

SIX PILLARS BROWARD COUNTY

Community Strategic Plan



2017 ANNUAL REPORT TO THE COMMUNITY

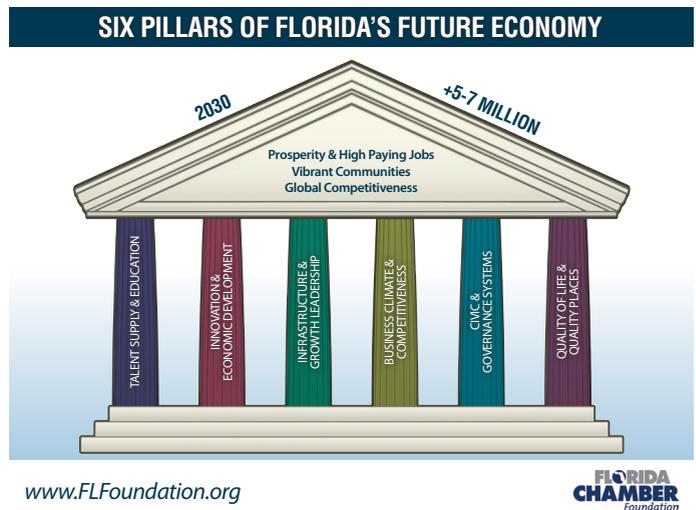
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THE BROWARD COUNTY SIX PILLARS™ COMMUNITY PLAN 2017 REPORT TO THE COMMUNITY

Background

In 2011, Broward County community leaders and volunteers 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. The plan was developed over the next year and launched in October 2012. The plan consists of 22 goals, 82 strategies and nearly 400 tactics.

This is the 2017 report to the community, indicating metrics comparing Broward County with the other urban counties in Florida regarding issues pertaining to the Six Pillars, and highlights of examples of activities and success stories in Broward County in the past year. A copy of the entire report and additional information is available at www.sixpillarsbroward.org.



The Six Pillars™ Framework

The Six Pillars™ framework is the product of years of collaboration and research by the Florida Chamber Foundation, working with many other partners. It identifies the critical factors determining Florida's future and that of its communities. They are as follows for Broward County:

Talent Supply & 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.

Innovation & 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.

Infrastructure & Growth Leadership: This Pillar highlights the fundamental contributions of factors such as transportation, water and environmental protection, and land use to a vibrant economy. Smart and timely investments in strategies tied to sustainable infrastructure targets will result in economic prosperity for all of Broward County.

Business Climate & Competitiveness: When making decisions about where to locate and expand their business, owners and executives make their decisions based on the attractiveness of a particular location in regard to business climate. To ensure economic success, we must constantly monitor our business climate and consider policy changes that secure our position among the most business-friendly locations that businesses may consider.

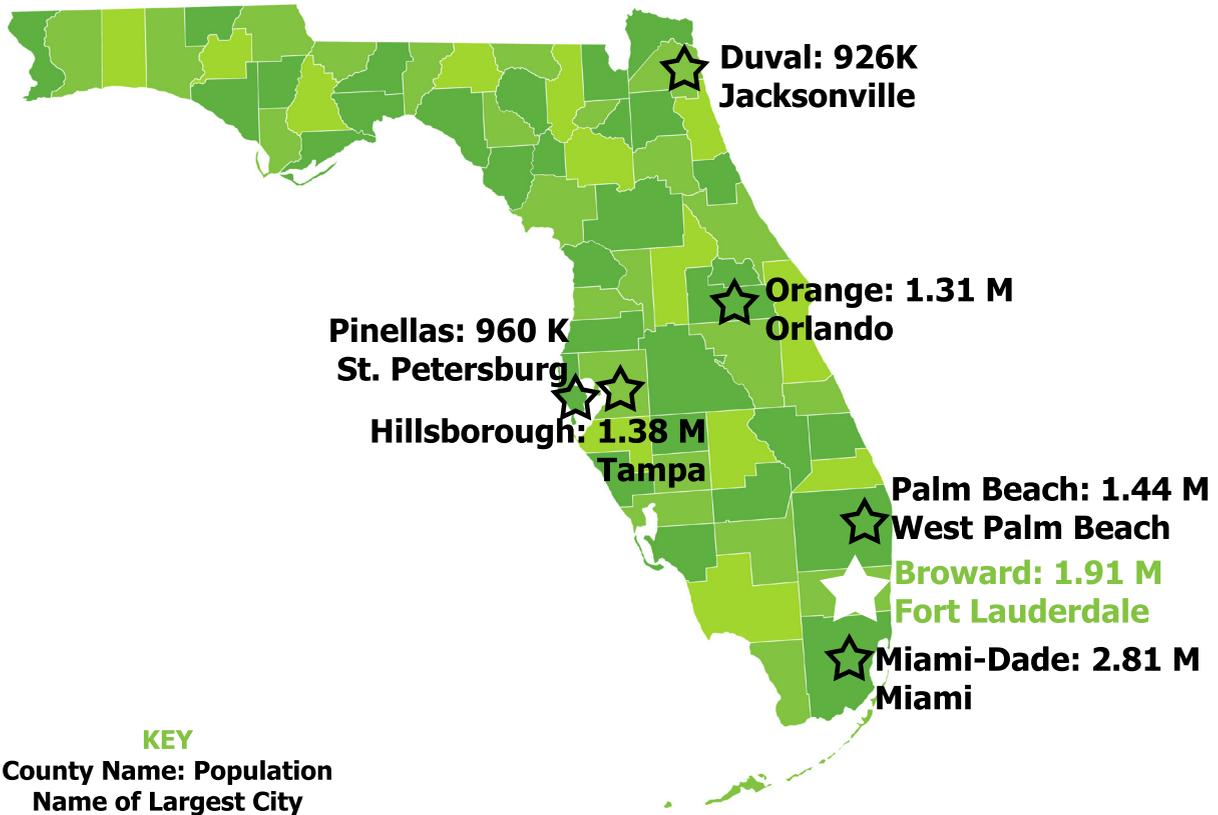
Civic & Governance Systems: Even the most ardent supporters of free markets recognize the role of structures in place to deliver services, set rules that organize business and society, and provide vehicles for the public to engage in, influence, and change the way society works. It is the goal in this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

