

ATTACHMENT 1

DRAFT - Request for Proposals to Design an Economic Development Incentive Strategy for Business Attraction and Diversification for the City of Miami Beach, Florida.

Introduction

The City of Miami Beach is seeking the assistance of a professional economic development consulting firm to design an innovative economic development incentive strategy for the City in order to diversify the local economy and, in doing so, build long-term economic resilience. The selected consultant will work closely with local economic development staff and key stakeholders to design an incentive strategy that leverages the City's core economic strengths, while identifying new areas for business attraction and diversification.

Background

Situated on a barrier island and susceptible to both sea-level rise and flooding risks, Miami Beach is currently a partner in the Rockefeller Foundation funded Resiliency Strategy for Greater Miami and the Beaches (<http://www.100resilientcities.org/cities/entry/greater-miami-and-the-beaches-resilience-challenge#/-/>). The development of the this regional strategy will be taking place simultaneously to this preparation of the economic development incentive strategy and the two processes will likely be mutually informative and beneficial, allowing for the sharing of resources and knowledge to allow for the design and implementation of an incentive strategy that is consistent with the Resiliency Strategy for Greater Miami and the Beaches.

For the purposes of this RFP, the terms *Resilience*, *Economic Development Incentives* and *Economic Diversification* are understood as follows:

Resilience is the ability to prepare for and adapt to changing conditions and withstand and recover rapidly from disruptions. Resilience includes the ability to withstand and recover from deliberate attacks, accidents, or naturally occurring threats or incidents. (US Economic Development Administration, 2015).

Economic Development Incentives are inducements—often in the form of financing, but sometimes in the form of services—to persuade companies to build new structures, purchase equipment, design new products, enter new markets, and above all, create new jobs in places where they would not have otherwise. (International Economic Development Council, 2015)

Economic Diversification is the primary method for increasing resilience and ensuring that if some industries are compromised, there may be others that can continue to drive economic activity. (US Economic Development Administration, 2015).

Scope of Work

Proposers should outline their approach and detailed methodology for completing the following core elements of the scope of work for this project.

1. Meet with local economic development staff and stakeholders and establish process for gathering ongoing feedback on Strategy process.
 - a. Create a comprehensive economic development outreach plan.
 - b. Consider establishing a working group to provide ongoing advice and support to staff and consultants in the completion of this project.
2. Review state of housing affordability as well as transportation systems in the City for impacts on economic development.
 - a. Review existing plans, studies, and efforts regarding housing affordability
 - b. Review existing plans, studies, and efforts regarding transportation in the City
 - c. Assess impacts on economic development efforts of these issues
 - d. Formulate needs and recommendations related to these issues to foster business attraction and retention
3. Economic base analysis and identification of target economic development sectors.
 - a. Build on studies already completed at the State and regional levels.
 - b. Situate Miami Beach in the context of the overall metropolitan economy.
 - c. Identify existing core economic sectors as well as potential opportunities for growing new export-oriented economic sectors to diversify the local economy.
 - d. Optional: SWOT analysis.
4. Best practice case studies of comparable jurisdictions with successful economic development incentive programs geared towards increasing diversification.
 - a. 3-5 case studies building on the work of the EDA, IEDC and others.
5. Establish goals and objective for incentive program based on an understanding of strategic economic opportunities.
6. Design Draft Incentives for Business Attraction to Diversify the local economy. Analyze the costs and benefits of each of the potential incentives and provide a ranking of the actions that would likely yield the most positive results. Types of incentives may include:
 - a. Financial incentives (e.g., tax abatements, grants or loans)
 - b. Regulatory incentives (e.g., flexible design standards for new construction that is built with new or innovative climate change adaptation building technologies)
 - c. Other (e.g., technical assistance and training)
7. Prepare Final Incentives Strategy and Implementation Plan.
 - a. Define final list of incentives.

- b. Establish roles, responsibilities and funding sources and timelines for implementation.
 - c. Define clear and measurable performance standards for each incentive.
 - d. Create a monitoring and compliance system for City staff to use in overseeing the program
- 8. Prepare a Business Retention and Expansion Strategy
 - a. Define ways for the City to identify businesses looking to expand within the City or at risk of relocating outside of the City.
 - b. Formulate a list of actions the Economic Development Division can undertake to assist businesses that are seeking to expand in the City or are at risk of relocating outside of the City
- 9. Prepare an Economic Resiliency Strategy.
 - a. Identify potential threats to businesses within the City for which the City and businesses should prepare
 - b. Identify stakeholders and other organizations for which coordination in any “shock to the system” event (i.e. hurricane, sea level rise, terrorist act, major travel interruption) is critical.
 - c. Recommend training or coordination programs for those stakeholders/organizations identified in item b.
 - d. Identify potential training opportunities for the City to host to insure businesses prepare for threats (i.e. creating business continuity plans, how to work with your insurance company post event, information that is critical for post-event financing
- 10. Utilize Previous Tasks to Identify Clear Overall Goals and Objectives for the City’s Economic Development Program

Optional: Miami Beach Resiliency “Makers Lab” Feasibility Study. Perhaps more than any municipality in the United States, Miami Beach is uniquely situated to provide an ideal urban laboratory for businesses and entrepreneurs experimenting with the design and creation of new building technologies and infrastructure systems (water, energy, transportation, etc.) for areas that are at high-risk of seas level rise or flooding due to inundation. This optional task would explore the feasibility and costs and benefits of structuring specific incentives for businesses in this business segment.