



FAST FORWARD FORT LAUDERDALE 2035
VISION STATEMENT

“Cities are most powerful when they are small business incubators. There are 300,000 small businesses in Fort Lauderdale – there are opportunities for entrepreneurs.” – *Big Ideas Event, 2012*

BUSINESS DEVELOPMENT



G7

GOAL 7: Be a well-positioned City within the global economic and tourism markets of the South Florida region, leveraging our airports, port, and rail connections.

G8

GOAL 8: Be known for educational excellence.

The City of Fort Lauderdale has a thriving economy with a diverse range of industries including marine, tourism, manufacturing, finance, healthcare, insurance, real estate, high technology, avionics/aerospace, and film and television production. This economic base coupled with excellent education centers will further Fort Lauderdale as a leader in **business and education development**. Both areas are valued highly by the community as expressed in *Fast Forward Fort Lauderdale 2035*. Economic Diversification received the largest number of single ideas, with primary and secondary education falling within the top five idea groups. Tourism, technology, and the importance of our relationship with higher education institutions were also reflected in the community feedback. Recently named one of the Top Ten Small Cities of the Future for Economic Potential by fDi Magazine, and with the Broward and Miami-Dade County area ranked as the fifth best place for small business growth in the country by Biz2Credit, the City of Fort Lauderdale is well-positioned for growth and investment.



City staff and local business leaders attend an Uptown Fort Lauderdale Focus Group meeting

With economic indicators trending positive, the creation of the citywide Economic Development Strategic Plan is underway to stimulate further targeted economic growth. The objective of the strategy is to **sustain, expand and diversify the City's economic base** by enhancing the business climate, creating higher paying jobs, increasing the City's tax base, and improving the quality of life for all neighbors. These economic development objectives are complemented by other Cylinder goals that address smart planning, streetscape, public realm, and housing mix improvements that will achieve long-term economic returns on investment and enhance quality of life. Focused Community Redevelopment Areas (CRAs) work to stimulate the economy now and for years to come. The Northwest-Progresso-Flagler Heights CRA expects to see an additional \$24 million in investment in the next five years; while the new Central City CRA looks to realize \$25 million in investment and a 380% increase in the overall taxable value of the area over the next 30 years.

Further assurance of a strong economic sector is having quality talent available to supply local businesses and industries with valuable human resources. Rooted in our local education system, the achievement of such a talent pool requires **respectful and innovative partnerships with regional and local education stakeholders**. According to the Urban Land Institute (ULI), by 2020, 60% of the workforce is expected to have a college degree. Currently, U.S. Census data shows that 32.6% of Fort Lauderdale residents have at least a bachelor's degree. Considering that 17.5% of residents are in poverty, progress in the education sector is crucial to strengthening future quality of life and enhancing the City's competitiveness for business attraction and future development.



The Grand Opening of Image 360 in downtown's Flagler Village

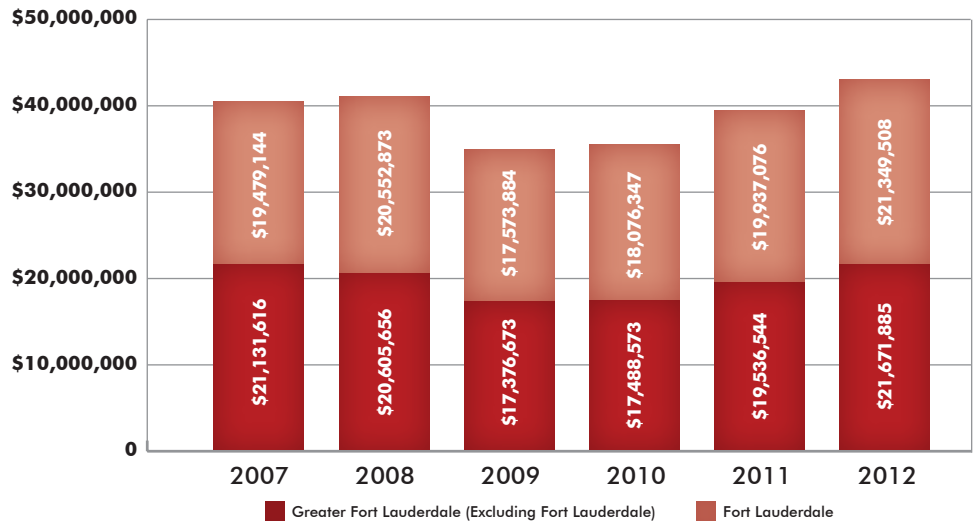


GOAL 7 OBJECTIVES

- 01** OBJECTIVE 1: Define, cultivate, and attract targeted and emerging industries
- 02** OBJECTIVE 2: Facilitate a responsive and proactive business climate
- 03** OBJECTIVE 3: Advance beach resiliency and renourishment
- 04** OBJECTIVE 4: Deliver best-in-class regional general aviation airport amenities and services to domestic and international stakeholders

