

Economic Development 2009 Survey Summary

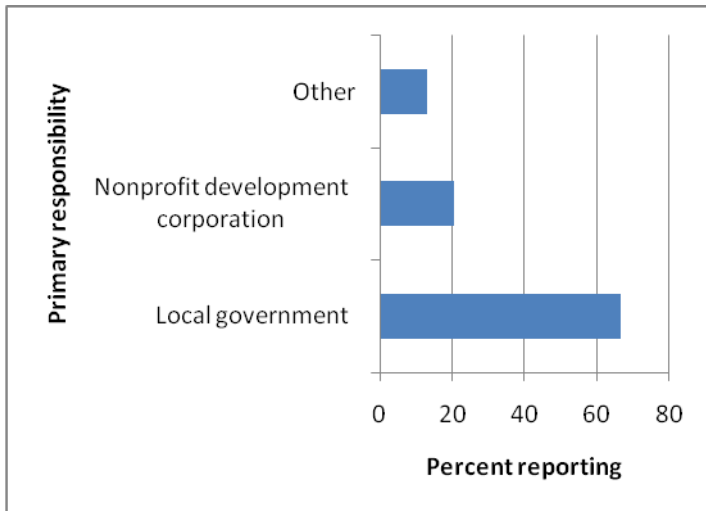
The Economic development survey was conducted by ICMA and NLC in October 2009. The printing and mailing of the survey was funded by the generous support of the Alternative Finance Technical Assistance Consortium and the W.K. Kellogg Foundation.

The survey was mailed to all 3,283 municipalities with a population of 10,000 and over and to all 556 counties with a population of 50,000 and over. A follow-up survey was sent to nonrespondents. The survey was also available electronically. The response rate is 22.2%.

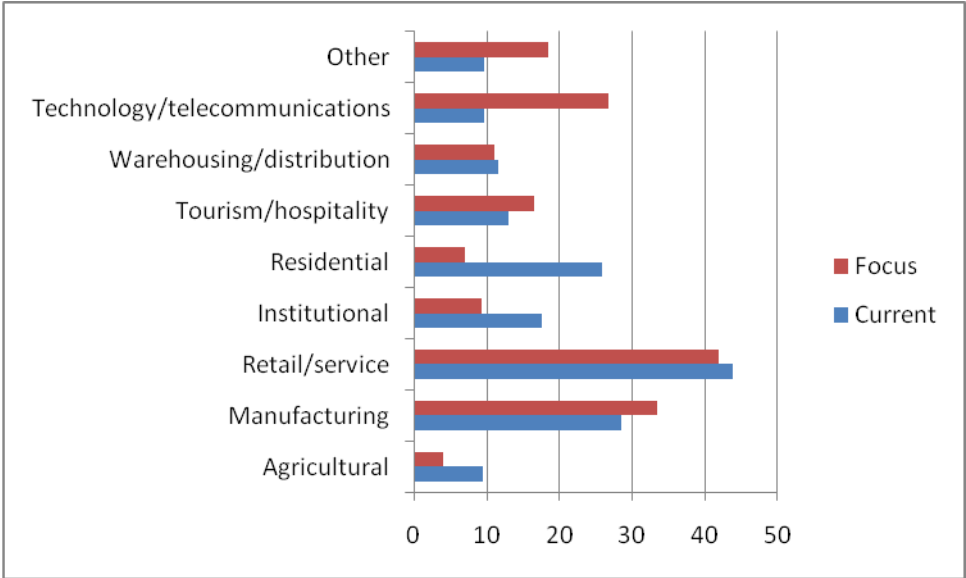
To purchase the survey results in a downloadable Excel spreadsheet, click [here](#). If you have questions about the downloadable data, contact Sebia Clark at sclark@icma.org

