



REPORT 3 OF 3:  
STRATEGY

PROVO CITY  
CITYWIDE ECONOMIC DEVELOPMENT STRATEGIC PLAN



May 2013

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## Acknowledgements

The City of Provo and Avalanche Consulting sincerely thank the Provo City Administration, Provo Municipal Council, and the more than 350 Provo citizens who provided invaluable input that helped shape this strategic plan. At the beginning of the planning process, over 300 residents participated in an online survey that asked them to share their vision for Provo and identified the strengths and challenges of the community. The consulting team also conducted focus groups and numerous personal interviews throughout the process. A 22-member Steering Committee, comprised of a diversity of Provo leaders, met with the consulting team during three sessions to help set the direction of this Strategy and provide feedback on findings and recommendations. We would especially like to thank the Steering Committee members for their hard work and thoughtful insight.

### **Steering Committee Members:**

Bryan Bennett, Mealdrop  
John Diehl, Express Pros  
Christian Faulconer, Franchise Foundry  
Kevin Flanagan, EsNet  
Russ Fotheringham, EDCUtah  
Val Hale, UVU  
Matt Heaton, Blue Host  
Susan Larsen, American West Bank  
John Lewis, BYU  
Rod Lisonbee, IHC Hospital  
Jared Morgan, Downtown Provo Inc.  
Art Newell, American West Bank  
Brent Newren, State of Utah DWS  
Rick Nielsen, Rocky Mountain University  
Danny Oka, BYU Student  
Bill Prochazka, Duncan Aviation  
Joel Racker, Utah Valley Convention & Visitors Bureau  
Ross Salmon, NuSkin  
Linda Walton, The Walton Group  
Kelly Ward, Zions Bank  
Tom Wright, Action Target  
Michael Zaro, Mealdrop

## Introduction

In a fast-growth region and state, setting one's sights on the long-term horizon – 30-year increments versus five, for example – is critical. It becomes even more important when a community is land locked, such as Provo and the Utah Valley. Constricted by mountains to the east and a lake to the west means that both families and businesses must squeeze into a relatively narrow corridor. Smart land use planning and real estate development is essential given Provo City's geographic restrictions. Every building and every parcel of land matter to the City's economic development potential.

The Utah Governor's Office of Planning & Budget predicts that Utah County's population will increase by 134% between 2010 and 2050. The 60+ year old demographic will grow the fastest: 354% during the 40-year span. By 2050, the Governor's Office forecasts that the state's population will be nearly 5.3 million with 1.2 million of those residents living in Utah County.

Along with the benefits of growth are negative issues that could affect Utah County and the Wasatch Front's livability if they are not addressed soon. Traffic congestion could escalate, particularly along I-15. Water demand will increase, straining resources and impacting the ability to support the needs of businesses and families. Access to quality healthcare and education could also be impacted. Real estate prices and cost of living could soar, putting pressure on lower income and elderly individuals.

The economic performance of Provo City, the Utah Valley and the state of Utah is currently outpacing most regions of the country. The community's entrepreneurial spirit, emphasis on lifelong learning and quality education, beautiful natural environment, family orientation, and progressive business climate are assets that can be built upon to further economic prosperity.

That perspective sets the stage for this economic development strategy. Recommendations include a balance of activities that are designed to leverage Provo City's competitive position today while mitigating the potential negative consequences of unbridled long-term growth.

This Strategy will be implemented over the next five years but will have long-spanning impact on economic development decades from now. **For example, should job growth continue on the course it has in recent years, Provo would create approximately 11,000 new jobs in its target industries alone. However, should this Strategy be implemented, it is estimated that target industries could grow at a pace that is 0.5% to**

### Provo City's Business and Economic Vitality Core Values

#### We Value:

- Our diverse employment opportunities
- Our role as a regional economic center
- Our commitment to economic vitality, growth and development
- Our strong entrepreneurial spirit
- Our vibrant business districts
- Our educated, skilled, and industrious workforce
- Our commitment to ethical business standards
- Our favorable and supportive business environment

#### *Vision 2030*

**1.0% greater each year, above and beyond current projections. That stronger growth rate would result in an additional 6,800 jobs generated in 10 years (or 17,800 total).** That is what this Strategy strives to accomplish – heightened job growth in Provo’s target industries which leads to improved economic opportunities for all Provo City residents.

## **Implementing This Strategy**

The suggested actions contained in this report construct the first set of stairs that the community must climb in-step together. Following the completion of this five-year Strategy, a new five-year Strategy should be developed to construct the next flights of stairs. This iterative process of strategic planning and implementing will ultimately help Provo City accomplish its 2030 Vision for business and economic vitality.

This report marks the completion of Provo City’s first economic development strategy and the beginning of its strategic approach to economic development. In the months ahead, it is critical to transition the momentum of the planning process into action. Following adoption of the Strategy by the Municipal Council and Mayor’s Office, City leaders and members of the Steering Committee should present the final strategy to organizations that will be involved in implementation. In addition, the Steering Committee should transition into an Implementation Committee that oversees activities. Working Groups should form around the major topics of the Strategy comprised of organizations responsible for taking action. Working Groups should report progress back to the Implementation Committee on a regular basis.

This is a living document that can be updated as needed to stay current. The Implementation Tables at the end of this report provide an easy map of all recommendations and tactics. They can be referred to during Municipal Council decisions and integrated into City staff performance plans. Once a year, metrics can be updated with a scorecard to measure progress. Tactics can be updated as needed while maintaining the goals, target industries, and major strategies as pillars of the long-range economic development initiative.

## About the Economic Development Strategic Plan

Three reports comprise Provo City's Citywide Economic Development Strategic Plan:

### REPORT 1: Competitive Evaluation

In the first phase of the project, the consulting team began a thorough evaluation of the City of Provo and surrounding area, conducting stakeholder input sessions, examining past reports, conducting a mock site selection tour, and preparing the first report, Competitive Evaluation. This report included a detailed economic and demographic analysis of the city and region; a retail market analysis and leakage study; and an executive summary assessing overall competitiveness in a SWOT format.

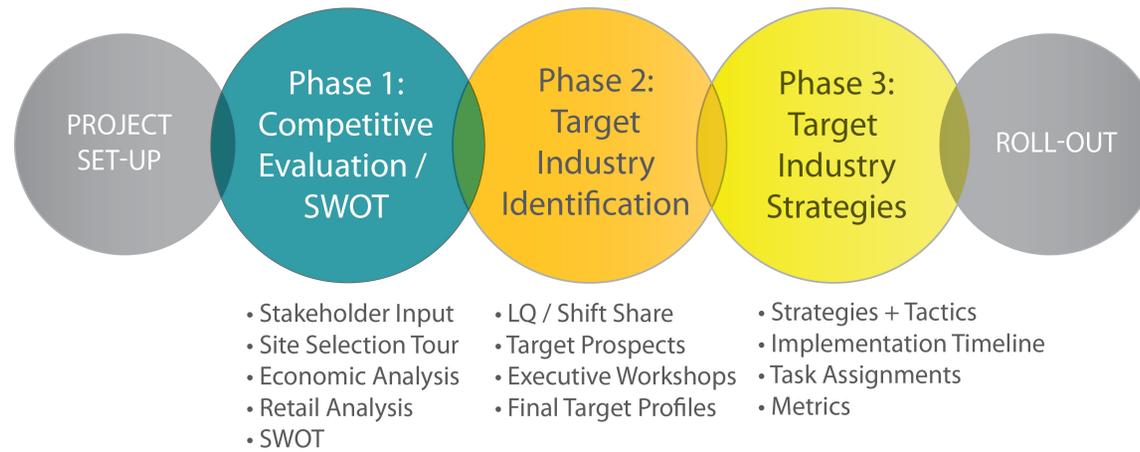
### REPORT 2: Target Industry Identification

During Phase 2, the consulting team identified target industries for future economic development activities in Provo. This phase included a study of state, national, and global industry trends and how they relate to Provo and regional economic assets. It evaluated Provo City's industry base and emerging sectors. Executives from Provo businesses met with the consulting team to share their perspectives on the local business climate and industry growth potential. The resulting report, Target Industry Identification, includes a list of recommended target industries and niche sectors. Each target is profiled in the report, including a description of Provo's top assets for the industry.

### REPORT 3: Strategy

This final phase provides Provo City with a game plan for economic development. It recommends initiatives that are focused on improving the City's capacity for economic growth over the next five years. It addresses improvements to the City's business climate, infrastructure, workforce development and education, quality of life, and marketing initiative. The report concludes with a tactical implementation plan that contains a schedule of activities, metrics, and task assignments.

**Provo City: Citywide Economic Development Strategic Planning Process**



## Target Recommendations

Report 2: Target Industry Identification contains details about Provo City’s economic development audiences. They include the following clusters and niche sectors:

### Recommended Target Industry Clusters and Niche Sectors

 <p><b>Advanced Manufacturing</b></p> <ul style="list-style-type: none"><li>• Aerospace Components</li><li>• Clean Energy</li><li>• Energy Equipment &amp; Supplies</li><li>• Nanotechnology</li><li>• Metal Working &amp; Products</li></ul>	 <p><b>Consumer Products</b></p> <ul style="list-style-type: none"><li>• Nutraceuticals</li><li>• Outdoor Recreational Goods</li><li>• Online Consumer Services</li></ul>
 <p><b>Hospitality &amp; Tourism</b></p> <ul style="list-style-type: none"><li>• Conventions</li><li>• Culinary</li><li>• Downtown Retail</li><li>• Outdoor Recreation &amp; Sports</li><li>• Specialty Retail</li></ul>	 <p><b>Information Technology</b></p> <ul style="list-style-type: none"><li>• Data Centers</li><li>• Digital Media &amp; Creative Design</li><li>• Software &amp; Web Applications</li></ul>
 <p><b>Life Sciences</b></p> <ul style="list-style-type: none"><li>• Biotechnology</li><li>• Diagnostics</li><li>• Healthcare Services</li><li>• Medical Device Manufacturing</li></ul>	 <p><b>Professional Services</b></p> <ul style="list-style-type: none"><li>• Call Centers</li><li>• Corporate Headquarters</li><li>• Engineering Services</li><li>• Finance &amp; Insurance</li><li>• Geotechnical Services</li></ul>

The needs of these industries were considered when drafting the recommendations in this report.

