



SIX PILLARS
BROWARD COUNTY

Community Strategic Plan
October 2012

**The Broward County
Six Pillars™ Community Plan
October, 2012**

Background

In 2011, Broward County began the process of developing a strategic visioning plan through the year 2030, using the Six Pillars™ framework of the Florida Chamber Foundation as a strategic planning tool. During the next twelve months, more than 300 community volunteers from organizations throughout Broward County participated in the process. The plan built upon the strategic planning and visioning work that began in 2004 as VisionBroward.

The result of collaborations among community volunteers in more than a dozen meetings, along with continuous dialogue facilitated through a dedicated web site (www.sixpillarsbroward.org), is presented in this document as a first iteration of Broward County's Six Pillars Plan.

The Six Pillars Framework

The product of years of collaboration and research by the Florida Chamber Foundation and other partners, the Six Pillars framework identifies the critical factors determining Florida's future:

Talent Supply and Education
Innovation and Economic Development
Infrastructure and Growth Leadership
Business Climate and Competitiveness
Civic and Governance Systems
Quality of Life and Quality Places

Talent Supply and Education: In order to foster a workforce prepared to meet the needs of employers in the future, Broward County must have a skilled workforce that is well educated, with skills that match the needs of employers. To achieve this workforce, educational institutions, workforce development groups and business leaders must collaborate closely together. In addition to preparing a workforce for the future, we must also strive to retain a skilled and talented workforce, ensuring that talented students and workers choose to remain in Broward County to pursue their careers and make Broward County their home. The time to build Broward County's future workforce is now, and the highest quality education and training must be its foundation.

Innovation and Economic Development: Competitiveness and prosperity in the 21st century will be based on technology, knowledge and innovation. The system transforming innovation to new economic growth includes private and public research and development (R&D); investment for new ideas, technologies and processes; research commercialization; and entrepreneurship. Transforming our existing business base, into one with numerous companies in targeted industries that have been identified as critical to Broward County's future, is the key to job growth and diversification. We must also 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.

Infrastructure and Growth Development: This Pillar highlights the fundamental contributions of factors such as transportation, water and environmental protection, and land use to a vibrant economy. Issues in these areas must be addressed early on, or they become serious impediments to economic prosperity. Our port and airport must be ready for growing domestic and international trade and transportation needs. Our roadways and railways must be uncongested and up-to-date to handle intra- and inter-state commerce. We must have sufficient water and energy at a reasonable cost that is sustainable and we must address those factors that threaten our valuable resources. Smart and timely investments in strategies tied to sustainable infrastructure targets will result in economic prosperity for all of Broward County.

Business Climate and Competitiveness: When making decisions about where to locate and expand their business, owners and executives make their decisions based on the attractiveness of Broward County and the State of Florida in a number of factors. One of the main factors is the business climate. The good news is that Broward County and Florida rank highly in measures of business climate owing to the absence of a personal income tax; openness and growth in international trade; and general hospitableness to entrepreneurs and small businesses. Unfortunately, we are also seen as having other high business costs, especially property tax burdens, state and local sales, excise and gross receipt tax burdens and general business costs. To ensure economic success, we must constantly monitor our position in these areas and consider policy changes that secure our position among the most business-friendly climates in the world.

Civic and Governance Systems: Even the most ardent supporters of free markets recognize the role of structures in place to deliver services, set rules that organize business and society, and provide vehicles for the public to engage in, influence, and change the way society works. These include things like constitutional integrity, ethics and elections, redundancy, government spending and more. It is the goal in this plan to make Broward County a national leader in ethical governance, engage the community in civil society and civic responsibility including voting, and encouraging efficiency and collaboration among governments and regulatory authorities.

Quality of Life and Quality Places: Richard Florida, a leader in the study of economic and cultural influences on communities, has examined the importance of place as an integral component of prosperity. He documents the shift from generations that once chased the job and landed by coincidence in a particular city, to the current worker who selects geography first and then lands the job. Our future depends on the preservation or enhancements of a wide range of integrated elements that together express the robustness of our culture and the positive perceptions of those things that make us healthy, safe, comfortable, secure and involved. By proactively responding to changing development patterns and community preferences, and providing vibrant communities for all ages, Broward County can ensure that it has a strong talent pool, a healthy tax base, and is able to compete globally for the best jobs and highly desirable companies and industries.

How to Use This Document

Within each of the Six Pillars, local stakeholders have identified the goals, strategies and tactics specific to Broward County. Every effort has been made to limit the narrative in this document to consensus goals, strategies and tactics designed for long-term structural change. The goals, strategies and tactics themselves will fall into short, medium and long term timeframes, and some suggestions will require further study and development before becoming part of the plan. Additionally, each strategy section identifies a list of recommended advocates whose involvement, partnership and collaboration are recognized as crucial to the implementation of the plan. The lists of recommended advocates do not include every potential advocate, but are a suggested sampling of the organizations and types of organizations needed to help the process succeed. Stakeholders are invited to help achieve the goals in this document by embracing the goals, strategies and tactics in ways that can influence their success, and by including them in their work plans and strategic planning processes.

The Role of Implementation and Measurement

As community leaders and volunteers work together to implement the Six Pillars framework in Broward County, a significant part of the plan's success will be found in measuring our current status and progress toward stated goals. In addition to local and state econometrics which are available on the Florida Chamber Foundation's "The Florida Scorecard" website, numerous local community organizations have committed to identifying, tracking and providing those metrics identified within each of the Six Pillars as indicated in this plan. Information regarding the plan

and the status of implementation can be found at www.sixpillarsbroward.org. Regular reports will be communicated regarding progress toward stated goals. Subsequent meetings will occur to update the plan, recognize challenges and celebrate successes, making it a dynamic plan and a living document. Ultimately, the success of the Broward Six Pillars Plan will depend on the work and support of those willing to step forward with the goal of planning and working together for the prosperity of Broward County and its citizens.

A special thank you goes to the hundreds of community leaders and volunteers, representing numerous organizations in Broward County, who have helped to develop this plan and are committed to its successful implementation.

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PILLAR: Talent Supply and Education (Pre K, Primary & Secondary, Post-secondary, Workforce Development)

2030 VISION

I. Prosperity and High Paying Jobs

II. Vibrant Communities

III. Global Competitiveness

GOAL 1: FOSTER A WORKFORCE PREPARED TO ADD VALUE AND ALIGNED TO MEET OR EXCEED PROJECTED NEEDS FOR A SKILLED AND TALENTED EMPLOYEE BASE THAT MEETS THE NEEDS OF EMPLOYERS

Strategy 1.1: Ensure that all PreK-12 learners are fully prepared academically to enter post-secondary education and have a marketable skill upon graduation from high school

Tactics:

- T1: Develop and support programs that encourage that every child live in a home with a responsible and caring adult who nurtures and educates him/her
- T2: Provide life skills training and effective parenting classes to all Broward County residents who require them through the Adult Education program
- T3: Collaborate strongly with community agencies and groups (such as the Literacy Coalition) to eradicate illiteracy in Broward County
- T4: Strengthen pre-school programs so all children can achieve readiness for Kindergarten
- T5: Ensure that quality afterschool programs are funded and provided
- T6: Integrate career exposure into school curricula – offer career courses
- T7: Encourage students to have a marketable skill upon graduation by obtaining an industry recognized certificate in addition to a high school diploma
- T8: Identify and actively support education and career programs such as Junior Achievement of South Florida's financial literacy programs, the Community Foundation of Broward's School is Cool program and others

Metrics:

- M1: High school graduation rates
- M2: Number of students graduating with an industry recognized certificate
- M3: Number of students requiring remediation courses
- M4: Kindergarten readiness
- M5: Number of volunteer hours in the Broward Public School District

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PILLAR: Talent Supply and Education (Pre K, Primary & Secondary, Post-secondary, Workforce Development)

2030 VISION

I. Prosperity and High Paying Jobs

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III. Global Competitiveness

Recommended Advocates:

Broward Chamber of Non-profit organizations, Broward County Government, Broward County Public School district including charter schools, Broward Days, Broward Education Foundation, Broward County Library Foundation, Children's Services Council, Department of Children and Families, Early Learning Coalition, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local Chambers of Commerce, local municipalities, other education providers, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions, Take Stock in Children

Strategy 1.2: Create and maintain an inventory of all educational assets in Broward County that examines the availability of learning opportunities and assesses how well the workforce, education and training systems meet the needs of the County's targeted industries

Tactics:

- T9: Establish a task force representative of all stakeholders to produce an educational asset inventory
- T10: Identify potential funding sources for creating the inventory and secure a lead agency to create and maintain the inventory

Metrics:

- M6: Inventory completed by 2014
- M7: Inventory updated every three years

Recommended Advocates:

Broward Chamber of Non Profit Organizations, Broward County Government, Broward County Public School district including charter schools, Broward Education Foundation, Children's Services Council, Department of Children and Families, Early Learning Coalition, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local Chambers of Commerce, local colleges and universities, local municipalities, other education providers, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions, Take Stock in Children, The Coordinating Council of Broward, 211 Broward

Strategy 1.3: Establish collaborative development of curricula to implement innovative workforce training solutions and expose students to careers

Tactics:

- T11: Provide a collaborative environment among educators and stakeholders for guiding curriculum development

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- T12: Review career and technological education (CTE) as a best practice model for collaboration and share strategies
- T13: Conduct an annual survey of employers and educators to determine if current curricula is meeting the needs of employers and the changes that need to be made
- T14: Integrate opportunities for industry exposure into the school curricula and update annually

Metrics:

- M8: Curricula developed
- M9: Training related placements from graduating classes
- M10: Employer satisfaction with training levels of graduates
- M11: Workforce development grants received and implemented
- M12: Number of schools that have a relationship with the local entity such as a chamber(s) which will provide career exposure and/or mentoring

Recommended Advocates:

Broward County Government, Broward County Public School district including charter schools, Broward Education Foundation, Children's Services Council, Early Learning Coalition, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local Chambers of Commerce, local colleges and universities, local municipalities, other education providers, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions, Take Stock in Children

Strategy 1.4: Align Science, Technology, Engineering, Art and Mathematics (STEAM) education to meet or exceed projected state/county workforce needs

Tactics:

- T15: Provide curricula for all students which integrates science, math, reading, social studies and the arts in order to prepare students to be able to compete in the global marketplace
- T16: Increase the number of students who matriculate into STEAM majors to meet or exceed projected workforce needs
- T17: Increase the number of credentialed teachers to teach STEAM subjects
- T18: Conduct a campaign that promotes STEAM majors to PreK-12 students
- T19: Increase the availability of scholarships for post-secondary work or education in STEAM fields

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- T20: Increase industry externship opportunities for STEAM educators
- T21: Expand access to experiential learning opportunities for students, including but not limited to field trips, internships and shadowing
- T22: Develop a program similar to Junior Achievement that will bring STEAM organizations and education together in after school, mentoring and PreK programs

Metrics:

- M13: Percentage increase in performance of students in reading assessment
- M14: Percentage increase in number of students matriculating into STEAM majors
- M15: Percentage increase in number of students participating in experiential learning opportunities in STEAM fields
- M16: Number of teachers participating in externship opportunities with STEAM related employers
- M17: Number of community underwriters for STEAM promotion campaigns

Recommended Advocates:

Broward Chamber of Non Profit Organizations, Broward County Government, Broward County Library Foundation, Broward County Public School district including charter schools, Broward Days, Broward Education Foundation, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local colleges and universities, local municipalities, other education providers, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions

Strategy 1.5: Expand access to high quality PreK-20 education system and aftercare programs

Tactics:

- T23: Encourage attendance in voluntary PreK programs and aftercare programs
- T24: Expand e-learning opportunities across the spectrum
- T25: Provide ongoing professional development and leadership training for PreK-20 educators
- T26: Develop seamless articulation among educational providers for students to progress through the educational continuum
- T27: Convene a consortium among technical centers, colleges, universities, governments and businesses to improve access to post-secondary education

Metrics:

- M18: Percentage increase in the number of children in PreK programs

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- M19: Percentage increase in school readiness scores
- M20: High school graduation rates
- M21: College acceptance rates
- M22: Percentage reduction of Broward educated students in remediation courses/programs
- M23: Increase in availability of distance learning programs
- M24: Annual number of educators completing professional development and leadership training programs
- M25: Increase in number of targeted joint degree programs
- M26: Increase in the number of aftercare programs

Recommended Advocates:

Broward Chamber of Non Profit Organizations, Broward County Government, Broward County Library Foundation, Broward County Public School district including charter schools, Broward Days, Broward Education Foundation, Department of Children and Families, Early Learning Coalition, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local colleges and universities, local municipalities, other education providers, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions, Take Stock in Children

GOAL 2: PROVIDE ALL RESIDENTS WITH OPPORTUNITIES TO ADVANCE THEIR KNOWLEDGE, SKILLS AND TALENT TO EXCEED A LIVING/COMPETITIVE WAGE AND IMPROVE EMPLOYMENT FLEXIBILITY

Strategy 2.1: Strengthen the inter-organizational collaborative system of business, education and government which supports and enhances continuing education and workforce development

Tactics:

- T28: Target industry associations to sponsor and work with educators in the local school district to implement certified programs leading to job placement
- T29: Create joint advocacy/lobby efforts to ensure that local employment needs are met by supporting educational institution funding for programs unique to Broward
- T30: Align target industries with educational opportunities as identified in the education assets inventory
- T31: Increase and strengthen mentoring, apprenticeship and paid (co-op) and for-credit internship programs
- T32: Provide online curriculum for industry-based programs to increase access to students county wide, connecting a live experiential option

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T33: Develop and implement a county-wide career week for juniors and seniors, facilitated and endowed by the business community, to be implemented during statewide FCAT testing

Metrics:

M27: Number of target industry association sponsored programs

M28: Increase number of students in mentoring, apprenticeship and internship programs using baseline numbers from Partners in Education

M29: Number of industry-based certification programs

M30: Pre- and post-survey of students who attend the symposium to determine career interest

Recommended Advocates:

Broward Chamber of Non Profit Organizations, Broward County Government, Broward County Public School district including charter schools, Broward Days, Broward Education Foundation, Greater Fort Lauderdale Alliance, industry and professional associations, literacy training providers, local Chambers of Commerce, local colleges and universities, local municipalities, other education providers, Partners in Education, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions, Take Stock in Children

Strategy 2.2: Attract and retain high-performing students and talent by strengthening the role of targeted industries and higher education as a catalyst

Tactics:

T34: Involve targeted industries in outreach to high-performing students and talent

T35: Ensure that affordable opportunities exist for workers to acquire multilingual skills so they can compete effectively in a globalized workforce

Metrics:

M31: Post-Secondary enrollment and completion

M32: Employment number

M33: Number of bilingual programs at the high school and post-secondary level

Recommended Advocates:

Broward County Government, Broward County Public School district including charter schools, Broward Education Foundation, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local Chambers of Commerce, local colleges and universities, local municipalities, other education providers, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions

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Strategy 2.3: Provide new training and cross-training to local employees to retain the talent supply that exists in Broward County and ensure the talent supply remains here

Tactics:

- T36: Provide employers with incentives to encourage employee participation in career training programs
- T37: Create mechanisms that are attentive to the un- and underemployed and provide opportunities to exceed a living wage and occupational mobility through career ladders and pathways
- T38: Develop career ladders in industry clusters as needed which will reflect ongoing communication between industry associations, industry clusters and the area's education training providers to ensure the responsiveness to industry demands

Metrics:

- M34: Employment number
- M35: Unemployment rate
- M36: Utilization of WorkForce One programs
- M37: Length of time on unemployment
- M38: Workforce One data on Broward County vs. Non-Broward hires

Recommended Advocates:

Broward County Government, Broward County Public School district including charter schools, Broward Education Foundation, Greater Fort Lauderdale Alliance, human resource management groups, Leadership Broward, literacy training providers, local Chambers of Commerce, local colleges and universities, local municipalities, other education providers, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions

GOAL 3: TO BE ACKNOWLEDGED AS A LEADER KNOWN FOR EXCELLENCE IN TALENT SUPPLY AND EDUCATION IN AN INCREASINGLY COMPETITIVE GLOBAL ENVIRONMENT

Strategy 3.1: Build a strong and collaborative research and development infrastructure to shorten the knowledge discovery-development-deployment cycle

Tactics:

- T39: Study and document the evolving research, development and deployment infrastructure
- T40: Tailor the infrastructure to encourage industry and university research collaboration in the rapid creation of new businesses and products
- T41: Advocate to streamline government regulation to facilitate this process

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- T42: Advocate for state, federal, and private funding of sponsored research at all local universities
- T43: Assist with the expansion of research facilities and research parks in Broward County by providing free or low cost land and/or other incentives
- T44: Build incubator networks that match owners and managers of local businesses with university researchers to support entrepreneurial efforts
- T45: Find ways to support technology transfer centers
- T46: Develop a marketing strategy that attracts research, product development, and public and private investment to Broward

Metrics:

- M39: Number of industry and university research collaborative initiatives
- M40: Number of collaborative initiatives that are commercialized over time
- M41: Number of new research parks or facilities developed
- M42: Number of incubator networks
- M43: Number of participants in incubator networks

Recommended Advocates:

Broward Chamber of Non Profit Organizations, Broward County Government, Broward County Library Foundation, Broward County Public School district including charter schools, Broward Education Foundation, Early Learning Coalition, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local Chambers of Commerce, local colleges and universities, local municipalities, municipal economic development departments, other education providers, private K-12 schools, professional and industry organizations, Take Stock in Children, The Broward Workshop, United Way of Broward County, WorkForce One Employment Solutions

Strategy 3.2: Establish and implement an effective, coordinated, on-going marketing campaign that highlights the educational/work environment in Broward County

Tactics:

- T47: Provide platforms for WorkForce One Employment Solutions and other placement firms to showcase career opportunities
- T48: Prepare marketing materials to be used worldwide, branding the county as a global research and development hub
- T49: Assure that the marketing materials reflect the strong early learning environment

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- T50: Continue to build upon and utilize the Greater Fort Lauderdale Alliance's Educational Excellence Builds Business campaign to highlight achievements in schools and partnerships with businesses
- T51: Members of the business and education community will work with the local media to help promote achievements in all areas of education in Broward County including public and private PreK-20
- T52: Support the Broward County Cultural Division and Business for the Arts of Broward Excellence in the Arts Teaching Awards
- T53: Base the marketing campaign on data from the Educational Assets Inventory
- T54: Encourage the development of an online centralized location that links newcomers to all educational assets
- T55: Utilize social media sites in the marketing campaign

Metrics:

- M44: Marketing piece developed
- M45: Media coverage
- M46: Marketing dollars spent
- M47: Number of new platforms for WorkForce One Employment Solutions and other placement firms to showcase career opportunities.

Recommended Advocates:

Broward Chamber of Non Profit Organizations, Broward County Government, Broward County Public School district including charter schools, Broward Education Foundation, Early Learning Coalition, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local Chambers of Commerce, local colleges and universities, local cultural organizations, local municipalities, municipal economic development departments, other education providers, private K-12 schools, professional and industry organizations, Take Stock in Children, The Broward Workshop, United Way of Broward County, WorkForce One Employment Solutions

Strategy 3.3: Encourage high quality international higher education institutions to set up affiliated campuses and/or partner with existing Broward County educational institutions and encourage all higher education institutions to seek and achieve the highest accreditation level possible

Tactics:

- T56: Identify high quality international institutions that well suit the county's workforce needs and environmental resources

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- T57: Include a section in the Educational Assets Inventory that identifies existing International institutions in Broward
- T58: Encourage additional faculty and student exchange programs between local and international institutions to bring in additional international students
- T59: Work with local economic development groups to foster relationships with inbound international businesses

Metrics:

- M48: Number of new institutions offering programs in Broward
- M49: Number of International students studying in Broward (i.e., number of student visas issued for study in Broward)
- M50: Economic impact of the new institutions

Recommended Advocates:

Broward County Government, Broward County Public School district including charter schools, Broward Education Foundation, Early Learning Coalition, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local Chambers of Commerce, local colleges and universities, local cultural organizations, local municipalities, municipal economic development departments, other education providers, private K-12 schools, professional and industry organizations, Take Stock in Children, The Broward Workshop, United Way of Broward County, WorkForce One Employment Solutions

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**PILLAR: Innovation and Economic Development
(Innovation, Commercialization, Entrepreneurism, Global Trade, Economic Development)**

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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

Broward County: 2012 Six Pillars Community Strategic Plan

PILLAR: Innovation and Economic Development (Innovation, Commercialization, Entrepreneurism, Global Trade, Economic Development)

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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

Broward County: 2012 Six Pillars Community Strategic Plan

PILLAR: Innovation and Economic Development (Innovation, Commercialization, Entrepreneurism, Global Trade, Economic Development)

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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.

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**PILLAR: Infrastructure and Growth Leadership
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GOAL 1: PROVIDE A VARIETY OF DIVERSE, ACCESSIBLE, INTERCONNECTED TRANSPORTATION OPTIONS FOR RESIDENTS, VISITORS AND THE BUSINESS COMMUNITY

Strategy 1.1: Expand transportation options to residents and visitors

Tactics:

- T1: Create a regional/ tri-county management board that integrates and coordinates all modes of public transit, including airports, seaports, buses and rail
- T2: Encourage state & local government budgets to not fund capital projects that support rather than undermine transportation diversity, such as ensuring building/renting offices that are not on easily accessible public transportation routes, or "improving" roads to decrease flow of vehicles while increasing walkability
- T3: Encourage a regional/statewide commuter rail transportation system
- T4: Link commuter transportation to airports/seaports and other modes of transportation
- T5: Expand bus routes and frequency of service
- T6: Explore light rail options
- T7: Implement seamless transit fare technology across the region (i.e., ability of transit riders to use one card, a smart phone, a bank card, etc., to pay fares across transit systems)

Metrics:

- M1: Miles of new rail line that is put in place- statewide or regional transportation system
- M2: Number of new bus routes and trip number
- M3: Transit ridership

Recommended Advocates:

Broward County Government, Broward County Transit, Broward League of Cities, Broward Legislative Delegation, Broward Metropolitan Planning Organization (MPO), Florida Department of Transportation (FDOT), Florida East Coast Railway (FEC), Greater Fort Lauderdale Alliance, local airports, local Chambers of Commerce, local municipalities, municipal economic development departments, Port Everglades, Smart Growth Partnership, South Florida Regional Planning Council, South Florida Regional Transportation Authority (SFRTA)

Strategy 1.2: Provide a transportation system that effectively links origins (e.g., homes) and destinations (e.g., employment centers, schools, medical facilities, cultural sites and recreational areas) for the full spectrum of the county's population, visitors, and businesses

Broward County: 2012 Six Pillars Community Strategic Plan

PILLAR: Infrastructure and Growth Leadership (Energy, Transportation & Logistics, Water & Environmental Protection, Growth Leadership, Housing, Disaster Preparedness & Recovery)

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Tactics:

- T8: Continue the role of the Broward MPO to help guide and implement transit oriented development (TOD)
- T9: Develop and implement Transit Oriented Development (TOD) projects
- T10: Consider innovative funding mechanisms that support transit, including taxation measures that contribute to more adequate transit funding, and develop an equitable allocation methodology among modes and users
- T11: Effectively engage the public and various interest groups in transportation planning, programming and project development (e.g., corridor study) processes
- T12: Increase the availability and utility of transit for people who do not own cars or do not want to drive
- T13: Address maintenance and enhancement of grid street networks (supporting more paths and shorter trip lengths) through effective changes to public policies
- T14: Develop multimodal origins and destinations in line with complete streets guidelines that welcome mass transit, bicyclists and pedestrians
- T15: Support complete streets design to bike and pedestrian facilities and increase bike and pedestrian facilities redirecting funding from other modes to focus in to business center
- T16: Improve the walkability of streets throughout Broward County and its municipalities

Metrics:

- M4: Track complete streets projects that have been completed in Broward County which includes projects that are underway and/or completed
- M5: Number of high density projects within or near Mobility Hubs (considering the square footage of commercial space (retail, office, other), the number/type of residential units, and the number of parking spaces (which will indicate how much the projects depend on non-automobile access)
- M6: Number of multimodal facilities that meet complete streets criteria
- M7: Transit ridership
- M8: Reports from surveys (for example, mode shift %)
- M9: Mode of transportation from Census

Recommended Advocates:

Broward County Government, Broward County Transit, Broward League of Cities, Broward Legislative Delegation, Broward Metropolitan Planning Organization (MPO), Florida Department of Transportation (FDOT), Florida East Coast Railway (FEC), Fort Lauderdale Downtown Development Authority (DDA), local airports, local municipalities, Port Everglades, South Florida Regional Planning Council, South Florida Regional Transportation Authority (SFRTA), Transportation Management Association (TMA)

Broward County: 2012 Six Pillars Community Strategic Plan

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Strategy 1.3: Increase the number of occupants per vehicle

Tactics:

- T17: Link land use to transportation to reduce dependence on single-occupant automobiles
- T18: Create land use policies that incentivize the development of high density and intensity projects along premium transit corridors
- T19: Provide incentives for travelers to utilize other modes
- T20: Expand existing carpool and vanpool programs and increase car sharing programs
- T21: Link school bus service with the local commuter service (i.e., high school and college students)
- T22: Redirect highway funds to support multimodal transportation

Metrics:

- M10: Permits issued for HOV vehicles
- M11: Number of student passes for bus service
- M12: Number of employers offering benefits to travelers who utilize other modes, carpools or vanpools
- M13: Number of users using carpool and vanpool services
- M14: Establish a baseline count of multi-occupant vehicles in select locations and conduct annual counts to monitor any change in the occupancy

Recommended Advocates:

Broward County Government, Broward County School Board, Broward County Transit, Broward League of Cities, Broward Legislative Delegation, Broward Metropolitan Planning Organization (MPO), business community, Florida Department of Transportation (FDOT), Florida East Coast Railway (FEC), Fort Lauderdale Downtown Development Authority (DDA), local airports, local municipalities, Port Everglades, South Florida Commuter Services, South Florida Regional Planning Council, South Florida Regional Transportation Authority (SFRTA), Transportation Management Association (TMA)

Strategy 1.4: Increase availability of E85 fuel (E85 is an abbreviation for an ethanol fuel blend) and other alternative options, such as natural gas and electric vehicles infrastructure

Tactics:

- T23: Encourage hybrid, electric and alternative fuel vehicles and the installation of a fueling infrastructure for alternative fuel vehicles
- T24: Encourage development of an alternative transportation funding tool aside from the gas tax (i.e., for incentives for the purchase of the cars or funding for the fueling infrastructure)

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Metrics:

M15: Number of installed E85 pumps

M16: Number of EV charging stations

M17: Number of CNG pumps accessible to the public

Recommended Advocates:

Broward County, Broward League of Cities, Broward Legislative Delegation, Broward Metropolitan Planning Organization (MPO), business community, local municipalities, South Florida Commuter Services, South Florida Regional Transportation Authority (SFRTA)

Strategy 1.5: Create a shift from highway to rail transportation for movement of freight

Tactics:

T25: Support the development of the Intermodal Container Transfer Facility (ICTF) at Port Everglades

Metrics:

M18: Tonnage of freight being moved using rail transportation vs. truck transportation

Recommended Advocates:

Broward County Government, Broward County Transit, Broward League of Cities, Broward Legislative Delegation, Broward Metropolitan Planning Organization (MPO), Florida Department of Transportation (FDOT), Florida East Coast Railway (FEC) local municipalities, Port Everglades, South Florida Regional Transportation Authority (SFRTA)

Strategy 1.6: Provide access to information for all transportation system users

Tactics:

T26: Develop, implement and improve way-finding

T27: Engage the Greater Fort Lauderdale Convention and Visitor's Bureau (CVB) to provide transportation information to visitors

T28: Enhance tourism through the provision of additional mobility options and effective marketing

T29: Implement real-time transit information and route finding tools (e.g., Google Transit), including services for special needs users

T30: Develop bike suitability map and route finding tools

T31: Develop and implement a comprehensive marketing plan that includes all transportation agency tools and information

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Metrics:

M19: Transit information and route finding tools implemented

M20: Bike suitability map and route finding tools developed

M21: Marketing plan developed

Recommended Advocates:

Broward County Government, Broward County Transit, Broward League of Cities, Broward Metropolitan Planning Organization (MPO), Florida Department of Transportation (FDOT), Florida East Coast Railway (FEC), Greater Fort Lauderdale Convention and Visitors Bureau, local airports, local municipalities, Port Everglades, South Florida Commuter Services, South Florida Regional Transportation Authority (SFRTA), Transportation Management Association (TMA)

GOAL 2: DEVELOP AN EFFICIENT TRANSPORTATION SYSTEM THAT WILL SUPPORT BROWARD COUNTY'S LOCAL AND GLOBAL ECONOMIC COMPETITIVENESS

Strategy 2.1: Enhance operations of the existing transportation system for all modes

Tactics:

T32: Improve or implement a local transportation network that connects the County to local, regional, national and global markets for the movement of goods and people

T33: Increase frequency of signal retiming to maximize person throughput

T34: Monitor implementation of Advance Traffic Management Systems (ATMS) which are critical to the successful implementation of many elements of the 2035 Long Range Transportation Plan (2035 LRTP)

T35: Promote transportation demand management strategies (carpool/vanpool, managed lanes, etc.)

T36: Implement projects and programs that improve transit operations

T37: Develop Mobility Hubs [Transit Oriented Development (TOD) connection]

T38: Enhance access to multiple modes, such as providing and designing bicycle and pedestrian features to facilitate access to transit

Metrics:

M22: Number of high density projects within or near Mobility Hubs

M23: Transit ridership

M24: Number of users using carpool and vanpool services

M25: Average commuter travel times

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Recommended Advocates:

Broward County Government, Broward County Traffic Engineering, Broward County Transit, Broward League of Cities, Broward Legislative Delegation, Broward Metropolitan Planning Organization (MPO), Florida Department of Transportation (FDOT), Florida East Coast Railway (FEC), Fort Lauderdale Downtown Development Authority (DDA), local airports, local municipalities, Port Everglades, South Florida Commuter Services, South Florida Regional Planning Council, South Florida Regional Transportation Authority (SFRTA), Transportation Management Association (TMA)

Strategy 2.2: Create opportunities for industrial development, particularly in relation to the statewide strategic intermodal system (SIS)

Tactics:

- T39: Encourage integration of transit services with other modes such as conducting multimodal studies, rather than segregating projects as roadway, transit, pedestrian or other
- T40: Establish working groups with the business community to initiate public-private partnerships in the development of Mobility Hubs
- T41: Enhance the region's travel demand forecast model to truly reflect emerging markets for alternative modes
- T42: Identify implementing and operating authorities for new services, facilities and programs proposed
- T43: Incorporate Transportation Regional Incentive Program (TRIP) funding allocations and assign projects
- T44: Actively pursue federal and state funds which could increase transit modal share including New Starts, Small Starts, Very Small Starts, Climate Change Initiatives, and Livable Communities Grants
- T45: Leverage federal funding, especially related to New Starts, Homeland Security, Climate Change, new transportation authorization (CLEAN-TEA or Green-TEA legislation pending a plan completion), and Livable Communities

Metrics:

- M26: Number of new jobs added to the County profile
- M27: Percent of implementation of Advance Traffic Management Systems (ATMS) throughout the County
- M28: Amount of federal dollars allocated to County-wide projects
- M29: Number of multimodal projects completed per 2035 LRTP

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Recommended Advocates:

Broward County Government, Broward County Transit, Broward League of Cities, Broward Legislative Delegation, Broward Metropolitan Planning Organization (MPO), Florida Department of Transportation (FDOT), Florida East Coast Railway (FEC), Fort Lauderdale Downtown Development Authority (DDA), Greater Fort Lauderdale Alliance, Greater Fort Lauderdale Convention and Visitors Bureau, local airports, local Chambers of Commerce, local municipalities, Port Everglades, South Florida Commuter Services, South Florida Regional Planning Council, South Florida Regional Transportation Authority (SFRTA), Transportation Management Association (TMA)

Strategy 2.3: Enhance all modes of transportation to strengthen and expand the economic base

Tactics:

- T46: Coordinate land use development planning with transportation planning and investment to have seamless (or integrated) transportation corridors, hubs and intermodal connectors for the movement of people and goods in all segments of the County
- T47: Encourage public-private partnerships for the development and implementation of transportation projects that support the efficient movement of goods and people
- T48: Identify and obtain sustainable dedicated funding to support an affordable world class transportation system
- T49: Improve the convenience and reliability of transportation systems for everyday use
- T50: Communicate the results of the 2035 Long Range Transportation Plan to governments, agencies, and other groups to stimulate action
- T51: The Broward MPO and partners should continue to host workshops for the community to refine concepts captured in the 2035 Long Range Transportation Plan
- T52: Develop a cooperative strategy to broaden the base of support for transit
- T53: Build coalitions with other planning entities and interest groups
- T54: Get businesses and employers on board with specific incentives toward favoring alternative modes. This may include free passes for transit use or special amenities for carpoolers, vanpoolers, bikeshare, carshare, and transit users
- T55: Make appropriate changes to legislation to remove obstacles to widespread transit use such as removing limitations on funding sources dedicated exclusively for roadways

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- T56: Encourage developers to integrate transit service into developments and share in the funding of the capital facilities and operations by developing successful models for Mobility Hub areas
- T57: Implement bikeshare and carshare programs at Mobility Hubs
- T58: Distribute investments to serve transit dependent population and new markets
- T59: Encourage efficiency in logistics of the movement of people and goods, tied to VMT, GHG reduction, sea level rise and improved energy efficiency
- T60: Support a transportation system with the appropriate types of land uses based on accessibility to available transportation modes and levels of services
- T61: Initiate a transit system plan that can build on the priorities and analyses for premium Transit
- T62: Establish working groups with the business community to initiate public-private partnerships in the development of Mobility Hubs
- T63: Develop more detailed plans and specific milestones for the innovative financing options defined in the 2035 Long Range Transportation Plan

Metrics:

- M30: Number of new jobs added to the County profile
- M31: Increase in tourism at the County's port, airports and municipalities
- M32: Percent of implementation of Advance Traffic Management Systems (ATMS) throughout the County
- M33: Amount of federal dollars allocated to County-wide projects
- M34: Number of multimodal projects completed per 2035 LRTP
- M35: Number of public/private partnership projects developed
- M36: Percent change in existing municipal land use that encourage multimodal transportation i.e. complete streets
- M37: New rail line that is put in place- statewide or regional transportation system
- M38: Number of new bus routes and trip number
- M39: Number of Transit Oriented Development (TOD) projects
- M40: Number of employers offering benefits to travelers who utilize other modes, carpools or vanpools
- M41: Number of users using carpool and vanpool services

Recommended Advocates:

Broward County Government, Broward County Transit, Broward MPO, business community, Florida Department of Transportation, Greater Fort Lauderdale Alliance, Greater Fort Lauderdale Convention and Visitors Bureau, local airports, local Chambers of Commerce, local municipalities, municipal economic development departments, Port Everglades, public safety agencies, Smart Growth Partnership, South Florida Regional Planning Council, South Florida Regional Transportation Authority, WorkForce One Employment Solutions

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GOAL 3: INCREASE LONG-TERM SUSTAINABILITY OF WATER SUPPLY (LAND)

Strategy 3.1: Maximize existing water supplies and increase water re-use in the right place

Tactics:

- T64: Invest in upgrading aging water supply infrastructure
- T65: Identify and target high water users to reduce and conserve water
- T66: Move salinity control structures eastward to reduce impacts from salt water intrusion
- T67: Study best practices related to reuse and water supply and implement where applicable
- T68: Coordinate capital planning on water supply and reuse infrastructure
- T69: Coordinate with South Florida Water Management District, Palm Beach County, U.S. Army Corps of Engineers and other agencies to fully support development of C-51 reservoir and distribution system (and other similar projects)

Metrics:

- M42: Number of potable water wells permitted
- M43: Per capita water consumption

Recommended Advocates:

Broward County Utilities, Broward Water Resources Task Force, local municipalities, South Florida Water Management District, Southeast Florida Regional Climate Change Compact, U.S. Green Building Council

Strategy 3.2: Educate consumer about quality, volume and conservation on all aspects of water

Tactics:

- T70: Advertise in water bills, on county and municipal websites, in local media and other venues
- T71: Prepare and distribute public service announcements, coordinating and leveraging with national messaging on water conversation
- T72: Advocates make presentations in public forums and in local schools, and include information on social media sites such as Facebook and Twitter

Metrics:

- M44: Per capita consumption

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III. Global Competitiveness

Recommended Advocates:

Broward County Government, Broward County Public Schools, Broward County Utilities, Broward Water Resources Task Force, local colleges and universities, local municipalities, private schools, South Florida Water Management District

GOAL 4: PRESERVE/PROTECT RECREATIONAL WATERS

Strategy 4.1: Address wastewater discharge and tidal influences

Tactics:

T73: Ocean outfalls/implications leads to reclaim water use

T74: Recognize implications of reclaimed water to address climate variability. Reuse may have both positive and negative impacts that should be considered

T75: Study best practices for reuse and implement where applicable

Metrics:

M45: Coastal nitrogen and phosphorous levels

Recommended Advocates:

Broward County Government, Broward County Utilities, Broward Water Resources Task Force, FDEP Southeast Florida Coral Reef initiative, local municipalities, National Oceanic and Atmospheric Administration (NOAA), Southeast Florida Regional Climate Change Compact, South Florida Water Management District

Strategy 4.2: Address salt water intrusion

Tactics:

T76: Perform hydrologic modeling to understand impacts of sea level rise on saltwater intrusion in coastal well fields

T77: Work cooperatively to obtain raw water supplies from inland sources

T78: Consider impacts to coastal habitats related to salt water intrusion

Metrics:

M46: Hydrologic models developed

M47: Coastal wellfields shut down

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**PILLAR: Infrastructure and Growth Leadership
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Recommended Advocates:

Broward County Government, Broward County Utilities, Broward Water Resources Task Force, FDEP Southeast Florida Coral Reef initiative, local municipalities, National Oceanic and Atmospheric Administration (NOAA), Southeast Florida Regional Climate Change Compact, South Florida Water Management District

GOAL 5: STREAMLINE WATER SUPPLY GOVERNANCE IN BROWARD COUNTY (SOURCE AND DISTRIBUTION)

Strategy 5.1: Address water supply governance in Broward County (source and distribution) for best regional outcomes

Tactics:

T79: Coordinate water resources governance

T80: Maximize water resources utilization

T81: Coordinate capital planning for water resources

T82: Consolidate governing bodies related to water resource management

Metrics:

M48: Number of water suppliers (reduce redundancy)

M49: Number of legislative actions related to consolidation

M50: Number or costs of capital investments

Recommended Advocates:

Broward County Government, Broward County Utilities, Broward Legislative Delegation, Broward Water Resources Task Force, local municipalities, South Florida Water Management District

GOAL 6: PROMOTE INFRASTRUCTURE ADAPTATION TO ACCOMMODATE SEA-LEVEL RISE

Strategy 6.1: Address stormwater discharge and tidal influences and water retention

Strategy 6.2: Address salt water intrusion

Tactics:

T83: Invest in aging infrastructure maintenance (correct R&R)

T84: Improve infrastructure to address sea-level rise

T85: Educate consumers about sea level rise and the value of water and implications to sea level rise

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- T86: Manage/control costs (value of water)
- T87: Move salinity control structures
- T88: Study and implement best practices for accommodating sea-level rise
- T89: Coordinate capital planning
- T90: Address flooding

Metrics:

- M51: Sea-level rise
- M52: Flooding (frequency, amount, location)
- M53: Saturation and unsaturation depth

Recommended Advocates:

Broward County Government, local municipalities, National Oceanic and Atmospheric Administration (NOAA), Southeast Florida Regional Climate Change Compact, South Florida Water Management District

GOAL 7: INCREASE PUBLIC AND PRIVATE INVESTMENT IN INNOVATION AND EFFICIENCY OF ENERGY RESOURCES THROUGHOUT BROWARD COUNTY

Strategy 7.1: Recommend and support a statewide energy policy which includes renewable portfolio standard

Tactics:

- T91: Encourage state policies and utility support of promoting alternative energy use through renewable portfolio standards for utilities and tax credits for homeowners installing small scale renewable systems
- T92: Encourage League of Cities and Florida Association of Counties to support energy policies which allow the Florida Public Service Commission to consider criteria to include job creation, national security related to dependency on foreign fuels, the need for fuel source diversity (not including coal) in addition to cost to the rate payer
- T93: Reinstate legislation that supports exemption of a property tax increase for renewable energy improvements

Metrics:

- M54: Number of net metering customers in Broward County annually
- M55: Per capita and total energy consumption in Broward County
- M56: Percentage of FP&L's portfolio that includes renewables
- M57: Kilowatts of solar PV systems installed
- M58: Number of LEED certified buildings in Broward

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Recommended Advocates:

Broward County Government, Broward League of Cities, Florida Association of Counties, Florida Power & Light, Greater Fort Lauderdale Alliance, local Chambers of Commerce, local municipalities, The Broward Workshop, U.S. Green Building Council

GOAL 8: ACHIEVE ENERGY CONSERVATION AND TRANSITION TO LOW CARBON ENERGY SOURCES

Strategy 8.1: Support public education to achieve energy goals

Tactics:

- T94: Set an energy conservation goal for local chambers of commerce, chamber members and the community
- T95: Promote energy efficiency and conservation for the inside of buildings and improving the building envelope among private and public sectors as an effective way to reduce costs while achieving lower energy use
- T96: Support increased energy conservation incentives and funding from utilities to reduce customer energy use
- T97: Develop a distribution plan to improve access to and lower costs for natural gas
- T98: Improve public/private partnership and academic institutions to pool resources to innovate and educate on energy conservation for the public good

Metrics:

- M59: Per capita and total energy consumption in Broward County
- M60: Number of LEED certified buildings in Broward

Recommended Advocates:

AIA Fort Lauderdale Chapter, Broward County Government, Broward League of Cities, Florida Power & Light, Greater Fort Lauderdale Alliance, local Chambers of Commerce, local colleges and universities, The Broward Workshop, U.S. Green Building Council

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GOAL 9: ATTRACT AND EXPAND ALTERNATIVE AND RENEWABLE ENERGY INDUSTRIES

Strategy 9.1: Adopt regulations to permit, expedite, and incentivize renewable and alternative energy use in Broward County (solar, wind, etc.)