GENERAL

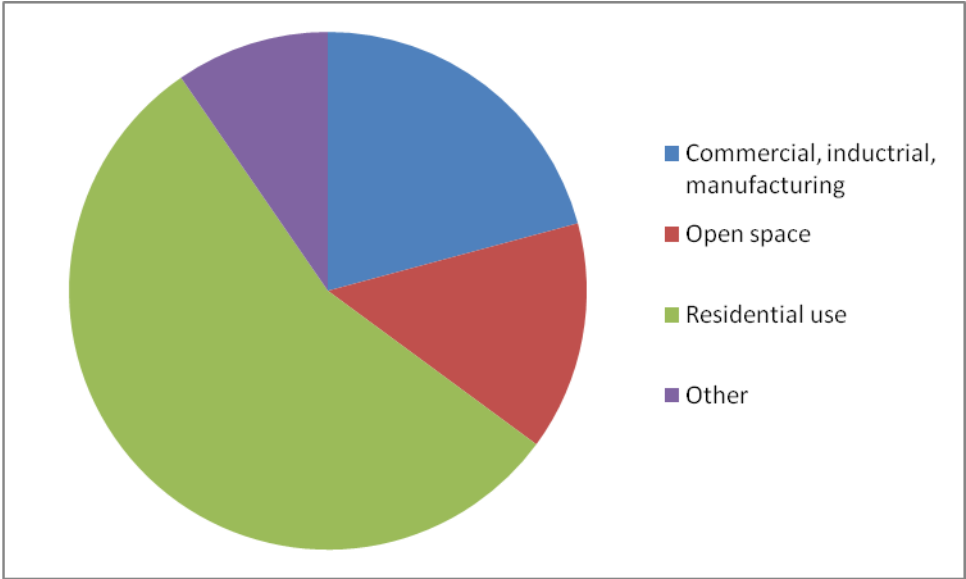
Primary responsibility for economic development in the local government



2. Which of the following best describes your local government's primary economic base (primary source of revenue) and focus of your economic development efforts? (Check only one in each column.)

