



CITY OF FORT LAUDERDALE
City Commission Agenda Memo
CONFERENCE MEETING

#17-0515

TO: Honorable Mayor & Members of the
Fort Lauderdale City Commission

FROM: Lee R. Feldman, ICMA-CM, City Manager

DATE: April 19, 2017

TITLE: Economic Development & Business Engagement, Assistance, and
Mentorships (BEAM) Program Update

Since its separation from the City's Community Redevelopment Agency (CRA) in February of 2016, the newly renamed Economic and Community Investment Division (ECI) of the Department of Sustainable Development has been extremely busy, providing support to our local businesses, helping to create new jobs within the community, and forging stronger collaborative ties with outside organizations. A few highlights of what ECI has accomplished over the past year include the following:

- Aggressively collaborated with the Greater Fort Lauderdale Alliance on nine Qualified Targeted Industry Projects (QTI) projects, creating 1,425 committed jobs that will generate over \$87 million of annual wages (\$61,052 average wage per job). We are particularly proud of the fact that although between the years 2013-2017, the City generated approximately 2,500 committed QTI jobs, 1,425 of those jobs occurred in just the past year.
 - ECI was the initial point of contact with two of the QTI projects (over 600 jobs) and influenced their continued interest in Fort Lauderdale.
 - Three of the QTI projects warranted on-site visits by Governor Scott.
- Structured/drafted a comprehensive package of CRA incentives - adopted with minor changes.
- Developed the Economic Development Action Framework, specifically for Economic and Community Investment (ECI) following the separation from the CRA. The revised Framework provides for collaboration with the CRA and establishes a foundation for an emerging citywide economic development function.
- ECI was the initial point of contact with Triangle Services, Inc. and influenced their continued interest in Fort Lauderdale; this resulted in their acquisition of a building in the CRA and capital investment of \$6.4 million. They will create +300 jobs over five years, many of which are an ideal fit for the demographic population of the CRA.

- Being an active promoter of business retention, expansion and attraction initiatives by partnering with organizations such as Broward County, or the Greater Fort Lauderdale Alliance to be co-sponsors and participants at such events as the Broward County SUP-X: The Start-Up Expo, The Fort Lauderdale International Boat Show, The Broward County Capacity Building Conference, and the Florida International Trade and Cultural Expo. The goal of these efforts was to fulfil not only Goal 7 of our strategic plan but to also implement the wishes of the Economic Development Advisory Board (EDAB) which has made numerous recommendations that Fort Lauderdale should be promoting itself more from an economic development perspective.
- Co-managed the Hospitality Zone Assessment project - oversight of the non-Beach CRA Entertainment Districts and City-wide emerging nighttime economy areas. Attended initiation strategy, brainstorming, orientation, transitional team, and roundtable sessions.
- Developed scope of work and managed the work of Florida Atlantic University to develop economic development benchmarks for the City. The benchmarks are intended to be used to measure the effectiveness of economic development programs and as a tool to structure economic development programs.
- Developed a comprehensive package of collateral materials and current statistics/data to support the retention and expansion of businesses in and the attraction of businesses to the City. These materials provide a wide range of information that focuses on the City of Fort Lauderdale and its position within Broward County and the Miami-Fort Lauderdale-West Palm Beach Metropolitan Statistical Area (MSA). The materials are part of a marketing platform identifying the City of Fort Lauderdale as the premier business location in south Florida. These materials are written and designed to provide the appropriate depth of information and approach for an audience with a wide range of interests and technical capacities.
- Collaborated with the Greater Fort Lauderdale Chamber to develop a scope of work for our joint Business 1st program engagement. ECI oversight of the programming includes:
 - Creation of joint collateral material - design and production of collateral material used in connection with site visits and business relocation packets sent to site selectors and targeted industries.
 - Business Survey - an update and refresh of the original benchmark survey conducted in 2009 to include company executives in all City Commission districts with a statistically valid instrument; this would be compared and contrasted with the benchmark study.
 - Re-design and execution of a jointly operated Business 1st website.

- Development and deployment of multiple marketing tools - includes both print and video materials to be distributed at high impact areas like Fort Lauderdale-Hollywood International Airport, Port Everglades, BB&T Center, and area hotels.
- ECI has officially become the primary point of contact between the Greater Fort Lauderdale Sister Cities International (GFLSCI). ECI has been working with the leadership of GFLSCI to revamp their organization in order to increase their regional recognition/profile and to improve the effectiveness of their role in regards to forging new relationships between City businesses and those in other countries.

