

# **Broward County: 2012 Six Pillars Community Strategic Plan**

## **PILLAR: Quality of Life and Quality Places (Vibrant & Sustainable Communities, Health & Wellness, Equality & Diversity)**

### **2030 VISION**

#### **I. Prosperity and High Paying Jobs**

#### **II. Vibrant Communities**

#### **III. Global Competitiveness**

### **GOAL 1: RESIDENTS, BUSINESSES, AND ORGANIZATIONS TAKE PRIDE IN THEIR CONNECTION TO BROWARD COUNTY AND ACTIVELY ENGAGE IN THE EFFORT TO ENHANCE OUR COMMUNITY**

#### **Strategy 1.1: Promote the case and benefits of civic engagement**

##### **Tactics:**

- T1: Develop and present a case statement for civic engagement. Identify value and Return on Investment (ROI) for personal involvement in Broward County. Develop and implement promotional campaign including catch phrase, branding, benefits, etc.
- T2: Engage public and private entities as partners to disseminate information, execute promotional campaign and recognize organizations and individuals for excellence in civic engagement
- T3: Work with public and private schools to develop new programs and enhance existing programs that convey the value of civic engagement. Programs should be developed in partnership with public and private organizations and should involve students in service and outreach

#### **Strategy 1.2: Create and expand opportunities for civic engagement**

##### **Tactics:**

- T4: Work in partnership with leadership organizations to foster existing civic engagement programs and create new opportunities for engagement
- T5: Create a forum or task force including representatives (residents & businesses) from all 31 municipalities for the purpose of coordinating civic engagement programs and fostering partnerships and opportunities for civic engagement
- T6: Create standards and processes for tracking and reporting volunteer participation

##### **Metrics:**

- M1: Number of volunteers
- M2: Number of volunteer hours
- M3: Voter turnout as a percentage of population
- M4: Number of internship opportunities
- M5: Percentage of seniors involved in community organizations
- M6: Polling of residents for better understanding of awareness of civic engagement opportunities and their benefits

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#### **Recommended Advocates:**

Big Brothers/Big Sisters of Broward County, Boys & Girls Clubs of Broward County, Broward Chamber of Non-Profit Organizations, Broward County Government, Broward Sheriff's office, crime watch organizations, Leadership Broward/City leadership programs, Broward County Health Department, Broward League of Cities, Broward Metropolitan Planning Organization (MPO), faith-based organizations, fraternities and sororities, funding organizations for non-profits, hospital districts/large private hospitals, League of Women Voters of Broward County, local colleges and universities, local councils and civic associations, local municipalities, marine industry, municipal police departments, PTAs, Salvation Army, Small Business Administration, Health Council of South Florida, South Florida Regional Transportation Authority (SFRTA) – Tri-Rail, The Broward Workshop, Urban League, United Way of Broward County, YMCA

### **GOAL 2: PRESERVE AND STRENGTHEN A VIABLE BASE OF NON-PROFIT ORGANIZATIONS PROVIDING HEALTH AND HUMAN SERVICES IN BROWARD COUNTY**

#### **Strategy 2.1: Promote the case and benefits of health and human service, and arts and culture non-profits**

##### **Tactics:**

T7: Identity value and Return on Investment (ROI) of non-profit organizations in Broward County

T8: Engage public and private entities as partners to disseminate information on the services and benefits of non-profit organizations that are making a difference in the community

#### **Strategy 2.2: Utilize collaboration among the public and private sectors to support and enhance highly performing non profit agencies**

##### **Tactics:**

T9: Develop an "adopt a non-profit organization" program where local corporations can partner with non-profit organizations to promote volunteerism and assist in fundraising

T10: Develop a private sector program to encourage non-profit board of director membership

#### **Strategy 2.3: Build capacity of non-profit organizations to remain strong and viable and/or expand services in Broward County**

##### **Tactics:**

T11: Identify and disseminate best practices in non-profit management to local non-profit organizations

T12: Provide mentoring opportunities for start-up non-profit organizations with well-established non-profit leaders

