



CITY OF FORT LAUDERDALE

APPROVED
ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB)
MEETING MINUTES
CITY OF FORT LAUDERDALE
100 NORTH ANDREWS AVENUE
8TH FLOOR CONFERENCE ROOM
WEDNESDAY, JUNE 13, 2018 – 3:45 P.M.

January-December

<u>Board Member</u>	<u>Attendance</u>	<u>Present</u>	<u>Absent</u>
Jason Crush, Chair	P	4	1
Cary Goldberg, Vice Chair	P	3	2
Steven Buckingham	A	3	2
Keith Costello	A	2	3
Christopher “Kit” Denison	A	0	1
Mick Erlandson	P	5	0
PJ Espinal	P	2	3
Lonnie Maier	P	4	1
David Neal	P	2	3
Dustin Robinson	A	2	3
Jordan Yates	P	5	0

Staff

Michael Chen, City Liaison, Economic and Business Development Manager
Lutecia Florencio, Economic Development Program Aide
Suzy Joseph, Economic Development Program Aide
Karen Reese, Business Outreach / Foreign Trade Zone Administrator
Lorraine Tappen, Principal Planner, Department of Sustainable Development
Jamie Opperlee, Recording Secretary, Prototype, Inc.

Communications to the City Commission

None.

I. Call to Order & Determination of Quorum

Chair Crush called the meeting to order at 3:50 p.m. It was noted a quorum was not yet present.

Ms. Espinal and Mr. Yates arrived at 3:52 p.m.

II. Approval of May 9, 2018 Meeting Minutes

Motion made by Vice Chair Goldberg, seconded by Ms. Maier, to approve. In a voice vote, the **motion** passed unanimously.

III. Staff Updates

Mr. Chen reviewed the City's absentee policy, noting that members who are terminated from the Board due to absence may request reinstatement. There is no distinction between excused or unexcused absences. Staff is not allowed discretion in enforcement of the absentee policy.

Mr. Chen continued that all members received emails from Staff informing them that they have been assigned advisory board email accounts. Members are asked to use this address for Board correspondence. Questions related to this policy should be directed to the City Clerk's Office.

The City has participated in a number of activities related to the DCI pipeline, including exhibits at the Broward Beyond Business conference and a planned exhibit at an annual conference for entrepreneurs. Major companies are expected to participate at this conference.

Mr. Chen recalled that at the previous Board meeting, Mr. Costello had raised the possibility of creating a new VIP event associated with the Fort Lauderdale International Boat Show. The City has followed up on this topic and plans to develop a reception and seek sponsorships for this event.

The City has hosted a number of international delegations, including a group of officials from Hunan Province, China. Mr. Chen has also set up tours for various council offices representing Miami, Fort Lauderdale-Hollywood International Airport (FLL), and Port Everglades.

A. Determine if EDAB will take a summer break

Motion made by Vice Chair Goldberg, seconded by Ms. Maier, to cancel the [July 2018] meeting. In a voice vote, the **motion** passed unanimously.

IV. Presentations

A. Eddie Ng, Corradino Group, & Lorraine Tappen, Principal Planner, Department of Sustainable Development, Urban Design and Planning Division – Comprehensive Plan Update and Draft Economic Development Element

Lorraine Tappen, Principal Planner with the Department of Sustainable Development, distributed materials related to the Comprehensive Plan, which serves as a basic land use plan for the City. Zoning Code is derived from the Comprehensive Plan. Staff

recently conducted an evaluation of the Plan with members of the City's communities, who made several recommendations, including the suggestion of an economic development element.

Eddie Ng of the Corradino Group showed a PowerPoint presentation, noting that Staff and the consultant team reviewed the feedback they received on the Comprehensive Plan to determine what should be changed. The Plan's goals and objectives reflect the City's vision for the future and how it plans to meet the needs of residents, visitors, and businesses.

Many of the future land use elements in the Plan are mandated by state law; however, the City is allowed to add other elements for policy guidance. The appraisal of the existing plan lasted from October 2014 to February 2016, after which Staff moved into the amendment process. Mr. Ng estimated that they are roughly one-third to one-half of the way through this process, which is intended to garner feedback from the public and advisory entities. The amendment process will require the study and integration of various Master Plans and reports from throughout the City, as well as individual neighborhood plans that have already been adopted.

The economic development element is intended to address the City's economic development needs, including distribution of employment and planning issues. Other recommendations from the appraisal are important as well, such as design elements, transportation, and land use. Recommendations include branding campaigns for the City as well as for its distinct neighborhoods, which can be used from a marketing standpoint. Another consideration is tourism support, which should include how tourists can be connected to destinations within the City.

Mr. Ng continued that another goal is to enhance the economic competitiveness of the City by encouraging retention and recruitment of businesses and industries that provide living wage employment and increase training of the local workforce. Staff recommends that business development be encouraged by preparing a specific Economic Development Strategic Plan, which should be updated every three years. This will help create a "toolbox" of information that can be used to update incentive programs within the City.

Another aspect of the economic development element is ensuring access to capital for businesses. One recommended policy is working with financial institutions to lower the cost of borrowing and establish new priorities for public investment. The City also hopes to coordinate investments and support existing Community Redevelopment Agency (CRA) efforts through marketing and creation of clean and safe environments.

The City also plans to continue to support businesses through programs such as Business Engagement Assistance and Mentorship (BEAMs), as well as promoting individual districts within the City and development of business incubators. Workforce development helps provide economic mobility and enhances the attractiveness of the

City for businesses considering relocation. It also provides residents with the opportunity for financial success. This involves both workforce training and adult retraining as necessary. Encouraging the location of higher-education facilities within Fort Lauderdale will promote ease of access to education and training.

Mr. Ng emphasized the land use aspect of economic development, stating that a variety of land uses available for different industries and points along the supply chain. While large businesses are encouraged within the Regional Activity Centers (RACs), this means the land must be both appropriate and available for these uses. The City hopes to provide support to marine-based industries to enhance local job growth for the working waterfront, as well as to tourism, including cruise and pleasure boats. He suggested that the City may wish to consider developing a Waterfront Plan to determine how they would like this asset to be developed further.

The final economic development objective addresses airports, which provide both freight and tourism with access to the City. Connections between FLL and FXE are emphasized with the intent of supporting tourism. Other proposed regional connections remain on hold, such as the Tri-Rail Coastal Link, which would include a planned stop at FLL as well as a possible connection to Brightline.

Mr. Chen pointed out that Brightline is a private sector investment, while Tri-Rail is operated by the South Florida Regional Transportation Authority (SFRTA), a public entity. Tri-Rail operates on the CSX tracks, while Brightline uses the FEC railway. Another benefit of the proposed Coastal Link would be connections between regional cities for their residents to come to Fort Lauderdale. The City also hopes to support further development of Foreign Trade Zone 241 at FXE.

Mr. Ng concluded that for the next few months, Staff and consultants will continue stakeholder meetings with other advisory entities. The draft Comprehensive Plan is expected to be complete in December 2018. It will then go through the public hearing processes for the City and County and will be submitted to the state Department of Economic Opportunity for review. He anticipated that the adoption process will last throughout 2019 and the Plan will likely be adopted by or near February 2020.

Ms. Tappen advised that if there is a policy or program within the draft Comprehensive Plan that the community or the City Commission determines to be a priority, it may begin before the formal adoption of the Plan. The City does not have to wait until 2020 to make specific changes, such as land use, development Code, or certain policies.

Chair Crush characterized the Comprehensive Plan as aspirational, with both specific and nonspecific elements. Once the Plan is changed, any aspects of Code or policy that are not compliant with the new document must be amended so they are in agreement. He added that the Board is also looking into potential branding slogans for the City. Vice Chair Goldberg emphasized the importance of a Coastal Link connection to the City's Uptown area if this service is developed.

Ms. Maier asked if the Comprehensive Plan includes references to healthy communities. Ms. Tappen replied that this is a component of the overall Plan, as well as of the sections on transportation and sustainability. She noted that a presentation was recently made to the Sustainability Advisory Board. Some proposed policies from the climate change portion of the draft Plan would encourage businesses to implement more sustainable and energy-efficient practices.

Karen Reese, Business Outreach and Foreign Trade Zone Administrator, pointed out that there are now 19 marine businesses located within FTZ 241. She advised that this is a major incentive for marine industries, as is a similar FTZ at Port Everglades. She requested that Staff correct the draft Comprehensive Plan to accurately reflect these opportunities.

