

VISION

County Executive Leggett's economic development vision for Montgomery County is a globally competitive and highly diversified knowledge-based economy that provides for the retention and growth of existing companies, stimulates new job creation and enhances entrepreneurial opportunities

FOUR GOALS

1. Retain and grow existing businesses, strategically attract new ones, and enhance entrepreneurial opportunities; work to ensure that all business sectors benefit from the knowledge-based economy

2. Adapt to a more competitive business climate by creating an environment where knowledge-based industries and small businesses thrive

3. Foster creative and strong partnerships with academia, the federal research community, the private sector and various levels of government to pursue innovative projects, policies and best practices that support business growth and expansion

4. Establish global linkages to facilitate business opportunities abroad, attract international investment to Montgomery County, and foster trade and joint ventures for Montgomery County businesses

ACTION ITEMS

1-1. Execute an aggressive business visitation program for major accounts and companies that have high-wage jobs in the target market segments

2-1. Focus on developing industry-based clusters as a means of growing the local economic base

3-1. Build on the Presence of Federal Agencies and Research and Development Facilities within the County

4.1 Facilitate international business opportunities for County companies seeking to partner or expand globally

1-2. Create more opportunities for Montgomery County companies to identify and compete for Federal, State, and local government and private sector contracts and grants

2-2. Foster the ongoing growth and viability of the County's small business community

3-2. Engage in public-private projects to revitalize the County's town centers and provide for strategic redevelopment opportunities

4.2 Proactively attract foreign direct investment to Montgomery County

1-3. Develop and implement a targeted marketing strategy to help local businesses succeed in the local, regional, and global marketplace, and to attract new investment capital into the County

2-3. Enhance the development and availability of knowledge-based workers so that employers and workers can advance in today's economy

1-4. Develop and implement a targeted marketing strategy so that local businesses are aware of available Federal, State, and County programs and services designed to assist them

2-4. Cultivate the climate for entrepreneurial growth and expansion within the County

1-5. Proactively recruit firms in targeted industry sectors, especially bio-pharma, aerospace, communications, advanced technology applications, green technology, professional services, and government contracting

2-5. Working with partners in the private sector, educational institutions, and government, develop capital projects that are responsive to the needs of key industry clusters

A Vision For Economic Development --Major Goals, Action Items, Implementation Strategies, Time Line and Resource Requirements

