

ECONOMIC DEVELOPMENT POSITIONING & TARGETING PLAN

Scope of Services

City of Delray Beach, Florida

Prepared by

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1. Executive Summary

The City of Delray Beach has identified economic development as a strategic priority, with a particular focus on attracting firms that include the technology and financial services/wealth management sectors. The City Commission has expressed urgency around developing an actionable strategy that moves beyond workshop discussions and into implementation.

BusinessFlare proposes a six-week Economic Development Positioning & Targeting Plan that delivers the foundational intelligence and go-to-market framework the City needs to begin active business attraction. This is an operational playbook designed to arm the City's marketing team and economic development partners with specific targets, messaging, competitive positioning, and actionable outreach strategies.

The deliverable will answer the core question that we believe the Commission is asking: *What exactly do we have, who exactly should we be pursuing, and how do we get in front of them?*

2. Understanding of Need

Based on the Commission's December 1, 2025 workshop and the February 9, 2026 follow-up session, the City faces several interconnected challenges:

- The last comprehensive land use and cluster analysis was conducted in 2019. The City is currently challenged to tell a prospective business what space is available and what it could accommodate. (Inventory Gap)
- Delray Beach is not on the radar of corporate relocation professionals. Boca Raton and West Palm Beach dominate the conversation in Palm Beach County, backed by aggressive marketing and dedicated business development teams. (Visibility Deficit)
- The City needs a written plan with objectives, implementation steps, responsible parties, and measurable outcomes, not additional presentations of background information. (Strategy Absence)
- Delray Beach must articulate its competitive and unique, unfair advantages relative to neighboring cities. The Vertical Bridge relocation demonstrated what's possible but has not been memorialized or leveraged as a recruitment tool. (Undefined Market Position)
- The economic development function currently resides with a single staff member. The City needs to understand what team structure and external support is required before it can execute. (Limited Institutional Capacity)

This scope of services is designed to close these gaps within a compressed timeframe, giving the City a deliverable it can act on when it reconvenes for the April workshop.

3. Scope of Services

The Economic Development Positioning & Targeting Plan will be organized into four phases executed over six weeks. Each phase builds on the previous, culminating in an integrated go-to-market playbook.

Phase 1: Asset Inventory & Capacity Assessment (Weeks 1–2)

Deliverables:

- Commercial Real Estate Inventory: A citywide catalog of available commercial space, organized by corridor (Downtown/Atlantic Ave, North Federal, Congress Ave, West of I-95 corridors). Each property will include square footage, current zoning, permitted uses, approximate lease rates, and contact information.

- **Developable Land Assessment:** Identification of vacant and underutilized parcels with redevelopment potential, including current land use designations and what changes (if any) would be required to accommodate target industry uses.
- **Infrastructure & Amenity Mapping:** Documentation of the assets that matter to target firms: fiber connectivity, proximity to transportation, workforce housing stock, school quality (including the IB track), talent incubation and positioning, dining/entertainment/lifestyle amenities that factor into CEO-level relocation decisions.
- **Institutional Capacity Snapshot:** An honest assessment of the City's current economic development staffing, tools, and processes relative to what competitors deploy, with specific recommendations for team structure.

Phase 2: Competitive Intelligence & Market Positioning (Weeks 2–3)

Deliverables:

- **Competitive Landscape Analysis:** A detailed comparison of what Boca Raton, West Palm Beach, Boynton Beach, and other relevant Palm Beach County competitors are offering; Additionally, an assessment of what other jurisdictions have done in a "customized incentive package" approach that includes not just what's on the books, but what they're actually deploying, what's working, and what gaps exist that Delray Beach can exploit.
- **Delray Beach Differentiator Framework:** A structured articulation of Delray's competitive advantages: desirability, lifestyle value proposition, cost-of-occupancy advantages, speed-to-occupancy potential, quality of life metrics, and the "small city that punches above its weight" narrative that resonates with the firms the City will likely target.
- **Incentive Benchmarking & Recommendations:** Analysis of the City's existing incentive inventory against what competitors offer, with specific recommendations for a customizable incentive toolkit. Emphasis on non-cash incentives (concierge permitting, site selection assistance, workforce development connections) that have been identified as likely most impactful.

Phase 3: Target Industry Profiling & Prospect Development (Weeks 3–4)

Deliverables:

- **Target Industry Profiles:** Detailed profiles for each priority sector (technology/AI, financial services/wealth management, and any additional sectors identified during Phase 1 as fitting the available real estate portfolio). Each profile will include: firm size sweet spot for Delray, typical space requirements, location decision factors, growth trajectories, and where these firms currently cluster. This will also include the "Gut Sandwich" insights – the meaningful things that drive the instinct and intuition behind corporate location decisions.
- **Prospect Identification Methodology:** A repeatable framework the City's team can use to identify and qualify prospects, including data sources, scoring criteria, and outreach triggers.
- **Local Network Activation Plan:** A structured approach to leveraging existing Delray businesses (particularly in target sectors) as referral sources and ambassadors; operationalizing the "who do you know" strategy that staff described as effective in prior roles.

