



WEST PALM BEACH



Economic Development Plan

CITY OF WEST PALM BEACH | JANUARY 2020

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Introduction



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Introduction

About This Report

The following Strategic Plan outlines a framework mission statement, vision statement, goals and priorities for the City of West Palm Beach's Economic Development Strategic Plan.

This Strategic Plan was developed based on findings from the Economic Development Study, including in-depth data analysis and stakeholder input from over 70 stakeholders over the course of four visits to West Palm Beach. We also met with an advisory group that informed and guided the development of the Economic Development Strategy. The consulting team and the City of West Palm Beach also shared an online survey with the community that received 49 responses over two months.

The consulting team referred to the City's overall Strategic Plan and the Florida Chamber Foundation's Florida 2030 Blueprint to ensure goals and priorities are aligned with the community and state's broader efforts. The vision, goals and priorities outlined in this framework are specifically focused on economic development (which falls under Pillar 4 of the City's Strategic Plan: Economy and Jobs).



"Einstein's Equation for Love" Created by: Eduardo Kobra, Completed: 2015

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Strategic Plan

2 Strategic Plan

Strategic Framework

The vision statement provides a long-term, overarching focus for the City's future. This should inform all goals and decisions, including those not in this plan. Conditions and opportunities will change, but the vision provides a reference when determining if future opportunities are right for West Palm Beach.

Underneath the **vision, goals provide specific, achievable, near-term objectives** that will help West Palm Beach ultimately fulfill its vision. Each goal statement should include a tangible objective to focus activities.

Vision + Mission



Data + Measurement

Each goal is supported by tactics and priority projects for the next five years. The list of projects and tactics will evolve over time as original projects are completed and new opportunities surface, but the goals remain firm until their objective is completed.

This strategic framework allows for adaptability and utilizes a collective impact approach in which multiple partners across the community (public, private and non-profits) work toward a common vision. Collectively all partners can help move the community from vision to measurable results by working towards shared goals and utilizing common accountability metrics.

2 Strategic Plan

Vision Statement

The vision statement for an economic development strategic plan should reflect the values and priorities of its residents. It should be bold and aspirational, considering where the City could be, not just where it is today.

The vision statement acts as a touchstone when making decisions about West Palm Beach's future. When prioritizing investments, developing programs and marketing the City, community leaders should ask if their choices support movement towards this vision of the City.

Economic Development Vision Statement

West Palm Beach is a vibrant, world-class city with a diverse and thriving community of opportunity for all.

“Economic Development Vision Statement: West Palm Beach is a vibrant, world-class city with a diverse and thriving community of opportunity for all.”

The vision statement was articulated by the residents and businesses of West Palm Beach itself. While conducting the Economic Study and developing this Strategic Framework, the City conducted public meetings, interviews, focus groups and an online survey. Through these channels, we heard residents speak directly about their values and priorities.

The words in the vision statement were carefully chosen to highlight the qualities that West Palm Beach residents most value about the community today and wish to enhance in the future.

2 Strategic Plan

Mission Statement

The mission statement outlines the purpose of the City of West Palm Beach's Economic Development Department, defining what it stands for and rationale for programming.

Economic Development Mission Statement

In partnership with our community and businesses, the City of West Palm Beach delivers exceptional customer service that creates a business-friendly environment for all and enhances the quality of life.

2 Strategic Plan

Transformative Projects

Each goal is supported by a range of ongoing tactics and projects that will advance West Palm Beach's economy towards its vision. Over time, this day-to-day work conducted by the City and its partners will address critical needs within the community. Alongside these activities, the City will prioritize two transformative projects that have the potential to be game-changers for the community. These projects reflect the strategic priorities of the City Commission and the business community at large.

TP 3. Revitalizing the North End of West Palm Beach

The North End of West Palm Beach spans Palm Beach Lakes Boulevard to 59th Street between Australian Avenue and the waterfront. A variety of opportunities abound in this neighborhood, from the newly-designated Opportunity Zone to growing marine and medical sectors to Northwood Village's eclectic arts and dining scene. Establishing a National Center for Arts & Technology, assisting in the RISE Initiative, purposeful investment in target industry opportunities, corridor redevelopment, and placemaking efforts will further revitalize this dynamic and growing neighborhood.

TP 5. Developing the Jefferson Terminal District

The Jefferson Terminal District is a 183-acre district in the City that has the potential to be a catalyst for innovation. It is currently home to the Warehouse District, which has successfully created a community gathering space and spurred business activity in the area. Proposed overlay zoning to allow for residential development and purposeful investment in city-owned property will lay the groundwork for attracting innovation drivers to the District.

2 Strategic Plan

Executive Summary

The following vision, mission, goals and priority activities is the City's economic blueprint that takes its lead from the City's Strategic Plan, local employers and business leaders. Matched with transformative projects, the next three to five years will follow the listed plan to ensure the economic well-being and quality of life for the City of West Palm Beach. The goals are in priority order based on the information from the 2018 Economic Development Study and priorities expressed by the Mayor, City Commissioners, business community and stakeholders. However, all goals are important strategic efforts that require coordination between the priorities in order to achieve success. Lastly, the economic development plan is a living document that is intended to change over time as the City makes achievements and priorities are shifted.

Vision – West Palm Beach is a vibrant, world-class city with a diverse and thriving community of opportunity for all.

Mission – In partnership with our community and businesses, the City of West Palm Beach delivers exceptional customer service that creates a business-friendly environment for all and enhances the quality of life.

Goal 1 – Talent

- 1.1 Create a National Center for Arts and Technology in the City
- 1.2 Dedicate resources to improving early learning and Pre-K-12 schools in the City
- 1.3 Work to equitably create prosperity in the City by ensuring all residents have access to education and job opportunities
- 1.4 Align higher education programs with target industry needs and connect students with local job opportunities to ensure the future workforce is ready to meet the needs of City businesses
- 1.5 Attract talent to West Palm Beach to achieve remaining economic development goals

2 Strategic Plan

Executive Summary (continued)

Goal 2 – Business Climate and Marketing

- 2.1 Ease and reduce the time of regulatory hurdles
- 2.2 Create tailored marketing campaigns geared toward target industries
- 2.3 Develop incentive offerings and ensure they are tailored to target industry needs
- 2.4 Targeted Industry Activities

Goal 3 – Infrastructure

T.P.3 Revitalize the north end of West Palm Beach

- 3.1 Prioritize the City's Net Zero efforts and Sustainability Strategic Plan
- 3.2 Increase attainable housing options throughout the City
- 3.3 Continue implementation of the City's Mobility Plan to enhance transportation infrastructure and connectivity
- 3.4 Recruit a 600-to 800-room full-service hotel near the Palm Beach Convention Center
- 3.5 Develop more Class-A office space downtown

Goal 4 – Quality of Place

- 4.1 Address safety concerns in the City
- 4.2 Enhance neighborhood connectivity through redevelopment of the City's key corridors
- 4.3 Expand lifestyle amenities that make the City an attractive place to live and work

Goal 5 – Innovation and Entrepreneurship

T.P.5 Developing the Jefferson Terminal District

- 5.1 Develop additional resources to help entrepreneurs
- 5.2 Increase access to capital
- 5.3 Develop City/University partnerships to promote innovation



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Goals and Priorities

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Goals and Priorities

GOAL 1 – TALENT

West Palm Beach is home to a globally competitive talent pool

Access to a skilled workforce is one of the top criteria for business location decisions today. Continuously improving Pre-K-12 education offerings, aligning programs with business needs, attracting and retaining skilled talent, and equitably creating access to education and job opportunities for all residents will help West Palm Beach develop a globally competitive talent pool. Talent supply and education is also a pillar for the Florida Chamber aimed to make Florida a talent magnet to compete on a global level.

Priority Activities

- 1.1 Create a National Center for Arts and Technology in West Palm Beach
- 1.2 Dedicate resources to improving early learning and Pre-K-12 schools in West Palm Beach
- 1.3 Work to equitably create prosperity in West Palm Beach by ensuring all residents have access to education and job opportunities
- 1.4 Align higher education programs with target industry needs and connect students with local job opportunities to ensure the future workforce is ready
- 1.5 Attract talent to West Palm Beach to achieve remaining economic development goals

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Goals and Priorities

GOAL 1 - TALENT

Data Sets

- Business Tax Receipts
- Affordable Housing
- Community Satisfaction
- School Achievement Levels
- School Attendance Rates
- Poverty Rate
- Population Level
- Median Age of City Residents

Priority Activities

1.1 Establish the National Center for Arts and Technology in West Palm Beach

- 1.1.1 Provide an ongoing support role to the local NCAT Board of Directors
- 1.1.2 Assist Community Redevelopment Agency to scale the center up over time
- 1.1.3 Provide a conduit for the NCAT board to City Hall
- 1.1.4 Maintain promotion and partnership development of center
- 1.1.5 Work with Mayor's community liaison, Community Redevelopment Agency, and Housing & Community Development Department to identify community inputs to build attendance
- 1.1.6 Include the Palm Beach County School District (PBCSD) as a partner to help drive attendance after primary school hours
- 1.1.7 Assist and augment transportation needs for attendees when necessary

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Goals and Priorities

GOAL 1 - TALENT

Priority Activities

1.2 Dedicate resources to improving early learning and PK-12 schools in West Palm Beach with an emphasis on literacy

- 1.2.1 Build upon the Partnership School Program with PBCSD
 - 1.2.1.1 Consider expansions into other Elementary Schools in the North end of the City with Mayor and City Commission
 - 1.2.1.2 Investigate a City-lead initiative to add to Pre-K services for residents
- 1.2.2 Work with the PBCSD on data tracking for improvement in City schools
- 1.2.3 Support after school programs for K-5 at City Community Centers serving target market for enhanced learning opportunities
- 1.2.4 Coordinate GIS resources with PBCSD data to understand neighborhoods with the greatest need for assistance in efforts such as attendance, internet access and basic needs
- 1.2.5 Based on data and coordination with the PBCSD, develop specific action efforts for the City to assist in raising school achievement level
- 1.2.6 Augment community efforts that build talent in the City
- 1.2.7 Assist the PBCSD in partnering schools with the City's cultural assets

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Goals and Priorities

GOAL 1 - TALENT

Priority Activities

1.3 Work to equitably create prosperity in West Palm Beach by ensuring all residents have access to education and job opportunities

