



October 29, 2021

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 2021 fourth quarter/year end report to Broward County. During the past year, since the onset of the COVID-19 crisis, the Alliance has remained committed to our top priority, which is growing and diversifying our economy through an emphasis on high-value, high wage jobs. However, at the same time, we have continued to focus on providing business assistance and information to help companies and residents of Broward navigate through the social and economic effects of the pandemic. Below is a recap of results and actions in the fourth quarter:

1. We were pleased to finalize the following company projects and continue to work with 28 companies that are in the project pipeline:

Amazon will be creating 290 jobs, making a \$30 million capital investment and utilizing 250,000 square feet of space in Coral Springs, for a facility to get customer packages from delivery stations to a customer's doorstep.

Beth El Industries, a leading designer and manufacturer of air filtration and air treatment products, will be creating 7 jobs and making a \$100,000 capital investment in Sunrise.

Project Eterias (formal announcement by the company is forthcoming), a national e-commerce retailer, will be creating 500 jobs, retaining 650 jobs and making a \$25 million capital investment in Plantation for a 220,000 square foot headquarters facility.

American Queen, an overnight North America river and lake cruise operator, will be relocating its headquarters from Indiana to Fort Lauderdale, creating 100 jobs, making a \$2.1 million capital investment and utilizing 23,000 square feet of office space.

2. As always, a primary focus of the Alliance is assisting local companies through our BRAVO (Business Retention and Visitation Outreach) program. 47 Broward County companies were visited by the Alliance during the fourth quarter, with a total of 156 companies being visited during FY21 as we assisted in areas such as access to capital, workforce training opportunities, permitting and site location.
3. Throughout the year, the Alliance continued to provide assistance and information regarding local business preservation and recovery during the COVID-19 crisis. This was done through virtual and in-person meetings and through the Alliance website and other means of electronic communications.
4. The Alliance continued its FY21 economic development marketing campaign targeting C-Level executives and company location decision makers through print, digital, search engine and B2B digital in publications such as *Business Facilities*, *Chief Executive*, *Aviation Week*, *Fierce BioTech*, *Fierce Pharma*, *CIO*, and *CSO*. In this campaign, direct emails are also sent to C-Level executives in aviation, financial services, life sciences, technology and headquarters industries and paid social media was utilized through Facebook and Google paid search.

From October to August, the campaign generated 17.1 million impressions resulting in 1.6 million video views and 296,471 clicks to the Alliance website.

In addition to the company outreach campaign, new advertising and outreach campaigns have been developed and launched to attract talent to Greater Fort Lauderdale/ Broward County. These include the CEO Council's talent attraction campaign - Live Where you Vacation, a new talent recruiting guide called "Welcome Home" which is in print and digital formats, and a partnership with Livability Media to promote our area as a top location for talent.

5. The Alliance's Port Everglades Action Team, a partnership with Broward County and numerous community organizations, continued its work to support Port Everglades expansion projects.
6. The Alliance led the work in developing and launching a new website in August as a companion to the South Florida Aviation Asset Map. The map and www.sflaviationhub.com were designed to create industry awareness, develop and retain local talent and attract and retain aviation/aerospace companies to Broward County and South Florida. With three international and seven general aviation airports, the aviation industry in South Florida is a multibillion-dollar sector, including airlines, airframe and engine manufacturers, component parts suppliers, maintenance, repair and overhaul (MRO) businesses, 3D parts printing, flight schools and allied industries such as aircraft finance and aviation insurance.
7. The Alliance continued work to implement *The Prosperity Partnership* (formerly Six Pillars Broward), with a focus on the following community priorities: Target Industry Growth, Education, Talent Attraction & Retention, Community Branding, Social Justice & Racial Equity, Economic Mobility, Entrepreneurship, Transportation, Resiliency, Affordable Housing, and Homelessness. More than 200 attendees participated in a community engagement webinar on August 9. Additionally, *The Prosperity Partnership's* Economic Mobility initiative (Prosperity Broward) continues to convene community stakeholders to expand economic mobility in the six Broward County zip codes with the highest unemployment and poverty levels.
8. The Alliance continued to hold its virtual Leadership Speaker Series featuring local and national C-level executives who share life, business and leadership lessons. The sessions can be viewed on the Alliance website and YouTube channel and the content is also shared through podcast.

