of restaurant and retail opportunities within the city. Employment is a key to a balanced local economy. The City will focus on the industry clusters of Financial Services, Life Sciences, and Software Development and IT. Geographic areas of Sorenson Research Park, 6200 South and Bangerter Highway, Fore Lakes Golf Course, and 6200 South and Redwood Road detail out area-specific needs and project concepts.

Focus Area 2- Retail

The majority of the shopping centers within the city are over 25 years old. The centers are in need of substantial renovation/redevelopment to fit the future retailing trends.

- Promote and support owners in the revitalization, re-facing, and reconstruction of existing centers and properties.
- Create a prioritized implementation strategy for commercial and business areas to be renewed, redeveloped, expanded, or converted.
- Reduce vacancies and eliminate dark or deteriorated centers through re-tenanting, new facades, redevelopment, and repurposing.
- Provide flexibility in ordinances and policies that support creative developments, improvements, and revitalization.
- Create redevelopment project areas (EDA, CDA or URA) as needed.

Geographic Areas of concentration:

- 5400 South Redwood Road
- 4700 South Redwood Road
- 4100 South Redwood Road
- 5400 South Bangerter Highway
- 4700 South Interstate 215

Focus Area 3- Senior Housing

Senior Housing is part of an overall program. As the population of Taylorsville ages, we must provide housing opportunities, which can accommodate the rapid growth in this age group. As the senior population moves into the target housing, their existing homes in Taylorsville neighborhoods can now be used to attract new families.

- Senior density at key locations can boost lagging sales at existing shopping centers.
- Areas targeted for senior housing will create land values appropriate to recycle outdated and unneeded older land uses.
- New families locating into the neighborhoods will increase household size and create more shoppers for all centers in the City.

Such actions will increase profitability for businesses and increase sales tax revenue to the city.

Focus Area 4- Marketing

The City must actively market the community as a location that provides opportunities for all business, but most importantly retailers and those employers that create quality (above average income) jobs.

The City must develop a messaging platform that will serve as the basis for all Taylorsville advertising, marketing, economic development and internal and external communications. The messaging will focus upon Progress & Momentum, Business & Commerce, Community, and Being Established. The message will have a consistent tone and manner and will follow a campaign that effectively “spreads the word.”

Focus Area 5- Community Revitalization

A healthy community is one where people want to be—to live, to work, to spend time. Residents of a healthy community maintain and invest in their homes and take care of their yards. Businesses located in healthy communities are open, attract customers, and earn profits; and open space in healthy communities is used by residents and visitors.

Community revitalization is part of a holistic approach selected by the City to increase our local economy and to create a desirable place for both residents and business. A healthy residential area supports a healthy and thriving business community. The Plan enumerates twelve principles that the city believes it should consider when looking to embark on community revitalization and highlights initial steps to undertake. Community revitalization is a long-term proposition. Neighborhood revitalization is a staff- and money-intensive effort, but well worth it in the results for quality of life of the residents and for economic development.

Focus Area 6 – Sample Outcome & Evaluation Indicators

Focus Area 6 is more of an appendix that provides a template for evaluating components and activities of the Plan. As the Plan is implemented, staff will create solid and achievable goals and methods to evaluate their results.

ECONOMIC DEVELOPMENT PLAN

PURPOSE AND INTENT

Taylorsville City's Economic Development Plan focuses on core values and priorities of the City to ensure the proper mix of services, employment, and commercial that support proper growth and revitalization of the City. This proper mix will provide the quality jobs, retail centers, and amenities that the residents and employers require and the tax base needed for the city to operate required public services. The Economic Development Plan implements city council, citizen, and city goals and objectives for growth, employment, revitalization, and a strong and balanced tax base.

SECTION 1 FOCUS AREA - EMPLOYMENT / JOBS

- Capitalize on existing and emerging industries and businesses in and around Taylorsville (aka Industry Clusters).
- The City will focus upon industries and business which the City can serve through its population's education, capabilities, etc. and through business relationships, resources, and linkages.

CLUSTER INITIATIVE

What Are Economic Clusters?

- Economic clusters are groups of related businesses and organizations within industry sectors whose collective excellence, collaboration, and knowledge base provide a sustainable competitive advantage.

What Are The Benefits Of Economic Clusters?

- Strong economic clusters translate directly into tangible benefits for the City's businesses, citizens, and educational institutions.
- Establish a marketing campaign directed at Targeted Industries, Industry Trade Groups, etc. (See SECTION 4 - FOCUS AREA – MARKETING for greater detail)

In clustered environments:

- Businesses have instant access to experienced workforce and suppliers, customized services, and critical business resources. Related businesses can work together to achieve new economies of scale, distribution channels, and increased profitability.
- Universities and technical schools can tap into new research funds and a larger pool of potential students.
- In the end, all of these factors combine to bring higher paying jobs, strengthen education, and raise the standard of living in Taylorsville.