### Target Timing and Approach

		Timing	Economic Development Approach		
<b>ADVANCED MANUFACTURING</b>			Recruit	Retain	Startup
Aerospace components	Immediate	40%	50%	10%	
Clean energy	Long-term	40%	30%	30%	
Energy equipment and supplies	Immediate	30%	40%	30%	
Nanotechnology	Mid-term	20%	30%	50%	
Metal working and products	Immediate	40%	30%	30%	
<b>CONSUMER PRODUCTS</b>			Recruit	Retain	Startup
Nutraceuticals	Immediate	20%	60%	20%	
Outdoor recreational goods	Long-term	60%	10%	30%	
Online consumer services	Immediate	60%	20%	20%	
<b>HOSPITALITY &amp; TOURISM</b>			Recruit	Retain	Startup
Conventions	Immediate	90%	10%	0%	
Culinary	Immediate	0%	40%	60%	
Downtown retail	Mid-term	20%	40%	40%	
Outdoor recreation and sports	Long-term	80%	10%	10%	
Specialty retail	Mid-term	40%	10%	50%	
<b>INFORMATION TECHNOLOGY</b>					
Data centers	Immediate	50%	50%	0%	
Digital media and creative design	Immediate	20%	20%	60%	
Software and web applications	Immediate	20%	30%	50%	
<b>LIFE SCIENCES</b>			Recruit	Retain	Startup
Biotechnology	Long-term	40%	20%	40%	
Diagnostics	Mid-term	20%	30%	50%	
Healthcare services	Immediate	20%	50%	30%	
Medical device manufacturing	Long-term	80%	0%	20%	
<b>PROFESSIONAL SERVICES</b>			Recruit	Retail	Startup
Call centers	Immediate	50%	40%	10%	
Corporate headquarters	Mid-term	60%	40%	0%	
Engineering services	Immediate	40%	40%	20%	
Finance and insurance	Immediate	30%	50%	20%	
Geotechnical services	Immediate	40%	40%	20%	

## SECTION ONE:

### **Economic Development Priorities**

*This section describes Provo's goals, strategies, and tactics for enhancing overall economic development competitiveness. Topics include business climate, entrepreneurship and innovation, education and workforce development, infrastructure, quality of life, and marketing.*

## 1. Organization and Business Environment

**Goal: Provo is part of a strong regional economic development presence.**

### 1.1 Create a structure for facilitating regional economic development.

TACTIC: Establish a Utah Valley Economic Development Corporation.

- Establish a public-private partnership with strong leaders from the business community that would be responsible for coordinating economic development activities in the region and marketing Utah Valley to its target industries. (Most successful regional EDOs in the US receive 50% or more of their funding from the private sector.)
- Refer to the Appendix of this report for a description of the role of a city in a regional economic development initiative.
- Work with the Utah Cluster Accelerator Partnership to align Provo's target clusters with statewide initiatives.
- Encourage leaders from the Chamber of Commerce, the Mountainland Association of Governments, the Governor's Office, EDCUtah, Utah County, and the private sector to participate in the organization.

### 1.2 Engage the private sector in regional economic development activities.

TACTIC: Create an Executive Leadership Council that is charged with advising the Economic Development Corporation and leveraging their influence in support of critical projects.

- The Executive Leadership Council should be comprised of top-level executives from businesses in the region, including major corporations as well as fast-growing startups.
- Examine Charleston, South Carolina's Economic Leadership Council and Austin, Texas' AARO program as models.

TACTIC: Work with Governor's Office to survey local businesses and identify specific impediments to local business climate.

### 1.3 Involve high ranking BYU alumni in envisioning the Provo City's future.

TACTIC: Host a summit of top BYU alumni in Provo.

- Work with BYU's Rollins Center and the LDS Church to organize the event.
- Invite high profile, highly successful alumni from around the world to participate.
- Engage a professional facilitator to lead the summit.
- During the summit, engage attendees in a dialogue about Provo City and the region's long-range future. Ask them to share their vision for Provo City and thoughts on economic development.
- Determine participants' interest level in and commitment to becoming actively involved in economic development initiatives.

## 2. Entrepreneurship & Innovation

**Goal: Provo is a vibrant hub for entrepreneurs and innovation.**

### 2.1 Ensure that Provo has real estate for start-ups and high tech companies.

TACTIC: Adopt policies that make downtown a destination for expanding startup companies.

- Continue to garner support from organizations for entrepreneurs, including BYU, Small Business Development Center, Business Resource Center, and Utah Trading Company, as well as successful co-working spaces such as Startup Dojo.
- Ensure that downtown Provo can accommodate those entrepreneurs as their businesses outgrow their startup spaces. Otherwise, the City risks losing homegrown startups to other locations in the Utah Valley.
- Create City programs, such as low interest loans, expedited permitting, and grants, which make it easy for startups to expand their businesses downtown.

TACTIC: With the Startup Candy co-working facility as a hub, create a high tech, mixed-use development in the blocks surrounding the FrontRunner rail station.

- Create a master plan for the area.
- Develop available land and redevelop buildings around the rail station according to the Master Plan.
- The rail station development can become the south anchor of downtown Provo, with BYU as the north anchor.
- Ensure that the new development is connected to downtown and the BYU campus via pedestrian and bike paths.
- The City should take steps to make sure the hub has high-speed broadband capacity and that other infrastructure needs are met.

TACTIC: Support the development and promotion of the East Bay Technology Park as Provo’s research and development park.

#### **Co-Working Model: Chicago’s 1871**

1871 is a co-working center for digital startups. Located in the famed Merchandise Mart, the 50,000-square-foot facility provides Chicago startups with affordable workspace and access to mentors, programming, educational resources, potential investors and a community of like-minded entrepreneurs.

#### **Other Successful Models:**

CoWorkJAX: [www.coworkJAX.com](http://www.coworkJAX.com)

CoCo: [www.cocomsp.com](http://www.cocomsp.com)

Gangplank: [www.gangplankhq.com](http://www.gangplankhq.com)

- Support the development of the six buildings in the East Bay Technology Park (formerly the Novell campus) that have been acquired by developer Warren “Pat” King, who has expressed his commitment to dedicating the 500,000 square feet to high tech activity.
- Work with the developer and commercial real estate services firm CBRE to refurbish the campus facilities so that they can support companies in Provo’s target industries, in particular, Life Sciences, Information Technology, and the R&D activities of Advanced Manufacturing niche sectors such as clean and environmental technology.
  - Conduct feasibility study on the addition of a wet lab and dry lab incubator in the Park or elsewhere in Provo to foster Life Sciences growth.
- Connect the park, downtown technology companies, Startup Candy and other incubators and co-working spaces in Provo and the larger region. For example, this can happen through events that mingle Technology Park and co-working space tenants, dedicating space at the Park for co-working space / incubator graduates, a website that encourages discussion and idea sharing among tenants, and even infrastructure such as bike lanes that physically link the properties.

TACTIC: Develop a marketing campaign for the East Bay Technology Park and other real estate for high tech, entrepreneurial ventures.

- Create a world-class brand identity, marketing materials, and a marketing website for the park. Strive to create a marketing identity that reflects Provo’s overall high tech, entrepreneurial image.
- Look at the marketing efforts of Clemson University’s CU-ICAR, The University of Virginia’s Research Park, and the Virginia Tech Corporate Research Center as examples.
- Bundle the marketing of East Bay, downtown tech hubs, Startup Candy, and other co-working spaces and incubators into a single marketing package to show potential tenants that Provo can support a company from its seedling stage in a university laboratory, to its birth as a startup company, and through maturation.

**Where High-Growth Founders Go:  
The Answers May Surprise You**

“Provo is in the top 10 of cities that educated the most founders, retained the most founders, and retained the highest percentage of founders. The Provo-Orem metropolitan statistical area is about 46 miles south of Salt Lake City, and it makes the top 10 list for cities that educated and retained the most Inc. 500 founders. When the lists are adjusted for population, the Provo-Orem area is second only to New York in the list of highest numbers of founders. This is probably due to the presence of Brigham Young University, Utah’s business friendliness, and the close knit nature of the Church of Latter Day Saints population, which likely draws founders back to the area to start their companies. Most young men and some women in the LDS Church partake in a two-year missionary service, part of the purpose of which is to spread their faith. One can easily argue that such an experience effectively educates these young people on salesmanship – an underemphasized but important aspect of entrepreneurship and business education.”

- *Forbes*, September 12, 2012

TACTIC: Establish a center of excellence for digital media that builds on UVU's UCAP pilot program.

- Engage local digital media businesses to participate.
- Provide entrepreneurial support at the center.

## 2.2 Better integrate BYU into economic development efforts at the city and state levels.

TACTIC: Recognize BYU's potential as an economic development catalyst.

- Engage BYU leaders to participate in the Executive Leadership Council mentioned in the Business Climate section.
- Provo City representatives should meet with BYU's Technology Transfer Office on a regular basis to learn about and respond to BYU's needs. Identify ways that the City can increase the potential of technologies and research developed at the University to spin out into businesses in Provo.
- Allocate university resources (such as The Rollins Center) to help local entrepreneurs, not just students, such as creating and leading programming at area co-working spaces and incubators.
- Engage with BYU's biomedical research team to plan an off-campus research center at East Bay Technology Park.

TACTIC: Examine the Gainesville Chamber of Commerce's Innovation Gainesville initiative for examples of how an economic development organization can help pull university research into the marketplace. See sidebar to the right for more information.

### **Gainesville Chamber of Commerce: Innovation Gainesville**

Gainesville's Florida Innovation Hub opened in 2012 and houses University of Florida startup companies. The Hub (which is an anchor to a larger technology development, Innovation Square) is a university facility but its development required extensive collaboration with the Gainesville Chamber and others. The Infusion Technology Center located in Innovation Square is a commercial building for private companies who want to locate adjacent to the research and technology startups at the Innovation Hub. ([www.infusioninnovationsquare.com](http://www.infusioninnovationsquare.com)) Innovation Square's branding aligns with the Chamber's overall Innovation Gainesville campaign. The campaign started to create jobs in the health and green technology fields, but has since expanded into a communitywide initiative and mindset that involves hundreds of local organizations.

### **2.3 Feed new entrepreneurial ventures with knowledge and resources. Grow the culture of supporting Provo businesses.**

TACTIC: Create a Utah Valley Angel Investors network.

- Visit [www.growutahventures.com/utah-investors](http://www.growutahventures.com/utah-investors) to see a current list of Utah angel networks and seek advice.

TACTIC: Create a virtual alumni program for entrepreneurs to continue to be involved remotely as mentors.

TACTIC: Continue BYU's Miller New Venture Challenge.

- Incentivize technologies and business ideas that serve global and social needs to stay aligned with BYU's mission.
- Involve BYU's Rollin's Center in the competition.
- See sidebar for a description of Rice University's Business Plan Competition as an example of another successful competition.

TACTIC: Re-circulate successful home grown business capital back into local companies.

- Continue Provo's long history of success of starting businesses that grow into multinational corporations and get acquired. In many other communities, a portion of the funding received through acquisition recirculates back into the community to support new entrepreneurial companies, either through the founders starting their own funds or through existing angel networks.
- Assemble a meeting of successful homegrown business CEOs to discuss ways for Provo companies to assist entrepreneurs with capital and mentoring.
- Increase awareness of how mature businesses in other communities give back to local start-ups through creating

#### **Best Practice: Rice University's Business Plan Competition**

The Rice University Business Plan Competition is the world's richest and largest graduate-level business plan competition. It is hosted and organized by the Rice Alliance for Technology and Entrepreneurship, which is Rice University's flagship initiative devoted to the support of entrepreneurship and the Jesse H. Jones Graduate School of Business. This is the 13th year for the competition. In that time, it has grown from nine teams competing for \$10,000 in prize money in 2001, to 42 teams from around the world competing for more than \$1.3 million in cash and prizes.

In 2012, more than 1200 applications were submitted. More than 130 corporate and private sponsors support the business plan competition. Venture capitalists and other investors from around the country volunteer their time to judge the competition, with the majority of the 250+ judges coming from the investment sector. 128 past competitors have gone on to successfully launch their businesses and are still in business today, raising over \$460 million in funding.