Throughout the fourth quarter and the entire fiscal year 2021, the Alliance continued its work to strengthen and diversify our economy as well as helping businesses to navigate through a time of tremendous economic challenge. Our goal remains 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

ALLIANCE: PARTNERSHIP FOR ECONOMIC GROWTH



FY 2021 Market Measures

Business Attraction

Market Measures	FY 2021 Goal	FY 2021 Goal YTD	FY 2021 Actual YTD	FY 2021 Actual 4th Qtr
Domestic Leads	150	150	146	65
International Leads	75	75	33	21
Average Monthly Projects in the Pipeline	20	20	28	28
Number of Announced Projects	12	12	14	4
Number of New Value-Added Jobs	900	900	2,482	897
\$ of Direct Capital Investment	\$75M Domestic; \$5M Int'l	\$75M Domestic; \$5M Int'l	\$238.6M Domestic; \$100K Int'l	\$57.1M Domestic; \$100K Int'l
\$ of Direct Capital Investment ROI	Calculated at end of year			

Business Retention

Market Measures	FY 2021 Goal	FY 2021 Goal YTD	FY 2021 Actual YTD	FY 2021 Actual 4th Qtr
Number of Corporate Visits	180	180	156	47
Number of Retained Jobs	1,000	1,000	706	650
Number of CareerSource Broward Partnerships	20	20	8	2
Dollar Value of CareerSource Broward Partnerships	\$500,000	\$500,000	\$1,467,732	\$843,000

Marketing & Communications

Market Measures	FY 2021 Goal	FY 2021 Goal YTD	FY 2021 Actual YTD	FY 2021 Actual 4th Qtr
Media Value Generated	\$300,000	\$300,000	\$320,934	\$150,105

Financial Support

Market Measures	FY 2021 Goal	FY 2021 Goal YTD	FY 2021 Actual YTD	FY 2021 Actual 4th Qtr
Public/Private Mix	\$1.00:\$1.19	\$1.00:\$1.19	\$1.00:\$1.36	\$1.00:\$1.80
Private Sector Dollars Investing in Economic Development	\$2,206,600	\$2,206,600	\$2,525,658	\$835,675



FY 2021 Market Measures

Administrative Objectives

- A.** Continue to promote and support the Port Everglades Master Plan through the Port Everglades Action Team. PEAT has successfully partnered with Port administration and the County to advocate for federal and state funds for capital projects such as the ICTF, Turning Notch and the Widening and Deepening of the Port channel.

With the long-sought-after goal of authorization by the Army Corps of Engineers for the widening and deepening of Port Everglades, the first step of which we received in 1Q/17, we were focused on the second authorization phase to get approval and selection into the ACOE “New Start” budget. At our January 2020 PEAT meeting, we developed a plan to blanket elected officials and Congressional decision-makers. In February 2020, the Port was notified that after more than 20 years, Port Everglades was successful in being designated as a new start in the ACOE Budget and the first phase of actual construction – relocating the Coast Guard Station – was approved. In addition, they were awarded \$29 million towards the approximately \$39 million project. In 4Q20 we sent letters to MARAD within the U.S. Department of Transportation supporting the “Marine Highway” designation for Port Everglades and the Port of Houston. This will allow the Ports to apply for federal funding which can be used to modernize vessels, purchase, lease or modify equipment and enhance infrastructure at Terminals. We were pleased when Port Everglades was granted / awarded this designation in January of 2021.

In 2Q21, three new low-rise Post Panamax cranes were delivered and installed at Port Everglades, a ceremony in which several of our PEAT members were in attendance. In April, we asked our members to submit letters of support to the ACOE as they were preparing to hear comments regarding the updated environmental surveys which will allow us to proceed with the relocation of the US Coast Guard Station, Phase One of the overall Widening and Deepening Project. Then in June, we asked our members to send letters of support to the U.S. Secretary of Transportation as part of a grant proposal for the Port’s Berth and Modernization project. Our goal is to continue to show the huge importance this Port has to the success of Broward County, South Florida, the United States and especially all of our local businesses.

