

# METRIC DRIVEN LEADERSHIP

IEDC 2019 Leadership Summit



# PANELISTS



**Rob Camoin**  
President & CEO  
Camoin Assoc.



**Michael Langley**  
CEO  
GREATER MSP



**David Armstrong**  
President Emeritus  
Broward College

## MODERATOR



**Joshua Wright**  
VP, Economic Development  
Emsi

# GUIDING QUESTIONS

1. Are EDOs focusing on the right metrics?
2. What are new indicators that should be considered?
3. How does tracking metrics look different for an EDO vs. a region vs. an organization implementing a strategic plan?

# THE WHY AND HOW OF METRICS



**Rob Camoin**

President & CEO

Camoin Assoc.

# Why we need to measure:

Economic developers make a good punching bag, from the right and the left.

NPR story  
criticizing the field



California  
eliminated local  
development tool



Highly political  
in Florida



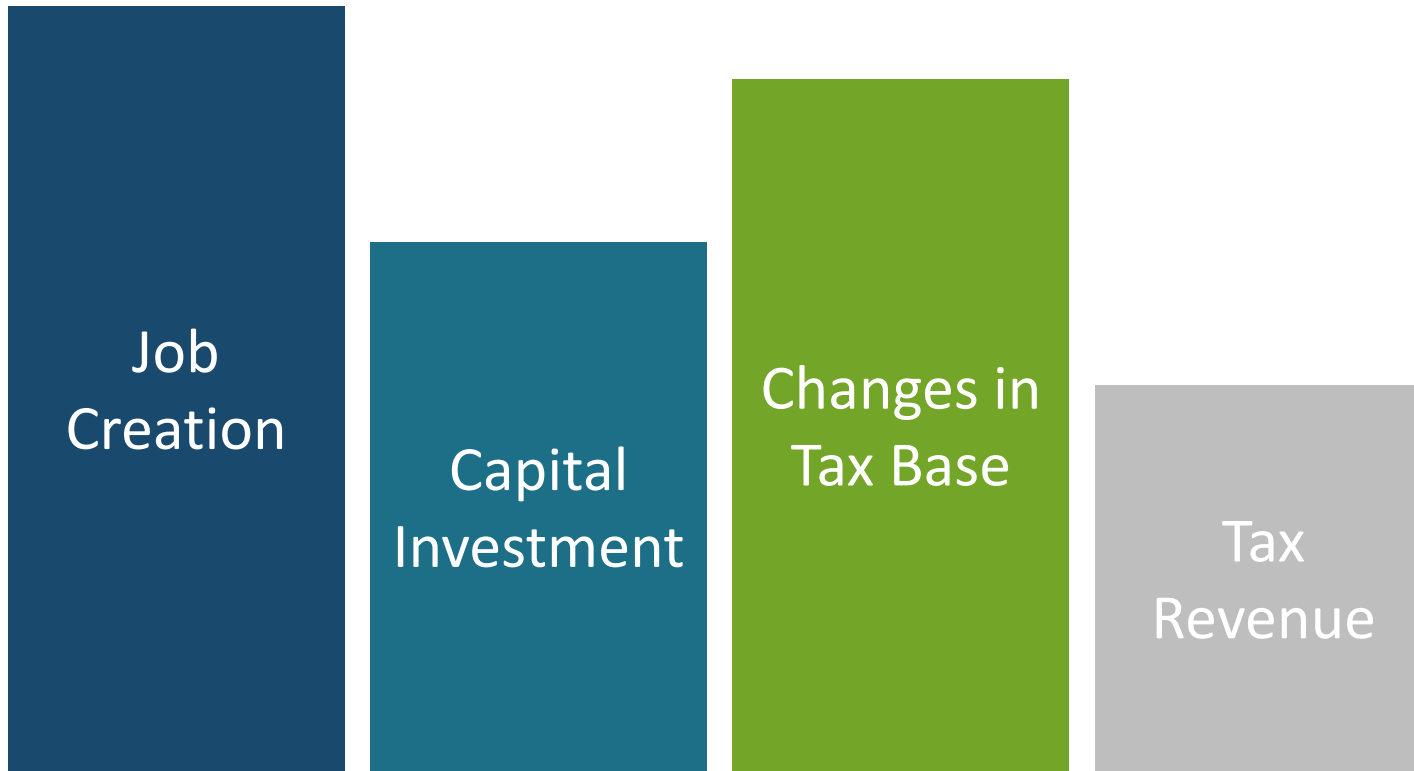
John Oliver  
Frequently covers  
Economic Development  
and related topics



# Trends in EDO Measurement

What EDOs do has broadened, and our metrics are trying to catch up.

4 Most-used variables:



*"That which is measured improves.  
That which is measured and reported  
improves exponentially."*

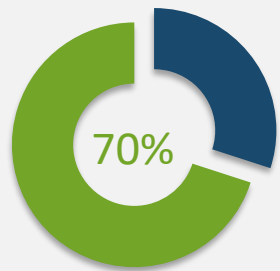
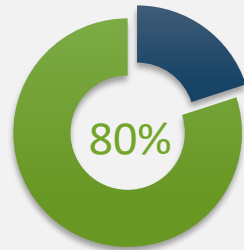
- Karl Pearson

*"If it ain't worth measuring  
it ain't worth doing."*

- Some Really  
Smart Economic Developer

# New research on EDO Metrics

Over **80%** of organizations that track performance have a strategic plan.



Almost **70%** of these plans include guidelines for measuring performance.

## MAKING IT COUNT

Metrics for High Performing EDOs



# Survey Says!! - Metric Categories



## Internal

Measures activities that help an EDO conduct the business of the organization.



## Program

Measure the performance of EDO's economic development-related functions.



## Relationship Management

Measures EDOs' efforts to build and strengthen relationships with internal and external stakeholders



## Community

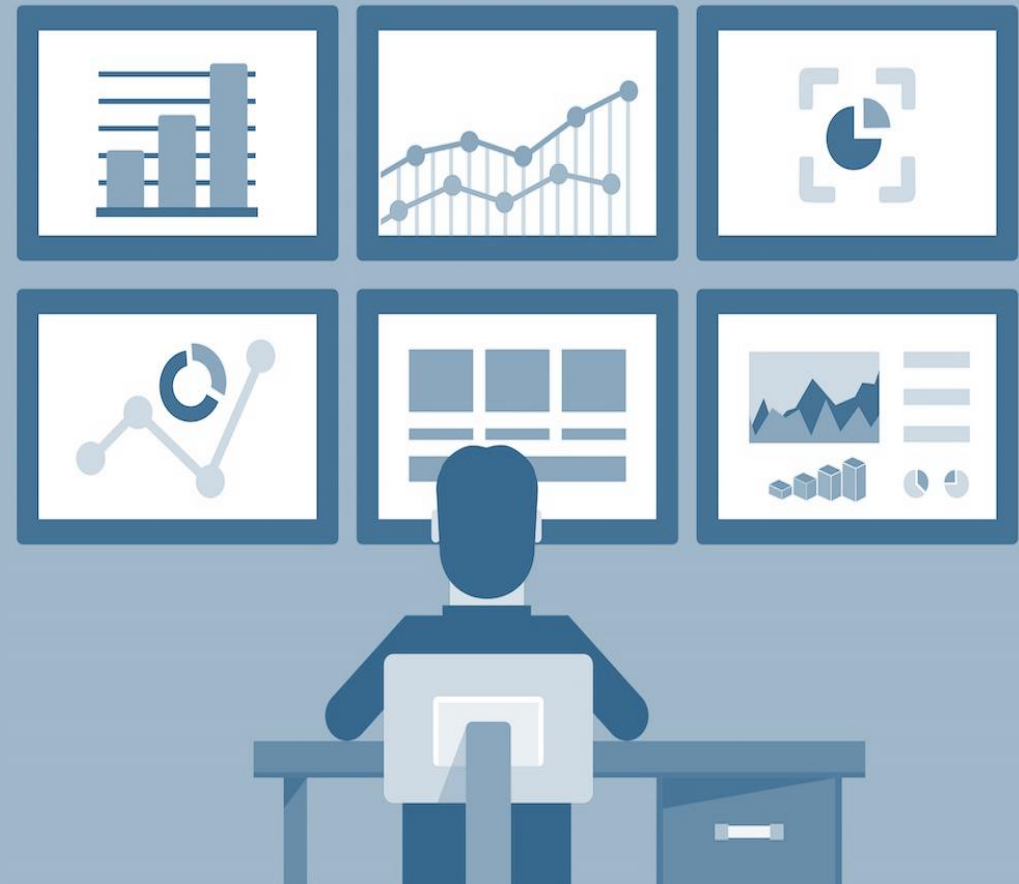
Measures the community's well-being.



# How Metrics Are Being Utilized

Consider your audiences and what you are trying to achieve:

1. Assess the organization, programs and the future allocation of resources
2. Public relations – make the case for support and funding
3. Competitive benchmarking
4. Strategic plan execution



# City of Fort Collins, CO: Community Performance Measurement Dashboard

Tracks metrics across 7 community outcomes that are tied to budgeting process. Metrics determine which projects are funded.