The competition is designed to give collegiate entrepreneurs a real-world experience to fine tune their business plans and elevator pitches to generate funding to successfully commercialize their product. Judges evaluate the teams as real-world entrepreneurs soliciting start-up funds. The judges are asked to rank the presentations based on which company they would most likely invest. 76% of judges surveyed considered investing in a team that presented at the 2012 RBPC or referred a team to a third-party investor.

their own Corporate Venture Capital funds, purchasing from local start-ups, and acquiring local start-ups. Examples of Corporate Venture Capital funds include Dell Inc.'s Dell Corporate Ventures, GlaxoSmithKlein's SR One, and Siemens AG's Siemens Venture Capital.

TACTIC: Expand BYU's corporate venture arms.

- Better connect BYU's Rollins Center with the Technology Transfer Office.
- As a model, examine the community's involvement in ad promotion of the University of Texas Horizon Fund. The goals of the Horizon Fund are to improve commercialization of university technologies and improve sustainability through a positive return on investment.

TACTIC: Explore the possibility of establishing Venture Capital Clubs at BYU and UVU.

- Create a Venture Capital Club, which is a student group focused on familiarizing students with venture capital. It engages students in research projects that build their knowledge of the venture capital process and industry.
- Examine Stanford University's Venture Capital Club as a model. The objectives of the program are to perform industry due diligence and market research, help connect VCs with emerging companies and outreach opportunities, and educate students about the VC process.

TACTIC: Establish a Provo Bootstrapping Network and host Bootstrap Bootcamps.

- Use bootstrapping as an alternate approach to funding start-up companies. Bootstrapping involves a disciplined approach in which entrepreneurs self-fund their ventures.
- Create a bootstrapping network connects entrepreneurs who are bootstrapping their businesses.
- Organize Bootstrap Bootcamps, seminars that instruct entrepreneurs on the bootstrapping model.
- Consider adopting Austin, Texas' Bootstrap Network as a model. This successful program has expanded into other communities in the US and abroad. <http://www.bootstrapaustin.org/index.html>

TACTIC: Aggregate all information relevant to starting a company in Utah Valley into a single online portal.

- Work with UVU's Business Resource Center to collect the information and create the website.
- Include an interactive data "warehouse" that contains economic, industry, and demographic information on the region to help inform entrepreneurs and others about the marketplace. Work with The Wheatley Institution to support this initiative.
- Work with the Utah Valley Chamber of Commerce and/or the (proposed) Utah Valley Economic Development Corporation to highlight regional entrepreneurship resources on their websites.

### 3. Workforce & Education

**Goal: Provo has a seamless talent pipeline to support target industry workforce needs.**

#### **3.1 Continue to improve the Provo City School District, aligning programming to the larger talent pipeline for Provo’s economic development targets.**

TACTIC: Implement career tracks and other programs at Provo City School District that focus on building target industries skills.

- Ensure that Provo City School District offers Career and Technical Education (CTE) programming related to each target industry.
- Consider adding specialized training for aerospace MRO; automation equipment operations and mechatronics; and culinary / hospitality.
- Ensure that digital media design is an emphasis of the Information Technology Education track.
- Expand CTE programming to all Provo high schools and middle schools.

TACTIC: Create dual enrollment and advanced placement opportunities that allow high school students to earn college credits and connect them with area colleges and universities.

TACTIC: Create Center of Excellence for digital media that connects to UVU’s UCAP pilot program.

#### **3.2 Increase educational programs related to the medical field in Provo.**

TACTIC: Encourage Rocky Mountain University of Health Professional’s and Lake Erie College of Osteopathic Medicine’s efforts to establish a medical school in Provo.

#### **Best Practice: Apprenticeship 2000**

Apprenticeship 2000 is North Carolina’s four-year program that combines classroom work and on-the-job training. Graduates end up with an associate’s degree in manufacturing technology, N.C. Department of Labor Apprenticeship Certification, and a guaranteed job with their training company that pays a \$34,000 minimum salary plus benefits. Their education and training is cost-free to them, plus apprentices earn a salary while they train. Participating companies are ensured well-trained employees with technical, soft and problem-solving skills. Additionally, companies have discovered that apprentice program graduates tend to be happier, more productive and less likely to turn over than other employees. During the last 17 years, Apprenticeship 2000 has graduated 116 students. Currently, 49 apprentices are enrolled in the four-year program.

*Source: Charlotte Regional Partnership*

- If needed, work with Rocky Mountain University of Health Professions and Lake Erie College of Osteopathic Medicine to find a site appropriate for their campus. Encourage them to plan for and construct facilities that are environmentally friendly and conserve space.
- Increase the concentration of physicians in Provo City. Utah is ranked 46th in the nation in the number of physicians-to-citizen ratio. This is, in part, attributed to physician retirement and graduating medical students leaving the State. The University of Utah graduates fewer than 100 doctors per year. In contrast, UVU and BYU alone produce approximately 1,200 Health Care and Biology-related Bachelor’s degrees annually. Many of these students are leaving the state to pursue medical degrees. (*Source: National Center for Education Statistics*)

TACTIC: Support Intermountain Utah Valley Regional Medical Center’s growth and connectivity to the community.

- Consider the possibility of moving the neighboring Provo City School District facilities elsewhere and utilizing that property for a BYU and Intermountain shared life sciences and wellness-related R&D center.
- Continue to involve Intermountain in health care career education programs at Provo School District, BYU, UVU. In the future if possible, involve Rocky Mountain University of Health Professions and Lake Erie College of Osteopathic Medicine in student health career programs as well.

### 3.3 Improve business involvement in area schools, from K-12 to university-level.

TACTIC: Encourage local businesses to provide internships and apprenticeships to BYU and UVU students.

TACTIC: Ensure that the Work-Based Learning program in Provo City School District includes internships and apprenticeships in target industry companies.

TACTIC: Create an Education Foundation that obtains donations and volunteers to help local schools.

TACTIC: Encourage local companies to establish their own in-house apprenticeship and training programs.

- Connect companies and educators to acquire equipment and services needed to train prospective incoming students.
- Examine Novatek’s School as a model for other companies.

#### **Best Practice: Career Information Portal**

An online talent portal that serves southwestern Virginia ([www.rtrswva.org](http://www.rtrswva.org)) is targeted to high school alumni that moved out of the region, with the message “Return to your Roots.” It continuously posts job openings and offers services such as resume reviews. This keeps the community and target workforce connected to local career opportunities.

### **3.4 Increase information available regarding target industry careers and learning opportunities.**

TACTIC: Develop a career information website for the region.

- The highly interactive website should illustrate the careers associated with each target industry and the training and education requirements of each.
- Develop an interactive map of educational programs in the region associated with each target industry career pathway.
- The website should also contain career information, such as average salary, current employment level in the region, and forecasted demand.
- The website may also contain current job postings.

### **3.5 Work with UVU to expand programming throughout Provo.**

TACTIC: Establish a UVU Culinary Academy in downtown Provo.

- Link the Academy to the Convention Center.
- Involve the Academy in culinary cultural experiences such as the Farmer's market, proposed Edible Provo publication and cultural guide (as described in the Quality of Life section of this report).

TACTIC: Connect Provo City School District career programming with UVU.

- As discussed earlier in this section of the report, career track programs including trade skills, healthcare education, and the proposed Digital Media Center of Excellence and college course credits should be developed in conjunction with UVU.

## 4. Infrastructure

**Goal: Provo has infrastructure in place to support growth.**

### 4.1 Align long-term land use planning with economic development goals.

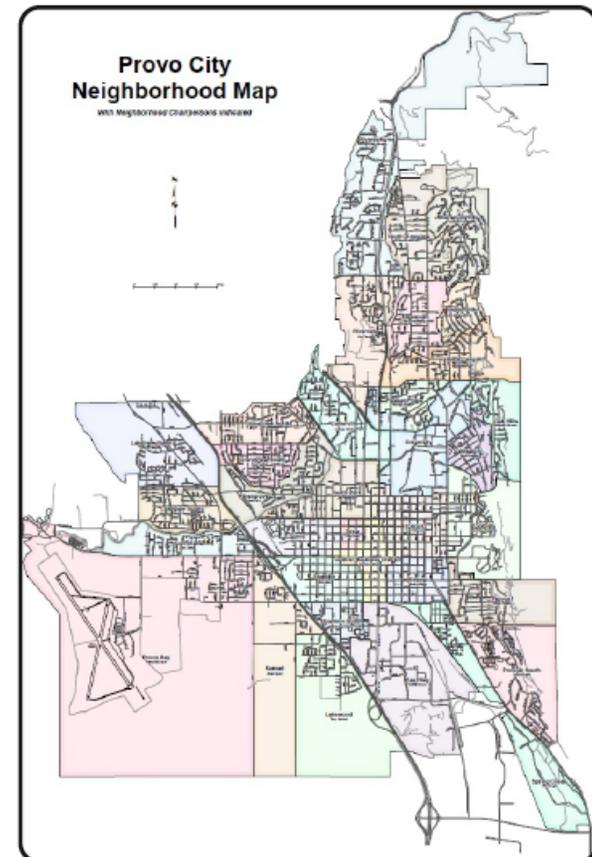
TACTIC: Update the City's master plan to reflect this economic development strategy.

- Engage a professional urban planning firm or community development staff to update the Land Use / General Plan in 2014.
- Increase the Land Use Plan's level of detail. For example, identify redevelopment and greenfield development sites such as those around Provo Airport, Mountain Vista, East Bay, and downtown.
- Determine the infrastructure investments needed for sites that are long-term targets.
- Identify areas of Provo City that are suited for high density, vertical development. Provo City's population growth is predicted to continue to expand well into the future over the next 30 years and beyond. Dense, vertical development is needed to maximize land use and accommodate residents and business.
- Identify locations where more housing is needed to support future growth.
- Address zoning issues related to housing, office, and industrial spaces.
- Focus on high quality development.

### 4.2 Ensure Provo's roadway infrastructure has the capacity and connectivity to accommodate a much larger population in the future. Anticipate long-range needs.

TACTIC: Advocate for UDOT and federal funding for another highway intersection at 800 North and at the Provo Westside Connector at South University.

- Create a committee that focuses on long-term transportation issues and works to balance the need of businesses and residents, including a new highway intersection.



- Educate Provo City residents on the importance of the new interchange.
- Organize a team of City leaders, elected officials, business executives, and other community spokespeople to lead the advocacy effort.

#### **4.3 Ensure Provo City has the water and wastewater capacity to accommodate a much larger population in the future.**

TACTIC: Continue to implement the recommendations in Provo City's 2010 Water System Master Plan, including:

- Continue to take measures to exceed the State of Utah's water conservation goal and follow the City's water conservation plan. The State's goal is to reduce per capita water consumption by 25% by 2050. Based on 2000 usage, this would reduce the City's usage from a projected 59,667 average annual production requirement (acre-feet) to 44,471. In the past five years, Provo City has reduced per capita consumption by 20%, a pace faster than the state average. Stay committed to water conservation.
- Explore and secure long-term water sources, including: existing springs; maintaining water wells and water well rights; and maintaining access to existing surface water and storage water. Move forward with the development of Big Springs and several new wells under the available UMPA water rights.
- Secure water treatment infrastructure that can keep up with Provo's projected growth. The City currently uses water from the UVWTP on a capacity available basis. To meet future production requirements, it is recommended that the City work to ensure that it has priority in the plant during summer months for the treatment of its surface water supplies.

#### **4.4 Continue to improve Provo Airport's capacity and connectivity.**

TACTIC: Seek out additional air carriers to serve Provo Airport.

