ECONOMIC DEVELOPMENT STRATEGIES

Kaylinn Escobar

Policy Research Fellow
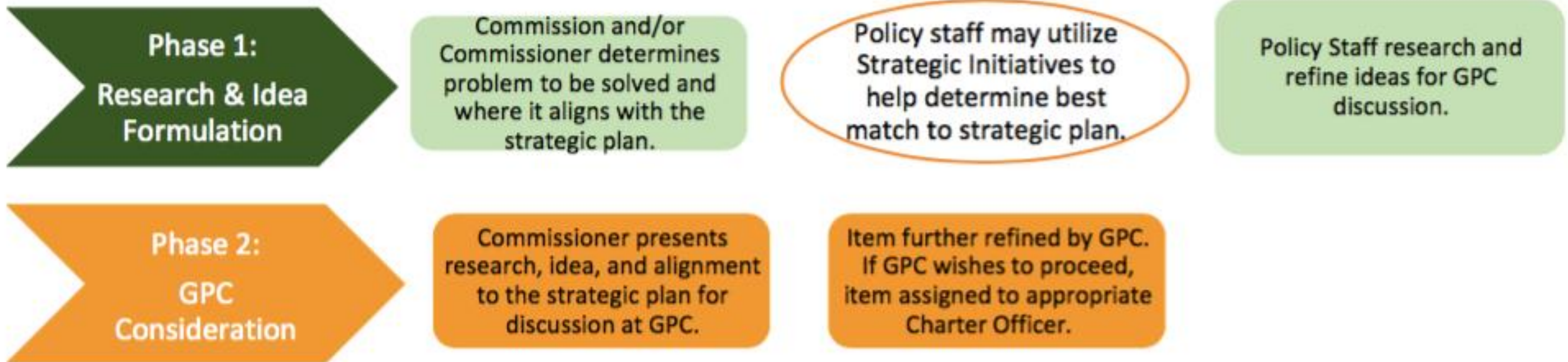
Office of the City Clerk

December 1, 2022 CCOM

Item # 2022-742

POLICY RESEARCH PROCESS

Phase 1:
Research & Idea Formulation

Commission and/or Commissioner determines problem to be solved and where it aligns with the strategic plan.

Policy staff may utilize Strategic Initiatives to help determine best match to strategic plan.

Policy Staff research and refine ideas for GPC discussion.

Phase 2:
GPC Consideration

Commissioner presents research, idea, and alignment to the strategic plan for discussion at GPC.

Item further refined by GPC. If GPC wishes to proceed, item assigned to appropriate Charter Officer.
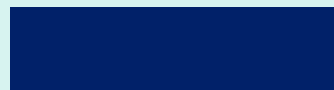
CITY OF GAINESVILLE

- City of Gainesville Strategic Plan for Economic Development, 2010
  - Focus on improving infrastructure, business environment, workforce, diversified economy, and quality of life
- 6% decrease in downtown business since 2010 -> Downtown Strategic Plan
- "Start a New Business" tab in Economic Development page of website
- Current Incentives
  - Opportunity Zones
  - GRU's Economic Development rate
  - Enterprise Zone savings
  - Enterprise Zone Manufacturing Retention/Expansion Incentive Program
  - Industrial Revenue Bonds
  - Gainesville Community Reinvestment Area

STATE OF FLORIDA

- Small Business Resource Guide
- "Starting a Business in Florida" webpage

ALACHUA COUNTY

- "Business Resources" page
  - External counseling services
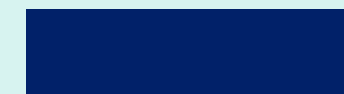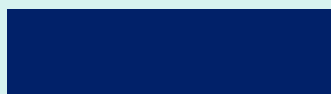- Small Business Enterprise Assistance Program

OTHER ORGANIZATIONS

- Greater Gainesville Area Chamber of Commerce
  - Start-Up Guide and Hitchhiker's Guide for entrepreneurs
  - Incentive list
- University of Florida collaboration with City
  - Community centered research, academic research rather than a business
  - University of Florida Industry Partnerships (UFLIPS)
- Santa Fe College
  - Center for Innovation and Economic Development; business incubator
  - Works independently with local small businesses, dedicated center to their development