| Time Line | | Goal 1: Retain and grow existing businesses, strategically attract new ones, and enhance entrepreneurial opportunities. | Resources | |
|---|---|--|--|--|
| Action Item 1: Execute an aggressive business visitation program for major accounts and companies that have high-wage jobs in the target market segments. | | | Currently Available | To be Acquired/Sought |
| | A | Develop a major accounts program to retain the County's top 100 private sector employers (by jobs) and strategic/emerging industry leaders, activities to include: | | |
| end of 1Q FY10 | ▪ | Collect, maintain, and regularly update needed data and information on major employers. | Yes, staff time | None |
| end of 1Q FY10 | ▪ | Assign each DED business development specialist to a defined number of accounts so they can initiate the business call mission involving the County Executive and the DED Director. Based on the company's needs, including expansion options, DED will involve other County agencies. | Yes, 12 BDS staff | None |
| on-going | ▪ | Identify systematic changes to County policies and regulations that are needed to retain major employers. Pursue these modifications through legislation and changes to standard County operating procedures. | Yes, staff time | None |
| on-going | ▪ | Work with other key County agencies (i.e. M-NCPPC, Department of Permitting Services) to identify ways to fast track strategic County economic development projects. | Yes, staff time | None |
| Action Item 2. Create more opportunities for Montgomery County companies to identify and compete for Federal, State, and local government and private sector contracts and grants. | | | | |
| launched in 1Q FY10 | A | Develop and maintain a web-based system whereby County firms can identify, partner, and compete for Federal and County contracts and grants, particularly those available through the American Recovery and Reinvestment Act. | Yes, acquired license | \$20,000 for expansion |
| on-going | B | Facilitate and/or organize Federal, State, and local government and private business contracting forums, in partnership with County Chambers of Commerce, related business organizations, and federal agencies. | Yes, staff time and marketing funds | None |
| end of FY10 | C | Implement a mentor-protégé program for government contracting by working with local and State government contractors. | Yes, staff time | None |
| end of FY10 | D | Develop and implement a training program with partners that will assist companies to become federal contractors and to enhance their skills in developing a winning proposal. | Yes, staff time | None |
| Action Item 3. Develop and implement a targeted marketing strategy to help local businesses succeed in the local, regional, and global marketplace, and to attract new capital investment. | | | | |
| on-going | A | Attract new investment capital into the County | Yes, staff time | Partners/seed \$ TBD |
| by 3Q FY10 | B | Acquire or build a comprehensive database of Montgomery County companies so that DED can communicate with the local business community and facilitate communication among companies. | Yes, staff time | \$15-\$20,000 if purchased |
| work in progress | C | Revamp the Department's web site to provide for a more interactive experience for visitors. Create additional links to topics of interest, such as procurement opportunities through ARRA. Recode the Department's web pages with keywords and meta tags to optimize our position on major Web search engines – Google, in particular. | Yes, staff time and \$40,000 plus in marketing funds | If GIS component is added, then \$100,000 |
| by 3Q FY10 | D | Engage web audiences through the use of new technology platforms such as Internet 2.0. | Yes, staff time | None |
| planning stage | E | Engage in newer forms of communication (webinars, broadcast emails, streaming videos, social networking tools and blogs) that will allow the business community to identify business opportunities including strategic partnerships, investment opportunities, and technology licensing opportunities. | Yes, staff time for now | TBD |
| Action Item 4. Develop and implement a targeted marketing strategy so that local businesses are aware of available public sector programs and services designed to assist them. | | | | |
| by 3Q FY10 | A | Acquire or build a comprehensive database of Montgomery County companies so that DED can communicate with the local business community and facilitate communication among companies. | Yes, staff time | \$15-\$20,000 if purchased |
| end of 1Q FY10 | B | Produce and disseminate through monthly e-newsletters such information as industry spotlights, County programs, new market trends, vital statistics, and DED's as well as the programs and events of its partners | Yes, staff time | None |
| Action Item 5. Proactively recruit firms in targeted industry sectors, especially bio-pharma, aerospace, communications, advanced technology applications, green technology, professional services, and government contracting. | | | | |
| on-going | A | In partnership with industry leaders, clearly identify and articulate industry-specific strengths and weaknesses and conduct cluster analyses to identify strategic targets that will enhance the quality and quantity of clusters. | Yes, staff time and nominal \$ for meetings | |
| on-going | B | Based on these analyses and recommendations, identify and selectively participate in regional, national, and global biotech, IT and aerospace networking events, trade shows/conferences, and business missions. | Limited marketing funds | \$120,000 in additional marketing funds for currently identified programs. |

A Vision For Economic Development --Major Goals, Action Items, Implementation Strategies, Time Line and Resource Requirements