City of Fort Collins  
Return to fcgov.com

Economic Health Performance Metrics

Select Language

Subscribe to Quarterly Email Updates  
enter email address  
Go

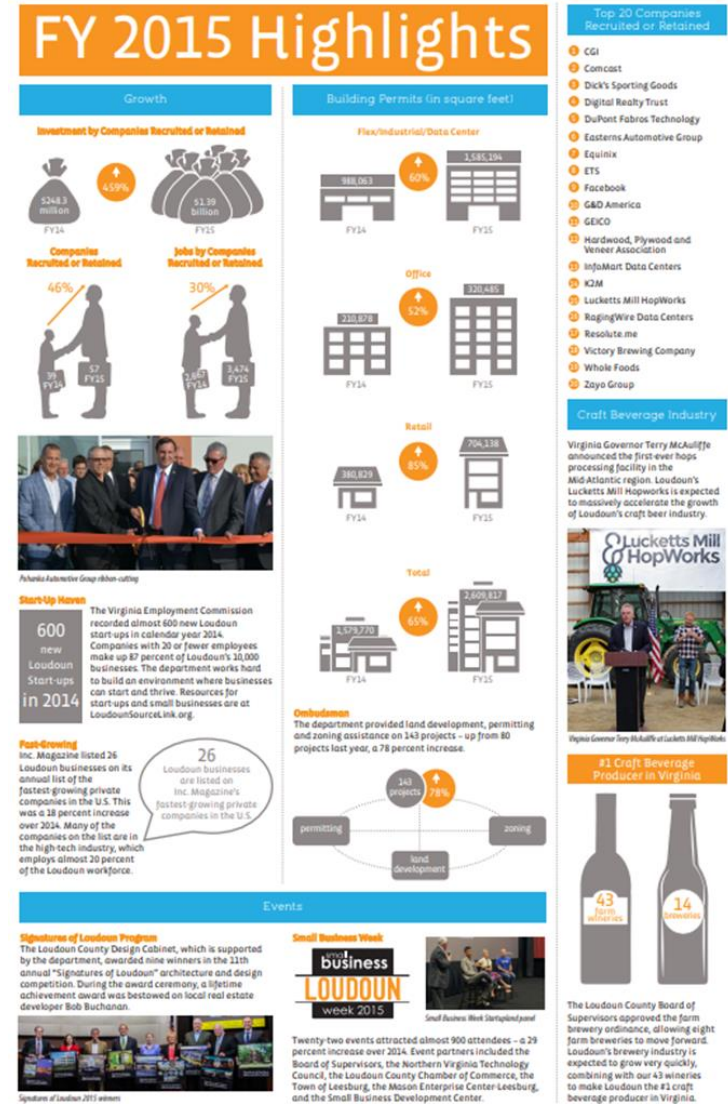
<< Return to Performance Measurement

Measure/Explanation	Actual	Target	Results
<b>Commercial Vacancy Rates</b> Percentage of vacant, leasable commercial space within the city. This is divided into three categories: Industrial, Office, and Retail. The category with the worst vacancy rate is displayed and that is the value compared to our target.	6.50%	5.00%	Q4 2017
<b>Electric System Average Interruption Duration Index (SAIDI) in Minutes</b> The electric distribution System Average Interruption Duration Index (SAIDI) is a description of the length of time all customers would have been out of power if the total number of hours out of service in a year's time were to be shared, and it is typically measured in minutes. The number of outages as well as the time between the start of an outage and the restoration of electric service have a bearing on this number.	15.97	26.15	Q4 2017
<b>Local Unemployment Rate</b> Local unemployment rate is the percentage of the total labor force that is unemployed but actively seeking employment and willing to work. This includes persons actively looking for work in the prior 4 weeks by contacting an employer directly, having a job interview, sending out	2.50%	5.00%	Q4 2017

<https://fortcollins.clearpointstrategy.com/>

# Loudoun County, VA: Using Metrics to tell their story

Personal stories need to be part of messaging and storytelling. Loudoun County, VA is excellent at combining metrics with storytelling in their marketing!



# Saratoga Economic Development Corp: Economic & Fiscal Impact Analysis

Interviews with assisted businesses revealed the extensive impact they had through supplier businesses.

Annual County Tax Revenue From Selected Businesses = **\$22,632,586**

Total Property Tax Revenue, \$16,905,675



Total Sales Tax Revenue From Earnings, \$2,523,502

Total Sales Tax Revenue From Sales, \$3,203,409



Job at a Selected Business



= 1.77 Jobs in Saratoga County



= \$87,825 in Earnings in Saratoga County



= \$410,202 in Sales in Saratoga County





And one last thing...  
The importance of real life stories

# THE GREATER MSP STORY



**Michael Langley**

CEO

GREATER MSP



# GREATER MSP<sup>®</sup>

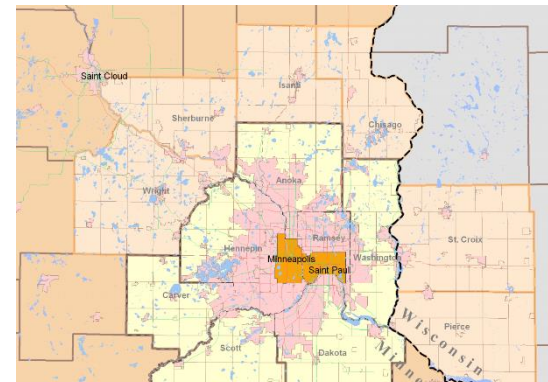
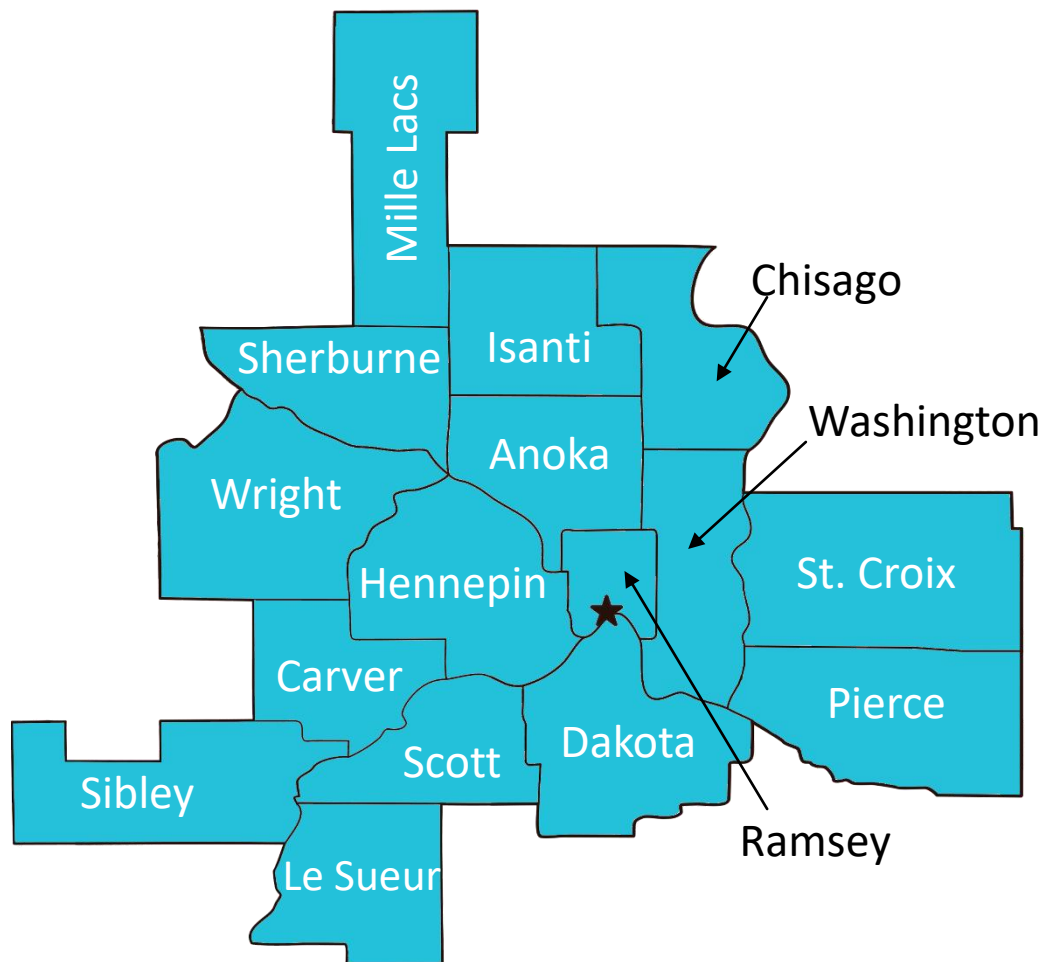
Minneapolis Saint Paul Regional Economic Development Partnership



MSP REGIONAL INDICATORS DASHBOARD

IEDC LEADERSHIP CONFERENCE January 27, 2019

# » THE GREATER MSP REGION



**16-COUNTY MSA**



**\$247 BILLION**  
IN GMP



**48<sup>th</sup> LARGEST**  
GLOBAL ECONOMY



**MORE THAN**  
**3.6 MILLION PEOPLE**



# » GLOBAL TRENDS . . . and questions they raise



## AUTOMATION

What occupations will still be growing in the age of automation?



## SHARING ECONOMY

How would we design our cities differently if no one owned cars?



## DEMOGRAPHIC DIVERSITY

How can Minnesota conquer racial disparities in education & employment?



## CLIMATE CHANGE

What investments does MSP need to make today to prepare for a different climate reality?

