



Department Name: Economic Development

Fiscal Year: 2010/11

Date Prepared/Updated: 8-13-10 / 10-1-10

Department Mission/Purpose Statement

“We are dedicated to enhancing the City’s economy and business environment by assisting the community’s existing small businesses to become more competitive, helping local entrepreneurs grow, and facilitating new business investment; balancing private sector needs with neighborhood quality of life issues, and advocating on behalf of the City’s legislative objectives.”

Department Description:

Economic Development & Intergovernmental Affairs - Operating from within the City Manager’s Office, the Division provides business assistance, facilitates private capital investment, supports joint venture development, and conducts market research. This Division also coordinates the City’s intergovernmental advocacy efforts, including those of the City’s lobbying teams to secure funding from other governmental entities and to change legislation in the best interests of the City.

A detailed description of functions is provided in the functional Table of Organization on the following pages. In FY 2008/09, the Neighborhood Services Department and the Economic Development Department were reorganized in order to unify similar functions such as contracts management (Asset, Redevelopment and Housing), to better administer funding resources for public service programs and economic initiatives (Community Development, Homeless Services, and Economic Development/Intergovernmental issues), and to facilitate a sharing of professional and administrative resources. In FY 2009/10, the Office of Community Services was added as it aligns with the Department’s public service programming.

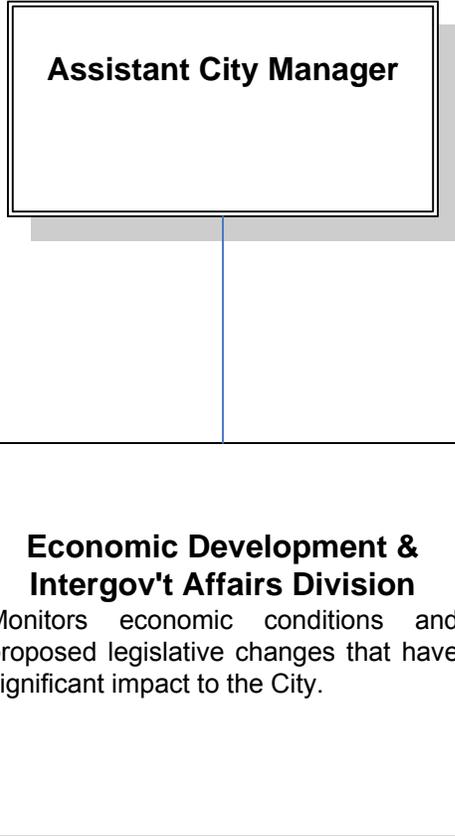
See attached Table of Organization



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Fiscal Environment:

The **Economic Development and Intergovernmental Affairs Division** obtains federal and state earmarks for City projects.

Business Environment:

The **Economic Development & Intergovernmental Affairs Division** assists existing businesses and new entrepreneurs and monitors economic conditions and proposed legislative changes that have significant impact to the City. As the economy recovers, high unemployment is expected to continue as more individuals return to the workforce. There also remains continued uncertainty regarding the real estate market, but the economic development focus is on small business assistance, business retention and business expansion, as the business community seeks opportunities to adapt and increase their market share. Additional challenges related to state and national level political and economic conditions will continue, and proposed legislative changes that have significant impact to local authority are expected to increase, and state and federal resources for local projects will continue to diminish, requiring adjustments in the City's legislative approach during the 2011-2012 legislative and congressional sessions.

Significant Prior Accomplishments:

Economic Development and Intergovernmental Affairs division:

In the last year included: the completion of construction on, and the opening of the Fifth and Alton joint venture, with 1,100 city operated parking spaces and 180,000 square feet of retail; a federal earmark of \$500,000 for the City's After School Program; approval by the City Commission of a purchase and sale agreement for an easement for the construction of the West Avenue Bridge, and an agreement for the purchase of a parcel for the development of the Collins Park Parking Garage.