- 1.3.1 Ensure a diversity of stakeholders and allies are included in developing solutions that impact discouraged populations
- 1.3.2 Prioritize minority-owned businesses throughout the City
- 1.3.3 Incentivize businesses to locate into poor communities
- 1.3.4 Collaborate with nonprofits, businesses, and educators to provide access to resources for residents facing poverty. Develop a communications plan on how we will address the 17% poverty rate.
- 1.3.5 Assist the Coordinator of Community Initiatives in building business opportunities that will employ African American males, utilizing resources identified by the Palm Beach County Business Development Board like pbcskills.org
- 1.3.6 Working with outside and internal agencies to develop an intentional entrepreneurial path to business ownership
- 1.3.7 Assist with the creation of a “matchmaking program”
- 1.3.8 Work with Career Source of Palm Beach County to develop a track for City residents
- 1.3.9 Develop a “Ban the Box” Campaign and work with lobbying team to address efforts that will assist former felons with obtaining licenses such as CDLs for jobs

1.4 Align higher education programs with target industry needs and connect students with local job opportunities to ensure the future workforce is ready

- 1.4.1 Support and leverage work being done by the Academic Leaders Council with the Business Development Board of Palm Beach County
- 1.4.2 Work with the Business Development Board to develop a connection between West Palm Beach businesses and local universities to direct students to job opportunities

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Goals and Priorities

GOAL 1 - TALENT

Priority Activities

1.5 Attract talent to West Palm Beach to achieve remaining economic development goals

- 1.5.1 Maintain and grow a library of up to date media showcasing the lifestyle of the City
- 1.5.2 Develop a dedicated internal marketing and communications campaign geared toward residents by showcasing local success stories, recruiting ambassadors, etc.
 - 1.5.2.1 Work with local industry and district associations on promotion of activities and information
 - 1.5.2.2 Investigate possible college campus promotions for talent attraction within the labor shed
 - 1.5.2.3 Develop a local success story telling initiative
 - 1.5.2.4 Develop a resident new business package
- 1.5.3 Develop a dedicated external talent attraction campaign geared toward recruiting talent from outside the City. Consider leveraging tourism marketing initiatives that can showcase the City as a place to visit and live. Partner with Discover the Palm Beaches as an initial start.
- 1.5.4 Highlight recreational industries in the area to assist with lifestyle promotion
- 1.5.5 Create a cultural council advisory group to better coordinate City activities and business recruitment efforts

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Goals and Priorities

GOAL 2 – BUSINESS CLIMATE & MARKETING

West Palm Beach has a diverse, resilient, and growing industry base

Successful economic development programs include activities that support business retention, expansion, and attraction. This includes fostering a business-friendly environment and helping companies navigate local regulations. It also requires dedicated marketing initiatives that attract businesses in target sectors. This mix of activities will support a diverse and resilient industry base in West Palm Beach. Specific targeted industry actions are broken out and existing efforts will be maintained to continue the City, Chamber of Commerce and Palm Beach County Business Development Board’s work on business retention and expansion.

Priority Activities

- 2.1 Support existing businesses in West Palm Beach by creating a business-friendly regulatory environment
- 2.2 Create tailored marketing campaigns geared toward target industries
- 2.3 Develop incentive offerings and ensure they are tailored to target industry needs
- 2.4 Targeted Industry Activities

Data Sets

- Business Tax Receipts
- Affordable Housing
- Housing Starts
- Building Permit Value
- Building Permit Times
- Convention Center Bookings
- School Achievement Levels
- Poverty Rate
- Crime Rate
- Sales Tax Collected
- Property Values
- Mobility Data
- Vacancy Rate
- Population Level
- Median Age of City Residents

Targeted Industries

- Medical
- Marine
- Finance/Corporate Headquarters
- Technology
- Design
- Boutique/Craft Manufacturing

Traditional Industries

- Tourism
- Real Estate/Development
- Government/Civic Services
- Transit Hub

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Goals and Priorities

GOAL 2 - BUSINESS CLIMATE & MARKETING

Priority Activities

2.1 Ease and reduce the time of regulatory hurdles

- 2.1.1 Track year-to-year business growth rates through business tax receipts
- 2.1.2 Prioritize investment in online permitting in development services
- 2.1.3 Expedited permit review resolutions
 - Opportunity Zones
 - Historic Northwest
 - Jefferson Terminal District
 - Net Zero 2050 Efforts
- 2.1.4 Replace County impact fee requirement with a City mobility fee
- 2.1.5 Identify local business priorities that can be included in the City's annual State legislative priority list
- 2.1.6 Identify Areas for zoning code revisions/Overlays to simplify and reduce the cost of development
- 2.1.7 Industry/District Specific Development Services Sessions
- 2.1.8 Expand ambassador efforts to help companies through bureaucratic processes
- 2.1.9 Alternate Process Zone – Zones with a quick review process
- 2.1.10 Evaluate Fee/Tax/Service costs to compared to other competitive locations

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Goals and Priorities

GOAL 2 - BUSINESS CLIMATE & MARKETING

Priority Activities

2.2 Create tailored marketing campaigns geared toward target industries

- 2.2.1 Help local businesses to organize and promote their respective areas
- 2.2.2 Upgrade branding and marketing efforts for the Flagler Financial District
- 2.2.3 Annually conduct a photographic session of areas of the City to build the promotional photo gallery that the City and businesses can use
- 2.2.4 Market to local marine contractors in South Florida to expand into the designated marine area
- 2.2.5 In partnership with the Chamber, develop a “Made in West Palm Beach” promotion program
- 2.2.6 Coordinate with the Palm Beach County Medical Society on a doctor attraction program
- 2.2.7 Coordinate with Marine Industry Association to grow recreational companies and opportunities in the north end of the City
- 2.2.8 Develop a marketing promotion campaign that can be displayed at the Palm Beach International Boat Show and other marine events

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Goals and Priorities

GOAL 2 - BUSINESS CLIMATE & MARKETING

Priority Activities

2.3 Develop incentive offerings and ensure they are tailored to target industry needs

- 2.3.1 Specific Industry Marketing Campaigns
 - Efforts that promote areas and industries in the City locally and regionally
- 2.3.2 Industry Promotion Events
 - Assistance through permitting, prioritization and grants for events that promote targeted industries in the City
- 2.3.3 Business Expansion and Retention Grant
 - Business Retention and Expansion is a cornerstone of economic development by prioritizing the existing job creators in the City. Incentives will be based on data collected to assess business and industry vitality.
- 2.3.4 Sign Grant
 - Assistance with creative sign construction for small businesses
- 2.3.5 District/Industry Marketing Place Making Grant
 - Coordinating with Art in Public Places, financial assistance to create unique characteristics and amenities for businesses and districts in the City
- 2.3.6 Contract/Relocation Option
 - In return for relocation of corporate headquarters, City contracts with a company to provide single-source services that represent cutting edge technology
- 2.3.7 Business Improvement District Assistance
 - Assist local businesses to create an improvement district to further enhance areas of the City
- 2.3.8 Temporary Labor Market Place
 - Creation of an online portal for workers to advertise services or needed services
- 2.3.9 \$1 Million Target Fund
 - Develop reserve of funds that can be used to attract a series of or single employer that will bring/create new high paying jobs/at least \$20 million in capital investment/commitment to remain in the City for 10 years.

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Goals and Priorities

GOAL 2 - BUSINESS CLIMATE & MARKETING

2.4 Targeted Industry Activities

2.4.1 Medical Industry

- 2.4.1.1 Work with local hospitals to help attract amenities that will add to quality patient care
- 2.4.1.2 Assist doctors with opening local offices through medical office development grant and connection with SCORE
- 2.4.1.3 Connect local nursing programs with needs at area schools as a workforce development program
- 2.4.1.4 Coordinate with the Palm Beach County Medical Society on a doctor attraction program
- 2.4.1.5 Explore the ability and needs of attracting a medical technology institution to the Jefferson Terminal District

2.4.2 Marine Industry

- 2.4.2.1 Tie efforts with marine company attraction with north end improvement efforts
- 2.4.2.2 Work with the CRA to develop a catalyst project to create commercial space in the area for marine companies
- 2.4.2.3 Market to local marine contractors in South Florida to expand into the designated marine area
- 2.4.2.4 Coordinate with Marine Industry Association to grow recreational companies and opportunities in the north end
- 2.4.2.5 Prioritize the Broadway corridor from 50th Street to 59th Street as a designated strip for marine contractors
- 2.4.2.6 Modernize and promote water access points throughout the City
- 2.4.2.7 Develop a marketing promotion campaign that can be displayed at the Palm Beach International Boat Show and other marine events
- 2.4.2.8 Explore potential of creating an aviation component to the existing marine sector, including a study of direct flights from WPB to Caribbean

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Goals and Priorities

GOAL 2 - BUSINESS CLIMATE & MARKETING

2.4 Targeted Industry Activities

2.4.3 Finance and Corporate HQ

- 2.4.3.1 Showcase promotion to encourage over 2 million sq. ft of commercial space planned for construction
- 2.4.3.2 Continue branding and marketing efforts for the Flagler Financial District
- 2.4.3.3 Coordinate with local financial professionals and companies to create a local association for the FFD
- 2.4.3.4 Use and coordinate FFD promotion efforts with the BDB Financial Services Taskforce
- 2.4.3.5 Create a bankers round table for funding opportunities, City project coordination and information distribution
- 2.4.3.6 Work with local building management to expand FFD brass plaque program
- 2.4.3.7 Coordinate with the Arts in Public Places Coordinator to create an iconic FFD art piece in the district

2.4.4 Technology

- 2.4.4.1 Coordinate with Palm Beach Tech, FAU Tech Runway, SCORE and local universities to support new tech companies and advanced manufacturing in the City
- 2.4.4.2 Work with the Palm Beach County PBCSD and local private schools to enhance STEAM in WPB class rooms
- 2.4.4.3 Work with local banks to create a small loan loss reserve fund that can be used to deploy capital into small startup companies
- 2.4.4.4 Prioritize high-speed 1GB service throughout the City and Community Centers
- 2.4.4.5 Identify potential sole-service providers for cutting edge technology

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Goals and Priorities

GOAL 2 - BUSINESS CLIMATE & MARKETING

2.4 Targeted Industry Activities

2.4.5 Design

- 2.4.5.1 Help local businesses along South Dixie highway and Antique Row to organize and promote their respective areas based on hyperlocal business retention and expansion data
- 2.4.5.2 Identify specific designers using specific BTR data and NAICS codes
- 2.4.5.3 Identify local merchants that have projects planned to enhance the experience of design corridor and support with City resources such as land, alleyways and other public spaces

2.4.6 Boutique/Craft Manufacturing

- 2.4.6.1 Coordinate industry discussions and meetings with the development services department
- 2.4.6.2 In coordination with local business associations, investigate the potential of combining different industries into promotional events
- 2.4.6.3 Work with local business associations to develop place making amenities
- 2.4.6.4 Develop wayfinding and other directional assistance
- 2.4.6.5 In partnership with the Chamber, develop a “Made in West Palm Beach” promotion program