- B.** Research, write and develop the final report for the Alliance bi-annual Leadership Trip to Charlotte, N.C., a competitive region for our business leaders with which to review best practices. This report will allow the team to identify and develop benchmarks for improvement to enhance Broward’s business climate. In 2016 and 2018, business and elected leaders traveled to Austin, TX, and Nashville, TN, respectively. The team will begin the process of planning for a 2022 trip to a region to be determined.

The Alliance has conducted three Leadership trips to other locations with which we compete for projects and who have similar profiles. In 2016 and 2018, business and elected leaders traveled to Austin, TX, and Nashville, TN, respectively. In 2019, a group of Alliance community leaders voted to select Charlotte, NC as our next Leadership Trip location. On March 1, 2020, close to 90 business leaders, municipal staffers, non-profits and elected officials traveled to Charlotte and spent the next four days meeting with leaders from all six of our chosen study teams (Business Best Practices, Quality of Life, Education/Workforce/Talent, Transportation, Housing and Healthcare/Life Sciences).

The goal was to study the Charlotte / Mecklenburg County metropolitan area and compare it to Greater Fort Lauderdale / Broward County.

In Q3 2020, we created a “Thank you City of Charlotte / Mecklenburg County” ad which ran in their local business journal as a way of showing our gratitude for putting out the welcome mat and sharing best practices. We also met virtually with the chairs to discuss the trip. At our Annual Luncheon – virtual for the first time – an update on lessons learned and overall observations was included in our Annual Program Book. We will be looking for additional opportunities to share overall impressions.

Originally, we thought we would select the next city and start planning our 2022 trip in 3Q21. Due to the uncertainty of Covid-19, we determined that we would postpone our 2022 trip and schedule the next in the series in 2023. We felt uncomfortable committing to venues when the uncertainty of travel would put our deposits in jeopardy.

Instead, in FY22, we plan to “visit” Broward County / Greater Fort Lauderdale to give our group an even better appreciation for all of our County / City resources in anticipation of our next trip.

- C.** Continue to implement Version 2.0 of Six Pillars Broward (which has been rebranded to *The Prosperity Partnership*) with a focus on the following community priorities: Target Industry Growth, Education, Talent Attraction & Retention, Community Branding, Social Justice & Racial Equity, Economic Mobility, Entrepreneurship, Transportation, Resiliency, Affordable Housing and Homelessness.

THE PROSPERITY PARTNERSHIP

Six Pillars Version 2.0, now called *The Prosperity Partnership*, is continuing to shape up to be a powerful and effective collective impact initiative.

- 1 Website launched.
- 11 Pillars were founded.
- 11 Vision & Mission Statements established.
- 44 Goals created.
- 44 Co-Chairs recruited.
- 154 Tactics developed.
- 200+ Attendees at the Virtual Launch Event on April 14.
- 200+ Attendees at the Community Engagement Webinar on August 9.
 - “I am going to keep tabs on what you (The Prosperity Partnership) are doing because, at some point, you will be a model that everyone else will want to emulate.” *Raphael W. Bostic, President & CEO Federal Reserve Bank of Atlanta*

The Prosperity Pillars are as follow:

- Target Industry Growth
- Education
- Talent Attraction & Retention
- Community Branding
- Social Justice & Racial Equity
- Economic Mobility
- Entrepreneurship
- Transportation
- Resiliency
- Affordable Housing
- Homelessness

PROSPERITY BROWARD

The Prosperity Partnership's Economic Mobility initiative (Prosperity Broward) continues to convene community stakeholders to expand economic mobility in the six Broward County zip codes with the highest unemployment and poverty levels.

- On September 30, Prosperity Broward partnered with the City of Lauderdale Lakes on a job fair that engaged 150 residents who were connected to job training, employers, and support services.
- Prosperity Broward is also advancing with their city pilot program and developing tactics to assist the desired audience with support services, training and job placement.

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. 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 50 prospects and leads in the 4th quarter, 18 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 (*rebranded to The Prosperity Partnership*) 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 prepared on an ongoing basis.