Quality of Life & Quality Places: 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.

Thank you to all the volunteers and organizations who are contributing to making the Broward Six Pillars™ Community Plan a great success!

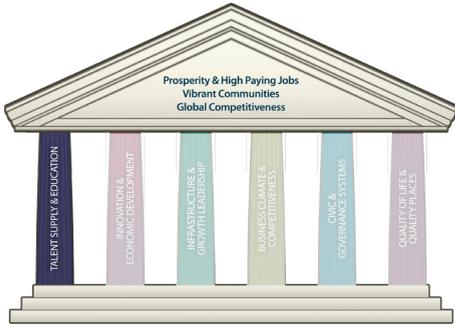
RESULTS & STATISTICS

STATE OF FLORIDA 20.6 MILLION RESIDENTS



County	Broward	Duval	Hillsborough	Miami-Dade	Orange	Palm Beach	Pinellas	State of Florida
Largest City	Fort Lauderdale	Jacksonville	Tampa	Miami	Orlando	West Palm Beach	St. Petersburg	Florida
County Population 2012	1,761,993	866,431	1,238,365	2,512,219	1,153,795	1,324,085	917,389	19,352,021
County Population 2016	1,909,632	926,255	1,376,238	2,712,945	1,314,367	1,443,810	960,730	20,612,439

Source: American Community Survey



TALENT SUPPLY & EDUCATION

High School Graduate or Higher			
	2013	2014	2015
Pinellas	88.90%	89.40%	90.00%
Duval	87.90%	88.40%	88.60%
Broward	87.80%	87.90%	88.20%
Palm Beach	87.50%	87.70%	87.80%
Orange	87.20%	87.30%	87.60%
Hillsborough	86.80%	87.10%	87.50%
Miami-Dade	78.80%	79.50%	80.10%
State of Florida	86.10%	86.50%	86.90%

Source: American Community Survey

Some College or Associate's Degree			
	2013	2014	2015
Orange	51.10%	52.40%	52.30%
Miami-Dade	44.10%	45.60%	46.90%
Hillsborough	44.10%	44.70%	45.60%
Broward	44.60%	44.80%	44.80%
Palm Beach	43.20%	43.30%	44.60%
Pinellas	42.00%	42.60%	43.20%
Duval	42.30%	41.40%	41.60%
State of Florida	44.30%	44.90%	45.40%

Source: American Community Survey

Bachelor's Degree or Higher			
	2013	2014	2015
Palm Beach	32.40%	32.80%	33.60%
Orange	30.10%	30.60%	31.10%
Broward	29.90%	30.20%	30.80%
Hillsborough	29.50%	29.80%	30.60%
Pinellas	27.50%	28.30%	28.90%
Duval	26.40%	26.50%	27.30%
Miami-Dade	26.30%	26.40%	26.90%
State of Florida	26.40%	26.80%	27.30%

Source: American Community Survey

Graduate Degree or Professional Degree			
	2013	2014	2015
Palm Beach	12.20%	12.30%	12.50%
Hillsborough	10.40%	10.50%	11.10%
Broward	10.70%	10.80%	11.00%
Orange	9.80%	10.20%	10.30%
Pinellas	9.50%	9.70%	10.10%
Miami-Dade	9.70%	9.70%	9.80%
Duval	8.20%	8.30%	8.60%
State of Florida	9.50%	9.60%	9.80%