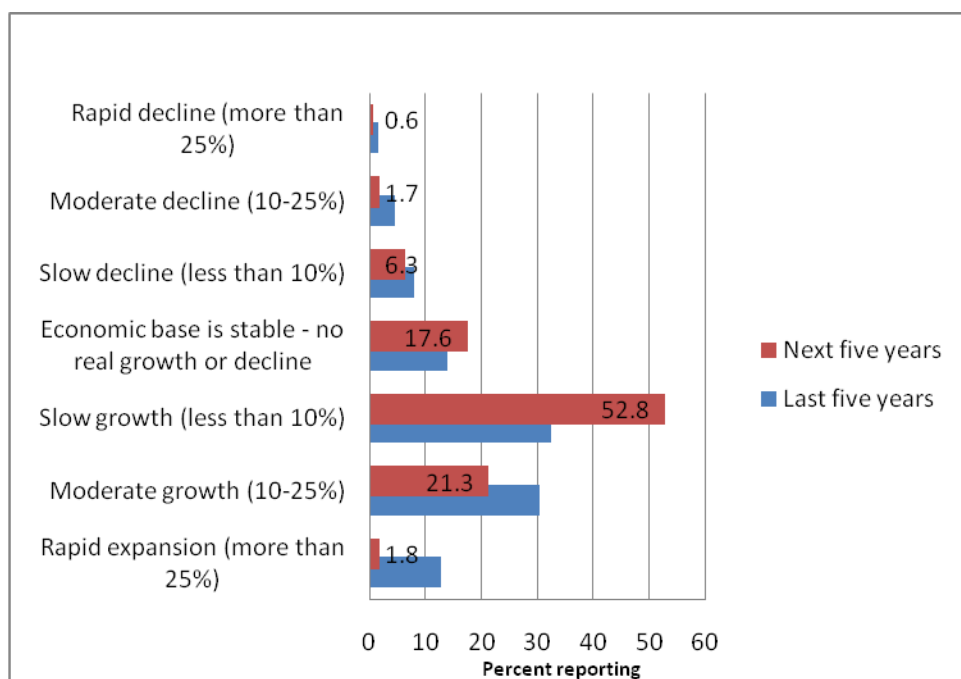


3. What percent of your land area is zoned for (percentages should total 100%):



4. What percent of your land is tax exempt? 16.5 %

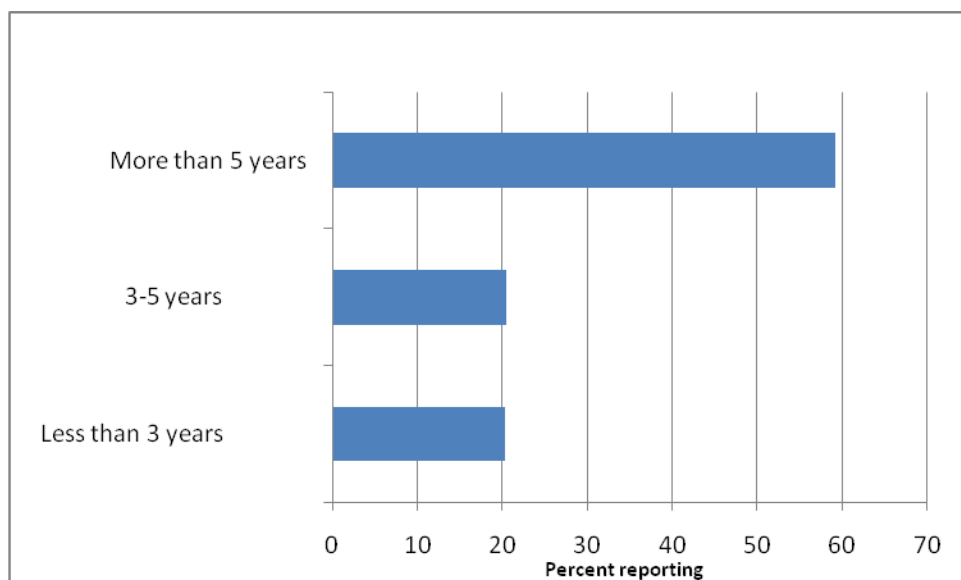
5. Which of the following describes the condition of your local government's economic base (1) during the *last* five years and (2) which do you think it will be over the *next* five years?



6. Does your local government have a written economic development plan?

- 56% have an economic development plan
- 44% do not have an economic development plan

6A. If "yes," how long has your local government had a written economic development plan?



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

The percentage reporting is shown in the column to the right of the participant.

a. City	88.9%	i. Public/private partnership	36.0%
b. County	52.6%	j. Private business/industry	40.2%
c. State government	34.2%	k. Private/community economic dev. foundation	8.5%
d. Federal government	8.2%	l. Utility	20.9%
e. Chamber of Commerce	65.4%	m. College/university	29.7%
f. Economic dev. corporation	44.4%	n. Citizen advisory board/commission	36.4%
g. Regional organizations	38.2%	o. Ad hoc citizen group	12.5%
h. Planning consortia	11.5%	p. Other (please describe):	4.6%

7 A. Has your local government conducted an assessment of strengths, weaknesses , opportunities, and challenges as part of developing your economic development strategy?

Yes 65.1% No 34.9%

FUNDING ECONOMIC DEVELOPMENT

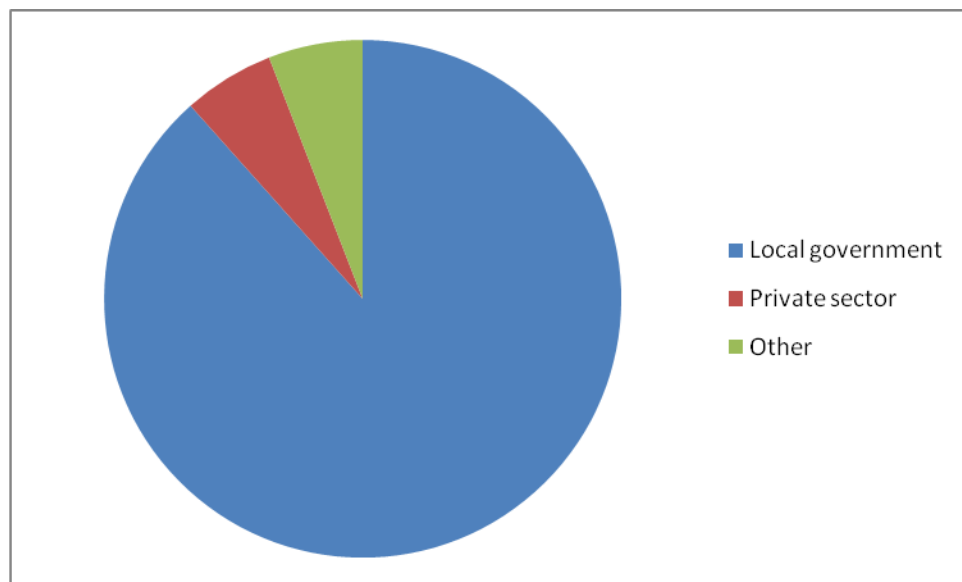
8. Is the overall local government budget allocation process linked to economic development priorities?

