



Economic Development Division

Economic Development Strategic Plan – Performance Measures Data Collection

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Economic Development Strategic Plan

- Vision Statement

“...is designed to guide City efforts in providing for a materially beneficial and productive means of earning a living for its citizens while concurrently fostering a nurturing and dynamic living environment.”

5 Major Attributes

- Infrastructure (3 PMs)
- Business Environment (4 PMs)
- Workforce (3 PMs)
- Diversified/Innovative Economy (4 PMs)
- Quality of Life (3 PMs)

EDSP Data Collection

- Approx. 25% of needed data is readily available from Federal reporting Agencies (Bureau of Labor Statistics, Census Bureau, Bureau of Economic Analysis, etc.)
- Remaining data is easiest (and most accurate) for local municipalities to gather internally, so we created a survey and emailed it to planning department directors to complete.

EDSP Data Collection

- The following Cities were selected as benchmarks:
 - Ann Arbor, MI
 - Athens, GA
 - Chapel Hill, NC
 - Madison, WI – completed survey
 - Orlando, FL – completed survey
 - Raleigh, NC
 - Tampa, FL
 - Tallahassee, FL

EDSP Data Collection

- **Standard Operating Procedures**
 - Allow subsequent interns to more easily identify how/where to gather data
 - Creates consistency between interns on reporting structure
 - Easily verify data
 - Structured to best represent the goals of the Performance Measures

Infrastructure

	B.R.T. Proposed/Implem- ented	Local Transit Ridership (2010)	Bike Lane Mileage/ City Road Mileage	Annual Roadway Assessment Program	Serviced by Airport/Master Plan Implemented/Purs uing Expansion	Percent of Total Land Currently Not Serviced by Utilities	Inventory of Available Vacant Buildings
Ann Arbor, MI							
Athens, GA							
Chapel Hill, NC							
Gainesville, FL	Yes/No	8,231,769		Yes, every 3 years	Yes/Yes/Yes		
Madison, WI	Yes/No	13,719,186	63/765	Yes, every 2 years	Yes/Yes/Yes	Only newly annexed areas may not be served	unknown
Orlando, FL	Yes/Yes	1,170,237	189/685	Yes, annually	Yes/Yes/Yes	All developed land is served	N/A
Raleigh, NC							
Tallahassee, FL							
Tampa, FL							

Business Environment

	Ad Valorem Tax (%)	Utility Rates (\$)	Permitting Costs (\$ Security Deposit)	# of Businesses on Tax Roll	Revenue from Business (\$)	Impact Fees	Citizen Satisfaction w/ Business	Percentage of Labor Workforce Employed by Job Sector
Ann Arbor, MI								See Appendix G, Table I
Athens, GA								See Appendix G, Table II
Chapel Hill, NC								See Appendix G, Table III
Gainesville, FL	6.25	*	*	6,548	997,599	x	No Survey	See Appendix G, Table IV
Madison, WI	5.5 (State + County)	did not report	unknown	approx. 5,500	unknown	Citywide - for parks; Certain areas for infrastructure	Yes (copy included)	See Appendix G, Table V
Orlando, FL	5.65	did not report	N/A	8,591	39,807,000	for transportation and sewer	Yes	See Appendix G, Table VI
Raleigh, NC								See Appendix G, Table VII
Tallahassee, FL								See Appendix G, Table VIII
Tampa, FL								See Appendix G, Table IX

Business Environment

Percentage of Labor Workforce Employed (nonfarm) by Job Sector - 2010 (MSAs)

Job Sector	Ann Arbor, MI	Athens, GA	Chapel Hill, NC	Gainesville, FL	Madison, WI	Orlando, FL	Raleigh, NC	Tallahassee, FL	Tampa, FL
Total NonFarm Employment	189,900	80,000	283,200	127,400	328,600	998,600	493,400	172,600	1,126,300
Services	12.85%		20.23%	18.21%	11.93%	12.01%	12.71%	11.70%	15.65%
Financial Activities	3.00%		4.41%	4.55%	7.94%	6.18%	5.27%	4.23%	8.07%
Government (Total)	38.92%	30.88%	21.15%	32.97%	25.62%	11.97%	18.42%	37.20%	14.13%
Federal Government	1.53%	2.00%	2.05%	3.38%	1.58%	1.20%	1.13%	1.16%	1.98%
Local Government	7.58%	10.00%	7.13%	9.34%	8.61%	8.80%	8.41%	8.98%	9.89%
State Government	29.81%	18.88%	11.97%	20.25%	15.43%	1.96%	8.88%	27.06%	2.26%
Information	1.84%		1.38%	1.18%	3.01%	2.43%	3.38%	1.80%	2.32%
Leisure and Hospitality	6.53%	10.38%	7.66%	10.60%	8.55%	19.19%	9.99%	9.56%	10.45%
Manufacturing	6.42%		11.90%	3.06%	8.16%	3.71%	5.61%	2.20%	5.14%
Construction	1.53%		2.58%	3.53%	3.29%	4.81%	5.43%	3.88%	4.77%
Services	12.90%		11.94%	8.32%	10.01%	16.72%	16.58%	10.66%	17.26%
Trade, Transportation and Utilities	12.37%		11.62%	14.05%	16.19%	18.17%	17.47%	12.98%	18.33%
Retail Trade	8.16%		7.70%	10.20%	10.44%	11.24%	11.31%	10.02%	12.07%
Wholesale Trade	2.69%		2.82%	1.96%	3.47%	3.97%	4.07%	1.91%	4.00%
Other Services	3.63%		7.13%	3.53%	5.30%	4.83%	5.13%	5.85%	3.89%