Source: American Community Survey



3rd Grade Reading Scores - Percentage of students who achieved Level 3 or Above in the 3rd Grade English Language Arts Florida Standards Assessment.		
	2014	2015
Duval	54%	60%
Broward	52%	55%
Orange	55%	54%
Pinellas	52%	53%
Miami-Dade	54%	53%
Palm Beach	51%	52%
Hillsborough	48%	44%
State of Florida	53%	54%

Source: The Florida Scorecard

INNOVATION & ECONOMIC DEVELOPMENT



Employment Increases by Major Industry Sectors: February 2016- February 2017							
Industry Title	Broward County	Duval County	Miami-Dade	Orlando-Kissimee-Sanford	Palm Beach County	Tampa-St. Petersburg-Clearwater	Florida
Construction	2300	1900	500	6000	3300	7300	32300
Manufacturing	0	900	300	2100	500	1500	13000
Wholesale Trade	500	0	100	2600	0	500	7800
Retail Trade	2100	4200	1800	5200	900	3400	28200
Transportation, Warehousing, and Utilities	700	-100	1800	500	300	-400	5100
Information	0	200	0	-500	-200	400	0
Financial Activities	-100	1800	-300	3600	-800	2200	10800
Professional and Business Services	5200	5200	2400	8700	2300	6900	35500
Education and Health Services	4000	5000	9100	3700	2100	6900	44900
Leisure and Hospitality	1900	4300	1400	15100	3500	4900	36100

Source: Florida Department of Economic Opportunity

Utility Patents Issued			
	2014	2015	Total since 2000
Palm Beach	611	539	6,336
Broward	456	428	5,361
Miami-Dade	396	371	4,027
Pinellas	268	256	3,339
Hillsborough	341	299	2,665
Orange	188	185	2,094
Duval	66	60	718
State of Florida	4,211	4,053	46,182

Source: The United States Patent and Trademark Office (USPTO)

STEM Talent - % of Population 25 and over Who Have a Bachelor's Degree in a STEM Field			
	2013	2014	2015
Hillsborough	42.36%	43.88%	42.90%
Miami-Dade	42.39%	41.87%	42.70%
Pinellas	41.36%	42.24%	42.40%
Duval	42.33%	42.02%	41.70%
Broward	40.40%	41.50%	41.30%
Orange	38.34%	41.15%	40.70%
Palm Beach	40.48%	41.39%	39.70%
State of Florida	40.89%	41.49%	41.50%

Source: American Community Survey

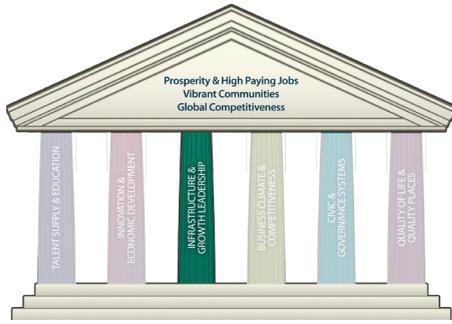
Average Annual Wage			
	2013	2014	2015
Palm Beach	\$47,440	\$49,123	\$51,373
Miami-Dade	\$46,221	\$47,657	\$50,533
Hillsborough	\$47,088	\$47,939	\$50,078
Duval	\$46,845	\$48,304	\$49,578
Broward	\$44,579	\$46,033	\$48,772
Pinellas	\$43,021	\$44,291	\$46,054
Orange	\$42,604	\$43,889	\$45,994
State of Florida	\$42,904	\$44,065	\$46,236

Source: Florida Department of Economic Opportunity



Number Unemployed & Unemployment Rate (%)				
	2015	Rate	2016	Rate
Hillsborough	29,221	4.3	30,349	4.3
Orange	28,969	4.2	30,091	4.3
Pinellas	20,142	4.2	20,697	4.4
Broward	43,255	4.3	44,528	4.5
Palm Beach	30,860	4.5	32,095	4.6
Duval	21,948	4.8	22,697	4.9
Miami-Dade	76,920	5.8	68,071	5.1
State of Florida	487,000	5.0	461,000	4.7

Source: Florida Department of Economic Opportunity



INFRASTRUCTURE & GROWTH LEADERSHIP

Waste Generation- Pounds Per Day Per Capita - Total Solid Waste (Includes Recycling)	
Broward	6.7
Miami-Dade	7.5
Hillsborough	8.7
Palm Beach	8.8
Duval	9.8
Pinellas	10.2
Orange	10.2
State of Florida	7.8

Source: The Florida Scorecard

Land Conservation - Percentage of Total Land Area Considered Under Conservation (Federal, State or Local and Some Privately Managed)		
	2014	2015
Miami-Dade	67%	68%
Broward	62%	62%
Palm Beach	36%	37%
Duval	19%	20%
Orange	16%	17%
Hillsborough	16%	16%
Pinellas	10%	10%
State of Florida	27%	28%