Economic Development Strategies Used by Other Municipalities

SMALL BUSINESS GUIDES

- Details city processes and advice for starting a business
- City of Seattle
  - Small Business Handbook, Office of Economic Development
  - Collaboration with Seattle's Small Business Advisory Council
- State of Texas
  - The Governor's Small Business Handbook, Texas Secretary of State
  - Collaboration with the Governor's Small Business Team
- City of Miami
  - Online guide, question-based
- City of Doral
  - Guide with links to specific city certificates

ROBUST RESOURCE PAGES

- Expanded resources and incentives offered
- Can include resources offered by community partners
- City of Orlando
  - Browse alone or fill out contact form to have unique resources for their needs
  - Incentives
    - 11 programs
- City of Tallahassee
  - Step by step explanation of how to complete paperwork
  - City, county, state resource information

ADVISORY BOARDS

Broward County
- Small Business Advisory Board in 2001
- Each County Commissioner appoints 1 member each, Board appoints 2 at-large members

City of Sunrise
- Small Business Advisory Board
- Advises Director of Economic Development
- 7 members, appointed by City Commission

SPECIALIZED ASSISTANCE

City of Miramar - create virtual appointments with Economic/Business Development Department (EBD)

- Types of businesses
  - Existing business
  - New business
  - Distressed business
  - Corporate business
  - Housing
  - Minority business

City of Coral Springs - Economic Development Office

- Services
  - Confidential Project Management
  - Site Selection
  - In-depth market data
  - Community connections

PREVIOUS POLICY RESEARCH REPORTS RELATED TO ECONOMIC DEVELOPMENT

- Empty Storefront Activation and Temporary Art Installations
  - Can improve the **appearance of empty storefronts, provide economic opportunities for artists, and attract tenants** to the location.
  - May include **2D, 3D or pop-up installations**/studio space for artists. Programs are frequently done in collaboration with non-profit organizations, local artists, and local businesses.
  - San Francisco, CA; Arlington, MA
- Economic Development Corporations
  - **Private, non-profit organizations** dedicated to job creation within a municipality that can serve as an **alternative for economic development** being the responsibility of a public agency.
  - Finances improvement programs, provides loans, and encourages development
  - Lakeland, FL; Plant City, FL; Montgomery County, MD

POTENTIAL DISADVANTAGES TO POLICIES

Disadvantage

Engaging in these efforts would take **dedicated effort** by **city staff** and budget allocations are locked in for FY23.

Disadvantage

Integration of new programs may increase staff demand and may require establishment of new roles.

Disadvantage

Additional **incentives** on business development may **not** be **sufficient** to **increase** economic development within the City and may be better facilitated by community partners.