Mr. Ng noted that the Comprehensive Plan is currently revising a section that addresses the need for workforce and affordable housing in Fort Lauderdale. Staff is considering policies and best practices from other cities throughout the country regarding housing and transportation costs. Ms. Tappen stated that the Affordable Housing Advisory Committee (AHAC) plans to host a workshop on this topic with the City Commission on July 10, 2018. Mr. Ng added that the transportation portion of the Plan will encourage modal shifts from auto transportation to transit and pedestrian mobility, as well as focusing on freight routes, particularly to and from Port Everglades.

V. Old Business

None.

VI. New Business

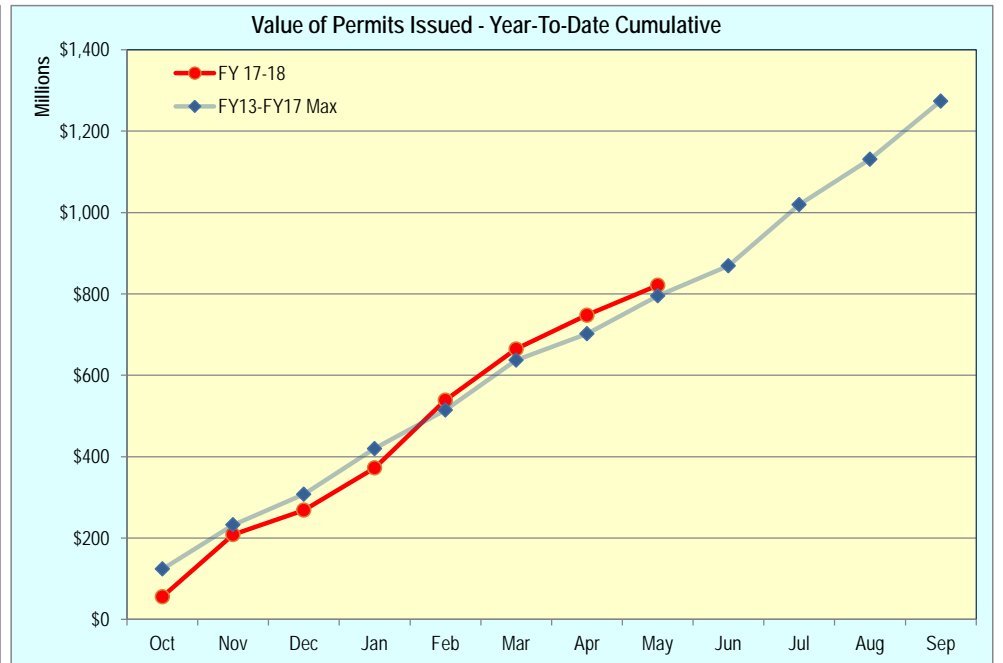
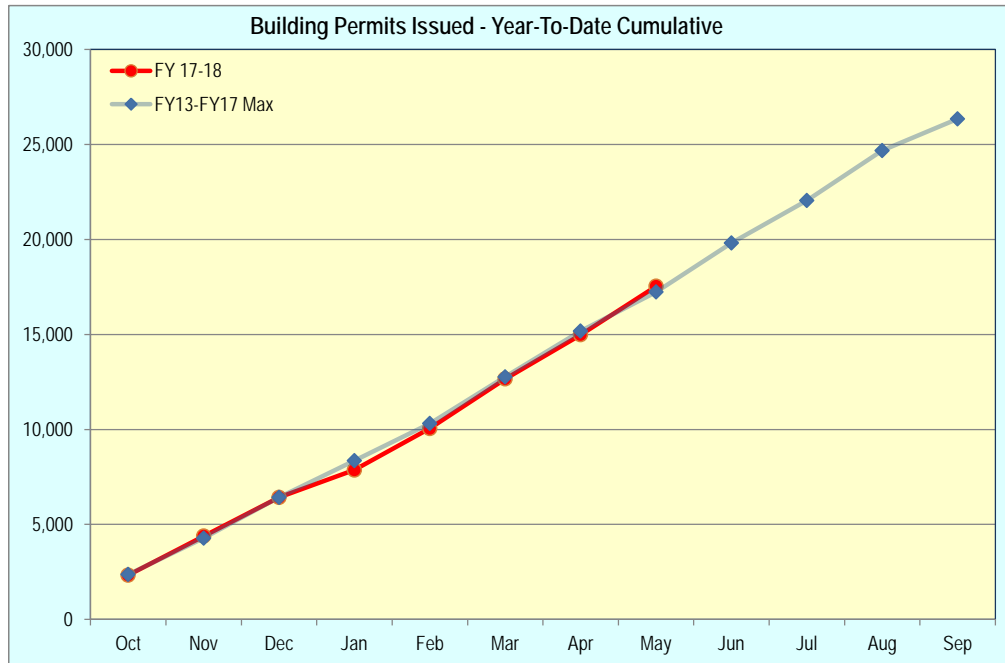
There being no further business to come before the Board at this time, the meeting was adjourned at 4:52 p.m.

Any written public comments made 48 hours prior to the meeting regarding items discussed during the proceedings have been attached hereto.

[Minutes prepared by K. McGuire, Prototype, Inc.]

**Economic Development Advisory Board
Building Permit Activity - Year To Year Comparison**

Monthly	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	YTD
Permits FY 17-18	2,335	2,050	2,043	1,436	2,187	2,610	2,324	2,550	-	-	-	-	17,535
Permits FY 16-17	2,029	2,050	2,198	1,933	1,831	2,554	2,074	2,567	2,572	2,244	2,622	1,485	26,159
Permits FY 15-16	2,364	1,913	2,144	1,934	1,895	2,011	2,152	1,979	2,411	2,166	2,684	2,151	25,804
Permits FY 14-15	2,320	1,720	2,165	1,928	2,182	2,454	2,404	1,969	2,359	2,352	2,282	2,207	26,342
Permits FY 13-14	2,158	1,671	1,693	1,886	1,783	2,042	2,078	2,065	2,028	2,222	1,912	2,043	23,581
Permits FY 12-13	2,002	1,736	1,538	1,703	1,835	1,806	2,025	2,176	2,037	2,170	2,106	1,961	23,095
Value FY 17-18	\$55,661,618	\$152,958,665	\$59,740,113	\$104,002,784	\$166,456,881	\$125,893,691	\$83,165,944	\$73,267,651	\$0	\$0	\$0	\$0	\$821,147,347
Value FY 16-17	\$123,921,353	\$108,563,274	\$75,270,124	\$112,116,500	\$94,746,424	\$122,726,209	\$64,674,735	\$93,242,310	\$74,129,480	\$150,244,475	\$111,698,782	\$142,682,256	\$1,274,015,922
Value FY 15-16	\$67,511,481	\$41,287,431	\$55,726,954	\$51,741,512	\$117,489,505	\$63,955,076	\$60,652,318	\$108,422,328	\$98,494,053	\$95,107,284	\$52,612,981	\$56,908,667	\$869,909,590
Value FY 14-15	\$62,631,335	\$44,325,918	\$66,895,725	\$37,769,253	\$134,708,176	\$53,122,983	\$40,303,422	\$88,610,251	\$104,410,391	\$85,687,521	\$43,890,285	\$58,245,665	\$820,600,925
Value FY 13-14	\$49,569,089	\$57,617,057	\$49,464,796	\$38,609,216	\$80,585,113	\$50,258,813	\$67,893,253	\$69,968,615	\$41,056,018	\$101,347,490	\$77,109,091	\$54,555,381	\$738,033,932
Value FY 12-13	\$64,105,571	\$24,927,111	\$28,391,730	\$33,464,148	\$62,461,815	\$80,183,245	\$103,897,484	\$46,738,678	\$33,723,657	\$76,368,660	\$58,425,186	\$43,935,429	\$656,622,714
Y-T-D Cumulative	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Permits FY 17-18	2,335	4,385	6,428	7,864	10,051	12,661	14,985	17,535					
Permits FY 16-17	2,029	4,079	6,277	8,210	10,041	12,595	14,669	17,236	19,808	22,052	24,674	26,159	
Permits FY 15-16	2,364	4,277	6,421	8,355	10,250	12,261	14,413	16,392	18,803	20,969	23,653	25,804	
Permits FY 14-15	2,320	4,040	6,205	8,133	10,315	12,769	15,173	17,142	19,501	21,853	24,135	26,342	
Permits FY 13-14	2,158	3,829	5,522	7,408	9,191	11,233	13,311	15,376	17,404	19,626	21,538	23,581	
Permits FY 12-13	2,002	3,738	5,276	6,979	8,814	10,620	12,645	14,821	16,858	19,028	21,134	23,095	
FY13-FY17 Max	2,364	4,277	6,421	8,355	10,315	12,769	15,173	17,236	19,808	22,052	24,674	26,342	
Value FY 17-18	\$55,661,618	\$208,620,283	\$268,360,396	\$372,363,180	\$538,820,061	\$664,713,752	\$747,879,696	\$821,147,347					
Value FY 16-17	\$123,921,353	\$232,484,627	\$307,754,751	\$419,871,251	\$514,617,675	\$637,343,884	\$702,018,619	\$795,260,929	\$869,390,409	\$1,019,634,884	\$1,131,333,666	\$1,274,015,922	
Value FY 15-16	\$67,511,481	\$108,798,912	\$164,525,866	\$216,267,378	\$333,756,883	\$397,711,959	\$458,364,277	\$566,786,605	\$665,280,658	\$760,387,942	\$813,000,923	\$869,909,590	
Value FY 14-15	\$62,631,335	\$106,957,253	\$173,852,978	\$211,622,231	\$346,330,407	\$399,453,390	\$439,756,812	\$528,367,063	\$632,777,454	\$718,464,975	\$762,355,260	\$820,600,925	
Value FY 13-14	\$49,569,089	\$107,186,146	\$156,650,942	\$195,260,158	\$275,845,271	\$326,104,084	\$393,997,337	\$463,965,952	\$505,021,970	\$606,369,460	\$683,478,551	\$738,033,932	
Value FY 12-13	\$64,105,571	\$89,032,682	\$117,424,412	\$150,888,560	\$213,350,375	\$293,533,620	\$397,431,104	\$444,169,782	\$477,893,439	\$554,262,099	\$612,687,285	\$656,622,714	
FY13-FY17 Max	\$123,921,353	\$232,484,627	\$307,754,751	\$419,871,251	\$514,617,675	\$637,343,884	\$702,018,619	\$795,260,929	\$869,390,409	\$1,019,634,884	\$1,131,333,666	\$1,274,015,922	