Life Sciences

- Personalized/predictive medicine
 - Genetics & biomarker development
 - Pharma research & clinical services
 - Neuroscience
- Medical devices & products

Life Sciences Cluster
Existing Taylorsville Businesses
Nelson Labs
ICU Medical
ALS Laboratory Group
Utah Public Health Laboratories

- Microbe biotechnology
 - Environmental & agricultural technology & remediation
 - Cellular systems (nutrition research & infectious diseases)

Software Development & IT Cluster
 Existing Taylorsville Businesses
 Sorenson Communications
 Launch Leads

Software Development & Information Technology

- Systems management & security
- Web services & software applications
- Wireless technologies
- Digital media & entertainment technology
- High-performance computing applications
- Simulation, imaging, modeling & algorithms
- GIS mapping & imaging
- Data centers

Financial Services Cluster
 Existing Taylorsville Businesses
 American Express
 Royal Bank of Scotland
 Chartered Banks & Credit Unions

Financial Services

- Industrial Banks
- Financial Services
- Mortgage Industry
- Insurance Industry

GEOGRAPHIC AREAS

6200 South and Bangerter Highway

- Actively solicit a development partnership or joint venture that would create a true “Business Park” on the “UDOT” parcel.
 - Design and develop a quality, attractive business park. Include concepts similar to Pheasant Hollow, Lake Park, Research Park, and the Salt Lake International Center, for example.
 - Recruit companies.
 - Work with brokers, owners, and companies to maximize site exposure, interest, and selection.
 - Ensure that the objectives for quality construction, compatibility, pleasing environment, and stable jobs are met.



- Increase outreach and retention to existing firms to remain or expand in Taylorsville and to consider this site.
 - Utilize ChamberWest and the Economic Development Committee as part of an active BEBR program.
 - Promote the UDOT site as a business park development and actively work with business on expansion and relocation plans. Such a program will establish ongoing contact with owners and managers of industrial and business firms in the City and convey the City's interest and capabilities relative to the firms' needs and interests.
- The vast majority of the business park will be designated for employment (80+ acres) and will provide the opportunity to capture the City's fair share of employment opportunities through the year 2030. This long-term approach will benefit the City as large tracts of land for business parks in the central valley rapidly vanish.
- Work with EDCU and GOED to actively pursue and recruit employers to the site.
- Potentially create an Economic Development Project Area ("EDA") to establish incentives and help to pay for "backbone" infrastructure, such as a main roadway, utilities, and signalized intersections.
- The City created a distinct and responsive zoning district to produce an identifiable business park environment on the UDOT parcel.
 - Adopted Land Development Code in July 2012
- The City should investigate utilizing the proposed park to maximize FAR of the Business Park by using the existing recreational park as part of the project's open space requirements.
- Investigate the possibility of locating a regional scale hotel at this location to take advantage of highway access and business travelers accessing the business park.
- Investigate the potential of a limited access onto Bangerter Highway, based on the right development or use. The study was commissioned in August 2012.

Sorenson Research Park

- 29 acres are available for development. At least 480,000 square feet of new construction can be built, at building densities similar to the existing development.
- Actively market the site as part of the EDCU SURE Sites initiative.
- Work with partner organizations, brokers, and agents to market, recruit, and develop this site.



- Support development of the 4700 South BRT line to encourage alternate transportation to an existing, successful employment center.
- Engineering and design money has been secured.
 - Participate in studies and design.
 - Work with UTA to secure and maintain construction and operational funding.



- Evaluate the need to create an Economic Development Project Area (“EDA”) to establish incentives and help to pay for infrastructure, such as a roadway and circulation improvements, utilities, and intersection expansions.
 - Investigate the need for a bridge over the Jordan River to create sufficient circulation and access to an enlarged Research Park.
 - Construct intersection improvements at 4700 South and Atherton and LeVoy to handle increased traffic.

PROPOSED TAYLORSVILLE-MURRAY BRIDGE - SORENSON RESEARCH PARK



Fore Lakes Golf Course

- The planning for this area is long-range and nebulous. At this time the owners of this property have not expressed a desire to sell or change the use of this property.
 - If this situation were to change in the future, the potential could then exist for the development of a business park or Transit Oriented Development ("TOD") at this location.
- The proximity of the 62.79 acre Fore Lakes Golf Course to Sorenson Research Park, Salt Lake Community College, and the planned Bus Rapid Transit ("BRT") line are appropriate indicators that the site has the potential for a business park or TOD with a substantial office and business park component.
- Implement the 4700 South BRT line to encourage transportation alternative imperative to a successful TOD.