Critical Success Factors:

Economic Development & Intergovernmental Affairs:

- Access to local/zip code level market information especially the job markets;
- State and Federal legislative and funding requests from departments should link to a Key Intended Outcome, due to the amount of time and resources spent on each request;
- Appropriation requests should be projects that are ready for submittal and not require future requests for extensions of time;
- Improve systems and train staff for retention and recruitment tracking and follow-up, as well as website maintenance;
- Geographic Information Systems – GIS systems are essential to enhancing the Department's mission;
- Administrative staff support is critical for appropriate levels of responsiveness to business inquiries;
- Additional interaction with key decision makers (state and federal);



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Future Outlook:

Economic Development & Intergovernmental Affairs

Economic conditions will continue to impact the business community, including traditional neighborhood goods and services; while the 'pricing out' of these business due to real estate prices may slow, challenges due to reduced consumer spending levels as well as local employment trends will increase. Market research efforts to include updated market capacity information will be more important than ever to help the business community, entrepreneurs and potential investors during their decision making. Strategies to retain rental apartments and hotel rooms need to be identified and/or implemented to mitigate the impact of condominium conversions during the past few years, and ensure that affordable housing remains available in the City.

Additional focus will be needed on underserved neighborhood business districts, and facilitating and increasing access to programs that assist entrepreneurship and small businesses. This will include working with Community Outreach and other organizations, such as the Small Business Development Centers, UNIDAD, the Chambers of Commerce, and other interested parties. There is an opportunity to co-brand with the SBDC and build it's presence in Miami Beach, enhancing the business development opportunities for the City's businesses and resident entrepreneurs.

At the State and Federal level, competition for funding will only continue to increase, while available funding decreases, and competing interests (with significant resources) will continue to increase their efforts to implement legislation that may have negative impact on the City.



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Citywide Key Intended Outcomes supported by the Department:

- Diversity business base in Miami Beach
- Increase access to workforce or affordable housing
- Enhance learning opportunities for youth
- Enhance Mobility throughout the City
- Improve parking availability
- Maintain City's infrastructure
- Preserve our beaches
- Protect historic building stock
- Enhance external and internal communication from within the City
- Improve the City's overall financial health and maintain overall bond rating
- Stabilize residential condominiums

See Department Performance Plan for additional supporting details



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| Citywide Key Intended Outcome | Departmental Performance Indicator | Actual | | | | | Target | | FY 2010/11 Department Activities |
|--|--|----------|----------|----------|----------|----------|----------|----------|--|
| | | FY 04/05 | FY 05/06 | FY 06/07 | FY 07/08 | FY 08/09 | FY 09/10 | FY 10/11 | |
| Diversify business base in Miami Beach | KPI: % businesses rating the CMB as one of the best, or above average, or average places to run a bus. | 75% | N/A | N/A | N/A | 87% | N/A | N/A | <ul style="list-style-type: none"> Continue to provide information on market opportunities to interested business Work with the State of Florida DCA on implementation of the Energy Economic Zone Pilot program Identify potential incentives that may facilitate industry diversification Work with workforce agencies to identify prospective entrepreneurs and small business owners. Maintain, grow, and disseminate a database of specified and targeted economic & market information. Identify and assist new economic and entrepreneurial opportunities in Miami Beach Identify barriers to growth for the City's businesses that are in non-economic base industries Continue offering the Miami Beach CARES Business Academy for existing and potential businesses to assist them in understanding the City's processes |
| | KPI: % of businesses that would recommend Miami Beach to others as a place to run a business | N/A | N/A | 62% | N/A | N/A | N/A | N/A | |
| | KPI: # of business assistance contacts | No Data | No Data | 70 | 117 | N/A | 120 | 60 | |
| | # of Economic reports distributed | No Data | No Data | No Data | 112 | N/A | 120 | 240 | |