- Supplement Allegiant's service to Provo City with additional routes, provided either by Allegiant or another carrier.

TACTIC: Improve access to the airport, especially the west side connection, Lakeview Parkway, and Utah Lake crossing to Center.

TACTIC: Thoughtfully choose the types of land users locating near the Provo Airport. Integrate this in the Land Use Plan.

#### **4.5 Work with private developers to increase Class A office availability in Provo.**

TACTIC: Consider new office construction and rehabilitation of existing space.

- Consider turning available municipal golf course land into a Class A office park.

- Clean up sites, such as Mountain Vista, to improve marketability.

TACTIC: Establish tax increment financing (TIF) districts in downtown locations best suited for office space.

## 5. Quality of Life

**Goal: Provo offers a healthy, safe, and amenity-rich environment for families and businesses.**

### 5.1 Continue to invest in the revitalization of downtown Provo.

TACTIC: Continue to make progress on implementing the Center Focus Downtown Plan.

TACTIC: Invest in beautification of the Center Street corridor.

- Engage local businesses in sponsoring the initiative.
- Create a volunteer program that allows residents to participate in the beautification process.
- Adopt design standards for public realm improvements.
- Create list of needed beautification projects and organize by priority, timing, and funding needs.

TACTIC: Continue to invest in and promote cultural and recreational events downtown.

- Work with organizers of the Rooftop Music Series to find sponsors and volunteers. Ensure that adequate resources are available to continue and expand the Series.
- Promote Provo's chapter of "Buy Local First Utah" and the Provo Farmers Market.
- Support the creation of a culinary academy in downtown Provo.
- Share news about downtown events with the outside world through social media. Build awareness that Provo has a thriving cultural scene and vibrant downtown.

- Host outdoor events such as running and cycling competitions that showcase Provo’s scenery and recreational amenities. Events like these not only reinforce Provo’s brand as a healthy community, but they also attract visitors, some of whom may be business executives and entrepreneurs seeking a location for business.

### **5.2 Continue to build Provo’s music, art, and culinary scenes.**

TACTIC: Establish a group of music, art and culinary industry representatives who advise the City staff on the needs of the music, culinary, and alternative arts community.

- Create a Provo Emerging Arts Council to champion the local arts community and reach new audiences in Provo.
- Meet with the group on a regular basis to listen to and respond to their needs as possible.
- When appropriate, intersect the group with the Provo Arts Council to organize events at the Covey Center.
- Organize a Downtown Arts Festival to showcase local artists and celebrate Provo’s cultural amenities.

TACTIC: Identify a means to generate dedicated funding for arts and culture in Provo.

- Explore the possibility of adopting a hotel tax specifically dedicated to funding local arts and culture initiatives.
- Create an annual Provo City arts and culture grant utilizing the dedicated hotel-motel tax revenues to fund local initiatives.

TACTIC: Establish a music-recording studio and rehearsal spaces in Provo.

### **The Importance of Community**

A 2010 Gallup study of 26 U.S. cities found that peoples’ love and passion for their community could be an indicator of economic potential. According to the study, social offerings, openness and aesthetics are far more important than peoples’ perceptions of the economy, jobs or basic services in creating a lasting emotional bond between people and their community.

- Social offerings, openness and aesthetics consistently rated the highest among 10 drivers of resident attachment, which also included: civic involvement, social capital, education, perception of the local economy, leadership, safety, emotional well-being and basic services.
- Communities with residents who are more attached to a place show stronger GDP growth even in tough economic times.
- People’s perception of their community’s performance in social offerings, openness and aesthetics has a greater impact on their emotional bonds to a place than their demographic characteristics.
- Perception of the local economy is not a leading reason residents create an emotional bond to a place.

*Source: Knight Foundation*

- Organize a “music lab task force” comprised of representatives from local bands and others from the music industry to conceptualize a recording studio and rehearsal spaces based on their needs.
- Identify experts who can draft a business plan for the music studio.
- Promote the music studio concept and business plan to interested investors.
- Examine Space in Austin, Texas, and Diamond Sound Studios in Nashville, Tennessee, as models. ([www.spaceatx.com](http://www.spaceatx.com) and [www.diamondsoundstudios.com](http://www.diamondsoundstudios.com))

TACTIC: Publish a downtown Provo guide and/or culinary magazine.

- The guide should showcase locally owned restaurants, arts and music venues, and happenings. Involve local bloggers in conceptualizing the guide.
- Examine *EdibleChicago* and other cities’ “Edible” publications as a model for a culinary magazine.

## 6. Marketing

**Goal: Provo is nationally recognized as a destination for business due to its vibrant economy and high-quality talent.**

### 6.1 Within Provo, build enthusiasm for economic development.

TACTIC: Market this strategic plan internally.

- Refer to Section Two of this report, which describes the organizational structure needed to support implementation.
- Arm Steering Committee members and City representatives with a presentation and speaking points that they can use to share this Strategy with their networks.
- Host a public Economic Development Summit at which this Strategy is unveiled to attendees. Or include a presentation on this Strategy at the City's Strike Force Prosperity event.
- Post this report on the ProvoStrategy.com website. Include links to the project website on the City's website.
- Schedule an annual event at which the City and other leaders update the public on implementation progress.

### 6.2 Strengthen Provo's economic development brand and marketing communications.

TACTIC: Create a stand-alone economic development marketing website.

- Provide current information about site and building availability, data on the community, and information about existing companies and suppliers. Provo's strengths related to its target industries should be clearly articulated and visible.
- Use the website as an information portal. Provide information related to economic research, success stories, networking groups, mentoring opportunities, etc. This will serve prospective businesses, existing businesses, and residents alike.
- Ensure the website is compatible on mobile and tablet devices.
- Highlight Provo's lifestyle amenities. Many executive decisions are based on lifestyle, which translates into talent recruitment and retention.
- Format the website to have a clean design, with information communicated via images, graphs, bullet points, etc. This is more impactful than lengthy written copy.
- Consider creating a blog that shares Provo's economic development wins, success stories, and new developments. Ask local leaders and community members to contribute to the blog.
- Use all forms of communication, such as social media, texting, and other media outlets to promote brand awareness.

- The website should be structured in a way that can be expanded to include other communities, allowing it to evolve into a Utah Valley Regional Economic Development Corporation website in the future.

TACTIC: Continue to have an active social media presence.

- Provo City currently uses Facebook, Twitter, and Flickr. Consider adding a LinkedIn page for Provo city staff members. LinkedIn provides a platform to directly connect with site selectors and companies.
- Consider adding a YouTube channel for the City to share new city initiatives, profile target industry companies, and highlight arts and culture events such as the Rooftop Concert Series.
- Engage local bloggers in promoting good news about Provo. Invite lifestyle bloggers to participate on the arts and culture advisory group described in the Quality of Life section of this report.
- Contract with a local blogger(s) to develop weekly content for Provo's marketing campaign, especially through social media.

### 6.3 Market Provo to BYU alumni: "Come home to Provo."

TACTIC: Engage in conversations with BYU alumni.

- Conduct a survey of BYU alumni about their opinions on economic development potential for Provo.
- Encourage the Mayor to work with BYU's Rollins Center for Entrepreneurship & Technology to facilitate a roundtable discussion with 10-15 of BYU's most successful, entrepreneurial alumni about what Provo can do to become a national hotbed for entrepreneurship and

#### Best Practice: Promoting Rankings

Greater Austin Chamber and the Convention and Visitors Bureau tout their many rankings. The Convention and Visitors Bureau includes a list of all rankings on its website. The Chamber sprinkles rankings throughout its economic development website.

[http://www.austinconventioncenter.com/pressroom/FS\\_Rankings\\_2012.2.pdf](http://www.austinconventioncenter.com/pressroom/FS_Rankings_2012.2.pdf)

Metro Orlando dedicate a section of their website to factoids and rankings:

<http://www.orlandoedc.com/About-Metro-Orlando/factsrankings.shtml>

JAXUSA Partnership blends rankings into its Fast Facts brochure:

[http://www.jaxusa.org/Files/Data%20Center/About/Jax\\_Facts.pdf](http://www.jaxusa.org/Files/Data%20Center/About/Jax_Facts.pdf)

Metro Denver also dedicates a website page website to rankings:

<http://www.metrodenver.org/site-selection/rankings>

Many EDOs integrate rankings into their social media campaigns, posting rankings on all of their channels when new ones come out. The Des Moines Partnership has one of the most robust social media campaigns in the country. Links to all of their social media sites are available on their homepage:

<http://www.desmoinesmetro.com>

technology. (Please see the Business Climate section of this report for additional details on this tactic.)

- Work with BYU and UVU alumni to help connect with out of state and out of country access to out of state alumni.

TACTIC: Advertise in *Brigham Young Magazine* and periodicals that focus on the LDS market.

- Advertise in BYU Alumni Magazine and on the BYU Alumni website.

#### **6.4 Work more closely with the Governor's Office and EDCUtah to attract companies to Provo.**

TACTIC: Consider becoming a member of Utah Economic Development. Provo City is not currently listed in the Economic Development Directory on the Utah Economic Development website.

TACTIC: Participate in EDCUtah events and others that align with Provo City's target industries such as:

- Advanced Manufacturing: SpeedNews Aerospace Manufacturing Conference; Aviation and Aerospace Industry Manufacturing Summit
- Consumer Products: Natural Products Expo West; Outdoor Industry Association's Outdoor Retailer
- Information Technology: Data Center World; NAB Show
- Life Sciences: BIO; AdvaMed and MedTech Conferences
- Professional Services: ACCE Conference

#### **6.5 Coordinate marketing efforts with the Utah Valley Convention & Visitors Bureau.**

TACTIC: Bring target industry events to the Utah Valley Convention Center.

- Work with the Convention and Visitors Bureau to identify target industry events, such as executive conferences.
- Create a package of information for marketing Provo City to those events.
- Support the Convention and Visitors Bureau's efforts to attract those events to Provo City.

TACTIC: Work together to create a business-oriented event that attracts visitors from across the state and beyond, such as a high profile economic summit featuring prominent BYU alumni as speakers or a TEDx conference.

TACTIC: Share Provo City's economic development message with visitors.

- Place economic development-related promotional materials in visitor locations, such as area hotels and the Convention Center.

- Consider creating an economic development-related video that runs on the informational channel in Provo City hotel rooms.
- Identify annual events, such as the Freedom Festival, that attract a large number of out of town visitors. Consider co-sponsoring a campaign aimed at event visitors that touts Provo City as a business destination.

**6.6 Leverage Provo and Utah Valley’s rankings and accolades to promote economic development in Provo.**

TACTIC: Keep a running list of rankings when Provo shows up in a Top 10 List.

- Post this list on the City’s website.
- Promote rankings on website and social media accounts.
- Weave success stories in with rankings, such as the region’s development a hub for technology and talent. Craft press releases that can be distributed to national media.
- See the sidebar on the previous page for examples.

## SECTION TWO:

### **Implementation Plan**

*This final section of the report provides instruction on how to implement the Strategy. It recommends an organizational structure for coordinating implementation, metrics for tracking performance, and a table containing all actionable items, timeframes, and responsibilities for reach.*

## Implementation Organization

This Strategy is designed to ensure a coordinated approach to economic development. It calls on many organizations in Provo City to step in to assist with implementation, not just the City government.