NOTE: For the purpose of comparison, each value represented for FY13 through FY17 is the highest monthly value recorded for any given year during the period.

**Economic Development Advisory Board
FY 2018 (YTD) Building Permit Activity**

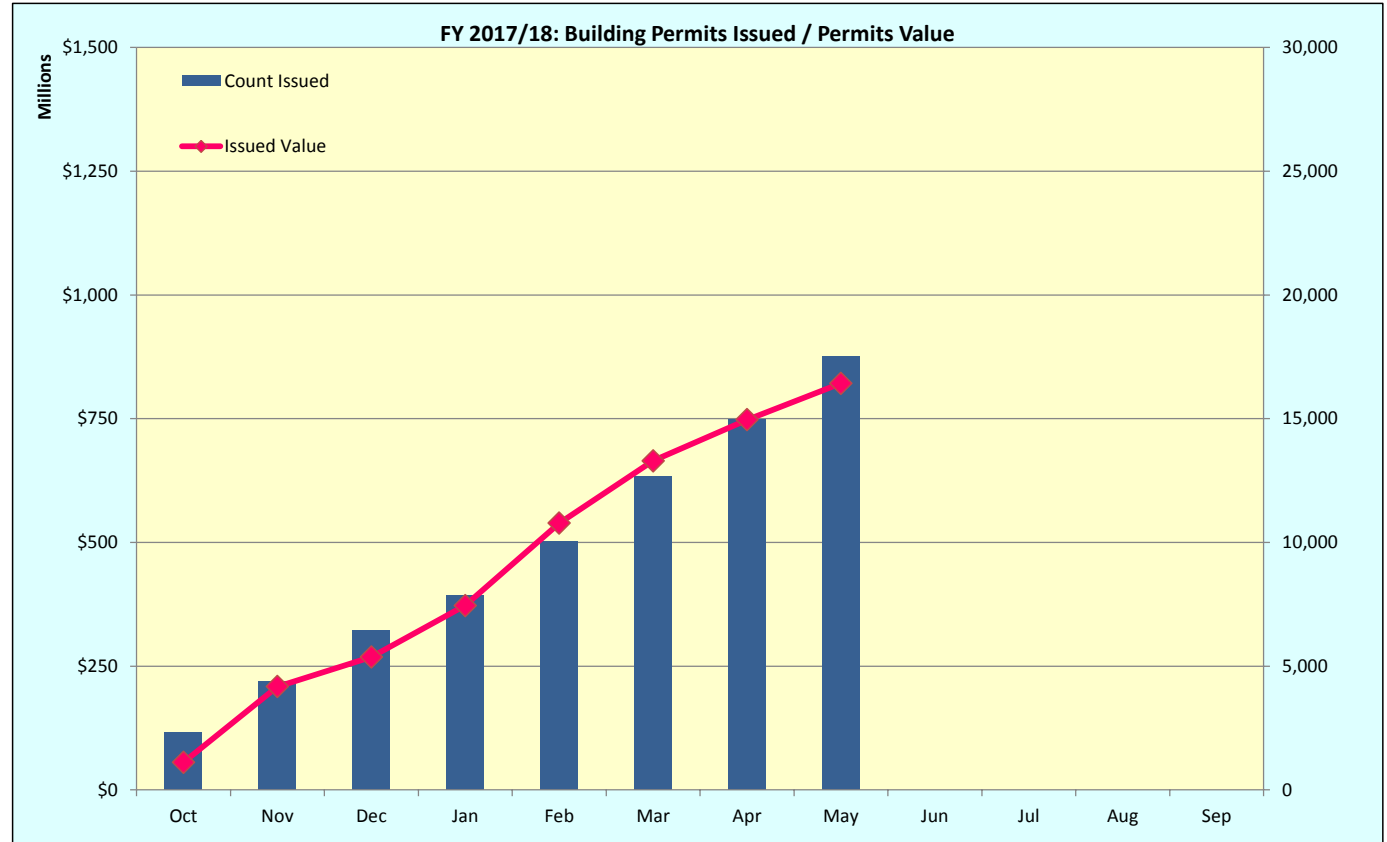
Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year-To-Date
Count Issued	2,335	2,050	2,043	1,436	2,187	2,610	2,324	2,550					17,535
Value	\$55,661,618	\$152,958,665	\$59,740,113	\$104,002,784	\$166,456,881	\$125,893,691	\$83,165,944	\$73,267,651					\$821,147,347
Cumulative													
Count Issued	2,335	4,385	6,428	7,864	10,051	12,661	14,985	17,535					
Value	\$55,661,618	\$208,620,283	\$268,360,396	\$372,363,180	\$538,820,061	\$664,713,752	\$747,879,696	\$821,147,347					

NOTE: The data that comprise the totals in this summary is constantly being updated. Therefore, these total do not necessarily match the total from the monthly data.

FY 2018 YTD Permits Issued by Trade		
Trade	Issued	Value
Building	8,010	\$516,287,077
Electrical	3,776	\$63,802,088
Engineering	671	\$3,985,287
Flood	12	\$615,102
Landscaping	385	\$2,247,096
Mechanical	2,118	\$37,052,950
Plumbing	3,293	\$51,141,047
Permit by Affidavit	11	\$156,981,343
Grand Total	18276	\$832,111,990

Peak Building Permit Activity: FY05/06
 Applications: 35,681
 Permits Issued: 31,870
 Permit Value: \$1,446,456,647

NOTE: Hurricane Wilma hit in Oct of 2005. This caused an abnormally high volume of permit applications and permits issued.