| Time Line | | Goal 2: Adapt to a more competitive business climate by creating an environment where knowledge-based industries and small businesses thrive. | Resources | |
|--|---|--|---|---|
| Action Item 1. Focus on developing industry-based clusters as a means of growing the local economic base. | | | Currently Available | To be Acquired/Sought |
| complete planning by 2Q FY10 | A | Cultivate existing and emerging industry clusters by conducting small focus groups in order to identify ways the County can grow and strengthen a particular cluster. Focus groups to be convened include community banks, information technology, car dealerships, realtors, general contractors, residential and commercial builders, arts and not-for-profit organizations. | Yes, staff time and nominal \$ for meetings | None |
| 3Q FY10 | B | Upon release of their final reports, prioritize the recommendations of the County's BioSciences Task Force and Green Economy Task Force; develop an implementation schedule and annual action plan; and pursue priority items. | Yes, staff time | TBD based on recommendations |
| on-going | C | Ascertain how the County can partner with the Maryland Clean Energy Center to foster the growth of the energy cluster within the County. | Yes staff time | TBD |
| by 1Q FY10 | D | Create industry-focused teams within DED for business development purposes such as a "Life Sciences Team" and an "Advanced Technologies Team." | Yes, staff time | staff w/technical expertise |
| on-going | E | Identify needed changes to the Zoning Ordinance that will stimulate the growth of the County's green economy, including the use of renewable energy, increased production of locally grown products and other green technologies. Focus on changes that are needed for the agricultural community, and for agricultural land, to accommodate these emerging segments of our economy. | Yes, staff time | None |
| Action Item 2. Foster the ongoing growth and viability of the County's small business community | | | | |
| on-going | A | Hold focus groups with small business owners in order to identify local government impediments to establishing and expanding a business. Identify systematic changes to County policies and regulations that are needed to retain small employers. Pursue these modifications through legislation and changes to standard County operating procedures. | Yes, staff time | None |
| planning by 1Q FY10, on-going | B | Institute a "Buy Local" Program, whereby information about contracting opportunities available from large private County companies is disseminated to small firms, and large County companies are encouraged to buy from local small businesses. | Yes, staff time and nominal \$ for meetings | None |
| on-going | C | Facilitate and enhance relationships among small and minority businesses and other strategic partners by attending and participating in outreach events that promote the visibility of DED and the services that are available. An emphasis will be placed on introducing entrepreneurs to available public and private resources to foster sustainability and growth. | Yes, staff time | None |
| on-going | D | Widely distribute marketing and resource materials designed exclusively for small businesses. In order to accomplish this, develop a comprehensive database of small and minority companies. | Yes, staff time and marketing funds | None |
| on-going | E | Strengthen the partnership with, and develop joint outreach events with the Office of Procurement and other partners to better promote available contracting opportunities, particularly those available through the Local Small Business Reserve Program. Promote local business participation in the Small Business Reserve Program. | Yes, staff time | None |
| on-going | F | Develop a series of financial presentations to strengthen entrepreneurs' qualifications to obtain funding. | Yes, staff time | None |
| on-going | G | Continue to expand the Small and Minority Business Mentorship Program. | Yes, staff time | None |
| on-going | H | Co-sponsor and participate in procurement fairs that focus on small businesses. | Yes, staff time | \$20,000 in Sponsorship funds |
| Action Item 3. Enhance the development and availability of knowledge-based workers so that employers and workers can advance in today's economy. | | | | |
| on-going | A | Continue to improve on the services offered by MontgomeryWorks; relocate the LakeForest One-Stop Center to the Up-County RSC. | Yes, staff & grants \$ | None |
| by 1Q FY10 | B | Implement employment and training programs which have been funded through ARRA. | Yes, staff & grants \$ | None |
| on-going | C | Organize and sponsor job fairs, recruitments, events and conferences that will meet the needs of County businesses. | Yes, staff & grants \$ | None |
| on-going | D | Engage in a strategic planning process for the County's Workforce Investment Board (WIB). | Yes, staff & grants \$ | None |
| on-going | E | Explore and undertake regional and industry sector approaches to workforce development initiatives. | Yes, staff & grants \$ | None |
| on-going | F | Explore other funding opportunities (private, discretionary Federal grants and the like) for workforce development programs. | Yes, staff & grants \$ | Matching funds- TBD |
| on-going | G | Advocate for greater funding for Maryland Business Works. | Yes, staff & grants \$ | None |
| planning by 2Q FY10, on-going | H | Work with Montgomery College, the Universities at Shady Grove, the Johns Hopkins University and the business community to align workforce services with targeted industry clusters and actively seek industry input in the development of training curricula and course offerings. | Yes, staff & grants \$ | None |
| Action Item 4. Cultivate the climate for entrepreneurial growth and expansion within the County | | | | |
| by 3Q FY10 | A | Identify and compile a list of available industry-specific resources for entrepreneurs, forge partnerships with these resources, and devise a delivery system to increase entrepreneurs' access to these resources. | Yes, staff time | Possible license and/or subscription fees TBD |
| on-going | B | Expand the services and values provided through the County's Business Innovation Network to a broader entrepreneurial community. | Yes staff time | None |