To begin, create a **toolkit of materials that Steering Committee members can use to share this Strategy** with others in the community. The toolkit could contain a (1) PowerPoint presentation highlighting target industries, goals, and recommendations, (2) a one-page flyer summarizing the Strategy, and (3) a copy of the Strategy. A project implementation website could also be developed to keep the Strategy online and allow the community to track implementation.

Spend two to three months meeting with all organizations listed in the “responsibility” column of the implementation tables. Help them understand the importance of the Strategy and ask them to adopt recommendations related to their organizations in their own organizational plans.

We recommend that Provo City establish an Economic Development Strategic Planning **Implementation Committee** consisting of one representative from each organization listed in the “responsibility” box of the tables. This Committee should be charged with monitoring progress. In 2013/2014, the Committee should meet on a quarterly basis. It can scale back meeting frequency basis as recommendations are completed.

Establish two **Co-Chair** positions for the Implementation Committee, preferably from the private sector. The Chairs may rotate on an annual or bi-annual basis.

Within the Implementation Committee, **working groups** should form around each major topic in the report: Education and Workforce, Business Climate, Infrastructure, Quality of Life, and Marketing.

Working groups will be comprised of representatives from each organization listed in the “responsibility” column of the worksheet. Working groups can meet as frequently as needed between Implementation Committee meetings to establish a plan for addressing their recommendations and take action. During each Implementation Committee meeting, working groups will be asked to report on progress to the larger group. Each working group can be assigned a chairperson to coordinate meetings and keep the agenda on track.

To share progress with the community at-large, consider **creating a website** that tracks implementation. Examples of implementation websites for economic development strategies include: [www.Opportunity-Next.com](http://www.Opportunity-Next.com) and <http://innovatenortheastflorida.com/status-reports/>.

### Steps to Implementation:

- ✓ Create a Strategy communications toolkit.
- ✓ Meet with implementers to discuss their roles.
- ✓ Share the Strategy with other community groups.
- ✓ Establish an Implementation Committee and working groups.
- ✓ Establish a website that shares implementation progress.
- ✓ Engage City staff in providing support to the Committee.
- ✓ Schedule quarterly Committee meetings for working groups to report progress.
- ✓ Calculate metrics and update the implementation tables on an annual basis.

The Strategy is a living document. **On an annual basis, the Implementation Committee (and working groups) should update the Strategy** vis-a-vis the implementation tables. Cross-off recommendations that have been completed, adjust timelines and responsibilities as needed, update wording as needed, and eliminate recommendations that are no longer relevant. Calculate metrics and develop a scorecard to grade performance.

Provo City will assist with facilitating the Implementation Committee meetings. Its role will be similar to the role it played with the Strategy's Steering Committee – send meeting notices, identify a meeting location, handle meeting logistics, and distribute follow-up reports to committee members.

Provo City and the organizations involved with implementation can monitor progress by tracking the percent complete for each recommendation contained in the implementation tables contained in the following pages. Other metrics are provided in the following section.

Finally, **Provo City should evaluate its staff organization for coordinating the implementation of this Strategy and performing research, business development, prospect management and other day-to-day operations.** There may be a need for adjusting staff responsibilities to provide more dedicated time to overseeing implementation progress. Incorporating the Strategy's goals and tactics into staff performance reviews will also be helpful.

## Metrics

Metrics provide a means of measuring the success of an economic development strategic plan and setting goals to work towards. It is difficult to perfectly quantify the success of an economic development strategy, as many factors influence a local economy, including the overall health of global markets, the operations of individual businesses, commodity prices, social media trends, and many more. By setting goals and regularly measuring specific metrics, local leaders can observe trends and quantify the effects of local programs. The following suggested metrics provide guidance for monitoring the success of Provo's economic development and marketing performance.

### Implementation Metrics:

Tracking the implementation progress for each recommendation in this report is a metric in itself. By regularly checking recommendation progress to the implementation schedule, Provo leadership can gauge whether the Strategy is actually being implemented and continue to effectively direct efforts. The Implementation Committee and working groups should regularly track implementation of the Strategy according to the schedule.

### General Economic Health Metrics:

The Implementation Committee can also effectively monitor the overall health of Provo's economy by annually examining key statistics regarding the local economy:

- Increased rate of employment growth (overall and by target industry, see below)
- Increased rate of wage and income growth
- Decreased unemployment rate
- Increased percentage of population with higher educational attainment (e.g., associates degree or higher)
- Increased percentage of population aged 25 to 44 years
- Decreased percentage of population living below the poverty line
- Increased tax revenue

### Marketing Campaign Metrics:

Marketing activity metrics are designed to monitor the effectiveness of marketing recommendations in this Strategy. If the campaign is producing results, Provo should expect to see increased activity in the following areas:

- Frequency of social media postings by Provo City
- Number of social media followers
- Frequency of hashtag (#) mentions of Provo City and economic development campaign

- The ratio of engagement activities (such as retweets, forwards, and likes) to the number of followers in each social media platform (Facebook, Twitter, etc)
- Number of visitors to Provo City's (or regional organization's) economic development webpages
- Number of referrals to Provo campaign website through search engines
- Average length of stay by visitors on the website
- Number of media mentions (television, radio, newspaper, news sites)
- Active list of rankings where Provo City appears in the Top 10
- Percentage of qualified leads that are generated through social media and the campaign website

#### **Economic Development Campaign Metrics:**

The economic development campaign should ultimately lead to increased prospect activity, new company growth, company expansions and business recruitment. The following metrics indicate that local policies, improvements and marketing activities are paying off:

- Increased number of new business licenses granted by Provo City
- Increased number of qualified leads
- Increased number of prospect visits
- Increased number of won projects
- Increased job growth rate by existing and new businesses (see below)
- Increased corporate investment

#### **Target industry Job Creation Metrics:**

Job creation numbers should not be taken as a complete indicator of success or failure in targeting an industry. Some industries grow more slowly than others, and a range of factors from outside Provo can drastically affect employment within an industry. Additionally, direct job creation in each target industry will have broader indirect and induced local multiplier job creation impacts. For example, one job in manufacturing can lead to additional jobs as that manufacturing employee purchases a home, buys groceries, and generally invests his or her salary back into the local economy. Provo leadership should continue to track overall job creation as a measure of general success for the entire campaign while also looking at performance in each target industry. Target industry performance will indicate which recommendations may need further support and which have had the most significant payoff.

For the purposes of this Strategy, the project team has created three scenarios for measuring successful growth in target industries (Note: Target industries are defined using NAICS codes listed in the *Report 2: Target Industry Identification*):

**Scenario 1 – Baseline:** This scenario projects target industry job creation at a baseline level, using recent local industry performance, EMSI forecasts for Provo and the US, and Avalanche analysis. This baseline scenario still projects faster growth in all industries than the US forecasts, due to the better than average economic performance in Provo in recent years and numerous competitive assets.

- In Scenario 1, Provo employment is forecast to grow 22%, creating 11,100 new jobs overall from 2012 to 2022.
- Of these jobs, 6,200 (56%) are projected to be in the targeted industries, representing 23% growth, just above overall economic growth.

**Provo Target Industry Metrics - Scenario 1 - Baseline**

Target Industry	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Net New Jobs, 2012-2022	Total Growth, 2012-2022
Advanced Manufacturing	1,180	1,189	1,199	1,209	1,218	1,228	1,238	1,248	1,258	1,268	1,278	98	8%
Consumer Products	432	452	472	494	517	540	565	591	618	646	676	244	56%
Hospitality & Tourism	8,623	8,689	8,756	8,823	8,891	8,959	9,028	9,097	9,167	9,237	9,308	685	8%
Information Technology	4,559	4,705	4,856	5,012	5,173	5,338	5,510	5,686	5,869	6,057	6,251	1,692	37%
Life Sciences	8,139	8,359	8,586	8,818	9,057	9,302	9,554	9,813	10,078	10,351	10,631	2,492	31%
Professional Services	3,560	3,648	3,738	3,831	3,925	4,022	4,122	4,224	4,328	4,435	4,545	985	28%
<b>Total Target Employment</b>	<b>26,493</b>	<b>27,043</b>	<b>27,607</b>	<b>28,186</b>	<b>28,780</b>	<b>29,390</b>	<b>30,016</b>	<b>30,658</b>	<b>31,317</b>	<b>31,994</b>	<b>32,689</b>	<b>6,196</b>	<b>23%</b>
<b>Overall Provo Employment</b>	<b>50,688</b>	<b>51,705</b>	<b>52,743</b>	<b>53,802</b>	<b>54,882</b>	<b>55,983</b>	<b>57,107</b>	<b>58,253</b>	<b>59,422</b>	<b>60,615</b>	<b>61,832</b>	<b>11,144</b>	<b>22%</b>

Source: Avalanche, EMSI

**Scenario 2 – Moderate Growth:** This scenario projects slightly accelerated growth in the targeted industries, with growth in each targeted industry accelerated by 0.5% additionally each year. This scenario anticipates that the economic development strategy will have a moderate effect on target industry growth rates in Provo, accelerating them by ½ a percentage point per year. For this projection, the project team chose a very conservative multiplier effect of 1 for the overall economy (essentially, for each new target industry job created, another 1 job will be created elsewhere in the local economy).

- In Scenario 2, Provo employment is forecast to grow 28%, creating 14,400 new jobs overall from 2012 to 2022.
- Of these jobs, 7,800 (54%) are projected to be in the targeted industries, representing 30% growth.

- Essentially, a 0.5% annual difference in growth just in the targeted industries, will translate to 330 more jobs every year in the entire economy (29% more annual jobs).

**Provo Target Industry Metrics - Scenario 2 - Moderate Growth**

Target Industry	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Net New Jobs, 2012-2022	Total Growth, 2012-2022
Advanced Manufacturing	1,180	1,195	1,211	1,227	1,243	1,259	1,275	1,292	1,309	1,326	1,343	163	14%
Consumer Products	432	454	477	501	527	553	581	611	642	674	709	277	64%
Hospitality & Tourism	8,623	8,732	8,843	8,955	9,068	9,183	9,300	9,418	9,537	9,658	9,780	1,157	13%
Information Technology	4,559	4,728	4,903	5,085	5,274	5,469	5,672	5,882	6,100	6,326	6,561	2,002	44%
Life Sciences	8,139	8,400	8,669	8,948	9,234	9,531	9,836	10,152	10,477	10,813	11,160	3,021	37%
Professional Services	3,560	3,666	3,775	3,887	4,002	4,121	4,244	4,370	4,500	4,634	4,771	1,211	34%
<b>Total Target Employment</b>	<b>26,493</b>	<b>27,175</b>	<b>27,878</b>	<b>28,602</b>	<b>29,348</b>	<b>30,117</b>	<b>30,908</b>	<b>31,724</b>	<b>32,565</b>	<b>33,431</b>	<b>34,324</b>	<b>7,831</b>	<b>30%</b>
<b>Overall Provo Employment</b>	<b>50,688</b>	<b>51,970</b>	<b>53,285</b>	<b>54,634</b>	<b>56,017</b>	<b>57,436</b>	<b>58,892</b>	<b>60,385</b>	<b>61,917</b>	<b>63,489</b>	<b>65,102</b>	<b>14,414</b>	<b>28%</b>

Source: Avalanche, EMSI

**Scenario 3 – Strong Growth:** This scenario projects strongly accelerated growth in the targeted industries, with growth in each targeted industry accelerating by 1.0% additionally each year. This anticipates that the economic development strategy will have a strong effect on target industry growth rates in Provo, accelerated them by at least an entire percentage point per year. For this project, the project team again chose a very conservative multiplier effect of 1 for the overall economy (essentially, for each new target industry job created, another 1 job will be created elsewhere in the local economy).

