



Leaders at the Core of Better Communities



Analyze. Advise. Act.

Economic Development 2014

ICMA is updating its database on local government economic development. The information obtained in this survey will provide data on local government practices, experiences, and policies. Please assure the success of this project by completing the questionnaire and returning it to ICMA **within three weeks**. You may complete the survey online at <http://icma.org/EconDev2014> Aggregate results will be available on ICMA's website (<http://icma.org>). Articles using the results will be published in *PM Magazine* and other publications.

HR&A Advisors, which has helped fund this survey, is an industry-leading real estate, economic development, and public policy consulting firm. With offices in New York, Los Angeles, and Washington, DC, HR&A has 30 years' experience working with cities across the country to create economic growth through rigorous analysis, hands-on assistance, and creative strategies that tap local assets. www.hraadvisors.com

Thank you for your participation.

Robert J. O'Neill, Jr.
Executive Director, ICMA

GENERAL

1. Which of the following statements best describes who has responsibility for economic development in your local government? (Check only one.)

- 1. The local government has *primary* responsibility for economic development.
- 2. A nonprofit development corporation has *primary* responsibility for economic development.
- 3. Other (Please describe): _____

2. Which of the following participate in developing your local government's economic development strategies? (Check all applicable.)

a. City	<input type="checkbox"/>	i. Public/private partnership	<input type="checkbox"/>
b. County	<input type="checkbox"/>	j. Private business/industry	<input type="checkbox"/>
c. State government	<input type="checkbox"/>	k. Private/community economic dev. foundation	<input type="checkbox"/>
d. Federal government	<input type="checkbox"/>	l. Utility	<input type="checkbox"/>
e. Chamber of Commerce	<input type="checkbox"/>	m. College/university	<input type="checkbox"/>
f. Economic dev. corporation	<input type="checkbox"/>	n. Citizen advisory board/commission	<input type="checkbox"/>
g. Regional organizations	<input type="checkbox"/>	o. Ad hoc citizen group	<input type="checkbox"/>
h. Planning consortia	<input type="checkbox"/>	p. Non-profit organizations serving the poor	<input type="checkbox"/>

ECONOMIC DEVELOPMENT PLANNING

3. Does your community have a written economic development plan? 1. Yes 2. No

4. Indicate which of the following are economic development goals in your community. Indicate the success level in reaching each. If it's a **new priority** and too early to tell, just check the last box on the right.

Goal	Priority goal?		Success at reaching goal			
	Yes	No	Very successful	Somewhat successful	Not at all successful	New priority-too early to tell
a. Jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Tax base	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Quality of life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Environmental Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Social Equity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. If your local government has a priority goal not listed above, please describe it and indicate the success level of reaching that goal.

6. Please indicate the extent to which the considerations below motivated economic development priorities of your local government.

	No motivation	Minimal motivation	Moderate motivation	Significant motivation
a. Change in local economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Increased competition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Change in economic development leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Change in political leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Past activities not successful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Past activities successful/time for new initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Heard about new development tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Growth in aging population	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Income inequality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Concern about environmental sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. If there are "other" considerations, please describe.

BARRIERS TO ECONOMIC DEVELOPMENT

8. Please indicate if your local government faces the following barriers to economic development and their importance. (Check all applicable.)

	None	Low	Medium	High		None	Low	Medium	High
a. Lack of land available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	l. Distance from major markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Cost of land	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	m. Lengthy permit process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Lack of buildings (due to space/costs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	n. Environmental regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Inadequate infrastructure (e.g., no fiber optic cable, water, wastewater)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	o. Poor quality of life (inadequate education, recreation, and arts/cultural)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Lack of skilled labor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	p. Lack of political support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. High cost of labor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	q. Citizen opposition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Lack of affordable, quality child care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	r. High cost of housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Limited number of major employers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	s. Declining market due to population loss	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Lack of capital/funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	t. Traffic congestion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Taxes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	u. Income Inequality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Poor public transit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					