# » THE BIG QUESTIONS



**How does a region organize to shape its future?**



**What future region are we building?**



# REGIONAL ECONOMIC DEVELOPMENT PARTNERSHIP

**200+**  
organizations  
increasing our  
region's  
competitiveness





# REGIONAL SECTORS OF STRENGTH

## FINANCIAL SERVICES



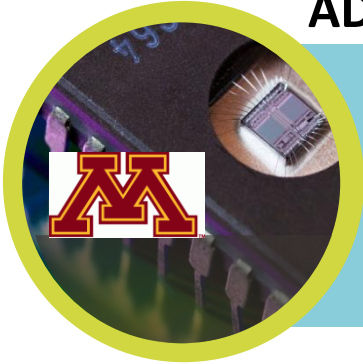
- FINANCIAL ADVISORY
- BANKING
- INSURANCE

## HEADQUARTERS & BUSINESS SERVICES



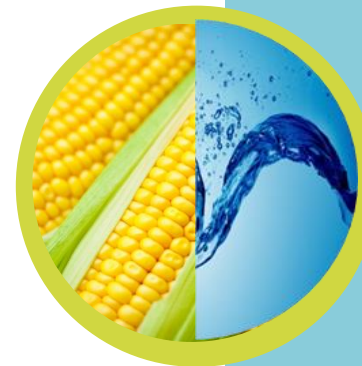
- CORPORATE HEADQUARTERS
- CREATIVE SERVICES
- PROFESSIONAL SERVICES
- DATA CENTERS

## ADVANCED MANUFACTURING & TECHNOLOGY



- R&D CENTERS
- SOFTWARE/ IT
- ADVANCED MANUFACTURING
- ENERGY/RENEWABLES

## FOOD & WATER SOLUTIONS



- FOOD PROCESSORS
- FOOD PRODUCTION
- AGRIBUSINESS
- NUTRITION
- WATER FILTRATION
- WATER PURIFICATION

## HEALTH & LIFE SCIENCES



- BIO TECH
- HEALTHCARE PROVIDERS
- HEALTHCARE PAYERS AND IT
- MEDICAL DEVICES

# REGIONAL STRATEGY

2014 – 2018

TELL OUR  
STORY

PRIORITIZE  
TALENT

BUILD GLOBAL  
SECTORS

# » 2014: STARTING FROM STEP ONE

- How is our region performing today?
- What's most important to our future competitiveness?
- Who are our competitors?

# DASHBOARD PROJECT DESCRIPTION

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## WHAT

A set of shared, objective metrics to track the Greater MSP region's overall success on critical economic, environmental and social outcomes.

## WHY

- **Clearer view of our competitive position** today & look ahead
- Shared definition of “competitiveness”
- Better **coordination** of existing work & more effective **priority-setting**
- **Enhanced accountability** for results
- Global best practice

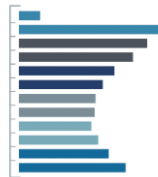


**THE PROJECT IS DELIVERING ON ITS ORIGINAL GOALS**

# THE TEAM



ITASCA *project*



# THE PROCESS

**14** months 2014-2015

**50+** Partner Organizations

**30** Stakeholder  
Input Sessions

**25+** Dashboards  
Reviewed (US & Global)

**1,000+** Potential  
Metrics Considered



# BUILDING THE DASHBOARD

*CATEGORIES: The new dashboard is a customized set of measurements most important to leaders in this region.*