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#### **Metrics:**

M7: Number of volunteers

M8: Number of volunteer hours

#### **Recommended Advocates:**

Broward Chamber of Non-Profit Organizations, Health Council of South Florida, Business for the Arts of Broward, health and human services and arts and culture non-profits in Broward County, Leadership Broward/City leadership programs, faith-based organizations, funding organizations for non-profits, local councils and civic associations

### **GOAL 3: DEVELOP AND PROMOTE A DIVERSE RANGE OF NEIGHBORHOODS THAT ARE SAFE, AFFORDABLE, ATTRACTIVE AND SUSTAINABLE**

#### **Strategy 3.1: Redevelop communities through mixed income housing**

#### **Tactics:**

- T13: Prepare a regional, affordable workforce housing plan that addresses the need and demand for mixed-income and mixed-housing type development near existing and planned employment centers
- T14: Establish laws and provide incentives for developers to create well designed, mixed-use, multifamily housing (e.g. Sailboat Bend Artists' Lofts)
- T15: Develop laws, incentives and tax credits for "urban pioneers" to move to multifamily, mixed-income housing
- T16: Provide incentives to promote the creation of diverse, affordable workforce housing options including rentals, utilizing public resources, tax and appropriate bonus incentives
- T17: Create a development fund to facilitate the purchase of vacant and underutilized land for affordable workforce housing that is in close proximity to employment centers
- T18: Convert bank foreclosures to first time home ownership for low and moderate income families by leveraging resources to ensure sustainable best practices
- T19: Provide market data and capacity-building for profit and non-profit developers to utilize public and private financing and funding to develop housing options
- T20: Align private, public and independent sector initiatives to support attainment of high quality urban environments
- T21: Increase pedestrian and bicycle access to retail services and neighborhood amenities and strive toward the development and redevelopment of walkable communities that includes addressing special needs constituents

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#### **Metrics:**

M9: Home ownership

M10: Average cost of rental housing

M11: Number of municipalities or agencies that offer incentives for redevelopment following smart growth principles

#### **Recommended Advocates:**

AIA (American Institute of Architects) Fort Lauderdale Chapter, artists, Broward Alliance for Neighborhood Development, Broward Chamber of Non-Profit Organizations, Broward County Government, Broward County Housing Authority, CIO Community Involvement Offices, Community Redevelopment Agencies (CRAs), community revitalization agencies, Federal Housing Administration (FHA), financial institutions and other lenders, Greater Fort Lauderdale Alliance, H.O.M.E.S. Inc., local municipalities, municipal economic development departments, municipal housing development offices, planning associations, U.S. Green Building Council, urban health partnerships

**Strategy 3.2: Utilize collaboration among public, private and independent sector agencies to support well designed, functioning, cohesive neighborhoods reflecting high community standards**

#### **Tactics:**

T22: Create user friendly transportation centers with public art near mixed use development

T23: Develop new parks and improve existing parks for community engagement and activities for all ages

T24: Improve neighborhood-based crime prevention through educational efforts among residents, businesses, school leaders and law enforcement, and encourage design with street view housing

T25: Coordinate one stop shops for human services

T26: Develop volunteer opportunities through community bulletin boards provided by homeowner and business associations

#### **Metrics:**

M12: Number of transit hubs

M13: Crime ratings

M14: The number of international, national or state design awards received

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#### **Recommended Advocates:**

American Institute of Architects, American Planning Association, ArtServe, Association of Landscape Architects, Broward County Government, Broward County Human Services Department, Broward County Cultural Division Public Art and Design Program, Broward County Parks and Recreation Department, Broward County Public Schools, Broward Cultural Council/Division, Broward Sheriff's office, Broward County Transit, business associations, Business for the Arts of Broward, Children's Services Council of Broward County, Community Foundation of Broward, crime watch organizations, Department of Children and Families, homeowners associations, human services agencies, local colleges and universities, local municipalities, municipal parks and recreation departments, municipal police departments, urban health partnerships