UTA Contacts
Mike Allegra
Chris Chesnut

6200 South Redwood Road

- Design and construct an internal circulation system to allow Redwood Road access to service properties on the east and west side of Redwood Road.
- Identify and recruit office and business users to the site.
- Work with adjacent property owners to coordinate development and uses.



- Investigate the possibility of locating a regional scale hotel at this location to take advantage of direct Freeway access, business and leisure travelers, and fill a niche largely absent in the area. This study was commissioned in August 2012.
- Assist UDOT in the sale of their surplus property and adjacent property owners with the marketing and redevelopment of their properties.
- Actively solicit a development partnership or joint venture that would create an employment center consisting of Class A and B office buildings with support services and retail.

Key Property Owner Contacts

Nelson Laboratories
Swain
Doug Young
UDOT

Development Opportunities

Hotel
Class A and B Office
Limited Services and Retail

SECTION 2 FOCUS AREA – RETAIL

Right Sizing

- Currently there are 4,365,235 square feet of retail space within the Taylorsville trade area. The demand for commercial space based upon an estimated trade area population of 212,500 persons equates to a need for 2,650,600 square feet of retail. This means there is an overage of 1,714,635 square feet or 39% of excess space (for 2010 to 2011). While not all of this space is within the borders of Taylorsville, it does provide adequate analysis to suggest that Taylorsville and surrounding communities could reduce its overall retail square footage by 25-30%. With contraction in the retail market and store closings and consolidation, this reduction will likely occur largely on its own.
 - What this means for Taylorsville is the opportunity to assist in the transition and redevelopment of vacant and aged shopping centers into active and alternate land uses that will revitalize the area and avoid blight.
- As noted above, the City of Taylorsville and surrounding communities are currently overbuilt in retail commercial land uses. Thus, the City should concentrate commercial centers on “A and B” sites. For example, locations such as 4800 South Redwood Road could be best characterized as a “C or D” site. As such, alternate land uses can be developed. Note that communities with retail square footage in substantial excess over supportable market conditions typically have lower sales volumes per square foot than communities with retail square footage more in line with typical demand patterns.
- The City should concentrate on the “A and B” sites where increased sales per square foot will raise more tax dollars than concentrating just on total square footage alone. The city’s economic development efforts will focus on high traffic, high visibility, and high market potential locations. “A and B” retail locations include 5400 South and Redwood, 4700 South and Redwood, 4700 South and I-215, 5400 South and Bangerter, and 4100 South and Redwood Road.

Challenges and Opportunities

Taylorsville commercial centers and areas must produce or offer a competitive advantage in light of surrounding commercial developments. Some of the advantages to be pursued include:

- Lease rates that are more advantageous than those offered in Jordan Landing or Valley Fair Mall areas.
- Enticing and inviting tenant space, including the following characteristics:
 - superior quality
 - targeted to businesses that rely on locational characteristics of Taylorsville as well as the available employment base
 - updated, fresh, and inviting
 - proper tenant mix that creates:
 - a theme or focus area
 - distinct businesses that create a draw and cross-shopping synergy

Quality Developments

- Promote and support owners in the revitalization, re-facing, and reconstruction of existing centers and properties.
- Focus city business and economic development efforts on primary office, retail, employment, and business areas.
- Create a prioritized implementation strategy for commercial and business areas to be renewed, redeveloped, expanded, or converted.
- Reduce vacancies and eliminate dark or deteriorated centers through re-tenanting, new facades, redevelopment, and repurposing.
- Conduct a survey of residents and business in the city to identify needs, wants, strengths, weaknesses, threats, and opportunities.
- Provide flexibility in ordinances and policies that support creative developments, improvements, and revitalization.
- Create redevelopment project areas (EDA, CDA or URA) as needed.
- Recognize and celebrate remodels, improvements, expansions, retention, and revival of properties and businesses.

Underserved Retail Categories

- An analysis using the ESRI Business Analyst Software will be undertaken to identify retail sectors which are under-represented in the Taylorsville market area.
- Once the sector(s) are identified, retailers representing the sector will be identified. Potential locations with site-specific analysis will be presented to the appropriate retailer or broker representative.

GEOGRAPHIC AREAS

5400 South and Redwood Road

- Assist the owners and tenants of the Taylorsville Family Center to reinvent itself and follow current retailing trends.
 - Recruit new anchor tenants in locations which will not adversely impact complete renovation of the center (North & South Phases).
 - Develop a "restaurant park" concept, on either 5400 South or Redwood Road, in which a cluster of restaurants will gather. The area contains several successful restaurants that will act as anchors to attract new consumers and tenants.
 - Coordinate redevelopment concepts with property owner.
 - City will provide conceptual site plan designs.
 - The City will lead explorations into mixed use development at the site.
 - Create a more functional internal circulation pattern.
 - Align all economic development activities with transportation improvements because of the high level of automobile congestion in the area.
 - Re-align 5600 South and 1900 West if required.
 - Develop a list of preferred and acceptable uses.