A Vision For Economic Development --Major Goals, Action Items, Implementation Strategies, Time Line and Resource Requirements

| Time Line | Goal 2--continued: Adapt to a more competitive business climate by creating an environment where knowledge-based industries and small businesses thrive. | | Resources | |
|---|--|---|---|--|
| | Action Item 4--continued. Cultivate the climate for entrepreneurial growth and expansion within the County | | Currently Available | To be Acquired/Sought |
| by 3Q FY10 | C | Identify mechanisms that can be implemented to make the County's Business Innovation Network (five successful incubators) more operationally efficient. Explore the potential of managing an incubator, on a pilot basis, through a public-private partnership. Develop and pursue vehicles to create networking opportunities for current incubator tenants and graduates; the goal being to enhance the success of entrepreneurial start-ups. | Yes, staff time and possible hiring of consultant | None |
| on-going | D | Share information about entrepreneurs with prospective venture capitalists, angel investors and other backers, and facilitate new companies' access to financial resources. | Yes, staff time | None |
| | E | Identify all governmental and private funding opportunities and match companies with these opportunities | Yes, staff time | None |
| Action Item 5. Working with partners in the private sector, educational institutions, and government, develop capital projects that are responsive to the needs of key industry clusters. | | | | |
| on-going | A | Position the Shady Grove Life Sciences Center (GSLSC) for expansion by advocating for increased density through the development of the Gaithersburg West Master Plan and through the redevelopment of under-utilized parcels in the SGLSC. | Yes, staff time | None |
| on-going | B | In partnership with the Johns Hopkins University and the Universities at Shady Grove, support the development of a global science center in the Gaithersburg West planning area where research can be translated into marketable products and processes within the context of a vibrant live/work community. | Yes, staff time | None |
| on-going | C | Continue efforts to redevelop the 115-acre Site II property, which neighbors the consolidated FDA campus and the proposed Adventist Hospital in the eastern portion of the County, as a science and technology-focused office park. Continue and complete participation in the Maryland Voluntary Clean-Up Program. Identify necessary infrastructure requirements for the project. | Yes, staff time | Continued funding for the planning CIP |
| on-going | D | Support the creation of a science and technology park at the Germantown campus of Montgomery College that will harness the synergies of academia, government, health care and business. | Yes, staff time | None |

| Time Line | Goal 3: Foster creative and strong partnerships with academia, Federal researchers, the private sector, non-profits and various levels of government to pursue innovative projects, policies and best practices that support business growth and expansion. | | Resources | |
|---|---|---|---------------------|-----------------------|
| | Action Item 1. A. Build on the Presence of Federal Agencies and Research and Development Facilities within the County. | | Currently Available | To be Acquired/Sought |
| planning by 3Q FY10 | A | Institute a program whereby Federal agencies and installations in the County will be visited by the County Executive and the DED Director as the first step to building a stronger relationship with each of these institutions. | Yes, staff time | None |
| by 2Q FY10 | B | Identify and establish a main point of contact within each Federal installation. | Yes, staff time | None |
| require planning and approval | C | Hire a lobbyist to assist the County in its efforts to retain its existing base of Federal agencies and installations on both Federal campuses and in leased commercial space, and to help position the County to capture new Federal leasing opportunities that are on the horizon, including expansion of existing facilities. | No | TBD upon approval |
| on-going | D | Strengthen the Federal Technology Network, and partner with the Federal Laboratory Consortium for Technology Transfer to help move technologies and research into the marketplace. | Yes, staff time | None |
| on-going | E | Cultivate relationships with academic institutions that receive federal funding. | Yes, staff time | None |
| on-going | F | Pursue those activities highlighted in Goal 1B that will create more opportunities for County companies to compete for Federal grants and contracts. | Yes, staff time | None |
| Action Item 2. Engage in public-private projects to revitalize the County's town centers and provide for strategic redevelopment opportunities. | | | | |
| on-going | A | Work with County agencies (i.e. M-NCPPC, Department of Permitting Services, Department of Transportation, Department of Permitting Services and the like) to conduct a comprehensive review of the County's development review process. Make recommendations for change that will result in a more efficient process. Prioritize recommendations and pursue priorities. | Yes, staff time | None |
| on-going | B | Work collaboratively with related County agencies to foster the redevelopment and revitalization of Wheaton's central business district and other areas targeted for revitalization. Actively participate in inter-agency planning efforts to conduct needed market analyses, solicit and select private sector partners, and engage in needed planning functions. | Yes, staff time | None |
| on-going | C | Support the County's Smart Growth Initiative, with a focus on dense transit-oriented development; affordable, workforce and market-rate housing; high-wage jobs in biosciences and technology, and new higher educational opportunities. | Yes, staff time | None |