Yes 42.2% No 57.8%

9. How much did your local government budget for economic development activities for FY 2009?

\$1,300,232 (Average with reported zero amounts eliminated)

9A. What percent of the budget is funded by (*percentages should total 100%*)



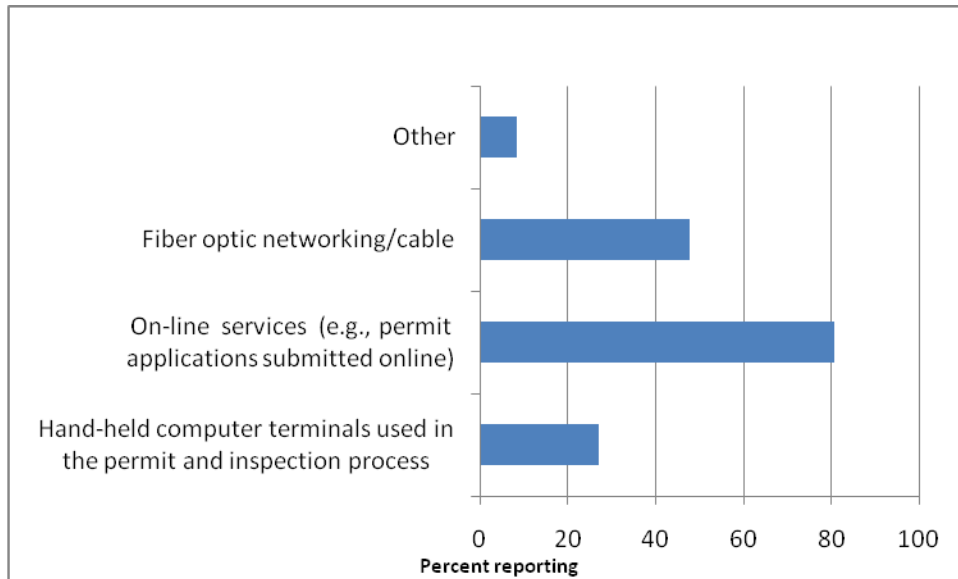
10. Please indicate which of the following sources of government revenue are used to fund your economic development programs. (*Check all applicable.*)

The percentage reporting is shown in the column to the right of the revenue source.

a. Local revenues/general fund	85.6%	e. Revenue bonds	8.4%	h. Hotel/motel taxes	22.6%
b. Federal grants-in-aid	22.7%	f. Special assessment districts	11.0%	i. Sales tax	20.7%
c. State grants-in-aid	26.9%	g. Tax increment financing districts	34.5%	j. Other	7.1%
d. General obligation bonds	10.1%				

TECHNOLOGY

11. Which of the following technology applications has your local government implemented *as part of its economic development efforts*? (Check all applicable.)



BARRIERS TO ECONOMIC DEVELOPMENT

12. Which of the following barriers to economic development has your local government encountered? (Check all applicable.)

The percentage reporting is shown in the column to the right of the barrier.

a. Availability of land	52.4%	k. Distance from major markets	16.2%
b. Cost of land	53.4%	l. Lengthy permit process	12.4%
c. Lack of building availability (due to space or costs)	37.3%	m. Environmental regulations	22.7%
d. Inadequate infrastructure (e.g., no fiber optic cable, water and wastewater)	28.4%	n. Citizen opposition	23.0%
e. Lack of skilled labor	17.6%	o. Lack of political support	10.8%
f. High cost of labor	8.4%	p. Declining market due to loss of population	9.0%
g. Lack of affordable, quality child care	5.9%	q. High cost of housing	14.9%
h. Limited number of major employers	34.0%	r. Poor quality of life (inadequate education, recreation, and arts/cultural programs)	6.3%
i. Lack of capital/funding	50.1%	s. Traffic congestion	14.9%
j. Taxes	20.2%	t. Other	11.8%

12 A. Please indicate the top two barriers to economic development by putting the corresponding letter in the space provided. 1. Availability of land 2. Cost of land

12 B. What strategies are you using to address the top two barriers? (Text field.)

COMMUNITY DEVELOPMENT ACTIVITIES

13. Does your local government support any of the following programs to promote or support economic development?

The percentage reporting is shown in the column to the right of the program.

a. Community development corporation	37.4%	f. Job training	38.1%
b. Community development loan fund	25.4%	g. Affordable, quality child care	10.4%
c. Environmental sustainability	38.4%	h. Affordable housing	48.2%
d. Efficient transportation systems, including transit options that minimize congestion	43.3%	i. Offer high quality of life (good education, recreation, and arts/cultural programs)	72.8%
e. High quality physical infrastructure	59.0%	j. Other (Please describe):	6.5%