Source: The Florida Scorecard

Total Water Withdrawals (million gallons per day)	
Orange	257.61
Miami-Dade	461.09
Pinellas	492.96
Palm Beach	706.84
Duval	760.13
Broward	1,280.62
Hillsborough	1,961.39
State of Florida	14,988.29

Source: U.S. Department of the Interior

Bridge Condition - Total & Percentage of Bridges that are not Structurally Deficient or Functionally Obsolete as Defined by FDOT		
	% NOT SD or FO 2015	% NOT SD or FO 2017
Orange	89%	86%
Hillsborough	87%	86%
Palm Beach	87%	85%
Duval	86%	84%
Miami Dade	76%	85%
Pinellas	82%	83%
Broward	83%	81%
State of Florida	86%	83%

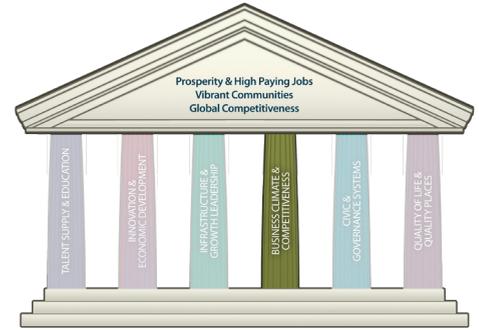
Source: Florida Department of Transportation 2015



Daily Vehicle Miles Traveled						
	Total Miles 2013	Miles Per Capita 2013	Total Miles 2014	Miles Per Capita 2014	Total Miles 2015	Miles Per Capita 2015
Miami-Dade	51,101,224	20.05	53,260,410	20.48	53,515,691	19.73
Pinellas	21,460,593	23.33	21,904,344	23.68	22,470,796	23.39
Broward	43,980,625	24.64	44,954,127	24.76	45,726,693	23.95
Palm Beach	33,617,131	25.10	35,139,090	25.86	36,457,016	25.25
Hillsborough	34,614,572	27.52	35,714,118	27.91	36,696,436	26.66
Orange	34,904,854	29.70	36,389,540	30.32	37,201,259	28.30
Duval	28,028,016	32.12	28,500,631	32.36	29,779,696	32.15
State of Florida	527,950,180	26.94	550,795,629	27.67	566,360,175	27.48

Source: Florida Department of Transportation 2015

BUSINESS CLIMATE & COMPETITIVENESS



Average Annual Wage			
	2013	2014	2015
Palm Beach	\$47,440	\$49,123	\$51,373
Miami-Dade	\$46,221	\$47,657	\$50,533
Hillsborough	\$47,088	\$47,939	\$50,078
Duval	\$46,845	\$48,304	\$49,578
Broward	\$44,579	\$46,033	\$48,772
Pinellas	\$43,021	\$44,291	\$46,054
Orange	\$42,604	\$43,889	\$45,994
State of Florida	\$42,904	\$44,065	\$46,236

Source: Florida Department of Economic Opportunity

Building Permits (Total Units)		
	2013	2016
Miami-Dade	10,316	12,617
Orange	9,033	9,606
Hillsborough	6,872	9,486
Palm Beach	5,135	5,381
Broward	4,470	5,452
Pinellas	3,055	3,097
Duval	2,996	4,514
State of Florida	86,225	109,924

Source: U.S. Bureau of the Census

Number of Business Establishments per 100,000 residents				
	Total 2013	Per 100,000 residents 2013	Total 2014	Per 100,000 residents 2014
Palm Beach	44,234	32.24	45,323	31.39
Broward	57,607	31.34	58,549	30.66
Miami-Dade	78,629	30.05	80,197	29.56
Pinellas	26,751	28.80	27,023	28.13
Orange	33,317	27.20	34,229	26.04
Duval	33,317	26.90	23,987	25.90
Hillsborough	33,317	25.80	34,020	24.72
State of Florida	33,317	25.66	519,875	25.22

Source: American Community Survey

Number of Business Establishments by Number of Employees					
	Total	1-19 employees	20-99 employees	100-499 employees	500+ employees
Miami-Dade	80,197	72,311	6,519	1,226	141
Broward	58,549	52,557	4,932	976	84
Palm Beach	45,323	40,681	3,848	740	54
Hillsborough	34,020	29,290	3,808	818	104
Orange	34,229	29,109	4,127	855	138
Pinellas	27,023	23,927	2,479	558	59
Duval	23,987	20,288	3,001	604	94
State of Florida	519,875	460,340	49,286	9,140	1,109

Source: American Community Survey 2014

Number Unemployed & Unemployment Rate (%)				
	2015	Rate	2016	Rate
Hillsborough	29,221	4.3	30,349	4.3
Orange	28,969	4.2	30,091	4.3
Pinellas	20,142	4.2	20,697	4.4
Broward	43,255	4.3	44,528	4.5
Palm Beach	30,860	4.5	32,095	4.6
Duval	21,948	4.8	22,697	4.9
Miami-Dade	76,920	5.8	68,071	5.1
State of Florida	487,000	5.0	461,000	4.7