- In Scenario 3, Provo employment is forecast to grow 35%, creating 17,800 new jobs overall from 2012 to 2022.
- Of these jobs, 9,500 (53%) are projected to be in the targeted industries, representing 36% growth.

- Essentially, a 1.0% annual difference in growth just in the targeted industries, will translate to 670 more jobs every year in the entire economy (60% more annual jobs).

**Provo Target Industry Metrics - Scenario 3 - Strong Growth**

<b>Target Industry</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Net New Jobs, 2012-2022</b>	<b>Total Growth, 2012-2022</b>
Advanced Manufacturing	1,180	1,201	1,223	1,245	1,267	1,290	1,313	1,337	1,361	1,386	1,411	231	20%
Consumer Products	432	456	481	508	537	567	598	631	667	704	743	311	72%
Hospitality & Tourism	8,623	8,775	8,930	9,088	9,249	9,412	9,579	9,748	9,920	10,096	10,274	1,651	19%
Information Technology	4,559	4,751	4,951	5,159	5,376	5,602	5,838	6,083	6,339	6,606	6,884	2,325	51%
Life Sciences	8,139	8,441	8,754	9,078	9,415	9,764	10,126	10,501	10,890	11,294	11,713	3,574	44%
Professional Services	3,560	3,684	3,811	3,944	4,081	4,222	4,369	4,521	4,678	4,840	5,008	1,448	41%
<b>Total Target Employment</b>	<b>26,493</b>	<b>27,308</b>	<b>28,151</b>	<b>29,023</b>	<b>29,924</b>	<b>30,857</b>	<b>31,823</b>	<b>32,822</b>	<b>33,856</b>	<b>34,925</b>	<b>36,033</b>	<b>9,540</b>	<b>36%</b>
<b>Overall Provo Employment</b>	<b>50,688</b>	<b>52,235</b>	<b>53,830</b>	<b>55,475</b>	<b>57,170</b>	<b>58,918</b>	<b>60,721</b>	<b>62,581</b>	<b>64,499</b>	<b>66,478</b>	<b>68,520</b>	<b>17,832</b>	<b>35%</b>

Source: Avalanche, EMSI

## Implementation Tables

The following pages contain a list of all actionable recommendations contained in this Strategy together with suggested start dates, end dates, and task assignments. These tables have been provided in Excel format as well so that they may be tracked and updated as needed.

### 1.0 Organization and Business Environment

**Goal: Provo is part of a strong regional economic development presence.**

% Complete	Recommendation	Start	End	Responsibility
	<b>1.1 Create a structure for facilitating regional economic development.</b>			
	Establish a Utah Valley Economic Development Corporation (UVEDC).	2015	2016	Provo City, other cities, counties, EDCUtah, Utah Valley Chamber
	Encourage leaders from the Chamber of Commerce, the Mountainland Association of Governments, the Governor’s Office, EDCUtah, Utah County, and the private sector to participate in the organization.			
	<b>1.2 Engage the private sector in regional economic development activities.</b>			
	Create an Executive Leadership Council (ELC) that is charged with advising the Economic Development Corporation and leveraging their influence in support of critical projects.	2016	2017	UVEDC
	Work with Governor’s Office to survey local businesses and identify specific impediments to local business climate.	2016	2017	UVEDC, ELC
	<b>1.3 Involve high ranking BYU alumni in envisioning the Provo City’s future.</b>			
	Host a summit of top BYU alumni in Provo.	2014	2014	Provo City, BYU, LDS Church
	Work with BYU’s Rollins Center and the LDS Church to organize the event.			
	Invite high profile, highly successful alumni from around the world to participate.			
	Engage a professional facilitator to lead the summit.			
	During the summit, engage attendees in a dialogue about Provo City and the region’s long-range future. Ask them to share their vision for Provo City and thoughts on economic development.			
	Determine participants’ interest level in and commitment to becoming actively involved in economic development initiatives.			

## 2.0 Entrepreneurship and Innovation

**Goal: Provo is a vibrant hub for entrepreneurs and innovation.**

% Complete	Recommendation	Start	End	Responsibility
	<b>2.1 Ensure that Provo has real estate for start-ups and high tech companies.</b>			
	Adopt policies that make downtown a destination for expanding startup companies.			
	Create City programs, such as low interest loans, expedited permitting, and grants, which make it easy for startups to expand their businesses downtown.	2013	2015	Provo City
	With the Startup Candy co-working facility as a hub, create a high tech, mixed-use development in the blocks surrounding the FrontRunner rail station.			
	Create a master plan for the area.	2014	2015	Provo City
	Develop available land and redevelop buildings around the rail station according to the Master Plan.	2015	2025	Provo City, private developers and building owners
	Ensure that the new development is connected to downtown and the BYU campus via pedestrian and bike paths.	2016	ongoing	Provo City
	The City should take steps to make sure the hub has high-speed broadband capacity and that other infrastructure needs are met.	2015	ongoing	Provo City
	Support the development and promotion of the East Bay Technology Park as Provo's research and development park.			
	Work with CBRE and Warren "Pat" King to refurbish the campus facilities so that they can support companies in Provo's target industries, in particular, Life Sciences, Information Technology, and the R&D activities of Advanced Manufacturing niche sectors such as clean and environmental technology.	2013	ongoing	Provo City
	Strongly consider the addition of a wet lab and dry lab incubator in the Park or elsewhere in Provo to foster Life Sciences growth.	2013	2015	CBRE, Warren Pat King
	Connect the park to downtown tech companies, Startup Candy, and other incubators and co-working spaces in Provo and the larger region. For example, this can happen through events that mingle Technology Park and co-working space tenants, dedicating space at the Park for co-working space / incubator graduates, a website that encourages discussion and idea sharing among tenants, and even infrastructure such as bike lanes that physically link the properties.	ongoing	ongoing	Provo City, East Bay Technology Park tenants, Startup Candy tenants, downtown

	Develop a marketing campaign for the East Bay Technology Park and other real estate for high tech, entrepreneurial ventures.			
	Create a world-class brand identity, marketing materials, and a marketing website for the park.	2014	2015	CBRE, Warren Pat King
	Look at the marketing efforts of Clemson University's CU-ICAR, The University of Virginia's Research Park, and the Virginia Tech Corporate Research Center as examples.			
	Bundle the marketing of East Bay, downtown tech hubs, Startup Candy, and other co-working spaces and incubators into a single marketing package to shows potential tenants that Provo can support a company from its seedling stage in a university laboratory, to its birth as a startup company, and through maturation.	2014	ongoing	Provo City and (proposed) UVEDC
	Establish a center of excellence for digital media that builds on UVU's UCAP pilot program.	2015	2018	UVU
	Engage local digital media businesses to participate.			
	Provide entrepreneurial support at the center.			
	<b>2.2 Better integrate BYU into economic development efforts at the city and state level.</b>			
	Recognize BYU's potential as an economic development catalyst.			
	Engage BYU leaders to participate in the Executive Leadership Council.	2016	2017	(proposed) UVEDC, Provo City, BYU
	Provo City representatives should meet with BYU's Technology Transfer Office on a regular basis to learn about and respond to BYU's needs. Identify ways that the City can increase the potential of technologies and research developed at the University to spin out into businesses in Provo.	quarterly	quarterly	Provo City, BYU
	Allocate university resources (such as The Rollins Center) to help local entrepreneurs, not just students, such as creating and leading programming at area co-working spaces and incubators.			BYU
	Engage with BYU's biomedical research team to plan an off-campus research center at East Bay Technology Park.	2015	2018	CBRE, Warren Pat King, Provo City, BYU

	<b>2.3 Feed new entrepreneurial ventures with knowledge and resources. Grow the culture of supporting Provo businesses.</b>			
	Create a Utah Valley Angel Investors network.	2015	2016	Utah Valley Chamber of Commerce, Grow Utah Ventures
	Create a virtual alumni program for entrepreneurs to continue to be involved remotely as mentors.	2015	ongoing	UVU Business Resource Center, BYU Rollins Center, Utah Valley Chamber of Commerce, Provo City
	Create a Business Plan Competition for area university students.	2016	annually	BYU, UVU
	Incentivize technologies and business ideas that serve global and social needs to stay aligned with BYU's mission.			BYU
	Involve BYU's Rollin's Center in crafting the competition.			BYU
	Explore Rice University's Business Plan Competition as a model for Provo.			
	Re-circulate successful home grown business capital back into local companies.			
	Assemble a meeting of successful homegrown business CEOs to discuss ways for Provo companies to assist entrepreneurs with capital and mentoring.	2014	2014	Utah Valley Chamber of Commerce, UVU Business Resource Center, BYU Rollins Center
	Increase awareness of how mature businesses in other communities give back to local start-ups through creating their own Corporate Venture Capital funds, purchasing from local start-ups, and acquiring local start-ups. Look at examples of Corporate Venture Capital funds such as Dell Inc.'s Dell Corporate Ventures, GlaxoSmithKlein's SR One, and Siemens AG's Siemens Venture Capital.	2014	2014	Utah Valley Chamber of Commerce, UVU Business Resource Center, BYU Rollins Center
	Expand BYU's corporate venture arms.	ongoing	ongoing	BYU
	As a model, examine the community's involvement in ad promotion of the University of Texas Horizon Fund.			
	Better connect BYU's Rollins Center with the Technology Transfer Office.	ongoing	ongoing	BYU
	Explore the possibility of establishing Venture Capital Clubs at BYU and UVU.	2017	ongoing	BYU, UVU
	Examine Stanford University's Venture Capital Club as a model.			

	Establish a Provo Bootstrapping Network and host Bootstrap Boot Camps.	2014	ongoing	Provo high tech startup leaders
	Consider adopting Austin, Texas' Bootstrap Network as a model. This successful program has expanded into other communities in the US and abroad. <a href="http://www.bootstrapaustin.org/index.html">http://www.bootstrapaustin.org/index.html</a>			
	Aggregate all information relevant to starting a company in Utah Valley into a single online portal.	2015	2016 ongoing	Provo City, UVU Business Resource Center
	Work with UVU's Business Resource Center to collect the information and create the website.	2015	2015	Provo City, UVU Business Resource Center
	Include an interactive data "warehouse" that contains economic, industry, and demographic information on the region to help inform entrepreneurs and others about the marketplace. Work with The Wheatley Institution to support this initiative.	2015	ongoing	Provo City, UVU Business Resource Center, Wheatley Institution
	Work with the Utah Valley Chamber of Commerce and/or the (proposed) Utah Valley Economic Development Corporation to highlight regional entrepreneurship resources on their websites.	2015	ongoing	Utah Valley Chamber of Commerce, Utah Valley EDC (proposed)

### 3.0 Workforce and Education

**Goal: Provo has a seamless talent pipeline to support target industry workforce needs.**

% Complete	Recommendation	Start	End	Responsibility
	<b>3.1 Continue to improve Provo City Schools, aligning programming to the larger talent pipeline for Provo's economic development targets.</b>	ongoing	ongoing	Provo City School District
	Implement career tracks and other programs at Provo City School District that focus on building target industries skills.	2014	2020	Provo City School District
	Ensure that Provo City School District offers Career and Technical Education (CTE) programming related to each target industry.			
	Consider adding specialized training for aerospace MRO; automation equipment operations and mechatronics; and culinary / hospitality.			
	Ensure that digital media design is an emphasis of the Information Technology Education track.			
	Expand CTE programming to all Provo high schools and middle schools.			
	Create dual enrollment and advanced placement opportunities that allow high school students to earn college credits and connect them with area colleges and universities.	2016	2019	Provo City School District
	Create Center of Excellence for digital media that connects to UVU's UCAP pilot program.	2017	2020	Provo City School District
	<b>3.2 Increase educational programs related to the medical field in Provo.</b>			
	Encourage Rocky Mountain University of Health Professional's and Lake Eerie College of Osteopathic Medicine's efforts to establish a medical school in Provo.	2013	ongoing as appropriate	Provo City, RMUHP, LECOM
	If needed, work with Rocky Mountain University of Health Professions and Lake Eerie College of Osteopathic Medicine to find a site appropriate for their campus. Encourage them to plan for and construct facilities that are environmentally friendly and conserve space.			

