



July 26, 2017

Mr. Sandy-Michael McDonald
Director
Broward County Office of Economic and Small Business Development
115 South Andrews Avenue, Room A-680
Fort Lauderdale, FL 33301

Dear Sandy,

Please find below the Alliance's fiscal year 2017 third quarter report to Broward County. The Alliance is pleased to report a very positive third quarter in terms of new value-added jobs, capital investment and other economic measures. Broward County's current unemployment rate of 4% continues to be among the lowest of the large urban counties in Florida and below the state average. It is also ranked at or near the top of all Metropolitan Divisions in the country in percent of jobs added over the last year. This is a testament to the strong collaborations between Broward County, the Alliance, and other partners leading to success in Broward and jobs for its residents. Some of the highlights of the third quarter include the following:

1. We were pleased to finalize five company projects that will be adding 888 jobs in Broward County. Following are examples of three of those companies:

Qology Direct, a marketing services company, is adding 250 jobs in Plantation and making a \$1.25 million capital investment.

Project RSI (formal announcement by the company will be forthcoming), a global headquarters project, will be adding 300 jobs, retaining 10 jobs and making a \$15.9 million capital investment in Plantation.

Project Vista (formal announcement by the company will be forthcoming), a U.S. headquarters project, will be adding 300 jobs, retaining 200 jobs and making a \$10.4 million capital investment in Fort Lauderdale.
2. As always, a primary focus of the Alliance was assisting local companies through our BRAVO (Business Retention and Visitation Outreach) program. 41 Broward County companies were visited by the Alliance during the third quarter, as we assisted in areas such as access to capital, workforce training opportunities, permitting and site location assistance.
3. The Alliance continued its implementation of the Target 20/20 strategic marketing plan. Target 20/20 is guiding strategic and tactical economic development marketing through the year 2020, as we sharpen our focus on high-wage targeted industries including aviation/aerospace, global logistics, life sciences, marine industries, and technology as well as continuing our focus on national, regional and Latin America headquarters and other target industries.
4. The Alliance's Port Everglades Advocacy Team, a partnership with Broward County and numerous community organizations, continues its work to support Port Everglades expansion projects. This follows the long-sought-after goal of authorization for the widening and deepening project.
5. The Alliance continued to lead the Broward Six Pillars strategic visioning implementation process and its Annual Report to the Community event was held on April 18, 2017. This event included the annual Six Pillars update for the year, and a presentation of the results of the JPMorgan Chase & Co./Alliance Broward County Workforce Skills Gap Analysis findings.

ALLIANCE: PARTNERSHIP FOR ECONOMIC GROWTH

Broward County's Official Economic Development Partnership

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www.gfalliance.org

6. The Alliance continues to take a lead role in establishing the Marine Research Hub (MRH) Consortium of South Florida. A couple of the significant activities accomplished for this project have been collection of a database of more than 100 key research projects currently in process in oceanographic and marine research, provided by each of the four founding universities, and the beginning of work on creating a complete marketing and communications plan to brand the Hub.
7. The Alliance is again in the planning stages to partner with the CVB and Marine Industries Association on a number of activities during this year's Fort Lauderdale International Boat Show. Work is underway on the fourth annual invitation-only Business Leaders Luncheon event on the opening day of the Boat Show, and on the "Coral Reef Pavilion" which will feature marine research presentations by the four founding Marine Research Hub universities.
8. The Alliance, in partnership with Kaufman Rossin, performed its annual local business climate assessment. The assessment is designed to provide feedback from local businesses regarding Broward County's strengths or weaknesses as a competitive business location and feedback about the availability of a well-educated and highly trained workforce in Broward County.
9. The Alliance was recognized with two awards from the Florida Economic Development Council (FEDC) at its 2017 Annual Conference which was held May 7-9 at the Hyatt Regency Pier 66 in Fort Lauderdale. The awards were for Urban Deal of the Year for the Alliance's work with Magic Leap, and the Alliance's Economic Sourcebook, which was chosen as the outstanding external marketing publication.
10. The Alliance continued to promote its "Platinum Cities" permitting excellence program to companies considering Broward County as a business location. The program encourages Broward communities to make the permitting and inspections process more business friendly and competitive with other regions.

These are just a few examples of the steps we are taking to continue to strengthen and diversify our economy as we work to create jobs for the residents of Broward County and build the county's tax base, working with Broward County and our other partners.