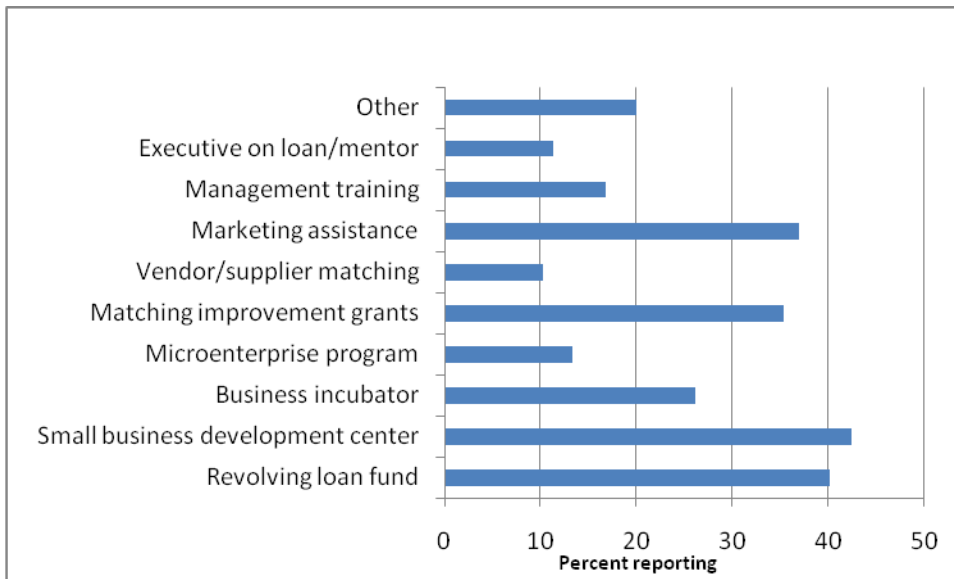
14. Have you used economic development tools (tax credits, grants, loans, business assistance) to support child care? Yes 14.1% No 85.9%

Small Business Development

15. Does your local government have a written small business development plan?

Yes 15.5% No 84.5%

16. Which of the following does your local government offer for small business development? (*Check all applicable.*)

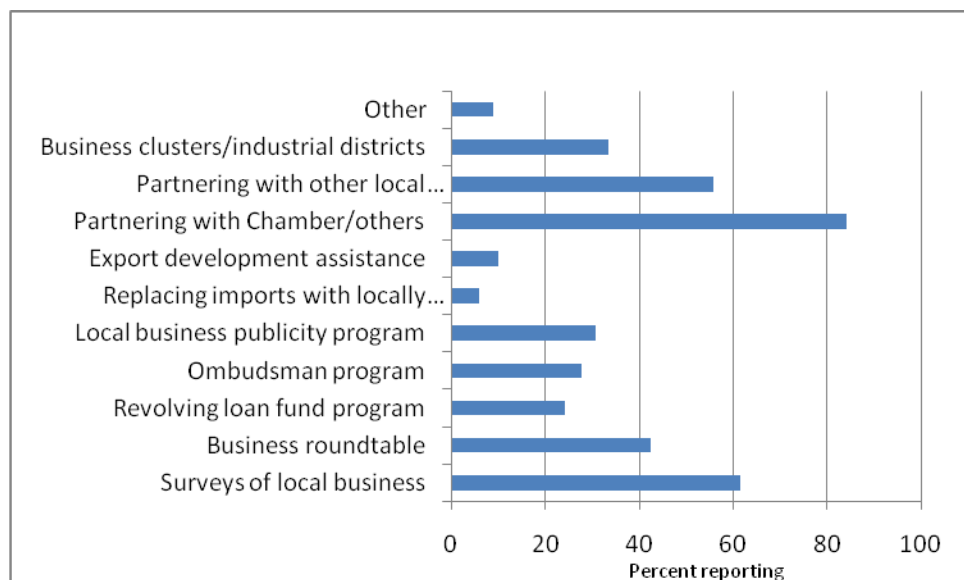


Business Retention

17. Does your local government have a written business retention plan?

Yes 26.9% No 73.1%

18. Please indicate which of the following business retention activities your local government conducts. (*Check all applicable.*)



