



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject: Montgomery County Comprehensive Economic Strategy	Number: 29-19
Originating Department: Office of the Chief Administrative Officer	Effective Date:

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

Supersedes: 10-16

Register Volume 36 Issue 11

Comment Deadline: November 30, 2019

Effective Date:

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, 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.

STAFF CONTACT: Jerome Fletcher
240-777-2524

ADDRESS: 101 Monroe Street
2nd Floor
Rockville, Maryland, 20850

BACKGROUND: County Code Section 20-76 requires the County Executive to propose



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject: Montgomery County Comprehensive Economic Strategy	Number: 29-19
Originating Department: Office of the Chief Administrative Officer	Effective Date:

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 renowned for its 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 FY[16- FY]20-FY24.

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.] Montgomery County will be an equitable and inclusive business-friendly County with opportunities to grow a vibrant economy. The County will



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject: Montgomery County Comprehensive Economic Strategy	Number: 29-19
Originating Department: Office of the Chief Administrative Officer	Effective Date:

strive to maintain a balance between attracting new investments, supporting existing businesses, and helping entrepreneurs bring their ideas in the marketplace while strengthening the County's key industries
The community-defined Guiding Principles are:

- 1) Diversif[yed]ication,
- 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;] cultivate a business-friendly environment and enhance its economy by attracting, expanding and retaining businesses;
- 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] meet the needs of its high-demand industry sectors through growth and support of a diverse and talented workforce ecosystem. The County will meet the needs of the underemployed and unemployed, develop career pathways that lead to sustainable wage jobs and support a thriving economy;
- 3) **Entrepreneurship [Creative Economies]:** Montgomery County will [be an international hub for entrepreneurship and innovation; and] foster an ecosystem of innovation and entrepreneurship that creates jobs and leads to a diversified economy; and
- 4) **Place making:** Montgomery County will [be a national model for providing the quality places, infrastructure, and amenities desired by employers and residents] increase its community vibrancy while maintaining its quality of life and public services for businesses and residents.

Section 5. The target industries for the County are:

- 1) biohealth/bioscience,



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject: Montgomery County Comprehensive Economic Strategy	Number: 29-19
Originating Department: Office of the Chief Administrative Officer	Effective Date:

- 2) information technology/cybersecurity,
- 3) financial services,
- 4) advanced manufacturing,
- 5) corporate/regional headquarters, [and]
- 6) hospitality and
- [6] 7) 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 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] by fostering a business-friendly environment with internal and external stakeholders.
- 2) Supporting a comprehensive business retention and expansion (BRE) program that promotes inclusive economic growth.
- 3) [Building support for economic vitality among residents and businesses] Recruiting target industries to Montgomery County.
- 4) Articulating the visions for specific corridors and neighborhood business districts, and then implementing public/private strategies to achieve those community goals [Supporting and participating in marketing and promoting Montgomery County as a destination for new investment and employment].
- 5) Promoting Montgomery County and its businesses inside and outside the region.
- 6) [Supporting efforts to strengthen and build-on the biosciences, cybersecurity, advanced manufacturing, and agricultural sectors] Increasing start-ups?



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject: Montgomery County Comprehensive Economic Strategy	Number: 29-19
Originating Department: Office of the Chief Administrative Officer	Effective Date:

access to capital, mentors, and customers.

- 7) [Supporting programs and services to support the county's federal contracting community, with a focus on firms with high growth potential] Promoting diverse, mixed-income neighborhoods supported by local businesses.
- 8) [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] Actively participating in regional programs that affect the County's economy, workforce, and infrastructure.
- 9) [Supporting the development of a capital campaign to enhance funding for MCEDC] Using a data-driven value proposition to target businesses in specific regions and to identify available assets supporting entrepreneurs, identify the gaps, and make recommendations for addressing those gaps.
- 10) [Actively participating in regional programs that affect the county's economy, workforce, and infrastructure] Improving procurement practices to support and grow existing local businesses.