- Develop guidelines such as:
 - Floor Area Ratios
 - Maximum Height
 - Maximum Densities
- Identify required infrastructure improvements.
 - Develop costs
- Model TIF availability based upon selected land use/building type.
- Create 1-page documents summarizing development potential, requirements, and city assistance.
- Support site and façade improvements.
- Establish a marketing and coordination program with DDR to attract new retail outlets to the Taylorsville Family Center.
 - Attract uses that would provide evening activities such as entertainment and cultural opportunities.
 - Explore locations for movie theaters
 - Contact local and national theater operators
 - Assist in attraction of traditional power center anchor tenants, including restaurants.
 - City will provide ESRI software Models
 - City will provide demographic reports
 - City will actively contact prospective tenants
- Funding options for improvements and tenant attraction to the Taylorsville Family Center.
 - Adoption of a Community Development Project Area
 - Dedication of Economic Development Fund Bond money
- Develop promotional events, such as theme events or open air markets, to promote an awareness of the 5400 South area and its revitalization as a new and exciting commercial activity center.



4700 South and Redwood Road (SLCC Campus Vicinity)

- Enhance partnerships with Salt Lake Community College (SLCC) to further cultivate the college and campus as integral components of the City.
- Discuss with SLCC the installation of a mid-block entry from 4700 South northward to the main administrative building on campus.
 - A mix of educational, administrative, and service retail uses should be incorporated into the campus expansion. *(See Figure below)*



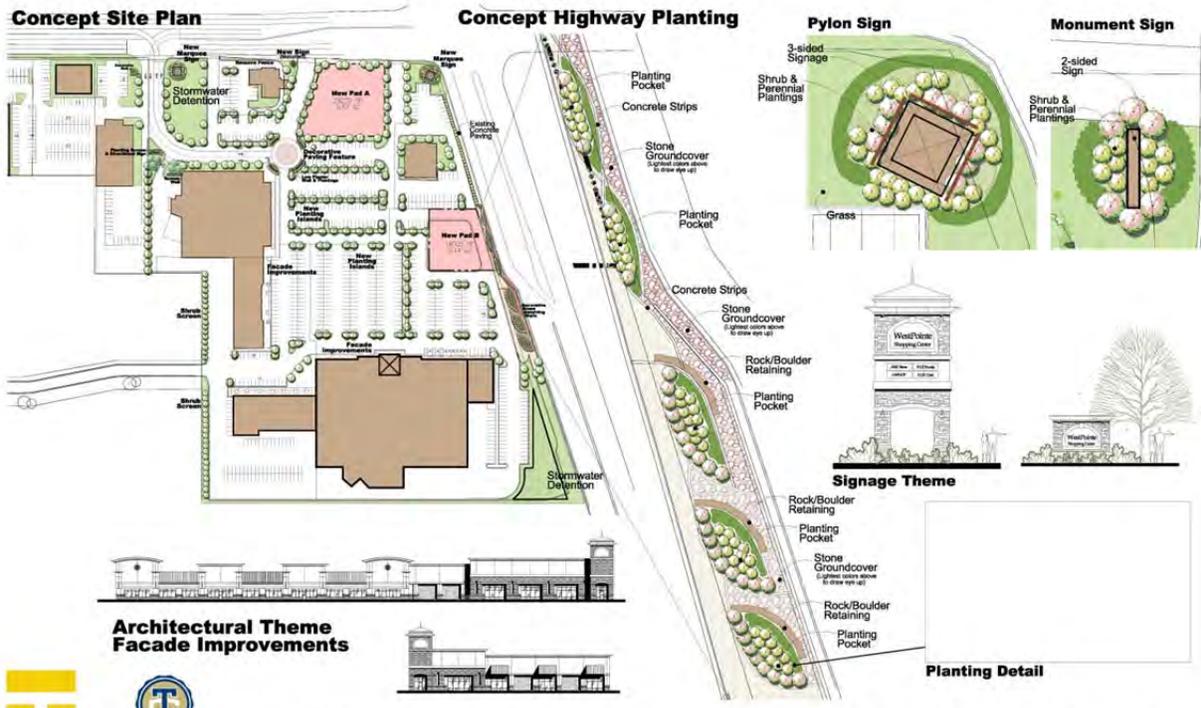
4700 South and I-215 Interchange

- Encourage expansion of existing employment centers, i.e. American Express, UDOT, and Utah State Unified Labs.
- Redevelopment of Westwood Village and Taylors Landing into a single center. The redevelopment must create a modern and efficient shopping center for a more regional market rather than the existing community oriented tenants.
 - Identify potential anchor tenants.
 - Work with brokers, developers, and property owners to create a regional center.
 - Design a new site plan that addresses uses, access, amenities, and improved layout.
- Align economic development activities with transportation improvements due to the high level of automobile congestion in the area.
 - Intersection improvements at 2700 West and 4700 South, as required.
 - Improvements to the mid-block signalized access to the shopping center must occur.
 - Much needed improvements to the freeway interchange, such as a SPUI, should be designed and constructed in cooperation with UDOT.
 - Internal site improvements, traffic flow, and access management must be undertaken.
 - Consider possible mass transit connections and redevelopment needs at this site.



