Appendix A – Technical Report/Analysis

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TABLES

ILLUSTRATIONS

ILLUSTRATIONS

A. Analysis

Analysis/Measures of Economic Development Problems and Opportunities - Filtered Through the Lens of the Six Pillars

1. Talent Supply & Education

a. Average Annual Wages

Average annual wages in the region have increased over the past decade. The greatest increase from 2006 to 2015 was in Hendry County (26.2%). The lowest increase from 2006 to 2015 was in Lee County (13.1%).

Table A-1: Average Wages per Job

Southwest Florida Region and State

2006-2015

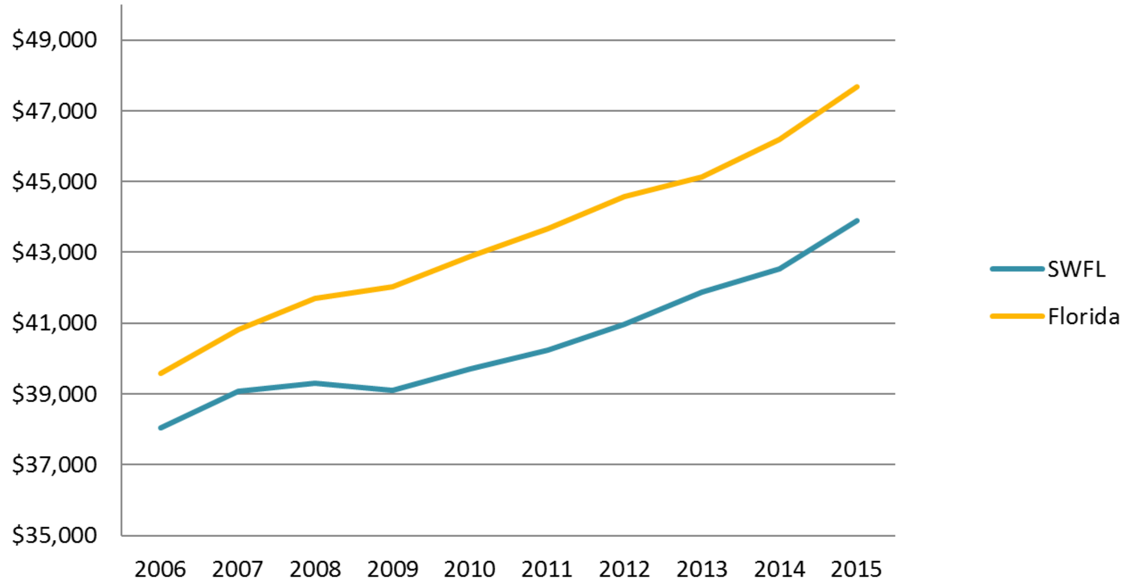
Average Wage and Salaries

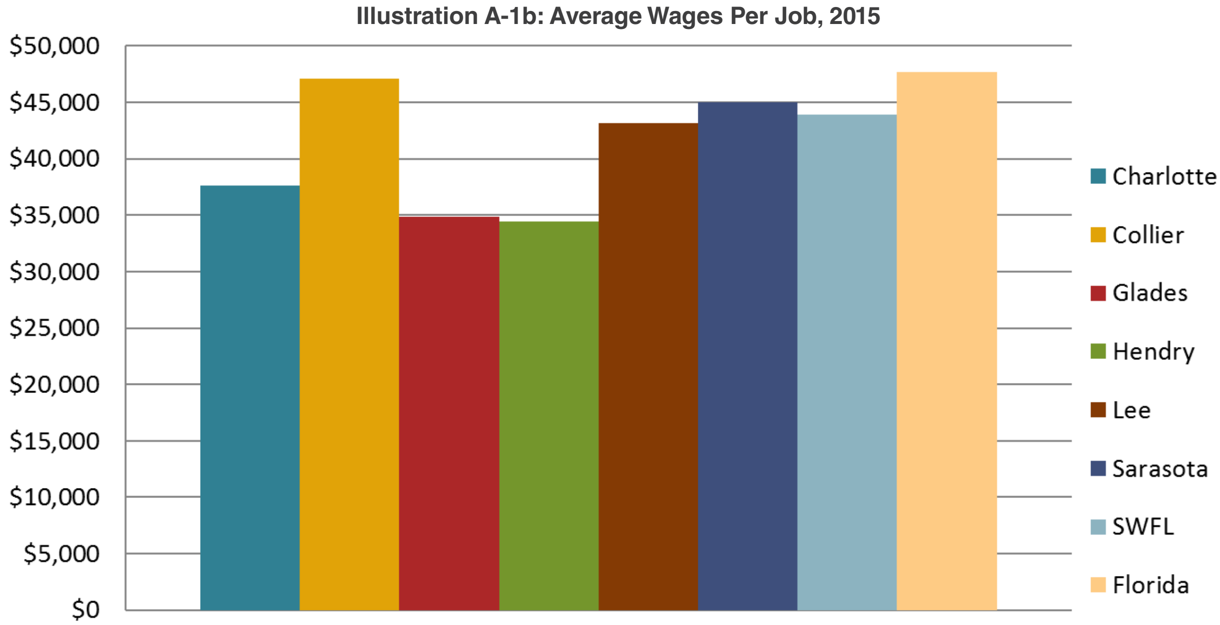
Area	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Charlotte	$33,191	$33,699	$34,194	$33,851	$33,969	$34,454	$34,976	$35,991	$36,365	$37,596
Collier	$40,433	$42,767	$42,178	$41,500	$42,682	$42,853	$43,701	$45,397	$45,865	$47,092
Glades	$28,746	$30,426	$32,203	$33,467	$33,439	$33,472	$31,901	$32,322	$33,018	$34,889
Hendry	$27,274	$28,906	$29,367	$29,073	$32,054	$30,549	$31,530	$33,488	$32,655	$34,430
Lee	$38,153	$38,952	$39,310	$39,123	$39,374	$40,145	$40,729	$41,149	$41,790	$43,161
Sarasota	$38,308	$38,736	$39,413	$39,636	$40,238	$40,873	$41,764	$42,563	$43,565	$45,019
SWFL	$38,050	$39,075	$39,311	$39,094	$39,704	$40,231	$40,961	$41,866	$42,531	$43,906
Florida	$39,586	$40,815	$41,697	$42,020	$42,895	$43,672	$44,580	$45,138	$46,202	$47,686

Source: U.S. Bureau of Economic Analysis website: <https://www.bea.gov/iTable/index_regional.cfm>

Note: All dollar estimates are in current dollars (not adjusted for inflation)
Last updated: November 17, 2016-- new estimates for 2015; revised estimates for 1998-2014

Illustration A-1a: Average Wages Per Job





b. High School Graduation Rates

High school graduation rates have been increasing over the past decade. The SWFL region has generally been higher than the State average. Glades and Hendry Counties have seen increases of 31.5% and 28.4%, respectively, during this span.

Table A-2: High School Graduation Rates

Southwest Florida Region and State
School Years 2006-07 to 2015-16

	School Year									
Area	**2006-07**	**2007-08**	**2008-09**	**2009-10**	**2010-11**	**2011-12**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Charlotte	67.1%	72.6%	70.7%	73.4%	73.0%	79.2%	75.5%	76.2%	75.5%	77.4%
Collier	63.7%	65.9%	68.1%	70.6%	72.5%	78.4%	81.3%	82.1%	84.3%	86.7%
Glades	46.8%	32.5%	56.4%	56.0%	47.7%	64.8%	61.8%	60.8%	80.7%	78.3%
Hendry	49.7%	58.0%	60.6%	69.2%	65.6%	73.5%	67.8%	67.5%	76.8%	78.1%
Lee	60.5%	65.0%	65.7%	69.8%	68.9%	71.9%	74.4%	75.2%	74.7%	77.8%
Sarasota	65.1%	67.6%	66.3%	71.4%	70.7%	78.0%	76.2%	81.3%	79.2%	85.4%
SWFL	62.6%	66.4%	66.7%	70.6%	70.3%	75.2%	76.0%	77.6%	77.6%	81.1%
Florida	59.8%	62.7%	65.5%	69.0%	70.6%	74.5%	75.6%	76.1%	77.9%	80.7%

Source: Florida Department of Education, Data Publications and Reports: Students
http://www.fldoe.org/accountability/data-sys/edu-info-accountability-services/pk-12-public-school-data-pubs-reports/students.stml

Illustration A-2a: High School Graduation Rates

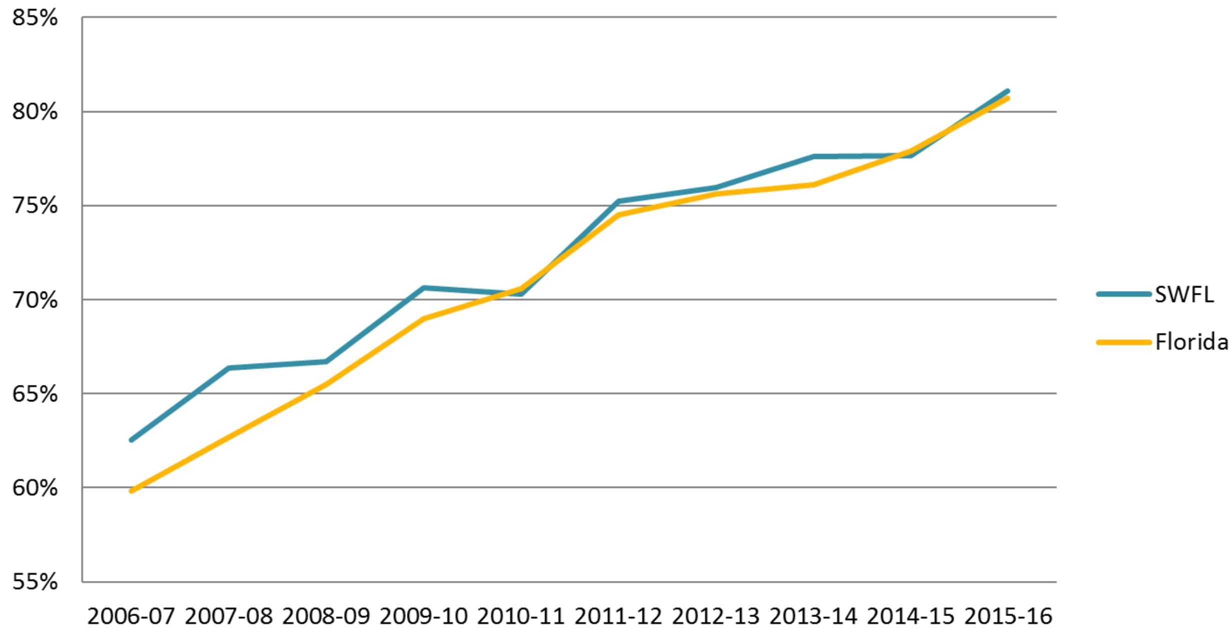
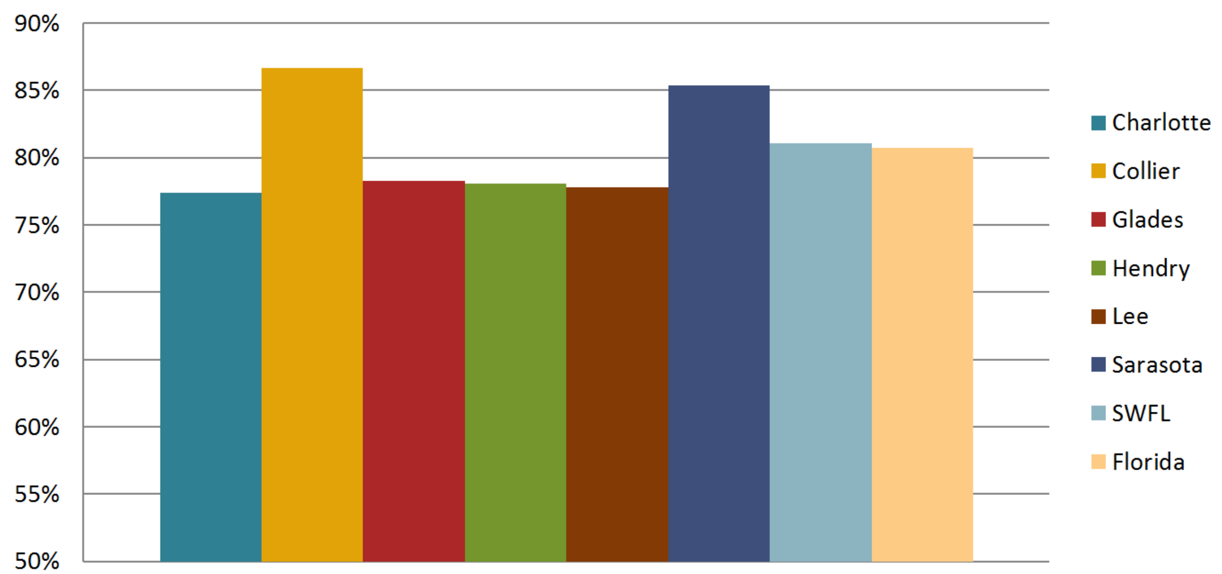


Illustration A-2b: High School Graduation Rates, 2015-16



2. Innovation & Economic Development

a. Gross Domestic Product

GDP in the region has had positive, but slow growth during the last decade. The region's GDP grew at less than half the rate of the State as a whole. Charlotte County was the only county with negative growth (-3.4%) Glades and Hendry Counties saw significant growth of 22.0% and 11.2%, respectively.

