

Palm Beach County: Strategic Planning & Performance Management



Moving from Outstanding to Excellent!



ECONOMIC DEVELOPMENT CROSS DEPARTMENTAL TEAM

STRATEGIC PRIORITY: ECONOMIC DEVELOPMENT

“To promote economic revitalization by driving the creation of employment opportunities while reducing disparities and improving quality of life for everyone.”

Economic Development Goals:

- **A stable and diversified economic base that maximizes jobs for County residents**
- **Promote entrepreneurial development opportunities**
- **Revitalize communities to support economic development**
- **Enhance the tourism and hospitality industry**
- **Support and promote a viable and diverse agricultural industry**
- **Enhance and expand opportunities for paid and unpaid internship and apprenticeship programs**

Team

Jerry Allen – Airports ~ Paul Connell – Parks and Recreation ~ Sherry Howard – Housing and Economic Sustainability ~ Bryan Davis – Planning, Zoning & Building ~ Natalie Diaz Rodriguez – Community Services ~ Alicia Garrow – Libraries ~ Ike Powell – Youth Services ~ Rob Shelt – Public Safety
Leilani Yan – Human Resources ~ Kenny Rampersad – Water Utilities ~ Kimberly Hude – Fire Rescue
Arthur Kristein – Cooperative Extension