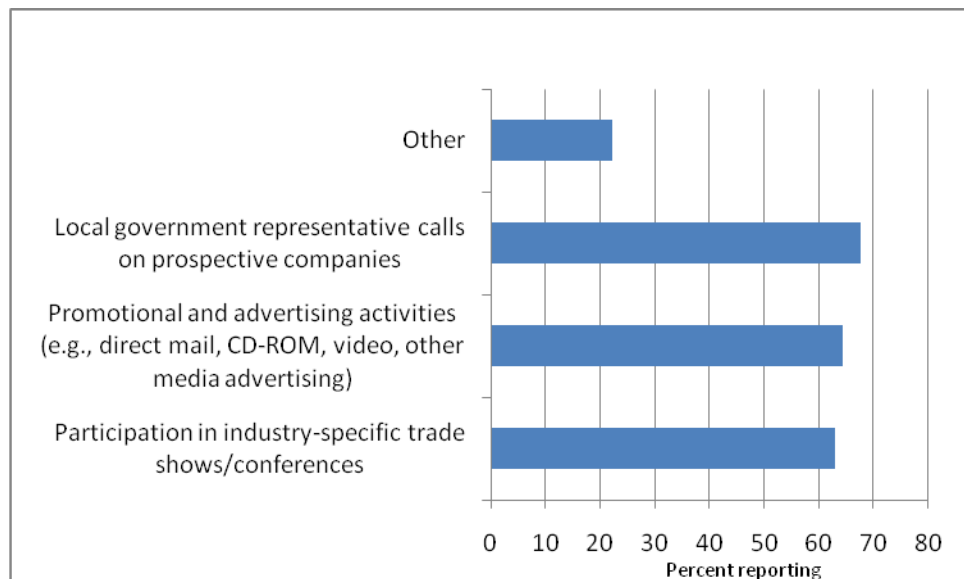
Business Attraction/Recruitment

19. Does your local government want to attract new business? Yes 98.4% No 1.6%

20. Does your local government have a written business attraction plan?

Yes 31.8% No 68.2%

21. Which of the following methods does your local government use to attract business? (*Check all applicable.*)

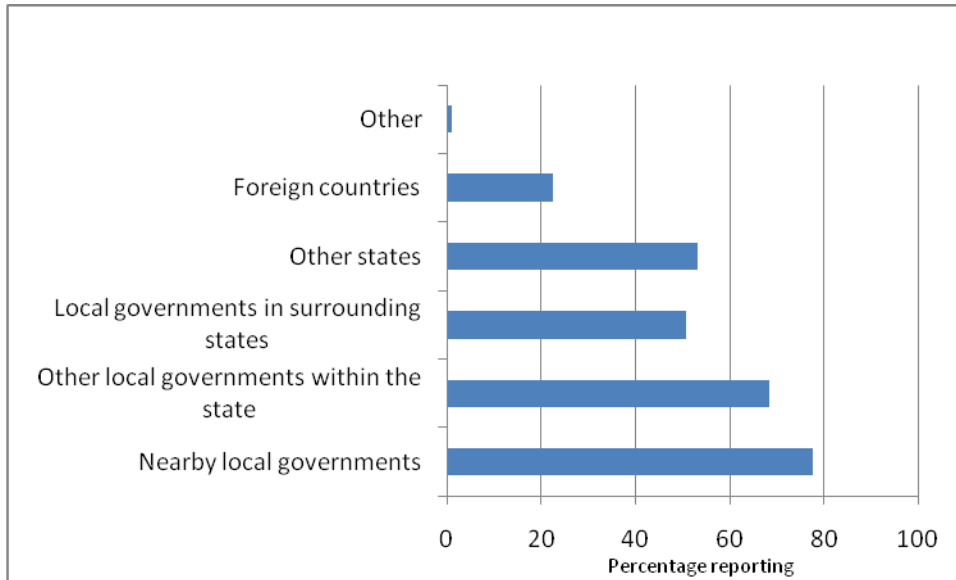


22. Does your jurisdiction have special *technology zones* that are designed to encourage technology-related industries and businesses to move to your jurisdiction? Yes 19.8% No 80.2%

22 A. If "yes," please indicate the *incentives used in the technology zones* to encourage technology-related industry and business. (*Check all applicable.*)

a. Reduction in permit fees	28.1%	d. Ordinance exemptions	16.3%
b. Reduction in user fees	14.8%	e. Flexibility in special zoning	50.4%
c. Reduction in gross receipts tax	17.8%	f. Other incentives (Please describe):	44.4%

23. Please identify your competition in attracting investment in your jurisdiction. (*Check all applicable.*)



24. Please estimate the number of jobs and new businesses in your community over the last five years as a result of your business attraction/recruitment efforts.