Source: Florida Department of Economic Opportunity





CIVIC & GOVERNANCE SYSTEMS

Voter Turnout - Percentage of Registered Voters Who Voted in the 2012 Election (latest available)	
Duval	74.30%
Pinellas	73.70%
Hillsborough	72.90%
Palm Beach	69.60%
Orange	68.10%
Miami-Dade	67.60%
Broward	66.80%
State of Florida	71.50%

Source: The Florida Scorecard

Public Charities		
	2015	2016
Miami-Dade	4,199	4,494
Broward	3,600	3,849
Palm Beach	2,774	2,949
Hillsborough	2,508	2,651
Orange	2,445	2,642
Pinellas	2,066	2,118
Duval	1,788	1,961
State of Florida	36,553	38,905

Source: National Center for Charitable Statistics, 2016



Charitable Giving	
Median Contribution 2012	
Duval	\$4,064
Palm Beach	\$3,012
Pinellas	\$3,220
Orange	\$3,372
Miami-Dade	\$2,738
Hillsborough	\$3,397
Broward	\$2,975
State of Florida	\$3,346

Source: Chronicle of Philanthropy, 2012

QUALITY OF LIFE & QUALITY PLACES



Homeownership Rate			
	2013	2014	2015
Palm Beach	69.5%	70.2%	69.1%
Pinellas	64.4%	65.5%	64.8%
Broward	63.1%	64.5%	63.5%
Duval	59.5%	60.3%	59.2%
Hillsborough	57.3%	59.3%	58.5%
Orange	54.2%	56.0%	55.0%
Miami-Dade	53.2%	55.0%	53.8%
State of Florida	67.1%	66.1%	65.3%

Source: American Community Survey

Per Capita Income			
	2013	2014	2015
Palm Beach	\$57,985	\$66,914	\$68,743
Pinellas	\$45,574	\$45,925	\$47,731
Broward	\$43,792	\$43,283	\$44,909
Hillsborough	\$40,680	\$41,902	\$43,435
Miami-Dade	\$39,880	\$41,883	\$43,278
Duval	\$42,423	\$41,316	\$41,339
Orange	\$37,844	\$38,007	\$39,591
State of Florida	\$44,765	\$42,737	\$44,429

Source: Bureau of Economic Analysis



Access to Exercise Opportunities	
	2017
Broward	100%
Pinellas	100%
Miami-Dade	99%
Orange	98%
Palm Beach	98%
Hillsborough	95%
Duval	93%
State of Florida	92%

Source: County Health Rankings & Roadmaps

Health Status - Percentage of Survey Respondents that Report Good, Very Good or Superior Health	
	2015
Broward	84%
Palm Beach	86%
Pinellas	85%
Orange	83%
Duval	83%
Hillsborough	82%
Miami-Dade	78%
State of Florida	84%

Source: County Health Rankings & Roadmaps

Physical Inactivity	
	2017
Broward	23%
Miami-Dade	21%
Hillsborough	22%
Palm Beach	22%
Pinellas	22%
Orange	23%
Duval	24%
State of Florida	23%

Source: County Health Rankings & Roadmaps

QUALITY OF LIFE & QUALITY PLACES CONTINUED

Uninsured as a Percent of the Population			
	2013	2014	2015
Duval	17.20%	16.20%	15.00%
Pinellas	17.40%	16.60%	15.20%
Hillsborough	18.50%	17.70%	16.30%
Palm Beach	20.10%	19.20%	17.50%
Broward	22.60%	21.70%	19.80%
Orange	22.20%	21.60%	19.90%
Miami-Dade	29.80%	28.30%	25.60%
State of Florida	20.40%	19.60%	18.00%

Source: American Community Survey

Persons Below Poverty Level			
	2013	2014	2015
Pinellas	14.10%	14.30%	14.40%
Broward	14.30%	14.60%	14.50%
Palm Beach	14.50%	14.60%	14.50%
Hillsborough	16.80%	17.20%	17.00%
Duval	16.90%	17.40%	17.30%
Orange	17.00%	17.80%	17.80%
Miami-Dade	19.90%	17.80%	20.40%
State of Florida	16.30%	17.80%	16.50%

Source: American Community Survey

Median Household Income			
	2013	2014	2015
Palm Beach	\$52,432	\$52,878	\$53,363
Broward	\$51,251	\$51,574	\$51,968
Hillsborough	\$49,596	\$50,122	\$50,579
Orange	\$47,581	\$47,556	\$47,943
Duval	\$48,323	\$47,582	\$47,690
Pinellas	\$45,535	\$45,574	\$45,819
Miami-Dade	\$43,100	\$43,099	\$43,129
State of Florida	\$46,956	\$47,212	\$47,507