ECI BUSINESS PIPELINE

Month: May 2018

	Industry/Organization	Subject(s) Discussed
1	Alliance BRAVO Action TEAM	
2	SUP-X	Participating as an exhibitor
3	Broward and Beyond Conference	Participated and informed attendees about ECI and the BEAMs program/classes
4	AERO Partners	Ongoing discussion regarding entrepreneurship support in the region
5	Aerospace Company	Potential Investment in Fort Lauderdale
6	Entertainment Company	Potential Investment in Fort Lauderdale
7	Marine Industries Association of South Florida, Ft. Lauderdale Executive Airport, Green Bank	Discussed potential Boat Show VIP event
8	Alliance Luncheon	Annual meeting update
9	Urban Core Committee	Broward Workshop - current topics
10	Delegation of Hainan Government Officials	Presentation to 30+ Hainan province government on the development/business opportunities in FTL
11	10th Annual Economic Engine Conference	Invited aerospace Company
12	City Accelerator Invitation	National Program - potential partnership to assist in the success of local businesses
13	Realtors-Mayors Breakfast	Participated and informed realtors about new developments in Fort Lauderdale
14	Greater Fort Lauderdale Sister Cities	Discussed budget and organization strategy
15	Business Interactive Map Company	Discussed data, marketing service
16	Broward College	Preparing for upcoming Shanghai government group presentation
17	BEAMs- Build on Success	BEAMs Academy series ended in May
18	BEAMs- Global Commerce	BEAMs Academy series starts June 7th
19	Greater Fort Lauderdale Realtors	Hosting an event in July that would better inform realtors about the city
20	Mayor/Commissioners	
21	Mayor-Consul General Turkey	Introduced them to the Fort Lauderdale Airport leadership and Port Everglades
22	Mayor-Direct General Taipei	Introduced them to the Fort Lauderdale Airport leadership-Port Everglades to come
23	Florida Economic Development Council	Attended annual conference

ADVANCE
FORT LAUDERDALE



COMPREHENSIVE PLAN UPDATE

Sustainability Advisory Board Presentation

Presented by:



CITY OF FORT LAUDERDALE

**THE
CORRADINO GROUP**

June 13, 2018

Today's Agenda

- What is the Comprehensive Plan?
- Evaluation Appraisal Report Recommendations
- Economic Development Element
- Project Timeline



What is a Comprehensive Plan?

The Comprehensive Plan is the City's blueprint for existing and future development.

Plan's goals, objectives and policies reflect:

The City's vision for its future, and how it will meet the needs of existing and future residents, visitors, and businesses.



Source (Top and Bottom): City of Fort Lauderdale Urban Design and Planning Division



THE
CORRADINO GROUP

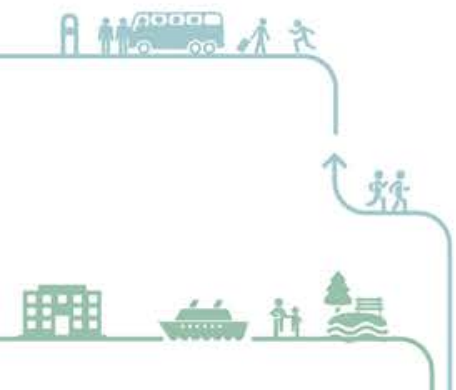
What goes into a Comprehensive Plan?

Existing Elements

- Administration and Implementation
- Future Land Use
- Transportation
- Housing
- Historic Preservation
- Infrastructure
- Conservation Coastal Management
- Recreation and Open Space
- Public Schools/Education
- Intergovernmental Coordination
- Capital Improvements
- Solid Waste

New Elements

- Climate Change
- Urban Design
- Economic Development**



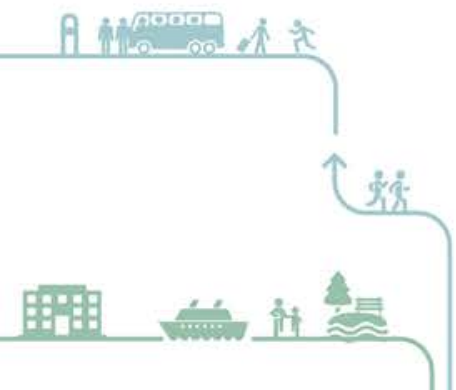
Comprehensive Plan Update Timeline

Evaluation and Appraisal Report (EAR) of Comprehensive Plan

- EAR Public Workshop – February 11, 2015
- Planning and Zoning Board - November 18, 2015
- EAR adopted by City Commission - February 2, 2016

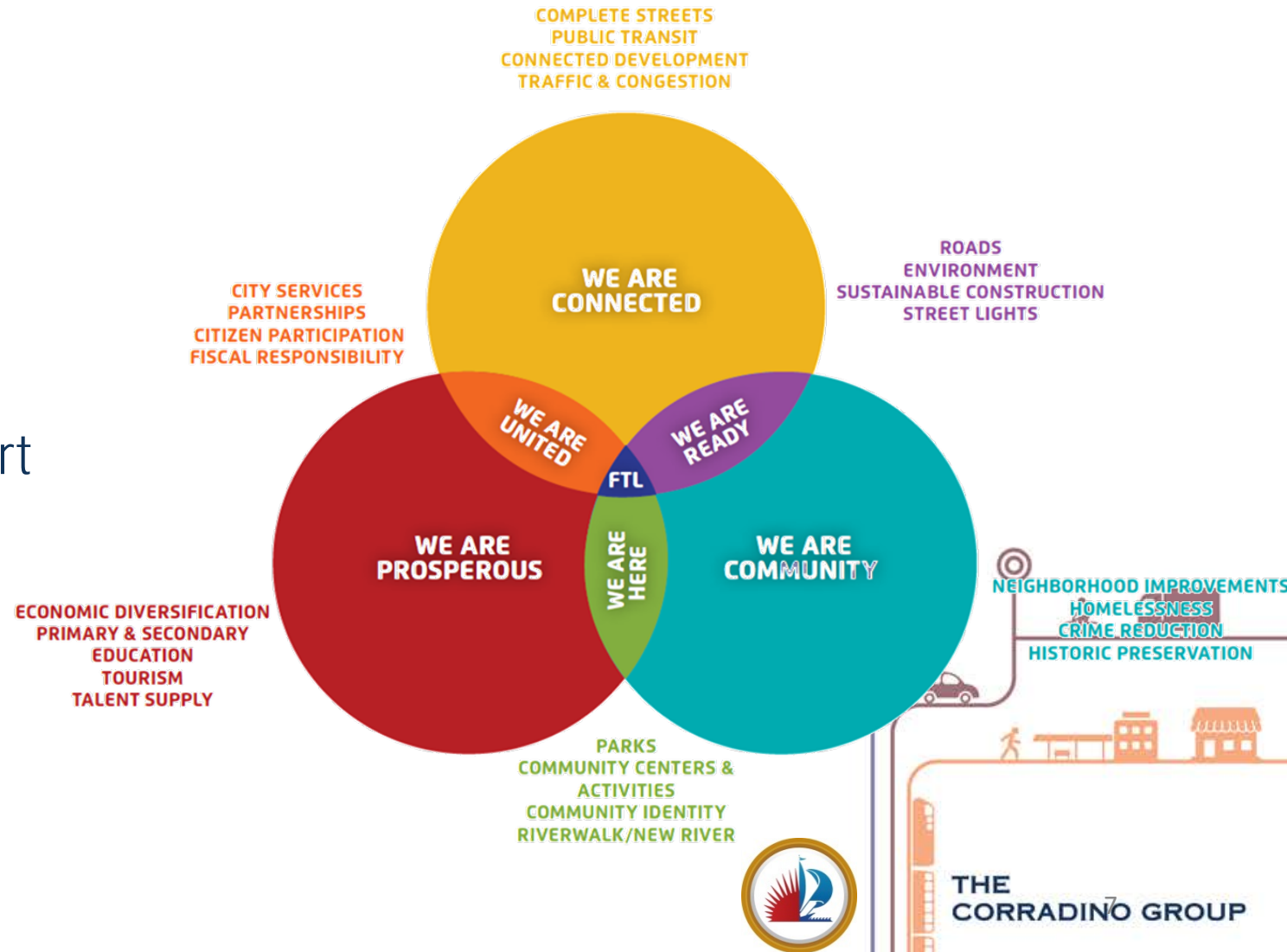
EAR-Based Amendments to Comprehensive Plan

- First Public Workshop – October 24, 2017
- Presentation to Sustainability Advisory Committee- May 21, 2018
- Presentation to Economic Development Advisory Board- June 13, 2018