POTENTIAL ADVANTAGES TO POLICIES

Advantage

Business and Resource **Guides may encourage** the **creation** of more businesses by reducing knowledge and financial barriers
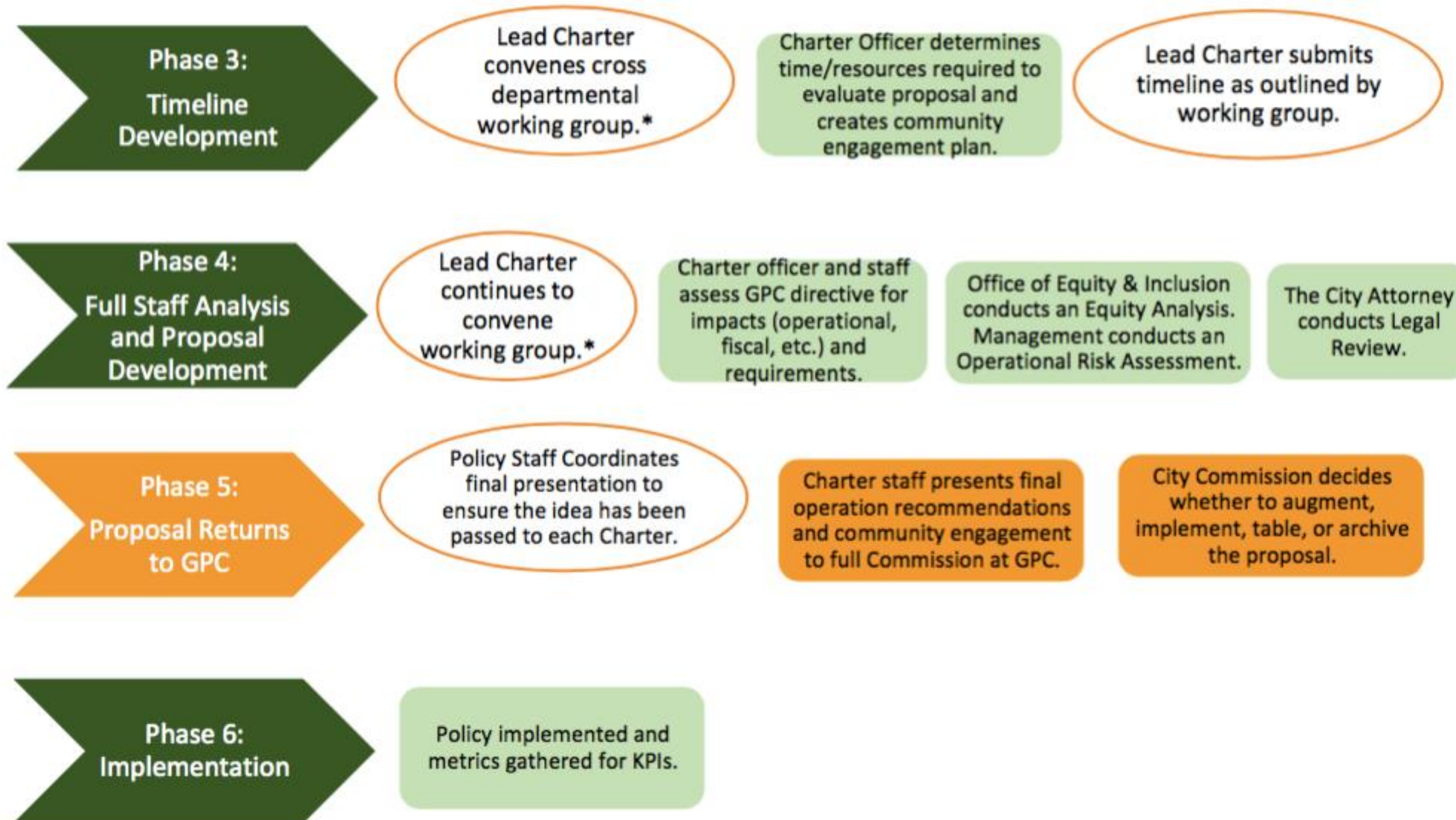
Advantage

Appointments with **staff/liaison** can improve **accessibility to resources** as it **centralizes** where to find programs and incentives.

Advantage

Advisory Boards can **increase communication** between government and the business community and provide advice on beneficial policies.

POLICY RESEARCH PROCESS

Phase 3: Timeline Development

Lead Charter convenes cross departmental working group.*

Charter Officer determines time/resources required to evaluate proposal and creates community engagement plan.

Lead Charter submits timeline as outlined by working group.

Phase 4: Full Staff Analysis and Proposal Development

Lead Charter continues to convene working group.*

Charter officer and staff assess GPC directive for impacts (operational, fiscal, etc.) and requirements.

Office of Equity & Inclusion conducts an Equity Analysis. Management conducts an Operational Risk Assessment.

The City Attorney conducts Legal Review.

Phase 5: Proposal Returns to GPC

Policy Staff Coordinates final presentation to ensure the idea has been passed to each Charter.

Charter staff presents final operation recommendations and community engagement to full Commission at GPC.

City Commission decides whether to augment, implement, table, or archive the proposal.

Phase 6: Implementation

Policy implemented and metrics gathered for KPIs.

DISCUSSION?