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Goals and Priorities

GOAL 2 - BUSINESS CLIMATE & MARKETING

2.4 Targeted Industry Activities

2.4.7 Summary of Existing Efforts in the City

2.4.7.1 Building Improvement Grants

- Reimbursement of 10% of the cost to make a building useable that has not been improved for 10 years

2.4.7.2 Qualified Target Industry Grants

- Coordinated with the State of Florida, cash for jobs

2.4.7.3 City of West Palm Beach Branding and Marketing

- Promotion of the City to other areas, namely the Northeast Region of the United States to attract financial and corporate headquarters to the City

2.4.7.4 Association Creation Program

- Grant to organize similar business interests by industry or location

2.4.7.5 Expansion and Retention

- Business looking to stay and grow in the City are worked with one on one to identify space and resource that will allow them to grow and stay

2.4.7.6 BDB FAM Tour Assistance

- A BDB event where national site selectors are familiarized with West Palm Beach and Palm Beach County so they can better understand the area to bring businesses to our City

2.4.7.7 Expedited permit review

- For companies creating 30 or more jobs with an average salary at least 15% higher than current salary in PBC

2.4.7.8 Tax exemption for Economic Development Purposes

- For companies that own their land and create 10 or more jobs

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Goals and Priorities

GOAL 3 – INFRASTRUCTURE

West Palm Beach has robust infrastructure to support businesses and residents

Robust infrastructure provides the foundational physical assets needed for communities and businesses in the region to operate, including transportation, utilities, office and industrial space, and broadband. Addressing transportation, Class-A office, and housing in West Palm Beach will directly impact the City’s ability to support new business growth.

TRANSFORMATIVE PROJECT: TP-3

TP 3 - Revitalizing the North End of West Palm Beach

The North End of West Palm Beach spans Palm Beach Lakes Boulevard to 59th Street between Australian Avenue and the waterfront. A variety of opportunities abound in this neighborhood, from the newly-designated Opportunity Zone to growing marine and medical sectors to Northwood Village’s eclectic arts and dining scene. Establishing a National Center for Arts & Technology, assisting in the RISE Initiative, purposeful investment in target industry opportunities, corridor redevelopment, and placemaking efforts will further revitalize this dynamic and growing neighborhood.

Priority Activities

- 3.1 Prioritize the City’s Net Zero efforts and Sustainability Strategic Plan
- 3.2 Increase attainable housing options
- 3.3 Continue implementation of the City’s Mobility Plan to enhance transportation infrastructure and connectivity
- 3.4 Recruit a 600-to 800-room full-service hotel near the Palm Beach Convention Center
- 3.5 Develop more Class-A office space downtown

3

Goals and Priorities

GOAL 3 - INFRASTRUCTURE

Data Sets

- Affordable Housing
- Housing Starts
- Building Improvement Grants
- Total Hotel Rooms
- Hotel Stays
- Convention Center Bookings
- CO2 Levels
- Traffic Crash Rates
- Mobility Data

TP 3 Revitalizing the North End of West Palm Beach

- TP 3.1 Establish a National Center for Arts and Technology* (See Goal Activity 1.5)
- TP 3.2 Integrate the RISE Initiative, its partners and local university resources into the Broadway corridor redevelopment plan
- TP 3.3 Develop a plan for and catalyze growth in small businesses in the Historic Northwest/Tamarind Corridor/Northwood Village/Broadway areas
- TP 3.4 Assist the CRA in the opportunity to better define the character of Northwood Village, when needed the development of the Anchor Site and recruitment of businesses
- TP 3.5 Continue to explore development partnerships and investment in the North End's designated Opportunity Zone
- TP 3.6 Work with local area hospitals to create a medical destination and community
- TP 3.7 Develop plans for a marina in Currie Park, creating an amenity for residents, destination for visitors and a location for new business
- TP 3.8 Support Rybovich's Marina Village Development
- TP 3.9 Embrace Cultural Tourism and celebrate the diversity of the neighborhood to create opportunities for residents of all education and skill levels
- T.P.3.10 Continue efforts to better connect the North End to Downtown, the Brightline Station and other amenities

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Goals and Priorities

GOAL 3 - INFRASTRUCTURE

3.1 Prioritize the City's Net Zero efforts and Sustainability Strategic Plan

- 3.1.1 Promote to the City's resiliency plan as part of economic development efforts
- 3.1.2 Build specific Net Zero incentives that can be deployed based on proven energy savings
- 3.1.3 Aim to become a certified gold City by LEED for Cities and Communities
- 3.1.4 Include energy audits within all economic development projects
- 3.1.5 Identify high energy users and work with them to identify energy savings

3.2 Increase attainable housing options throughout the City

- 3.2.1 Identify high-density nodes where additional attainable housing opportunities may exist
- 3.2.2 Identify existing homes that may need repair and develop incentive to facilitate the improvement of the home
- 3.2.3 Work with the Development Services department on zoning incentives to increase attainable housing within construction projects in key areas
- 3.2.4 Partner with organizations such as the City's Housing and Community Development Department, The Lord's Place, and the Homeless Coalition to address homelessness in the City
- 3.2.5 Identify where City assets may be used to add more affordable housing
- 3.2.6 Develop a visual document showing the path to home ownership
- 3.2.7 Consider property acquisition in areas that will act as catalysts for workforce housing development
- 3.2.8 Where appropriate, rezone areas zoned solely for single family home to allow for infill residential construction

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Goals and Priorities

GOAL 3 - INFRASTRUCTURE

3.3 Continue implementation of the City’s Mobility Plan to enhance transportation infrastructure and connectivity

- 3.3.1 Increase connectivity of residential areas and employment centers by several modes of transportation
- 3.3.2 Explore Smart Cities Technology options with local universities and technology providers that unlock data sources to build better infrastructure policy
- 3.3.3 Develop an artistic bicycle corral for businesses to encourage the creation of unique bicycle storage assets by local employers
- 3.3.4 Coordinate an ongoing working group of distributors and merchants to address commercial loading availability throughout the City
- 3.3.5 Encourage and assist event producers to include alternate transit options, amenities and promotion into events held in West Palm Beach (ex. bicycle valet, ride sharing and “How to get there from here” Train directions)
- 3.3.6 Assist the communication coordination between the merchants and parking department regarding the parking system throughout the City
- 3.3.7 Support and enhance the actions of transit organizations such as the Transportation Planning Agency’s Bike to Work Week and the South Florida Safe Streets Summit
- 3.3.8 Implement a Bicycle Riding Data App, such as Ride Report that can be promoted by the City for bicycle users to help better understand bicycle transit
- 3.3.9 Create an incentive program that can be used specifically for creating facilities that make using alternate transportation options easier (ex. showers and locker rooms during a building improvement)
- 3.3.10 Look for public private partnership ways to meet the goals for the mobility plan

3.4 Recruit a 600-to 800-room full-service hotel near the Palm Beach Convention Center

- 3.4.1 Coordinate efforts with Discover the Palm Beaches in recruiting potential developers
- 3.4.2 Develop an opportunity package that encourages the creation of a large full-service hotel
- 3.4.3 Identify potential locations for hotel with the Development Services Department

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Goals and Priorities

GOAL 3 - INFRASTRUCTURE

3.5 Develop more Class-A office space downtown

- 3.5.1 Enhance GIS data that shares information on available and soon to be available office space in the City
- 3.5.2 Work to construct new office buildings in the Flagler Financial District and other prioritized areas of the City
- 3.5.3 Establish a shovel ready program that combines City and private efforts to promote construction
- 3.5.4 Long term, invest in city-owned parcels downtown to make them shovel-ready
- 3.5.5 Prioritize efforts that will aid in the construction of new office space in the City

GOAL 4 – QUALITY OF PLACE

West Palm Beach is a safe, vibrant, and connected community

Quality of place plays an important role in recruiting and retaining business and talent in a community. West Palm Beach's quality of place offerings are a top strength, including vibrant neighborhoods, outdoor assets, and cultural amenities. Continuing to promote and invest in lifestyle amenities in line with the community's vision will further elevate West Palm Beach as a sought-after destination for business and talent.

Priority Activities

- 4.1 Address safety concerns in the City
- 4.2 Enhance neighborhood connectivity through redevelopment of key corridors
- 4.3 Expand lifestyle amenities that make West Palm Beach an attractive place to live and work

Data Sets

- Affordable Housing
- Housing Starts
- Building Permit Value
- Building Permit Times
- Community Satisfaction
- Total Hotel Rooms
- Hotel Stays
- Convention Center Bookings
- CO2 Levels
- Crime Rate
- Property Values
- Mobility Data
- Population Level

3

Goals and Priorities

GOAL 4 -QUALITY OF PLACE

4.1 Address safety concerns in the City

- 4.1.1 Outline tactics that illustrate how the City is addressing these concerns
- 4.1.2 Promote and incentive Police security camera program
- 4.1.3 Work with the merchants and hospitality industry to address safety concerns by developing a task list of items to address
- 4.1.4 Develop a communication plan to let residents know about new public safety tactics and to share positive stories about improving safety conditions
- 4.1.5 Develop a merchant's brief of rules and efforts to make downtown and the City safer
- 4.1.6 Work with GIS services, data managers in the City and the police department to layer data points to discover other ways to help with safety
- 4.1.7 Spearhead a "Give with a heart" effort with the Downtown Development Authority that prevents panhandling

3

Goals and Priorities

GOAL 4 -QUALITY OF PLACE

4.2 Enhance neighborhood connectivity through redevelopment of key corridors

- 4.2.1 Integrate people-first design in economic development projects where applicable
- 4.2.2 Work with local businesses to create districts in the following areas:
 - Georgia Avenue
 - Northwood Industrial Area
 - Airport Area
 - 45th Street Corridor
- 4.2.3 Where possible use incentive dollars to enhance connectivity outlined in the mobility plan
- 4.2.4 Work with local business groups that desire walkability to develop a plan for it
- 4.2.5 Promote programs and activities such as Vision Zero and Bike to Work as part of economic development promotion
- 4.2.6 Identify and encourage public private partnerships to build multi-model connectivity throughout the City
- 4.2.7 Develop a wayfinding plan for business areas
- 4.2.8 Support the redevelopment of Okeechobee Corridor commercial centers to include multi-model redevelopment