A Vision For Economic Development --Major Goals, Action Items, Implementation Strategies, Time Line and Resource Requirements

| Time Line | | Goal 4: Create value for County companies by facilitating business opportunities abroad and by attracting global investment in Montgomery County. | Resources | |
|--|---|---|---|--------------------------------|
| Action Item 1. Facilitate international business opportunities for County companies seeking to partner or expand globally. | | | Currently Available | To be Acquired/Sought |
| Phase 2 by 2Q FY10 | A | Collect data (via survey – Phase I already done) on County companies seeking to partner or expand globally. According to a recent survey conducted by the Department of Economic Development among County businesses, 46% of the respondents said that they do business globally. More than a quarter of the respondents expressed interest in receiving assistance from DED with respect to export and partnership. | Yes staff time and interns | None |
| work in progress | B | Revise DED's international website to provide for a more interactive experience for globally-engaged companies; Create additional links to topics of interest, such as state and federal resources for exporters. | Yes, staff time and \$40,000 plus in marketing funds | None |
| on-going | C | Proactively seek out opportunities for the County to attract global investment in County companies. A good example is Novavax that formed creative partnership with foreign companies to raise the funds in order to survive. Novavax created an Indian joint venture with a new India-based partner, Cadila Pharmaceuticals Ltd., which also invested \$11 million in the local company under the deal. The company also partnered with Spanish company Rovi Pharmaceuticals and other Spanish health agencies to license out its vaccine-production technology for the development of flu vaccines abroad. That deal also included a \$3 million equity investment by Rovi for Novavax. | Yes, staff time | None |
| Action Item 2. Proactively attract foreign direct investment to Montgomery County | | | | |
| on-going | A | Continue to follow-up on leads generated from recent business development missions to Canada, Europe, Israel, India, China, and Korea. | Yes, staff time | None |
| by 3Q FY10 | B | Develop a list of target companies in each priority market. | Yes, staff time | None |
| planning by 3Q FY10 | C | Proactively market Montgomery County to DBED's 13 overseas offices/representatives, leveraging DBED's strong overseas presence to access qualified foreign direct investment leads. | Yes, staff time | Additional marketing funds TBD |
| on-going | D | Enhance DED's international webpage to better communicate the County's strengths and advantages to foreign prospects. | Yes, staff time | None |
| on-going | E | Strengthen relationships with strategic partners such as Chungbuk Province of Korea and the Chinese Biopharmaceutical Association to generate business leads. | Yes, staff time and marketing funds | Additional marketing funds TBD |
| on-going | F | Upgrade international collateral/marketing materials (including foreign language versions) as a means of improving international recruitment efforts. Examples include professional video clips on successful incubator graduates. | Yes, staff time and marketing funds | None |
| on-going | G | Build strong relationships with County-based international entrepreneurs in order to leverage networks in their countries of origin | Yes, staff time | None |
| on-going | H | Continue to be an active member of the Great Washington Initiative and other global organizations which organize regional and international networking events. | Yes, staff time | None |
| on-going | I | Strengthen relations with international organizations that have business ties to Canada, Israel, Europe, and Asia. | Yes, staff time | None |