a. Number of jobs 1,554 b. Number of new businesses 65

Business Incentives

25. Does your local government offer business incentives? Yes 95.1% No 4.9%

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

Much larger 1	2	About the same 3	4	Much less 5
5.3%	16.2%	65.2%	8.5%	4.8%

27. Please indicate which of the following incentives your local government offers. (*Check all applicable.*)

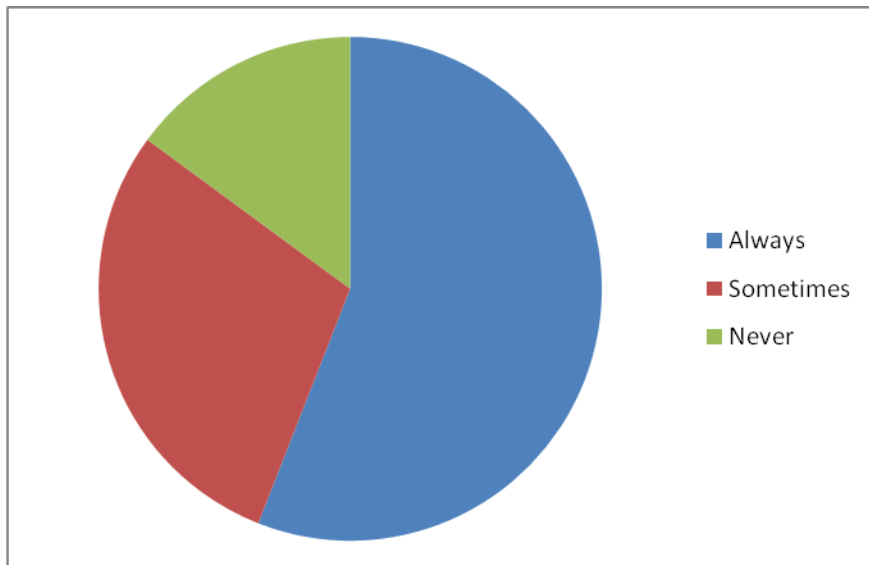
Tax abatements	47.2%	Grants	35.5%
Tax credits	21.6%	Zoning/permit assistance	68.6%
Tax increment financing	54.5%	One-stop permit issuance	40.9%
Locally designated enterprise zones	26.2%	Utility rate reduction	8.2%
Federal/state designated enterprise zones	26.6%	Regulatory flexibility	14.3%
Special assessment districts	26.6%	Relocation assistance	14.2%
Free land or land write downs	28.3%	Employee screening	11.2%
Infrastructure improvements	57.1%	Training support	25.3%
Subsidized buildings	8.9%	Other	7.9%
Low-cost loans	27.0%		

28. Please indicate the top two most frequently used incentives by putting the corresponding letter in the space provided.