Business Environment



Non-Residential Rates Electric, Gas, Water, & Wastewater

More Than Energy™

Effective October 1, 2009

TYPE OF SERVICE	UNITS	COST/UNIT	NOTES
Electric - General Service Non-Demand			
Customer Charge	\$/bill rendered	\$ 25.50	a,b,d,h,o
First 1,500 kWh Energy Charge	\$/kwh	\$ 0.070	a,b,d,h,j,o
All usage above 1,500 kwh Energy Charge	\$/kwh	\$ 0.103	a,b,d,h,j,o
Fuel Adjustment	\$/kwh	Varies monthly	d,h,i
Electric - General Service Demand			
Customer Charge	\$/bill rendered	\$ 45.00	a,b,d,h,o
Demand Charge	\$/kw	\$ 9.25	a,b,d,h,m,o
Energy Charge	\$/kwh	\$ 0.042	a,b,d,h,j,o
Fuel Adjustment	\$/kwh	Varies monthly	d,h,i
Electric - Large Power Service			
Customer Charge	\$/bill rendered	\$ 300.00	a,b,d,h,o
Demand Charge	\$/kw	\$ 9.25	a,b,d,h,m,o
Energy Charge	\$/kwh	\$ 0.039	a,b,d,h,j,o
Fuel Adjustment	\$/kwh	Varies monthly	d,h,i
Natural Gas - Firm Service			
Customer Charge	\$/bill rendered	\$ 30.00	a,b,e,g,o
Energy Charge	\$/therm	\$ 0.30800	a,b,e,g,k,o
Manufactured Gas Plant Cost Recovery	\$/therm	\$ 0.03700	a,b,e,g,o
Fuel Adjustment	\$/therm	Varies monthly	e,g,i
Natural Gas - Small Volume Interruptible Service			
Customer Charge	\$/bill rendered	\$ 375.00	a,b,e,f,o
Energy Charge	\$/therm	\$ 0.28600	a,b,e,f,l,o
Manufactured Gas Plant Cost Recovery	\$/therm	\$ 0.03700	a,b,e,f,o
Fuel Adjustment	\$/therm	Varies monthly	e,f,i
Natural Gas - Large Volume Interruptible Service			
Customer Charge	\$/bill rendered	\$ 375.00	a,b,e,f,o
Energy Charge	\$/therm	\$ 0.14268	a,b,e,f,l,o
Manufactured Gas Plant Cost Recovery	\$/therm	\$ 0.03700	a,b,e,f,o
Fuel Adjustment	\$/therm	Varies monthly	e,f,i
Water Service (Normal service meter)			
Customer Charge	\$/bill rendered	\$ 7.30	a,c,o
Consumption Charge	\$/1000 gallons	\$ 3.30	a,c,o
Water Service (Irrigation only meter)			
Customer Charge	\$/bill rendered	\$ 7.30	a,c,o
Consumption Charge	\$/1000 gallons	\$ 4.35	a,c,o
Wastewater Service			
Customer Charge	\$/bill rendered	\$ 6.00	c
Usage Charge	\$/1000 gallons	\$ 5.07	c,n