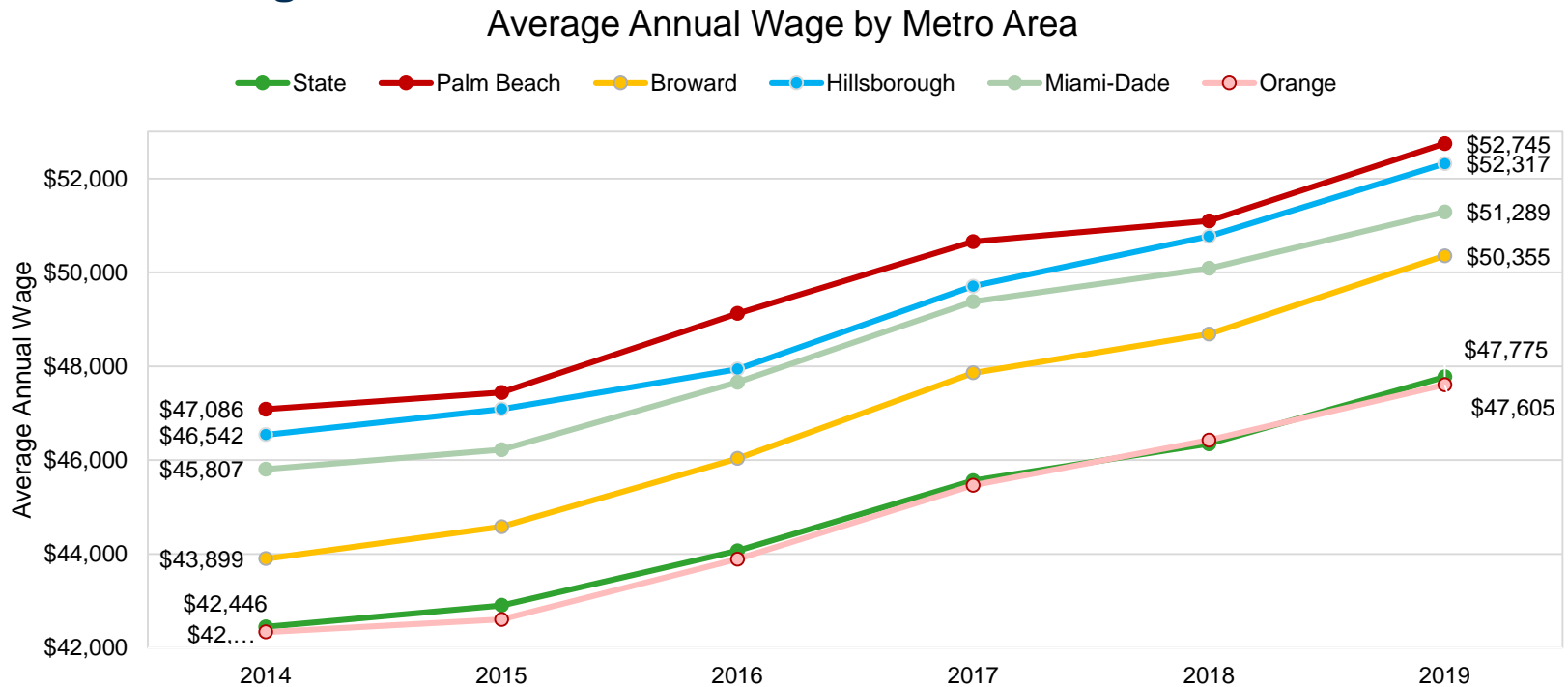


Kenisha James - Office of Equal Business Opportunity
Glenn Jergensen – Tourist Development Council ~ Grace Joyce - Planning, Zoning & Building
Joanne Keller – Engineering & Public Works ~ Chrystal Mathews – Office of Community Revitalization
Mark Osinga – Facilities Development & Operations ~ Carol Thompson - Housing and Economic Sustainability ~ Lisa Pontius – Office of Financial Management & Budget
Alternates ~ Allen Gray – Rebecca Schnirman – Scott Cantor – Amanda Vomero – Houston Tate

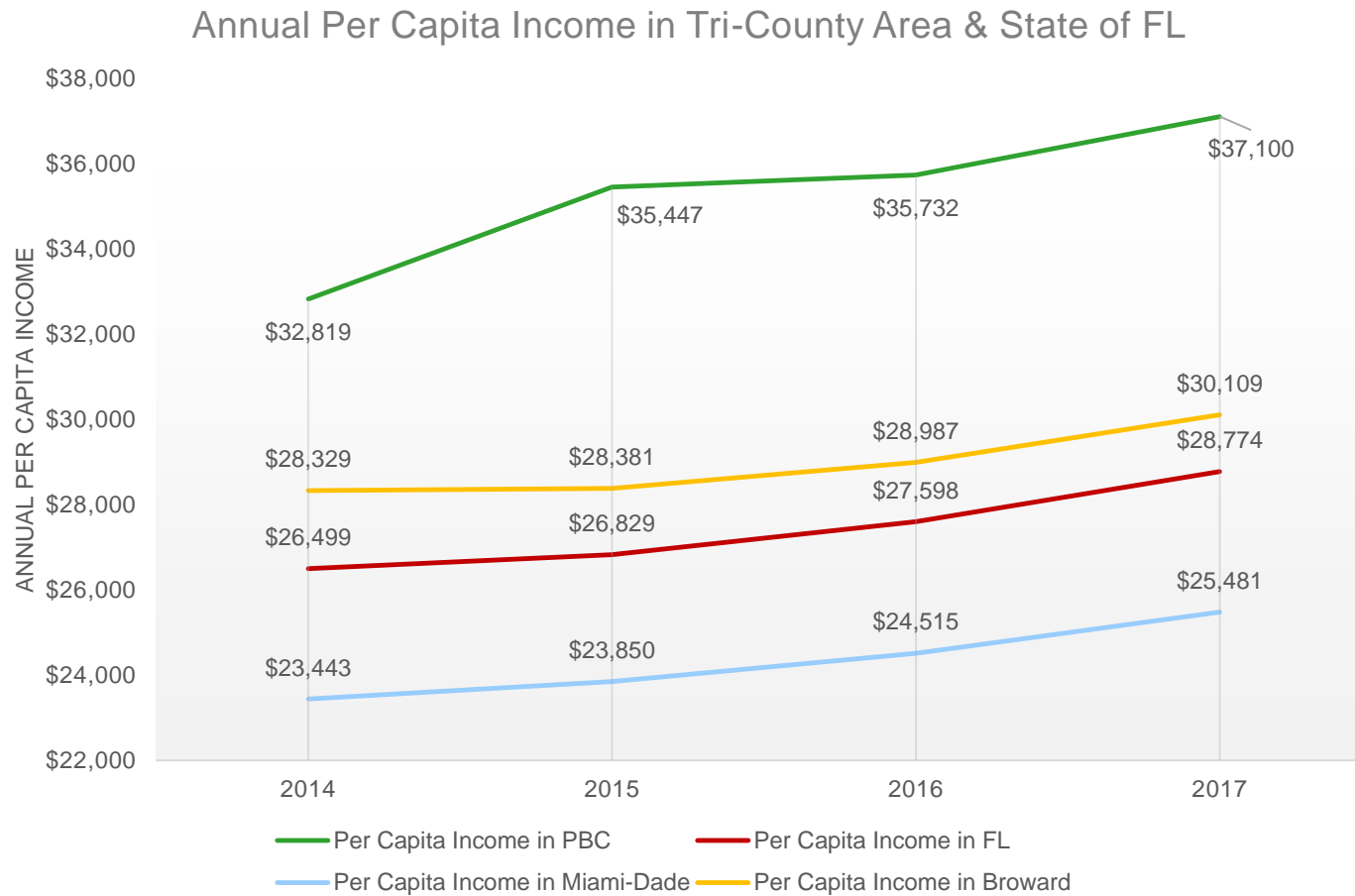
Goal 1. A stable and diversified economic base that maximizes jobs for County residents

