Resolution No.:	18-625
Introduced:	October 18, 2016
Adopted:	October 18, 2016

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

Lead Sponsors: Council President on behalf of the County Executive

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SUBJECT: Approval of Executive Regulation 10-16, Montgomery County Comprehensive Economic Strategy

Background

1. On July 18, 2016 the County Council received Executive Regulation 10-16, Montgomery County Comprehensive Economic Strategy. The regulation proposes a set of strategies to advance the County's future economic prosperity.

2. The Council reviewed the regulation under Method (1). Under Method (1), the regulation is not adopted until the Council approves it. If the Council approves the regulation, the regulation takes effect upon adoption on the resolution approving it or on a later date specified in the regulation.

3. The Planning, Housing, and Economic Development Committee held a worksession on this proposed regulation on October 10, 2016. The Committee recommended approval.

Action

The County Council for Montgomery County, Maryland, approves the following resolution:

Executive Regulation 10-16, Montgomery County Comprehensive Economic Strategy is approved.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject	Number
Montgomery County Comprehensive Economic Strategy	10-16
Originating Department	**Effective Date**
Office of the Chief Administrative Officer	October 18, 2016

Montgomery County Regulation on:

MONTGOMERY COUNTY COMPREHENSIVE ECONOMIC STRATEGY

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Issued by: County Executive

COMCOR No. 20.76.01

Authority: Code Section 20-76

Council Review: Method (1) under Code Section 2A-15

Register Volume 33 Issue 4

Comment Deadline: April 30, 2016

Effective Date: October 18, 2016

Sunset Date: None

SUMMARY: The Comprehensive Economic Strategy (CES) proposes a set of strategies to advance the County's future economic prosperity. As a comprehensive blueprint for the continued economic prosperity of the County, the CES addresses issues of business vitality (including target industries), talent, creative economies (including entrepreneurship), and placemaking, all with the goal of increasing access to jobs, enhancing the success of the County's businesses, and expanding the tax base.

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BACKGROUND County Code Section 20-76 requires the County Executive to propose and update an economic development strategic plan, subject to approval by the County Council. The Comprehensive Economic Strategy (CES) offers an honest evaluation of Montgomery County's economic challenges and

opportunities, informed by quantitative analysis, reviews of national best practices, and qualitative input from across the community. It articulates a set of guiding principles that reflect the values of the county's residents and businesses, that define economic vitality in Montgomery County, and that directly inform the goals and strategies. It provides a holistic set of goals and strategies designed to ensure economic vitality through new investment, job creation, and enhancement of the county's quality of place. This ambitious strategy sets aspirational goals and is designed to serve as an economic development guide for Montgomery County for the next four years, while positioning the county for long-term success. The vision for Montgomery County's economic prosperity is to be a global magnet for creative companies, technologies, and people. This framework will enable us to achieve that vision.

Section 1: AUTHORITY.

In accordance with the procedures authorized in Section 20-76 of the Montgomery County Code 2014, as amended, the following Executive Regulation establishes the ECONOMIC DEVELOPMENT STRATEGIC PLAN for Montgomery County, Maryland for FY16-FY20.

Section 2: DEFINITIONS.

BRE: Business Retention and Expansion

CES: Comprehensive Economic Strategy

FY: Fiscal Year

GRP: Gross Regional Product

MCEDC: Montgomery County Economic Development Corp.

R&D: Research and Development

SBIR/STTR: Small Business Innovation Research/Small Business Technology Transfer

Section 3. The vision for Montgomery County's economic prosperity is to be a global magnet for creative companies, technologies, and people. The community-defined Guiding Principles are:

1) diversified,

2) enterprising,

3) purposeful,

4) connected,

5) sustainable,

6) innovative.

Section 4. The goals for the CES are:

1) Business Vitality: Montgomery County will be able to compete with any community in the nation for investment and jobs;

2) Talent: Montgomery County will be home to a deep and diverse talent pool that meets the long-term needs of employers and helps spur economic growth;

3) Creative Economies: Montgomery County will be an international hub for entrepreneurship and innovation; and

4) Place making: Montgomery County will be a national model for providing the quality places, infrastructure, and amenities desired by employers and residents.

Section 5. The target industries for the County are:

1) biohealth/bioscience,

2) information technology/cybersecurity,

3) financial services,

4) advanced manufacturing,

5) corporate/regional headquarters, and

6) entrepreneurs and innovators.

Section 6. This regulation is intended to be a blueprint for greater economic prosperity and not a detailed work plan or a binding document for the partners that will help the County implement the strategies. The partners will have latitude in prioritizing how and what specific strategies they choose to implement that will have the greatest impact as economic conditions change over the next four years. They also have the flexibility to adjust the general strategies including adding or subtracting from

the strategies contained in this document to respond to economic changes and opportunities as they arise based on the guiding principles and the vision of the Comprehensive Economic Strategy.

(A) THE COUNTY WILL SUPPORT BUSINESS VITALTY BY:

1) Strengthening Montgomery County's business climate and build a solution-based "culture of customer service excellence" across County departments.

2) Supporting a comprehensive business retention and expansion (BRE) program.