3

Goals and Priorities

GOAL 4 -QUALITY OF PLACE

4.3 Expand lifestyle amenities that make West Palm Beach an attractive place to live and work

- 4.3.1 Activate public spaces with events, recreation opportunities, and other community gathering activities. Develop incentive plans that support and align with City programs and initiatives such as the Sustainability Action Plan, Public Art Master Plan, and Parks and Recreation Master Plan as well as enhancements planned by the South Florida Science Center and Palm Beach Zoo.
- 4.3.2 Support growth in the performing arts, dining, live music, and other entertainment offerings aligned with the City's identity and values
- 4.3.3 Conduct an overall community satisfaction/happiness survey for the City
- 4.3.4 Expand micro-mobility through City ordinance and request for providers to include several transit options
- 4.3.5 Develop arts-based incentives to encourage the private sector to contribute and support the Art in Public Places master plan
- 4.3.6 Work with local business associations in corridors where parks and City lands can be publicly activated with private efforts
- 4.3.7 Work with residents and cyclists to develop an off-road cycling amenity
- 4.3.8 Develop a promotional "What to do in the City" that includes hidden gems that are not normally promoted through existing avenues
- 4.3.9 Work with the other city departments and government agencies to develop Jose Marti Park into a great amenity
- 4.3.10 Identify additional projects that allow residents to connect with the intracoastal as described in the public space analysis by Gehl
- 4.3.11 Enhance eco-attractions amenities such as grassy waters and intracoastal waterway; identify opportunities to bring biodiversity into urban public spaces
- 4.3.12 Continue efforts to develop waterfront property and recreational amenities
- 4.3.13 Explore opportunities to develop youth sports facility
- 4.3.14 Ensure the development of additional amenities for people on the east and west side of Flagler Drive in the central business district

3

Goals and Priorities

GOAL 5 – INNOVATION & ENTREPRENEURSHIP

West Palm Beach is a sought-after destination for innovation

Communities that foster an innovative and entrepreneurial environment spur new business creation and add to the dynamism of their economies. Support networks (such as mentor programs, accelerators, incubators and coworking spaces), access to capital, and dedicated infrastructure that supports innovation will promote business growth and aid in overall talent attraction efforts.

TRANSFORMATIVE PROJECT: TP 5

TP 5 - Developing the Jefferson Terminal District

The Jefferson Terminal District is a 183-acre district in the City that has the potential to be a catalyst for innovation. It is currently home to the Warehouse District, which has successfully created a community gathering space and spurred business activity in the area. Proposed overlay zoning to allow for residential development and purposeful investment in city-owned property will lay the groundwork for attracting innovation drivers to the District.

Priority Activities

- 5.1 Develop additional resources to help entrepreneurs
- 5.2 Increase access to capital
- 5.3 Develop City/University partnerships to promote innovation

Data Sets

- Business Tax Receipts
- Building Permit Value
- Building Permit Times
- School Achievement Levels
- School Attendance Rates
- Poverty Rate
- Sales Tax Collected
- Median Age of City Residents

3

Goals and Priorities

GOAL 5 - INNOVATION AND ENTREPRENEURSHIP

TP 5 Develop the Jefferson Terminal District

- TP 5.1 Continue the Jefferson Terminal District planning study. Determine what basic infrastructure investments are needed, such as high-speed fiber and storm water drainage. Proactively outline placemaking investments that will spur connectivity throughout the District, such as between the city-owned property, Warehouse District, and future residential developments, as well as connectivity to Downtown West Palm Beach. Consider features such as walkability, open public spaces, and public transportation access.
- TP 5.2 Establish a leadership group for the District. Assemble leaders and stakeholders that need to be involved in the District's development, including business and landowners in the District, target sector representatives, entrepreneurs, educational institutions, and economic developers.
- TP 5.3 Implement diversity and economic inclusion strategies. West Palm Beach has high levels of poverty and economic inequality. The Jefferson Terminal District can provide economic opportunity for all residents by implementing purposeful diversity and economic inclusion strategies, such as training programs for residents to fill jobs in the District and public transit options from the District to other parts of the city. Research continues to show that more diverse and inclusive economies are stronger and more resistant to economic disruptions.
- TP 5.4 Develop a specific plan for city-owned property in the District to make it shovel-ready. This property provides opportunity to further catalyze innovation growth. Prioritize activities that will support an anchor institution and innovation cultivators, such as entrepreneurial resources. Identify funding sources to develop physical assets and incentivize private investment, such as a Tax Increment Financing Area, Designated Private Provider Area, or Impact Fee Free/Inclusionary Zoning.

3

Goals and Priorities

GOAL 5 - INNOVATION AND ENTREPRENEURSHIP

5.1 Develop additional resources to help Entrepreneurs

- 5.1.1 Use 314 Clematis Street and the 12x12 project as a catalyst for new businesses
- 5.1.2 Map the ecosystem
- 5.1.3 Develop data sets to measure success
- 5.1.4 Empower minority segments of the entrepreneurship community
 - Work with local entrepreneurs, networks and universities
- 5.1.5 Enhance the open data portal by identifying and adding usable datasets that the entrepreneurial community can use
- 5.1.6 Grow and support networks for entrepreneurs and startups in the City of West Palm Beach
 - Business Development Board of Palm Beach County
 - Palm Beach Tech Association
 - FAU Tech Runway
 - SCORE
 - SBA
 - All local Universities
- 5.1.7 Continue to support and add to entrepreneurial/innovation events in the City, in partnership with groups like 1909, South Florida Science Center and local universities
 - Startup weekend
 - Hackathons
 - Maker Fairs
- 5.1.8 Identify ways the City can support incubators and accelerators that include partnerships with local universities and State College
- 5.1.9 Connect Entrepreneurs with business knowledge and opportunities through Palm Beach Atlantic University, Florida Atlantic University and other local educational institutions
- 5.1.10 Maintain involvement with organizations on the cutting edge of innovation and entrepreneurship
 - Knight Foundation
 - Kauffman Foundation
 - U.S. Conference of Mayors
 - Urban Land Institute

3

Goals and Priorities

GOAL 5 - INNOVATION AND ENTREPRENEURSHIP

5.2 Increase access to capital

5.2.1 Initiate Bankers Round Table

- Gap funding incentive
- Loan loss reserve fund
- Startup grant
- Revolving loan funds with link deposit accounts for north end business investment

5.2.2 Develop a strong partnership with the local Small Business Administration

5.3 Develop City/University Partnerships to promote innovation

5.3.1 Marine Lab located on the north end of the City utilizing local public water access

5.3.2 Creation of a “maker space” in the Jefferson Terminal District with an incubator

3

Goals and Priorities

Summary

| Goals | Policy | Strategy |
|--|--------|--|
| Goal 1 - Talent | 1.1 | Create a National Center for Arts and Technology |
| | 1.2 | Dedicate resources to improving early learning and Pre-K-12 schools in West Palm Beach |
| | 1.3 | Work to equitably create opportunities for prosperity in West Palm Beach by ensuring all residents have access to education and job opportunities |
| | 1.4 | Align higher education programs with target industry needs and connect students with local job opportunities to ensure the future workforce is ready |
| | 1.5 | Attract talent to West Palm Beach to achieve remaining economic development goals. |
| Goal 2 - Business Climate and Marketing | 2.1 | Support existing business in West Palm Beach by maintaining a business friendly regulatory environment |
| | 2.2 | Create tailored marketing campaigns geared towards targeted industries |
| | 2.3 | Develop incentive offerings and ensure they are tailored to target industry needs |
| | 2.4 | Targeted Industry Activities |
| Goal 3 - Infrastructure | T.P.3 | Revitalize the North End of West Palm Beach |
| | 3.1 | Prioritize the City's Net Zero efforts and Sustainability Strategic Plan |
| | 3.2 | Increase attainable housing options throughout the City |
| | 3.3 | Continue implementation of the City's Mobility Plan to enhance transportation infrastructure and connectivity |
| | 3.4 | Recruit a 600-800 room full-service hotel near the Palm Beach County Convention Center |
| Goal 4 - Quality of Place | 4.1 | Address safety concerns in the City |
| | 4.2 | Expand lifestyle amenities that make West Palm Beach an attractive place to live and work |
| | 4.3 | Enhance neighborhood connectivity through redevelopment of key corridors |
| Goal 5 - Innovation and Entrepreneurship | T.P.5 | Developing the Jefferson Terminal District |
| | 5.1 | Develop additional resources to help entrepreneurs |
| | 5.2 | Increase access to capital |
| | 5.3 | Develop partnerships between the City and Universities to promote innovation |

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Goals and Priorities

Goal 1

| Goals | Policy | Strategy | Timeline | | | | |
|-----------------|--------|--|----------|------|------|------|------|
| Goal 1 - Talent | | | 2020 | 2021 | 2022 | 2023 | 2024 |
| 1.1 | | Create a National Center for Arts and Technology in West Palm Beach | | | | | 1 |
| 1.1.1 | | Provide an ongoing support role to the local NCAT Board of Directors | | | | | 1 |
| 1.1.2 | | Assist Community Redevelopment Agency to scale the center up over time | | | | 2 | |
| 1.1.3 | | Provide a conduit for the NCAT Board of Directors to City Hall | | | | | 3 |
| 1.1.4 | | Maintain promotion and partnership development of center | | | | 4 | |
| 1.1.5 | | Work with Mayor's Community Liaison, Community Redevelopment Agency and Housing & Community Development to identify community inputs to build attendance | | | | | 5 |
| 1.1.6 | | Include the Palm Beach County PBCSD and Universities as a partner to help drive attendance after primary school hours | | | | | 6 |
| 1.1.7 | | Assist and augment transportation needs for attendees when necessary | | | | | 7 |
| 1.2 | | Dedicate resources to improving early learning and Pre-K-12 schools in West Palm Beach | | | | | 2 |
| 1.2.1 | | Build upon the Partnership Schools and other existing programs with Palm Beach County PBCSD | | | | | 1 |
| 1.2.1.1 | | Consider expansion into other Elementary Schools in the North end of the City with the Mayor and City Commissioners | | 2 | | | |
| 1.2.1.2 | | Investigate a City lead initiative to add to Pre-K services for residents | | 3 | | | |
| 1.2.2 | | Work with the PBCSD on data tracking for improvement in City schools | | | | 2 | |
| 1.2.3 | | Support after school programs for K-5 at City Community Centers serving target market for enhanced learning opportunities | | | | 3 | |
| 1.2.4 | | Coordinate GIS resources with PBCSD data to understand neighborhoods with the greatest need for assistance in efforts such as attendance, internet access, and basic needs | | 4 | | | |
| 1.2.5 | | Based on data and coordination with the PBCSD, develop specific action efforts for the City to assist in raising school achievement level | | | 5 | | |
| 1.2.6 | | Augment community efforts that build talent in the City | | | | | 6 |
| 1.2.7 | | Assist the PBCSD in partnering schools with the City's cultural assets | | | | | 7 |
| 1.3 | | Work to equitably create opportunities for prosperity in West Palm Beach by ensuring all residents have access to education and job opportunities | | | | | 3 |
| 1.3.1 | | Ensure a diversity of stakeholders and allies are included in developing solutions that impact discouraged populations | | | | | 1 |
| 1.3.2 | | Prioritize minority owned businesses throughout the City | | | | | 2 |
| 1.3.3 | | Incentive businesses to locate into the poor communities | | | | | 3 |
| 1.3.4 | | Collaborate with nonprofits, businesses, and educators to provide access to resources for residents facing poverty. Develop a communications plan on how we will address the 17% poverty rate. | | | | | 4 |
| 1.3.5 | | Assist the Coordinator of Community Initiatives in building business opportunities that will employ African American males | | | | 5 | |
| 1.3.6 | | Work with outside and internal agencies to develop an intentional entrepreneurial path to business ownership | | | 6 | | |
| 1.3.7 | | Assist with the creation of a "matchmaking program" | | | | | 7 |
| 1.3.8 | | Work with Career Source of Palm Beach County to develop a job track for City residents | | | | | 8 |
| 1.3.9 | | Develop a "Ban the Box" Campaign and work with lobbying team to address efforts that will assist former felons with obtaining licenses such as CDLs for jobs | | | | | 9 |
| 1.4 | | Align higher education programs with target industry needs and connect students with local job opportunities to ensure the future workforce is ready | | | | | 4 |
| 1.4.1 | | Support and leverage work being done by the Academic Leaders Council with the Business Development Board of Palm Beach County | | | | | 1 |
| 1.4.2 | | Work with the Business Development Board to develop a connection between West Palm Beach businesses and local universities to direct students to job opportunities | | | | | 2 |