Workforce

	Unemployment Rate	Community Training Programs	High School Graduation Rate	Earnings per Capita	Average Wage per Job
Ann Arbor, MI	9.6%			\$41,199	See Appendix D, Table I
Athens, GA	7.9%			\$29,250	See Appendix D, Table II
Chapel Hill, NC	7.8%			\$39,383	See Appendix D, Table III
Gainesville, FL	8.5%	Santa Fe College/ACPS	77%	\$32,926	See Appendix D, Table IV
Madison, WI	7.0%	Madison Area Technical College	90%	\$43,588	See Appendix D, Table V
Orlando, FL	12.1%	N/A	76%	\$34,738	See Appendix D, Table VI
Raleigh, NC	8.9%			\$39,239	See Appendix D, Table VII
Tallahassee, FL	8.7%			\$32,476	See Appendix D, Table VIII
Tampa, FL	12.7%			\$36,918	See Appendix D, Table IX

Average Wage by Job Sector - 2008 (MSAs)

Job Sector	Ann Arbor, MI	Athens, GA	Chapel Hill, NC	Gainesville, FL	Madison, WI	Orlando, FL	Raleigh, NC	Tallahassee, FL	Tampa, FL
Total, All Industries	\$48,987	\$35,503	\$53,700	\$37,282	\$42,623	\$39,322	\$43,912	\$37,433	\$40,521
Total, Private	\$47,618	\$33,550	\$54,490	\$32,674	\$40,711	\$38,675	\$43,692	\$34,815	\$39,853
Natural Resources and Mining	\$26,465	\$36,210	\$45,995	\$27,240	\$36,162	\$25,508	\$46,642	\$24,190	\$18,742
Construction	\$51,959	\$37,742	\$42,071	\$35,286	\$52,328	\$44,611	\$42,296	\$37,325	\$42,541
Manufacturing	\$70,924	\$46,727	\$91,156	\$42,510	\$49,870	\$52,325	\$60,118	\$46,224	\$46,613
Trade, Transportation, Utilities	\$38,424	\$28,332	\$38,865	\$27,172	\$33,437	\$34,062	\$38,344	\$26,556	\$35,342
Retail Trade	\$25,546	\$22,711	\$23,279	\$22,553	\$25,604	\$24,954	\$25,837	\$22,144	\$27,217
Wholesale Trade	\$65,080	\$40,972	\$79,559	\$43,073	\$52,598	\$54,771	\$67,157	ND	\$54,120
Information	\$60,760	\$34,367	\$62,759	\$45,746	\$63,308	\$57,483	\$72,190	\$43,134	\$62,424
Financial Activities	\$49,864	\$46,322	\$66,630	\$43,161	\$55,922	\$52,262	\$55,327	\$49,732	\$55,237
Professional Business Services	\$63,746	\$31,938	\$64,197	\$37,675	\$49,262	\$46,667	\$54,007	\$49,458	\$44,013
Education and Health Services	\$44,885	\$43,119	\$47,010	\$41,592	\$40,392	\$43,387	\$41,724	\$39,691	\$42,532
Leisure and Hospitality	\$15,472	\$13,202	\$16,452	\$15,169	\$12,822	\$23,883	\$15,833	\$12,619	\$20,356
Other Services	\$28,446	\$21,785	\$33,861	\$23,709	\$29,642	\$28,696	\$28,743	\$35,791	\$26,913
Federal Government	\$48,172	\$57,560	\$59,751	\$65,852	\$56,781	\$65,904	\$63,965	\$63,670	\$61,727
State Government	\$52,993	\$42,436	ND	\$51,198	\$55,329	\$45,742	\$47,888	\$43,073	\$43,839
Local Government	\$46,147	\$32,804	ND	\$38,004	\$38,479	\$41,511	\$39,470	\$38,179	\$42,081

Change in Average Wage by Job Sector - 2002 - 2008 (MSAs)