Metrics

- Annual average wage in Palm Beach County
- Annual per capita income in Palm Beach County
- Targeted industry trends by sector
- Economic impact of economic development Incentives approved by BCC
- Bond Rating



Goal 1. A stable and diversified economic base that maximizes jobs for County residents



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Strategies:

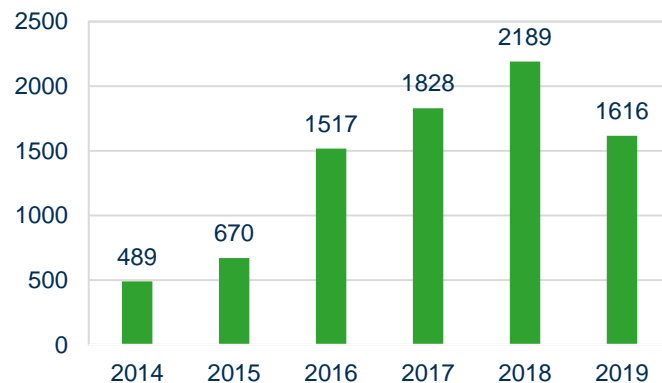
- **Coordinate efforts by stakeholders involved in the Biotech Industry Cluster regarding the development of wet lab space, incubators, and a teaching hospital**
- **Track the progress of development in distressed census tracts designated as Opportunity Zones**
- **Continue the implementation of the Glades Region Master Plan including economic development and infrastructure improvements**
- **Identify and facilitate ways to make Palm Beach County easier to do business with for internal and external customers**

Goal 2. Promote Entrepreneurial Opportunities

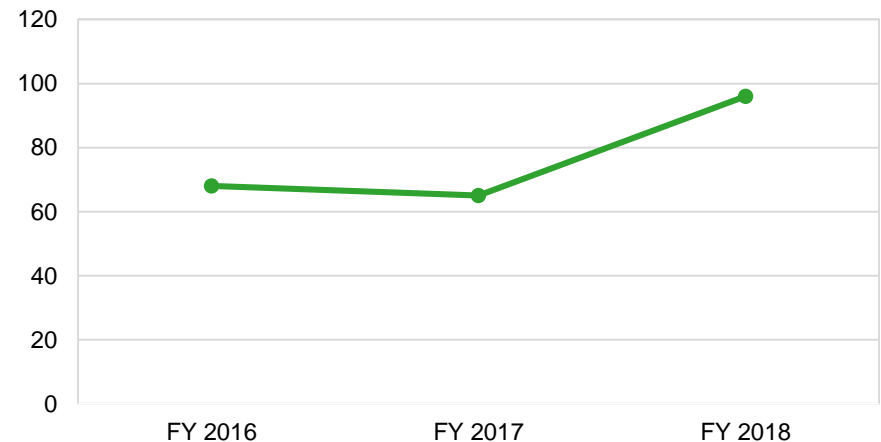
Metrics

- Number of businesses provided technical assistance through economic development partner contracts
- Number of small business certified/recertified
- Number of contract awards to S/M/WBEs
- Dollar volume of contract awards to S/M/WBEs
- Number of OEBO (Office of Equal Business Opportunity) outreach events to local entrepreneurs

Technical Assistance Provided to Businesses



Number of OEBO Outreach Events



Goal 2. Promote Entrepreneurial Opportunities

Strategies:

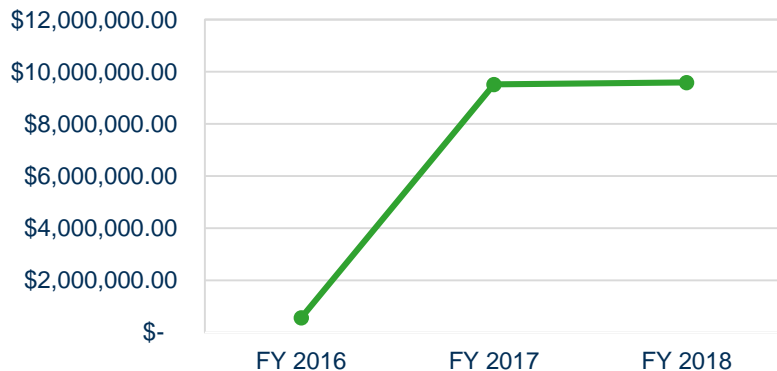
- **Market to and encourage local S/W/MBE's to become certified with OEBO**
- **Educate local business and promote opportunities for S/W/MBE's to participate in County business opportunities**
- **Collaborate with Libraries and Purchasing to provide entrepreneurial and small business education and materials to local residents**
- **Work with stakeholders to promote and streamline OEBO programs to increase the number of awards and the dollar volume of contract awards to S/W/MBE's**
- **Target services with high volumes of EBO waivers for additional outreach activities**

Goal 3. Revitalize Communities to Support Economic Development

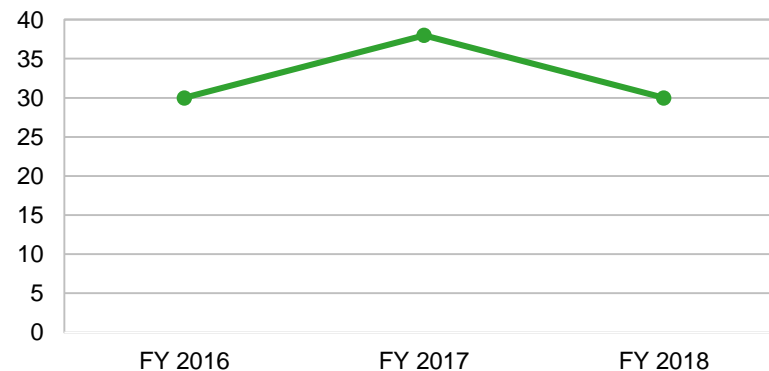
Metrics

- Unemployment rate in Palm Beach County
- Jobs created through CDBG and Section 108 programs for low & moderate income residents
- Number of Transit Oriented Development projects
- Number of Community Improvement Projects in CCRT (Countywide Community Revitalization Team) areas
- Value of Parks & Recreations capital projects completed