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Goals and Priorities

Goal 1 (continued)

| Goals | Policy | Strategy | Timeline | | | | |
|-----------------|---------|---|----------|------|------|------|------|
| Goal 1 - Talent | | | 2020 | 2021 | 2022 | 2023 | 2024 |
| 1.5 | | Attract talent to West Palm Beach to achieve remaining economic development goals. | | | | | 5 |
| 1.5.1 | | Maintain and grow a library of up to date media showcasing the lifestyle of the City | | | | | 1 |
| 1.5.2 | | Develop a dedicated internal marketing and communications campaign geared towards residents by showcasing local success stories, recruit ambassadors, etc. | | | | | 2 |
| | 1.5.2.1 | Work with local industry and district associations on promotion of activities and information | | 1 | | | |
| | 1.5.2.2 | Investigate possible college campus promotions for talent attraction with the labor shed | | 2 | | | |
| | 1.5.2.3 | Develop a local success story telling initiative | | | 3 | | |
| | 1.5.2.4 | Develop a resident new business package | | | 4 | | |
| 1.5.3 | | Develop a dedicated external talent attraction campaign geared towards recruiting talent from outside the City. Consider leveraging tourism marketing initiatives that can showcase the City as a place to visit and live. Partner with Discover the Palm Beaches as an initial start | | | | | 3 |
| 1.5.4 | | Highlight recreational industries in the area to assist with lifestyle promotion | | | | | 4 |
| 1.5.5 | | Create a cultural council advisory group to better coordinate City activities and business recruitment efforts | | | | | 5 |

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Goals and Priorities

Goal 2

| Goals | Policy | Strategy | Timeline | | | | |
|--|--|----------|----------|------|------|------|----------|
| | | | 2020 | 2021 | 2022 | 2023 | 2024 |
| Goal 2 - Business Climate and Marketing | | | | | | | |
| 2.1 | Ease and reduce the time of regulatory hurdles | | | | | | 1 |
| 2.1.1 | Track year-to-year business growth rates through business tax receipts | | | | | | 1 |
| 2.1.2 | Prioritize investment in online permitting in development services | | | 2 | | | |
| 2.1.3 | Expedite permit review resolutions | | 3 | | | | |
| | Opportunity Zone | 1 | | | | | |
| | Historic Northwest | | 2 | | | | |
| | Net Zero 2050 Efforts | | | 3 | | | |
| | Jefferson Terminal District | | | | | 4 | |
| 2.1.4 | Replace County impact fee requirement with a City mobility fee | | | | | 4 | |
| 2.1.5 | Identify local business priorities that can be included in the City's annual State legislative priority list | | | | | 5 | |
| 2.1.6 | Identify areas for zoning code revisions / Overlays to simplify and reduce cost of development | | | | | | 6 |
| 2.1.7 | Industry / District-specific development services sessions | | | | | | 7 |
| 2.1.8 | Expand ambassador efforts to help companies through bureaucratic processes | | | | | | 8 |
| 2.1.9 | Alternate Process Zone - Zones with a quick review process | | | | | | 9 |
| 2.1.10 | Evaluate Fee/Tax/Service costs to compared to other competitive locations | | | | | | 10 |
| | | | 2020 | 2021 | 2022 | 2023 | 2024 |
| 2.2 | Create tailored marketing campaigns geared towards targeted industries | | | | | | 2 |
| 2.2.1 | Help local businesses to organize and promote their respective areas | | | 1 | | | |
| 2.2.2 | Upgrade branding and marketing efforts for the Flagler Financial District | | | 2 | | | |
| 2.2.3 | Annually conduct a photographic session of areas of the City to build the promotional photo gallery that the City and business can use | | | | | | 3 |
| 2.2.4 | Market to local marine contractors in South Florida to expand into the designated marine area | | | | 4 | | |
| 2.2.5 | In partnership with the Chamber, develop a "Made in West Palm Beach" promotion program | | | | 5 | | |
| 2.2.6 | Coordination with the Palm Beach County Medical Society on a doctor attraction program | | | | | | 6 |
| 2.2.7 | Coordinate with Marine Industry Association to grow recreational companies and opportunities in the north end of the City | | | | | | 7 |
| 2.2.8 | Develop a marketing promotion campaign that can be displayed at the Palm Beach International Boat show and other marine events | | | | | | 8 |
| | | | 2020 | 2021 | 2022 | 2023 | 2024 |
| 2.3 | Develop incentive offerings and ensure they are tailored to target industry needs | | | | | | 3 |
| 2.3.1 | Specific Industry Marketing Campaigns | 1 | | | | | |
| 2.3.2 | Industry promotion events | 2 | | | | | |
| 2.3.3 | Business Expansion and Retention Grant | 3 | | | | | |
| 2.3.4 | Sign Grant | 4 | | | | | |
| 2.3.5 | District / Industry Marketing Place Making Grant | | 5 | | | | |
| 2.3.6 | Contract / Relocation Option | | 6 | | | | |
| 2.3.7 | Business Improvement District Assistance | | | | | 7 | |
| 2.3.8 | "Temporary Labor" Market Place | | | | | 8 | |
| 2.3.9 | \$1 Million Targeted Fund | | | | | | 9 |

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Goals and Priorities

Goal 2 (continued)

| Goals | Policy | Strategy | Timeline | | | | |
|---|--|----------|----------|------|------|------|------|
| Goal 2 - Business Climate and Marketing | | | 2020 | 2021 | 2022 | 2023 | 2024 |
| 2.4 | Targeted Industry Activities | | | | | | 4 |
| 2.4.1 | Medical Industry | | | | | | 2 |
| 2.4.1.1 | Work with local hospitals to help attract amenities that will add quality patient care | | | | 1 | | |
| 2.4.1.2 | Assist doctors with opening local offices through a medical office development grant and connection with SCORE | | | | | | 2 |
| 2.4.1.3 | Connect local nursing programs with needs at areas schools as a workforce development program | | | | 3 | | |
| 2.4.1.4 | Coordination with the Palm Beach Medical Society on a doctor attraction program | | | | | 4 | |
| 2.4.1.5 | Explore the ability and needs to attracting a medical technology institution to the Jefferson Terminal District | | | | | | 5 |
| 2.4.2 | Marine Industry | | | | | | |
| 2.4.2.1 | Tie efforts with marine company attraction with north end improvement efforts | | | | | | 1 |
| 2.4.2.2 | Work with the CRA to develop a catalyst project to create commercial space in the area for marine companies | | | | 2 | | |
| 2.4.2.3 | Market to local marine contractors in South Florida to expand into the designated marine area | | | | 3 | | |
| 2.4.2.4 | Coordinate with the Marine Industry Association to grow recreational companies and opportunities in the north end | | | | | 4 | |
| 2.4.2.5 | Prioritize Broadway from 50th Street to 59th Street as a designated strip for marine contractors | | | | | | 5 |
| 2.4.2.6 | Modernize and promote water access points throughout the City | | | | | | 6 |
| 2.4.2.7 | Develop a marketing promotion campaign that can be displayed at the Palm Beach International Boat Show and other marine events | | | | 7 | | |
| 2.4.2.8 | Explore potential of creating an aviation component to the existing marine sector, including a study of direct flights from WPB to the Caribbean | | | | | | 8 |
| 2.4.3 | Finance and Corporate HQ | | | | | | |
| 2.4.3.1 | Showcase promotion to encourage over 2 million sq. ft. of commercial space planned for construction | | | | 1 | | |
| 2.4.3.2 | Continue branding and marketing efforts for the Flagler Financial District | | | | | | 2 |
| 2.4.3.3 | Coordinate with local financial professionals and companies to create a local association for the FFD | | | | 3 | | |
| 2.4.3.4 | Use and coordinate FFD promotion efforts with the BDB Financial Services Taskforce | | | | | | 4 |
| 2.4.3.5 | Create a bankers round table for funding opportunities, City project coordination and information distribution | | | | 5 | | |
| 2.4.3.6 | Work with local building management to expand FFD brass plaque program | | | | 6 | | |
| 2.4.3.7 | Coordinate with the Arts in Public Places Coordinator to create an iconic FFD art piece in the district | | | | | | 7 |
| 2.4.4 | Technology | | | | | | |
| 2.4.4.1 | Coordinate with Palm Beach Tech, FAU Tech Runway, SCORE and local universities to support new tech companies and advanced manufacturing in the City | | | | 1 | | |
| 2.4.4.2 | Work with the Palm Beach County School District and local private schools to enhance STEAM in WPB class rooms | | | | | | 2 |
| 2.4.4.3 | Work with local banks to create a small loan loss reserve fund that can be used to deploy capital into small startup companies | | | | 3 | | |
| 2.4.4.4 | Prioritize high-speed 1GB service throughout the City | | | | | | 4 |
| 2.4.4.5 | Identify potential sole service providers for cutting edge technology | | | | | | 5 |
| 2.4.5 | Design | | | | | | |
| 2.4.5.1 | Help local businesses along South Dixie highway and Antique Row to organize and promote their respective areas based on hyperlocal business retention and expansion data | | | | 1 | | |
| 2.4.5.2 | Identify specific designers using specific BTR data and NAICS codes | | | | 2 | | |
| 2.4.5.3 | Identify local merchants that have projects planned to enhance the experience of design corridor and support with City resources such as land, alleyways and other public spaces | | | | | | 3 |