With warm personal regards, I remain

Sincerely,



Bob Swindell
President and CEO

FY 2017 Market Measures

Business Attraction

Market Measures	FY 2017 Goal	FY 2017 Goal YTD	FY 2017 Actual YTD	FY 2017 Actual 3rd Qtr
Domestic Leads	220	165	267	72
International Leads	100	75	125	19
Average Monthly Projects in the Pipeline	30	30	19	19
Number of Announced Projects	25	18	13	5
Number of New Value-Added Jobs	1,600	1,200	1,763	888
\$ of Direct Capital Investment	\$100M Domestic; \$10M Int'l	\$75M Domestic; \$7.5M Int'l	\$54.9M Domestic \$184.2M Int'l	\$32.3M Domestic \$100K Int'l
\$ of Direct Capital Investment ROI	Calculated at end of year			

Business Retention

Market Measures	FY 2017 Goal	FY 2017 Goal YTD	FY 2017 Actual YTD	FY 2017 Actual 3rd Qtr
Number of Corporate Visits	200	150	139	41
Number of Retained Jobs	1,400	1,050	1,898	210
Number of CareerSource Broward Partnerships	22	16	16	7
Dollar Value of CareerSource Broward Partnerships	\$750,000	\$562,500	\$320,612	\$155,531

Marketing & Communications

Market Measures	FY 2017 Goal	FY 2017 Goal YTD	FY 2017 Actual YTD	FY 2017 Actual 3rd Qtr
Media Value Generated	\$260,000	\$195,000	\$322,884	\$140,709

Financial Support

Market Measures	FY 2017 Goal	FY 2017 Goal YTD	FY 2017 Actual YTD	FY 2017 Actual 3rd Qtr
Public/Private Mix	\$1.00:\$1.46	\$1.00:\$1.46	\$1.00:\$1.56	\$1.00:\$1.93
Private Sector Dollars Investing in Economic Development	\$2,126,200	\$1,594,650	\$1,686,823	\$707,571

FY 2017 Market Measures

Administrative Objectives

- A.** Continue to promote and support the Port Everglades Master Plan through the Port Everglades Advocacy Team, focusing on key projects such as the Turning Notch, Dredging Project and Intermodal Container Transfer Facility.

With the long-sought-after goal of authorization for the widening and deepening project of Port Everglades received in 1Q/17, we have now moved into an appropriations phase. Our goal is to be included in the Army Corps of Engineers new starts for FY18. We will continue to promote and support the Port Everglades Master Plan through the Port Everglades Advocacy Team (PEAT), focusing on key projects such as the Turning Notch, Dredging Project and Intermodal Container Transfer Facility. Key members of the team traveled to Tallahassee and Washington D.C. in the second quarter.

- B.** Working with regional partners in Miami-Dade and Palm Beach Counties, develop a plan for further enhancement of the South Florida: Your Global Business Connection regional marketing materials and potential development of a web portal.

The South Florida: Your Global Business Connection regional marketing materials have been updated and are now provided on the Alliance website in Arabic, English, French, German, Japanese, Mandarin, Portuguese and Spanish. The portal has also been completed.

- C.** Conduct an assessment of buildings and sites in Broward County in order to match the requirements of targeted industry needs with existing inventory and to determine and promote the need for new product inventory.

The Alliance is in the process of gathering information on the buildings and sites in Broward County. The next step will be to determine requirements of targeted industry needs.

FY 2017 Market Measures

Business Intelligence Administrative Objectives

- A.** Develop and maintain a new template marketing presentation that clearly and factually states the business case for establishing or growing specific target industry niches of strength and opportunity for Broward County (i.e., Aviation Maintenance, Repair and Overhaul; Pharmaceutical Manufacturing; IT Software Design).

The template marketing presentation has been developed and the presentations for the target industry niche segments are updated on a continual basis.

- B.** Complete a database highlighting Broward County's competencies (leading employers, average salary by selected occupation, education data, etc.) to attract target industry niche sectors and post online for access by Alliance partners and prospects.

The database was developed and posted online in December 2015. It is updated on a continual basis.

- C.** Report on target industries niche subsets in its prospects and leads reports to develop a baseline and subsequent measurements indicating success in growing the niche markets.

Of the total 392 prospects and leads through the 3rd quarter, 55 were in the target niche industries of Aviation Maintenance, Repair and Overhaul; International and Regional Headquarters; Pharmaceutical Manufacturing; Medical Equipment/Device Development and Manufacturing; Custom Computer Programming; and Software Publishers.

- D.** Develop and utilize an expanded internship program with area universities for undergraduates and MBA candidates to assist with research projects designed to help grow jobs in Broward County.

This program has been created and the Alliance is utilizing interns to assist with research projects.

- E.** Prepare ongoing annual and updated data that will be used in the Six Pillars strategic planning process to grow high paying jobs in Broward County and engage community leaders in enhancing Broward County's business and economic climate.

Updated data is being prepared on an ongoing basis. The Six Pillars annual report to the community was given in April 2017, where new data was presented as part of the report. The Six Pillars annual report and implementation plan are posted to www.sixpillarsbroward.org.