**Economy**

**Business Vitality**

**Talent**

**Education**

**Infrastructure**

**Environment**

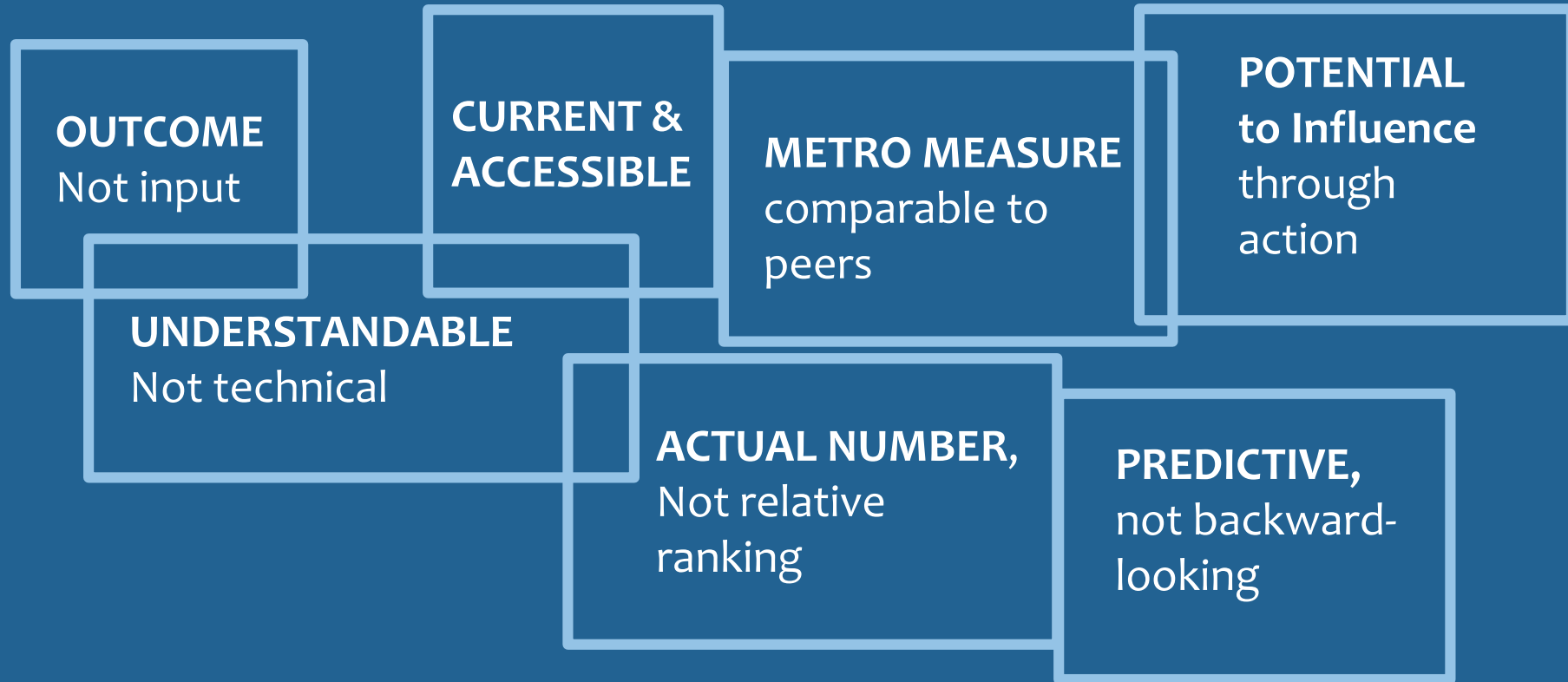
**Livability**

**Equity** *throughout*



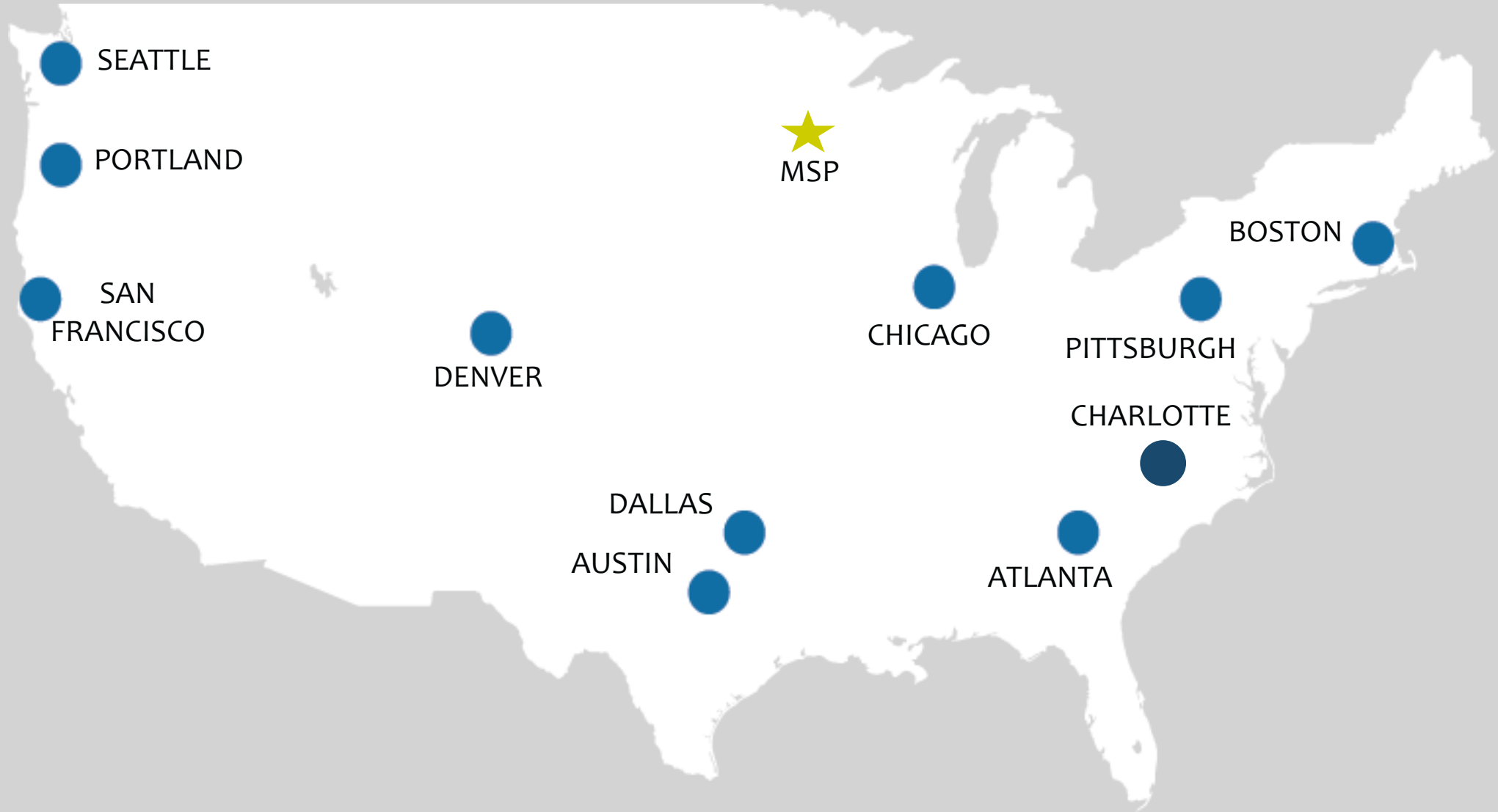
# BUILDING THE DASHBOARD

**METRICS:** Rigorous set of criteria used to select metrics to populate categories. Data should be:



# 11 PEER REGIONS

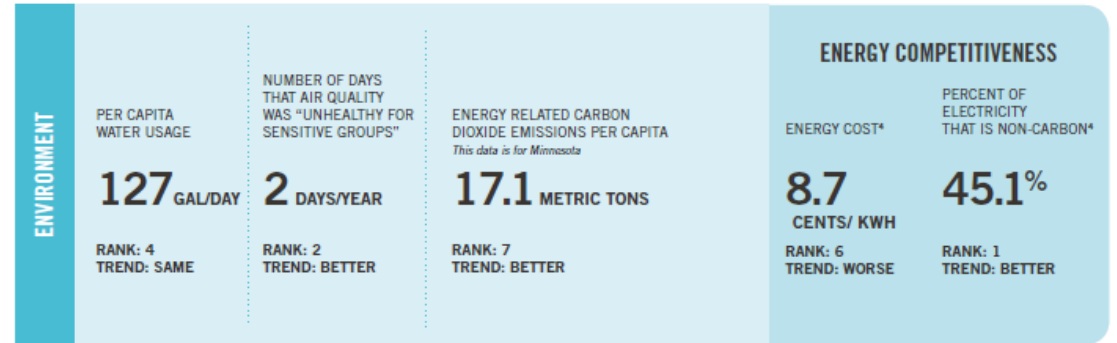
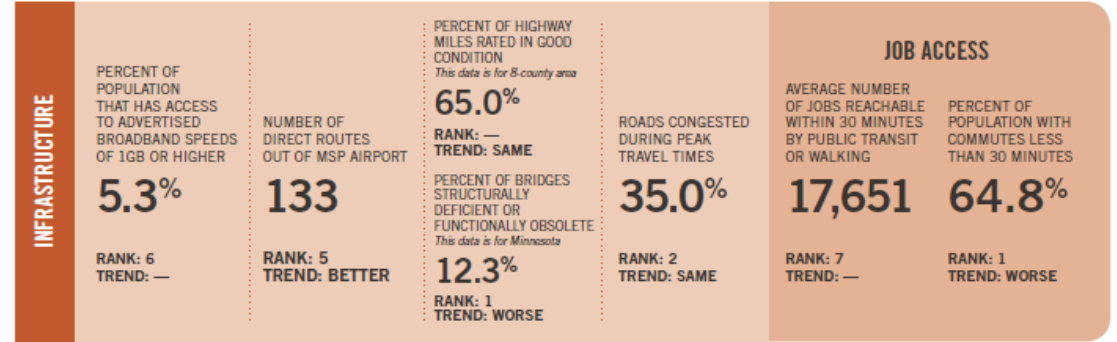
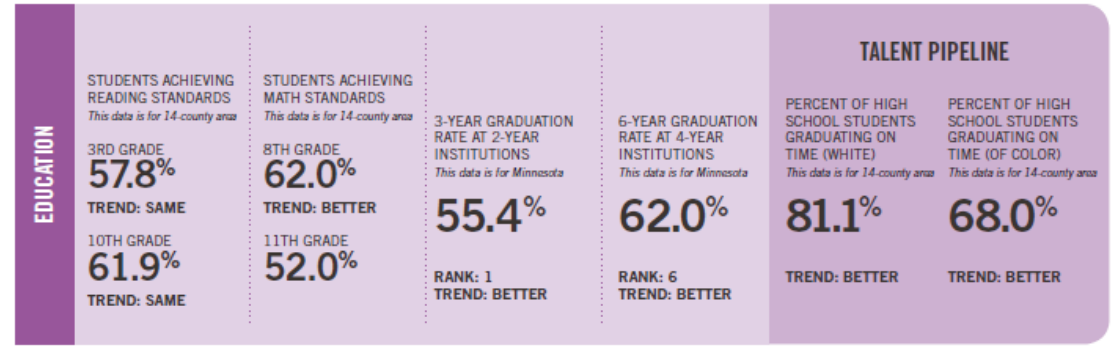
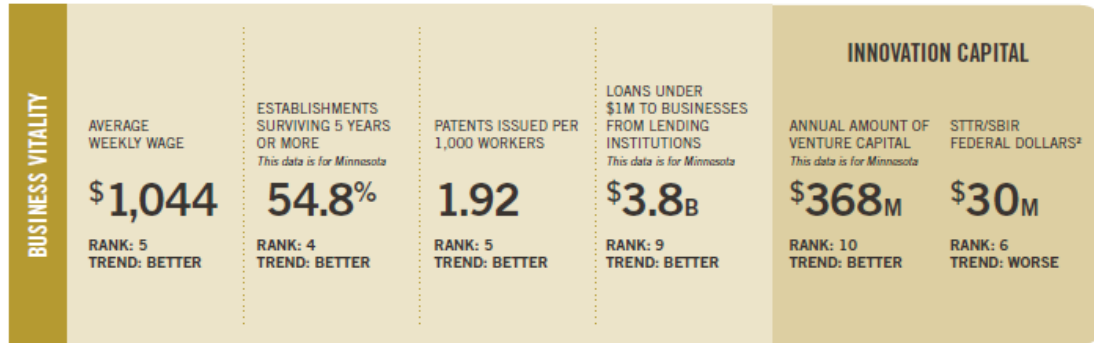
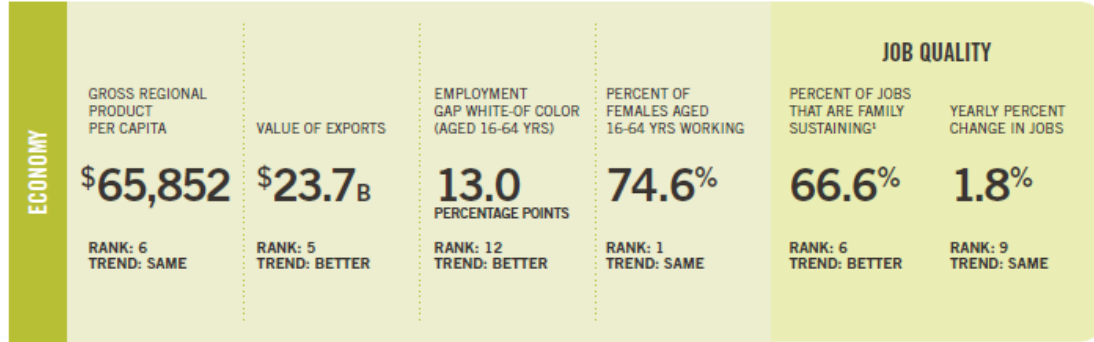
Competitive Benchmarking



# VITAL STATS



# THE DASHBOARD

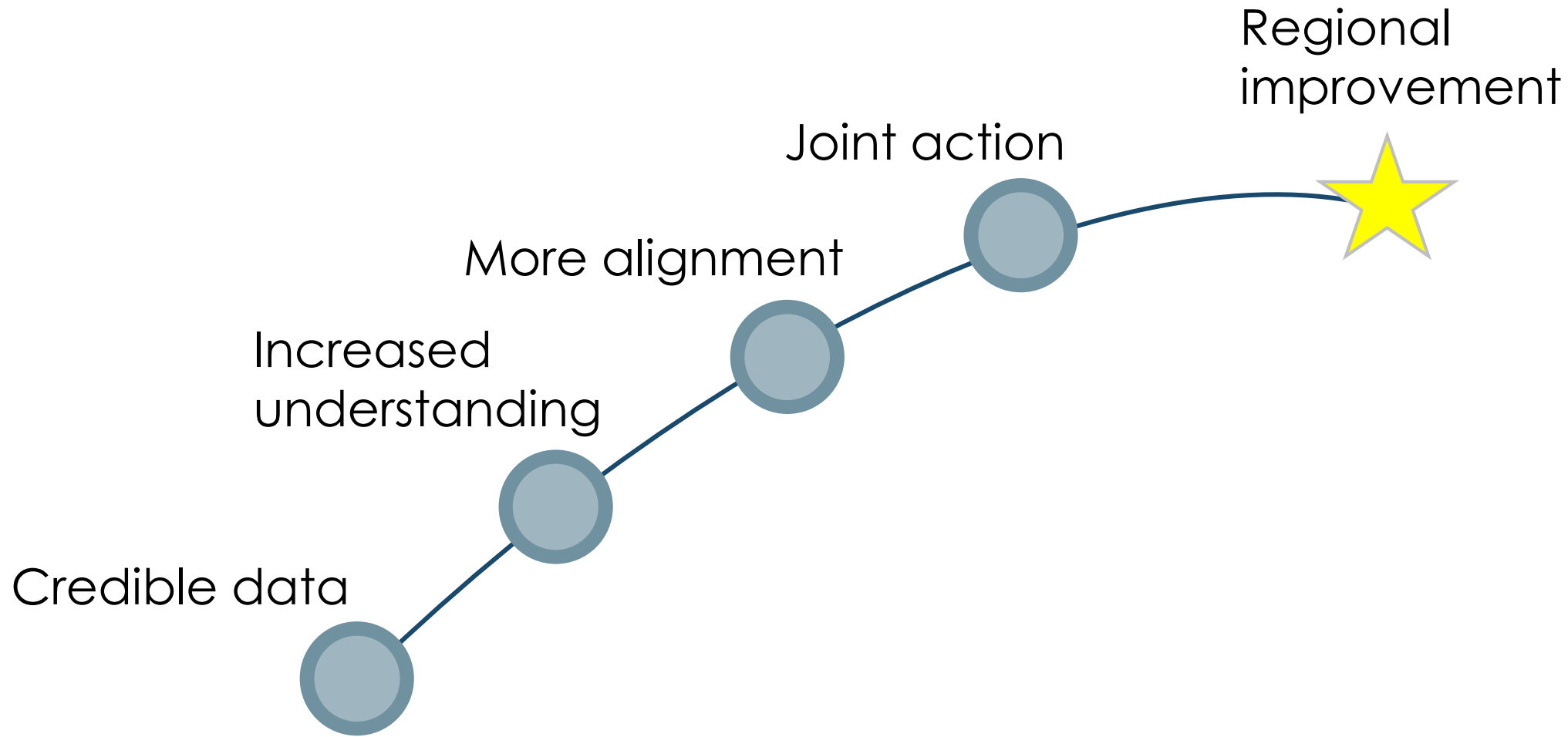


1. Annual wage > \$31,000, or 130% of poverty for a household of 4, as per USDA's requirements for SNAP benefits. 2. Small Business Technology Transfer (STTR) The Small Business Innovation Research (SBIR) 3. As defined by Brookings, industries are advanced if a greater share of their workforce is STEM oriented than the U.S. average (21 percent) and their R&D spending is at least \$450 per worker.