Parks and Recreation Capital Projects Completed

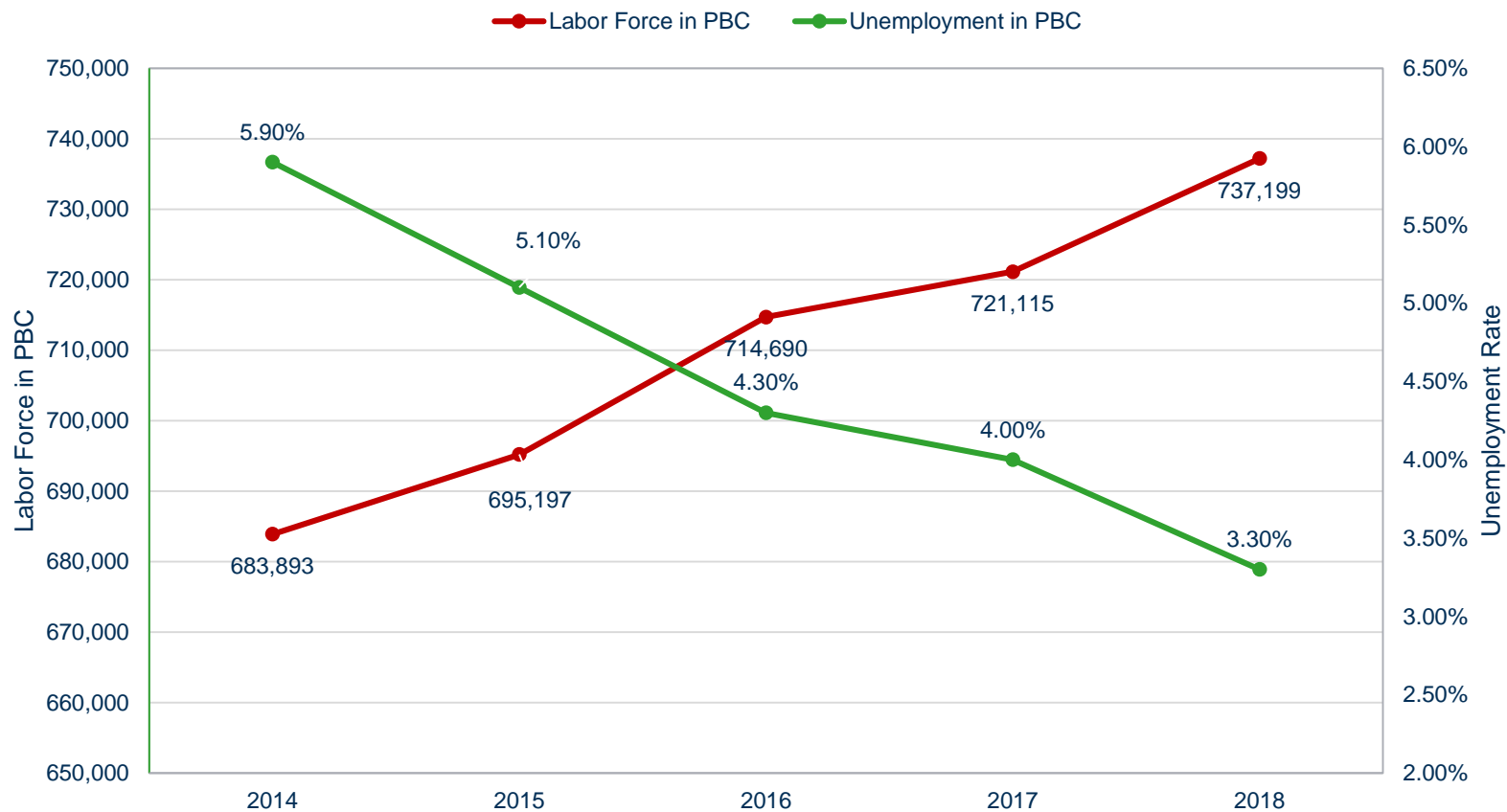


Community Improvement Grant Projects in CCRT Areas



Goal 3. Revitalize Communities to Support Economic Development

Annual Unemployment Rate vs Labor Force

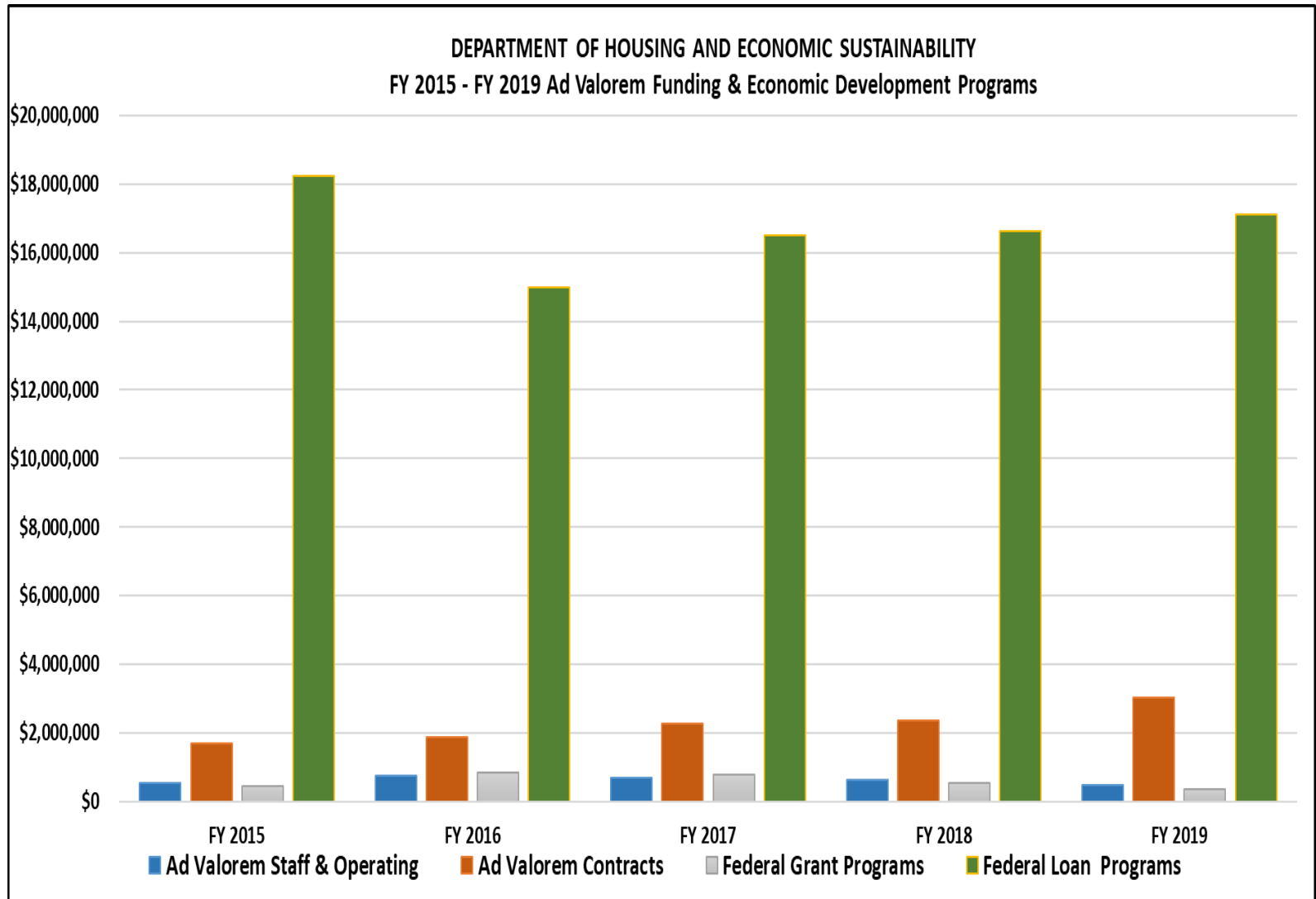


Goal 3. Revitalize Communities to Support Economic Development

Strategies:

- **Work with stakeholders to complete the Parks and Recreation Department Vision 2040 proposed masterplan and identify communities in need of additional parks and recreation locations and services**
- **Continue developing Park locations and amenities in Park deserts and CCRT (Countywide Community Revitalization Team) communities**
- **Work with local communities to promote and increase the number of community improvement projects**
- **Work with CRAs (Community Redevelopment Agencies) and promote brownfield assessment and loan program to property owners to encourage redevelopment**