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Goals and Priorities

Goal 2 (continued)

| Goals | Policy | Strategy | Timeline | | | | |
|--|--|---------------|----------|------|------|------|----------|
| Goal 2 - Business Climate and Marketing | | | 2020 | 2021 | 2022 | 2023 | 2024 |
| 2.4 | Targeted Industry Activities | | | | | | 4 |
| | | public spaces | | | | | |
| 2.4.6 | Boutique / Craft Manufacturing | | | | | | |
| 2.4.6.1 | Coordinate industry discussions and meetings with the development services department | | | 1 | | | |
| 2.4.6.2 | In coordination with local business associations investigate the potential of combining different industries into promotional events | | | | 2 | | |
| 2.4.6.3 | Work with local business associations to develop place making amenities | | | | | 3 | |
| 2.4.6.4 | Develop wayfinding and other directional assistance | | | | | | 4 |
| 2.4.6.5 | In partnership with the Chamber develop a "Made in West Palm Beach" promotional program | | | | | | 5 |
| 2.4.7 | Summary of Existing Efforts in the City | | | | | | |
| 2.4.7.1 | Building Improvement Grants | | | | | | |
| | Reimbursement of 10% of the cost to make a building useable that has not been improved for 10 years | | | | | | |
| 2.4.7.2 | Qualified Target Industry Grants | | | | | | |
| | Coordinated with the State of Florida, cash for jobs | | | | | | |
| 2.4.7.3 | City of West Palm Beach Branding and Marketing | | | | | | |
| | Promotion of the City to other areas, namely the Northeast Region of the United States to attract financial and corporate headquarters to the City | | | | | | |
| 2.4.7.4 | Association Creation Program | | | | | | |
| | Grant to organize similar businesses interests by industry or location | | | | | | |
| 2.4.7.5 | Expansion and Retention | | | | | | |
| | Business looking to stay and grow in the City are worked with one on one to identify resources that will all them to grow and stay | | | | | | |
| 2.4.7.6 | BDB FAM Tour Assistance | | | | | | |
| | and Palm Beach County so they can better understand the area to bring businesses to our City | | | | | | |
| 2.4.7.7 | Expedited permit review | | | | | | |
| | For companies creating 30 or more jobs with an average salary at least 15% higher than current salary in PBC. | | | | | | |
| 2.4.7.8 | Tax exemption for Economic Development Purposes | | | | | | |
| | For companies that own their land and create 10 or more jobs | | | | | | |

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Goals and Priorities

Goal 3

| Goals | Policy | Strategy | Timeline | | | | |
|--------------------------------|---|----------|-------------|-------------|-------------|-------------|-------------|
| | | | 2020 | 2021 | 2022 | 2023 | 2024 |
| Goal 3 - Infrastructure | | | | | | | |
| T.P.3 | Revitalize the North End of West Palm Beach | | | | | | 1 |
| T.P.3.1 | Establish a National Center for Arts and Technology* (See Goal Activity 1.5) | | | | | | 1 |
| T.P.3.2 | Integrate the RISE Initiative, its partners and local university resources into the Broadway corridor redevelopment plan | | | | | | 2 |
| T.P.3.3 | Develop a plan for and catalyze growth in small businesses in the Historic Northwest / Tamarind Corridor / Northwood Village / Broadway areas. | | | | | | 3 |
| T.P.3.4 | Assist the CRA in the opportunity to better define the character of Northwood Village, when needed the development of the Anchor Site and recruitment of businesses. | | | | | | 4 |
| T.P.3.5 | Continue to explore development partnerships and investment in the North End's designated Opportunity Zone | | | 5 | | | |
| T.P.3.6 | Work with local area hospitals to create a medical destination and community | | | | 6 | | |
| T.P.3.7 | Develop plans for a marina in Currie Park, creating an amenity for residents, destination for visitors and a location for new business | | | 7 | | | |
| T.P.3.8 | Support Rybovich's Marine Village Development | | | 8 | | | |
| T.P.3.9 | Embrace Cultural Tourism and celebrate the diversity of the neighborhood to create opportunities for residents of all education and skill levels | | | | | | 9 |
| T.P.3.10 | Continue efforts to better connect the North End to Downtown, the Brightline Station and other amenities | | | | | | 10 |
| | | | 2020 | 2021 | 2022 | 2023 | 2024 |
| 3.1 | Prioritize the City's Net Zero efforts and Sustainability Strategic Plan | | | | | | 2 |
| 3.1.1 | Promote the City's resiliency plan as part of economic development efforts | | | 1 | | | |
| 3.1.2 | Build specific Net Zero incentives to be deployed based on proven energy savings | | 2 | | | | |
| 3.1.3 | Aim to become a certified gold City by LEED for Cities and Communities | | | | | | 3 |
| 3.1.4 | Include energy audits with all economic development projects | | | | 4 | | |
| 3.1.5 | Identify high energy users and work with them to identify energy savings | | | | | | 5 |
| | | | 2020 | 2021 | 2022 | 2023 | 2024 |
| 3.2 | Increase attainable housing options throughout the City. | | | | | | 3 |
| 3.2.1 | Identify high density nodes where additional attainable housing opportunities may exist | | | | 1 | | |
| 3.2.2 | Identify existing homes that may need repair and develop incentive to facilitate the improvement of the home. | | | | 2 | | |
| 3.2.3 | Work with the Development Services departments and local home builders on zoning incentives to increase attainable housing within construction projects in key areas | | | | 3 | | |
| 3.2.4 | Partner with organizations such as the City's Housing and Community Development Department, The Lord's Place and the Homeless Coalition to address homelessness in the City | | | | 4 | | |
| 3.2.5 | Identify where City assets may be used to add more affordable housing | | | | 5 | | |
| 3.2.6 | Develop a visual document showing the path to home ownership | | | | 6 | | |
| 3.2.7 | Consider property acquisition in areas that will act as catalysts for workforce housing development | | | | | 7 | |
| 3.2.8 | Where appropriate, rezone areas zoned solely for single family home to allow for multifamily residential construction | | | | | | 8 |

3

Goals and Priorities

Goal 3 (continued)

| Goals | Policy | Strategy | Timeline | | | | |
|-------------------------|--------|---|----------|------|------|------|------|
| Goal 3 - Infrastructure | | | 2020 | 2021 | 2022 | 2023 | 2024 |
| 3.3 | | Continue implementation of the City's Mobility Plan | | | | | 4 |
| 3.3.1 | | Increase connectivity of residential areas and employment centers by several modes of transportation | | | | | 1 |
| 3.3.2 | | Explore Smart Cities Technology options with local universities and technology providers that unlock data sources to build better infrastructure policy | | | 2 | | |
| 3.3.3 | | Develop an artistic bicycle corral incentive for businesses to encourage the creation of unique bicycle storage assets by local employers | | 3 | | | |
| 3.3.4 | | Coordinate an ongoing working group of distributors and merchants to address commercial loading availability throughout the City | | | 4 | | |
| 3.3.5 | | Encourage and assist event producers to include alternate transit options, amenities and promotion into events held in West Palm Beach. Ex. Bicycle Valet, Ride Sharing and "How to get there from here" Train directions | | | 5 | | |
| 3.3.6 | | Assist the communication coordination between the merchants and parking department regarding the parking system throughout the City | | | 6 | | |
| 3.3.7 | | Support and enhance the actions of transit organizations such as the Transportation Planning Agency's Bike to Work Week and the South Florida Safe Streets Summit | | | | | 7 |
| 3.3.8 | | Implement a Bicycle Riding Data App, such as Ride Report that can be promoted by the City for bicycle users to help better understand bicycle transit | | | | | 8 |
| 3.3.9 | | Creation an incentive program that can be used specifically for creating facilities that make using alternate transportation options easier. Ex. Showers / locker rooms during a building improvement | | | | 9 | |
| 3.3.10 | | Look for public private partnership ways to meet the goals for the mobility plan | | | | | 10 |
| 3.4 | | Recruit a 600-800 room full service hotel near the Palm Beach Convention Center | | | | | 5 |
| 3.4.1 | | Coordinate efforts with Discover the Palm Beaches in recruiting potential developers | | | 1 | | |
| 3.4.2 | | Develop an opportunity package that justifies the creation of a full-service hotel | | | | 2 | |
| 3.4.3 | | Identify potential locations for the hotel with the Development Services Department | | | | | 3 |
| 3.5 | | Develop more Class-A office space downtown | | | | | 6 |
| 3.5.1 | | Enhance GIS data that shares information on available and soon to be available office space in the City | | 1 | | | |
| 3.5.2 | | Work to construct new office buildings in the Flagler Financial District and other prioritized areas of the City | | | | | 2 |
| 3.5.3 | | Establish a shovel ready program that combines City and private efforts to promote construction. | | | | | 3 |
| 3.5.4 | | Long term, invest in city-owned parcels downtown to make them shovel-ready | | | | | 4 |
| 3.5.5 | | Prioritize efforts that will aid in the construction of new office space in the City. | | | | | 5 |