4. This data is for each metro's largest electric utility 5. HUD model based on median household income

# DATA DRIVING CHANGE

REGIONAL COMPETITIVENESS WORKING GROUP



# FOUR YEARS

## MSP REGIONAL INDICATORS DASHBOARD 2015

## MSP REGIONAL INDICATORS DASHBOARD 2016

## MSP REGIONAL INDICATORS DASHBOARD 2017

## MSP REGIONAL INDICATORS DASHBOARD 2018

ULI Minnesota  
Regional Council of Mayors

ITASCAPRO

ULI Minnesota  
Regional Council of Mayors

ITASCAPRO

THE MCKNIGHT FOUNDATION

GREATER » MSP  
Minnesota Saint Paul Regional Economic Development Partnership

ITASCAPRO

THE MCKNIGHT FOUNDATION

METROPO  
COUNCIL

SP@CC

SAINT PAUL AREA CHAMBER OF COMMERCE

MIN  
REGIONAL  
Blossom  
Northwest Minn

SP@CC

SAINT PAUL AREA CHAMBER OF COMMERCE

MIN  
REGIONAL  
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SAINT PAUL AREA CHAMBER OF COMMERCE

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MINNESOTA BU

GREATER » MSP  
Minnesota Saint Paul Regional Economic Development Partnership

ITASCAPRO

M MPLS  
REGIONAL CHAMBER

THE MCKNIGHT FOUNDATION

METROPOLITAN  
COUNCIL

ULI Minnesota  
Regional Council of Mayors

SP@CC

SAINT PAUL AREA CHAMBER OF COMMERCE

M

MINNESOTA BUSINESS PARTNERSHIP

MINNESOTA  
CHAMBER of  
COMMERCE

Support for this work has been provided by Minnesota Philanth

Support for this work has been provided by Minnesota Philanth

Photo: McNamara Alumni Center, University of Minnesota

Photo courtesy of Nice Ride MN

# REGIONAL COMPETITIVENESS WORKING GROUP

**Michael Langley** *GREATER MSP (co-chair)*

**Bill McKinney** *Thrivent / Itasca Project (co-chair)*

**Mayor Molly Cummings** *City of Hopkins / Regional Council of Mayors*

**Bill Blazer**, *Minnesota Chamber of Commerce*

**Mayor Jim Hovland**, *City of Edina / Regional Council of Mayors*

**B Kyle**, *Saint Paul Area Chamber of Commerce*

**Doug Loon**, *Minnesota Chamber of Commerce*

**Eric Muschler**, *McKnight Foundation*

**Alene Tchourumoff**, *Metropolitan Council*

**Charlie Weaver**, *Minnesota Business Partnership*

**Jonathan Weinhagen**, *Minneapolis Regional Chamber of Commerce*





# IT'S BEING USED

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Companies, nonprofits, foundations, chambers of commerce and other groups are putting the Dashboard to work in their organization.

The result is more alignment among these organizations and initiatives.

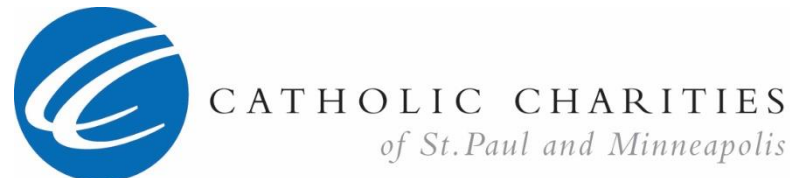
ITASCA *project*



northside   
funders group

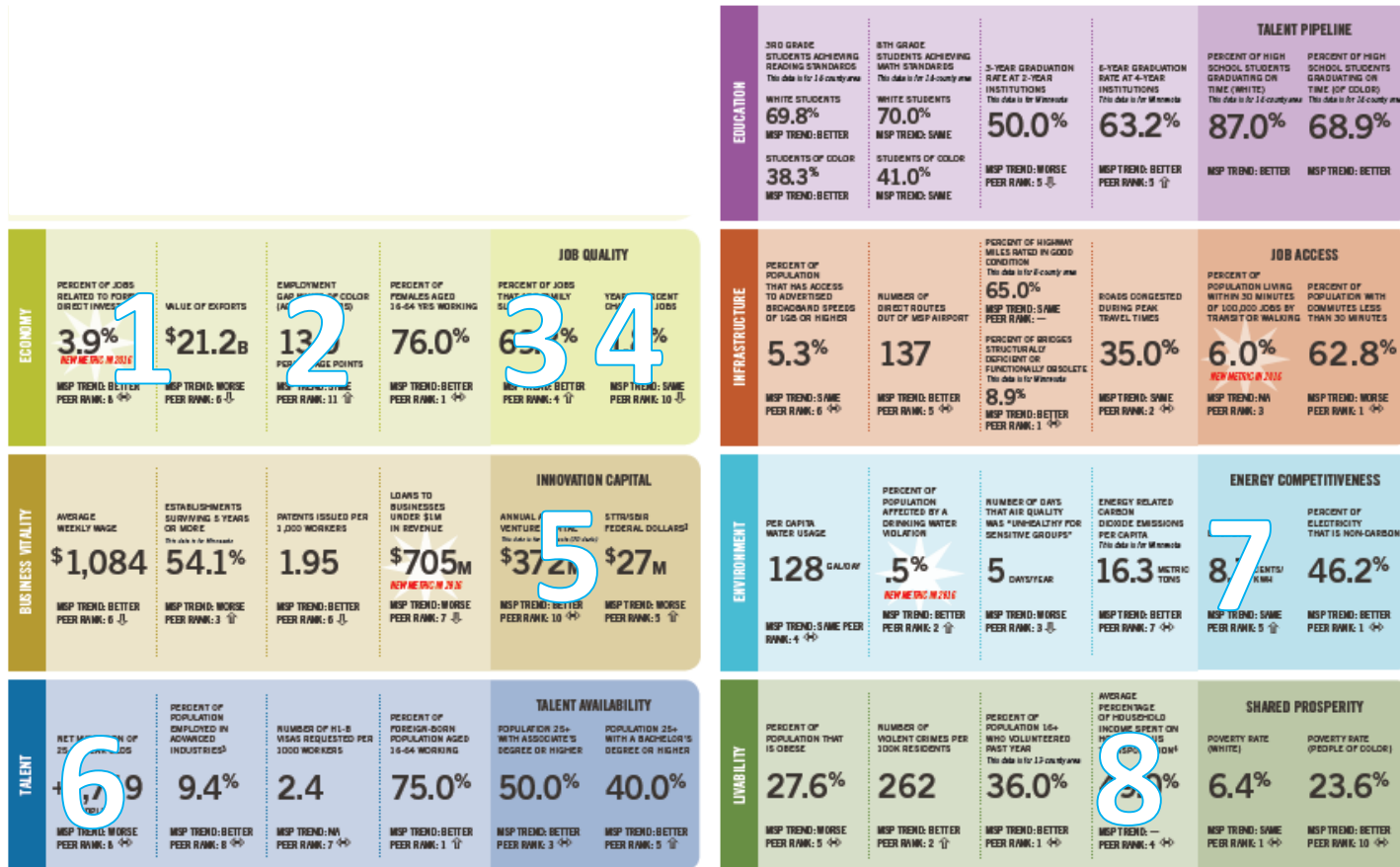


**MAKE IT. MSP.™**  
MINNEAPOLIS-SAINT PAUL



# BIG QUESTIONS

What are the strategic questions for our region that are being raised by the Dashboard data?



- 1 Where is the global economy creating opportunities and headwinds for our region?
- 2 Why is our region so successful at including women and immigrants in the workforce but not racial minorities?
- 3 What is a family-sustaining wage in this region and how do benefits factor in?
- 4 What sectors are generating new jobs, where is job growth declining?
- 5 How is the region performing on innovation & entrepreneurship? Why is this important?
- 6 How many more net migrants do we need to be top quartile and what could trigger that improvement?
- 7 Is our low-carbon energy a rising competitive advantage?
- 8 How do we maintain relative affordability in housing? Is it at risk?