Source: American Community Survey

Housing permits issued for single-family homes (in thousands)				
	2012	2013	2014	2015
Hillsborough	4.06	4.80	4.41	5.68
Orange	3.91	4.36	4.48	4.99
Palm Beach	2.25	2.67	2.53	2.85
Miami-Dade	1.82	2.27	2.08	2.80
Duval	1.42	2.00	2.24	2.61
Pinellas	489	714	695	1.66
Broward	1.02	1.43	1.18	1.49

Source: U.S. Bureau of the Census

SIX PILLARS™ HIGHLIGHTS

Significant progress continues to be made in the implementation of the Six Pillars goals, strategies and tactics. Following are just a few examples of success stories and activities regarding the Six Pillars implementation process in Broward County over the past year. To see the entire report, please go to www.sixpillarsbroward.org.

Talent Supply & Education

Tactic: Collaborate strongly with community agencies and groups (such as the Literacy Coalition) to eradicate illiteracy in Broward County.

Success Story/Update: The Children's Services Council's (CSC) Broward Campaign for Grade Level Reading/Literacy Committee continues to make great strides in the community with a number of initiatives underway. The Committee is a partnership for grade level reading proficiency between the Broward Children's Services Council, Broward County Public Schools, Broward Early Learning Coalition, Broward County Library System and multiple community organizations. The goal of the Committee is to connect literacy initiatives across Broward with a focus on school readiness, summer learning, family engagement, school attendance, and third grade proficiency for all students.



Tactic: Integrate career exposure into school curricula – offer career courses.

Success Story/Update: Nearly one thousand Broward County Public Schools high school juniors participated in the inaugural Claim Your Future Showcase on February 8 at the BB&T Center in Sunrise. The students had an opportunity to explore a variety of career possibilities in Broward County and learn about the skills needed to pursue their professional goals. This was a partnership between the Greater Fort Lauderdale Alliance and the Broward County Public Schools' Career, Technical, Adult & Community Education (CTACE) program. The event brought together over fifty local companies so that students could learn about career pathways that are open to them.

Tactic: 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.

Success Story/Update: Firewall Centers' T.H.I.N.K. Leadership Program is designed to improve students' school attendance, behavior and course performance outcomes. Because Firewall provides students with practical academic help, individualized success plans, and accountability and encouragement from mentors, they begin to take ownership over their lives and schoolwork; therefore, pursuing an education beyond high school becomes a reality for them as they gain confidence in their ability to reach their goals year after year. The program's T.H.I.N.K. curriculum also equips students with life skills that build their ability to make informed decisions, prioritize their schedules, and overcome obstacles. It teaches the students resilience, perseverance, and leadership principles.

Tactic: Increase and strengthen mentoring, apprenticeship and paid (co-op) and for-credit internship programs.

Success Story/Update: CareerSource Broward, in partnership with Broward College and the Broward Workshop, developed BrowardIntern.com to help link businesses with talented and highly qualified young people seeking internships. The website (www.browardintern.com) allows any company that has an internship opportunity based in Broward County to post their open positions at no cost and gives students the ability to upload their resumes, via the online portal, to be seen by employers and human resources representatives looking for interns.

Tactic: 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.

Success Story/Update: In October, OIC of South Florida convened its very successful "Building, Elevating and Sustaining the Middle Class Summit" to dialogue strategies and solutions focused on Florida's highly vulnerable middle class. The purpose of the event was to identify how to elevate the middle class by reducing barriers to success while equipping and empowering individuals and families to realize economic self-sufficiency. The Summit focused on the employment and economic development needs of the middle class; strategies for harnessing and improved collaboration of resources and operational strengths of all stakeholders; tools that support middle job upskilling in response to 21st century employer

needs and requirements, and other topics such as attainable housing. Also, in February, OIC hosted A Job and Vendor Fair in partnership with the Seminole Tribe of Florida. Collaborative partners included the Broward County Office of Economic and Small Business Development, Greater Fort Lauderdale Alliance, CareerSource Broward, Hispanic Unity of Florida, Urban League of Broward County, CareerSource South Florida, ARC Broward, Florida State Minority Supplier Development Council, and others.

Innovation & Economic Development



Tactic: Inventory Broward County's talent to know where gaps exist between the needs of companies and the workers available to fill the jobs.

Success Story/Update: JPMorgan Chase & Co. invested \$125,000 with the Greater Fort Lauderdale Alliance Foundation to develop a local market analysis and report assessing the skills gap in Greater Fort Lauderdale/Broward County. The report was developed with CareerSource Broward and other partners, and evaluated both worker skills and employer needs to develop a framework that can help accelerate training and fill high-demand jobs. The report focused on key industries including High-Tech Manufacturing, Aviation/Aerospace, Technology, Corporate Headquarters, Life Sciences, Marine Industries and Global Logistics.