3

Goals and Priorities

Goal 4

| Goals | Policy | Strategy | Timeline | | | | |
|---------------------------|--------|--|----------|------|------|------|------|
| Goal 4 - Quality of Place | | | 2020 | 2021 | 2022 | 2023 | 2024 |
| 4.1 | | Address safety concerns in the City | | | | | |
| 4.1.1 | | Outline tactics that illustrate how the city is addressing these concerns. | | | 1 | | |
| 4.1.2 | | Promote and incentive Police security camera program | | 2 | | | |
| 4.1.3 | | Work with the merchants and hospitality industry to address safety concerns by developing a task list of items to address | | | 3 | | |
| 4.1.4 | | Develop a communication plan to let residents know about new public safety tactics and to share positive stories about improving safety conditions. | | | | 4 | |
| 4.1.5 | | Develop a merchant's brief of rules and efforts to make downtown and the City safer | | | | 5 | |
| 4.1.6 | | Work with GIS services, data managers in the City and the police department to layer data points to discover other ways to help with safety | | | | | 6 |
| 4.1.7 | | Spearhead a "Give with a heart" effort with the Downtown Development Authority that prevents panhandling | | | | | 7 |
| 4.2 | | Enhance neighborhood connectivity through redevelopment of key corridors | | | | | 1 |
| 4.2.1 | | Integrate people first design in economic development projects where applicable | | | | | 1 |
| 4.2.2 | | Work with local businesses to created districts in the following areas: | | | | 2 | |
| | | Northwood Industrial Area | 1 | | | | |
| | | 45 th Street Corridor | | 2 | | | |
| | | Georgia Avenue | | | 3 | | |
| | | Airport Area | | | | 4 | |
| 4.2.3 | | Where possible use incentive dollars to enhance connectivity outlined in the mobility plan | | | 3 | | |
| 4.2.4 | | Work with local business groups that desire walkability to develop a plan for it | | | | 4 | |
| 4.2.5 | | Promote programs and activities such as "Vision Zero" and "Bike to Work" as part of economic development promotion | | | | 5 | |
| 4.2.6 | | Identify and encourage public private partnerships to build multi-modal connectivity through out the City | | | | | 6 |
| 4.2.7 | | Develop a wayfinding plan for business areas | | | | | 7 |
| 4.2.8 | | Support the redevelopment of Okeechobee Corridor commercial centers to include multi-model redevelopment | | | | | 8 |
| 4.3 | | Expand lifestyle amenities that make West Palm Beach and attractive place to live and work | | | | | 2 |
| 4.3.1 | | Activate public spaces with events, recreation opportunities, and other community gathering activities. Develop incentive plans that support and align with City programs and initiatives such as the Sustainability Action Plan, Public Art Master Plan, and Parks and Recreation Master Plan as well as enhancements planned by the South Florida Science Center and Palm Beach Zoo. | | | 1 | | |
| 4.3.2 | | Support growth in the performing arts, dining, live music, and other entertainment offerings aligned with the city's identity and values | | | | | 2 |
| 4.3.3 | | Conduct an overall community satisfaction/ happiness survey for the City | 3 | | | 12 | |
| 4.3.4 | | Expand micro-mobility through City ordinance and request for providers to include several transit options | | 4 | | | |
| 4.3.5 | | Develop arts-based incentives to encourage the private sector to contribute to support the Art in Public Places master plan | | 5 | | | |
| 4.3.6 | | Work with local business associations in corridors where parks and city lands can be publicly activated with private efforts | | | 6 | | |
| 4.3.7 | | Work with residents and cyclists to develop an off-road cycling amenity | | | | 7 | |
| 4.3.8 | | Develop a promotional "what to do in the City" that includes hidden gems that are not normally promoted through existing avenues | | | | | 8 |
| 4.3.9 | | Work with the other city departments and government agencies to develop Jose Marti Park into a great amenity | | | | 9 | |
| 4.3.10 | | Identify additional projects that allow residents to connect with the intracoastal as described in the public space analysis by Gehl | | | | | 10 |
| 4.3.11 | | Enhance eco-attractions amenities such as grassy waters and intracoastal waterway; identify opportunities to bring biodiversity into urban public spaces | | | | | 11 |
| 4.3.12 | | Continue efforts to enhance waterfront property and recreational amenities | | | | | 13 |
| 4.3.13 | | Explore opportunities to develop youth sports facility | | | | 14 | |
| 4.3.14 | | Ensure the development of additional amenities for people on the east and west side of Flagler Drive in the central business district | | | | | 15 |

3

Goals and Priorities

Goal 5

| Goals | Policy | Strategy | Timeline | | | | |
|---|---|----------|-------------|-------------|-------------|-------------|-------------|
| | | | 2020 | 2021 | 2022 | 2023 | 2024 |
| Goal 5 - Innovation and Entrepreneurship | | | | | | | |
| T.P.5 | Developing the Jefferson Terminal District | | | | | | 1 |
| T.P.5.1 | Continue the Jefferson Terminal District planning study. Determine what basic infrastructure investments are needed, such as high-speed fiber and storm water drainage. Proactively outline place making investments that will spur connectivity throughout the District, such as between the city-owned property, Warehouse District, and future residential developments, as well as connectivity to Downtown West Palm Beach. Consider features such as walkability, open public spaces, and public transportation access. | | | 1 | | | |
| T.P.5.2 | Establish a leadership group for the District. Assemble leaders and stakeholders that need to be involved in the District's development, including business and landowners in the District, target sector representatives, entrepreneurs, educational institutions, and economic developers. | | | | 2 | | |
| T.P.5.3 | Implement diversity and economic inclusion strategies. West Palm Beach has high levels of poverty and economic inequality. The Jefferson Terminal District can provide economic opportunity for all residents by implementing purposeful diversity and economic inclusion strategies, such as training programs for residents to fill jobs in the District and public transit options from the District to other parts of the city. Research continues to show that more diverse and inclusive economies are stronger and more resistant to economic disruptions. | | | | | | 3 |
| T.P.5.4 | Develop a specific plan for city-owned property in the District to make it shovel-ready. This property provides opportunity to further catalyze innovation growth. Prioritize activities that will support an anchor institution and innovation cultivators, such as entrepreneurial resources. Identify funding sources to develop physical assets and incentivize private investment, such as a Tax Increment Financing Area, Designated Private Provider Area, or Impact Fee Free/Inclusionary Zoning. | | | | | | 4 |
| 5.1 | Develop additional resources to help entrepreneurs | | 2020 | 2021 | 2022 | 2023 | 2024 |
| 5.1.1 | Use 314 Clematis Street and the 12x12 project as a catalyst for new businesses | | | | | | 1 |
| 5.1.2 | Map the ecosystem | | | 2 | | | |
| 5.1.3 | Develop data sets centered around entrepreneurs to measure success | | | | 3 | | |
| 5.1.4 | Empower minority segments of the entrepreneurship community | | | 4 | | | |
| 5.1.5 | Enhance the open data portal by identifying and adding useable data sets that the entrepreneurial community can use | | | | | | 5 |
| 5.1.6 | Grow and support networks for entrepreneurs and startups that fit in the City of West Palm Beach | | | | | | 6 |
| 5.1.7 | Continue to support and add to entrepreneurial / innovation events in the City in partnership with groups like 1909, South Florida Science Center and local universities | | | | | | 7 |
| 5.1.8 | Identify ways City can support incubators and accelerators that include partnerships with local universities and the state college | | | | | | 8 |
| 5.1.9 | Connect Entrepreneurs with business knowledge and opportunities through Palm Beach Atlantic University, Florida Atlantic University and other local educational institutions | | | | | | 9 |
| 5.1.10 | Maintain involvement with organizations on the cutting edge of innovation and entrepreneurship | | | | | | 10 |
| 5.2 | Increase access to capital | | 2020 | 2021 | 2022 | 2023 | 2024 |
| 5.2.1 | Initiate a Bankers Round Table | | | 1 | | | |
| | Gap Funding | | | 1 | | | |
| | Loan Loss Reserve Fund | | | 2 | | | |
| | Startup grants | | | | 3 | | |
| | Revolving loan funds with link deposit accounts for north end business | | | | 3 | | |
| 5.2.2 | Develop a strong partnership with the local Small Business Administration Office | | | | | 4 | |
| 5.3 | Develop City / University Partnership to promote innovation | | 2020 | 2021 | 2022 | 2023 | 2024 |
| 5.3.1 | Marine Lab located on the north end of the City utilizing public water access | | | | | | 1 |
| 5.3.2 | Creation of a "maker space" in the Jefferson Terminal District with an incubator | | | | | | 2 |



4

Data and Measurements



4

Data and Measurements

Data Sets

The City has access to a series of data sets that can be used to measure the economic viability of the City. No single data source can show the comprehensive status of the City's economic condition. However, when compared and shown together the following data sets can help gauge effectiveness and guide actions, strategies and larger City policies over time.

Some data sets are updated more frequently than others and they all come from various sources such as:

- Internal City tracking
- Palm Beach County
- Palm Beach County Property Appraiser
- Palm Beach County PBCSD
- State of Florida
- United States Census Bureau
- Discover the Palm Beaches

4

Data and Measurements

Data Sets

Over time the City will work to create a dashboard of data sets that is made available to the public on the City's open data portal

- Business Tax Receipts New and existing businesses in the City
- Affordable Housing Inventory Housing industry priced for the workforce
- Housing Starts The amount of new housing inventory that has started construction
- Building Improvement Grants Square footage of spaced City dollars helped improve
- Building Permit Values The value of projects submitted of construction plan review
- Building Permit Times The amount of time it takes to review, respond and issue a permit
- Community Satisfaction A resident's survey on how happy they are living in the City
- Total Hotel Rooms The amount of available keys in the City
- Hotel Stays Amount and percentage of people staying in the City
- Convention Center Bookings Business that is reserving the convention center
- School Achievement Levels Student success in reading and math by school
- School Attendance Rates How many and often students are missing school
- Poverty Rate Percentage of residents living at or below the poverty level
- CO2 Levels How much carbon the City is saving from emissions
- Traffic Crash Rates Levels of crashes involving all mobility options
- Crime Rate How often and where crimes are being committed
- Sales Tax Collected The amount of taxes collected from point of sales in the City
- Property Values Values of residential, commercial and property values per acre
- Mobility Data How and where people are moving
- Vacancy Rates Percentage of commercial and industrial space
- Population Level Amount of people living in the City limits
- Average Household Income How much money a typical household relies on annually
- Median Age of City Residents General indicator of the City's population age



6

Best Practices



5

Best Practices

Business Climate

Cincinnati Jump Team: After contemplating how best to reduce the costs for startups and small businesses, the Cincinnati Small Business Advisory Committee identified a need for a one-stop, centralized web portal. The City will also use this web portal to streamline the permit process for businesses by creating a “Jump Team” in City government. The “Jump Team” would consist of representatives from all relevant departments to assist when a business is applying for permits and reduce the time it takes to get the business open.



Kansas City KCBizcare: The Kansas City Business Customer Service Center or “KCBizcare” opened June 1, 2009 and was established as a separate entity under the City Manager’s Office to provide enhanced services to the small business community. KCBizcare currently has a staff of three and provides business-specific “roadmaps” for opening a business; public access to city computers to look up property and zoning information, access city records, and submit applications online; referrals to city departments, agencies, and partner organizations involved in regulation or business assistance; and guidance and assistance in navigating the city’s licensing, permitting, and approval processes.