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|--|--|----------|----------|----------|----------|----------|----------|----------|--|
| | | FY 04/05 | FY 05/06 | FY 06/07 | FY 07/08 | FY 08/09 | FY 09/10 | FY 10/11 | |
| Increase access to workforce or affordable housing | Federal Dept. of HUD Earmarks Awarded (\$ in millions) | N/A | N/A | N/A | .52 | .5 | .5 | .5 | <ul style="list-style-type: none"> Pursue Federal HUD Appropriations for the City Center Housing Initiative |
| | Neighborhood Stabilization Funding Awarded (in \$ millions) | N/A | N/A | N/A | N/A | 2.5 | 5 | 0 | |
| Enhance learning opportunities for youth | Federal Dept of Labor Earmarks for Entrepreneurship & Mentoring (\$ in millions) | N/A | N/A | N/A | N/A | 0 | 1 | 1 | <ul style="list-style-type: none"> Pursue Additional Federal Justice Appropriation for After School Program and Arts for learning |
| | Federal Dept. of Justice Earmarks for the After School Program (\$ in millions) | N/A | N/A | N/A | \$0.68 | 0.5 | 0.5 | 0.2 | |
| Enhance mobility throughout the city | Federal Transportation Funding (\$ in millions) | 3.2 mil | 0.64^ | 0.5^ | 0.57 | 0.5 | 0.5 | 1 | <ul style="list-style-type: none"> Work with housing authority on 17th Street Site Pursue project authorizations in the new federal Surface Transportation Authorization bill. |
| | Number of requests for Federal Transportation Appropriations bill | 2 | 2 | 2 | 1 | 1 | 1 | 1 | |
| | Surface Transportation Act Projects Submitted | N/A | N/A | N/A | N/A | 3 | N/A | N/A | |
| | Surface Transportation Act Authorized Project Amounts (\$ in millions) | N/A | N/A | N/A | N/A | 3.0 | 3.0 | 3.0 | |
| Improve parking availability | # of public/private opportunities | 2 | 4 | 3 | 3 | 2 | 3 | 2 | <ul style="list-style-type: none"> Continue to pursue joint venture opportunities: <ul style="list-style-type: none"> North Beach parking facility Gansevoort joint venture Collins Park Parking Garage Development Agreement/Land Swap |



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|--|--|----------|----------|----------|----------|----------|----------|----------|---|
| | | FY 04/05 | FY 05/06 | FY 06/07 | FY 07/08 | FY 08/09 | FY 09/10 | FY 10/11 | |
| Improve parking availability (Cont'd) | | | | | | | | | <ul style="list-style-type: none"> Continue to evaluate opportunities to acquire land where possible for additional parking |
| Maintain City's infrastructure | Federal STAG (Stormwater) Infrastructure Earmarks | 0 | 0 | 0 | 0 | 0 | .25 | 1 | <ul style="list-style-type: none"> Pursue Federal Infrastructure Appropriations |
| Preserve our beaches | Federal & State Beach Renourishment Funding (\$ in millions) | 7.3 | 1.9 | 5.5 | 1.8 | 1.7 | 1.5 | 5 | <ul style="list-style-type: none"> Continue federal lobbying to secure funding and sources of sand Pursue federal beach renourishment funding |
| Protect historic building stock | # of properties contacted about historic property incentives | No Data | No Data | No Data | 475 | 468 | 450 | 450 | <ul style="list-style-type: none"> Promote Miami-Dade County's historic property tax abatement |
| Enhance external and internal communication from and within the City | # of Business Academy sessions | N/A | N/A | N/A | N/A | N/A | 3 | 3 | <ul style="list-style-type: none"> Partner with the North Beach commercial real estate industry and other interests to create a commercial site directory. |
| | # of business guides distributed | No Data | No Data | No Data | 55 | 75 | 75 | 75 | |
| | # of Economic overview presentations conducted | No Data | No Data | No Data | 5 | 5 | 12 | 5 | |
| Improve the city's overall financial health and maintain overall bond rating | Total funding secured from the American Recovery & Reinvestment Act (\$ in millions) | N/A | N/A | N/A | N/A | 5.5 | TBD | 0 | <ul style="list-style-type: none"> Implement the 2010 State Legislative Agenda |
| | Funding received other than transportation, affordable housing, infrastructure, and beaches (\$ in millions) | 2 | 0 | 0.05 | 1.34 | 0.0 | .25 | 0 | |
| | Number of Legislative & Staff Contacts | 13 | 30 | 81^ | 91^ | N/A | 85 | 90 | |



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|------------------------------------|------------------------------------|----------|----------|----------|----------|----------|----------|----------|---|
| | | FY 04/05 | FY 05/06 | FY 06/07 | FY 07/08 | FY 08/09 | FY 09/10 | FY 10/11 | |
| Stabilize residential condominiums | Under Development | | | | | | | | <ul style="list-style-type: none"> • Ensure solicitation of stimulus or federal dollars to stabilize housing • Pursue legislative changes to the condominium laws |