Key Broward County Economic Indicators

Following are key Broward County economic statistics that are indicators of Broward's overall economic health and trends (2021 numbers are as of September 2021)

Years	Number Employed	Number in Labor Force	Number Unemployed	Unemployment Rate
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	991,883	1,026,696	34,813	3.4%
2018	1,011,564	1,041,177	29,613	2.8%
2019	1,023,100	1,049,805	26,705	2.5%
2020	941,123	1,007,605	66,482	6.6%
2021	1,009,405	1,055,549	46,144	4.4%

Source: Florida Department of Economic Opportunity, September 2021. Release date Oct. 22, 2021.

Number of Jobs in Target Industries

Years	Aviation and Aerospace	Life Sciences	Information & Communication Technologies	Corporate, Regional & Divisional HQ	High-Tech Manufacturing	Marine Industry
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	13,250	4,746	34,841	54,446	31,821	8,300
2018	16,058	4,981	39,494	62,657	36,888	9,385
2019	16,691	5,656	40,924	64,707	38,481	9,549
2020	17,953	6,222	40,133	61,589	40,194	9,426
2021	17,989	6,436	39,583	60,060	40,279	8,960

Source: EMSI 2021.4

Employment by Major Occupational Sectors

INDUSTRY	Dec-14	Dec-15	Dec-16	Dec-17	Dec-18	Dec-19	Dec-20	Sept -21
Construction	38,400	43,800	44,900	49,600	51,300	48,700	44,500	52,000
Manufacturing	27,600	28,400	27,900	28,800	28,300	28,200	27,100	27,400
Wholesale Trade	48,000	48,700	49,200	49,900	47,800	48,700	49,300	50,100
Retail Trade	112,300	112,900	115,200	113,500	113,800	117,900	112,000	104,300
Transportation, Warehousing, and Utilities	25,200	26,400	27,400	27,600	32,100	32,200	35,200	34,900
Information	18,900	19,400	19,200	19,500	20,900	20,200	18,100	18,800
Financial Activities	56,400	58,600	57,400	58,300	58,400	64,300	65,600	63,100
Professional and Business Services	141,000	144,800	151,700	155,300	156,200	157,600	145,000	145,200
Education and Health Services	101,600	104,500	107,200	114,000	113,700	118,900	103,400	109,400
Leisure and Hospitality	91,000	92,800	96,100	95,400	95,000	97,800	73,400	86,800

Source: Florida Department of Economic Opportunity, September 2021. Release date Oct. 22, 2021. – Nonagricultural

Average Wage Rates by Target Industry

Years	Aviation and Aerospace	Life Sciences	Information & Communication Technologies	Corporate, Regional & Divisional HQ	High-Tech Manufacturing	Marine Industry
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	\$81,244	\$76,487	\$113,636	\$86,204	\$80,252	\$65,638
2018	\$87,419	\$77,985	\$109,261	\$86,069	\$80,021	\$68,270
2019	\$92,676	\$80,620	\$109,399	\$86,076	\$82,154	\$69,815
2020	\$94,574	\$80,204	\$113,440	\$91,193	\$84,233	\$73,728
2021	\$95,085	\$83,119	\$117,296	\$95,682	\$86,173	\$75,341

Source: EMSI 2021.4

Years	Per Capita Income	Median Household Income
2013	\$28,205	\$51,251
2014	\$28,329	\$51,574
2015	\$28,381	\$51,968
2016	\$28,987	\$52,954
2017	\$30,109	\$54,895
2018	\$31,464	\$57,333
2019	\$32,909	\$59,547

Source: U.S. Census Bureau. (ACS 2015-2019)

Years	Average Annual Wage
2013	\$44,579
2014	\$46,033
2015	\$47,859
2016	\$48,687
2017	\$51,259
2018	\$52,929
2019	\$54,643
2020*	\$58,998
2021**	\$60,060

Source: bls.gov County Employment and Wages
 *Preliminary estimate – **average weekly wage Q1-2021

Years	Office Vacancy Rate %	Net Absorption SF
2013	19.2%	89,478
2014	15.7%	116,754
2015	15.7%	467,570
2016	14.6%	279,620
2017	11.8%	222,000
2018	11.4%	38,000
2019	10.2%	(128,397)
2020	13.0%	(87,700)
2021	18.6%	76,700

Source: CBRE Research, Broward Figures Q3 2021.

