

Broward County: 2012 Six Pillars Community Strategic Plan

PILLAR: Innovation and Economic Development

(Innovation, Commercialization, Entrepreneurism, Global Trade, Economic Development)

2030 VISION

I. Prosperity and High Paying Jobs

II. Vibrant Communities

III. Global Competitiveness

GOAL 1: TRANSITION BROWARD TO BECOME A NET IMPORTER, RETAINER AND CREATOR OF TALENT

Strategy 1.1: Position and promote Broward County as a place for talented, knowledge-based workers and as a place where these workers are sought after and valued

Tactics:

- T1: Change perception of Broward County as a place for snowbirds to a place for young professionals and highly educated adults
- T2: Create a place with a desirable lifestyle consisting of excellent public transportation, outstanding schools and culture and one where the lifestyle encourages healthy active living (similar to Austin, Texas or Portland, Oregon)
- T3: Emphasize high quality of life to attract young, talented professionals
- T4: Create affordable housing for young professionals
- T5: Engage young professionals in planning processes (i.e., Young Professionals Council or Young Entrepreneur Council within the Greater Fort Lauderdale Alliance)
- T6: Target recruits from large cities with big hassles (i.e., Washington, DC and Metro New York)
- T7: Support the Cultural Council's 100th anniversary celebration of Broward's creative minds
- T8: Encourage businesses to help promote the arts and creative minds in Broward County Public Schools
- T9: Develop housing, parks and daycare for young families
- T10: During spring break, survey breakers to see what would cause them to want to live in Broward

Metrics:

- M1: Employment
- M2: Annual number of targeted industry businesses in Broward County
- M3: Annual number of targeted industry jobs in Broward County

Recommended Advocates:

ArtServe, artist lofts, Broward County Government, Broward Cultural Division, Broward League of Cities, business community, Business for the Arts of Broward, business organizations, Emerge Broward, Greater Fort Lauderdale Alliance, Leadership Broward, local Chambers of Commerce, local colleges and universities, local municipalities, Realtors Association of Greater Fort Lauderdale, Smart Growth Partnership, WorkForce One Employment Solutions

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Strategy 1.2: Make it easy for talented, knowledge-based workers to find education, training and employment in Broward County

Tactics:

- T11: Inventory Broward County's talent to know where gaps exist between the needs of companies and the workers available to fill the jobs
- T12: Extend downtown education complex to support housing for students and young professionals and executives
- T13: Create incentives for companies to hire new knowledge-based jobs graduates
- T14: Work more closely with students on job placement/internships to keep talent here
- T15: Attract individuals who want to be a part of developing urban core
- T16: Encourage internships with Broward corporations to attract top talent from top universities nationwide

Metrics:

- M4: Number of college internships

Recommended Advocates:

Broward County Government, Broward County Public School district, Broward League of Cities, business community, business organizations, Emerge Broward, Greater Fort Lauderdale Alliance, local Chambers of Commerce, local colleges and universities, local municipalities, WorkForce One Employment Solutions

Strategy 1.3: Nurture startup community enterprises to retain talent and avoid talent depletion to other communities in Florida and other states

Tactics:

- T17: Leverage NSUs emphasis on entrepreneurship to teach our residents how to create and nurture businesses
- T18: Develop an action plan for implementing a supportive startup initiative in Broward with focal points to include: market data and information, entrepreneurship education and technical assistance, building operational, financial, and physical support networks (incubators, angel networks)
- T19: Create additional business incubation centers
- T20: Encourage and support a startup business community near or in high density development
- T21: For R&D talent, ensure there are neighborhoods they can live in that have the characteristics to attract artists and talent, and create R&D centers the colleges can sponsor so youth are able to affordably start their business projects

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- T22: Reduce rent and subsidize office space for local start-ups (early stage) - perhaps a contest to determine who qualifies
- T23: Develop business parks with work spaces that encourage innovation
- T24: Provide access to arts, recreation and other services that talented workers desire to have to enhance their lives

Metrics:

- M5: Number of business incubation centers
- M6: Number of innovation based business parks

Recommended Advocates:

ArtServe, artist lofts, Broward County Government, Broward League of Cities, business community, business organizations, developers, Entrepreneurs' Organization – South Florida, Greater Fort Lauderdale Alliance, Inventors Society of South Florida, local Chambers of Commerce, local colleges and universities, local municipalities

GOAL # 2: ATTRACT AND RETAIN INNOVATION BASED COMPANIES IN BROWARD

Strategy 2.1: Identify and attract cutting-edge, innovation based companies

Tactics:

- T25: Develop and maintain information on the innovation based companies and clusters located in Broward, along with a database where this information could be kept, maintained and obtained
- T26: Educate Broward County businesses and residents on the types of innovation based companies in Broward County so that everyone in the county realizes what our assets are
- T27: Update and revise the County's targeted industry list every 3-5 years to know which industries have the best growth opportunities in Broward (i.e., medical, healthcare, IT, solar energy, transportation logistics, hospitality, etc.)
- T28: Develop and use incentives to attract innovative, creative type companies
- T29: Promote Broward as the "creative" capital of the world by encouraging monthly fairs in science, art, technology and R&D
- T30: Help local companies become government and military suppliers
- T31: Attract pharmaceutical research companies in cooperation with universities
- T32: Seek out companies engaged in producing solar power and alternative energy
- T33: Attract and develop a "green" industry in Broward
- T34: Implement a marketing campaign to attract innovative companies worldwide

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T35: Target cutting edge companies in distressed states that have rising taxes

Metrics:

M7: Annual number of targeted industry businesses in Broward County

M8: Annual number of targeted industry jobs in Broward County

M9: Employment

M10: New capital investment dollars

Recommended Advocates:

Broward County Government, Broward Days Alternative Energy Legislative Team, Broward League of Cities, business community, business organizations, Entrepreneurs' Organization – South Florida, Greater Fort Lauderdale Alliance, Inventors Society of South Florida, local Chambers of Commerce, local colleges and universities, local municipalities, South Florida Technology Alliance, WorkForce One Employment Solutions

Strategy 2.2: Continue to develop South Florida's tech gateway (techgateway.org) corridor and encourage the growth of those companies in Broward County

Tactics:

T36: Continue and expand the Greater Fort Lauderdale Alliance's targeted outreach to high tech companies through participation in industry events such as the Mobile World Congress and Blackberry World

T37: Continue the Greater Fort Lauderdale Alliance's work of connecting the high tech companies in Broward County with academia to ensure a stream of talented workers for the industry

T38: Add more R&D and technical sciences curriculum at local colleges and universities

T39: Market to out-of-area engineering workers and students that Broward County has a strong high tech industry with numerous job opportunities

Metrics:

M11: Number of high tech companies in Broward County

M12: Number of jobs in high tech companies in Broward County

Recommended Advocates:

Broward County Government, Broward League of Cities, business community, business organizations, cloud/wireless communications/telecom companies in Broward County, Greater Fort Lauderdale Alliance, local Chambers of Commerce, local colleges and universities, local municipalities, South Florida Technology Alliance, WorkForce One Employment Solutions

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Strategy 2.3: Grow, sustain, and integrate efforts related to R&D, technology commercialization, and seed capital to create, nurture, and expand innovation businesses

Tactics:

- T40: Develop better research and development ties between education and business
- T41: Involve intellectual property companies, law firms and the United States Patent and Trademark Office to help protect the commercialization efforts of the innovation businesses
- T42: Support the development and growth of projects such as Nova Southeastern University's Academical Village and other university infrastructure projects of this type within the SFEC and in other areas in Broward
- T43: Add more R&D and technical sciences curriculum at local colleges and universities
- T44: Establish virtual campuses for R&D
- T45: Form a volunteer board of finance specialists who will pull together federal funds, county funds, grants, bonds and other venture capital
- T46: Enhance and promote the availability of seed capital
- T47: Develop an angel/venture capital cluster
- T48: Market to key investors (Florida Venture Capital Forum) regarding the potential return on investment in Broward County companies
- T49: Bring early stage or final stage finance conferences to Broward County
- T50: Strengthen existing CDFIs (Community Development Financial Institutions) and expand CDFI lending in Broward
- T51: Explore opportunities associated with new CDFI bond program: work with local CDFIs to develop potential partnerships with national intermediaries like the Opportunity Finance Network to participate in new CDFI Fund Bond program and access new sources of capital