	Support Intermountain Utah Valley Regional Medical Center's growth and connectivity to the community.	2013	ongoing	Provo City
	Consider the possibility of moving the neighboring Provo City School District facilities elsewhere and utilizing that property for a BYU and Intermountain shared life sciences and wellness-related R&D center.	2013	2015	Provo City, Provo City School District, Intermountain UVRMC
	Continue to involve Intermountain in health care career education programs at Provo School District, BYU, UVU. In the future if possible, involve Rocky Mountain University of Health Professions and Lake Erie College of Osteopathic Medicine in student health career programs as well.	2013	ongoing	Intermountain UVRMC, BYU, UVU, Provo City School District
	<b>3.3 Improve business involvement in area schools, from K-12 to university-level.</b>			
	Encourage local businesses to provide internships and apprenticeships to BYU and UVU students.	2014	ongoing	Utah Valley Chamber of Commerce, BYU, UVU, (proposed) UVEDC, area companies
	Ensure that the Work-Based Learning program in Provo City School District includes internships and apprenticeships in target industry companies.			Provo City School District, Utah Valley Chamber of Commerce, (proposed) UVEDC
	Create an Education Foundation that obtains donations and volunteers to help local schools.	2014	2015	Provo City School District, volunteers
	Encourage local companies to establish their own in-house apprenticeship and training programs.	2013	ongoing	Utah Valley Chamber of Commerce, Provo City, (proposed) UVEDC, area companies
	Connect companies and educators to acquire equipment and services needed to train prospective incoming students.			
	Examine Novatek's School as a model for other companies.			

	<b>3.4 Increase information available regarding target industry careers and learning opportunities.</b>			
	Develop a career information website for the region.	2017	2018	Provo City, (proposed) UVEDC, Utah Valley Chamber of Commerce
	The highly interactive website should illustrate the careers associated with each target industry and the training and education requirements of each.			
	Develop an interactive map of educational programs in the region associated with each target industry career pathway.			
	The website should also contain career information, such as average salary, current employment level in the region, and forecasted demand.			
	The website may also contain current job postings.			
	<b>3.5 Work with UVU to expand programming throughout Provo.</b>			
	Establish a UVU Culinary Academy in downtown Provo.	2014	2016	UVU
	Link the Academy to the Convention Center.			
	Involve the Academy in culinary cultural experiences such as the Farmer’s market, proposed Edible Provo publication, and cultural guide.			
	Connect Provo City School District career programming with UVU.	ongoing	ongoing	UVU, Provo City School District

## 4.0 Infrastructure

**Goal: Provo has infrastructure in place to support growth.**

% Complete	Recommendation	Start	End	Responsibility
	<b>4.1 Align long-term land use planning with economic development goals.</b>			
	Update the City's master plan to reflect this economic development strategy.	2014	2015	Provo City
	Engage a professional urban planning firm or community development staff to update the Land Use / General Plan in 2014.			
	Increase the Land Use Plan's level of detail. For example, identify redevelopment and greenfield development sites such as those around Provo Airport, Mountain Vista, East Bay, and downtown.			
	Determine the infrastructure investments needed for sites that are long-term targets.			
	Identify areas of Provo City that are suited for high density, vertical development.			
	Identify locations where more housing is needed to support future growth.			
	Address zoning issues related to housing, office, and industrial spaces.			
	Focus on high quality development.			
	<b>4.2 Ensure Provo City's roadway infrastructure has the capacity and connectivity to accommodate a much larger population in the future.</b>	2015	ongoing	Provo City, Utah County, UDOT
	Advocate for UDOT and federal funding for another highway intersection at 800 North and at the Provo Westside Connector at South University.			
	Create a committee that focuses on long-term transportation issues and works to balance the need of businesses and residents, including a new highway intersection.			
	Educate Provo City residents on the importance of the new interchange.			
	Organize a team of City leaders, elected officials, business executives, and other community spokespeople to lead the advocacy effort.			

	<b>4.3 Ensure Provo City has the water and wastewater capacity to accommodate a much larger population in the future.</b>	2013	ongoing	Provo City
	Continue to implement the recommendations in Provo City's 2010 Water System Master Plan.			
	Continue to take measures to exceed the State of Utah's water conservation goal and follow the City's water conservation plan. Stay committed to water conservation.			
	Explore and secure long-term water sources, including: existing springs; maintaining water wells and water well rights; and maintaining access to existing surface water and storage water. Move forward with the development of Big Springs and several new wells under the available UMPA water rights.			
	Secure water treatment infrastructure that can keep up with Provo's projected growth. The City currently uses water from the UVWTP on a capacity available basis. To meet future production requirements, it is recommended that the City work to ensure that it has priority in the plant during summer months for the treatment of its surface water supplies.			
	<b>4.4 Continue to improve Provo Airport's capacity and connectivity.</b>	ongoing	ongoing	Provo City
	Seek out additional air carriers to serve Provo Airport.			
	Supplement Allegiant's service to Provo City with additional routes, provided either by Allegiant or another carrier.			
	Improve access to the airport, especially the west side connection, Lakeview Parkway, and Utah Lake crossing to Center.	2015	ongoing	Provo City, Utah County, UDOT
	Thoughtfully choose the types of land users locating near the Provo Airport. Integrate this in the Land Use Plan.			
	<b>4.5 Work with private developers to increase Class A office availability in Provo.</b>			
	Consider new office construction and rehabilitation of existing space.			
	Consider turning available municipal golf course land into a Class A office park.	2017	2019	Provo City, private developers
	Clean up sites, such as Mountain Vista, to improve marketability.	2013	ongoing	Provo City
	Establish tax increment financing (TIF) districts in downtown locations best suited for office space.	2014	2016	Provo City

## 5.0 Quality of Life

**Goal: Provo offers a healthy, safe, and amenity-rich environment for families and businesses.**

% Complete	Recommendation	Start	End	Responsibility
	<b>5.1 Continue to invest in the revitalization of downtown Provo.</b>			
	Continue to make progress on implementing the Center Focus Downtown Plan.	ongoing	ongoing	Provo City
	Invest in beautification of the Center Street corridor.			
	Engage local businesses in sponsoring the initiative.	2014	ongoing	Provo City, downtown businesses, volunteers
	Create a volunteer program that allows residents to participate in the beautification process.	2014	ongoing	Provo City
	Adopt design standards for public realm improvements.	2014	2014	Provo City
	Create list of needed beautification projects and organize by priority, timing, and funding needs.	2014	2015	Provo City
	Continue to invest in and promote cultural and recreational events downtown.			
	Work with organizers of the Rooftop Music Series to find sponsors and volunteers. Ensure that adequate resources are available to continue and expand the Series.	2013	ongoing	Provo City, Rooftop Music Series organizers
	Promote Provo's chapter of "Buy Local First Utah" and the Provo Farmers Market.	ongoing	ongoing	Provo City, Buy Local First Utah, Provo Farmer's Market
	Support the creation of a culinary academy in downtown Provo.	2013	until complete	Provo City, Provo CVB, UVU
	Share news about downtown events with the outside world through social media. Build awareness that Provo has a thriving cultural scene and vibrant downtown.	ongoing	ongoing	Provo City, (proposed) UVEDC
	Host outdoor events such as running and cycling competitions that showcase Provo's scenery and recreational amenities.	ongoing	ongoing	Provo City, BYU, UVU, local nonprofits

	<b>5.2 Continue to build Provo’s music, art, and culinary scenes.</b>			
	Establish a group of music, art and culinary industry representatives who advise the City staff on the needs of the music, culinary, and alternative arts community.			
	Create an Emerging Arts Council to champion the local arts community and reach new audiences in Provo.	2013	2013	Provo City, local emerging arts leaders
	Meet with the group on a regular basis to listen to and respond to their needs as possible.	monthly	monthly	Provo City
	When appropriate, intersect the group with the Provo Arts Council to organize events at the Covey Center.	TBD	TBD	Provo City, local emerging arts leaders, Provo Arts Council
	Organize a Downtown Arts Festival to showcase local artists and celebrate Provo’s cultural amenities.	2018	annual	Emerging Arts Council, Provo City, volunteers
	Identify a means to generate dedicated funding for arts and culture in Provo.			
	Explore the possibility of adopting a hotel tax specifically dedicated to funding local arts and culture initiatives.	2015	2017	Provo City, CVB, Provo Arts Council, Emerging Arts Council, others
	Create an annual Provo City arts and culture grant utilizing the dedicated hotel-motel tax revenues to fund local initiatives.	2017	ongoing	Provo City, CVB
	Establish a music-recording studio and rehearsal spaces in Provo.			
	• Organize a “music lab task force” comprised of representatives from local bands and others from the music industry to conceptualize a recording studio and rehearsal spaces based on their needs.	2013	ongoing	Provo City, local music industry representatives, other downtown leaders
	Identify experts who can draft a business plan for the music studio.	2014	2014	(proposed) Music Lab Task Force
	Promote the music studio concept and business plan to interested investors.	2014	until complete	(proposed) Music Lab Task Force
	Examine Space in Austin, Texas, and Diamond Sound Studios in Nashville, Tennessee, as models. (www.spaceatx.com and www.diamondsoundstudios.com)			
	Publish a downtown Provo guide and/or culinary magazine.	2014	quarterly updates	CVB, Provo Farmers Market, Downtown Provo Restaurant Association
	The guide should showcase locally owned restaurants, arts and music venues, and happenings. Involve local bloggers in conceptualizing the guide.			
	Examine EdibleChicago and other cities’ “Edible” publications as a model for a culinary magazine.			