Table A-3: Gross Domestic Product Per Capita

Southwest Florida Region and State

Billions of Fixed (2009) Dollars

2007 to 2016

GDP (Billions of Fixed (2009) Dollars)										
Area	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Charlotte	$4.14	$3.79	$3.46	$3.50	$3.48	$3.50	$3.71	$3.78	$3.88	$4.00
Collier	$15.03	$13.46	$11.91	$12.40	$12.49	$12.67	$13.80	$14.68	$15.14	$15.51
Glades	$0.17	$0.19	$0.20	$0.22	$0.21	$0.19	$0.21	$0.21	$0.21	$0.21
Hendry	$1.21	$1.12	$1.02	$1.29	$1.19	$1.15	$1.36	$1.29	$1.32	$1.34
Lee	$23.75	$22.02	$20.49	$20.82	$20.56	$21.22	$22.80	$23.49	$24.29	$24.98
Sarasota	$16.02	$15.19	$14.08	$14.41	$14.91	$14.85	$15.66	$16.28	$16.71	$17.07
SWFL	$60.30	$55.77	$51.17	$52.64	$52.84	$53.58	$57.52	$59.72	$61.55	$63.10
Florida	$830.95	$805.80	$758.53	$780.62	$786.10	$802.79	$837.80	$862.64	$891.00	$912.67

Source: Regional Economic Modeling, Inc. Policy Insight Plus, Florida Counties v2.0.2

Illustration A-3a: GDP per Capita
Thousands of Fixed (2009) Dollars

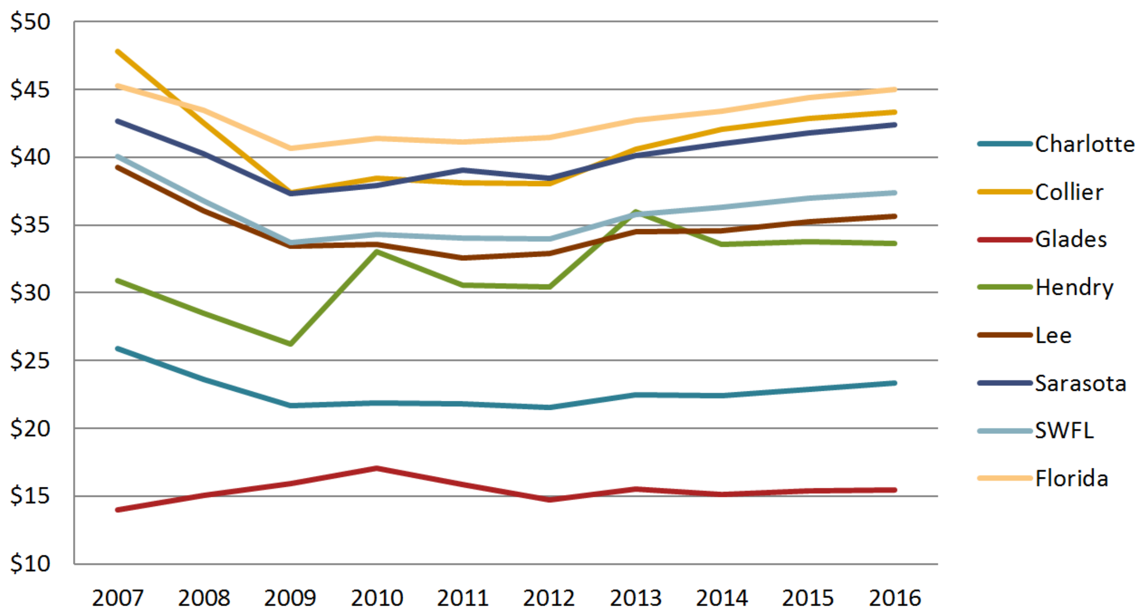
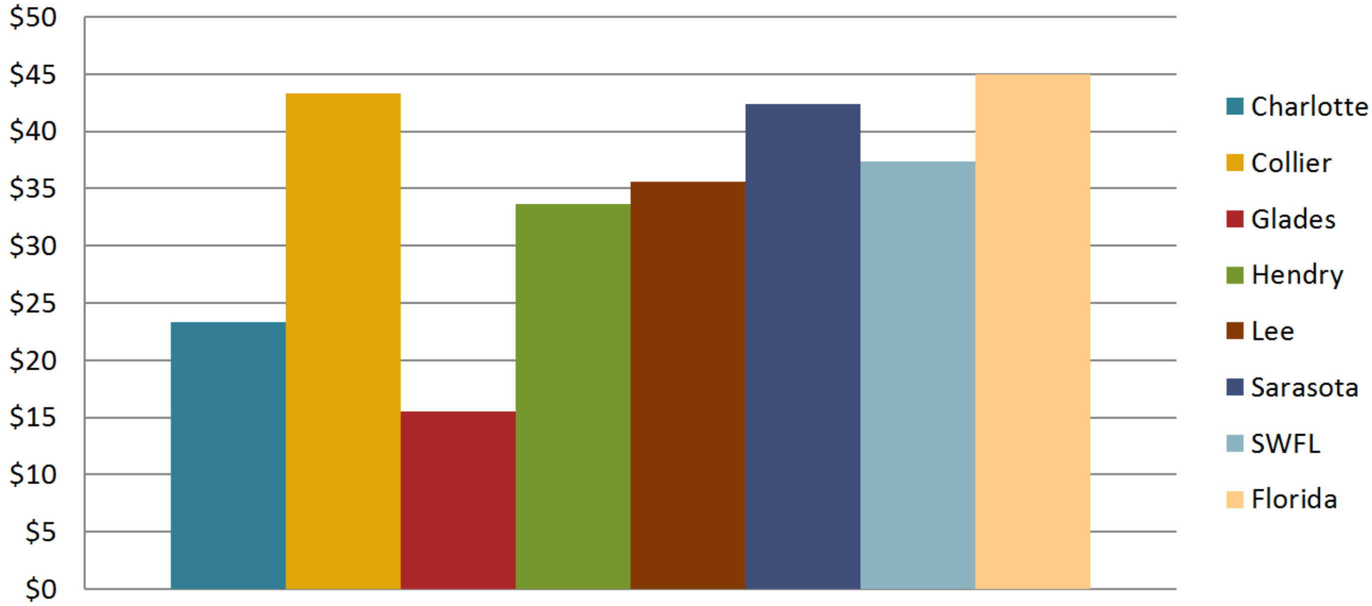


Illustration A-3b: GDP per Capita
Thousands of Fixed (2009) Dollars



b. Tourism Development Tax Collections

Tax collections have greatly increased since 2006-07. The region increased at a higher percentage (79.6%) than the State (66.1%).

Table A-4: Tourism Development Tax Collections

Southwest Florida Region and State

Thousands of Dollars

2006-07 to 2015-16

Tourism Development Tax Collections

Area	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Charlotte	$1,818	$2,208	$2,052	$2,108	$2,081	$2,356	$2,543	$2,872	$3,384	$3,742
Collier	$14,201	$14,766	$12,822	$12,773	$13,036	$13,237	$16,015	$18,519	$21,319	$21,807
Glades	$0	$0	$6	$16	$16	$17	$14	$19	$22	$25
Hendry	$150	$159	$102	$100	$116	$133	$168	$195	$207	$217
Lee	$22,439	$23,727	$22,250	$22,681	$23,554	$26,163	$28,119	$32,358	$36,977	$39,385
Sarasota	$8,066	$10,569	$9,655	$9,729	$10,702	$13,741	$14,251	$16,718	$18,661	$18,675
SWFL	$46,675	$51,429	$46,887	$47,408	$49,505	$55,646	$61,110	$70,680	$80,570	$83,850
Florida	$489,629	$524,408	$467,089	$466,221	$515,845	$572,655	$605,895	$662,537	$746,314	$813,113

Source: Florida Department of Revenue website, Local Government Tax Receipts by County, <http://floridarevenue.com/taxes/Pages/colls_from_7_2003.aspx>

Note: Values presented in thousands of dollars.
FY lasts from July-June

Illustration A-4a: Tourism Development Tax Collections

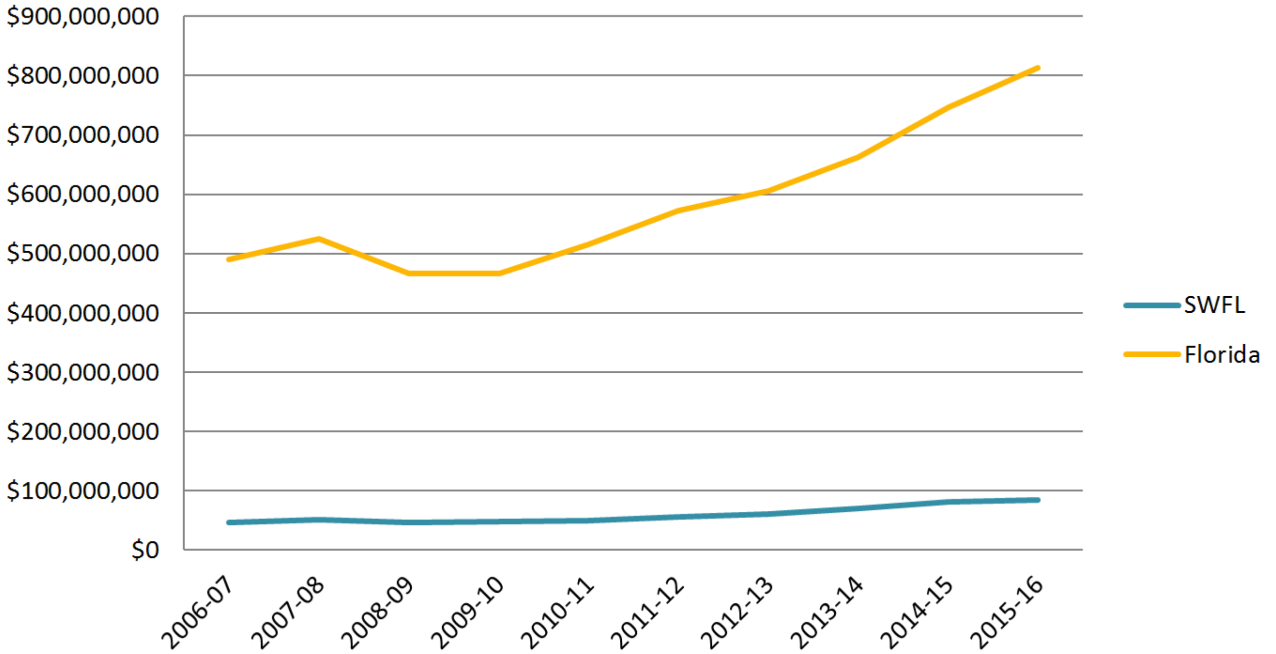
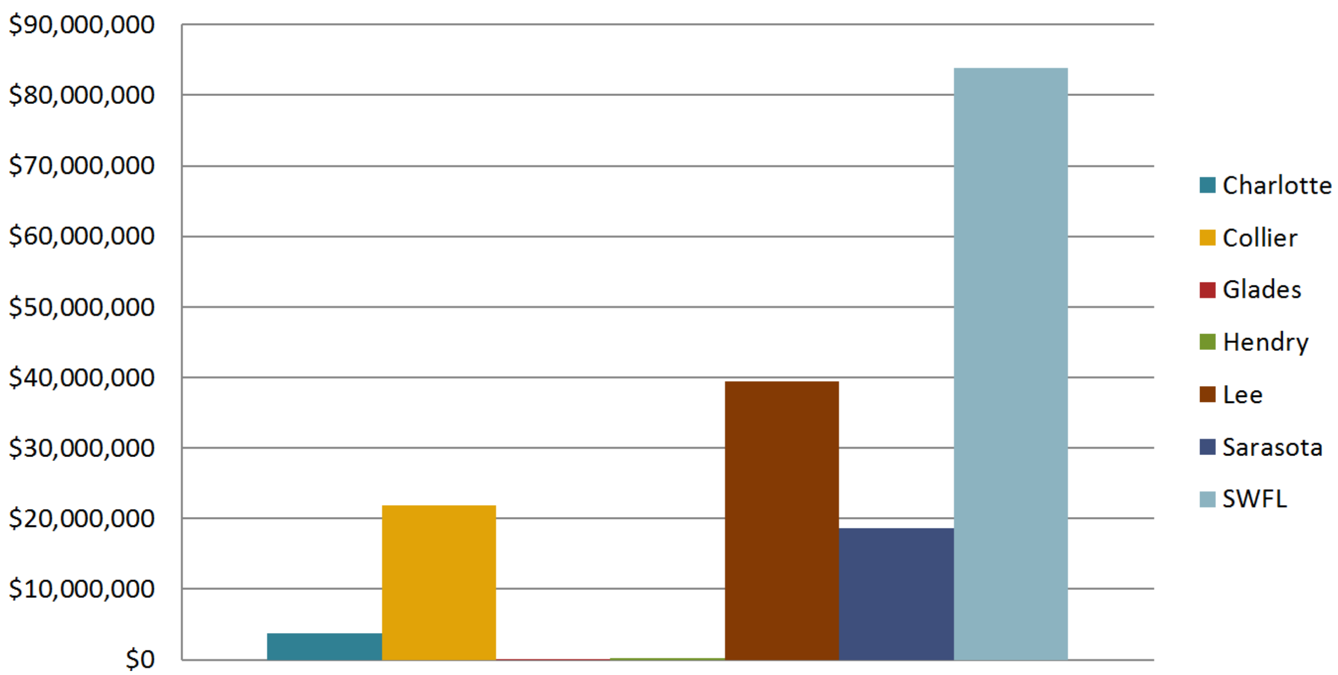


Illustration A-4b: Tourism Development Tax Collections



c. Trade Exports and Imports

SWFL makes up roughly 10.64% of the State's exports. Lee, Sarasota, and Collier Counties make up 85.6% of the region's exports. The region accounts for 15.1% of the State's exports. Lee, Collier, and Sarasota Counties make up 86.8% of the region's imports. SWFL's accounts for over 50% of the States trade deficit. Hendry County is the only county in the region with positive net exports. Glades County is also very close to a neutral net export total. SWFL's four coastal counties combine for a -$21.15 billion trade deficit.

