

# DURHAM

Joint Economic Development Strategic Plan

January 13th, 2015



# OBJECTIVES FOR TODAY



- Discuss Recommendations
- Answer Questions and Receive Feedback

# BACKGROUND AND TIMELINE



- 2011-2012: City and County held early series of stakeholder meetings at FOX50
- March 2013: Economic Development Summit at DCC
- Summer 2013: Staff began Econ. Dev. Strategic Plan process
- October 2013: Kickoff with stakeholders at DCC
- Nov. 2013-Jan. 2014: Strategic Area subgroup meetings
- Feb. 2014-Nov. 2014: Develop Joint Plan

# Continue or Start in FY15-FY16 (1.5 years):

- Design incentive programs, policies and procedures around recruitment and retention of high growth industry clusters
- Coordinate retention / recruitment strategies & plans of capacity-building agencies
- Further explore and benchmark ombudsman position in other jurisdictions to determine what efficiencies might be gained
- Determine feasibility of a joint City-County economic development organization
- Improve coordination & role clarity between talent development organizations in Durham; improve selection process & operating procedures for DWDB

# Additional Initiatives FY15-FY17 (2.5 years):



- Study and develop a more coordinated “one-stop-shop” approach
- Develop user friendly process maps to guide residents and developers through review process
- Reinforce policies that include infrastructure as an incentive tool
- Joint facility master planning
- Develop and implement a communications plan that incorporates job placement success stories across the community

# Ongoing Initiatives:

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- Install /develop amenities; support appearance-related initiatives; develop and re-develop underutilized properties and structures
- Ensure continuity and consistency of development plans and policies across jurisdictions

# STRATEGIC FOCUS AREAS

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Four key areas define the opportunities and challenges facing the City and County as we move forward:

- 1. Business Retention and Recruitment**
- 2. Business-Friendly Environment**
- 3. Infrastructure**
- 4. Talent Development**

# BUSINESS RETENTION AND RECRUITMENT

Coordinate strategies and plans of capacity-building agencies and consider how resources could be leveraged to foster small business and entrepreneurial opportunities

- City/County Lead:
  - Office of Economic and Workforce Development (OEWD)
- Key Milestones:
  - Development of a Strategic Action Plan for Small Business Advisory Committee by October, 2015
  - Durham Based-Business Plan EOY Report and Plan Refinements by October, 2015
- Resource Implications: Staff time

# BUSINESS RETENTION AND RECRUITMENT

Install/develop amenities; support appearance-related initiatives; develop and redevelop underutilized properties and structures

- City/County Lead:
  - OEWD/County Manager's Office
- Key Milestones:
  - Installation of the sculpture "Winding Out" in the Black Wall Street Plaza - 2015
  - Willard Street mural project proposal for a 400 foot long mural on the Durham Expressway– 2015
  - Completion of an inventory of existing public art in Durham and website documentation- 2015
- Resource Implications:
  - Potential use of synthetic TIF or dedicated funding for Neighborhood Revitalization

# BUSINESS RETENTION AND RECRUITMENT

Ensure continuity and consistency of development plans and policies across jurisdictions

- City/County Lead:

OEWD/ City-County Planning/ County Manager's Office

- Key Milestones:

- Developing a project scope for potential intern by June 2015
- Receive detailed recommendation by August 2015

- Resource Implications:

- Limited to current staff unless an intern or student team is retained and the cost would be approximately +/- \$5000.00

# BUSINESS RETENTION AND RECRUITMENT

Design incentive programs, policies and procedures around recruitment and retention of high growth industry clusters

- City/County Lead:
  - OEWD/ County Manager's Office/ Economic Development Partners
- Key Milestones:
  - Formation of policy advisory body July 2015
  - Refine incentive policies to reflect a unified and/or complimentary approach – October 2015
- Resource Implications: Staff time and volunteer availability

# BUSINESS-FRIENDLY ENVIRONMENT

Develop user friendly process maps to help guide residents and developers through their specific review process

- City/County Lead: Durham City-County Planning
- Key Milestones:
  - Have interactive web based process maps completed by end of 2015 calendar year
- Resource Implications:
  - Development review staff (20+ departments) will need to define business processes. City and County information technology departments may be needed to assist in identifying a web based application to be utilized and there may be some cost associated with this software.

# BUSINESS-FRIENDLY ENVIRONMENT

Study other development review models for best practices that further incorporate a more coordinated “one-stop-shop” approach

- City/County Lead:
  - Durham City-County Planning
  - OEWD
- Key Milestones:
  - Report on analysis and recommendations by the end of the 2015 calendar year
- Resource Implications:
  - Resources would be limited to current development review and management staff unless an intern is retained and the cost would be approximately +/- \$5000.00

# BUSINESS-FRIENDLY ENVIRONMENT

Further explore and benchmark ombudsperson position in other jurisdictions to determine what efficiencies might be gained

- City/County Lead:
  - City Manager's Office /Durham City-County Planning
- Key Milestones:
  - Complete ombudsperson benchmark and make recommendation by end of the 2015 calendar year
- Resource Implications: Staff time; recommendations could result in FY 2015-16 budget request.

# BUSINESS-FRIENDLY ENVIRONMENT

Study the efficacy of a joint City-County economic development organization

- City/County Lead:
  - City Manager's Office / County Manager's Office
  - OEWD/Economic Development Partners
- Key Milestones:
  - Request joint funding during FY2015-16 budget process for consultant study by April 2015
  - Consultant study completed by January 2016
- Resource Implications:
  - Staff time and funding for consultant study

# INFRASTRUCTURE

Continue to reinforce policy elements that include infrastructure as an incentive tool

- City/County Lead:
  - OEWD
  - County Manager's Office
- Key Milestones:
  - Refine incentive policies to reflect a unified and/or complimentary approach that continues to include infrastructure – October 2015
- Resource Implications: Staff time

# INFRASTRUCTURE

## Joint facility master planning

- City/County Lead:
  - City Manager's Office / County Manager's Office
  - City/County General Services Departments
  - City/County Budget and Finance Departments
- Key Milestones:
  - Establish annual or bi-annual meetings to review facility and CIP plans
- Resource Implications: Staff time

# TALENT DEVELOPMENT

Improve coordination and role clarity between various talent development organizations in Durham; improve selection process for composition and operating procedures for the Workforce Development Board

- City/County Lead:
  - OEWD
- Key Milestones:
  - Draft Document for Revision of Current Board Selection Procedures by May 2015
  - Adoption of 2015 – 2017 Durham Workforce Development Board Strategic Plan, with inclusion of Made in Durham and Youth Opportunity Initiative as partners, in January 2015
- Resource Implications: Up to \$200,000 from City and County for MID

# Talent Development

Develop “Strike Team” to proactively meet with new and current employers/sectors to access labor needs and develop joint plans

- City/County Lead:
  - OEWD/Durham Chamber of Commerce, Durham Public Schools/Durham Technical Community College/Made in Durham
- Key Milestones:
  - Strike Team (including participation from OEWD, MID, Durham Tech, DPS, Durham Chamber of Commerce) formalized by March 2015
- Resource Implications: Staff time

# talent development



Develop and implement a communications plan that incorporates job placement success stories across the community

- City/County Lead:
  - OEWD / NCWorks / City and County Public Affairs Departments
- Key Milestones:
  - Communications Plan implemented by January 2016
- Resource Implications: Staff time

# Questions or Comments?