## 6.0 Marketing

**Goal: Provo is nationally recognized as a destination for business due to its vibrant economy and high-quality talent.**

% Complete	Recommendation	Start	End	Responsibility
	<b>6.1 Within Provo, build enthusiasm for economic development.</b>			
	Market this strategic plan internally.			
	Arm Steering Committee members and City representatives with a presentation and speaking points that they can use to share this Strategy with their networks.	2013	2013	Provo City
	Host a public Economic Development Summit that highlights economic development issues in Provo. Lead a presentation on Strategy implementation with the Steering Committee, City leaders, and City staff.	2013	2013	Provo City, Avalanche Consulting
	Post this report on the ProvoStrategy.com website. Include links to the project website on the City's website.	2013	2013	Provo City, Avalanche Consulting
	Schedule an annual event at which the City and other leaders update the public on implementation progress.	2013	annually	Provo City
	<b>6.2 Strengthen Provo's economic development brand and marketing communications.</b>			
	Create a stand-alone economic development marketing website.	2014	2016	Provo City (2014) or (proposed) UVEDC (2016)
	Provide current information about site and building availability, data on the community, and information about existing companies and suppliers. Provo's strengths related to its target industries should be clearly articulated and visible.			
	Use the website as an information portal. Provide information related to economic research, success stories, networking groups, mentoring opportunities, etc. This will serve prospective businesses, existing businesses, and residents alike.			
	Ensure the website is compatible on mobile and tablet devices.			
	Highlight Provo's lifestyle amenities. Many executive decisions are based on lifestyle, which translates into talent recruitment and retention.			

	Format the website to have a clean design, with information communicated via images, graphs, bullet points, etc. This is more impactful than lengthy written copy.			
	Consider creating a blog that shares Provo's economic development wins, success stories, and new developments. Ask local leaders and community members to contribute to the blog.			
	Use all forms of communication, such as social media, texting, and other media outlets to promote brand awareness.			
	The website should be structured in a way that can be expanded to include other communities, allowing it to evolve into a Utah Valley Regional Economic Development Corporation website in the future.			
	Continue to have an active social media presence.	2013	ongoing	Provo City and (proposed) UVEDC
	Provo City currently uses Facebook, Twitter, and Flickr. Consider adding a LinkedIn page for Provo city staff members. LinkedIn provides a platform to directly connect with site selectors and companies.	2013	ongoing	Provo City
	Consider adding a YouTube channel for the City to share new city initiatives, profile target industry companies, and highlight arts and culture events such as the Rooftop Concert Series.	2013	ongoing	Provo City
	Engage local bloggers in promoting good news about Provo. Invite lifestyle bloggers to participate on the arts and culture advisory group described in the Quality of Life section of this report.	2013	ongoing	Provo City
	Contract with a local blogger(s) to develop weekly content for Provo's marketing campaign, especially through social media.	2013	ongoing	Provo City
	<b>6.3 Market Provo to BYU alumni: "Come home to Provo."</b>			
	Engage in conversations with BYU alumni.			
	Conduct a survey of BYU alumni about their opinions on economic development potential for Provo.	2014	2014	BYU, Provo City
	Encourage the Mayor to work with BYU's Rollins Center for Entrepreneurship & Technology to facilitate a roundtable discussion with 10-15 of BYU's most successful, entrepreneurial alumni about what Provo can do to become a national hotbed for entrepreneurship and technology.	2013	2014	Provo City, BYU
	Work with BYU and UVU alumni to help connect with out of state and out of country access to out of state alumni.	2014	ongoing	Provo City, UVU, BYU

	Advertise in Brigham Young Magazine and periodicals that focus on the LDS market.	2016	ongoing	Provo City or (proposed) UVEDC
	Advertise in BYU Alumni Magazine and on the BYU Alumni website.	2016	ongoing	Provo City or (proposed) UVEDC
	<b>6.4 Work more closely with the Governor’s Office and EDCUtah to attract companies to the state and to Provo.</b>			
	Consider becoming a member of Utah Economic Development. Provo City is not currently listed in the Economic Development Directory on the Utah Economic Development website.	2014	annually	Provo City and (proposed) UVEDC
	Participate in EDCUtah events and others that align with Provo City’s target industries.	2014	ongoing	Provo City or (proposed) UVEDC
	Advanced Manufacturing: SpeedNews Aerospace Manufacturing Conference; Aviation and Aerospace Industry Manufacturing Summit			
	Consumer Products: Natural Products Expo West; Outdoor Industry Association’s Outdoor Retailer			
	Information Technology: Data Center World; NAB Show			
	Life Sciences: BIO; AdvaMed and MedTech Conferences			
	Professional Services: ACCE Conference			
	<b>6.5 Coordinate marketing efforts with the Utah Valley Convention &amp; Visitors Bureau.</b>	2014	ongoing	Provo City, CVB, and (proposed) UVEDC
	Bring target industry events to the Utah Valley Convention Center.			
	Work with the CVB to identify target industry events, such as executive conferences.			
	Create a package of information for marketing Provo City to those events.			
	Support the CVB’s efforts to attract those events to Provo City.			
	Work together to create a business-oriented event that attracts visitors from across the state and beyond, such as a high profile economic summit featuring prominent BYU alumni as speakers or a TEDx conference.	2017	annually	CVB, Provo City, (proposed) UVEDC
	Share Provo City’s economic development message with visitors.			
	Place economic development-related promotional materials in visitor locations, such as area hotels and the Convention Center.	2015	ongoing	CVB, Provo City, (proposed) UVEDC
	Consider creating an economic development-related video that runs on the informational channel in Provo City hotel rooms.	2016	ongoing	Provo City and (proposed) UVEDC
	Identify events, such as the Freedom Festival, that attract a large number of out of town visitors. Consider co-sponsoring a campaign aimed at event visitors that touts Provo City as a business destination.	2016	ongoing	CVB, Provo City, (proposed) UVEDC

	<b>6.6 Leverage Provo and Utah Valley's rankings and accolades to promote economic development in Provo.</b>			
	Keep a running list of rankings when Provo shows up in a Top 10 List.	ongoing	ongoing	Provo City and (proposed) UVEDC
	Post this list on the City's website.	2014	ongoing	Provo City
	Promote rankings on website and social media accounts.	2013	ongoing	Provo City
	Weave success stories in with rankings, such as the region's development a hub for technology and talent. Craft press releases that can be distributed to national media.	2013	ongoing	Provo City

## APPENDIX

## Appendix A: Economic Development Structure, Efforts, and Regional Partnerships

Alongside a formal economic development incentive policy, an economically successful community must maintain strong relationships between all organizations involved in economic development, including local workforce organizations, educational institutions, chambers of commerce, and city governments. Collaboration requires everyone involved to speak in one voice regarding the community's goals, strengths, and strategy. It also requires clearly established roles for each organization within the economic development system, as each one plays a unique role in progressing the community forward.

### The Importance of Regionalism

A regional approach is critical to economic development. When companies and site consultants consider locations for investment, they begin at a regional level. Political boundaries between states, counties, and cities are not considered in the initial phases of a site search. In general, projects begin by looking at geographic territories that, depending on the type of business, make sense logistically, contain solid foundations of suppliers and talents, and are cost competitive. Territories considered might be large geographic regions such as the Southeast US or more specific such as sites within three hours driving time to an OEM.

After a geographic territory is established, more specific criteria come into play, allowing the company or site consultant to filter prospective locations. Which city or county a project locates in is determined later in the selection process when considering specific real estate and incentives.

Regionalism is important for several reasons. First, packaging assets at a regional level helps a community stand out in the site selection process, especially in the early stages when prospects are developing their initial list of large geographic territories to consider. Second, a regional approach allows communities to pool resources to build brand awareness and market. It elevates efficiency and effectiveness of economic development campaigns, especially in today's noisy and hyper competitive business climate. Finally, it shows prospects that communities can set aside differences to serve the needs of their customers. This gives a businesses confidence that the community will work together to take care of their investment and their people.

### The Role of Cities in Regional Efforts

Cities have a valuable part to play in regional economic development. To begin, cities must understand the larger regional strategy and their role in supporting the strategy. Cities have responsibility for many factors that affect a region's ability to attract and expand businesses, including, for example, infrastructure and land use, quality of life, regulatory climate, and business costs. Aligning local decisions about investments and policies with the regional vision improves a city's long-term competitiveness.

All cities within a region should actively participate in and support the regional economic development organization. The regional EDO must be aware of each city's assets so that it can promote those strengths to prospects. Cities should trust the regional EDO to conduct external marketing, facilitate local partners in discussions about improvements to area assets, and fulfill other mission functions. Trust is vitally important. Prospects feel turned off when too many representatives from a region participate in meetings. Allow the regional EDO to pursue leads and be the primary interface until the point the prospect is ready to review city-specific topics.

### City Staffing when a Regional EDO is in Place

City economic development staff needs largely depend on the mission and structure of the regional economic development marketing organization. These entities work together to pursue parallel goals for the community. At a minimum, a city should have a full-time economic development professional to support the regional group, fulfill prospect requests, and coordinate activities as needed across other city departments. In many smaller communities, this individual serves in the city's planning department. In larger communities, this individual may report directly to the city manager and mayor's office.

In addition to a full-time economic development director, a city may employ support staff. Support staff may include an assistant economic development manager, a research manager, an ombudsman to navigate businesses through city processes, and an executive assistant.

### Funding the Regional EDO

A city should expect to invest in the regional economic development organization. The level of investment depends on the regional EDO's structure and funding. In some cases, all cities invest an equal amount in the EDO. In others, funding formulas are based on the city's population size and/or geographic distance to the EDO's headquarters.

### Working with Other Cities in a Region

Intercity cooperation strengthens economic development potential. As stated earlier, companies do not look at political boundaries when determining where to locate. In most cases, a company's job creation will positively impact the economies of cities located within a 45-60 minute drive from the business. However, it is natural for communities to struggle to celebrate a project that locates in a neighboring city, especially when residents pressure public officials about the missed opportunity.

Once again, a regional mindset is helpful. Focusing on the good of the region and the long-term regional strategy puts city-to-city competition into healthy perspective. In the country's top performing economic development initiatives, cities know which regional target industries are best suited for their assets. They may even claim ownership of niche target industries. For example, City A is the best location in the region for bioscience research and development, while City B is the best location for medical device manufacturing. This approach helps the regional economic development organization direct prospect leads to local partners and helps cities justify why some projects land in neighboring towns while others locate within their city limits.

Increasingly we see situations in which two municipalities or counties co-invest in infrastructure that is critical to economic development success. For example, several communities in the Southeastern US have shared the cost of preparing mega sites for business. Often these large properties straddle multiple political jurisdictions and improvements depend on cooperation among area governing entities. Cities and counties are also co-investing in shared regional infrastructure projects as well, such as water treatment facilities.

For a regional economic development organization, it is important that cities are treated as equitably as possible. Defining city and county level targets is smart way to distribute prospects and build confidence that smaller cities and counties will have a fair shake at opportunities. Although cities may invest in the regional organization at different levels (depending on funding formulas), they deserve equal seating on the EDO's board of directors or advisory committee (depending on structure).

## Appendix B: Target Industry Publications

At the time when Provo City or a Utah Valley Regional Economic Development Corporation engages in a media relations campaign, include the following target industry publications in the list of contacts:

### Advanced Manufacturing

- Aerospace Engineering and Manufacturing Magazine
- Directions Magazine
- Landings Magazine
- Aviation Week
- Speed News
- Renewable Energy Magazine
- International Journal of Environmental Technology and Management
- Nano Magazine

### Consumer Products

- Nutraceuticals World
- Nutraceutical Business and Technology Magazine

### Information Technology

- The Data Center Journal
- Data Center Management Magazine
- InformationWeek
- Health Informatics Magazine

### Life Sciences

- Life Science Leader Magazine
- American Laboratory Magazine
- Laboratory Equipment Magazine
- Medical Design Technology Magazine

Professional Services

- Industrial Engineer Magazine
- Power Engineering Magazine
- IBS Intelligence
- Banking Technology Magazine