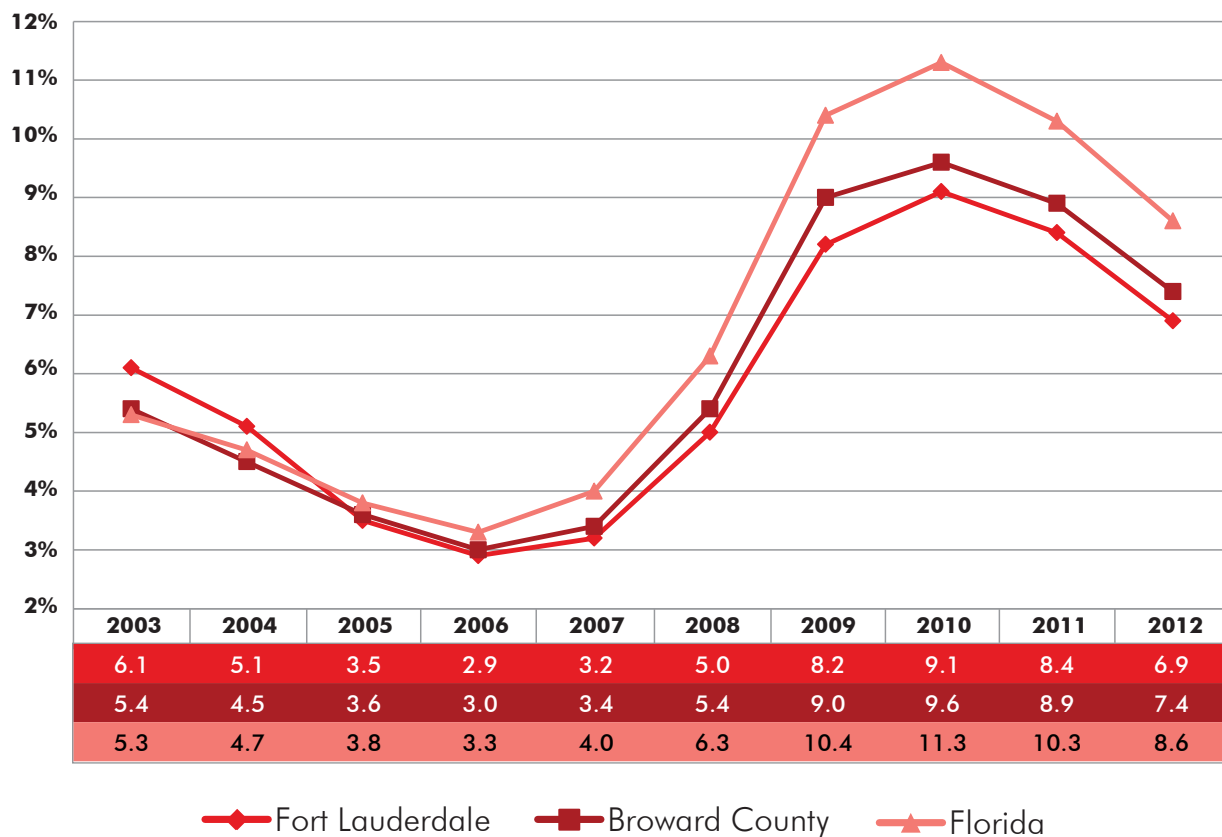
Fort Lauderdale is committed to working with partners to create an environment for economic growth. Our natural aesthetics, unique coastal assets, regional links, and strong industries place us in an advantageous position to attract, expand, and retain regional and global businesses. The City will work to optimize these strengths, acting as a catalyst over the next five years to achieve superior success. Our local economy will be further enhanced by the influx of domestic and international travelers that are able to arrive easily and enjoy their time in a destination vacationland City.

Greater Fort Lauderdale Tourism Tax Collection



Source: Greater Fort Lauderdale Convention and Visitors Bureau

Unemployment Rate



Source: Bureau of Labor Statistics

Understanding the needs of businesses presents the City with an opportunity to offer a diverse range of assistance and incentives to attract targeted businesses in a variety of industries. Fort Lauderdale can further enhance business attraction by streamlining the administrative and regulatory processes, and by doing so, make it easier to establish, open and operate a business in our community. By growing our current assets, such as making targeted investments in de-

veloping the Uptown District and expanding the potential of Fort Lauderdale Executive Airport, the City will be primed for attracting more domestic and international businesses. We will become a city that will be able to capitalize on national economic upswings and take Fort Lauderdale into the future of the global, national, and regional markets. The following objectives and initiatives outline our strategic approach to progress.