- **Collaborate with departments to work with residents to invest in neighborhood sustainability**

Goal 3. Revitalize Communities to Support Economic Development

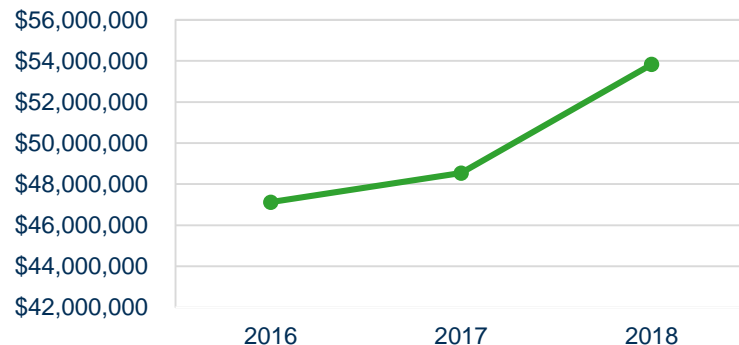


Goal 4. Enhance the Tourism and Hospitality Industry

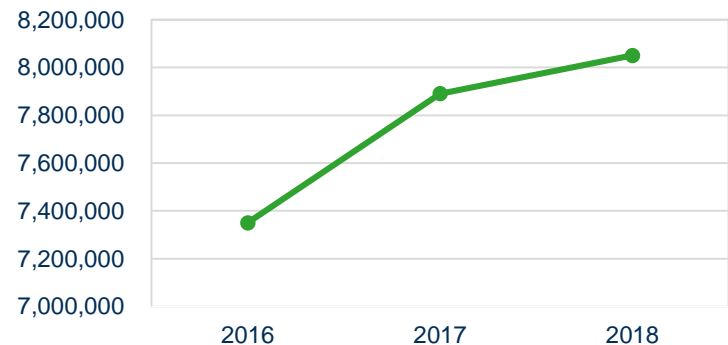
Metrics

- Tourist Development Tax (Bed Tax) collections
- Annual Leisure, Groups & Meeting & Sports tourism visitors
- Annual Groups and Meetings Hotel Room night bookings
- Annual PBC Convention Center Hotel Room night bookings
- Annual Sports Tourism Hotel Room nights actualized
- New Sports Tourism 1st Year Events
- Capital investments in new and expansion of cultural venues
- Eco tourism visitor growth year over year
- Annual Beach nourishment TDT Funding Growth year over year
- Each TDC Agency has 6 to 8 Performance Metrics monitored by TDC