Table A-5a: Trade Exports

Southwest Florida Region and State

Billions of Fixed (2009) Dollars

2007 to 2016

Exports (Billions of Fixed (2009) Dollars)

Area	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Charlotte	$3.253	$2.916	$2.628	$2.665	$2.647	$2.703	$2.841	$2.835	$2.927	$3.000
Collier	$10.257	$8.721	$7.757	$7.787	$7.694	$7.482	$8.370	$8.774	$9.022	$9.201
Glades	$0.204	$0.263	$0.287	$0.315	$0.298	$0.271	$0.279	$0.279	$0.285	$0.289
Hendry	$1.810	$1.690	$1.507	$2.167	$1.836	$1.786	$2.081	$1.921	$1.960	$1.978
Lee	$13.678	$11.589	$10.143	$10.572	$9.870	$10.598	$11.431	$11.571	$11.918	$12.182
Sarasota	$9.527	$8.960	$8.233	$8.491	$8.804	$8.668	$9.180	$9.451	$9.729	$9.945
SWFL	$38.729	$34.139	$30.555	$31.997	$31.149	$31.508	$34.182	$34.831	$35.841	$36.595
Florida	$323.403	$309.253	$280.968	$294.498	$296.169	$308.320	$325.480	$329.267	$337.869	$343.994

Source: Regional Economic Modeling, Inc. Policy Insight Plus, Florida Counties v2.0.2

Illustration A-5a: Trade Exports
Billions of Fixed (2009) Dollars

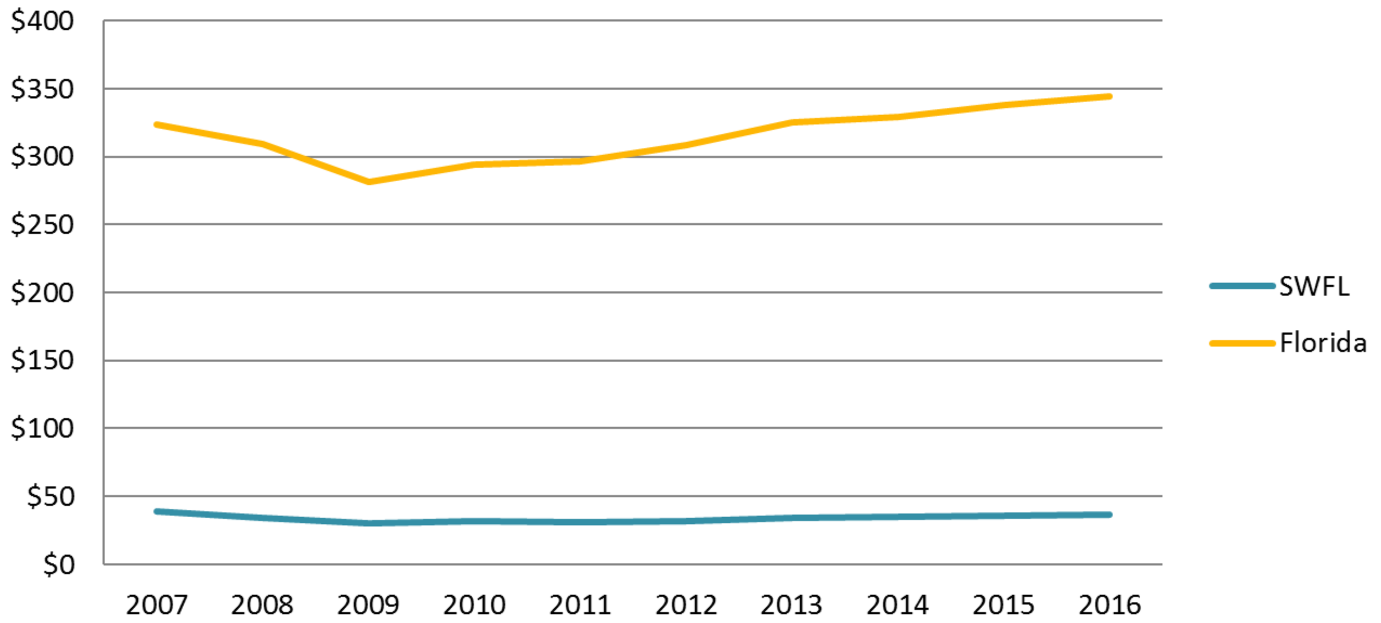


Illustration A-5b: Trade Exports
Billions of Fixed (2009) Dollars

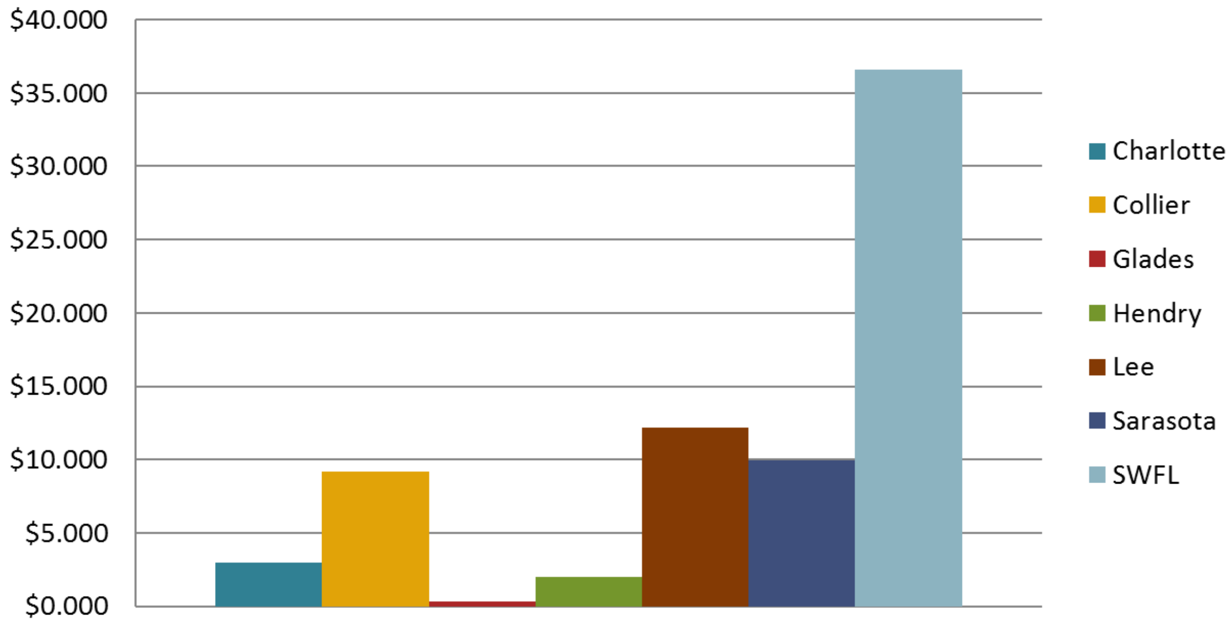


Table A-5b: Trade Imports

Southwest Florida Region and State
Billions of Fixed (2009) Dollars
2007 to 2016

Imports (Billions of Fixed (2009) Dollars)

Area	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Charlotte	$4.980	$4.719	$4.394	$4.439	$4.499	$4.526	$4.745	$4.899	$5.036	$5.174
Collier	$17.383	$16.350	$14.006	$14.672	$15.011	$16.081	$16.687	$16.904	$17.457	$17.849
Glades	$0.708	$0.625	$0.512	$0.555	$0.403	$0.399	$0.805	$0.722	$0.666	$0.659
Hendry	$1.765	$1.670	$1.558	$1.998	$1.729	$1.705	$1.856	$1.740	$1.802	$1.832
Lee	$17.429	$16.366	$15.127	$14.880	$15.618	$15.768	$16.542	$17.199	$17.893	$18.348
Sarasota	$14.044	$13.152	$11.721	$11.971	$12.282	$12.445	$13.121	$13.506	$13.883	$14.110
SWFL	$56.309	$52.882	$47.318	$48.515	$49.542	$50.924	$53.756	$54.970	$56.737	$57.972
Florida	$368.094	$347.927	$315.268	$335.989	$347.854	$350.182	$356.387	$364.012	$377.799	$384.530

Source: Regional Economic Modeling, Inc. Policy Insight Plus, Florida Counties v2.0.2

Illustration A-5c: Trade Imports
Billions of Fixed (2009) Dollars

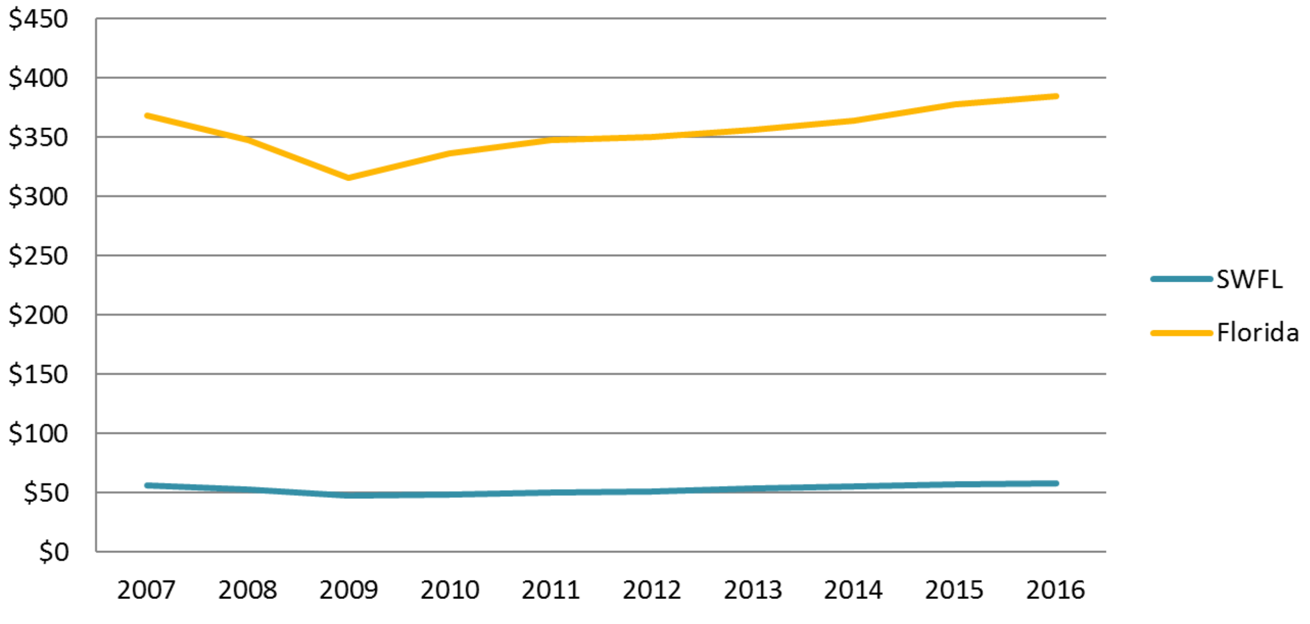


Illustration A-5d: Trade Imports
Billions of Fixed (2009) Dollars

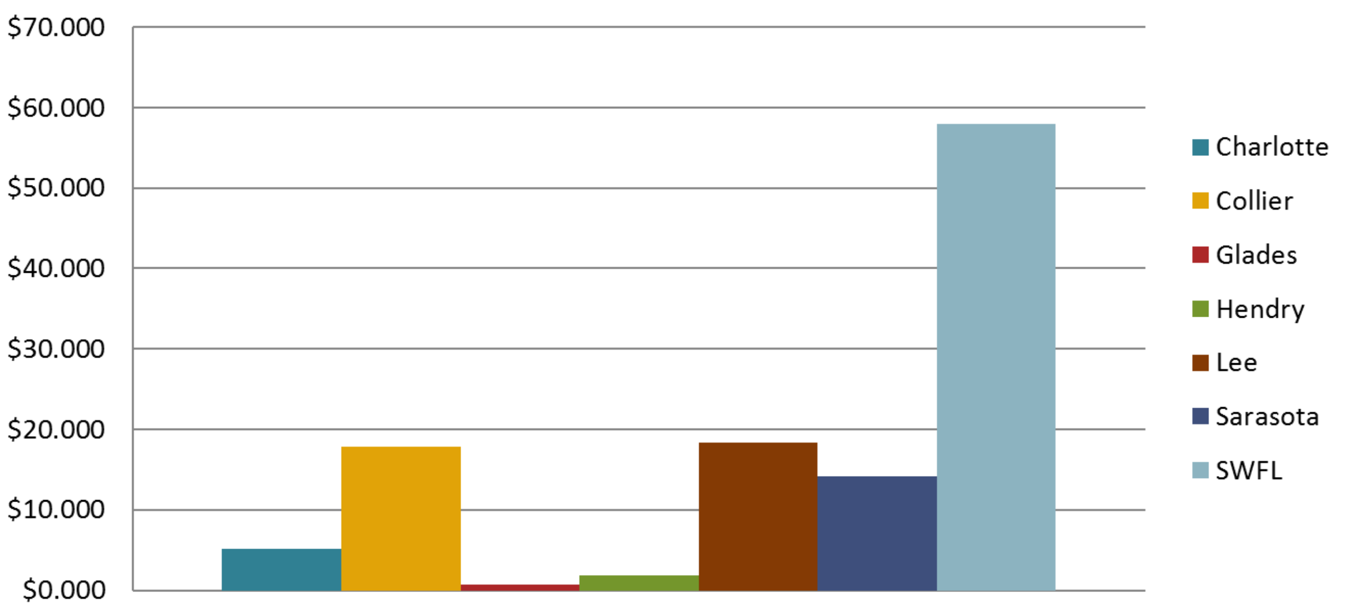


Table A-5c: Net Exports

Southwest Florida Region and State										
Billions of Fixed (2009) Dollars										
2007 to 2016										
Net Exports (Billions of Fixed (2009) Dollars)										
Area	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Charlotte	-$1.727	-$1.803	-$1.766	-$1.774	-$1.852	-$1.823	-$1.904	-$2.064	-$2.109	-$2.174
Collier	-$7.126	-$7.629	-$6.249	-$6.885	-$7.317	-$8.599	-$8.317	-$8.130	-$8.435	-$8.648
Glades	-$0.504	-$0.362	-$0.225	-$0.240	-$0.105	-$0.128	-$0.526	-$0.443	-$0.381	-$0.370
Hendry	$0.045	$0.020	-$0.051	$0.169	$0.107	$0.081	$0.225	$0.181	$0.158	$0.146
Lee	-$3.751	-$4.777	-$4.984	-$4.308	-$5.748	-$5.170	-$5.111	-$5.628	-$5.975	-$6.166
Sarasota	-$4.517	-$4.192	-$3.488	-$3.480	-$3.478	-$3.777	-$3.941	-$4.055	-$4.154	-$4.165
SWFL	-$17.580	-$18.743	-$16.763	-$16.518	-$18.393	-$19.416	-$19.574	-$20.139	-$20.896	-$21.377
Florida	-$44.691	-$38.674	-$34.300	-$41.491	-$51.685	-$41.862	-$30.907	-$34.745	-$39.930	-$40.536