Key Broward County Economic Indicators

Following are key Broward County economic statistics that are indicators of Broward's overall economic health and trends (2017 numbers are as of June, 2017)

	Number Employed	Number in Labor Force	Number Unemployed	Unemployment Rate
2012	952,484	1,021,901	69,417	6.8%
2013	973,289	1,026,442	53,153	5.2%
2014	1,017,456	1,065,335	47,879	4.5%
2015	956,378	999,633	43,255	4.3%
2016	980,719	1,025,431	44,712	4.4%
2017	1,000,640	1,042,677	42,037	4.0%

Source: Department of Economic Opportunity

Number of Jobs in Target Industries						
	Aviation and Aerospace	Life Sciences	Information & Communication Technologies	Corporate, Regional & Divisional HQ	High-Tech Manufacturing	Marine Industry
2012	10,775	4,072	31,634	47,461	31,396	8,797
2013	10,823	4,237	32,341	50,027	31,995	8,805
2014	11,861	4,684	33,290	53,433	32,411	8,156
2015	11,931	4,752	34,664	54,923	32,677	8,472
2016	12,409	4,810	33,351	52,272	30,906	8,325
2017	12,723	4,814	33,748	53,186	31,430	8,364

Source: EMSI

Employment by Major Occupational Sectors						
INDUSTRY	Dec-12	Dec-13	Dec-14	Dec-15	Dec-16	June-17
Construction	32,200	34,700	38,400	43,800	44,900	47,400
Manufacturing	25,800	26,700	27,600	28,400	27,900	28,000
Wholesale Trade	45,900	46,700	48,000	48,700	49,200	50,900
Retail Trade	105,100	111,000	112,300	112,900	115,200	110,400
Transportation, Warehousing, and Utilities	23,900	24,700	25,200	26,400	27,400	27,000
Information	18,400	18,400	18,900	19,400	19,200	19,100
Financial Activities	55,700	55,200	56,400	58,600	57,400	58,100
Professional and Business Services	128,300	134,500	141,000	144,800	151,700	155,200
Education and Health Services	97,400	99,500	101,600	104,500	107,200	111,900
Leisure and Hospitality	83,300	87,400	91,000	92,800	96,100	96,900

Source: Department of Economic Opportunity

Average Wage Rates by Target Industry						
	Aviation and Aerospace	Life Sciences	Information & Communication Technologies	Corporate, Regional & Divisional HQ	High-Tech Manufacturing	Marine Industry
2012	\$56,451	\$50,240	\$77,635	\$62,438	\$59,782	\$45,182
2013	\$56,281	\$49,369	\$79,025	\$62,992	\$60,239	\$45,870
2014	\$58,914	\$50,934	\$80,763	\$67,349	\$60,696	\$50,126
2015	\$62,686	\$52,020	\$82,991	\$68,771	\$60,868	\$50,611
2016	\$78,400	\$69,069	\$109,738	\$84,168	\$77,622	\$61,783
2017	\$75,573	\$69,563	\$94,273	\$64,873	\$68,493	\$58,060

Source: EMSI

	Per Capita Income	Median Household Income
2012	\$28,547	\$51,603
2013	\$28,205	\$51,251
2014	\$28,329	\$51,574
2015	\$28,381	\$51,968
2016	Not yet published	

Source: Census Bureau

Average Annual Wage	
2012	\$43,899
2013	\$44,579
2014	\$46,033
2015	\$47,859
2016	Not yet published

Source: Enterprise Florida

Office Vacancy Rate % & Net Absorption SF		
2012	19.9%	(9,711)
2013	19.2%	89,478
2014	15.7%	116,754
2015	15.7%	467,570
2016	14.6%	279,620
2017	12.0%	312,287

Source: CBRE Research

Industrial Vacancy % and Net Absorption SF		
2012	8.0%	264,766
2013	8.1%	273,636
2014	7.3%	190,341
2015	9.2%	864,196
2016	6.1%	310,543
2017	5.0%	159,678

Source: CBRE Research

Broward County Property Tax Base Growth		
	Residential County Property Tax Base	Commercial/Industrial County Tax base
2012	\$86,139,504,130	\$32,730,915,750
2013	\$90,602,712,080	\$33,017,503,750
2014	\$98,102,068,110	\$34,283,192,400
2015	\$106,234,517,520	\$35,517,337,080
2016	\$114,783,990,830	\$38,537,169,030