1. Tax abatements (170 reported) 2. Zoning and permit assistance (113 reported)

ACCOUNTABILITY

29. Do you require a performance agreement as a condition for providing business incentives?

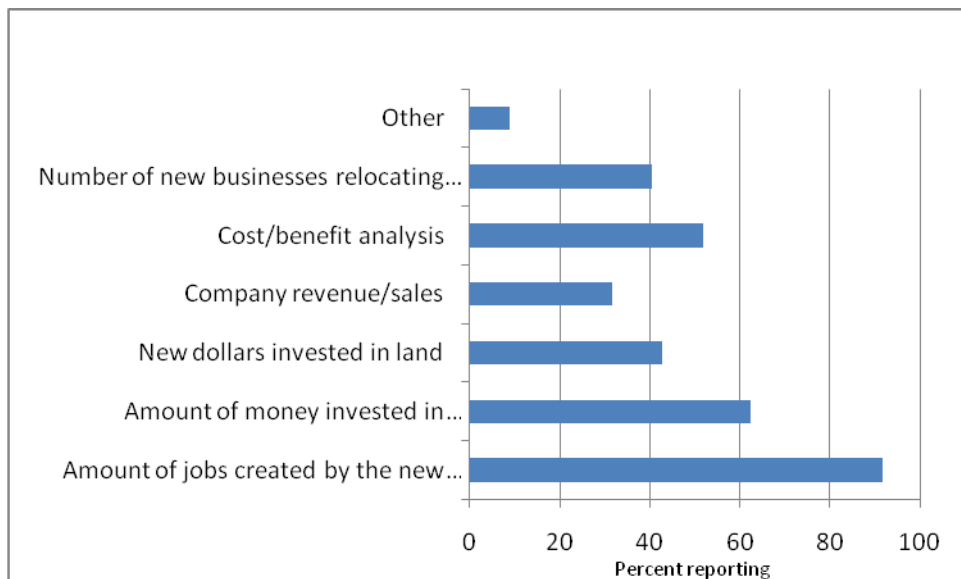


30. Do you perform a cost/benefit analysis prior to offering business incentives?

Yes 71.9% No 28.1%

31. Do you measure the effectiveness of business incentives? Yes 70.7% No 29.3%

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

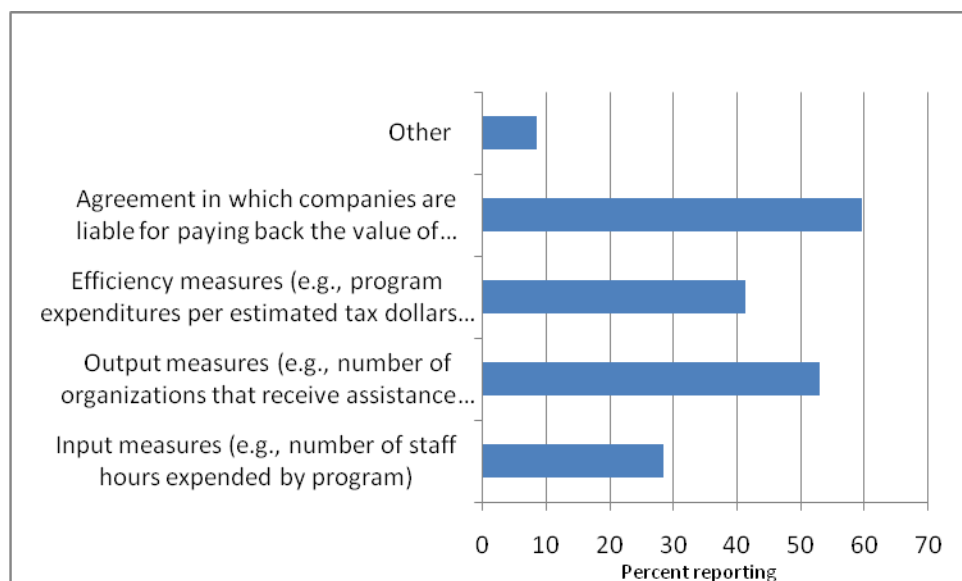


32. Does your local government ever require a percentage of new employees to be hired from within the community as a condition for providing business incentives? Yes 13.9% No 86.1%

32 A. If "yes," please describe the requirement: (text field)

33. Does your local government use performance measures to assess the effectiveness of its economic development efforts? Yes 47.8% No 52.2%

A. If "yes," which of the following performance measures are used (*Check all applicable.*)



34. Please indicate how often each of the following evaluation activities is part of your local government's economic development plan.

	Always	Sometimes	Never
a. Performance measures are used to track the <i>implementation of specific projects</i> or initiatives in the economic development plan.	27.1%	39.5%	33.3%
b. Performance measures are used to track the <i>outcome conditions</i> targeted by the economic development plan.	29.6%	36.2%	34.2%
c. Performance measures are reported to the <i>council/commission</i> on a regular basis.	35.6%	34.9%	29.5%
d. Performance measures are reported to the <i>public</i> on a regular basis.	24.1%	41.6%	34.3%

Local Government Profile

35. Which of the following taxes does your local government levy and what is the rate?

Type of tax	Jurisdiction has tax (Percentage reporting tax)	Tax rate (Average is reported below)
a. Real property tax	91.0%	Rate per \$1,000 of assessed value = 14.4%
b. Personal property tax	43.3%	Rate = 14.9%%
c. Local income tax	10.6%	Rate = 2.1%
d. Local sales tax	51.5%	Rate = 3.6%
e. Other local tax (Please describe):	19.7%	Rate = 6.1%

36. How many schools are in your jurisdiction (both public/private)?

Type	Number (Average)	Please indicate whether you anticipate any change in the number of schools in the next 5 years (Percentage reporting)					
a. K-12	25	Increase	28.1%	Decrease	8.2%	No change	63.7%
b. Junior college (2-year)	1	Increase	9.3%	Decrease	0.6%	No change	90.1%
c. Vocational/technical	2	Increase	14.2%	Decrease	1.2%	No change	84.6%
d. University/college	2	Increase	12.3%	Decrease	1.2%	No change	86.6%

37. Please provide the following descriptive information: (Averages are reported below.)

a. Median cost of a single-family dwelling	\$226,942.00
b. Median rental cost of two-bedroom apartment	\$888.00
c. How many hotel/motel rooms	2,263
e. Per capita personal income	\$37,844
f. Per capita property tax revenue	\$1,005
g. What percent of the residents in your jurisdiction are retirees	16.0%
h. Unemployment rate	8.8%

38. Which of the following are in your jurisdiction?