2012 NEIGHBOR SURVEY SNAPSHOT:

- 27% of neighbors rate the availability of employment in the City as excellent or good.
- 65% of neighbors rate the City as a place to work as excellent or good.

01 OBJECTIVE 1:

Define, cultivate, and attract targeted and emerging industries

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. » Evaluate and expand our portfolio of business attraction incentives	Sustainable Development (DSD)	EDAB, BCED, GFLA
2. » Work with partners to promote Fort Lauderdale as a year-round destination for domestic and international travel	DSD	GFLCC, GFLCVB
3. Work with partners to implement a City Economic Development Strategy that will include an Economic Development Profile Report, Entrepreneurial Development and Empowerment Strategy, and a Targeted Industry Growth Strategy	DSD	EDAB, BCED, GFLA, GFLCC
4. Integrate and prioritize Community Investment Plan (CIP) infrastructure investments to enhance targeted industries	Budget (CMO-BDGT)	DSD, P&R, PWD, T&M, BAB
5. Develop and implement a Marine Industry Strategy	DSD	P&R, MAB, MISF
6. Develop and monitor a performance indicator to track the economic and quality of life impacts resulting from CIP and streetscape investments	Transportation and Mobility (T&M)	CMO-SI, DSD, BC, FDOT, MPO
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
» Unemployment rate	6.9%	Decrease
» Percent of tourism tax generated by Fort Lauderdale	49.6%	50%
• Median household income	\$46,145	Increase
• Percent of neighbors that rate the City excellent or good as a place to work	65%	71%
• Total number of newly created jobs from Qualified Targeted Industry (QTI) and Economic Development (ED) Direct Cash Grants	116	1,500
• Citywide commercial vacancy rates (office, industrial, commercial)	14.3%	14.3%

02 OBJECTIVE 2:

Facilitate a responsive and proactive business climate

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. » Promote sustainable business practices and development; develop "Green Business" incentives such as fast track; reduce permit costs and reduce business tax	DSD	PWD, EDAB, SFGBC
2. Implement a Small Business Development Program to enhance long-term viability of our local economy	DSD	EDAB, Businesses, Educational Facilities, WF1
3. Develop a How-To Resource Guide and Welcome Packet for businesses	DSD	BCED, Educational Facilities, GFLA, GFLCC
4. Incorporate Business First feedback into City business development efforts	DSD	GFLCC
5. Annually review and streamline the development and permitting process to reflect business and customer feedback and trends	DSD	CMO-SI

» Indicates an idea from the Vision Plan. For more information on strategic initiative partners, see *Cylinders of Excellence Community Partners*.

6. Evolve and improve the Business Tax Receipt process	DSD	CMO-SI, FIN
7. Maintain Platinum City Certification by the Greater Fort Lauderdale Alliance for Streamlined Development Review and Permitting Process and pursue IAS (International Accreditation Service) Building Department accreditation	DSD	
8. Develop and monitor business success performance indicators	DSD	CMO-SI
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Average days to issue a new commercial construction permit	32	25
• Number of new business licenses	1,814	2,441

03

OBJECTIVE 3:

Advance beach resiliency and renourishment

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. » Update the Beach Renourishment Plan to include sand dunes and beach vegetation for natural protection against extreme weather	Public Works (PWD)	P&R, BCER, DEP
2. Work with community partners and agencies to develop a sustainable funding plan	PWD	BC, DEP, USACE
3. Quantify the value and level of protection of sand dunes	PWD	ITS, BC, DEP
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET
• Average beach width	Baseline and target data for the beach resiliency indicators are currently being developed.	
• Overall beach square footage		
• Overall beach dune(s) square footage		
• Overall beach dune(s): vegetated v. non-vegetated		

04

OBJECTIVE 4:

Deliver best-in-class regional general aviation airport amenities and services to domestic and international stakeholders

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. Examine the highest and best use of airport property to stimulate economic development and create jobs	T&M	DSD, AAB, FAA, FDOT, Uptown
2. Implement the Uptown Trolley	T&M	DSD, FDOT, Tri-Rail, Uptown
3. Promote and develop the Foreign-Trade Zone to grow import and export businesses	T&M	Consultant, GFLA, GFLCC, Uptown
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
• Number of new developments at Fort Lauderdale Executive Airport	N/A	6
• Uptown Trolley ridership	N/A	91,577
• Number of activated Foreign-Trade Zone operators	2	7
• Value of amenity improvements constructed by current tenants	\$350,000	\$1,750,000

G8

GOAL 8 OBJECTIVES

01

OBJECTIVE 1: Create a call to action with our partners to elevate our focus on excellent Pre-K through 12th grade quality public and private education