Source: Regional Economic Modeling, Inc. Policy Insight Plus, Florida Counties v2.0.2

Illustration A-5e: Net Exports
Billions of Fixed (2009) Dollars

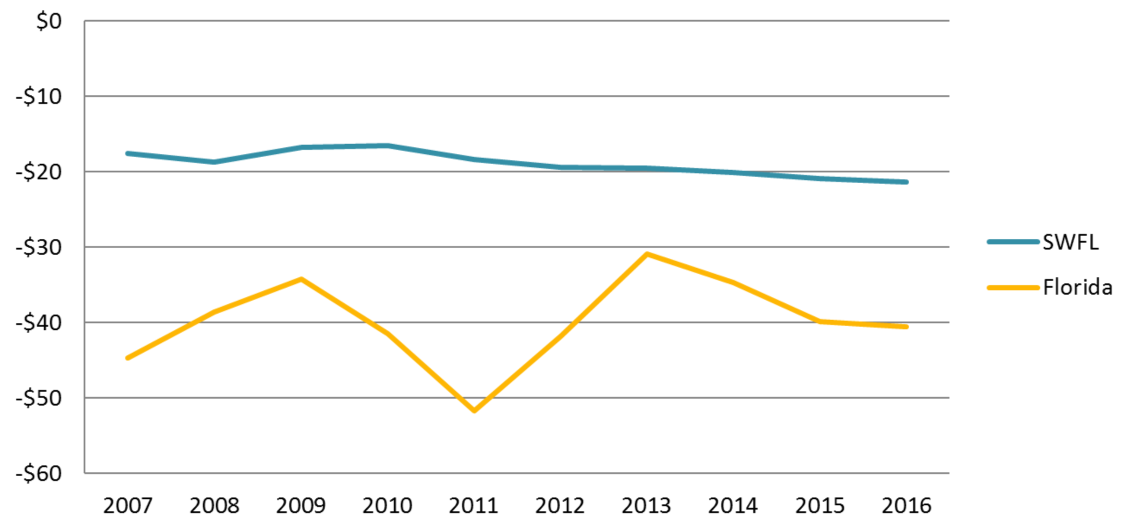
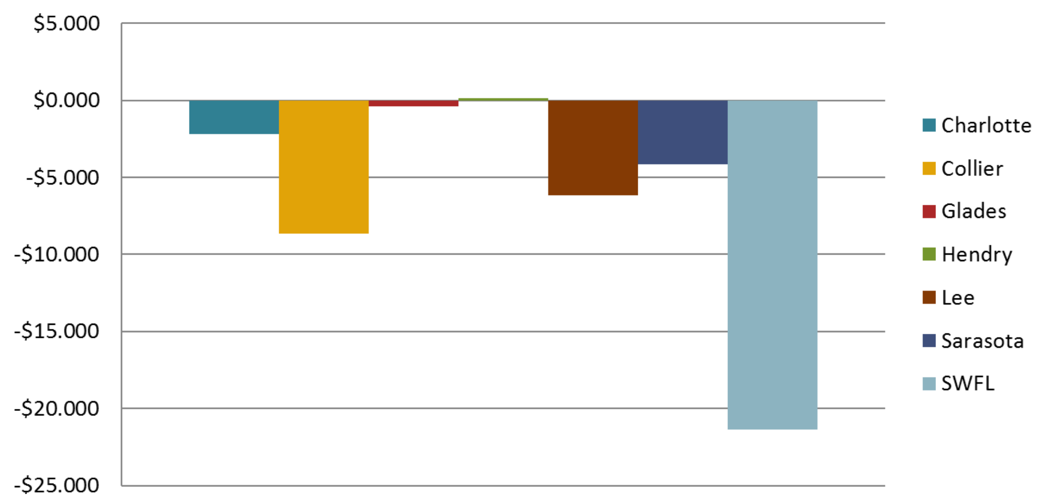


Illustration A-5f: Net Exports
Billions of Fixed (2009) Dollars



d. Innovation Index

Headline Index is the overall innovation measure. The Human Capital and Knowledge Creation Index measures the population and labor force's ability to innovate. The Business Dynamics Index gauges the region's competitiveness by looking at entry and exit of individual firms. The Business Profile Index assesses local business conditions and resources available to entrepreneurs. The Employment and Productivity Index measures economic improvement and the direct outcomes of innovation. Finally, the Economic Well-Being Index evaluates economic well-being and standard of living for residents. Collier, Lee, and Sarasota Counties are all categorized as having a very high relative capacity for innovation. Charlotte, Glades, and Hendry Counties are seen as having a normal relative capacity for innovation.

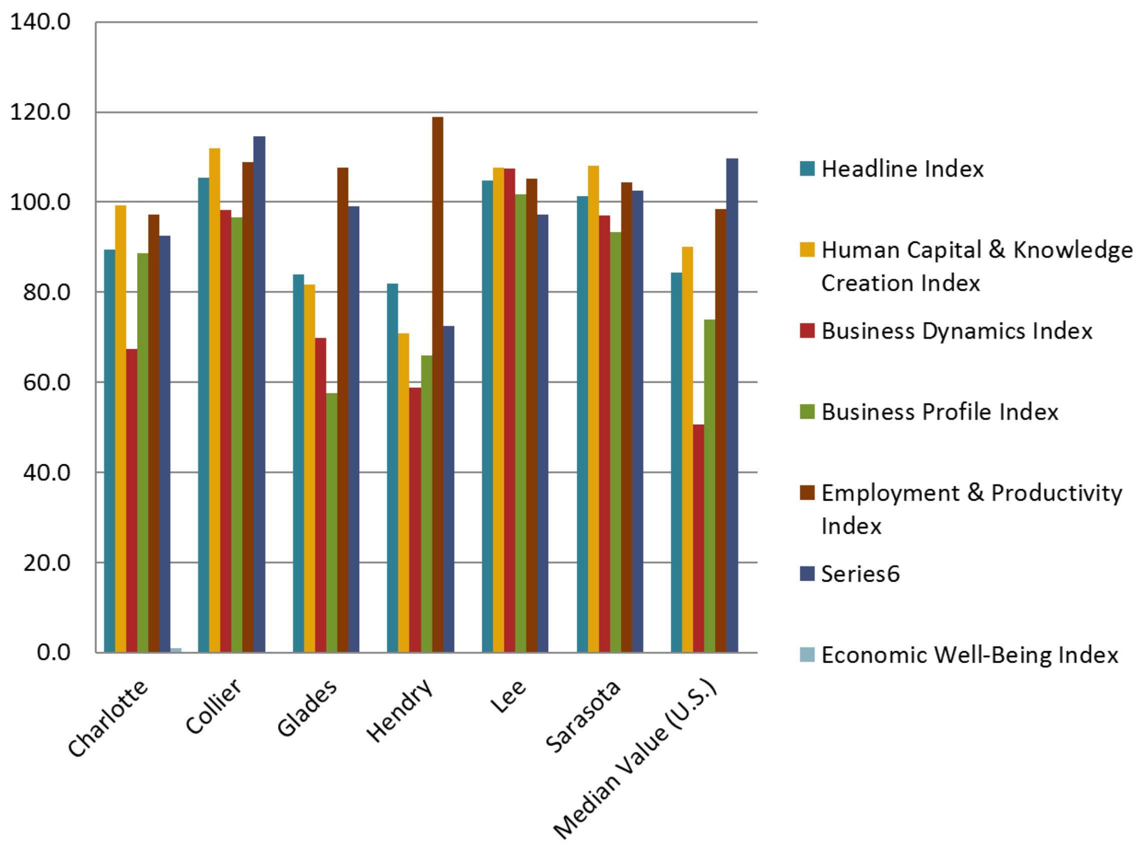
Table A-6: Innovation Index

Southwest Florida Region and State

2017

Innovation Index						
Area	**Headline Index**	**Human Capital & Knowledge Creation Index**	**Business Dynamics Index**	**Business Profile Index**	**Employment & Productivity Index**	**Economic Well Being Index**
Charlotte	89.5	99.2	67.4	88.6	97.3	92.5
Collier	105.5	111.9	98.3	96.6	108.9	114.5
Glades	84.0	81.7	69.8	57.6	107.6	99.1
Hendry	82.0	70.8	58.9	65.9	118.9	72.5
Lee	104.7	107.7	107.4	101.7	105.3	97.3
Sarasota	101.3	108.0	97.1	93.3	104.4	102.6
Median Value (U.S.)	84.3	90.1	50.7	73.9	98.4	109.7
Source:	statsamerica.org/ii2/overview.aspx					

Illustration A-6: Innovation Index (2017)



3. Infrastructure & Growth Leadership

a. Population Counts, Estimates and Projections - Florida Statistical Abstract Table

The region's population is expected to grow faster than the State from 2010 to 2045 (55.4% growth in the region, 44.8% State). Lee County's population is expected to grow by 80.1% over this period.

Table A-7: Population Counts, Estimates and Projections

Southwest Florida Region and State

2010 to 2045

Regional Population Projections

Area	2010	2015	2020	2025	2030	2035	2040	2045
Charlotte	159,978	167,141	178,200	187,900	195,900	202,700	209,600	216,000
Collier	321,520	343,802	378,700	409,900	436,800	460,900	482,700	503,900
Glades	12,884	12,853	13,300	13,700	14,100	14,400	14,600	14,900
Hendry	39,140	38,096	39,100	39,900	40,600	41,000	41,600	42,200
Lee	618,754	665,845	754,800	839,500	918,300	991,200	1,055,000	1,114,500
Sarasota	379,448	392,090	415,900	436,600	453,900	467,000	478,100	489,300
SWFL	1,531,724	1,619,827	1,780,000	1,927,500	2,059,600	2,177,200	2,281,600	2,380,800
Florida	18,801,310	19,815,183	21,372,200	22,799,500	24,071,000	25,212,400	26,252,100	27,217,600

Source: http://www.bebr.ufl.edu/sites/default/files/Research%20Reports/estimates_2015.pdf