Phase 4: Go-to-Market Playbook (Weeks 5–6)

Deliverables:

- **Marketing & Messaging Framework:** Core messaging architecture for economic development recruitment, including: elevator pitch, one-page community profile, sector-specific value propositions, and objection-handling talking points (e.g., "you're too small," "you don't have the office space," "why not Boca?").
- **Channel Strategy:** Specific recommendations for where to place marketing resources: trade publications (e.g., Barron's for wealth management), industry conferences, corporate relocation networks, digital platforms, and high-net-worth event sponsorships (Polo Grounds, Delray Beach Open, Concours d'Elegance).

- Partner Activation Framework: Defined roles and responsibilities for each member of the economic development team (City staff, Chamber of Commerce, CRA, DDA, BDB) with specific action items, cadence of coordination, and accountability metrics.
- 90-Day Implementation Roadmap: A prioritized action plan for the first 90 days following plan adoption, including: quick wins that demonstrate momentum, resource allocation recommendations for the economic development fund, and milestones that the Commission can use to track progress.
- Business Development Team Blueprint: Organizational recommendations for scaling the economic development function, including internal staffing needs, potential external support models, and estimated costs.

4. Project Timeline

The following timeline is structured to deliver a preliminary briefing at the March 9, 2026 Commission meeting and a complete deliverable in advance of the April workshop.

Week	Phase / Activity	Key Actions	Milestone
1-2	Asset Inventory & Capacity Assessment	Property inventory compilation Field verification Infrastructure mapping Staff capacity assessment	Draft inventory complete
2-3	Competitive Intelligence & Market Positioning	Competitor program analysis Differentiator development Vertical Bridge interviews Incentive benchmarking	Competitive positioning framework complete
3-4	Target Industry Profiling & Prospect Development	Sector profiles developed Local business outreach Referral network mapped	Target profiles and initial prospect list delivered
4-5	Late April Commission Workshop	Preliminary findings summary Inventory highlights Early positioning themes	Progress update to Commission
5-6	Go-to-Market Playbook	Messaging development Channel strategy Partner framework 90-day roadmap Final document assembly	Final plan delivered to City

Note: Phases overlap intentionally. Field work and data collection in Phase 1 informs competitive analysis in Phase 2, which shapes targeting in Phase 3. The final playbook integrates all prior phases into a single operational document.

5. Methodology & Approach

Framework

BusinessFlare will deploy its Street Economics platform and associated analytical tools to generate the economic intelligence components of this engagement, including demographic analysis, industry cluster mapping, fiscal impact modeling, and competitive benchmarking. These tools enable rapid production of institutional-quality analysis within the compressed project timeline.

BusinessFlare’s proprietary methodology provides the analytical backbone for this engagement. ECOSINT (Economic Open-Source Intelligence) is a structured approach to analyzing a community’s economic development position beginning with publicly available data, observable market signals, and competitive intelligence techniques adapted from the intelligence community. This approach is then supplemented with proprietary subscription data such as commercial real estate (CoStar), residential real estate (MLS), resident, visitor, and employee foot traffic (Placer.ai), community profiles (ESRI), and industry and occupational information (Lightcast).

This approach is particularly valuable for this engagement because it delivers candid, externally-validated findings rather than internally-biased assessments. Our approach will show the City how the market actually sees Delray Beach not how the City sees itself.

6. Summary of Deliverables

#	Deliverable	Format	Delivery
1	Commercial Real Estate & Land Inventory	Database + Summary Report	Week 2
2	Competitive Landscape Analysis	Report	Week 3
3	Delray Beach Differentiator Framework	Report + Marketing Brief	Week 3
4	Incentive Benchmarking & Recommendations	Report + Matrix	Week 3
5	Target Industry Profiles	Report	Week 4
6	Initial Prospect List (25–50 firms)	Database	Week 4
7	Marketing & Messaging Framework	Playbook Chapter	Week 6
8	Channel & Outreach Strategy	Playbook Chapter	Week 6
9	Partner Activation Framework	Playbook Chapter	Week 6
10	90-Day Implementation Roadmap	Playbook Chapter	Week 6
11	Business Development Team Blueprint	Playbook Chapter	Week 6
12	Final Integrated Plan Document	Comprehensive Report	Week 6