Metrics:

- M13: Research and development dollars
- M14: Venture capital

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Recommended Advocates:

Broward County Government, Broward League of Cities, business community, business organizations, financial institutions and other lenders, Florida Intellectual Property Law Association, Greater Fort Lauderdale Alliance, Inventors Society of South Florida, local Chambers of Commerce, local colleges and universities, local law firms and local bar associations with intellectual property groups, local municipalities, seed, angel and venture capital stakeholders, South Florida Education Center (SFEC), South Florida Regional Planning Council, South Florida Technology Alliance

GOAL 3: INCREASE RESEARCH AND DEVELOPMENT IN BROWARD TO REACH ONE OF THE TOP POSITIONS IN THE STATE OF FLORIDA

Strategy 3.1: Make Broward R&D infrastructure investments (facilities, equipment and talent) based on ROI, in focused areas supporting desired business clusters, building on existing capacity and leveraging state and non-state funding

Tactics:

- T52: Create technology parks/incubators as part of a "tech corridor" and provide incentives and technical assistance to R&D companies that locate there
- T53: Create a pipeline for startups (similar to Max Planck and Scripps on a mini scale)
- T54: Leverage the Research Park at FAU
- T55: Complete a capital inventory/assessment for all of Broward's economic needs
- T56: Create a public-private Broward capital forum/clearinghouse, delineating various stages of company growth and matching sources of capital (i.e., startup, micro, venture, etc.)
- T57: Tag/brand a geographic area for the R&D section of Broward County (i.e., Research Triangle; Silicon Valley)
- T58: Use current resources (i.e., oceanic research and development, sun-agriculture) to take steps to turn our R&D into local manufacturing and production, matching curriculum development with expansion opportunities
- T59: Coordinate with border counties to leverage each other's strengths in R&D

Metrics:

- M15: Number of technology parks/incubators
- M16: Amount of incentives provided to R&D companies

Recommended Advocates:

Broward County Government, Broward League of Cities, business community, business organizations, Enterprise Development Corporation of South Florida (EDC), Entrepreneurs' Organization – South Florida, Greater Fort Lauderdale Alliance, Inventors Society of South Florida, local Chambers of Commerce, local colleges and universities, local municipalities, Young Presidents Organization

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GOAL 4: ENHANCE BROWARD'S POSITION IN SOUTH FLORIDA AS A GLOBAL HUB

Strategy 4.1: Promote regional approach to enhance South Florida's position as a global business destination

Tactics:

- T60: Continue and enhance the regional "South Florida: Your Global Business Connection" branding and marketing campaign
- T61: Utilize the leaders of the economic development public-private partnerships to staff regional planning efforts and establish benchmarks/milestones for regional cooperation efforts
- T62: Coordinate with Miami-Dade County and agencies in Miami-Dade to learn from their success in global positioning

Metrics:

- M17: Visits to "South Florida: Your Global Business Connection" website
- M18: Presentations of "South Florida: Your Global Business Connection"
- M19: Foreign direct capital investment

Recommended Advocates:

Broward County Government, Broward League of Cities, business community, Business Development Board of Palm Beach County, Fort Lauderdale – Hollywood International Airport, Greater Fort Lauderdale Alliance, Greater Fort Lauderdale Convention and Visitors Bureau, local Chambers of Commerce, local colleges and universities, local municipalities, Port Everglades, Port Everglades Association, state and federal agencies

Strategy 4.2: Enhance Broward County's brand and reputation as a global community

Tactics:

- T63: Support expansion projects at Port Everglades and Fort Lauderdale – Hollywood International Airport (in an environmentally responsible manner)
- T64: Centralize our database of assets so there is one place to get/gather information, or a place that can assist people from other countries with any needs (central resource center even to help the various industries – a one-stop shop)
- T65: Allocate more funds from Broward County to promote itself internationally as a global business location
- T66: Bring more foreign stakeholders and international support services to the area – foreign money is key to the area's growth
- T67: Strengthen relationships with consul generals and bi-national chambers of commerce
- T68: Establish an EB-5 regional center in Broward County

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- T69: Right-size Customs Border Protection (CBP) Federal Inspection Services (FIS) Facilities staffing at Fort Lauderdale – Hollywood International Airport and Port Everglades to meet the existing 24/7 need
- T70: Support establishment of a convention center hotel in Broward County
- T71: Expand trade with areas/major markets such as Colombia and China
- T72: Bring in international air carriers for direct routes to South America and other areas
- T73: Educate elected officials and the community on Broward County's business assets
- T74: Promote cultural events and invite major corporations from different countries to attend
- T75: Continue to highlight tourism to international travelers and encourage them to do business in Broward County
- T76: Promote our diversity of languages and cultures to grow the reputation that we are already a global destination

Metrics:

- M20: Results of brand survey
- M21: Dollar value of imports and exports
- M22: Amount of foreign direct investment

Recommended Advocates:

Broward County Government, Broward Cultural Division, Broward League of Cities, business community, business organizations, Fort Lauderdale – Hollywood International Airport, Greater Fort Lauderdale Alliance, Greater Fort Lauderdale Convention and Visitors Bureau, local Chambers of Commerce, local municipalities, Port Everglades, Port Everglades Association, WorkForce One Employment Solutions

Strategy 4.3: Catalog all existing opportunities to retrieve and disseminate information about international business opportunities, financial investment and support organizations, which are ready to assist a) tourists, b) importers/exporters, c) divisional and headquarter company relocations, d) individual residents, e) cultural groups, f) immigrants

Tactics:

- T77: Develop an online asset database which could best support dissemination of information about international business opportunities, etc., as listed in strategy 4.3
- T78: Establish a budget to support the promotion of this asset database in key international markets

Metrics:

- M23: Dollar value of imports and exports
- M24: Amount of foreign direct investment

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Recommended Advocates:

Broward County Government, Broward League of Cities, business community, business organizations, Fort Lauderdale – Hollywood International Airport, Greater Fort Lauderdale Alliance, Greater Fort Lauderdale Convention and Visitors Bureau, local Chambers of Commerce, local colleges and universities, local municipalities, Port Everglades, Port Everglades Association

Strategy 4.4: Strengthen expansion of infrastructure projects supporting the port, airport, rail and people-mover transportation initiatives in cooperation with the Broward Metropolitan Planning Organization (MPO), Broward County Transit, FDOT, SFRTA and other transportation authorities/agencies

Tactics:

T79: Support all viable infrastructure expansion plans and increase public education on the need for the expansions

T80: Secure any available funding from state and federal sources for international trade, infrastructure or tourism promotion grants

Metrics:

M25: Dollar value of imports and exports

M26: Amount of foreign direct investment

M27: Number of visitors

M28: Tourism tax revenues

Recommended Advocates:

Broward County Government, Broward Metropolitan Planning Organization (MPO), Broward County Transit, Broward League of Cities, business community, business organizations, Florida Department of Transportation, Fort Lauderdale – Hollywood International Airport, Greater Fort Lauderdale Alliance, Greater Fort Lauderdale Convention and Visitors Bureau, local Chambers of Commerce, local colleges and universities, local municipalities, Port Everglades, Port Everglades Association, South Florida Regional Transportation Authority

Additional Strategies and Tactics for Development and Refinement:

Rename Port Everglades so people will instantly know what and where it is. Use the new branding to attract new international business to this area

Ask/request that the Port/Airport increase their focus on international expansion

Partner with Miami-Dade and Palm Beach Counties on projects such as promoting the region's ports, airports, etc.