Illustration A-7a: SWFL Population Projections

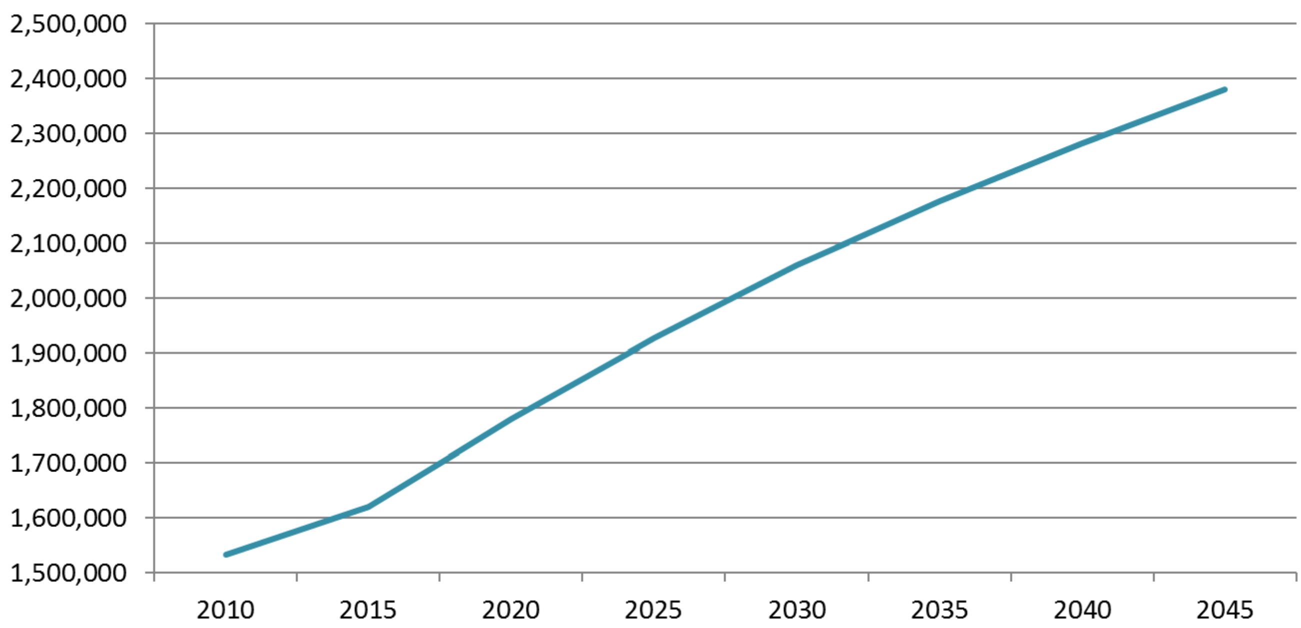
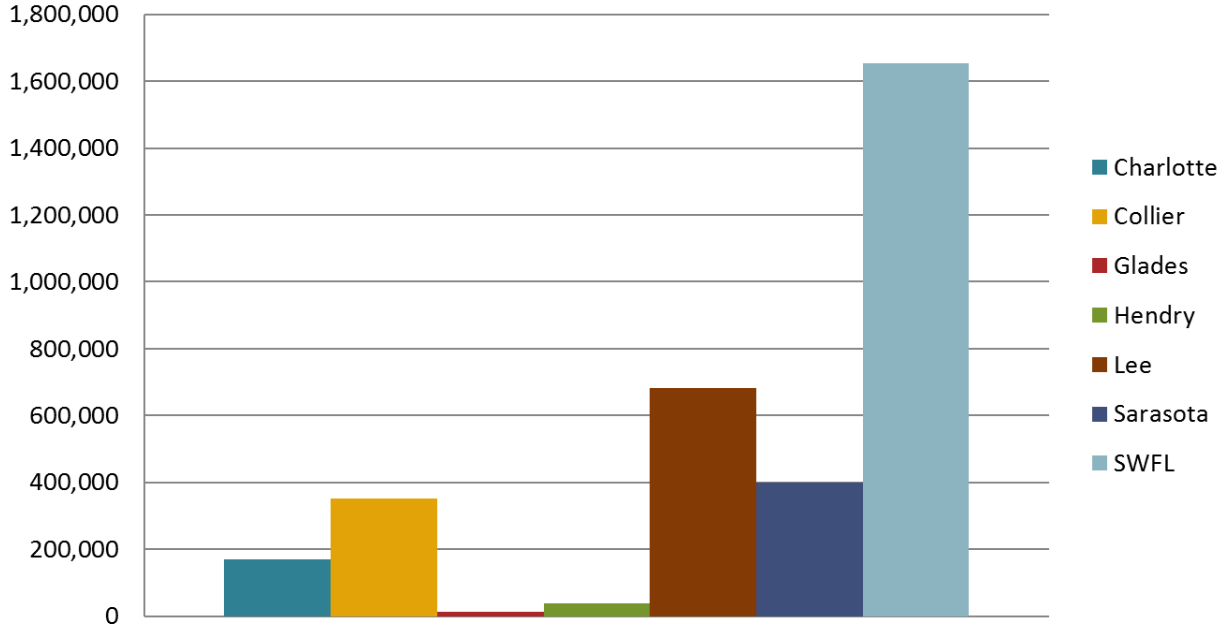


Illustration A-7b: SWFL Population Projections



b. Annual Building Permits

After decreasing by 89% from 2006-2009, permitted residential units increased by 460% in SWFL since 2009. The region is recovering at a much faster rate than the rest of the State (21% increase from 2009).

Table A-8: Annual Building Permits

Southwest Florida Region and State

2006 to 2015

Annual Building Permits (Residential Units)

Area	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Charlotte	4,335	1,370	433	296	425	312	329	553	610	1,129
Collier	4,788	2,095	951	944	1,259	1,320	1,612	2,678	3,610	4,060
Glades	73	49	18	27	8	2	5	8	14	15
Hendry	284	123	128	54	22	32	23	39	24	87
Lee	18,746	5,905	1,602	944	1,276	1,587	2,043	3,176	4,095	6,879
Sarasota	4,105	1,234	802	536	708	744	1,242	1,815	2,093	3,522
SWFL	32,331	10,776	3,934	2,801	3,698	3,997	5,254	8,269	10,446	15,692
Florida	203,238	102,551	61,042	35,329	38,679	42,360	64,810	86,752	84,084	109,924

Source: U.S. Census Bureau, Annual New Privately-Owned Residential Building Permits, Total Units, for Counties in Florida. http://censtats.census.gov/bldg/bldgprmt.shtml

Illustration A-8a: SWFL Building Permits Residential Units (2015)

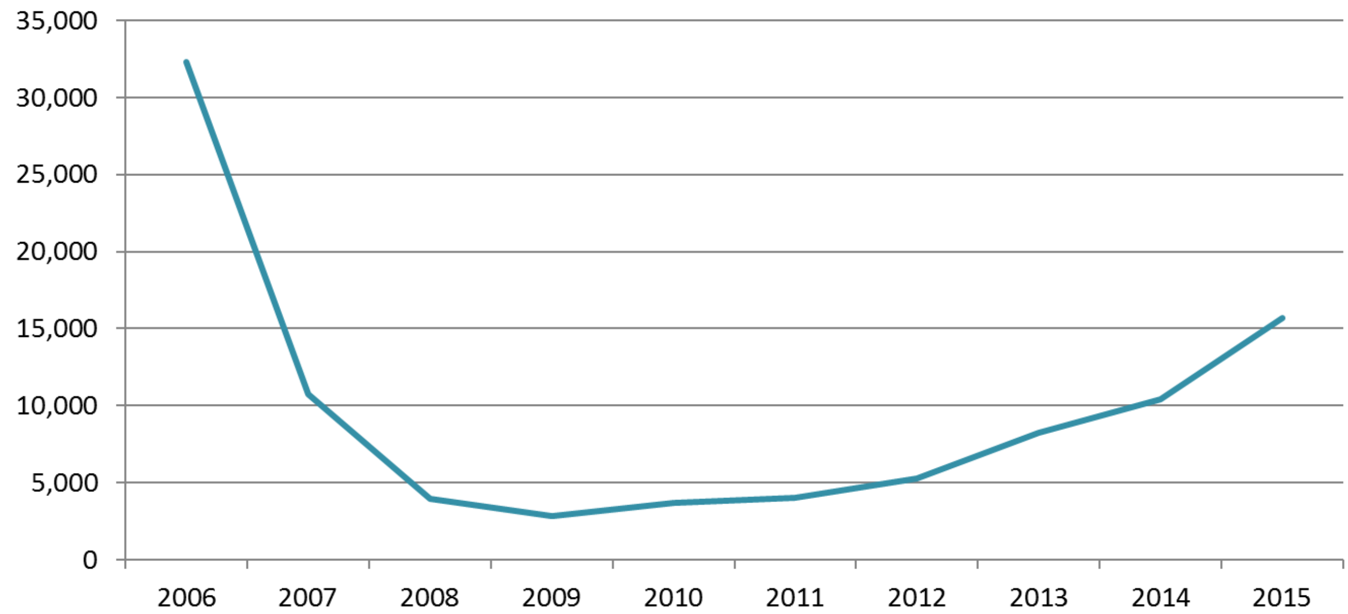
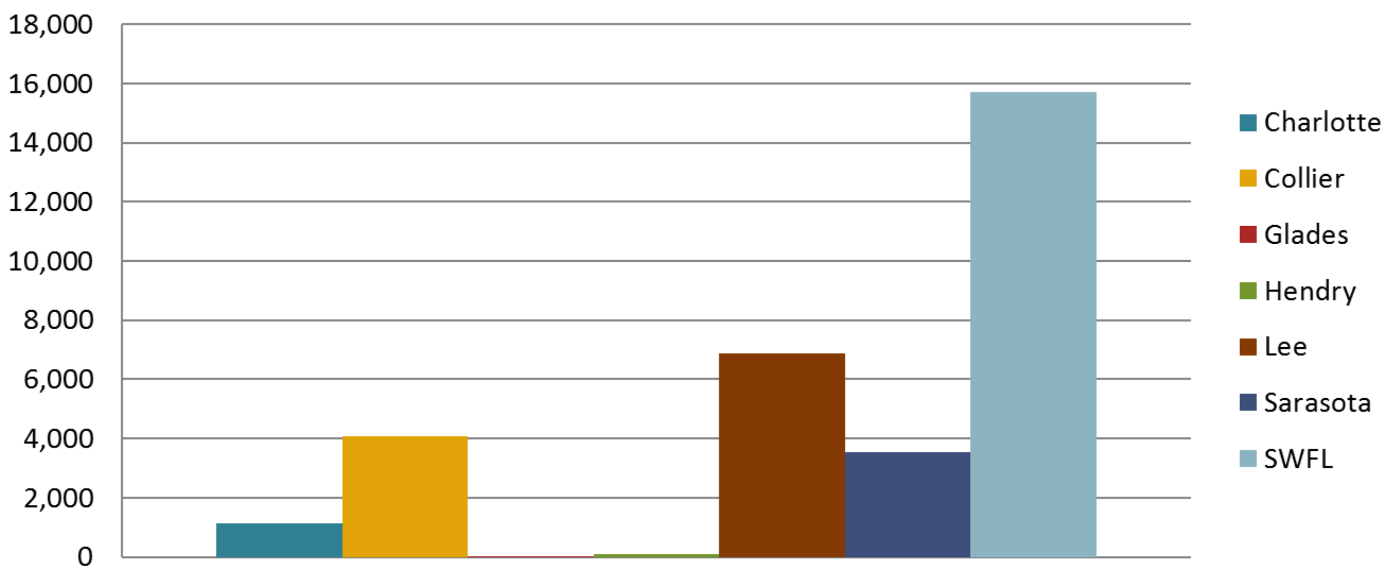


Illustration A-8b: SWFL Building Permits Residential Units (2015)



c. Vehicle Miles Traveled

Daily vehicle miles traveled has decreased in Charlotte, Glades and Hendry Counties in the last 10 years. According to these FDOT statistics, the daily vehicle miles traveled has almost doubled in Sarasota County over this time period.

Table A-9: Daily Vehicle Miles Traveled

Southwest Florida Region and State

Millions of Miles - 2006 to 2015

Daily Vehicle Miles Traveled (Millions)

Area	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Charlotte	6.65	6.55	6.14	6.02	6.00	6.00	5.81	5.91	6.08	6.41
Collier	9.49	9.48	9.00	8.85	8.94	8.68	8.40	8.65	9.19	9.76
Glades	0.59	0.55	0.54	0.55	0.50	0.51	0.51	0.53	0.56	0.56
Hendry	1.21	1.20	1.11	1.12	1.08	1.00	0.99	1.00	1.08	1.15
Lee	18.07	18.24	17.52	17.50	17.58	17.68	17.65	18.00	19.88	20.13
Sarasota	6.04	6.16	5.96	6.02	6.18	10.92	10.96	11.20	11.51	11.88
SWFL	42.04	42.18	40.28	40.05	40.28	44.78	44.33	45.28	48.31	49.88
Florida	558.31	562.80	542.33	538.09	536.32	525.63	522.88	527.95	550.80	566.36

Source: Florida Department of Transportation, Florida Highway Mileage and Travel Report, Summary since 1990.
<http://www.dot.state.fl.us/planning/statistics/mileage-rpts/public.shtm>

Illustration A-9a: SWFL Daily Vehicle Miles Traveled (Millions)

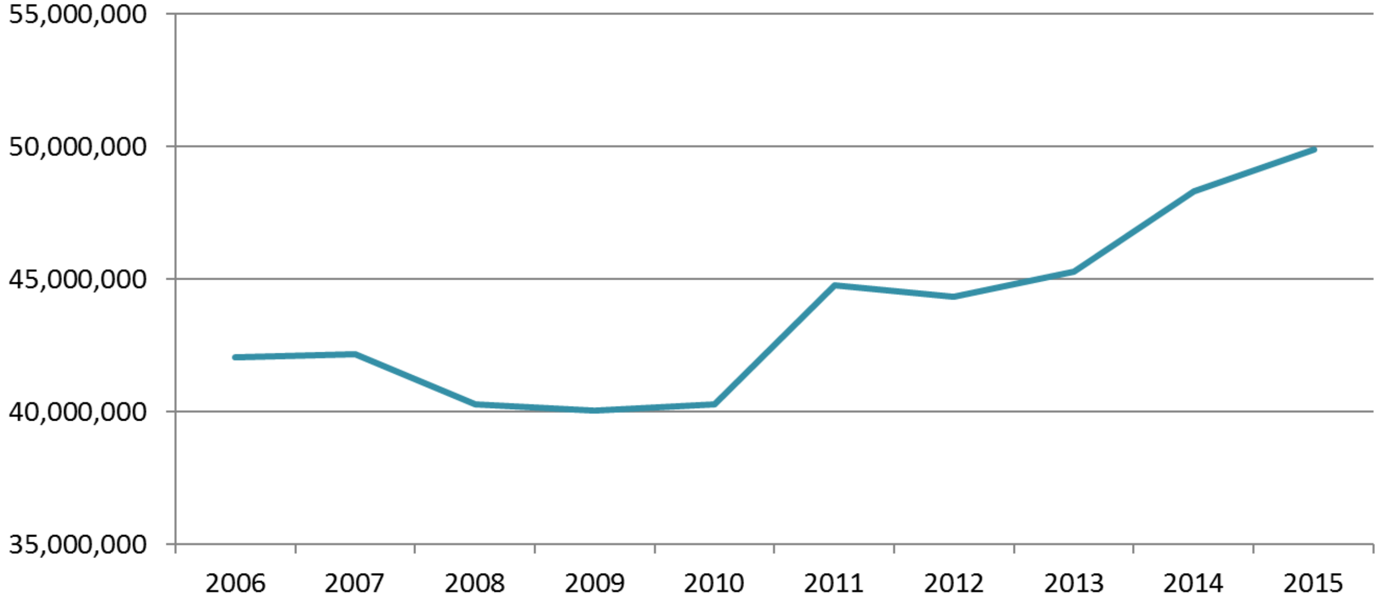
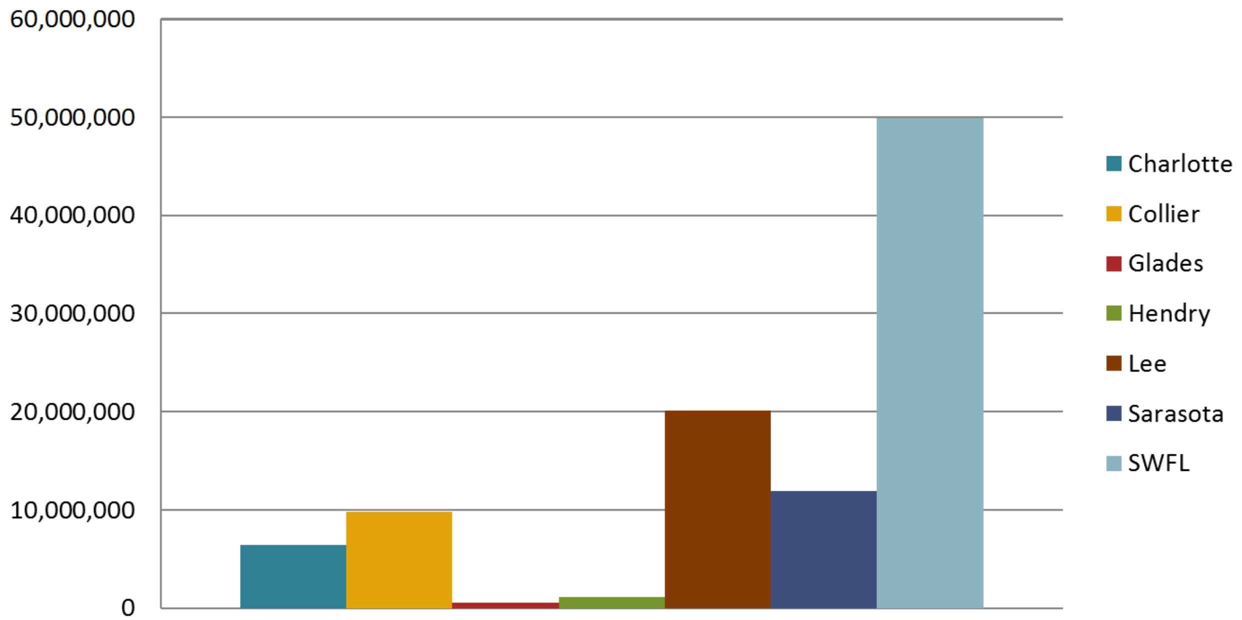