Job Sector	Ann Arbor, MI	Athens, GA	Chapel Hill, NC	Gainesville, FL	Madison, WI	Orlando, FL	Raleigh, NC	Tallahassee, FL	Tampa, FL
Total, All Industries	14.00%	16.10%	20.34%	26.08%	18.45%	17.45%	16.69%	18.28%	19.90%
Total, Private	9.31%	18.13%	21.01%	19.61%	18.61%	16.64%	16.87%	17.83%	19.62%
Natural Resources and Mining	-14.15%	22.85%	41.51%	18.26%	14.99%	15.97%	18.53%	9.74%	17.21%
Construction	10.04%	25.65%	20.87%	22.06%	17.23%	20.73%	18.03%	19.53%	20.90%
Manufacturing	16.19%	24.09%	21.55%	19.65%	19.16%	16.73%	21.37%	26.80%	18.29%
Trade, Transportation, Utilities	14.75%	15.17%	20.26%	17.89%	13.16%	11.03%	11.57%	12.23%	12.48%
Retail Trade	2.51%	15.53%	8.36%	14.22%	4.14%	6.73%	6.84%	14.99%	11.33%
Wholesale Trade	8.64%	ND	21.57%	15.32%	ND	16.21%	18.04%	ND	15.90%
Information	9.77%	ND	20.78%	17.16%	28.09%	16.98%	18.22%	11.82%	23.95%
Financial Activities	12.15%	25.07%	27.90%	20.60%	24.56%	16.54%	17.65%	25.85%	20.81%
Professional Business Services	11.32%	15.31%	30.72%	21.12%	18.36%	20.87%	22.25%	20.71%	25.69%
Education and Health Services	20.26%	15.36%	20.27%	19.77%	20.10%	17.00%	20.62%	18.26%	20.22%
Leisure and Hospitality	6.04%	10.67%	13.61%	24.47%	12.24%	15.02%	9.69%	11.37%	22.33%
Other Services	17.18%	ND	18.19%	19.98%	11.74%	18.68%	15.32%	19.27%	16.79%
Federal Government	12.19%	13.89%	0.77%	24.37%	14.84%	20.23%	20.06%	20.65%	19.55%
State Government	23.08%	10.13%	ND	46.22%	22.92%	35.08%	18.80%	21.30%	25.95%
Local Government	20.92%	15.83%	ND	20.28%	9.76%	21.71%	6.79%	18.54%	20.37%

Diversified/Innovative Economy

	Employment by Job Sector/Percent Change	Percentage of Tax Base Off Rolls	Total Taxable Property	# of spin-offs captured at incubators (per year)	# of spin-offs absorbed by community (per year)	Innovation Zones
Ann Arbor, MI	See Appendix A, Table I					
Athens, GA	See Appendix A, Table II					
Chapel Hill, NC	See Appendix A, Table III					
Gainesville, FL	See Appendix A, Table IV	x	\$5.69 Billion	5 or 6	4 or 5	Identified
Madison, WI	See Appendix A, Table V	~ 58%	\$22.5 Billion	280 since 1960 (averages 5.6 per year)	unknown	No
Orlando, FL	See Appendix A, Table VI	N/A	\$22.6 Billion	3	N/A	No
Raleigh, NC	See Appendix A, Table VII					
Tallahassee, FL	See Appendix A, Table VIII					
Tampa, FL	See Appendix A, Table IX					

Diversified/Innovative Economy

Percent Change in Labor Workforce (nonfarm) Employment by Job Sector (2000 - 2010) (MSAs)									
Job Sector	Ann Arbor, MI	Athens, GA	Chapel Hill, NC	Gainesville, FL	Madison, WI	Orlando, FL	Raliegh, NC	Tallahassee, FL	Tampa, FL
Total NonFarm Employment	-6.48%	6.63%	7.59%	2.98%	2.71%	8.63%	11.27%	4.06%	-3.00%
Education and Health Services	25.82%		35.08%	16.81%	24.74%	28.61%	35.25%	14.85%	20.14%
Financial Activities	-1.75%		26.40%	-10.34%	11.88%	11.67%	15.00%	4.11%	-0.77%
Government (Total)	19.89%	21.46%	20.87%	1.90%	5.82%	23.18%	22.00%	3.12%	10.37%
Federal Government	-6.90%	-12.50%	13.79%	27.91%	9.62%	15.00%	19.64%	0.00%	14.35%
Local Government	11.11%	25.00%	13.37%	6.72%	7.42%	24.00%	31.81%	5.81%	9.43%
State Government	23.50%	23.18%	26.84%	-4.65%	4.54%	24.49%	13.01%	2.36%	11.02%
Information	-40.00%		-46.15%	-53.33%	27.27%	3.29%	-9.58%	-41.94%	-49.04%
Leisure and Hospitality	-8.87%	24.10%	14.29%	12.59%	8.19%	7.62%	25.56%	26.67%	2.72%
Manufacturing	-148.36%		-31.45%	-48.72%	-36.19%	-40.81%	-45.13%	-34.21%	-54.58%
Mining, Logging, Construction	-120.69%		-31.51%	-4.44%	-44.44%	-25.42%	-24.25%	-8.96%	-26.44%
Professional Business Services	-20.82%	7.46%	2.37%	2.83%	9.73%	11.02%	7.82%	9.78%	2.83%
Trade, Transportation and Utilities	-20.43%	0.77%	-4.26%	0.00%	-11.09%	0.94%	1.28%	-13.39%	-16.47%
Retail Trade	-27.74%	-1.06%	-11.01%	-8.46%	-14.87%	2.32%	4.84%	-12.72%	-8.46%
Wholesale Trade	-1.96%		18.75%	16.00%	0.00%	-2.53%	-8.46%	-15.15%	-23.95%
Other Services	11.59%		-11.39%	15.56%	18.97%	17.63%	39.92%	18.81%	-2.74%