5400 South and Bangerter Highway

- Install a signalized intersection at approximately 3900 West 5400 South to provide access to the West Point Shopping Center.
 - State and other funds have been secured.
 - Improve internal traffic flow.
- Identify and recruit potential anchor and other tenants.
- Work with brokers, developers, and property owners to create a viable retail center.
- Design a new site plan that addresses uses, access, amenities, and improved layout.
- Support owners to completely redevelop the site, redo parking lots, and enhance site improvements and amenities.
- Implement 5400 South Redevelopment Action Plan



August 13, 2012

WestPointe Shopping Center

5400 South & Bangarter Highway, Taylorsville, Utah

Signal Construction

1. UDOT Approvals
 - a. 2 Q 2011
2. Property Acquisition
 - a. 3 Q 2011
3. Construction
 - a. Demolition – 1Q 2012
 - b. Roadway – 1Q to 2Q 2012
 - c. Signal – 2Q 2012

Anchor and Related Tenant Attraction

- Medical & Dental Services
- Grocery
- Pharmacy
- Discount Goods
- Specialty Retail
- Fast Food

4100 South and Redwood Road

- Revitalize the Meadowbrook Shopping Center and the Carriage Square Shopping Center
 - Meadowbrook Shopping Center
 - Extensive remodel or complete reconstruction of the site
 - Coordinate redevelopment concepts with property owner
 - City will provide conceptual site plan designs
 - Assist in Tenant Attraction
 - City will provide ESRI software models
 - City will provide demographic reports
 - City will actively contact prospective tenants
 - Funding options for Meadowbrook Shopping Center
 - Adoption of a Redevelopment Project Area and/or Community Development Project Area
 - Creation of Special Improvement District (“SID”) to assist funding of site and building façade renovations
 - Carriage Square
 - Cooperative redevelopment of the center similar to the revitalization at Bountiful’s Colonial Square
 - Façade improvements
 - Coordinated design guidelines
 - Quality materials
 - Site Upgrades
 - Walkways
 - Landscaping
 - New monument sign package (electronic message centers)
 - Parking lot reconfiguration and/or reconstruction
 - Funding options for Carriage Square
 - Creation of Special Improvement District (“SID”) to assist funding of site improvements and building façade renovations
 - Economic Development Fund Seed money on a low- or no-interest loan program
 - Coordinate through property manager
 - Form joint venture with majority property owners
 - Implement Redwood Road Mobility and Enhancement Plan

SECTION 3

FOCUS AREA – SENIOR HOUSING / SERVICES

4800 South and Redwood Road

4800 South and Redwood Road area contains some of the city's oldest, most blighted, most poorly-sized commercial structures and properties. As mentioned in a prior section, the City of Taylorsville is overbuilt by 30-plus percent in retail development. As such, 4800 South Redwood Road is not considered a prime location for commercial development and it is recommended that a transitional land use be developed. Senior housing is a preferred land use at this location for the following reasons:

- Proximity to existing amenities used by the senior populations
 - Taylorsville Senior Center
 - Taylorsville Park
 - Taylorsville-Bennion Heritage Center
 - Access to trail systems
 - Access to mass transit opportunities
- Land residual value high enough to establish land use transition
Additional rooftops to support adjacent commercial center, which has seen a drop in sales volumes

A growing proportion of retirees are relatively wealthy. Indeed, in terms of per-capita disposable income in the US, the 55-to-59, 60-to-64, and 65-to-69 age cohorts are wealthier than any other 5-year age-range cohorts.

--APA Report #502, Nov, 2001

- Encourage appropriate medical, dental, and service retail which is oriented to seniors.
- Create a redevelopment project area that can assist in the provision of modern and efficient infrastructure and assist in the assemblage of multiple parcels of land into a block of land which is conducive to the needs of senior communities.
 - Infrastructure may include, but is not limited to, roadways with limited congestion, pedestrian pathways connecting neighborhoods and civic facilities, and infrastructure with aesthetic concerns with an eye towards the creation of a historic feel.
- Align redevelopment activities with transportation improvements, historic preservation plans, and infrastructure improvements.
 - Implement Redwood Road Mobility and Enhancement Plan.
 - Design and install improvements to Redwood Road and 4800 South areas, an example of which is given in the figure below.
- Create zoning designations which allow for appropriate senior housing densities.
 - Land Development Code adopted in 2012 that will facilitate creative development and uses in this area.
 - Maintain the proper blend and balance in housing that is needed for this growing demographic sector.