Illustration A-9b: SWFL Daily Vehicle Miles Traveled (Millions)



4. Business Climate & Competitiveness

a. Average Annual Unemployment Rates

Unemployment rates in SWFL reached their peak in 2010 and have been steadily decreasing since. Since 2010, the region's unemployment rate has decreased by 7.4%. Since 2014, the region's unemployment rate has been at or below the State level.

Table A-10: Average Annual Unemployment Rates

Southwest Florida Region and State

2007 to 2016

					Unemployment Rate					
Area	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Charlotte	5.2%	8.3%	11.9%	12.7%	11.3%	9.5%	8.0%	6.9%	5.9%	5.3%
Collier	4.4%	7.1%	11.1%	11.6%	10.1%	8.5%	7.1%	6.0%	5.2%	4.8%
Glades	4.8%	7.1%	9.3%	9.5%	9.5%	7.7%	7.5%	7.7%	7.1%	6.2%
Hendry	7.5%	11.1%	14.2%	14.0%	13.9%	12.8%	12.0%	11.4%	10.3%	9.0%
Lee	4.7%	8.3%	12.3%	12.5%	10.9%	8.9%	7.3%	6.0%	5.0%	4.5%
Sarasota	4.6%	7.4%	11.3%	11.6%	10.2%	8.5%	7.0%	5.9%	5.0%	4.5%
SWFL	4.7%	7.9%	11.8%	12.1%	10.7%	8.8%	7.4%	6.2%	5.2%	4.7%
Florida	4.0%	6.3%	10.4%	11.1%	10.0%	8.5%	7.3%	6.3%	5.4%	4.7%

Source: Florida Department of Economic Opportunity Local Area Unemployment Statistics
<http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/local-area-unemployment-statistics>

Illustration A-10a: Avg Annual Unemployment Rate

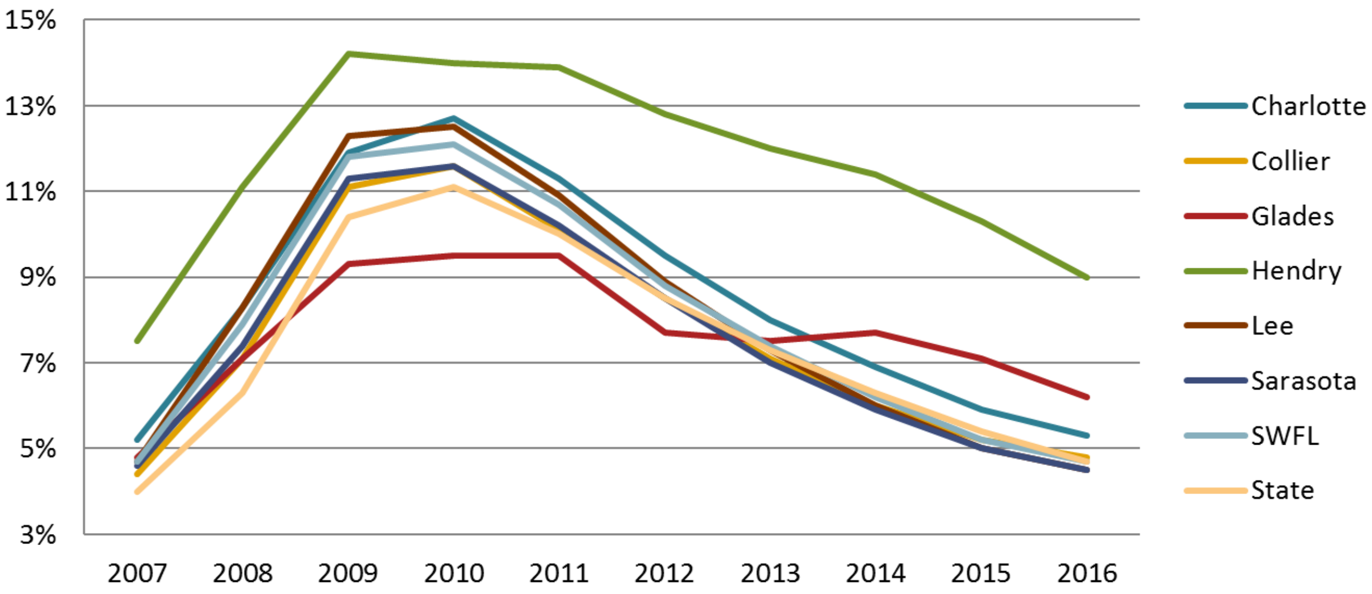
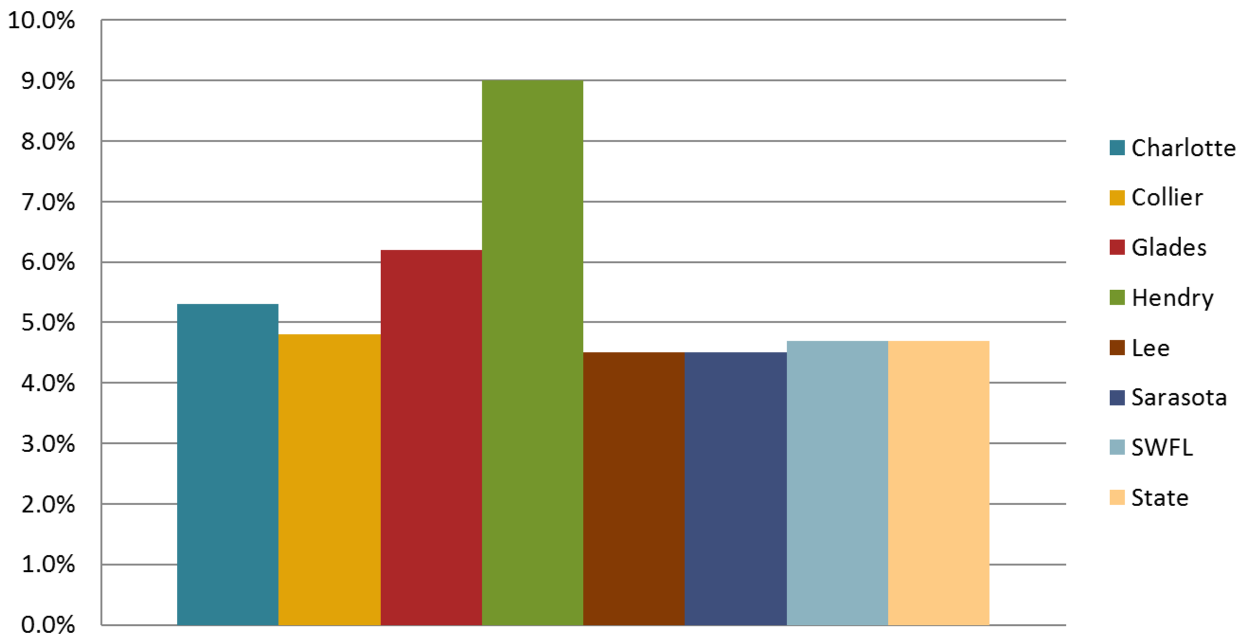


Illustration A-10b: Avg Annual Unemployment Rate



b. Employment by Industry

SWFL's total employment grew by 9.4% since 2007 (larger than the 7.7% State growth). Key industry trends include Health Care & Social Assistance growing by 26.0% and Finance & Insurance growing by 24.1%.

Table A-11a: Employment by Industry

Southwest Florida Region and State

2007 to 2016

SWFL Employment by Industry

Category	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Retail Trade	104,871	100,858	93,410	92,624	95,268	99,398	102,317	106,641	109,491	111,795
Health Care & Social Assistance	78,364	80,160	81,639	83,290	84,497	86,100	88,078	91,670	95,010	98,771
Real Estate & Rental & Leasing	74,843	72,130	71,396	74,803	77,142	78,422	81,352	82,113	83,075	84,246
Accommodation & Food Services	66,592	64,898	62,730	63,115	65,487	68,807	72,800	77,065	79,794	82,806
Construction	93,845	73,522	57,828	51,386	50,804	52,672	56,428	62,852	65,409	68,265
Administrative & Waste Management Services	58,933	53,572	52,111	53,212	53,504	54,972	59,324	63,897	65,112	66,291
Local Government	60,219	60,594	59,220	58,968	59,155	59,358	60,130	60,996	62,181	63,820
Other Services, except Public Administration	57,074	55,153	53,172	51,720	54,399	56,266	58,121	60,665	61,764	62,960
Professional, Scientific, & Technical Services	51,492	49,932	46,631	47,535	50,275	51,584	54,458	56,883	58,570	59,992
Finance & Insurance	40,048	42,586	45,488	43,957	48,229	48,119	49,182	48,928	49,291	49,703
Arts, Entertainment, & Recreation	28,420	29,069	28,760	27,694	30,019	30,710	31,093	32,179	32,687	33,235
Manufacturing	22,394	19,036	16,473	14,978	15,816	16,883	19,132	20,548	20,709	20,662
Wholesale Trade	20,332	18,744	17,244	16,850	17,742	18,028	18,966	19,580	20,106	20,312
Transportation & Warehousing	13,363	13,940	13,181	12,908	13,113	13,662	14,562	15,555	15,886	16,054
Forestry, Fishing, & Related Activities	9,672	9,846	9,825	10,795	10,904	10,953	11,160	13,047	13,290	13,409
Educational Services; private	9,086	9,447	10,166	11,056	10,804	10,941	11,409	12,125	12,302	12,499
Information	11,792	11,422	10,289	9,852	10,053	10,248	10,338	10,514	10,554	10,574
Farm	8,163	7,652	7,056	7,518	8,194	9,007	8,930	9,200	9,200	9,102
State Government	8,884	8,955	8,969	8,875	8,770	8,564	8,502	8,682	8,843	9,071
Management of Companies & Enterprises	5,039	5,401	4,947	4,700	6,235	6,742	6,603	6,676	6,857	7,010
Mining	2,234	3,890	3,324	3,705	3,071	4,471	4,726	4,559	4,546	4,437
Utilities	2,842	2,436	2,185	2,061	1,678	1,699	2,572	2,342	2,339	2,339

Source: Regional Economic Modeling, Inc., Policy Insite+, Florida Counties v2.0.2