Tactics:

- T99: Support legislation that streamlines the permitting and regulatory processes for alternative and renewable energy manufacturers, installers, and consumers
- T100: Support Broward Go Solar effort to reduce permitting time and costs associated with rooftop PV and expand the permitting system to include solar thermal
- T101: Encourage local and regional solar contractors to submit engineering plans to be included in the Broward Go Solar permitting system
- T102: Encourage FP&L's continued use of rebates to incentivize customer adoption of solar technology

Metrics:

- M61: Number of net metering customers in Broward County annually
- M62: Kilowatts of solar PV systems installed

Recommended Advocates:

Broward County Government, Broward League of Cities, Florida Association of Counties, Florida Power & Light, Greater Fort Lauderdale Alliance, local Chambers of Commerce, local municipalities, The Broward Workshop, U.S. Green Building Council

Strategy 9.2: Promote innovative financing regarding renewable energy

Tactics:

- T103: Encourage local municipalities to start Property Assessed Clean Energy (PACE) financing programs for commercial and residential properties
- T104: Support legislation which allows the use of power purchase agreements and solar leases

Metrics:

- M63: Value of loads for energy retrofit in PACE programs
- M64: Bill allowing Power Purchase Agreement

Recommended Advocates:

Broward County Government, Broward League of Cities, Florida Power & Light, local municipalities, U.S. Green Building Council

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GOAL 10: CREATE AN ENVIRONMENT SUPPORTIVE OF RENEWABLE AND ALTERNATIVE FUEL INFRASTRUCTURE FOR TRANSPORTATION

Strategy 10.1: Continually encourage and promote innovative financing in support of energy goals

Tactics:

T105: Work to implement the EV Charging Infrastructure Plan under development by the Gold Coast Clean Cities Coalition and FP&L

T106: Investigate local ordinances which serve as a barrier to use of alternative fuels

T107: Foster public private partnerships to bring alternative/renewable fueling infrastructure to Broward County

T108: Support legislation encouraging direct financing, tax refunds, rebate, and other economic incentives to facilitate renewable fuel use

Metrics:

M65: Number of EV charging stations in Broward County

M66: Number of alternative fuel stations installed

M67: Number of public/private partnerships established

Recommended Advocates:

Broward County Government, Broward Days, Broward League of Cities, Florida Association of Counties, Florida Power & Light, Greater Fort Lauderdale Alliance, local Chambers of Commerce, local municipalities, The Broward Workshop, U.S. Green Building Council

GOAL 11: INTEGRATE LAND USE AND TRANSPORTATION SUSTAINABILITY TO PROMOTE ECONOMIC VITALITY AND SUSTAINABLE REDEVELOPMENT

Strategy 11.1: Utilize development/transportation corridors that connect activity centers and nodes

Tactics:

T109: Create model code templates

T110: Develop incentive toolbox for mixed-use and infill redevelopment

T111: Model mixed use definitions - Zoning

T112: Educate public and private sector constituency on identified corridors, activity centers, and modest economic efficiencies

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Metrics:

- M68: Average property value
- M69: Change in average income level
- M70: Number of building permits – expanded public infrastructure

Recommended Advocates:

Broward County Government, Broward County Transit, Broward League of Cities, Broward Metropolitan Planning Organization (MPO), Community Redevelopment Agencies (CRAs), business community, Florida Department of Transportation (FDOT), Florida East Coast Railway (FEC), Fort Lauderdale Downtown Development Authority (DDA), Greater Fort Lauderdale Alliance, local Chambers of Commerce, local municipalities, Port Everglades, Smart Growth Partnership, South Florida Commuter Services, South Florida Regional Planning Council, South Florida Regional Transportation Authority (SFRTA), Transportation Management Association (TMA), ULI Southeast Florida/Caribbean

Strategy 11.2: Identify open spaces and preserved/protected areas

Tactics:

- T113: Promote areas with excess capacity for development
- T114: Preserve open space and protect single family neighborhoods
- T115: Direct growth to the redevelopment corridors/nodes
- T116: Protect parks through appropriate land use designation

Metrics:

- M71: Average property value
- M72: Change in average income level
- M73: Number of building permits – expanded public infrastructure

Recommended Advocates:

Broward County Government, Broward League of Cities, Community Redevelopment Agencies (CRAs), Greater Fort Lauderdale REALTORS®, local municipalities, Smart Growth Partnership, South Florida Regional Planning Council, ULI Southeast Florida/Caribbean

Strategy 11.3: Identify gaps in infrastructure along with activity centers and corridors

Tactics:

- T117: Measure capacity and identify gaps infrastructure

Metrics:

- M74: Average property value
- M75: Change in average income level

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M76: Number of building permits – expanded public infrastructure

Recommended Advocates:

Broward County Government, Community Redevelopment Agencies (CRAs), local municipalities, Smart Growth Partnership, South Florida Regional Planning Council, ULI Southeast Florida/Caribbean

Strategy 11.4: Create a model regulatory process that expedites and streamlines the local government approval process

Tactics:

T118: Expedite and streamline development approval and permitting process

Metrics:

M77: Building permits – expanded public infrastructure

Recommended Advocates:

Broward County Government, Community Redevelopment Agencies (CRAs), local municipalities, Smart Growth Partnership, South Florida Regional Planning Council, ULI Southeast Florida/Caribbean

Strategy 11.5: Promote places within the County where this integration has occurred and is ready for (re)development

Tactics:

T119: Encourage mixed use and aggregate these for economies of scale

Metrics:

M78: Employment – land convert to mixed use

M79: Building permits – expanded public infrastructure

Recommended Advocates:

Broward County Government, Community Redevelopment Agencies (CRAs), local municipalities, Smart Growth Partnership, South Florida Regional Planning Council, ULI Southeast Florida/Caribbean

Broward County: 2012 Six Pillars Community Strategic Plan

PILLAR: Business Climate and Competitiveness (Risk Management, Taxation, Legal Reform, Regulation, Property Rights)

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GOAL 1: REDUCE COST OF DOING BUSINESS

Strategy 1.1: Reduce taxes as a percentage of GDP and reduce costs to remain competitive with comparable counties nationwide to keep cumulative tax rate and cost of doing business low, predictable and competitive

Tactics:

- T1: Utilize forecasting and comparative data to illustrate county tax burden(s)
- T2: Increase transparency of tax issues (e.g., list ad valorem tax rates on public database)
- T3: Create comparison of the full tax environment (ad-valorem, utilities, communications, gas, sales, etc.) between Broward County municipalities as well as between counties and states
- T4: Create policies to reduce future costs and pension obligations
- T5: Maintain “open” processes; county / muni transparency—clear apples to apples tax rate publishing
- T6: Reduce fees to businesses (i.e., permitting, licensing, inspection) and eliminate redundant fees that are charged at the city, county and state levels
- T7: Require all governments that make financial decisions impacting more than one year to provide an actuarial report for long term impacts
- T8: Reduce transferring burdens from state to local government through unfunded mandates
- T9: Reduce insurance and utility costs to businesses by improving efficiencies and eliminating redundancies
- T10: Reduce transportation inefficiencies to reduce business costs (i.e., more mass transit)
- T11: Promote regionalism and cooperation and consolidation of government services where efficiencies can be gained

Metrics:

- M1: Tax burden measures and rankings
- M2: Ad valorem rates from other Florida counties
- M3: The Tax Foundation’s State Business Tax Climate Index
- M4: Overall business cost rankings
- M5: Unemployment rate
- M6: Building permits
- M7: Retail activity
- M8: Corporate giving (charitable contributions)

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- M9: Number of business starts
M10: Number of business closings

Recommended Advocates:

Broward County Government, Broward County/City Managers Association, Broward County Office of Economic and Small Business Development, Broward League of Cities, Florida Tax Watch, local Chambers of Commerce, local municipalities, Greater Fort Lauderdale Alliance, The Broward Workshop, Florida Chamber Foundation

Strategy 1.2: Continue tort reform and reduce lawsuits and legal costs

Tactics:

- T12: Support Florida Chamber, Florida Justice Reform Institute and other organizations' efforts
- T13: Develop or adopt consistent measure for litigation as contributor to cost of doing business
- T14: Reduce healthcare and insurance fraud by lobbying for more federal and state resources to combat fraud
- T15: Establish a healthcare and insurance fraud task force to make recommendations to reduce fraud
- T16: Educate the public on judges and the judicial system to ensure more fair and consistent awards

Metrics:

- M11: Annual number of law suits filed
M12: Amount of median awards
M13: Annual Florida ranking of litigiousness

Recommended Advocates:

Business community, Florida Chamber of Commerce, Florida Justice Reform Institute, law firms

GOAL 2: STREAMLINE REGULATION, PERMITTING AND ENFORCEMENT WHILE PROVIDING BUSINESSES WITH A SET OF UNIFORM AND PREDICTABLE REGULATORY POLICIES TO REDUCE PROCESSING TIME

Strategy 2.1: Provide businesses with a set of uniform regulatory policies

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Tactics:

- T17. Establish checklist of information regarding permitting requirements in Broward County and each of its cities so companies know what is required, especially for small businesses
- T18. Expand the Greater Fort Lauderdale Alliance's Platinum Cities excellence in permitting process to include expansions and relocations for all industries (not just targeted industries)
- T19. Remove and prevent unnecessary or burdensome regulatory barriers and ensure regulatory consistency across all units of the governments including the state, Broward County and its municipalities (i.e., local and county governments review all ordinances that govern business establishment and operation, and eliminate unnecessary ordinances)
- T20. Use streamlined permit processing as a model for future projects (i.e. develop uniform countywide standards, forms and simple filing to be utilized by all jurisdictions)
- T21. Identify national best practices related to permitting and other key practices including national research by the Alliance and a prepare a white paper on permitting excellence
- T22. Establish a central depository for feedback from companies in Broward County who have completed the permitting process
- T23. Expand campaign to promote the business friendly permitting policies in Broward County and its municipalities using social media and business card type handouts

Metrics:

- M14: Number of jurisdictions with expedited and electronic permitting
- M15: Number of Alliance platinum cities
- M16: Greater Fort Lauderdale Alliance business perception survey feedback for business friendliness and timeliness

Recommended Advocates:

Broward County Government, Broward County/City Managers Association, Broward League of Cities, builders associations, commercial real estate brokers, Community Redevelopment Agencies (CRAs), Greater Fort Lauderdale Alliance, International Council of Shopping Centers, land use attorneys and planners, local Chambers of Commerce, local municipalities, state building officials, NAIOP, ULI Southeast Florida/Caribbean

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Strategy 2.2: Increase flow of communication between government and private businesses to ensure processes are streamlined and clearly defined

Tactics:

- T24. Establish a Regulatory Climate Task Force to convene periodic regulatory summits of top local business, government and institutional representatives
- T25. Formalize a process through the Regulatory Climate Task Force for ongoing communication between government and private/non-profit leadership to ensure that new processes are pursued and re-worked (if necessary) to ensure long-term benefit; present findings and suggestions at League of Cities, City Managers' Association, professional and trade groups
- T26. Market new county and city processes to companies and corporate relocation professionals as examples of the county's commitment to become a best-in-class community; use testimonials about best practices in promotional materials
- T27. Recognize excellence of jurisdictions that adopt strategies; use public forums to recognize governments which adopt best practices

Metrics:

M17: Regulatory Climate Task Force established

Recommended Advocates:

Broward County Government, Broward League of Cities, building/planning associations, Greater Fort Lauderdale Alliance, local municipalities

GOAL 3: LEADERSHIP OF GROWTH IN TARGETED INDUSTRIES

Strategy 3.1: Leverage intellectual capital to transition to a knowledge-based economy

Tactics:

- T28. Re-evaluate target industries every five years to account for emerging industries
- T29. Determine what degrees, certifications and skills are needed to support the knowledge-based economy and identify post-secondary institutions that can meet those needs
- T30. Maintain/increase research & development funding for technology related programs at universities and colleges
- T31. Identify and support opportunities for technology transfer

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- T32. Encourage comprehensive incubator programs affiliated with universities, like the one at the Research Park at Florida Atlantic University
- T33. Incentivize Small Business Development Centers to address needs of technology entrepreneurs

Metrics:

- M18: Development of workforce/education asset map
- M19: Number of incubator programs
- M20: Number of business starts
- M21: Number of business closings

Recommended Advocates:

Broward County Government, business community, Greater Fort Lauderdale Alliance, Enterprise Development Corporation of South Florida (EDC), industry leaders, local Chambers of Commerce, local colleges and universities, Small Business Development Centers

Strategy 3.2: Leverage the intermodal transportation network to improve manufacturing capabilities

Tactics:

- T34. Increase priority of manufacturing capabilities within the intermodal network
- T35. Provide greater accessibility and connectivity between existing intermodal hubs and networks
- T36. Expand the use of rail as a means of highlighting Florida's status as a port of entry for international products
- T37. Inventory available industrial property (land, buildings, greyfields, etc.)
- T38. Inventory existing port structures and capabilities to accommodate future shifts in global logistics (e.g., widening of the Panama Canal)
- T39. Include existing businesses and manufacturers in developing intermodal infrastructure plans
- T40. Lower freight costs by encouraging companies to consolidate their shipments with other companies
- T41. Consider lowering the requirements to increase access to the transportation networks for smaller businesses

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- T42. Encourage the acceptance of mass transit
- T43. Promote the establishment of new transportation routes (i.e., light rail, express bus from Miramar to Fort Lauderdale which has WiFi, less stops, is affordable and uses the HOV lanes for a shorter ride)

Metrics:

- M22: Number of manufacturing jobs
- M23: Diversity of manufacturing companies

Recommended Advocates:

Broward County Government, Broward County Transit, Broward Metropolitan Planning Organization (MPO), business community, Greater Fort Lauderdale Alliance, local airports, local Chambers of Commerce, NAIOP, Port Everglades, South Florida Manufacturers Association, South Florida Regional Transportation Authority (SFRTA)

Strategy 3.3: Develop a support system that helps businesses find access to capital

Tactics:

- T44. Provide updated information to companies regarding where they can find access to capital
- T45. Continue to keep the Greater Fort Lauderdale Alliance's "Access to Capital" web section updated with the latest news and information regarding access to capital
- T46. Conduct county-wide meetings for local businesses to learn about access to capital and funding requirements and availability
- T47. Establish and hold exclusive access to capital events featuring top VIPs and celebrity CEOs

Metrics:

- M24: Number of visits to Alliance "Access to Capital" website section
- M25: Number of public meetings held regarding access to capital
- M26: Number of business starts
- M27: Number of business closings

Recommended Advocates:

Broward County Office of Economic and Small Business Development, financial institutions and other lenders, Greater Fort Lauderdale Alliance, local Chambers of Commerce, local municipalities, Small Business Administration

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**PILLAR: Civic and Governance Systems
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GOAL 1: IMPROVE ETHICS IN GOVERNMENT

Strategy 1.1: Improve voter and business trust in government to make Broward County a national leader in ethical governance

Tactics:

- T1: Leverage and create programs to connect community leaders and government officials
- T2: Fully implement meaningful ethics reform programs at all levels of county, municipal government, school board, and constitutional offices
- T3: Establish consistent and transparent benchmarks and systems for tracking priorities, fiscal facts and accountability for all units of government
- T4: Provide countywide standardized web-based ethics training for all government employees, members of the business community, and others dealing with government

Strategy 1.2: Encourage public service and increase preparedness of candidates for all elected offices

Tactics:

- T5: Establish professional development training for government finance (i.e. budget, pensions, bonds, etc.), ethics, and operations (i.e. planning and zoning, CRA, etc.)
- T6: Encourage public and private sectors to identify and develop funding sources for continuing education for all candidates and elected officials in Broward County
- T7: Encourage candidates and elected officials to go through local leadership programs and encourage training in transformational leadership that looks to long term solutions

Metrics:

- M1: Percentage of Broward County units of government covered by role of an Inspector General
- M2: Annual report on ethics training program participation

Recommended Advocates:

Association of City Managers, Association of Mayors, Broward County Commission and constitutional offices, Broward County and municipal Boards, Broward County Council of Chambers (Chambers of Commerce), Broward County Inspector General, Broward County School Board, Broward League of Cities, citizen and watchdog groups, Greater Fort Lauderdale Alliance, Leadership Broward, local municipalities, Smart Growth Partnership, State Attorney's Office, South Florida Regional Planning Council, Supervisor of Elections, The Broward Workshop

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GOAL 2: INCREASE PARTICIPATION IN ELECTIONS

Strategy 2.1: Make Broward County a national leader in the percentage of voters participating in elections

Tactics:

- T8: Leverage and create programs to connect community leaders and government officials
- T9: Increase voter participation
- T10: Increase electorate knowledge and awareness by developing a program with Supervisor of Elections
- T11: Make government meetings more transparent by posting agendas and minutes in a timely manner
- T12: Consider making constitutional officers of Broward County non-partisan positions

Strategy 2.2: Reduce the number of elections in Broward County

Tactics:

- T13: Move local elections to November

Metrics:

- M3: Report on number of voter registrations and turnout

Recommended Advocates:

Association of City Managers, Association of Mayors, Broward County Commission and constitutional offices, Broward County and municipal Boards, Broward County Council of Chambers (Chambers of Commerce), Broward County School Board, Broward League of Cities, citizen and watchdog groups, Greater Fort Lauderdale Alliance, Leadership Broward, local municipalities, Supervisor of Elections, The Broward Workshop

GOAL 3: ENSURE STATE CONSTITUTIONAL AMENDMENTS AND LOCAL CHARTERS POSITIVELY BENEFIT OUR COMMUNITY

Strategy 3.1: Encourage the private sector to collaborate in assessing the impact of constitutional amendments on Broward County

Tactics:

- T14: Create forums to share relevant information among stakeholders
- T15: Encourage concise and clear language of all proposed constitutional amendments and local charter amendments

Broward County: 2012 Six Pillars Community Strategic Plan

PILLAR: Civic and Governance Systems (Ethics & Elections, Constitutional Amendment Reform, Government Efficiency & Accountability, Justice & Legal Systems, Civil Society)

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T16: Create a forum of stakeholders to determine and publicize the pros and cons of proposed constitutional amendments to Broward County

**The current constitutional provision regarding unfunded mandates contains numerous exclusions, including all criminal and election laws, general and special appropriations acts, laws deemed to have an "insignificant fiscal impact," and others. The provision also allows the legislature, by two-thirds vote of each house, to enact unfunded mandates into law without any prior public notice or in-depth fiscal analysis.*

Metrics:

M4: Stakeholder forum created and pros and cons publicized

Recommended Advocates:

Association of City Managers, Association of Mayors, Broward County Commission and constitutional offices, Broward County and municipal Boards, Broward County Council of Chambers (Chambers of Commerce), citizen and watchdog groups, Greater Fort Lauderdale Alliance, Leadership Broward, local municipalities, Smart Growth Partnership, The Broward Workshop

GOAL 4: ACHIEVE EFFICIENCY, EFFECTIVENESS AND ACCOUNTABILITY TO IMPROVE LOCAL GOVERNMENTS

Strategy 4.1: Eliminate/streamline inefficient government practices

Tactics:

T17: Assess and identify wasteful and/or inefficient practices and find ways to consolidate county and municipal services and processes, and regulatory entities

T18: Consider privatization of certain services

T19: Review Broward County Charter Commission recommendations and Broward County Management Efficiency report and implement where applicable

T20: Collaborate to consolidate municipalities to eliminate duplication of government services, create quality of place, and ensure financial sustainability

T21: If appropriate, emulate best management practices to identify and implement operational efficiencies

T22: Centralize vendor and lobbyist registration databases for Broward County

T23: Require all governments that make financial decisions impacting more than one year to provide an actuarial report for long term impacts

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Strategy 4.2: Improve cooperation among all levels of local government

Tactics:

- T24: Where appropriate, review and revise existing Sunshine laws and ethics codes to encourage communication among elected officials as well as enhance citizen participation
- T25: Encourage existing entities/organizations and the legislative delegation to regularly and consistently communicate with all levels of Broward County government to identify key common issues and opportunities (i.e., restart “Megazone” Working Group Port, airport, hospital districts, Broward County Public School District, County government, etc., for the purpose of exchanging information)
- T26: Foster communication between community leaders and government officials

Strategy 4.3: Reform local compensation, benefits, and pension systems

Tactics:

- T27: Review and modify compensation systems to reflect current competitive realities for elected officials and civic servants

Strategy 4.4: Consider reformation of local tax structures

Tactics:

- T28: Revise tax structures to balance fundamental services with economic growth

Metrics:

- M5: Track number of municipalities
- M6: Track number of duplicate services being eliminated
- M7: Track number of unincorporated areas
- M8: Government employment

Recommended Advocates:

Association of City Managers, Association of Mayors, Broward County Commission and constitutional offices, Broward County and municipal Boards, Broward County Council of Chambers (Chambers of Commerce), Broward County Inspector General, Broward County School Board, Broward League of Cities, Children’s Services Council of Broward County, citizen and watchdog groups, Greater Fort Lauderdale Alliance, Leadership Broward, local municipalities, Smart Growth Partnership, The Broward Workshop

Broward County: 2012 Six Pillars Community Strategic Plan

PILLAR: Civic and Governance Systems (Ethics & Elections, Constitutional Amendment Reform, Government Efficiency & Accountability, Justice & Legal Systems, Civil Society)

2030 VISION

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GOAL 5: ADVANCE COMMUNITY UNDERSTANDING AND INVOLVEMENT OF THE JUDICIAL AND LEGISLATIVE SYSTEMS

Strategy 5.1: Broward County schools will have excellent civic education

Tactics:

- T29: Ensure that civic education includes field trips and hands-on experiences
- T30: Require that students demonstrate knowledge of the judicial and legislative systems
- T31: Host an annual civics month and encourage K through 12, colleges, and community afterschool programs to invite elected officials and community leaders to speak about the importance of being engaged in their local community as well as participating in the democratic process
- T32: Implement a Broward County schools program of instruction on Robert's Rules of Order
- T33: Tie Six-Pillar subject matter to school curriculum

Strategy 5.2: Educate the business community and general citizenry on the judicial and legislative systems

Tactics:

- T34: Provide state of the art web-based and mobile access to information
- T35: Organize workshops/town-hall meetings to improve communication between stakeholders
- T36: Educate stakeholders to understand the components of state, county and municipal budgets

Metrics:

- M9: Track number of civic education field trips and hands-on experiences
- M10: Track number of 7th grade students who demonstrate knowledge by passing
- M11: Track number of schools that offer a civics and governments week program during Florida Civic Government week in October

Recommended Advocates:

Association of City Managers, Association of Mayors, Broward County and municipal Boards, Broward County Council of Chambers (Chambers of Commerce), Broward County School Board, Broward League of Cities, Children's Services Council of Broward County, local municipalities, private schools

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GOAL 6: STRIVE FOR A CIVIL SOCIETY* (NON-GOVERNMENTAL ENTITIES) THAT MAXIMIZES COMBINED EFFORTS

Strategy 6.1: Improve communication between civil society stakeholders (chambers of commerce, business groups, religious organizations, HOAs, etc.) and the broader community

Tactics:

T37: Establish and maintain channels of open communication

T38: Utilize a shared planned event calendar

T39: Develop a network of public media outlets and a media strategy to provide the citizenry with information about Broward County civil society

Strategy 6.2: Foster Broward civil society interest in efficiency and accountability of governmental entities

Tactics:

T40: Educate civil society as to the link between government efficiency, accountability, and lower taxes

T41: Encourage Civil Society to establish and publicize performance standards for efficiency and accountability on the part of public officials

T42: Encourage Civil Society to establish and publicize performance standards for efficiency and accountability on the part of governmental entities

Strategy 6.3: Civil society should consider re-establishing and funding a fair campaign practices committee and explore use of that principle in other relevant areas

Tactics:

T43: Consider re-establishing and funding the fair campaign practices committee

T44: Consider assigning responsibility of implementing tactics T41 and T42 to the Fair Campaign Committee

** Civil society is the arena outside of the family, the state, and the market where people associate to advance common interests.[1] It is sometimes considered to include the family and the private sphere and then referred to as the "third sector" of society, distinct from government and business.[2] Dictionary.com's 21st Century Lexicon defines civil society as 1) the aggregate of non-governmental organizations and institutions that manifest interests and will of citizens or 2) individuals and organizations in a society which are independent of the government. Source: Wikipedia.com*

Broward County: 2012 Six Pillars Community Strategic Plan

**PILLAR: Civic and Governance Systems
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Efficiency & Accountability, Justice & Legal Systems, Civil Society)**

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Metrics:

M12: Create community calendar

M13: Track the number of events scheduled on the community calendar once it is created

Recommended Advocates:

Association of City Managers, Association of Mayors, Broward County Commission and constitutional offices, Broward County and municipal Boards, Broward County Council of Chambers (Chambers of Commerce), Broward County School Board, Broward League of Cities, citizen and watchdog groups, Greater Fort Lauderdale Alliance, Leadership Broward, local municipalities, The Broward Workshop

Additional Strategies and Tactics for Development and Refinement:

Determine if existing legislation regarding annexation of Broward County Unincorporated areas contributes to Goal #3

Review, and implement where feasible, the recommendations of the Broward County Charter Revision Committee

Review "Broward County" name to ensure it has appropriate brand recognition in the global marketplace

Require centralized and consistent lobbyist registration ordinances by all Broward County units of government

Encourage the use of the English language for governmental matters to achieve efficiencies

Close the loopholes on Florida Constitutional Article 7, Section 18 addressing unfunded mandates

Encourage the legislature to support revisions to the current unfunded mandates provision of the Florida Constitution that would eliminate unnecessary exemptions

Educate constituents about State Government efforts to implement legislation that fall within the exemptions of Article 7, Section 18 (d) of the Florida Constitution

Measure the financial impact of legislation implementing exemptions to Article 7, Section 18 (d) of the Florida Constitution

Broward County: 2012 Six Pillars Community Strategic Plan

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

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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

Broward County: 2012 Six Pillars Community Strategic Plan

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

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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

Broward County: 2012 Six Pillars Community Strategic Plan

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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

Broward County: 2012 Six Pillars Community Strategic Plan

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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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**PILLAR: Quality of Life and Quality Places
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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 3rd 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



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**For more information, please visit
www.SixPillarsBroward.org**