*Sample Site Plan:
Transforming 4800 South
with senior housing /
historic area renovation.*



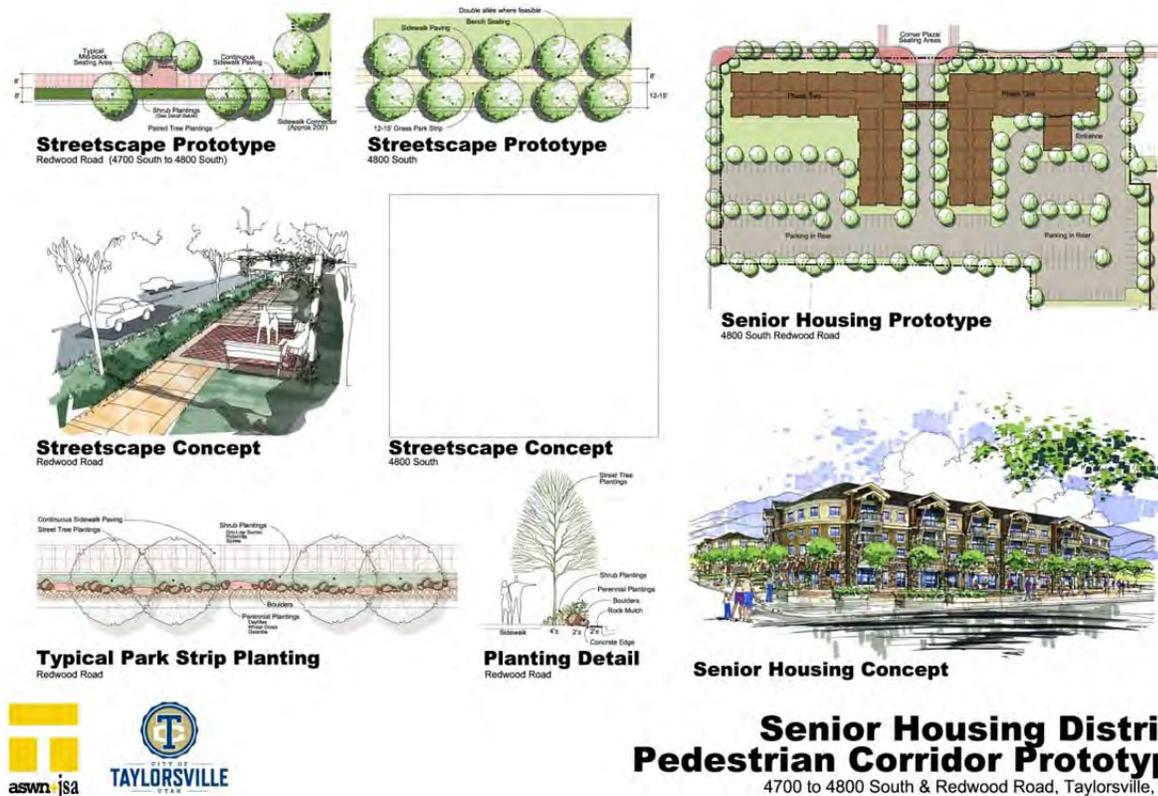
Figure 1 – Before



Senior Housing District Pedestrian Corridor Prototype

4700 to 4800 South & Redwood Road, Taylorsville, Utah

Figure 2 - Addition of Senior Housing and Enhancements



**Senior Housing District
Pedestrian Corridor Prototype**
4700 to 4800 South & Redwood Road, Taylorsville, Utah

Figure 3 - Addition of Enhanced Landscape & Infrastructure

Senior Oriented Manufactured Housing Communities

- Support quality senior-oriented housing.
- Assist manufactured housing communities as needed and encourage all types of senior housing in the city.
- Coordinate activities with senior and specialty transit providers to ensure adequate transit in the communities, including connection to BRT and circulator bussing.

SECTION 4 FOCUS AREA – MARKETING

Develop a messaging platform that will serve as the basis for all Taylorsville advertising, marketing, economic development, and internal and external communications.

Messaging

- Progress & Momentum: Taylorsville is aggressively pursuing new business and development opportunities. The City's Administration is forward-thinking. Taylorsville City is implementing innovative economic development solutions.
- Business & Commerce: Taylorsville is at the crossroads of commerce on the Wasatch Front. In Taylorsville, businesses have access to all major transportation arteries and to customers and employees.
- Community: Taylorsville has a strong sense of community and pride.
- Established: Taylorsville has existing clusters to support the expansion of Service and Life Sciences sectors companies.