Illustration A-11a: SWFL Employment by Industry

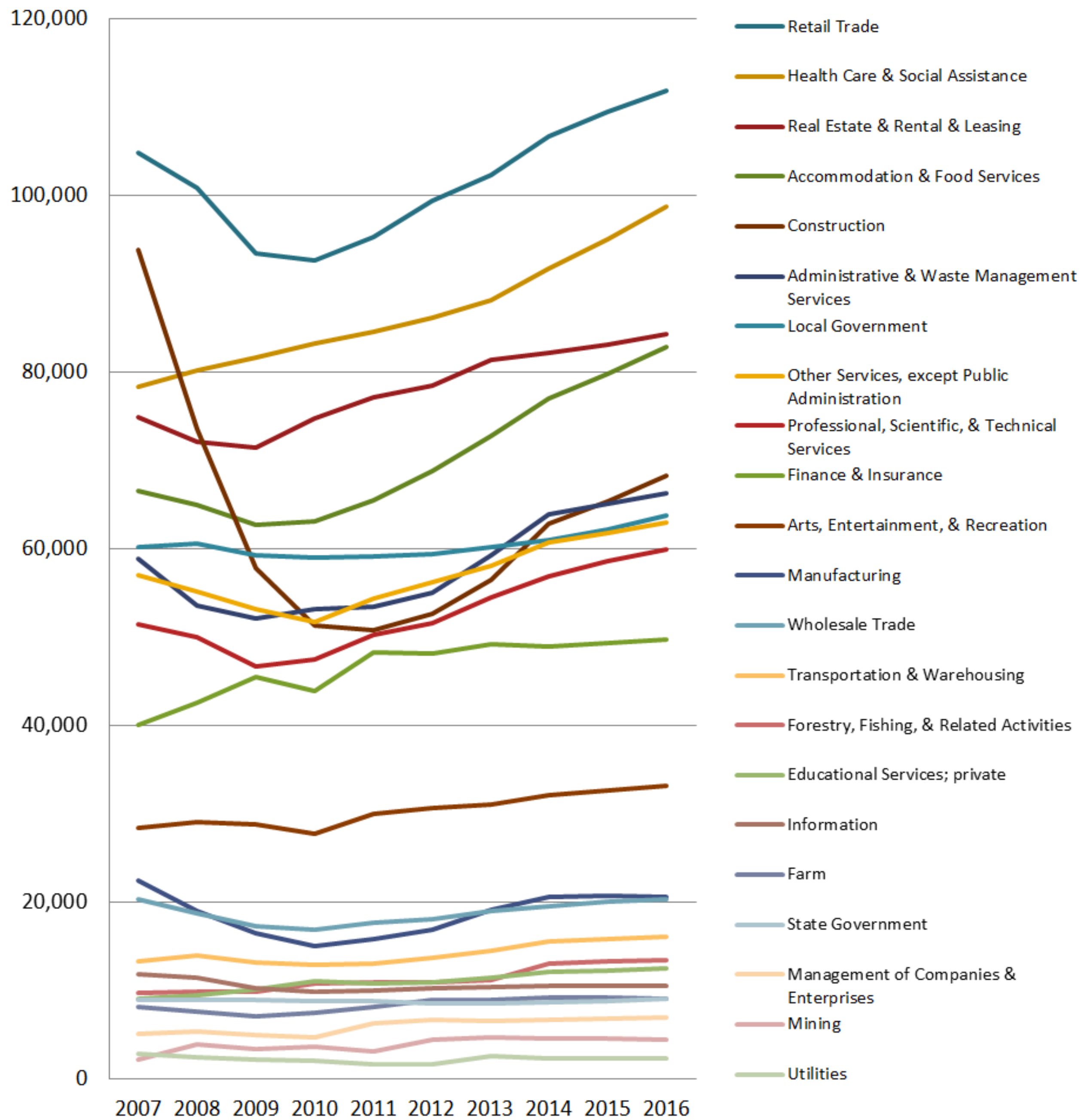


Illustration A-11b: SWFL Employment by Industry

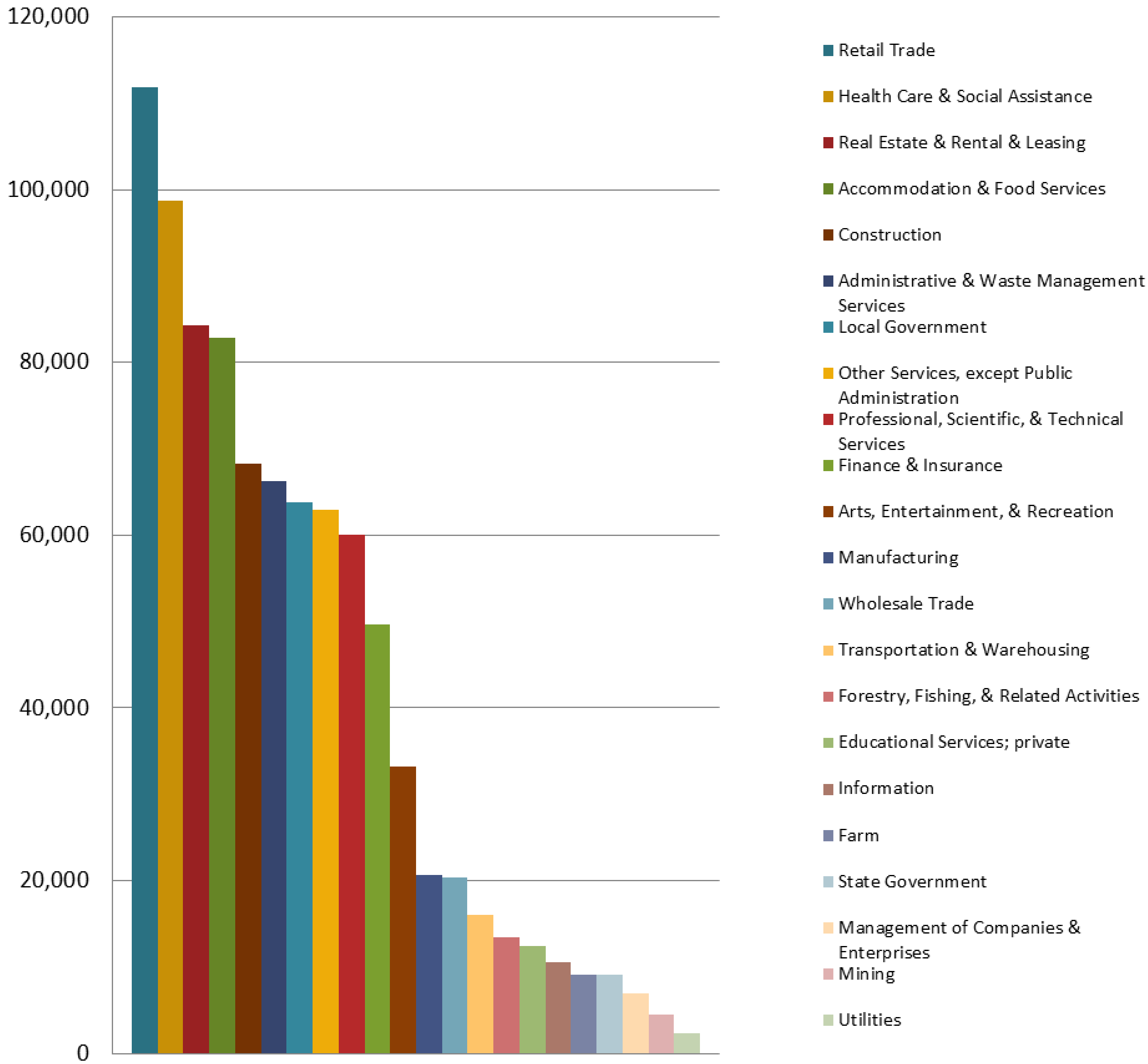


Table A-11b: Employment by Sector

Southwest Florida Region and State

2007 to 2016

SWFL Employment by Sector (Thousands)

Area	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Region: Total	836	801	764	760	783	805	838	874	895	915
State: Total	10,626	10,357	9,937	9,878	10,117	10,325	10,617	10,911	11,193	11,444
Region: Private Sector	751	716	681	676	699	721	753	788	807	825
State: Private Sector	9,325	9,053	8,653	8,593	8,853	9,073	9,371	9,666	9,934	10,161
Region: Public Sector	77	77	76	77	76	76	76	77	79	81
State: Public Sector	1,215	1,220	1,205	1,203	1,181	1,165	1,163	1,158	1,172	1,197
Region: Farm	8	8	7	8	8	9	9	9	9	9
State: Farm	87	84	80	82	83	87	83	87	87	86

Source: Regional Economic Modeling, Inc., Policy Insite+, Florida Counties v2.0.2

Illustration A-11c: SWFL Employment Composition by Sector

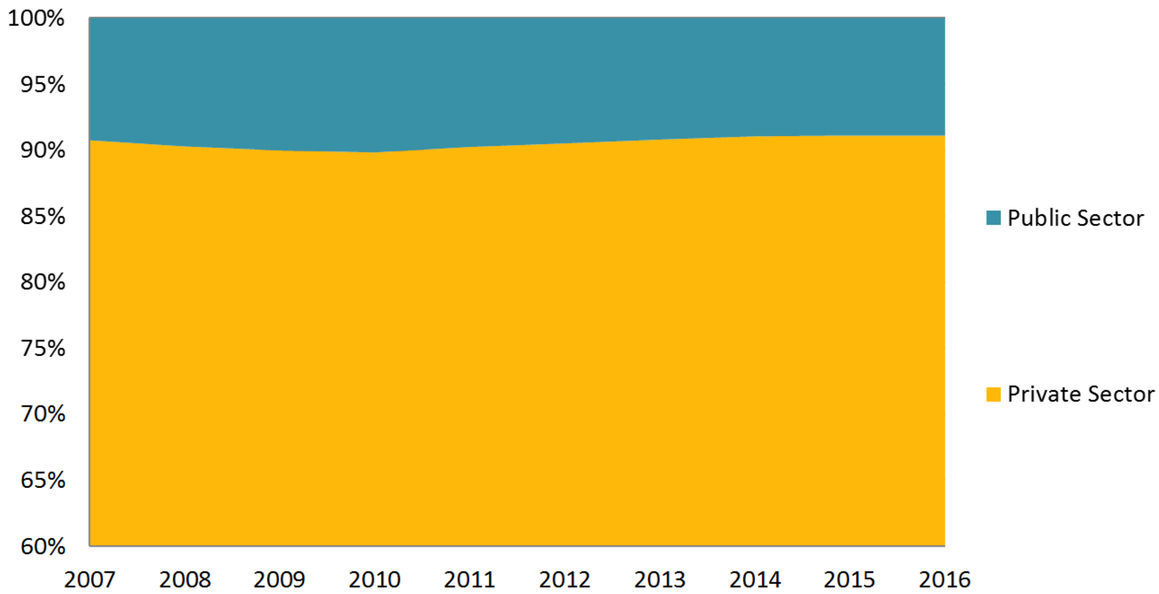
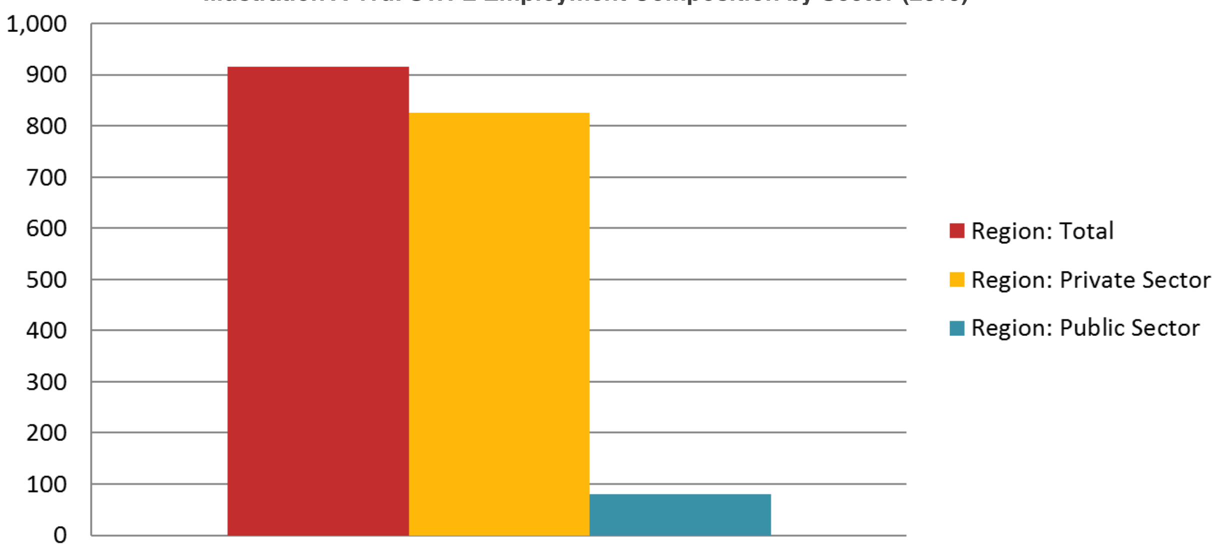


Illustration A-11d: SWFL Employment Composition by Sector (2016)



c. Wages by Industry

The region's wage growth has been slower than the State's as a whole over the last 10 years (8.1% region compared to 13.4% State).