Bed Tax Collections



Annual Visitation



Goal 4. Enhance the Tourism and Hospitality Industry

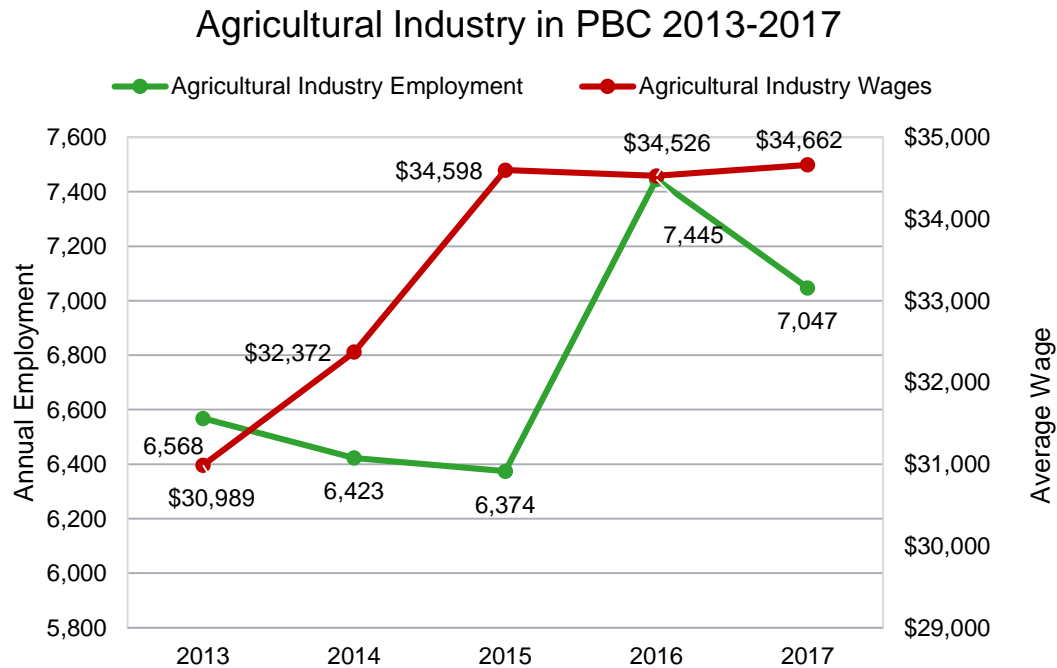
Strategies:

- **Review & update a Tourism Master Plan that includes input from public and private industry stakeholders and that will serve as a roadmap for branding, marketing, promotions, programming, facilities and infrastructure development**
- **Present PBC Convention Center District Expansion Study recommendations for future TDC investment**
- **Continue to engage League of Cities, the tourism industry partners, community business partners to plan, enhance and manage Palm Beach County's visitor economy and its success**
- **Encourage capital investment in new and expanded cultural venues and attractions**
- **Partner with private sector business to develop eco and sporting event amenities in County parks, existing venues and natural lands**

Goal 5. Support a Viable and Diverse Agricultural Industry

Metrics

- Estimated Acres of Agricultural Land in Palm Beach County
- Agricultural sales in Palm Beach County
- Agricultural wages in Palm Beach County



Goal 5. Support a Viable and Diverse Agricultural Industry

Strategies:

- Research hydroponically grown high-value crops
- Promote spin-off industries complementary to agricultural production
- Identify locations for additional equestrian disciplines
- Investigate options to develop Agro-tourism locations under current zoning alternatives

Goal 6. Enhance & expand opportunities for paid & unpaid internship & apprenticeship programs

Metrics

- Number of paid internships
- Number of paid apprenticeships
- Number of unpaid internships
- Number of interns placed in County jobs upon completion

Strategies:

- Continue to enhance programs for recruiting and hiring interns and apprentices in all departments
- Update and expand online information hub for Department programs
- Evaluate methods to incentivize County partners to invest in apprenticeship and internship programs

Next Steps

- **Continue to develop and refine strategies to address the County's goals for Economic Development**
- **Evaluate metric outcomes to determine effectiveness of strategies**
- **Modify strategies to address negative outcomes**