# NATIONAL INTEREST

15 U.S. regions reach out to learn about the MSP Indicators Dashboard





# THE 2018 DASHBOARD

## IMPROVEMENTS & FINDINGS

# New "End Caps"

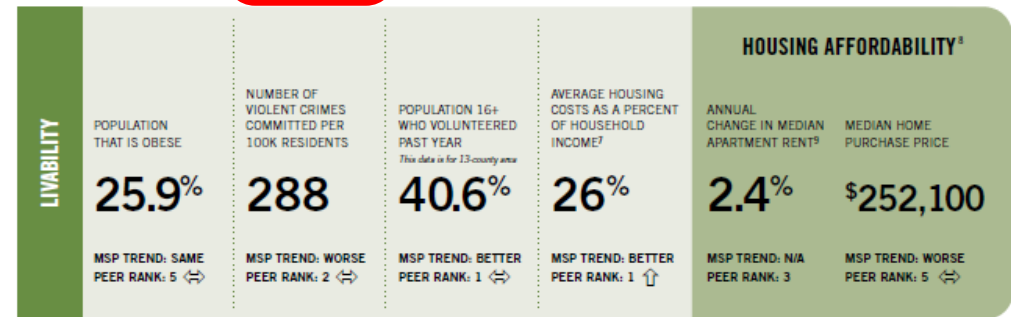
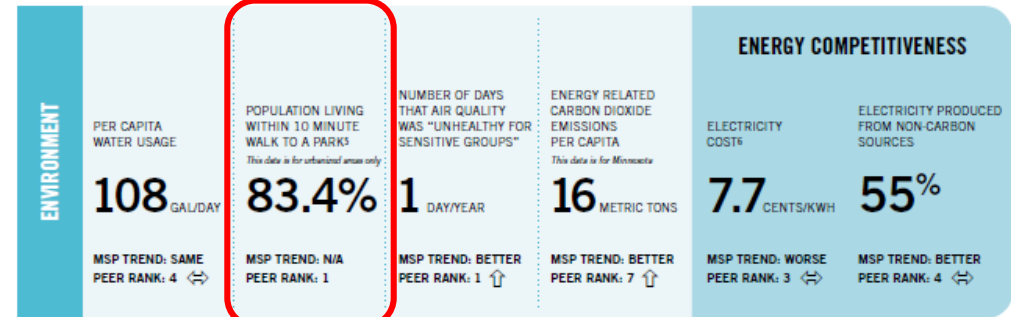
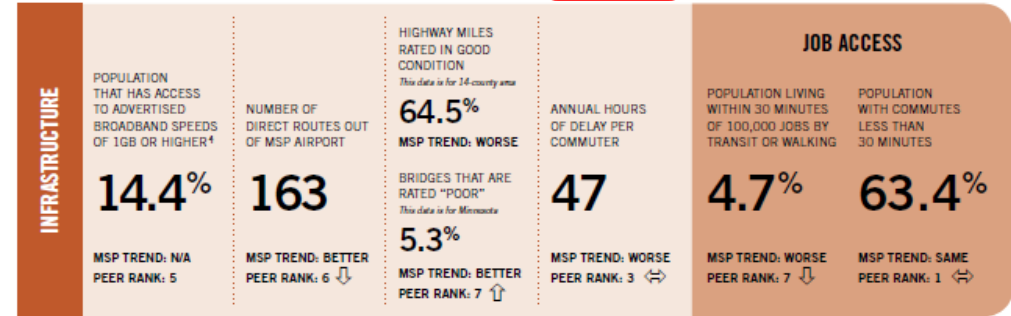
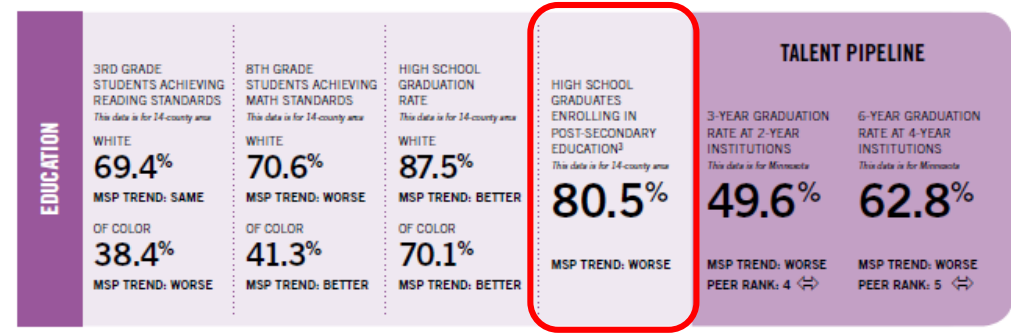
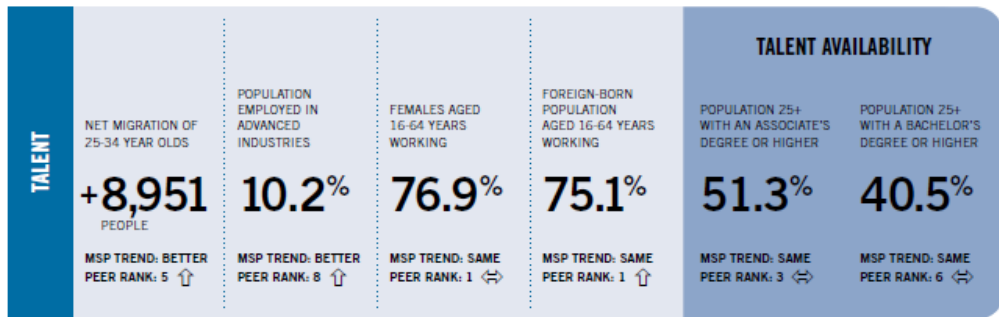
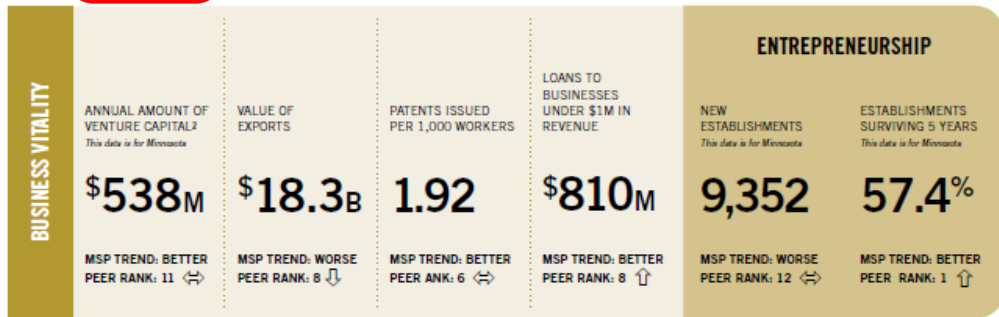
ECONOMY	GROSS REGIONAL PRODUCT GROWTH <sup>1</sup>	YEARLY JOB GROWTH	AVERAGE WEEKLY WAGE	JOBS PAYING A FAMILY SUSTAINING WAGE	INCLUSIVE GROWTH	
	<b>0.8%</b>	<b>1.8%</b>	<b>\$1,135</b>	<b>65.7%</b>	<b>65.6%</b>	<b>11.3%</b>
	MSP TREND: WORSE PEER RANK: 11 ↑	MSP TREND: WORSE PEER RANK: 10 ↔	MSP TREND: BETTER PEER RANK: 6 ↔	MSP TREND: BETTER PEER RANK: 2 ↔	MSP TREND: SAME PEER RANK: 7 ↑	MSP TREND: SAME PEER RANK: 11 ↓
BUSINESS VITALITY	ANNUAL AMOUNT OF VENTURE CAPITAL <sup>2</sup>	VALUE OF EXPORTS	PATENTS ISSUED PER 1,000 WORKERS	LOANS TO BUSINESSES UNDER \$1M IN REVENUE	ENTREPRENEURSHIP	
	<b>\$538M</b>	<b>\$18.3B</b>	<b>1.92</b>	<b>\$810M</b>	<b>9,352</b>	<b>57.4%</b>
	MSP TREND: BETTER PEER RANK: 11 ↔	MSP TREND: WORSE PEER RANK: 8 ↓	MSP TREND: BETTER PEER RANK: 6 ↔	MSP TREND: BETTER PEER RANK: 8 ↑	MSP TREND: WORSE PEER RANK: 12 ↔	MSP TREND: BETTER PEER RANK: 1 ↑
TALENT	NET MIGRATION OF 25-34 YEAR OLDS	POPULATION EMPLOYED IN ADVANCED INDUSTRIES	FEMALES AGED 16-64 YEARS WORKING	FOREIGN-BORN POPULATION AGED 16-64 YEARS WORKING	TALENT AVAILABILITY	
	<b>+8,951</b> PEOPLE	<b>10.2%</b>	<b>76.9%</b>	<b>75.1%</b>	<b>51.3%</b>	<b>40.5%</b>
	MSP TREND: BETTER PEER RANK: 5 ↑	MSP TREND: BETTER PEER RANK: 8 ↑	MSP TREND: SAME PEER RANK: 1 ↔	MSP TREND: SAME PEER RANK: 1 ↑	MSP TREND: SAME PEER RANK: 3 ↔	MSP TREND: SAME PEER RANK: 6 ↔

1) Real change based on inflation-adjusted GRP, chained to 2009 dollars. 2) Based on all deals reported to PwC.