### **GOAL 4: SHOWCASE OUR RESOURCES "SAWGRASS TO SEAGRASS" BY PROMOTING AN OUTDOOR LIFESTYLE AND ECOTOURISM**

**Strategy 4.1: Create a network of bike and walking trails that connect selected sites, beaches and linear parks**

#### **Tactics:**

- T27: Create a path that would gently wind through residential neighborhoods, allowing for convenient ingress/egress, while connecting the Everglades with the beaches
- T28: Connect county parks that provide facilities for recreational bicycling and county-wide bike paths, with the goal of tying them in with the beaches and Everglades
- T29: Develop a marketing/media campaign to encourage awareness and use of parks, bike, and walking trails in Broward County

#### **Metrics:**

- M15: Parks and recreation attendance
- M16: Use of Broward County bike system

#### **Recommended Advocates:**

Broward County Government, Broward County Greenways System, Broward County Parks and Recreation Department, Broward County Transit, Broward League of Cities, cycling clubs, Broward Metropolitan Planning Organization (MPO), Community Redevelopment Agencies (CRAs), Greater Fort Lauderdale Convention and Visitors Bureau, local municipalities, municipal parks and recreation departments, recreational sports leagues, running clubs, Riverwalk Trust

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**Strategy 4.2: Develop a reliable public transit system, particularly from east-west, that is safe, clean and convenient, e.g., “beach buggy.”**

#### **Tactics:**

- T30: All levels of government should coordinate development and implementation of transit plans and aggressively pursue federal and state funding for improved transit systems
- T31: The County and municipalities should create and implement a world-class nature center initiative, to include “Tourist, Recreation, and Education Centers” (TREC) that gives Broward an identity and sense of place. TREC Centers should be established to celebrate the Everglades, marine coast, inland waterways, and subtropical landscape and shall have multiple means of access, including greenways, blueways, highways, and mass transit
- T32: Develop and implement a marketing campaign to encourage residents and tourists to take public transit

#### **Metrics:**

- M17: Public transit ridership  
M18: Parks and recreation attendance

#### **Recommended Advocates:**

Broward County Government, Broward County Parks and Recreation Department, Broward County Transit, Broward League of Cities, Broward Metropolitan Planning Organization (MPO), Community Redevelopment Agencies (CRAs), Greater Fort Lauderdale Convention and Visitors Bureau, local municipalities, municipal parks and recreation departments, Riverwalk Trust

**Strategy 4.3: Identify and promote use of scenic boating routes from Sawgrass to Seagrass**

#### **Tactics:**

- T33: Offer incentives for private entrepreneurs to provide water-taxi transportation from select neighborhoods to the beach, or the Everglades, using the vast network of canals throughout the county
- T34: Encourage boat clubs and fitness clubs to utilize the canals for exercise and racing
- T35: Develop tourist attractions along the way, building upon the natural beauty of our waterways

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#### **Metrics:**

M19: Licenses for water-based businesses

M20: Number of businesses and tourist attractions on the scenic boating routes

#### **Recommended Advocates:**

Broward County Government, Broward County Parks and Recreation Department, Broward League of Cities, Broward County Natural Resources Planning and Management Division, Greater Fort Lauderdale Convention and Visitors Bureau, local Chambers of Commerce, local municipalities, marine industry, municipal parks and recreation departments, private investors, recreational sports leagues, Riverwalk Trust, U.S. Coast Guard

#### **Strategy 4.4: Develop a better awareness and utilization of public parks and recreational areas. Promote the expansion of summer camps and activities for youth and adults**

#### **Tactics:**

T36: Develop and implement a marketing campaign to encourage residents, and tourists to visit public parks and recreational areas

T37: Encourage partnerships between and among 501(c)3 community based organizations and private organizations that offer summer programs, to leverage resources and expand services

T38: Expand the offering of products and services by private vendors

#### **Metrics:**

M21: Parks and recreation attendance

#### **Recommended Advocates:**

American Planning Association, Broward County Parks & Recreation Department, Broward Metropolitan Planning Organization (MPO), Children's Services Council of Broward County, Congress of New Urbanism, Department of Children and Families, Greater Fort Lauderdale Convention and Visitors Bureau, local municipalities, recreational sports leagues, Salvation Army, Seminole Tribe, Smart Growth Partnership

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### **GOAL 5: BRAND BROWARD COUNTY AS A HEALTHY AND SAFE PLACE TO LIVE**