Business Engagement, Assistance and Mentorships Program Update

ECI, through effective collaborative relationships with organizations such as Broward SCORE and the Florida Small Business Development Center (SBDC), is currently in the process of developing a Business Engagement, Assistance and Mentorships Program (BEAMs) exclusively for small businesses within the City of Fort Lauderdale. The purpose of the program is to support the retention and expansion of existing businesses within the City, and also aid in attracting new businesses to our community whether they are locally, nationally, or internationally based.

Fort Lauderdale BEAMs was developed in the spirit of implementing Goal 7 of the City's Strategic Plan, which states:

Goal 7: Be a well-positioned City within the global economic and tourism markets of the South Florida region, leveraging our airports, port, and rail connections.

- Objective 1: Define, cultivate, and attract targeted and emerging industries.

Initiatives

- Work with partners to implement a City Economic Development Strategy that will include Economic Development Profile Report, Entrepreneurial Development and Empowerment Strategy, and a Targeted Industry Growth Strategy.
- Objective 2: Facilitate a responsive and proactive business climate.

Initiatives

- Implement a Small Business Development Program to enhance long-term viability of our local economy.

Additionally, the creation of BEAMs represents a major step in implementing key elements of the Economic Development Action Framework (EDAF) that was developed by ECI in 2016, which directs staff to:

- Collaboratively enhance and cross-support business training programs.
- Utilize the resources of the regional institutions of higher learning to expand workforce skill sets.

- Sponsor a "soft skills" training program targeting Qualified Target Industries workforce.

In conjunction with our partners, Fort Lauderdale BEAMs has been designed to enhance the viability and longevity of our businesses.

BEAMs will focus on four major areas:

1. **Certification Programs** - Three distinctly different certification programs, tailored to different categories of businesses.
 - a. Certification "A" will provide a solid foundation on which new and start-up businesses can grow. This certification will be a combination of programs presented by SBDC and/or SCORE, with topics that include: Creating a Business Plan; Developing a Budget and Financial Plan; Effective Employee Selection; Customer Service; and Developing a Sales Strategy.
 - b. Certification "B" is a series of executive level workshops for established businesses (roughly defined as a company in business for 2+ years, with gross revenue of +\$250,000). This certification, primarily presented by SBDC, will be a combination of programs that are targeted to provide the knowledge and techniques necessary for businesses to grow. Potential topics will include: Strategic Outlook; Introduction to Sales/Marketing; Relating to the Customer; and Financial Management/Capital Expansion.
 - c. Certification "C" is ideal for businesses engaged in international commerce, the import export business, or seeking to gain global market entry. Potential topics will cover five primary domains of practice: Global Business Management; International Trade Development; Export Market Planning; Supply Chain & Logistics; and Trade Finance & Payment Terms. Participants will be introduced to State and Federal government resources.
2. **Monthly Business Visitations-** ECI and representatives from various organizations including SBDC, The Greater Fort Lauderdale Alliance, the Greater Fort Lauderdale Chamber of Commerce, The Broward Office of Economic and Small Business Development (OESBD), and members from the City's own Economic Development Advisory Board (EDAB) as schedules permit, will conduct monthly visitations to our local small businesses every month. The purpose of the visitations will be to:
 - a. Introduce ECI as the City's point of contact and advocate for our local businesses.
 - b. Learn the business' aspirations for growth and the challenges they face.
 - c. Introduce SBDC, SCORE and other potential partners as resources for the business.

3. **One-on-One Mentorships** - The BEAMs program will facilitate one-on-one mentoring relationships between City businesses and SBDC. The purpose of the mentoring will be to enhance the business' ability to grow (jobs and profitability).
4. **International Business Engagement (business attraction and trade)** - ECI will promote the City as a world-class international business center and one of the most desirable locations for new, expanding, or relocating businesses. ECI will reach out to businesses engaged in internal trade and determine the best ways in which to support them. Furthermore, ECI will participate in events and programs that position the City and/or the region as a center for international commerce.

Resource Impact

There is no resource impact to the General Fund at this time.

Strategic Connections

This item is a *Press Play Fort Lauderdale Strategic Plan 2018* initiative, included within the Business Development Cylinder of Excellence, specifically advancing:

- Goal 7: Be a well-positioned City within the global economic and tourism markets of the South Florida region, leveraging our airports, port, and rail connections.
- Objective 1: Define, cultivate, and attract targeted and emerging industries.
- Initiative 3: Work with partners to implement a City Economic Development Strategy that will include Economic Development Profile Report, Entrepreneurial Development and Empowerment Strategy, and a Targeted Industry Growth Strategy.

This item advances the *Fast Forward Fort Lauderdale 2035 Vision Plan: We are Prosperous*.

Attachment

Exhibit 1 – Draft Memorandum of Understanding with Florida Small Business Development Center

Prepared by: Jeremy Earle, Deputy Director, Sustainable Development

Department Director: Anthony Greg Fajardo, Sustainable Development