Quality of Life

	Poverty Rate (%)	Cost of Living (Kiplinger's)	Per Capita spending on Recreation	Parks, Recreation and Cultural Affairs budget as a % of total city budget	Reported Violent Crimes (2009)	Reported Property Crimes (2009)	Number of Residents for Every Sworn Police Officer (2009)
Ann Arbor, MI	14.0	100			270	2,950	922
Athens, GA	22.1	100			472	5,644	498
Chapel Hill, NC	14.7	94.54			130	1,727	473
Gainesville, FL	21.9	99.91	\$59.18	7.59%	1,156	6,384	395
Madison, WI	10.3	100	unknown	unknown	853	7,884	529
Orlando, FL	11.1	98.21	\$114.34	7.65%	2,814	17,357	324
Raleigh, NC	9.7	100.29			2,001	13,817	576
Tallahassee, FL	19.7	100			1,647	8,438	501
Tampa, FL	12.0	99.29			2,597	12,960	358

Infrastructure

- 1) Ensure adequate transportation (air, road, other) capacity in terms of maintenance and level of service.

Performance Measure:

“Expansion of multi-modal transportation opportunities (Inclusive of Bus Rapid Transit and other transit options Pedestrian/Bicycle improvements); Annual assessment of roadway resurfacing and maintenance; Development and implementation of Airport Master Plan regarding airport enhancements, passenger service and air cargo business development.”

2) Ensure adequate provision of utilities (water/sewer, gas, electric, broadband) to the community.

Performance Measure:

“Inventory and availability of utility capacity available to meet the needs of the private sector (water, sewer, gas, electric, broadband) and effect on areas of targeted growth and those with existing deficiencies.”

3) Provide adequate building/land inventory to assist facilitation of private development opportunities.

Performance Measure:

“Inventory and provision of available vacant buildings and land properly served via utilities and developable regarding land use/zoning regimen.”

Business Environment

- 1) Ensure a competitive cost environment regarding community tax/utility rates and permitting structure.

Performance Measure:

“Ad valorem and utility rates; permitting regimen costs.”

Business Environment

2) Ensure a business environment conducive to the growth of new business firms.

Performance Measure:

“Growth in firms measured by business tax and non-farm proprietors; capital availability environment.”

Business Environment

3) Provide for a business environment leading to consistent job growth

Performance Measure:

“Growth in jobs measured by worker employment data.”

Business Environment

4) Project a pro-active image to the business community regarding interaction with City government.

Performance Measure:

“Annual business satisfaction survey/citizen satisfaction survey with business.”

- 1) Maintain and/or improve upon the quantitative measurement of employability.

Performance Measure:

“Unemployment rate.”

2) Coordinate with partners to improve upon the technical/community training programs offered by *Santa Fe College* and others.

Performance Measure:

“Implementation of community training programs (Santa Fe College and School Board of Alachua County) and graduates, high school graduation rates (# satisfactorily passing competency test).”

3) Maintain/improve the earning capacity of workers in order to move towards a less severe underemployment situation.

Performance Measure:

“Earnings per capita and average wage per job.”

Diversified/Innovative Economy

- 1) The City will work to diversify its institutional/innovative economic base over time.

Performance Measure:

“Percentage of individuals employed in various sectors.”

2) The City will work to develop and expand its taxable property base.

Performance Measure:

“Percentage of tax base off rolls; total taxable value of property Citywide and per Community Redevelopment Area (residential, commercial, industrial value breakdown).”

3) The City will work cooperatively with the University of Florida to capitalize on and capture technology transfer and commercialization opportunities.

Performance Measure:

“Number of spin-offs captured at incubators;
number of spin-offs absorbed by community.”

4) Develop Master Plan specifying: 1) areas targeted for commercial growth and development, and; 2) steps designed to incentivize said growth and development of targeted areas.

Performance Measure:

“Identification of Innovation Zones.”

Quality of Life

- 1) The City will strive to raise standards of living through economic development activities.

Performance Measure:

“Poverty rate, cost of living.”

Quality of Life

2) Facilitate an environment conducive to development of arts, cultural and recreation activities.

Performance Measure:

“Per capita spending on community arts, cultural and recreation activities.”

Quality of Life

3) The City will provide a safe and secure environment in which economic development activities can be pursued.

Performance Measure:

“Staff engagement in neighborhood association and crime watch meetings, crime rate statistics (crime/1,000 residents), per capita provision of police officers.”