Years	Industrial Vacancy Rate %	Net Absorption SF
2013	8.1%	273,636
2014	7.3%	190,341
2015	9.2%	864,196
2016	6.1%	310,543
2017	3.6%	894,998
2018	3.8%	224,214
2019	6.3%	145,780
2020	7.6%	325,353
2021	6.4%	914,452

Source: CBRE Research, Broward Figures Q3 2021.

Broward County Property Tax Base Growth

	Residential County Property Tax Base	Commercial/Industrial County Tax base
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
2017	\$123,925,153,510	\$41,945,240,370
2018	\$132,946,694,120	\$44,664,169,420
2019	\$141,671,309,822	\$47,314,571,180
2020	\$149,541,645,130	\$49,790,239,400

Source: Broward County Appraiser's Office.

FY 2021 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
1st Quarter Announced Projects:										
October	UEP	KeySource Pharma	Fort Lauderdale	Office	35,000	\$120,000		35		Supplies generic pharmaceuticals for 2nd user pharmacies nationwide
October	UP	Memicmed	Fort Lauderdale	Office	7,000	\$100,000		35		Pioneers in robotic-assisted surgery
December	UEP	Amazon	Deerfield Beach	Distribution/Logistics	150,000	\$32,000,000		275		Helps get customer packages from delivery stations to a customer's doorstep
1st Quarter Project Totals:					192,000	\$32,220,000	\$0	345	0	
2nd Quarter Announced Projects:										
February	AEP	Amazon	Pembroke Park	Distribution/Logistics	269,000	\$40,000,000		300		Helps get customer packages from delivery stations to a customer's doorstep
March	AEP	Sincerus Pharmaceuticals, Inc.	Pompano Beach and Fort Lauderdale	Office/Manufacturing/R&D	34,735	\$2,100,000		50	56	FDA-Registered 503B outsourcing facility providing leading dermatologists with custom medicines
March	UEP	Future Tech	Fort Lauderdale	Office	5,000			25		IT solutions provider that supports leading companies in the aerospace, defense, education, energy, government, healthcare, manufacturing, and retail sectors
March	AEP	Amazon	Fort Lauderdale	Distribution/Logistics	377,000	\$40,000,000		350		Helps get customer packages from delivery stations to a customer's doorstep

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

FY 2021 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
March	AEP	Amazon	Miramar	Distribution/Logistics	150,000	\$35,000,000		275		Last mile facility for Amazon product deliveries
2nd Quarter Project Totals:					835,735	\$117,100,000	\$0	1,000	56	
3rd Quarter Announced Projects:										
June	UEP	Amazon	Tamarac	Distribution/Logistics	180,000	\$32,000,000		200		Helps get customer packages from delivery stations to a customer's doorstep
June	UEP	DNA Labs	Deerfield Beach	Office/R&D	50,000	\$200,000		40		Company providing forensic DNA analysis
3rd Quarter Project Totals:					230,000	\$32,200,000	\$0	240	0	
4th Quarter Announced Projects:										
August	AEP	Amazon	Coral Springs	Distribution/Logistics	250,000	\$30,000,000		290		Helps get customer packages from delivery stations to a customer's doorstep
August	AIP	Beth El Industries	Sunrise	Logistics/R&D	3,500		\$100,000	7		Leading designer and manufacturer of air filtration and air treatment products
September	UEP	Project Eterias	Plantation	Office	220,000	\$25,000,000		500	650	Headquarters for national e-commerce retailer
September	AP	American Queen	Fort Lauderdale	Office	23,000	\$2,100,000		100		Overnight North America river and lake cruise operator
4th Quarter Project Totals:					496,500	\$57,100,000	\$100,000	897	650	
Year to Date Project Totals:					1,754,235	238,620,000	100,000	2,482	706	
Business Development Goals for FY2021:						\$75,000,000	\$5,000,000	900	1,000	

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