EDUCATION	3RD GRADE STUDENTS ACHIEVING READING STANDARDS	8TH GRADE STUDENTS ACHIEVING MATH STANDARDS	HIGH SCHOOL GRADUATION RATE	HIGH SCHOOL GRADUATES ENROLLING IN POST-SECONDARY EDUCATION <sup>3</sup>	TALENT PIPELINE	
	<b>69.4%</b>	<b>70.6%</b>	<b>87.5%</b>	<b>80.5%</b>	<b>49.6%</b>	<b>62.8%</b>
	MSP TREND: SAME	MSP TREND: WORSE	MSP TREND: BETTER	MSP TREND: WORSE	MSP TREND: WORSE PEER RANK: 4 ↔	MSP TREND: WORSE PEER RANK: 5 ↔
INFRASTRUCTURE	POPULATION THAT HAS ACCESS TO ADVERTISED BROADBAND SPEEDS OF 1GB OR HIGHER <sup>4</sup>	NUMBER OF DIRECT ROUTES OUT OF MSP AIRPORT	HIGHWAY MILES RATED IN GOOD CONDITION	ANNUAL HOURS OF DELAY PER COMMUTER	JOB ACCESS	
	<b>14.4%</b>	<b>163</b>	<b>64.5%</b>	<b>47</b>	<b>4.7%</b>	<b>63.4%</b>
	MSP TREND: N/A PEER RANK: 5	MSP TREND: BETTER PEER RANK: 6 ↓	MSP TREND: WORSE	MSP TREND: WORSE PEER RANK: 3 ↔	MSP TREND: WORSE PEER RANK: 7 ↓	MSP TREND: SAME PEER RANK: 1 ↔
ENVIRONMENT	PER CAPITA WATER USAGE	POPULATION LIVING WITHIN 10 MINUTE WALK TO A PARK <sup>5</sup>	NUMBER OF DAYS THAT AIR QUALITY WAS "UNHEALTHY FOR SENSITIVE GROUPS"	ENERGY RELATED CARBON DIOXIDE EMISSIONS PER CAPITA	ENERGY COMPETITIVENESS	
	<b>108</b> GAL/DAY	<b>83.4%</b>	<b>1</b> DAY/YEAR	<b>16</b> METRIC TONS	<b>7.7</b> CENTS/KWH	<b>55%</b>
	MSP TREND: SAME PEER RANK: 4 ↔	MSP TREND: N/A PEER RANK: 1	MSP TREND: BETTER PEER RANK: 1 ↑	MSP TREND: BETTER PEER RANK: 7 ↑	MSP TREND: WORSE PEER RANK: 3 ↔	MSP TREND: BETTER PEER RANK: 4 ↔
LIVABILITY	POPULATION THAT IS OBESE	NUMBER OF VIOLENT CRIMES COMMITTED PER 100K RESIDENTS	POPULATION 16+ WHO VOLUNTEERED PAST YEAR	AVERAGE HOUSING COSTS AS A PERCENT OF HOUSEHOLD INCOME <sup>6</sup>	HOUSING AFFORDABILITY <sup>8</sup>	
	<b>25.9%</b>	<b>288</b>	<b>40.6%</b>	<b>26%</b>	<b>2.4%</b>	<b>\$252,100</b>
	MSP TREND: SAME PEER RANK: 5 ↔	MSP TREND: WORSE PEER RANK: 2 ↔	MSP TREND: BETTER PEER RANK: 1 ↔	MSP TREND: BETTER PEER RANK: 1 ↑	MSP TREND: N/A PEER RANK: 3	MSP TREND: WORSE PEER RANK: 5 ↔

3) Within 2 years of graduation. 4) No trend available; data methodology changed. 5) No trend available; this data is new. 6) Average industrial rate. 7) The conventional standard for housing affordability is 30% of income. 8) For these indicators, peer rank of 1 means most affordable. 9) For 2 bedroom apartments. No trend available; this data is new.

# New metrics



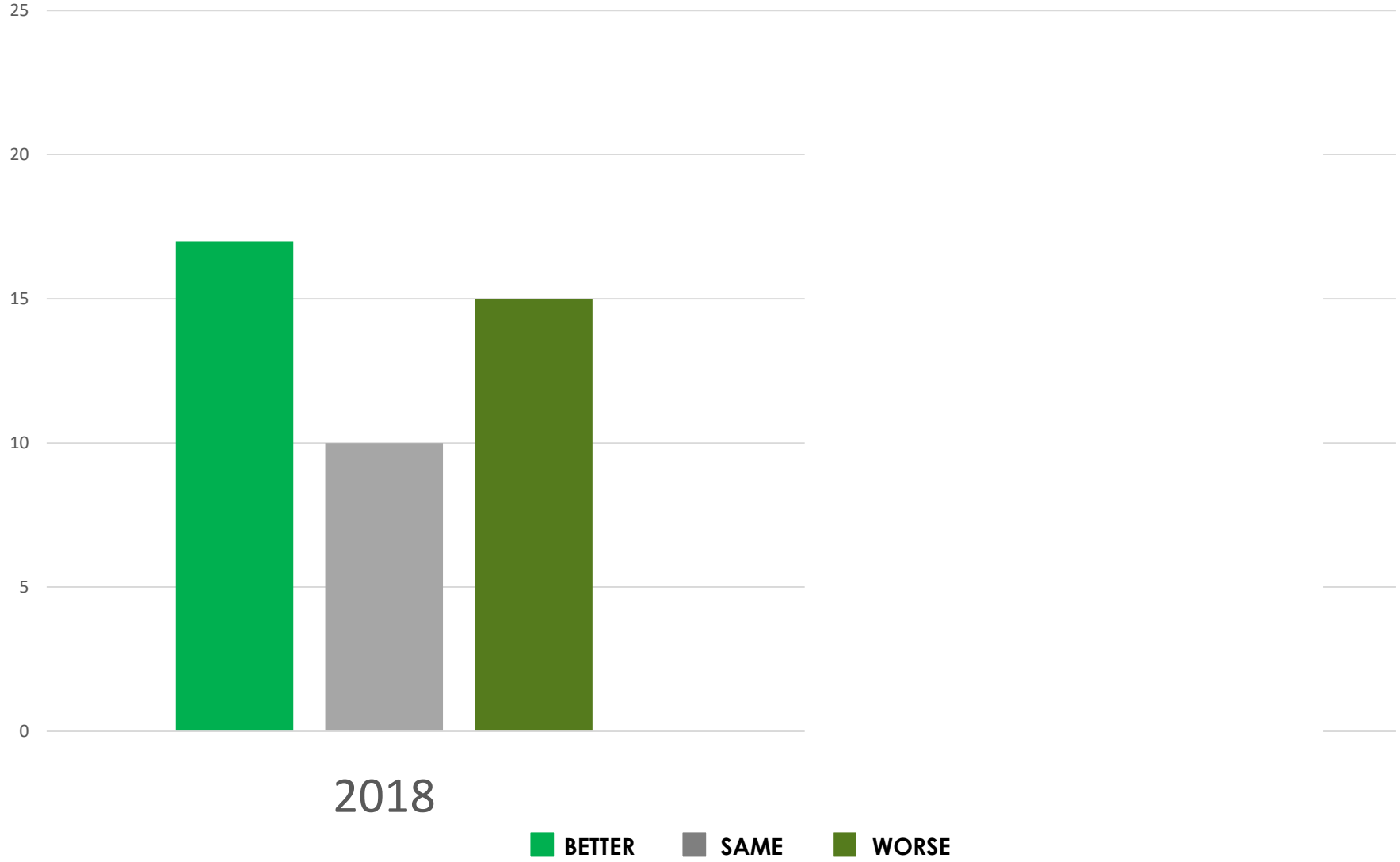
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# TRENDS: MSP vs. MSP



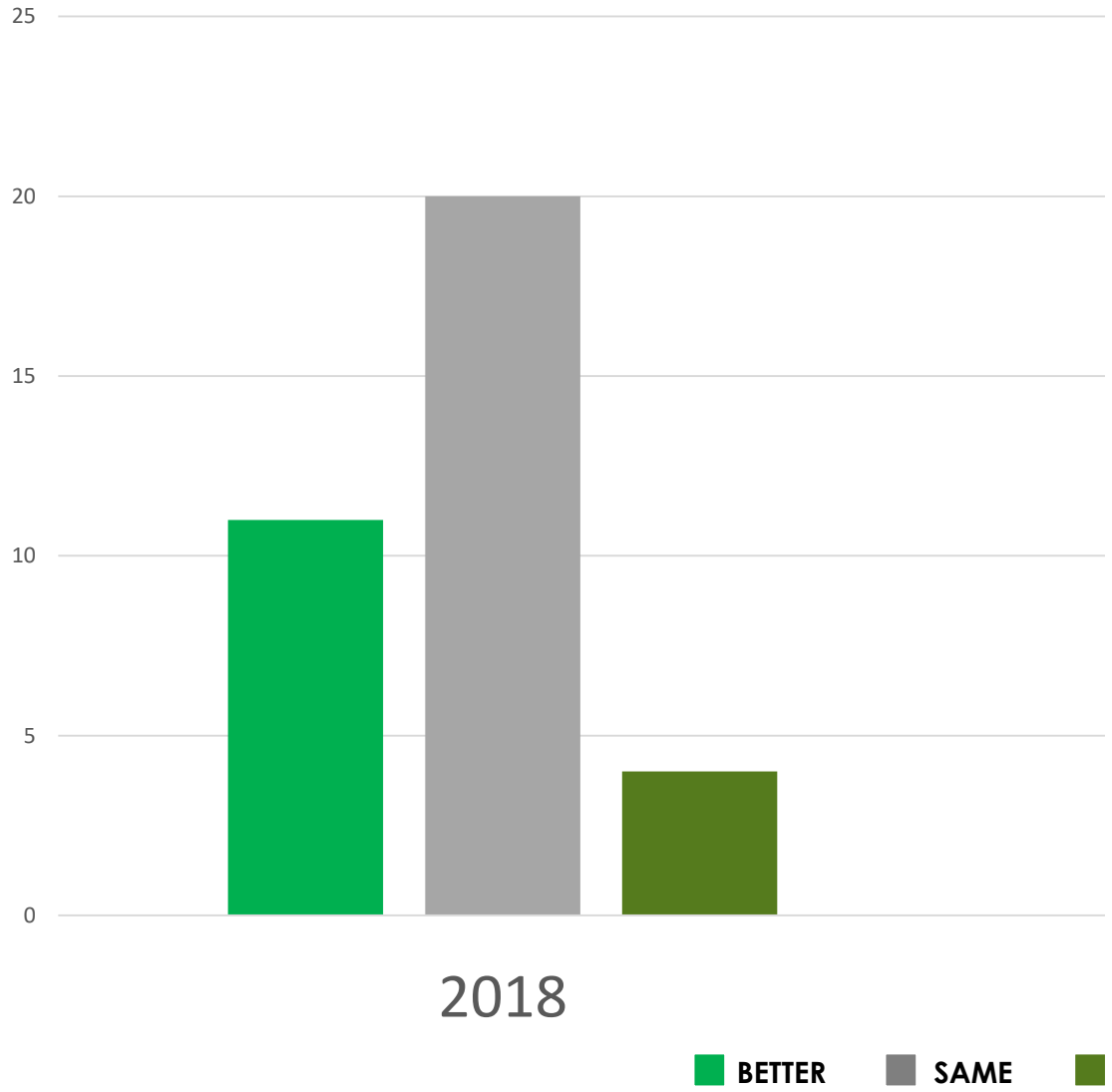
How is our region progressing against past performance?