3) Building support for economic vitality among residents and businesses.

4) Supporting and participating in marketing and promoting Montgomery County as a destination for new investment and employment.

5) Supporting efforts to strengthen and build-on the biosciences, cybersecurity, advanced manufacturing, and agricultural sectors.

6) Supporting programs and services to support the county's federal contracting community, with a focus on firms with high growth potential.

7) Building consensus on the process by which economic development incentives are offered, negotiated, and approved, grounded in the principles of ensuring responsiveness to opportunities while maintaining fiscal responsibility.

8) Supporting the development of a capital campaign to enhance funding for MCEDC.

9) Actively participating in regional programs that affect the county's economy, workforce, and infrastructure.

(B) THE COUNTY WILL SUPPORT TALENT BY:

1) Supporting alignment of all programmatic and strategic workforce efforts throughout the County to provide comprehensive workforce solutions to businesses and jobseekers.

2) Supporting efforts to determine WorkSource Montgomery's value-add to economic development, become a key member of the County's economic development team, and design programs that implement the talent component of the CES.

3) Supporting expansion of employer-led sector partnerships in the county's strategic industries to address priority issues within a target industry, especially those related to talent.

4) Supporting efforts to engage Worksource Montgomery, Inc., employers, and education providers to recruit and retain premier talent.

5) Supporting efforts to align workforce development and education efforts with employer needs.

6) Supporting the use of data to forecast workforce and talent needs and improve the quality of the delivery system.

7) Supporting the collection, analysis, and dissemination of information on current operations within the Montgomery County workforce development system and on evidence-based best practices from elsewhere.

8) Supporting efforts to conduct a gap analysis on an identified set of critical elements to reflect the changing needs of the workforce system and its customers (e.g., current and future skills needs, pathways, access to services, services currently delivered, and quality of services).

9) Supporting career mapping in strategic industries to facilitate the "on-ramps" to pathways for jobseekers and ways for employers to reach into pathways to find qualified individuals.

10) Supporting the development of a campaign to expand awareness and change perceptions among local youth regarding middle-skill career opportunities in Montgomery County.

11) Supporting the development and expansion of work-based learning opportunities that facilitate career pathways programs and enable individuals to build 21st Century skills and provide them the ability to earn while they learn.

12) Supporting the launch of a new brand and a communication and marketing strategy for the workforce development system that results in increased awareness and use among business leaders and the community.

(C) THE COUNTY WILL SUPPORT CREATIVE ECONOMIES BY:

1) Supporting the strengthening and deepening of entrepreneurship county-wide; become a leading source for new business formation in the region.

2) Supporting the attraction of early-stage companies and entrepreneurs with a focus on proven companies and individuals.

3) Supporting the growth of microenterprises and small businesses in the county.

4) Supporting the promotion of social entrepreneurship in the county.

5) Supporting efforts to ensure that environmental sustainability remains an essential guiding principle in the County.

6) Supporting and fostering the growth of arts, entertainment, and culture throughout the county.

(D) THE COUNTY WILL SUPPORT PLACEMAKING BY:

1) Prioritizing the County's investments in planning and development by capturing opportunities and leveraging strengths to remain a competitive market.

2) Supporting and informing planning and placemaking strategies of the site location needs of target industry sectors.

3) Enhancing office environments to improve competitiveness.

4) Supporting master plan developments through targeted industry marketing and attraction.

5) Supporting and promoting neighborhood-focused retail development.

6) Working with employers to assist in addressing housing needs for their employees.

Section 7. The County will evaluate the effectiveness of its economic development efforts by collecting and analyzing certain performance measures annually. FY16-FY17 data will serve as the baseline for future analyses. FY16-FY19 data will include those analyses comparing Montgomery County to peer jurisdictions, Maryland and the nation, where practical.

The measures are aligned with the four goals of the CES:

(A) Business Vitality

1) The number of jobs created/retained

2) Average wages of jobs created/retained

3) Private employment

4) Non-federal government sectors as a percent of county GRP

5) Private commercial tax base

6) Time required for development approvals and processing permits

7) Number of expanded businesses retained in County

8) Foreign Direct Investment

(B) Talent

1) Population age 25+ with a bachelor's degree or higher

2) Percent of the population age 20-34

3) Number of enrolled college and university students

4) Annual unemployment rate

5) Net migration to the county

6) Labor force participation rate for working-age population

7) Median household income

8) Average weekly wage per worker

(C) Creative Economies

1) Private business establishments

2) Number and dollar value of venture capital and angel investment deals

3) Small Business Innovation Research (SBIR)/Small Business Technology Transfer (STTR) awards

4) Patent grants

5) Federal R&D higher education expenditures

(D) Placemaking

1) Amount of new office space (square feet) added to regional market

2) Commercial office and retail vacancy rates

3) Net absorption rate

4) Retail Sales

5) Median owner-occupied home value

6) Apartment vacancy rates

Section 8. EFFECTIVE DATE.

This Executive Regulation takes effect upon approval by the County Council.

Isiah Leggett, County Executive

July 18, 2016
Date

Approved as to Form and Legality
Office of the County Attorney

By: Ed Lattner

Date: 7/12/16