(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] Increasing business satisfaction and trust through efficient, effective, and accountable talent pipeline systems.
- 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] Closing the skills gap for in-demand occupations and jobs of the future.
- 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] Convening key stakeholders to create and sustain the ecosystem for an effective one-system approach to workforce development.
- 4) [Supporting efforts to engage Worksource Montgomery, Inc., providers to recruit and retain premier talent] Strategically aligning federal, state and



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject: Montgomery County Comprehensive Economic Strategy	Number: 29-19
Originating Department: Office of the Chief Administrative Officer	Effective Date:

local investments to support job seekers and employers thereby increasing return on investment across agencies.

- 5) [Supporting efforts to align workforce development and education efforts with employer needs] Building and maintaining relationships with educational institutions to become the source for useful demand side information for application in instruction, curriculum and career pathway development.
- 6) [Supporting the use of data to forecast workforce and talent needs and improve the quality of the delivery system] Defining the value that the County’s workforce development provider adds to economic development, ensuring that the workforce development provider is a key member of the County’s economic development team, and designing programs that implement the talent component of the CES.
- 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)] Supporting the use of data to forecast workforce and talent needs and improve the quality of the delivery system.
- 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



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject: Montgomery County Comprehensive Economic Strategy	Number: 29-19
Originating Department: Office of the Chief Administrative Officer	Effective Date:

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 ENTREPRENEURSHIP AND INNOVATION [CREATIVE ECONOMIES] BY:

- 1) Supporting the strengthening and deepening of entrepreneurship county-wide; and as such 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] Developing a strategic plan for the County's incubators that aligns our assets into a holistic system which connects entrepreneurs and peer learning.
 - 3) Facilitating catalytic events by providing opportunities for entrepreneurs to learn and connect with each other.
 - 4) Consolidating local and small business functions and services within County government.
 - 5) Reviewing and improving County permitting and regulatory functions to ensure an efficient and fair regulatory environment.
 - 6) Promoting community resources that provide support.
 - 7) Supporting the attraction of early-stage companies and entrepreneurs with a focus on proven companies and individuals
- [3)] 8) Supporting the growth of microenterprises and small businesses in the county.
- [4)] 9) Supporting the promotion of social entrepreneurship and employee ownership in the county.
- [5)] 10) Supporting efforts to ensure that environmental sustainability remains an essential guiding principle in the County.
- [6)] 11) Supporting and fostering the growth of arts, entertainment, and culture throughout the county.



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject: Montgomery County Comprehensive Economic Strategy	Number: 29-19
Originating Department: Office of the Chief Administrative Officer	Effective Date:

(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] 4) Supporting and promoting neighborhood-focused retail development.
- [6] 5) 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.] Prior year(s) [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] [n] Number of jobs created/retained
- 2) Average wages of jobs created/retained
- 3) Number of net new businesses [[Private employment]
- [4] Non-federal government sectors as a percent of county GRP]
- 4) [5] Private commercial tax base
- 5) [6] Time required for development approvals and processing permits
- 6) [7] Number of existing businesses facilitated by MCEDC or the County that expanded [businesses retained] in County



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject: Montgomery County Comprehensive Economic Strategy	Number: 29-19
Originating Department: Office of the Chief Administrative Officer	Effective Date:

- 7) [8] [Foreign Direct Investment] Office vacancy rate
- 8) Venture capital investments in County businesses
- 9) Recruitment pipeline of businesses led by women and people of color

(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
- 9) Employee Rate Gap

(C) [Creative Economies] Entrepreneurship and Innovation

- 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



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject: Montgomery County Comprehensive Economic Strategy	Number: 29-19
Originating Department: Office of the Chief Administrative Officer	Effective Date:

- 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.

Marc Elrich, County Executive Date

Approved as to Form and Legality
Office of the County Attorney

By: [Signature]

Date: 10/14/19