Considerations:

- Public Participation
- **Advisory Board Feedback**
- Integrate various Master Plans, Studies and Reports
- Broward County Land Use Plan Update (BrowardNext)
- Recommendations from the Evaluation and Appraisal Report



Existing Master Plans, Studies and Reports

Press Play and Fast Forward

Downtown and New River Master Plan

Central Beach Master Plan

Northwest Regional Activity Center Design Guidelines

South Andrews Avenue Master Plan

Neighborhood Design Criteria Revisions (NDCR)

Uptown Urban Village Plan

Transit-Oriented Development

Complete Streets Manual

Parks Master Plan

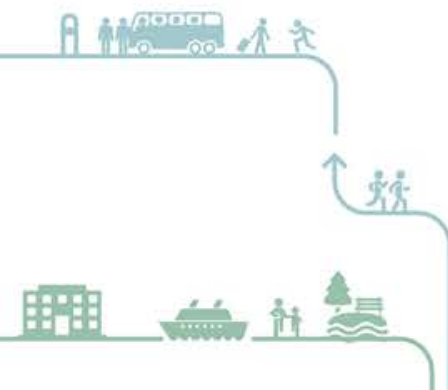
Design and Construction Manual

Wastewater Infiltration and Inflow Plan

Stormwater Master Plan

Comprehensive Utility Strategic Master Plan

Sustainability Action Plan

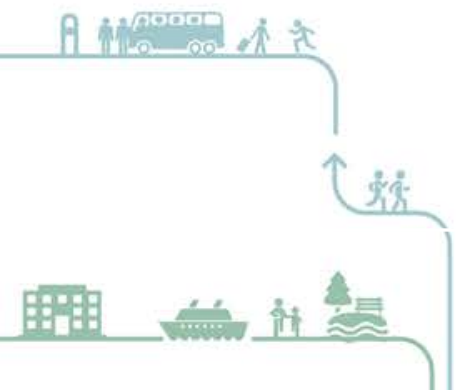




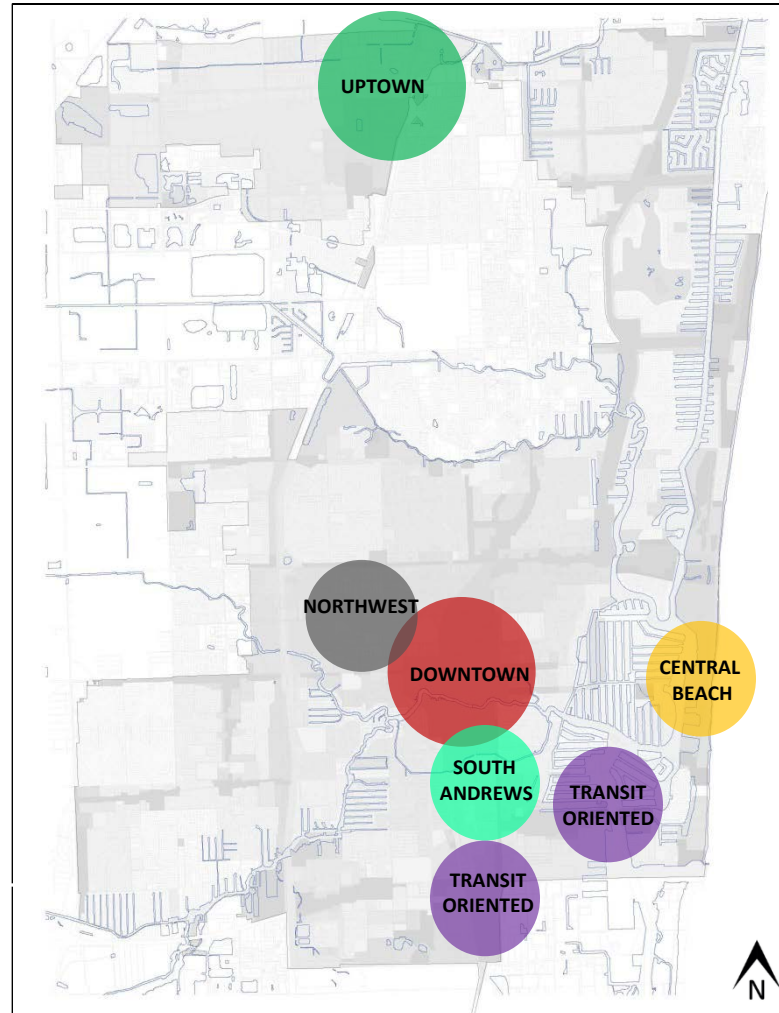
Economic Development Element

Adopt a new Economic Development Element to address the City's economic development and job creation strategies, in concert with the business community

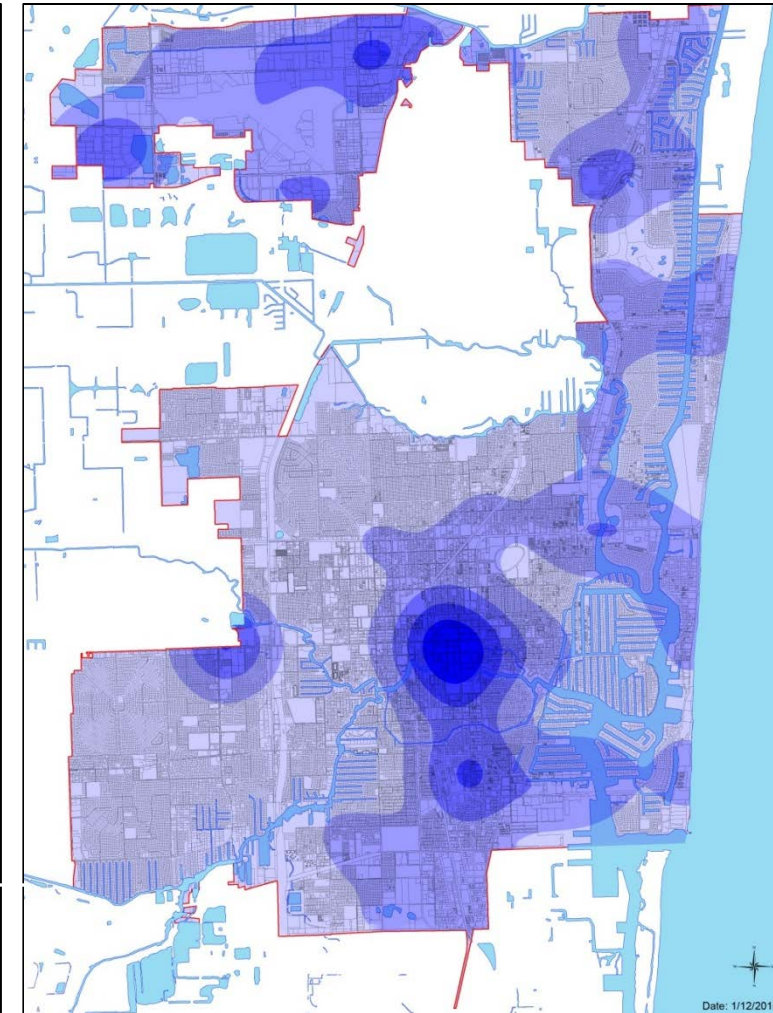
Coordinate with public schools and local colleges and universities to encourage high standards of education to attract talent to the City



Planning Initiatives



Employment Distribution





Urban Design Element

- » Adopt a new Urban Design Element to address the City's strategies for improving the quality of the urban environment through:
 - » Street and building design
 - » Quality of architecture
 - » Storefront design
 - » Character area guidelines
 - » Thematic planning districts, and Wayfinding

Public Schools Element

- » Coordinate with Broward County Public Schools to introduce strategies to improve the quality of public education in schools that serve the City

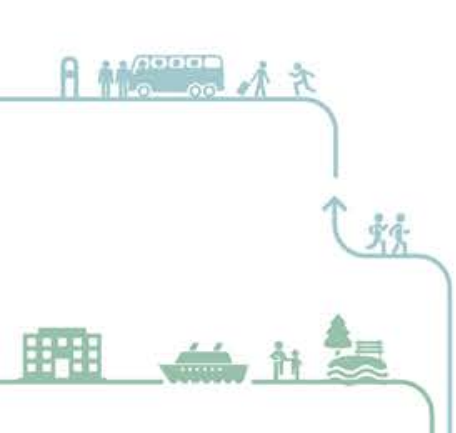
Multi-modal Transportation Recommendations