Tone and Manner

- Current
- Confident
- Corporate
- Friendly
- Rooted and Solid
- Proactive

Spreading the Word

- Developing communication strategies around our two primary audience groups: Businesses and Consumers.
 - Business to Business Economic Development
 - i.e., Life Sciences, Restaurant Owners, FIRE, Health Care, and Commercial Real Estate
 - Our business-to-business strategy will engage stakeholders in our primary audience at least once a month. Additional communications will be sent to people based on priority and interest.
 - List Acquisition and Development
 - Build and acquire lists that cover our core audience groups.
 - Local and National Retail and Restaurants
 - Local and National Commercial Real Estate
 - Local and National Businesses in Targeted Industries
 - National Site Selection Consultants
 - eNewsletter
 - Each contact in the ED database will receive a regular Taylorsville newsletter
 - The eNewsletter will include new property and development opportunities, featured industries, local business success stories, and community profiles.
 - Category-specific Communications
 - Category-specific templates will be designed and used to highlight specific opportunities with the targeted list. These might include:
 - Major project initiatives
 - Large development or retail centers

- Industry- / Cluster-specific
 - Retail focus
 - Industrial focus
 - Commercial focus
- Consumers in Taylorsville and Neighboring Communities
 - Consumer Audience
 - Professionals, Managers, Para-Professionals, Tradesmen, Technicians, and Skilled Workers
 - 35-55 Years Old, \$35,000-\$75,000 HHI, 65% Married
 - Consumer Strategy
 - The consumer strategy will engage local retail and restaurant partners to promote businesses inside the political boundaries of Taylorsville.
 - The promotions will endeavor to increase traffic, sales and sales tax revenues.
 - Consumer Marketing Process
 - Partner Solicitation - Work with the ED Department, Chamber of Commerce, Managers of Large Development, Business Owners, and the ED Committee to identify and solicit potential partners for their participation in the program.
 - Promotional Materials
 - Develop promotional materials for use in the campaign; these might include radio, print, outdoor, direct mail, cable television, or social media
 - Program Deployment, Measurement, and Analysis
 - All aspects of the program will include measurable elements to determine the success. Success of the program will be monitored on a monthly basis, and partners will be re-engaged for further participation.
- Actively participate in and partner with member organizations to discuss development, marketing, retail, recruitment, and opportunities in Taylorsville.
 - Partner organizations to meet with and whose meetings to attend include:
 - ICSC
 - EDCU
 - Utah Alliance for Economic Development
 - GOED
 - Familiarization Tours Salt Lake Community College
 - Commercial Brokerage Firms
 - Major Developers
 - Major Property Management Companies
 - WFRC
 - UDOT
 - Salt Lake County, including ZAP, Arts & Recreation

SECTION 5

FOCUS AREA – COMMUNITY REVITALIZATION

Taylorsville City offers quality residential, recreational, retail, and employment. However, some residential areas are aging and amenities business and residents desire are not fully available. [?]

There is no specific formula for community health, but it is generally understood that a healthy community is one where people want to be—to live, to work, to spend time. Residents of a healthy community maintain and invest in their homes and take care of their yards. Businesses located in healthy communities are open, attract customers, and earn profits. Open space in healthy communities is used by residents and visitors, is well-landscaped and maintained, and is perceived to be a safe and welcome place. Healthy communities, in essence, have a dynamic system of sound residential and commercial development supported by accessible transit, working infrastructure, open space, recreational activities, social services, and a sense of safety.

There are twelve principles that the city believes it should consider when looking to undertake community revitalization.

1. The neighborhood, not individual projects, should be the essential increment of development and redevelopment. Neighborhoods should be compact, pedestrian-friendly, and should form identifiable areas that foster community spirit and a strong “sense of place.”
2. Shopping, recreation, and other daily living activities should be located within walking distance of residences, allowing independence to those who do not drive. An interconnected network of streets and trails should be designed to encourage walking and reduce the number and length of automobile trips. Larger retail developments should be located on major routes, be inviting and properly landscaped.
3. There should be a range of housing types and prices to allow for a diverse population with different ages, incomes, and lifestyles
4. Building density and zoning ordinances should be developed or revised to allow for public and private uses to be within walking distances and for public transportation to be a viable alternative to allow for easy access to jobs and businesses.
5. Civic, recreational, and commercial activities should be embedded in neighborhoods, not separated in remote, single-use complexes. Small parks and community space should be easily accessible throughout the neighborhood.
6. Physical design of buildings, streets, and infrastructure and the design of landscaping should facilitate the sharing of streets and public space.
 - a. Front porches, sidewalks, off-street parking, interconnected streets, and village greens are some of the ways this can be achieved.
7. The architecture of individual buildings should be seamlessly linked to their surroundings. Architectural styles may differ, but the scale and density should be

compatible. Apartments and multi-unit cooperatives or condominiums should have house-like forms to fit into the homeownership character of the neighborhood.