# TRENDS: MSP vs. PEERS



How is our region performing against peer regions?





# OVERALL PEER RANK

## 2018

## 2017

## 2016

**TOP  
PEERS**

San Francisco, CA 4.78  
**Minneapolis-St Paul 5.12**  
Seattle, WA 5.45  
Boston, MA 5.66

San Francisco, CA 4.63  
Seattle, WA 5.00  
Boston, MA 5.03  
**Minneapolis-St Paul 5.13**

San Francisco, CA 4.29  
Seattle, WA 4.47  
Boston, MA 4.84  
**Minneapolis-St Paul 4.87**

**CLOSE  
RIVALS**

Austin, TX 6.31  
Denver, CO 6.49  
Dallas, TX 6.50  
Portland, OR 6.67  
Atlanta, GA 6.73

Austin, TX 6.11  
Denver, CO 6.11  
Portland, OR 6.22

Portland, OR 6.55  
Atlanta, GA 6.63  
Chicago, IL 6.74  
Dallas, TX 6.75  
Denver, CO 6.84  
Austin, TX 6.84

**MORE  
DISTANT**

Chicago, IL 7.25  
Charlotte, NC 7.44  
Pittsburgh, PA 8.50

Dallas, TX 6.86  
Chicago, IL 7.03  
Atlanta, GA 7.61  
Pittsburgh, PA 8.55  
Phoenix, AZ 8.95

Pittsburgh, PA 8.42  
Phoenix, AZ 9.35

# 2018 MSP DASHBOARD NEWS

[www.greatersp.com/regional-indicators](http://www.greatersp.com/regional-indicators)

2018 – FOURTH ANNUAL

## *INCLUSION RESULTS TROUBLING*

**Minneapolis – Saint Paul** The MSP Regional Indicators Dashboard measures economic inclusion by race in wages, labor participation, education and poverty. Again in 2018, the worst results in the Dashboard are to be found in these categories.

Including all residents in the region's economic opportunity is a high-confidence and near-term strategy to drive economic growth. Yet, the data shows the MSP region continues to miss out on this incredible economic opportunity.

MSP's consistent and wide-spread underperformance on racial inclusion suggests major policy and system change is the only hope for better results.

**#MSPMeasures**

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## ***TALENT MIGRATION SOARS***

**Minneapolis – Saint Paul** With unemployment reaching all-time lows, the MSP region is seeing a timely jump in talent migration.

Since the Dashboard launched in 2015, MSP saw positive but relatively low net migration of millennial workers as compared to fast-growing national peers. The latest census data shows a 400%+ increase, from 1,858 in 2015 to 8,951 in 2016.

It's too early to predict a trend but even this one year increase is significant and welcome for employers hungry for talent. While talent attraction from outside of Minnesota to the MSP metro improved, most of the increase is due to a significant jump in the retention of millennials in MSP.

**#MSPMeasures**

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## ***MSP'S AFFORDABILITY ADVANTAGE***

**Minneapolis – Saint Paul** The results of economic growth are pushing up the cost of living in most major metros across the United States. In some regions, the combined cost of housing, transportation and health care are forcing out or keeping out the workers their economies desperately need.

In response to the rise of affordability as a competitive factor, the Dashboard now includes three metrics related to housing costs. Affordability is a growing challenge for many communities and residents within MSP. Yet, MSP's housing costs and rent increases are lower and slower than many of its peer regions. Relative affordability could be a major new competitive advantage for MSP if the region can sustain current trends.

**#MSPMeasures**

# » THE BIG QUESTIONS



How does a region organize to shape its future?



**What future region are we building?**

## **REGIONAL VISION**

The Greater MSP region leads the world in inclusive economic growth by welcoming all, empowering talent & igniting innovation.

## **PARTNERSHIP MISSION**

The GREATER MSP Partnership will accelerate regional competitiveness and inclusive economic growth through job creation, capital investment & execution of strategic initiatives.

## **PARTNERSHIP VALUES**

Accountability

Alignment

Inclusion

Innovation

Transparency

Call To Action



# LESSONS FROM BROWARD



**David Armstrong**  
President Emeritus  
Broward College



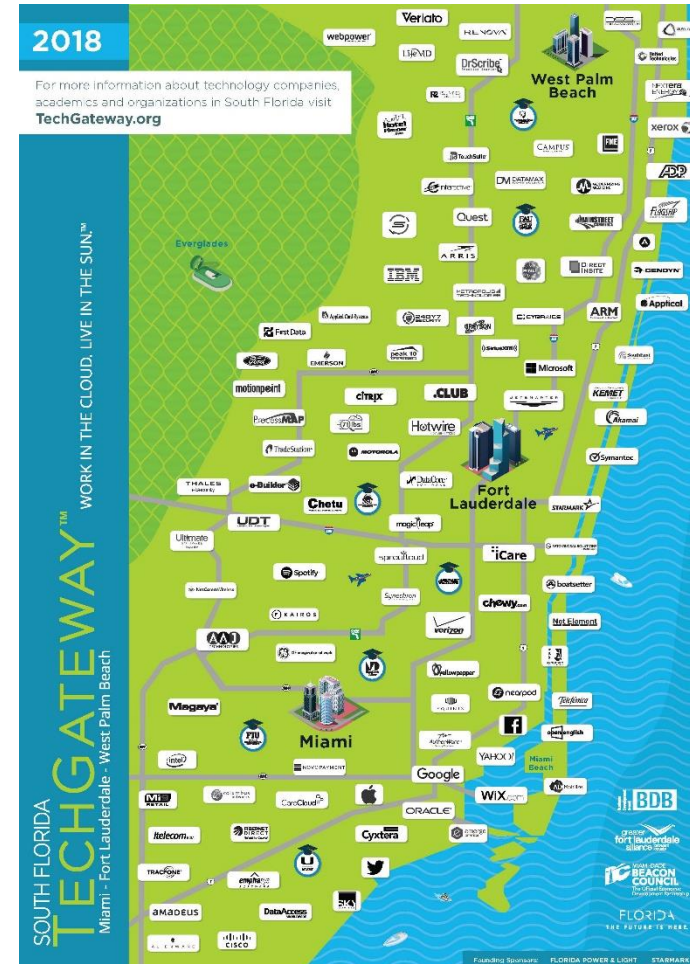
# SIX PILLARS OF FLORIDA'S FUTURE ECONOMY



# Broward Six Pillars



# Broward Six Pillars



TECHGATEWAY  
AMBASSADORS

BROWARD COUNTY  
FLORIDA POWER & LIGHT  
HOTWIRE COMMUNICATIONS

MODERNIZING MEDICINE  
SOUTH FLORIDA BUSINESS JOURNAL  
STARMARK

THE BROWARD WORKSHOP  
THE MIAMI DDA  
ULTIMATE SOFTWARE

# Talent Supply & Education

Goal: Foster a workforce prepared to add value and aligned to meet or exceed projected needs for a skilled and talented employee base that meets the needs of employers

Goal: Provide all residents with opportunities to advance their knowledge, skills and talent to exceed a living wage and improve employment flexibility



# Innovation & Economic Development

Goal: Transition Broward to become a net importer, retainer and creator of talent

Goal: Attract and retain innovation based companies in Broward



# Infrastructure and Growth Leadership



Goal: Provide a variety of diverse, accessible, interconnected transportation options for residents, visitors and the business community

Goal: Increase long-term sustainability of water supply

# Business Climate & Competitiveness

Goal: Reduce  
cost of doing  
business



Goal: Streamline regulation, permitting and enforcement while providing businesses with a set of uniform and predictable regulatory policies to reduce processing time

# Quality of Life & Quality Places

Goal: Residents, businesses, and organizations take pride in their connection to Broward County and actively engage in the effort to enhance our community

Goal: Develop and promote a diverse range of neighborhoods that are safe, affordable, attractive and sustainable





# Metrics: Talent Supply & Education

- ▶ High School Graduation Rates / Education Attainment - Percent of the county's 25+ Population with a Bachelor's Degree or Higher / Average Annual Wages
- ▶ School readiness, Rates of child abuse and neglect, Rates of child re-abuse
- ▶ Kindergarten Readiness
- ▶ Employer satisfaction with training levels of graduates
- ▶ Percentage increase in the number of children in PreK programs
- ▶ College attainment

# Metrics: Innovation & Economic Development

- ▶ Number of college internships
- ▶ Annual number of targeted industry businesses in Broward County
- ▶ Research and development dollars

# Metrics: Infrastructure and Growth Leadership

- ▶ Miles of new rail line that is put in place
- ▶ Number of high density projects within or near Mobility Hubs
- ▶ Transit ridership
- ▶ Complete streets projects that have been completed in Broward County
- ▶ Percent of implementation of Advance Traffic Management Systems (ATMS) throughout the County
- ▶ Water consumption

# Metrics: Business Climate & Competitiveness

- Tax burden measures and rankings
- Overall business cost rankings
- Number of platinum permitting cities

# Metrics: Civic & Governance Systems

- Number of voter registrations and turnout
- Percentage of Broward County units of government covered by role of an Inspector General

# Metrics: Quality of Life & Quality Places

- Health Status - Percentage of Broward County's Population Reporting Good or Excellent Health
- Home Foreclosures - Number of New Foreclosure Filings
- Number of volunteer hours
- Average cost of rental housing
- Number of homeless

# TAKEAWAYS