Source: Broward County Property Appraiser's Office

FY 2017 Announced Economic Development Projects

Month Announced /Approved	Status	Company	City	Type of Facility	Sq. Ft. of Project	Direct Capital Investment	Foreign Direct Capital Investment	Jobs Created	Jobs Retained	Product/Service
1st Quarter Announced Projects:										
October	AEP	United Data Technologies	Miramar	Office	63,000	\$16,500,000		142	116	One of the 50 fastest growing technology companies in the U.S.
December	AIP	Aviator Solutions	Fort Lauderdale	Office	500		\$100,000	2		UK company expanding in the U.S. selling aircraft parts and engines
December	AEP	Royal Caribbean	Weston	Office	270,000	\$900,000		180	45	Service center and warehouse facility
December	AP	DaVinci Training Institute	Fort Lauderdale	Office	6,365	\$200,000		11		Training for general aviation crew members
December	AP	Triangle Services	Fort Lauderdale	Office/ Warehouse/Retail	20,000	\$4,800,000		300		Facility for companies under the parent company Triangle Services, including airplane baggage handling and cleaning, as well as office cleaning
1st Quarter Project Totals:					359,865	\$22,400,000	\$100,000	635	161	
2nd Quarter Announced Projects:										
January	UEP	Bayview Financial	Fort Lauderdale	Office	60,000				1,066	Financial services company
January	AP	Apotex Pharmaceuticals	Miramar	Office/R&D/ Manufacturing	380,000		\$184,000,000	150	461	U.S. headquarters for Canadian pharmaceutical company
March	UEP	Project Magnesium	Plantation	Office	15,000	\$325,000		90		Global risk management company
2nd Quarter Project Totals:					455,000	\$325,000	\$184,000,000	240	1,527	
3rd Quarter Announced Projects:										
April	AP	Qology Direct	Plantation	Office	118,000	\$1,250,000		250		Company provides performance based marketing services
May	AP	Moonlight Mia	Fort Lauderdale	Office	500		\$100,000	3		Full service travel agency with boutique service

AP = Announced Project
 AEP = Announced Expansion Project
 UEP = Unannounced Expansion Project
 AIP = Announced Intl. Project
 ARP = Announced Retention Project

FY 2017 Announced Economic Development Projects
 Greater Fort Lauderdale Alliance: *Partnership for Economic Growth*

Month Announced /Approved	Status	Company	City	Type of Facility	Sq. Ft. of Project	Direct Capital Investment	Foreign Direct Capital Investment	Jobs Created	Jobs Retained	Product/Service
June	UEP	Project RS1	Plantation	Office	60,000	\$15,900,000		300	10	Global headquarters
June	UEP	Project Vista	Fort Lauderdale	Office	55,000	\$10,400,000		300	200	U.S. headquarters
June	UEP	Project Bogey	Fort Lauderdale	Office	8,700	\$4,700,000		35		Company provides affordable travel solutions
3rd Quarter Project Totals:					242,200	\$32,250,000	\$100,000	888	210	
Year to Date Project Totals:					1,057,065	\$54,975,000.00	\$184,200,000.00	1,763	1,898	
Business Development Goals for FY2017:						\$100,000,000.00	\$10,000,000.00	1,600	1,400	

AP = Announced Project
 AEP = Announced Expansion Project
 UEP = Unannounced Expansion Project
 AIP = Announced Intl. Project
 ARP = Announced Retention Project

Greater Fort Lauderdale Alliance
2017 Performance Measures
Supplemental Information
3rd Quarter

1. The Alliance goal for average projects in the pipeline is 30. There are currently 19 projects in the pipeline, which represents 63% goal attainment at this time. While the Alliance is significantly ahead in goals for job growth and capital investment, a modest decline in project activity has been noticed. Conversations about eliminating both Enterprise Florida and incentive programs in the state has affected companies considering Florida as a location option and companies who were seriously considering Greater Fort Lauderdale for location or expansion have chosen to locate in other states. The Alliance continues to have project generation outreach programs in place and is hopeful this will result in additional projects in the pipeline.
2. The Alliance annual goal for the number of announced projects is 25, or 6 announced projects per quarter for FY 2017. The Alliance announced 13 projects year to date, which represents 72% goal attainment. While announced projects are under goal at this time, our community is significantly ahead in other job and capital creation goals.
3. The Alliance goal for business retention and expansion is to conduct 200 corporate visits in FY 2017, or 50 per quarter. The Alliance has conducted a total of 139 visits year to date, which represents 92% goal attainment. Alliance staff is focusing on this important objective through proactive outreach to local companies, and with additional visits planned for the next quarter, it is anticipated this goal will be met for the year.
4. The Alliance annual goal for workforce partnerships is 22 partnerships and a value of \$750,000. The Alliance has 16 workforce partnerships year to date at a value of \$320,612. This represents 100% year to date goal attainment for number of partnerships and 56% goal attainment for dollar value of partnerships. Several partnerships are in the development stage, but were not able to be finalized at the request of the companies. This goal is also being affected by changes at CareerSource Florida, where all employees who receive training must be entered on a public, statewide database. This is affecting some companies' desire to participate in the program.