OBJECTIVE ED 1.1: Establish City Branding/Business Identity

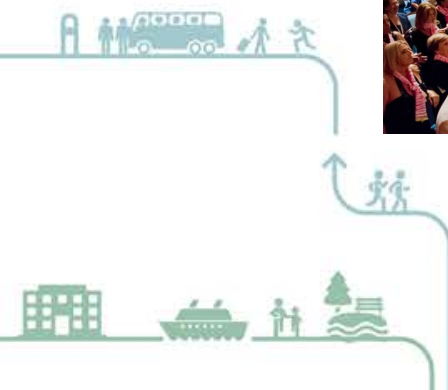
- Create brand statement, taglines
- Visual identity
- Consider neighborhood identities





OBJECTIVE ED 1.2: Tourism Support

- Promote local trade events and festivals
- Business incentive programs
- Support development and promotion of destination and landmark attractions





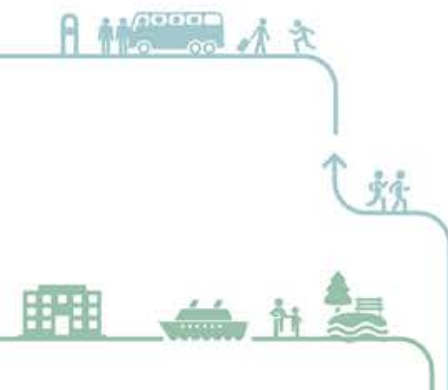
OBJECTIVE ED 2.1: Encourage Business Development

- Regular evaluation of economic conditions
- Prepare Economic Development Strategic Plan (every 3 years)
- Toolbox of information and updated incentive programs
- Work with financial institutions to:
 - lower costs of borrowing, or
 - to increase access to capital
- Establish new priorities for public investment as conditions change



FASTEST GROWING COMPANIES - RANKED BY GROWTH RATE

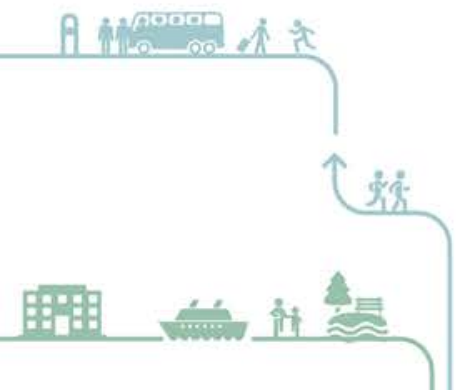
Company Names	City	Phone	Website	Revenue	Gross Revenue Growth % (2013-2015)	Total S. Fla. Employees	Description
Future Energy Solutions	Fort Lauderdale	954-714-0300	festlighting.com	\$7,000,000	366.67	95	Future Energy Solutions has created a unique program for Customers who are looking for a fully funded lighting solution.
Gulf Building LLC	Fort Lauderdale	954-492-9191	gulfbldg.com	\$41,000,000	241.67	189	Commercial, residential and public developer
Greyson Technologies	Fort Lauderdale	954-832-3601	greyson.com	\$23,080,000	135.27	15	Design and Implementation of IT hardware and services





OBJECTIVE ED 2.2: Community Investment

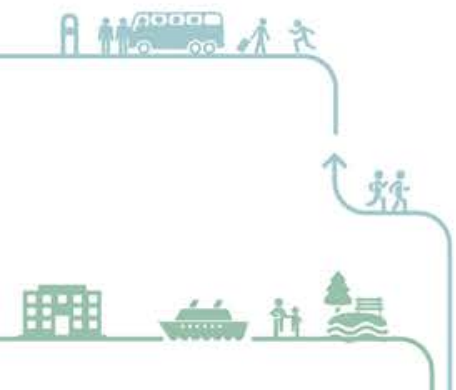
- Support CRA efforts in Beach, Central City, Northwest-Progresso-Flagler CRAs
- Support locally operated retail and restaurants through marketing and enhancement of clean, walkable, safe environments
- Coordinate city investments (utilities, transportation, etc.)





OBJECTIVE ED 2.3: Small Business Development Initiatives

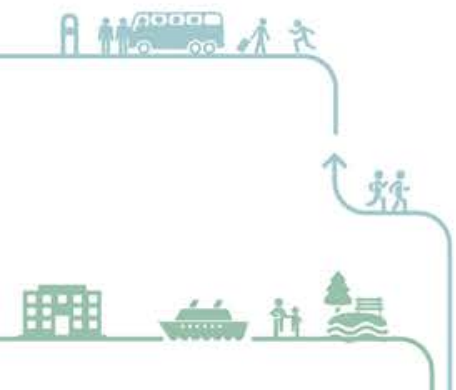
- Continue to support businesses using BEAMs
- Promote access to capital for entrepreneurs and small business owners
- Encourage the development of co-working facilities and business incubators
- Continue to promote the Flagler Arts and Technology Village





OBJECTIVE ED 2.4: Workforce Development

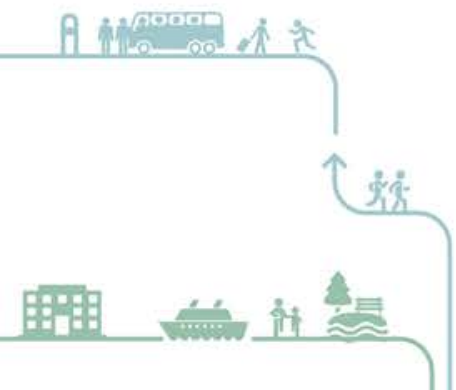
- Strengthen City's role in:
 - Provision of adult and youth workforce training
 - Adult retraining
- Support programs that address job/education gaps for growing industries
- Provide labor market info to schools, training agencies, public
- Promote quality of life activities to attract creative class workers
- Support entry-level and career employment efforts
- Consider first source hiring policies where possible





OBJECTIVE ED 2.5: Vocational Education

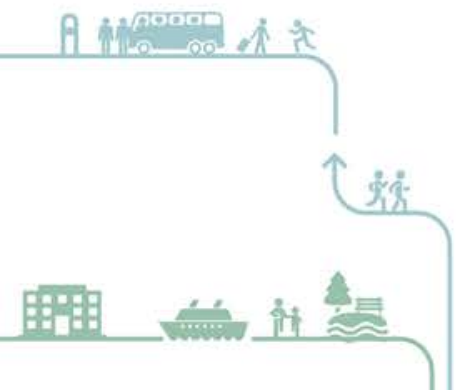
- Encourage vocational training opportunities for:
 - high demand science
 - life sciences
 - aerospace
 - marine, including engineering and repair
 - other hi-tech industries
- Encourage the location of higher education facilities within Fort Lauderdale
- Improve linkages between industry clusters and higher education and research facilities
- Coordinate with Broward Schools on vocational programs, internships, and apprenticeships





OBJECTIVE ED 2.6: Land Use

- Ensure the variety of land uses are available for base sector industries
- Encourage large regional employers to locate in the RAC
- Retain existing commercial areas
- Identify mix of uses and opportunities along Transit Corridors





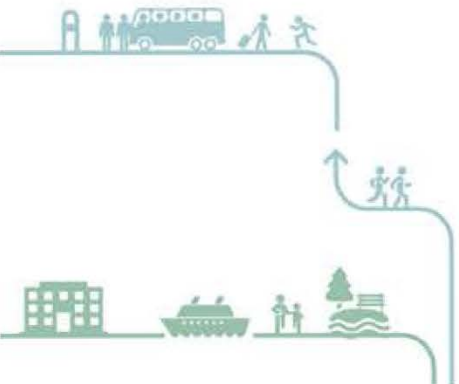
OBJECTIVE ED 3.2: Airports

- Support freight and supply connections to Fort Lauderdale-Hollywood International Airport and to the Fort Lauderdale Executive Airport
- Increase connections between the Fort Lauderdale-Hollywood International Airport and Fort Lauderdale (i.e. Tri-Rail Coastal Link)
- Support further development of Foreign Trade Zone No. 241 (Fort Lauderdale Executive Airport)
- Encourage aerospace and hi-tech industries

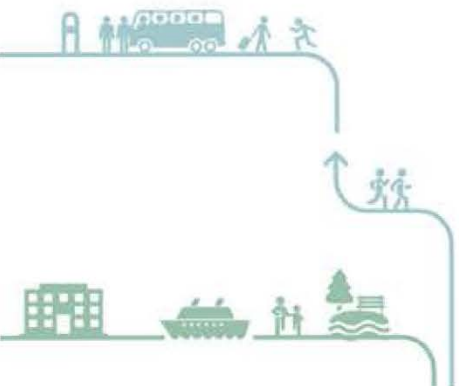


Project Timeline

- **March 2018:** Comprehensive Plan, Draft Framework
- **May – November 2018:** Community and Stakeholder Meetings
- **December 2018:** Comprehensive Plan, Second Draft
- **December 2018 – January 2019:** Public Workshops on Comprehensive Plan (2)
- **March – June 2019:** Planning and Zoning Board, City Commission and Broward County Commission
- **June – December 2019:** State and other agency reviews, Plan revisions
- **December 2019 – February 2020:** Final Plan Adoption



Questions and Comments?