ECONOMIC DEVELOPMENT ACTIVITIES

9. Please indicate your level of use of these economic development tools.

	Not at all	Low	Medium	High
Small business				
a. Revolving loan fund	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Small business development center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Microenterprise program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Matching improvement grants (physical upgrades to business properties)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Vendor/supplier matching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Marketing assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Management training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Executive on loan/mentor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business retention and expansion				
i. Surveys of local business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Ombudsman program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Local business publicity program (community-wide)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Replacing imports with locally supplied goods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Export development assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Business clusters/industrial districts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Technology Zones	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Energy Efficiency Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. Business improvement districts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r. Main Street Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Attraction				
s. Local government representative calls on prospective companies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
t. Promotional and advertising activities (e.g., media, direct mail, website)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community development				
u. Community development corporation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
v. Community development loan fund	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
w. Environmental sustainability- energy audits/green building incentives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
x. Transit to promote commuting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
y. High quality physical infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
z. Job training for low skilled workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
aa. Business assistance, loans and grants to support child care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
bb. Affordable workforce housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
cc. Investments in high quality of life (good education, recreation, and arts/culture)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
dd. Tourism promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ee. Public/private partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ff. Programs to promote age-friendly businesses for seniors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. How strong is the competition/cooperation for economic development and tax base among local governments in your region?

1. Competition is strong	2. Competition is weak	3. Cooperation is strong	4. Cooperation is weak
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

FUNDING ECONOMIC DEVELOPMENT

11. Please indicate which of the following sources of revenue are used to fund your economic development programs. (Check all applicable.)

a. Local revenues/general fund	<input type="checkbox"/>	d. General obligation or Revenue bonds	<input type="checkbox"/>	g. Hotel/motel taxes	<input type="checkbox"/>
b. Federal grants-in-aid	<input type="checkbox"/>	e. Special assessment districts	<input type="checkbox"/>	h. Sales tax	<input type="checkbox"/>
c. State grants-in-aid	<input type="checkbox"/>	f. Tax increment financing districts	<input type="checkbox"/>	i. Private funding sources	<input type="checkbox"/>

12. If there are other funding sources not listed above, please identify.

13. What percent of your land is tax exempt? _____ %

BUSINESS INCENTIVES

14. Please indicate any change in the dollar value of the average business incentive package over the last five years? (Circle one number.)

Much larger		About the same		Much smaller
1	2	3	4	5

15. Please indicate the level of use of these business incentives.

Incentive	No use	Low	Medium	High	Incentive	No use	Low	Medium	High
a. Tax abatements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	i. Grants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Tax credits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	j. Zoning/permit assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Tax increment financing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	k. One-stop permit issuance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Locally designated enterprise zones	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	l. Utility rate reduction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Special assessment districts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	m. Regulatory flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Free land or land write downs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	n. Relocation assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Infrastructure improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	o. Employee screening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Subsidized buildings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	p. Training Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ACCOUNTABILITY

16. Is the overall budget allocation process linked to economic development priorities specified in the plan? 1. Yes 2. No

17. Do you require a performance agreement as a condition for providing business incentives?
 1. Always 2. Sometimes 3. Never

18. Do you perform a cost/benefit analysis prior to offering business incentives? 1. Yes 2. No

19. Do you measure the effectiveness of business incentives? 1. Yes 2. No

20. If "yes," please identify which of the following measures are used. (Check all applicable.)

a. Amount of jobs created by the new business	<input type="checkbox"/>	e. Cost/benefit analysis	<input type="checkbox"/>
b. Amount of money invested in construction materials and labor	<input type="checkbox"/>	f. Number of new businesses relocating or expanding in jurisdiction	<input type="checkbox"/>
c. New dollars invested in land	<input type="checkbox"/>	g. Increase in the tax base	<input type="checkbox"/>
d. Company revenue/sales	<input type="checkbox"/>		

21. Are performance measures of economic development activities reported to the following?

- a. the local government 1. Yes 2. No
- b. the public 1. Yes 2. No

22. Does your local government ever require a percentage of new employees to be hired from within the community as a condition for providing business incentives? 1. Yes 2. No

23. Does your local government have an agreement in which companies are liable for paying back the value of incentives should they relocate or shut down during the course of the agreement (known as a clawback agreement)? 1. Yes 2. No

LOCAL GOVERNMENT PROFILE

33. Please provide the following descriptive information

Property Tax rate per \$1000 assessed value (mil rate)	
Total Assessed value of tax base	

34. Do you have a college or junior college in your jurisdiction? 1. Yes 2. No

Thank you for completing the survey. Please provide your contact information in case we need to follow up with you.

First name: _____ Last name: _____ Telephone number: _____
 Title: _____ E-mail address: _____