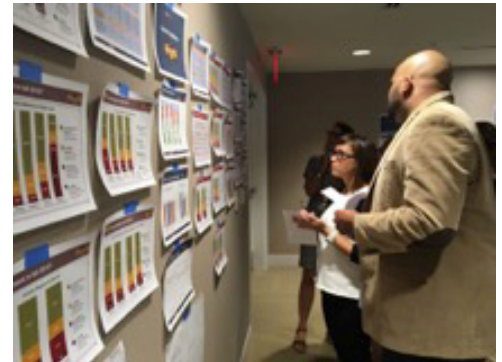


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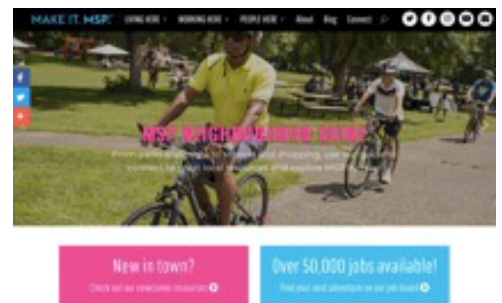
Best Practices

Talent

E3 Alliance: In 2006, the Austin Area Research Organization (AARO) established the E3 Alliance as a way to bridge the education gap at underperforming schools. Austin’s public education system lacked consistent, objective data, so decisions about how to generate the highest impact out of their limited time and resources were difficult to make. They determined that the first step toward improving PK-12 education was to invest in a way to measure and track education performance. The E3 Alliance was charged with becoming the region’s clearinghouse of objective data about school performance and student achievement trends. In addition to data and research, in 2008, the E3 Alliance developed a plan to build the strongest educational pipeline in the country. The Blueprint for Educational Change focuses the Alliance on four priority goals, each of which outline measurable objectives and action strategies, highlight needed policy changes, and align practices and systems. In the past three years, the Alliance has also established a statewide pilot program, RAISE UP. RAISE UP includes an intensive teacher training program and a process for involving students in curriculum development and designing their classroom experience. The program promises to transform the classrooms at Austin’s most in-need schools.



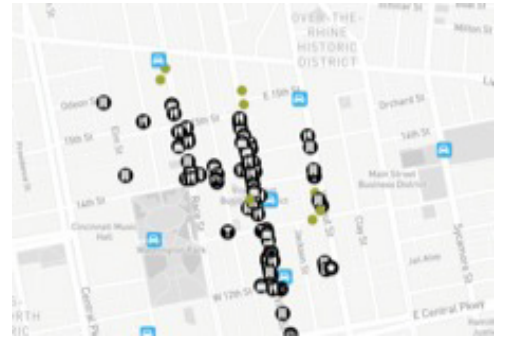
Make It. MSP. Talent Portal & Ambassador Program: Make It. MSP. is Greater Minneapolis- St. Paul’s talent attraction campaign. The Make It. MSP. website includes information about living and working in the Minneapolis-St. Paul region, including cost of living, major industries, company spotlights, education, neighborhoods, virtual city tours, the BE MSP network that connects professionals of color, and Greater MSP ambassadors, to name a few. There’s also a search engine for jobs and internships. They have several resources for newcomers, like MSP Hello, which are welcome events for new residents, and Ask an MSP Hello Ambassador, which is a long list of Minneapolis residents and professionals that you can contact for advice about moving to the City. Make It. MSP is an initiative of Greater MSP Economic Development Partnership with involvement from Young Professionals of Minneapolis (YPM). Leading partners include Best Buy, Ecolab, General Mills, Target, UnitedHealth Group, and Wells Fargo. In total, more than 170 public and private sector organizations and 500+ people have been involved in the initiative. A full-time Director, Manager, and Coordinator, along with project Team Captains are dedicated to operating Make It. MSP.



Quality of Place

Cincinnati Center City Development Corporation (3CDC):

3CDC was created by business leadership in the community that saw the need to revitalize Cincinnati's downtown. 3CDC is funded by local corporations and serves as the developer, asset manager, and lender/fund manager of its projects, partnering with the City as needed. 3CDC operates two private investment funds – the Cincinnati New Markets Fund (CNMF) and the Cincinnati Equity Fund (CEF) – that are used for downtown redevelopment and economic development projects in distressed neighborhoods. 3CDC's four strategic goals are “to create great civic spaces, create high-density mixed-use development, preserve historic structures and streetscapes and build diverse mixed-income neighborhoods supported by local businesses.” The corporation takes a holistic approach to its development, including everything from homeless shelters to arts and cultural amenities. Since 2004, over \$843 million has been invested in redevelopment and new construction projects in downtown Cincinnati and Over-the-Rhine.



Trinity Groves: Trinity Groves is a redevelopment project of a former warehouse and light-industrial site in West Dallas. It has been transformed into a 15-acre restaurant, retail, artist and entertainment destination. Trinity Groves is home to a Restaurant Concept Incubator, which encourages chefs and restaurateurs to create unique restaurant concepts and present them to a team of experienced restaurateurs, who will then support them to bring their ideas to reality. Trinity Groves is currently home to 14 restaurants, two dessert shops, culinary education and events center, and a brewery, all located in four buildings that were formerly used as a trucking facility. West Dallas Investments LLC funded the development.



Holy Cross Samaritan Center: Holy Cross Samaritan Center in Detroit, Michigan is a large, multi-organization facility that provides a diverse mix of family health, employment, and community services in the impoverished neighborhood of east Detroit, where a shrinking industrial base has created systemic problems with homelessness, poverty, and unemployment. The Samaritan Center is a collaboration of 70 organizations in Michigan's largest one-stop service center, reaching over 7,000 individuals weekly. Boysville of Michigan and SER Metro-Detroit sponsor the program.



5

Best Practices

Infrastructure

Nexton – Charleston, SC region: Nexton is an innovative mixed-use development in Berkeley County, SC that has filled the demand for housing and office space in the growing Charleston region. Real estate developer MeadWestvaco envisioned a community that featured housing, shopping, and education all interconnected by hike & bike trails. After successfully building and filling office space, developers began building housing, planning an elementary school, and introduced GigaFi, high-speed broadband internet available to every resident in Nexton. Nexton has since built an apartment complex, town center, and neighborhood park. It is also planning to build a state-of-the-art health facility and expand its Class-A office space. Community-wide recreational activities include a concert series and 5K in Nexton Square and Brown Family Park. Nexton’s inventive layout and high standard of living has created a thriving community that continues to grow.



Mueller – Austin, TX: The Mueller development in Austin, TX was built on Austin’s old airport. It has grown into a thriving, highly sought-after community that offers attainable housing in a dense, walkable environment with access to parks and hiking trails. This has attracted an influx of private development to the area, including restaurants, a movie theater, and a children’s museum, further enhancing the quality of life for everyone in the community. The Robert Mueller Municipal Airport Reuse Plan was executed by a private-public partnership between the City of Austin and Catellus Development Group.



5

Best Practices

Innovation and Entrepreneurship

Tampa-Hillsborough County’s IT Industry Support: Tampa-Hillsborough County has invested in a multi-pronged approach to support their growing IT industry. Tampa-Hillsborough County’s initiatives include Tampa Bay Tech (a technology council that works to implement strategic priorities and hold events), Tampa Bay WaVe (one of several IT coworking spaces and accelerators), and USF Connect (a program providing workers, education, research and other support to IT businesses). In addition, Tampa Bay-Hillsborough County participates in the 23-county Florida High-Tech Corridor, an economic development campaign of the University of Central Florida (UCF), the University of South Florida (USF), and the University of Florida (UF). Co-chaired by the presidents of UCF, UF, and USF, the Corridor Council is comprised of executives, educators, and entrepreneurs. Its programs include a Matching Grants Research Program (investment award fund) and TechPATH (offering educators experience in high-tech environments to bring those lessons back into their classrooms).



VABeachBio: VABeachBio is an advocacy group made up of 5 healthcare systems, 8 colleges and universities, and 11 biomedical institutions and investors that support and market the Virginia Beach region as a destination for Biomedicine and Life Sciences. It partnered with Tidewater Community College to create a Bio Accelerator that offers offices and lab spaces with specialized equipment to help launch new businesses. In 2017, the City of Virginia Beach, the Virginia Beach Department of Economic Development, and the Center for Advancing Innovation (CAI) created the VABeachBio Innovation Challenge, which launched 20 startup companies focused on creating therapeutics, vaccines and devices for illnesses including cardiovascular, neurological disorders, diabetes, oncology, and regenerative medicine.





6

Community Survey Results

6

Community Survey Results

From October 2018 through early January 2019, the City of West Palm Beach sought public input through an online community survey. This survey asked three questions related to visioning and goal setting for the City's economic development strategic plan.

The survey received 49 responses and provided additional validation and refinement to the perspectives heard directly from residents and businesses in meetings and focus groups in West Palm Beach.

Overall, respondents love West Palm Beach. They love their neighborhoods, the small-town feel, the increased vibrancy, and the people. They see significant potential and opportunity in the City.

Looking to the future, they envision a West Palm Beach that is thriving, healthy, safe, and green.

When prioritizing actions to keep the City moving toward this vision, the top three activities highlighted by respondents were Attracting New Businesses, Improving Public Safety, and Helping Existing Businesses.

Other highly ranked priorities included increasing public transportation, focusing on downtown, reducing poverty, improving education, supporting startups, and growing local incomes.

The full results of the survey are summarized on the following pages.

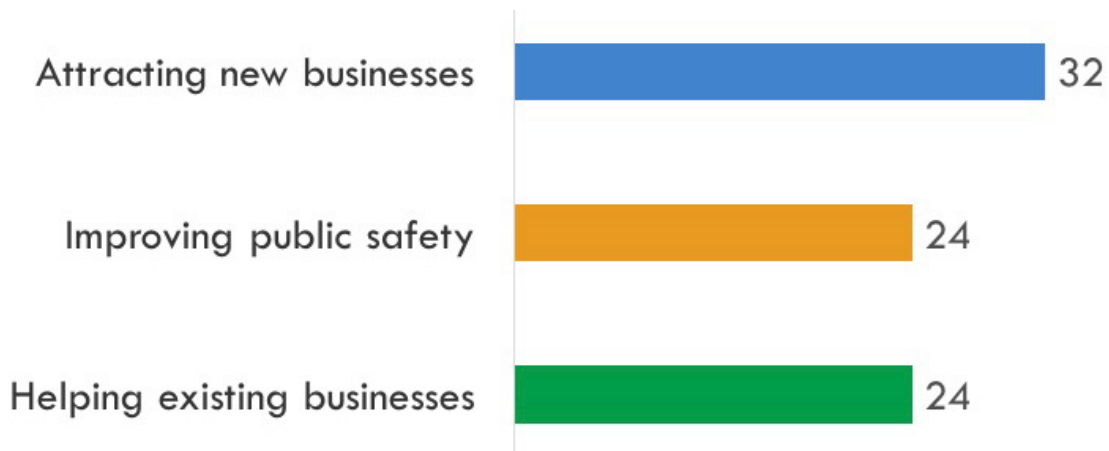
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Community Survey Results

Question 2:

The City is working on a range of ongoing and new initiatives to address issues across the community. Of the list of topics below, please rank the top three priorities that the City should tackle to improve the local economy:

Top Three Priorities by Total Weighted Vote



Remaining Priorities by Total Weighted Vote