8. The design of streets and buildings should create and reinforce a safe and secure environment, but without jeopardizing access and openness.
9. Building and street design must sufficiently accommodate automobiles, but not at the expense of pedestrians, bicycles, and other forms of private or public transportation.
10. Streets and public squares should be safe, comfortable, and attractive to pedestrians. Spaces for sitting and relaxing encourage neighbors to get to know each other and enable residents to take pride in their community.
11. Architecture and landscaping should reflect the local climate, topography, history, and building practices of the area.
 - a. Shade trees and other design methods can act as natural cooling systems in the summer, while appropriate window placement and materials can result in passive solar heating during winter months.
12. Historic buildings, districts, and landscapes should be preserved and rehabilitated to maintain the character of the neighborhood. Incorporating new construction and historic renovation can create a link from the past to the future and signal a new era for the community

Initial steps and considerations when initiating neighborhood revitalization:

- **Community**
 - Create a sense of place, a feeling of “being in Taylorsville”
 - Visually denote “Yes, this is Taylorsville!”
 - Ensure signage and vehicles and facilities clearly state Taylorsville and not other entities
 - Build the community identity on quality jobs, retail, and neighborhoods
 - Market and proclaim the benefits of the city
- **Residential Neighborhood Revitalization**
 - Review residential neighborhoods to identify infrastructure upgrades, repairs, or new installation
 - Focus and start on neighborhoods where infrastructure improvements would make the quickest and most decisive impact
 - Support neighborhood revitalization, clean up, and enhancement programs
 - Create opportunities to recognize change and improvement in homes and neighborhoods
 - Support proper maintenance of yards, fencing, park strips, and landscaping along major city roads
 - Institute a weekly city green waste with cans that are picked up weekly during summer months

- **Parks and Open Space**
 - Identify additional park and open space needs
 - List by location shortage
 - Sort by size of property needed
 - Identify and prioritize future land acquisitions and park development
 - Acquire abandoned or deteriorated homes and lots in neighborhoods and fund and construct pocket parks
 - Improve amenities at and take care of city parks and facilities
- **Trails, walkways and vehicular systems**
 - Study trail, walkway, and vehicular systems to improve connectivity
 - Pinpoint breaks in walkways, trails, and vehicle routes
 - Define solutions to connect neighborhoods, trails, parks, recreational facilities, and school walkways.
 - Create a prioritized list of connections to install, including costs, right of way, challenges, and requirements
 - Identify and engage partners
 - Secure land and funding for additional development
- **City Gateways**
 - Identify gateway locations into the city
 - Design and install distinctive “Welcome to Taylorsville City” gateway signage
- **Historic Districts**
 - Taylorsville City and its committees and residents have identified historic areas.
 - Partnerships between residents, community councils, and businesses have been formed and will be expanded.
 - The 2012 adopted zoning ordinance contains a chapter on historic districts and implementing community goals for the districts.
 - The Taylorsville Historic Preservation Committee is tasked to oversee, preserve, assist, and coordinate all historic districts and activities in the city.
 - Goals for historic districts include:
 - Establishing historic areas
 - Preserving historic areas and buildings
 - Highlighting the nature of each district
 - Creating area identities through signage, mapping, publication, and visual delineation
 - Improving the physical presence of a district through public improvements and repairs, including enhanced sidewalks, pathways, park strips, benches, etc.

SECTION 6

SAMPLE OUTCOME AND EVALUATION INDICATORS

The following are sample indicators used in Taylorsville City and its economic development and related areas to evaluate the success of revitalization efforts and programs.

Desired Program Outcome	Outcome Indicator
Improve quality of life in neighborhoods	<ul style="list-style-type: none"> Reduced number of foreclosures Lower incidence of crime and crime rate Additional neighborhood services and amenities
Improve neighborhoods	<ul style="list-style-type: none"> Decreased number of vacant properties Fewer code violations Better maintained public spaces Improved and maintained streetscapes Fewer vacant lots
Promote neighborhood stability	<ul style="list-style-type: none"> Increased homeownership rate Reduced vacancy rate Fewer abandoned homes Lower property tax delinquency rate Improved public safety response time
Community & civic relationships	<ul style="list-style-type: none"> Improved student test scores Low unemployment rate Enhanced partnerships with adjacent cities Additional resources allocated into Taylorsville More citizen involvement in community Expanded SLCC programs, facilities, and participation
Promote business stability & growth	<ul style="list-style-type: none"> Existing retail centers renovated or rebuilt New businesses locating into the city Construction of new businesses & buildings Hiring of new employees by existing businesses Reduced vacancy rate Increased property values Increased tax revenues Augmented business profits