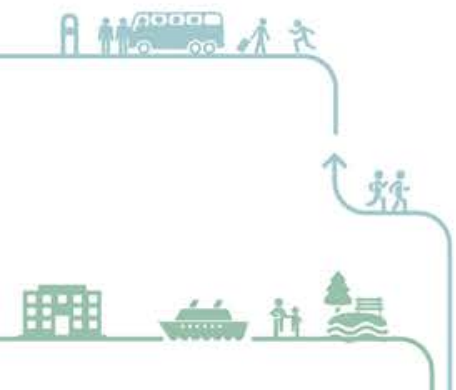
For Additional Comments and Questions, please visit:
<http://www.fortlauderdale.gov/comprehensiveplan>

Join our list to keep involved, receive updates and come to our workshops throughout the process!

Drop us a note at –

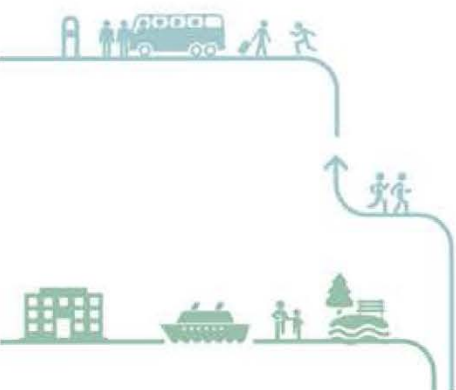
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**THANK YOU! WE LOOK FORWARD TO YOUR FEEDBACK
AS WE ALL WORK TOGETHER TO *ADVANCE FORT
LAUDERDALE!***



**THE
CORRADINO GROUP**



BUSINESS DEVELOPMENT

ECONOMIC DEVELOPMENT ELEMENT

PRINCIPLES

Fort Lauderdale embraces its role as a world-class City with a welcoming environment for tourists and businesses alike.

As a diverse City, Fort Lauderdale fosters an environment of opportunity for its residents, workers, and entrepreneurs as they seek success.

As the City grows, it will continue to evolve to ensure a positive and healthy business environment that services the needs of the region.



GOALS, POLICIES, AND EVALUATION MEASURES

GOAL 1: Enhance Fort Lauderdale’s stature as a global, business friendly destination through the development of a business identity, enhanced marketing, branding, and support for enhanced local activities and tourism development.

OBJECTIVE ED 1.1: Enhanced City’s Business Identity

Develop a City business identity through branding and marketing.

POLICY ED 1.1.1: The City of Fort Lauderdale shall establish a City brand and business identity, inclusive of considerations for a brand statement, tagline, and visual identity as appropriate, as part of a Citywide marketing strategy.

POLICY ED 1.1.2: Seek ways to utilize enhanced branding and marketing to reinforce local neighborhood and cultural identities.

OBJECTIVE ED 1.2: Tourism Support

Encourage investment in the tourism industry and encourage the location of trade shows and other special events in Fort Lauderdale.

POLICY ED 1.2.1: Provide business incentive programs for private, tourist-related development projects which offer good employment opportunities with self-sufficiency wages, training, and programs that result in career ladders for employees.

POLICY ED 1.2.2: Support destination attractions and landmark development in Fort Lauderdale that enhance tourism trade in the City, including but not limited to, natural resource destinations such as the beach, commercial recreational attractions, sporting events, convention and meeting facilities, and the cruise ship industry.



POLICY ED 1.2.3: Support the development of business attractions that are compatible with historic districts and buildings.

POLICY ED 1.2.4: Collaborate with tourism industry representatives to design projects that enhance Fort Lauderdale’s cultural and natural amenities.

Policy 1.2.4a: Promote the development of walking, driving, and bicycling tours that include as destinations, Fort Lauderdale’s historic areas and buildings (such as Himmarshee) and special environments, including local museums and public art.



GOAL 2: Enhance the economic competitiveness of Fort Lauderdale through policies that encourage retention and recruitment of business and industry which provide living-wage employment and increased training and competitiveness of the local workforce.

OBJECTIVE ED 2.1: Encourage Business Development

Establish procedures and tools to encourage business development and assist economic development in Fort Lauderdale.

POLICY ED 2.1.1: Develop and maintain programs and services that address the changing needs of the local business community.

POLICY ED 2.1.2: Based on evolving conditions, the City shall explore ways to update business incentive programs to provide incentives to projects and industries which have a demonstrated potential to provide middle-income job opportunities, that contribute to revitalization in the City's CRA areas, or which contribute to transit-oriented development served by proposed transportation projects within the City.

POLICY ED 2.1.3: The City shall regularly evaluate economic conditions to determine the industries, sectors, and locations that are most significant to regional and local economic growth and creation of quality jobs.

Policy 2.1.3a: Prepare and update an Economic Development Strategic Plan every three years, to report on economic trends, describe targeted industry clusters, identify economic issues for the City, inform infrastructure and land use priorities, develop strategies for addressing near- to mid-term economic issues, support the CRA's, and identify new initiatives with the private sector.

Policy 2.1.3b: Strive to anticipate and lessen the impacts of involuntary job changes through efforts to retain businesses in Fort Lauderdale.

POLICY ED 2.1.4: The City shall maintain a toolbox of information to assist developers and businesses in locating appropriate facilities for their needs and to provide appropriate data to encourage outside investors to locate in Fort Lauderdale.

Policy 2.1.4a: Utilize economic indicators to identify the need for new strategies and establish priorities for public investment.

Policy 2.1.4b: Identify for-profit statuses of businesses, the cluster these businesses support, salaries, number of employees, and related higher learning programs needed to support the business of new and existing businesses, and utilize this information to assist businesses.

Policy 2.1.4c: Utilize a GIS-based system to track clustering and examining the location of related businesses.

Policy 2.1.4d: Promote close working relationships between Fort Lauderdale's financial institutions and its business community. Where appropriate, promote the development of new initiatives and innovative programs to lower the cost of borrowing or to assist business growth through increased access to capital.

POLICY ED 2.1.5: The City shall seek opportunities where appropriate to foster partnerships between the public and private sectors to improve business climate.



OBJECTIVE ED 2.2: Community Investment

Support economic development throughout the City’s neighborhoods through infrastructure improvements and investment in development.

POLICY ED 2.2.1: Continue to support local economic development initiatives for the local Community Redevelopment Agency efforts in the Beach, Central City, and Northwest-Progresso-Flagler CRAs.

POLICY ED 2.2.2: Promote a comprehensive approach to strengthening neighborhood business districts through organization; marketing; business and retail development; and clean, safe, walkable, and attractive environments.

POLICY ED 2.2.3: Support independently owned and operated retail and restaurants in commercial districts to reinforce local neighborhood and cultural identity and strengthen the local economy.

POLICY ED 2.2.4: Seek to coordinate, where appropriate, City investment in utilities, transportation and other public facilities with business, employment and economic development opportunities.



OBJECTIVE ED 2.3: Small Business Development Initiatives

Prioritize economic development efforts to attract and induce investment in local small businesses throughout the City

POLICY ED 2.3.1: Where appropriate, continue to support efforts to assist small business through technical assistance for business start-up and/or expansion, with programs such as Business Engagement and Mentorships (BEAMs).