Tactic: Target recruits from large cities with big hassles (i.e., Washington, DC and Metro New York).

Success Story/Update: In 2016, the Greater Fort Lauderdale Alliance launched a new social media campaign through LinkedIn to recruit talent from other communities and colleges and universities.

Tactic: Support expansion projects at Port Everglades and Fort Lauderdale – Hollywood International Airport (in an environmentally responsible manner).

Success Story/Update: With the long-sought-after goal of authorization for the widening and deepening project of Port Everglades received in the first quarter of 2017, the Port Everglades Advocacy Team (PEAT), has now moved into an appropriations phase. PEAT is a collaborative initiative between the Greater Fort Lauderdale Alliance, the Broward Workshop, Port Everglades, the Port Everglades Association, and other community organizations. It focuses on key projects such as the Turning Notch, Dredging Project and Intermodal Container Transfer Facility.

Tactic: Emphasize high quality of life to attract young, talented professionals.

Success Story/Update: The Greater Fort Lauderdale Alliance, in partnership with the Pontes Group, created and launched a promotional video and social media campaign showcasing the reasons why successful young professionals choose to live and work in Greater Fort Lauderdale. The campaign is titled #WhyGFL. To date, there have been approximately 14,000 views of the video on social media sites.

Tactic: Implement a marketing campaign to attract innovative companies worldwide.

Success Story/Update: This campaign is being done by the Greater Fort Lauderdale Alliance through its Life Less Taxing and Techgateway.org programs.

Tactic: Create affordable housing for young professionals.

Success Story/Update: In 2016, the Coordinating Council of Broward (CCB) began work on developing a plan to create an additional supply of affordable workforce housing in Broward County. The CCB, in partnership with the Broward Housing Council, also convened the Broward Housing Summit in March 2017 to develop and build consensus around housing issues and solutions in Broward County.

Tactic: Bring early stage or final stage finance conferences to Broward County.

Success Story/Update: In 2016 and 2017, SUP-X, the premier conference in the Eastern United States that brings together startup and early stage entrepreneurs, angel investors, venture capitalists and related service providers was held in Fort Lauderdale.

Infrastructure & Growth Leadership

Tactic: Encourage a regional/statewide commuter rail transportation system.

Success Story/Update: Construction of All Aboard Florida's (Brightline) downtown Fort Lauderdale station is well underway, on a nearly 60,000 square foot station and platform. The Fort Lauderdale station will be one of three South Florida stations along the Miami-to-Orlando corridor. It will be located on land adjacent to the Florida East Coast Railway (FEC) corridor on NW 2nd Avenue, between Broward Boulevard and NW 4th Street. Located at the northern end of downtown Fort Lauderdale, the station will stimulate a currently underutilized area, driving new visitors into downtown and the surrounding cultural, economic and shopping destinations. Brightline, the only privately-funded express passenger rail system in the country, also announced that its first trainset, BrightBlue, has begun initial testing on its nine-mile test track.



Tactic: 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.

Success Story/Update: The Broward MPO has participated in securing several grants for the Broward region which include the wave street car project, climate change adaptation and vulnerability project, and integrated corridor management project.

Tactic: Support Broward Go Solar effort to reduce permitting time and costs associated with rooftop PV and expand the permitting system to include solar thermal.

Success Story/Update: Broward County residents have formed East and West Solar Co-Ops to go Solar Together. Neighbors have formed two solar co-ops, one for County residents who live east of US 441 and the other for residents who live west of US 441. The goal is to save money and make going solar easier, while building a network of solar supporters. Broward County, Go Solar Florida and FL SUN are co-op sponsors.

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

Success Story/Update: The Greater Fort Lauderdale Convention and Visitors Bureau publishes numerous transportation options for visitors on its sunny.org website.

Tactic: Encourage local municipalities to start Property Assessed Clean Energy (PACE) financing programs for commercial and residential properties.

Success Story/Update: In 2016, Broward County Commissioners approved a county-wide Property Assessed Clean Energy (PACE) program that allows property owners to receive upfront financing for a variety of energy-related home improvements. Property owners then repay the debt through voluntary assessments on their property tax bills. This method of financing allows people to make significant energy improvements that may otherwise be cost prohibitive, and without impacting their credit scores.

Business Climate & Competitiveness

Tactic: Re-evaluate target industries every five years to account for emerging industries.

Success Story/Update: In 2015, the Greater Fort Lauderdale Alliance commissioned a study to determine the target industry clusters which offer the greatest potential for growth in Broward County over the next five years. This included existing and emerging industries. The results of the study, called Target 20/20, were released in October 2015. A strategic marketing plan has been developed and the plan is in the process of being implemented to attract and retain companies in those industries.

Tactic: 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.