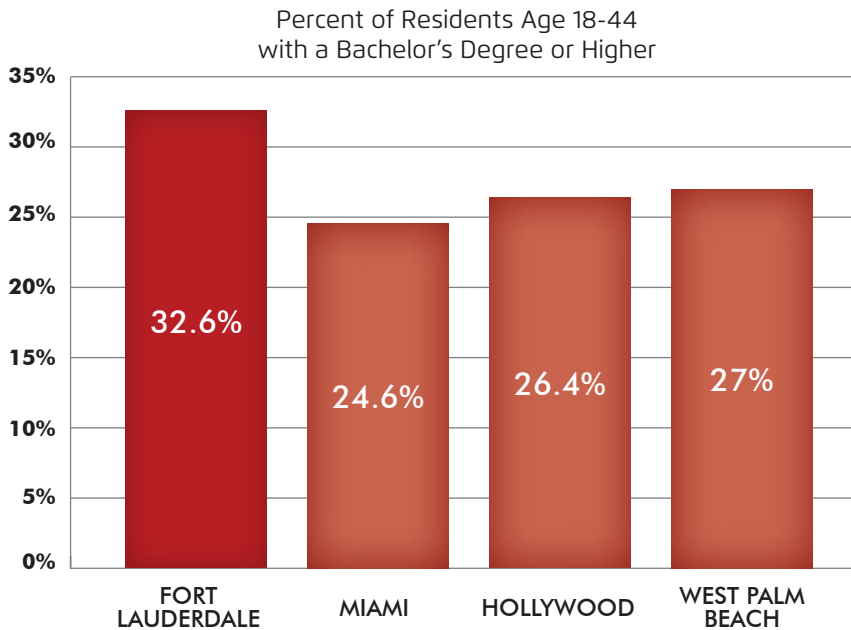
02

OBJECTIVE 2: Develop strategic alliances with business associations, colleges, and universities to connect skills development with jobs

Fort Lauderdale is committed to effectively developing and utilizing strong partnerships with business, community, and educational institutions to increase investment in the educational development of youth and adults. These flourishing partnerships will bring the community together to develop the next generation of leading talent. With targeted industries in mind, the City will reverse engineer the abilities, skills, and connections of our homegrown talent supply, building a leading-edge workforce of up-and-coming leaders primed for success and recognizable on a local, regional, and international scale.



Fort Lauderdale High School students in front of the mural they created with world-renowned pop artist, Charles Fazzino, as part of the City's Centennial Celebration



Source: 2011 American Community Survey 1-Year Estimates

Our economy will be further bolstered by the force multiplier that is an excellent public, private, and community education system. With the potential for Fort Lauderdale to be known for educational excellence, the City will open the door for further business investment in the area. Already known for our higher education network of eight colleges and universities and five vocational/technical schools, the City is on track to achieving its goal. By investing our community in the educational and professional development of our youth over the next five years, we will help develop them into the next generation of successful and prosperous business and community leaders. The following objectives and initiatives outline our strategic approach to progress.

2012 NEIGHBOR SURVEY SNAPSHOT:

- 49% of neighbors believe the City is an excellent or good place to raise and educate children.
- 30% of neighbors believe the quality of public schools is excellent or good.

01

OBJECTIVE 1:

Create a call to action with our partners to elevate our focus on excellent Pre-K through 12th grade quality public and private education

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. » Work within the existing network of government, civic, alumni, and business partners to develop a strategy and action plan to mentor and sponsor schools and students to achieve educational excellence.	Neighbor Support (CMO-NS)	EAB, BCPS, SBBC
KEY PERFORMANCE INDICATORS:	BASELINE:	5-YR TARGET:
» Percent of residents aged 18-44 with a bachelor's degree or higher	32.6%	Increase
» Fort Lauderdale public high school graduation rate	86.6%	90%
• Fort Lauderdale private high school graduation rate	100%	100%
• Percent of residents that rate the quality of public schools as excellent or good	30%	42%
• Number of mentorships	N/A	500

02

OBJECTIVE 2:

Develop strategic alliances with business associations, colleges, and universities to connect skills development with jobs

STRATEGIC INITIATIVES:	LEAD:	PARTNERS:
1. » Connect with colleges, universities, and trade schools to identify and track new programs for targeted industry talent development	DSD	EAB, BCLG, FAU, FIU, NOVA
2. » Create business incubators	DSD	T&M, Uptown
3. Develop performance indicators for tracking the connection of skills development with jobs	DSD	CMO-SI, BCLG, FAU

» Indicates an idea from the Vision Plan. For more information on strategic initiative partners, see *Cylinders of Excellence Community Partners*.

“If Fort Lauderdale really wants to have a world-class school system, then we need to engage with schools, not just send money and hope that teachers will prepare our students for the future. How can the City of Fort Lauderdale encourage owners of local businesses and others to engage with innovative teachers and create internship-mentor opportunities?” – OurVisionFTL.com, 2012