**Strategy 5.1: Cultivate the image of a place where the community is supportive and focused on health and wellness, where major health-related events are held, and our infrastructure, including our schools, businesses and public spaces are supportive of these values (including both physical and mental health initiatives)**

#### **Tactics:**

- T39: Promote outdoor lifestyle and living through health events including sports and fitness competitions, increased public space in parks, greenways and beaches for walking and other recreational activities
- T40: Provide employees and their dependents the greatest possible health and safety benefits including worksite, school-based and residential environments supportive of health and safety
- T41: Establish prevention programs that include physical fitness, nutrition, school and community-based gardens, drug and alcohol, and wellness in schools, businesses, senior centers and community centers (ensuring healthcare providers are a part of this tactic)
- T42: Expand lighting as a component of safety in our community
- T43: Create partnerships to provide long term solutions for the homeless

#### **Metrics:**

- M22: Decreased percentage of obesity rates
- M23: CDC health rankings
- M24: Health status

#### **Recommended Advocates:**

American Cancer Society, American Planning Association, AIA (American Institute of Architects) Fort Lauderdale Chapter, Broward Center for the Performing Arts and affiliates, Broward Chamber of Non-Profit Organizations, Broward County Health Department, Broward County Housing Authority, Broward County Parks and Recreation Department, Broward County Public Schools, Broward County Health Department, Broward County Human Services Department, Broward League of Cities, Broward County Medical Association, Broward Regional Health Planning Council, Broward Sheriff's office, Children's Services Council of Broward County, Coordinating Council of Broward, Congress of New Urbanism, Department of Children and Families, Greater Fort Lauderdale Convention and Visitors Bureau, faith-based organizations, hospital districts/large private hospitals, March of Dimes Broward, municipal parks and recreation departments, municipal police departments, private schools, PTAs, recreational sports leagues, residents, Salvation Army, Smart Growth Partnership, student advocates, United Way of Broward County

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### **GOAL 6: BROWARD COUNTY HAS A PREEMINENT ARTS/CULTURAL COMMUNITY PRODUCING A HIGH RETURN ON INVESTMENT**

**Strategy 6.1: Individuals, businesses and government value and participate with arts, culture and design to enhance economic growth and tourism, spur community revitalization while enhancing personal development, cultural diversity and a vibrant arts and entertainment market**

#### **Tactics:**

- T44: Support and expand arts and culture educational programs in both school and community-based settings
- T45: Create a multi-venue, annual unique signature event (2012 Broward County Cultural Tourism Report goal), similar to the impact of Art Basel, that encompasses multiple aspects of the arts celebrating Broward's art community and attracting people here
- T46: Increase exposure to the arts and local artists through local marketing efforts so that more businesses and residents support and participate in the arts. Market ArtsCalendar.com as a way to let the community know about arts events and activities
- T47: Develop initiatives to improve arts/cultural access and outreach for all income levels and diverse populations – especially children
- T48: Encourage local businesses to support local artists by illustrating the benefits of participation and sharing the opportunities that exist
- T49: Support the development of arts districts and incubators for culinary, art, music, performance, sculpture and film

#### **Metrics:**

- M25: A major signature event and number of fringe events
- M26: Number of students participating in school arts education programs
- M27: Number of hours of instruction in school arts education programs
- M28: Non-profit contributions to the arts
- M29: Number of creative industry jobs
- M30: Number of arts related businesses in Broward County
- M31: Number of people employed in arts related businesses
- M32: Number of annual visits to ArtsCalendar.com website

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#### **Recommended Advocates:**

AIA (American Institute of Architects) Fort Lauderdale Chapter, art education providers including colleges and universities, Art Parks, ArtServe, artist umbrella organizations, Broward Center for the Performing Arts, Broward County Cultural Division, Broward County Public Schools, Broward Cultural Council, Business for the Arts Broward, Community Foundation of Broward, corporate partners, FAB, FAT Village and 3<sup>rd</sup> Avenue Arts District, Greater Fort Lauderdale Convention and Visitors Bureau, Leadership Broward, local galleries and artists, local municipalities, local non-profit arts groups, local restaurants and hotels, Media (Channel 2, NPR, Comcast), private schools, regional publications, Sun Sentinel