Success Story/Update: This has been done by the Greater Fort Lauderdale Alliance and can be found on the Alliance's website at www.gflalliance.org/permits.



Tactic: Determine what degrees, certifications and skills are needed to support the knowledge-based economy and identify post-secondary institutions that can meet those needs.

Success Story/Update: This was done as part of the JPMorgan Chase & Co \$125,000 investment with the Greater Fort Lauderdale Alliance Foundation to develop a local market analysis and report assessing the skills gap in Greater Fort Lauderdale/Broward County. The new report was developed with CareerSource Broward and other partners, and evaluated both worker skills and employer needs to develop a framework that can help accelerate training and fill high-demand jobs.

Tactic: Provide updated information to companies regarding where they can find access to capital.

Success Story/Update: This is an ongoing function of the Greater Fort Lauderdale Alliance and information can be found on the Alliance's website at www.gflalliance.org/accesstocapital.

Tactic: 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.

Success Story/Update: This is regularly done in meetings between the Greater Fort Lauderdale Alliance and companies considering Broward County as a business location. It is also a prominent feature in the Alliance's annual Economic Sourcebook and Market Profile book, and on the Alliance's website.

Civic & Governance Systems

Tactic: Leverage and create programs to connect community leaders and government officials.

Success Story/Update: Broward County residents participated in Class V of the Broward County Academy. The Academy is a community education outreach series that provides participants with a unique opportunity to learn about County government and the services it provides to enhance and promote quality of life for residents, businesses and visitors. The 2016 Academy sessions were held on ten consecutive Thursdays from 6-9 p.m. beginning September 8th and concluding with graduation ceremonies on November 10th.

Tactic: Increase voter participation.

Success Story/Update: The High School Voter Registration Drive (HSVR) is an annual effort between the Broward County Supervisor of Elections Office with the cooperation and significant support of the Broward County Public Schools and numerous Private and Charter Schools.



Tactic: Provide state of the art web-based and mobile access to information (in order to educate the business community and general citizenry on the judicial and legislative systems).

Success Story/Update: Broward County has a mobile version of the County's website in order to provide quicker, easier access to programs and services of the Broward County Commission on smartphones and other devices. The goal is to use technology to bring local government closer to residents, businesses and visitors, by expanding their access to government services anytime, anywhere and on any device.

Tactic: Fully implement meaningful ethics reform programs at all levels of county, municipal government, school board, and constitutional offices.

Success Story/Update: The Broward League of Cities holds workshops for elected officials on Broward County's code of ethics. The Broward County School board has also participated in ethics training programs. Additional ethics reforms are being considered in various formats.

Tactic: Create forums to share relevant information among stakeholders.

Success Story/Update: The Tower Forum and Fort Lauderdale Forum, Broward College's Village Square, and other similar organizations and initiatives, hold regular events where relevant information is shared among stakeholders.

Quality of Life & Quality Places

Tactic: 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.

Success Story/Update: In 2016, the Coordinating Council of Broward (CCB) began work on developing a plan to create an additional supply of affordable workforce housing in Broward County. The CCB, in partnership with the Broward Housing Council, also convened the Broward Housing Summit in March 2017 to develop and build consensus around housing issues and solutions in Broward County.

Tactic: Coordinate one stop shops for human services.

Success Story/Update: United Way of Broward County's Mobile Resource Center goes into various neighborhoods in Broward County, with accountants and financial advisers helping low to moderate income individuals and families take advantage of more than \$6,000 in Earned Income Credits.



Tactic: 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.



Success Story/Update: There are five nature centers operated by Broward County Parks and Recreation. They are located in Hollywood, Deerfield Beach, Coconut Creek, Davie and Dania Beach, and encompass more than 2,000 acres. Information about the nature centers is located at <http://www.broward.org/PARKS/FINDNATURE/Pages/NatureCenters.aspx>.

Tactic: Develop a marketing/media campaign to encourage awareness and use of parks, bike, and walking trails in Broward County.

Success Story/Update: The Broward County Parks and Recreation Division provides marketing materials on its website at <http://www.broward.org/PARKS>, including copies of its monthly electronic

newsletter. A number of topics are included that encourage awareness and use of parks, bike and walking trails in Broward County.

Tactic: Create partnerships to provide long term solutions for the homeless.

Success Story/Update: In support of goals and objectives in the County's "A Way Home" Plan to End Homelessness, the Broward County Homeless Initiative Partnership has been awarded a grant of more than \$8 million by the U.S. Department of Housing and Urban Development (HUD) through the 2016 HUD Homeless Continuum of Care (CoC) Program Competition. The HUD CoC Program award will fund 19 projects providing Supportive Services, Homeless Management Information System Support, CoC Planning, Transitional Housing, Rapid Rehousing, and Permanent Supportive Housing.

Join the Conversation: **#6PillarsBroward**
For more information, and to get involved,
visit: **SixPillarsBroward.org**

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