Policy 2.3.1a: Retain small business assistance to include direct or referred technical and financial assistance for small emerging technology firms and firms involved in international trade.

Policy 2.3.1b: Explore opportunities to leverage Fort Lauderdale’s tech industry to expand the network for technology and innovation entrepreneurs to learn about services and jobs, build relationships, and find resources to help enable their businesses to flourish.

POLICY ED 2.3.2: Promote access to working capital and other forms of financial assistance to nurture entrepreneurship, innovation and business growth.

Policy 2.3.2a: Assist existing business owners through providing information on accessing programs that can provide financial assistance and business consulting services. Such programs include Small Business Administration loans, façade renovation, and redevelopment assistance available within the City.





POLICY ED 2.3.3: Promote the growth of local small or entrepreneurial businesses through support for increased development of co-working facilities and business incubators within the City, as needed.

Policy 2.3.3a: The City will consider, where applicable, public/private partnerships to provide incubation spaces for small business.

Policy 2.3.3b: The City shall evaluate opportunities to include incentives to encourage property owners and building owners to offer affordable spaces for start-ups and small businesses.

POLICY ED 2.3.4: Enhance funding opportunities for local businesses by supporting community-based lending initiatives and equity programs.

POLICY ED 2.3.5: Recognize that artists can make a significant contribution to the local economy as small businesses, and support efforts, including the FAT Arts Village, to ensure that Fort Lauderdale's artist communities continue to thrive within the City.

OBJECTIVE ED 2.4: Workforce Development

Support Workforce Development to provide for economic mobility and a diverse labor pool to enhance Fort Lauderdale's attractiveness for businesses to locate within the City.

POLICY ED 2.4.1: Strengthen the City's role in workforce development organizations that:

- Provide adult and youth workforce development;
- Adult retraining; and
- Targeted services for unrepresented and under-represented groups.



POLICY ED 2.4.2: Continue to support programs that address potential job gaps in growing industries, and current gaps throughout all industries, to match job training and workforce development with employment needs.

POLICY ED 2.4.3: Support efforts to provide labor market information from data sources and industry sectors to local educational institutions, training agencies, and the public.

POLICY ED 2.4.4: Continue to enhance and promote arts and culture activities that raise the quality of life, in order to continue to attract creative-class workers, living wage employers, and tourists.

POLICY ED 2.4.5: Support employability development and entry-level and career employment efforts for economically disadvantaged youth and adults, historically disadvantaged groups, women, individuals with disabilities and the homeless.

POLICY ED 2.4.6: Work with employers, nonprofits, educational institutions and social service agencies to create opportunities for people in training, retraining or working to meet their dependent care needs.



OBJECTIVE ED 2.5: Vocational Education

Coordinate with Broward County Public Schools and local institutions of higher learning to encourage vocational training opportunities and research and development within the City and region.

POLICY ED 2.5.1: Encourage the provision of appropriate educational opportunities, programs, and facilities to meet business and industry needs.



Policy 2.5.1a: The City shall encourage the development of after school programs that focus on educational enrichment and skills training.

Policy 2.5.1b: Support efforts that connect youth to internships and other education and career opportunities.

Policy 2.5.1c: Promote and identify internships, apprenticeships and training for green sector jobs through Broward County School District magnet programs, the colleges and universities, and green technology companies.

Policy 2.5.1d: The City shall explore opportunities to encourage the development of vocational programs, including those which support the marine, life sciences, and high-tech industries.

POLICY ED 2.5.2: Encourage education and training programs that encourage high-tech and research and development businesses and industries to locate in Fort Lauderdale.

POLICY ED 2.5.3: The City shall explore opportunities to encourage the collaboration of business, labor, civic and social service agencies, libraries, and educational institutions to develop and expand education and training programs targeted to business needs, especially for high-demand science, including life sciences, technology, engineering, and mathematics skills.

POLICY ED 2.5.4: Encourage institutions of higher education toward commercialization of research innovations to fuel the growth of start-ups.

POLICY ED 2.5.5: The City shall seek opportunities to improve linkages between industry clusters and research institutions, hospitals, educational institutions, and other technology-based businesses, including the encouragement and support of research and development opportunities to enhance and support marine, tourism, and high-tech and life sciences industries.

POLICY ED 2.5.6: Encourage, where feasible, the location of institutions of higher learning within the City, including entrepreneurship satellite programs, to provide increased access for local residents and businesses.



OBJECTIVE ED 2.6: Land Use

The City of Fort Lauderdale shall maintain a variety of land uses with sufficient land capacity for base sector industries to sustain a strong economic base.

POLICY ED 2.6.1: Protect base sector uses that provide quality job opportunities including middle income jobs; provide for secondary employment and supporting uses; and maintain areas where smaller emerging industrial uses can locate in a multi-tenant setting.

POLICY ED 2.6.2: When updating community plans or considering plan amendments, commercial and industrial land use designations contained in the Land Use Element should be appropriately applied to protect viable sites for base sector and related employment uses.



POLICY ED 2.6.3: Encourage large regional employers to locate and expand in the Regional Activity Centers.

POLICY ED 2.6.4: Retain the City's existing neighborhood commercial activities and develop new commercial activities within walking distance of residential areas, unless proven infeasible.

Policy 2.6.4a: The City shall strive, as a regional destination, to identify commercial retail and service areas in community plans to serve markets beyond the community. Where applicable, it will encourage development of unique shopping districts that help strengthen community identity and contribute to overall neighborhood revitalization.

Policy 2.6.4b: Promote economically vital neighborhood commercial districts that foster small business enterprises and entrepreneurship.

Policy 2.6.4c: The City shall strive to include policies which encourage the development of retail development that provide a wide range of goods and services to residents and businesses in urban centers and transit-oriented developments.

Policy 2.6.4d: The City shall evaluate measures and techniques, including but not limited to flexible use and universal design, which will allow for conversion of uses in response to changes in online and brick-and-mortar retail market conditions.

POLICY ED 2.6.5: The City shall determine the appropriate mix and form of residential and commercial uses along Transit Corridors based on the unique character of the community, considering: the types and mix of uses that will complement adjacent neighborhoods, parcel size and depth, and the need to revitalize economically obsolete uses.

POLICY ED 2.6.6: Promote and facilitate shared parking facilities including parking structures as part of commercial revitalization activities.



GOAL 3: Recognize and include in economic development planning the role of Port Everglades and the Fort Lauderdale-Hollywood International Airport and Fort Lauderdale Executive Airports.

OBJECTIVE ED 3.1: Marine Industry Support

Provide support to marine based industries to enhance local job growth for working waterfronts and to support tourism.

POLICY ED 3.1.1: Support increased connections between the Port Everglades and destinations within the City of Fort Lauderdale.

POLICY ED 3.1.2: The City shall regularly evaluate the amount and type of land use needed to support the marine industry.

POLICY ED 3.1.3: Protect and promote good working-waterfront or water adjacent jobs that provide self-sufficiency wages.

POLICY 3.1.3a: Preserve and support continued use of suitable shoreline areas for water dependent and related businesses involved in ship-building and repair, fisheries, tug and barge, provisioning and the cruise-ship industries.

POLICY ED 3.1.4: By 2025, develop and adopt a Comprehensive Waterfront Plan, including working waterfront policies.

POLICY ED 3.1.5: The City shall regularly evaluate and implement programs and necessary support for the development of the pleasure boat industry.

POLICY ED 3.1.6: The City shall support the continued development of Foreign Trade Zone No. 25 (Port Everglades), and marine foreign trade subzones within the City.





OBJECTIVE ED 3.2: Airport

Support future development and connections to the Fort Lauderdale Executive Airport and the Fort Lauderdale-Hollywood International Airport.

POLICY ED 3.2.1: Maintain industrial warehouse uses as appropriate within the City to foster freight and supply chain connections for local businesses.

POLICY ED 3.2.2: Support the maintenance and expansion of air cargo capacity in the greater Fort Lauderdale area.

POLICY ED 3.2.3: Support increased connections between the airport and destinations within the City of Fort Lauderdale.

POLICY ED 3.2.4: City shall support and promote the further economic development of Foreign Trade Zone No. 241 (Fort Lauderdale Executive Airport).

POLICY 3.2.4a: The City shall encourage the relocation and development of aerospace, high-tech, and life sciences industries and available areas around the airport, including the Foreign Trade Zone.