Table A-12a: Average Annual Wages by Industry

Southwest Florida Region and State

2007 to 2016

Avg Annual Wage by Industry (Thousands of Current Dollars)										
Area	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Management of Companies & Enterprises	$84.9	$82.2	$88.4	$94.6	$84.5	$100.3	$113.3	$97.4	$100.3	$102.2
Federal Civilian	$57.7	$58.0	$57.4	$53.3	$61.8	$63.4	$64.0	$64.8	$67.1	$69.7
Utilities	$44.5	$50.7	$56.2	$55.8	$70.7	$71.2	$48.8	$57.6	$60.0	$61.9
Wholesale Trade	$50.1	$49.7	$48.8	$49.1	$49.7	$51.2	$52.9	$54.9	$56.7	$58.0
State and Local Government	$45.2	$47.0	$46.7	$47.0	$47.4	$47.4	$47.8	$48.7	$50.2	$52.0
Information	$42.3	$40.3	$38.7	$40.0	$40.3	$40.3	$40.6	$43.8	$45.8	$47.4
Health Care & Social Assistance	$39.0	$39.8	$40.5	$40.9	$41.6	$42.0	$42.5	$42.8	$43.9	$44.7
Manufacturing	$39.0	$38.9	$37.3	$38.7	$40.0	$39.8	$40.1	$41.4	$43.0	$44.2
Professional, Scientific, & Technical Services	$32.5	$31.8	$29.8	$30.8	$32.0	$32.5	$33.4	$35.7	$36.7	$37.3
Construction	$34.4	$33.0	$29.9	$28.8	$28.2	$28.8	$30.1	$32.6	$33.5	$34.2
Finance & Insurance	$37.3	$31.7	$26.6	$28.0	$26.7	$28.0	$28.3	$29.6	$30.6	$31.3
Retail Trade	$24.8	$24.0	$23.7	$24.3	$24.1	$24.6	$25.2	$26.0	$26.9	$27.6
Farm	$17.3	$20.9	$20.7	$27.2	$21.4	$20.6	$26.5	$23.5	$24.6	$25.9
Arts, Entertainment, & Recreation	$25.1	$23.2	$22.0	$21.2	$21.5	$22.4	$22.9	$23.7	$24.4	$24.9
Federal Military	$23.2	$25.7	$28.4	$27.2	$25.2	$24.1	$23.6	$22.5	$23.3	$24.2
Accommodation & Food Services	$20.7	$21.0	$20.4	$20.6	$21.0	$21.9	$22.3	$22.8	$23.5	$23.9
Educational Services; private	$23.8	$25.2	$23.5	$22.3	$23.1	$23.3	$22.9	$22.2	$22.7	$23.0
Administrative & Waste Management Services	$21.4	$20.7	$19.0	$18.9	$19.3	$20.0	$19.9	$20.9	$21.5	$21.9
Other Services, except Public Administration	$19.3	$19.6	$18.8	$19.2	$18.9	$19.2	$19.8	$20.4	$21.0	$21.4
Transportation & Warehousing	$17.8	$16.6	$16.4	$17.0	$17.3	$17.3	$18.7	$20.1	$20.7	$21.2
Forestry, Fishing, & Related Activities	$17.1	$16.6	$16.6	$15.2	$15.7	$14.8	$16.8	$16.9	$17.4	$17.8
Real Estate & Rental and Leasing	$7.7	$7.5	$6.6	$6.6	$6.3	$6.5	$7.0	$8.3	$8.5	$8.7
Mining	$10.5	$3.6	$3.0	$2.3	$4.0	$3.4	$3.3	$4.4	$4.5	$4.6
Source:	Regional Economic Modeling, Inc., Policy Insite+, Florida Counties, v2.0.2									

Illustration A-12a: SWFL Avg Annual Wages by Industry
Thousands of Current Dollars

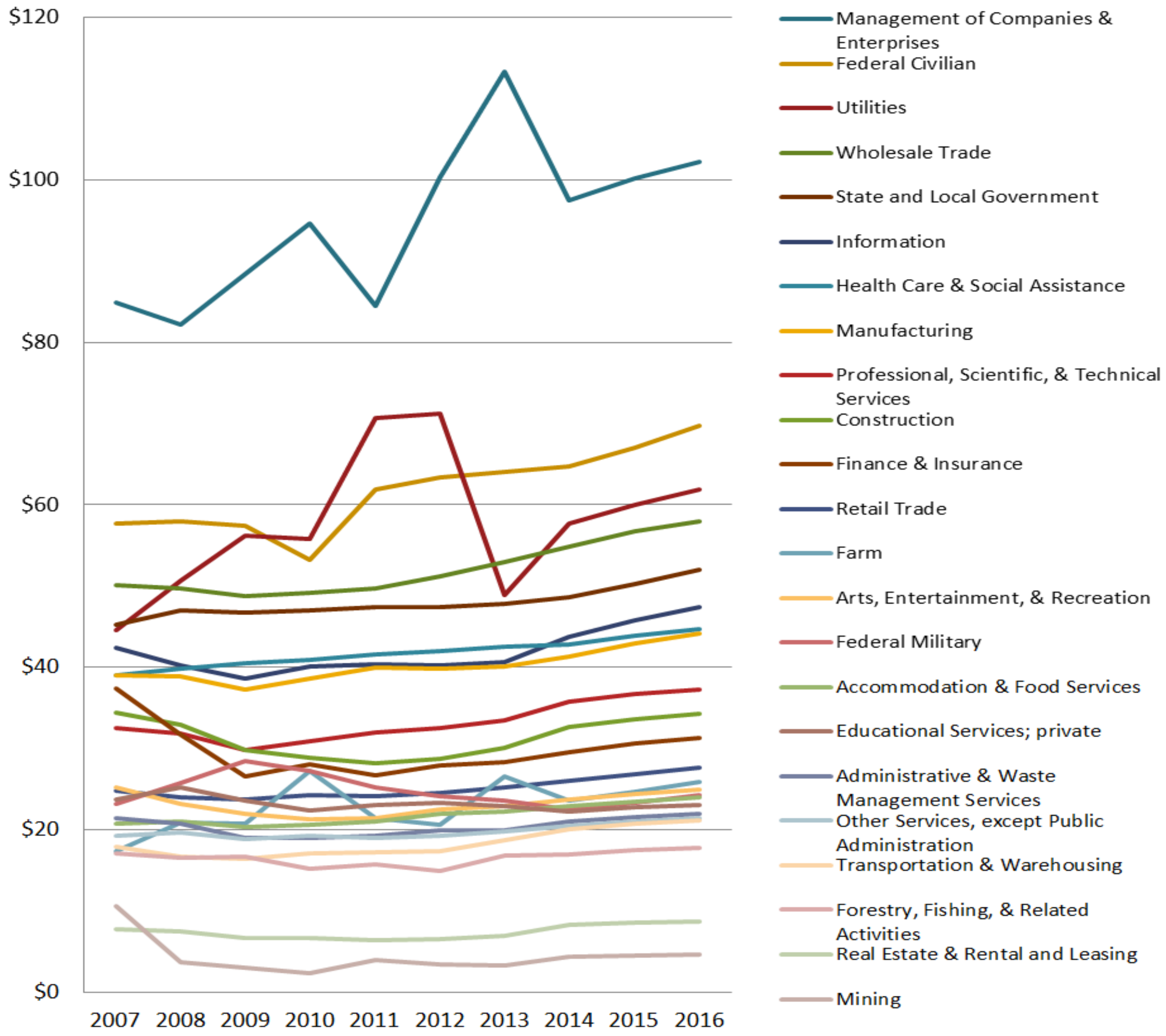


Illustration A-12b: SWFL Avg Annual Wages by Industry
Thousands of Current Dollars

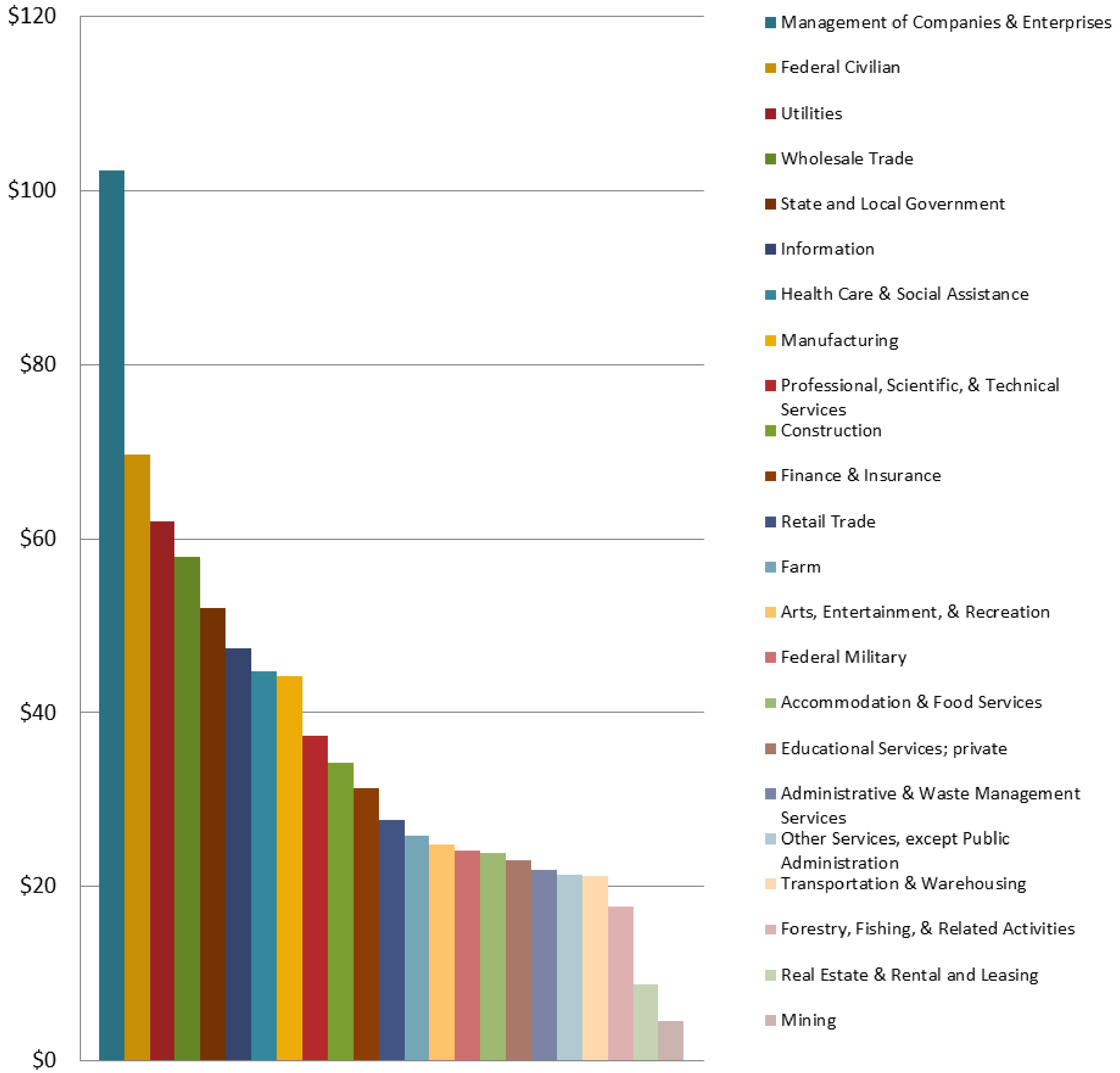


Table A-12b: Average Annual Wages by Sector

Southwest Florida Region and State

2007 to 2016

Avg Annual Wage by Sector (Thousands of Current Dollars)										
Area: Sector	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Region: Total	$29.0	$28.5	$27.4	$27.6	$27.7	$28.2	$28.8	$29.7	$30.6	$31.4
Region: Private Non-Farm	$27.5	$26.6	$25.4	$25.5	$25.7	$26.3	$26.9	$27.9	$28.8	$29.4
Region: Public	$45.0	$46.8	$46.6	$46.6	$47.3	$47.4	$47.7	$48.5	$50.1	$52.0
State: Total	$32.3	$32.7	$32.3	$32.7	$32.9	$33.5	$33.8	$34.7	$35.8	$36.6
State: Private Non-Farm	$30.8	$31.0	$30.3	$30.8	$31.0	$31.8	$32.1	$33.1	$34.1	$34.8
State: Public	$45.1	$46.6	$47.5	$47.8	$48.2	$48.3	$48.7	$50.0	$51.6	$53.4

Source: Regional Economic Modeling, Inc., Policy Insite+, Florida Counties, v2.0.2

Illustration A-12c: Avg Annual Wages by Sector

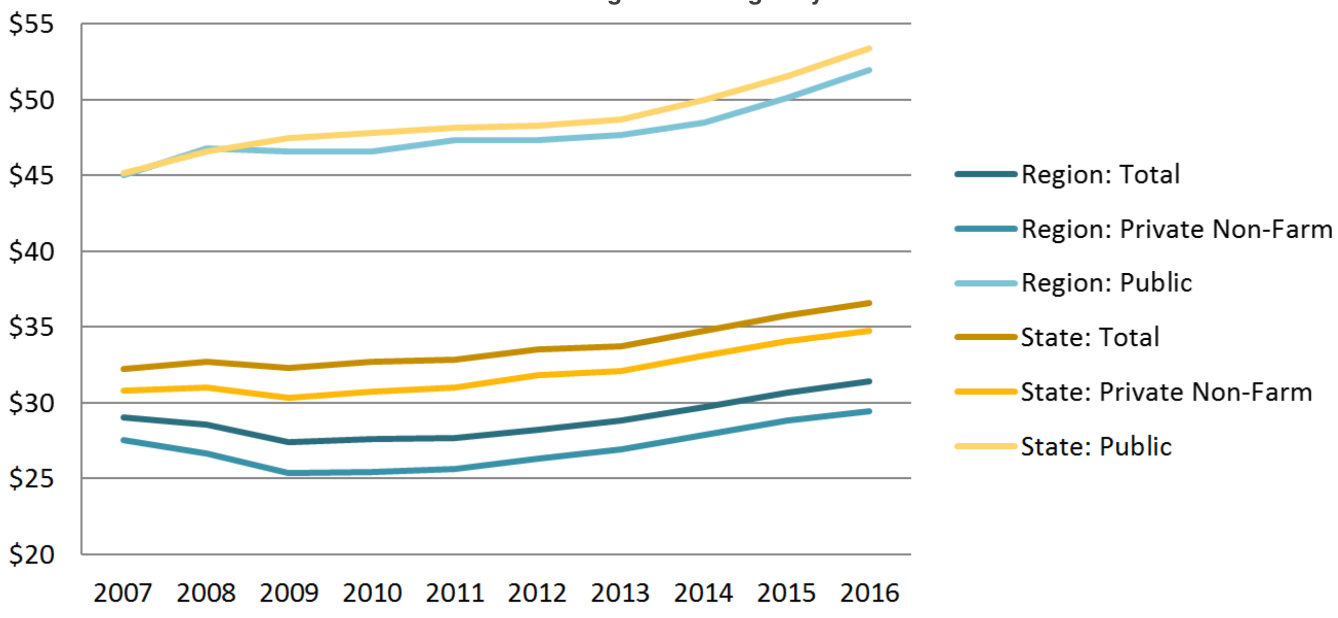
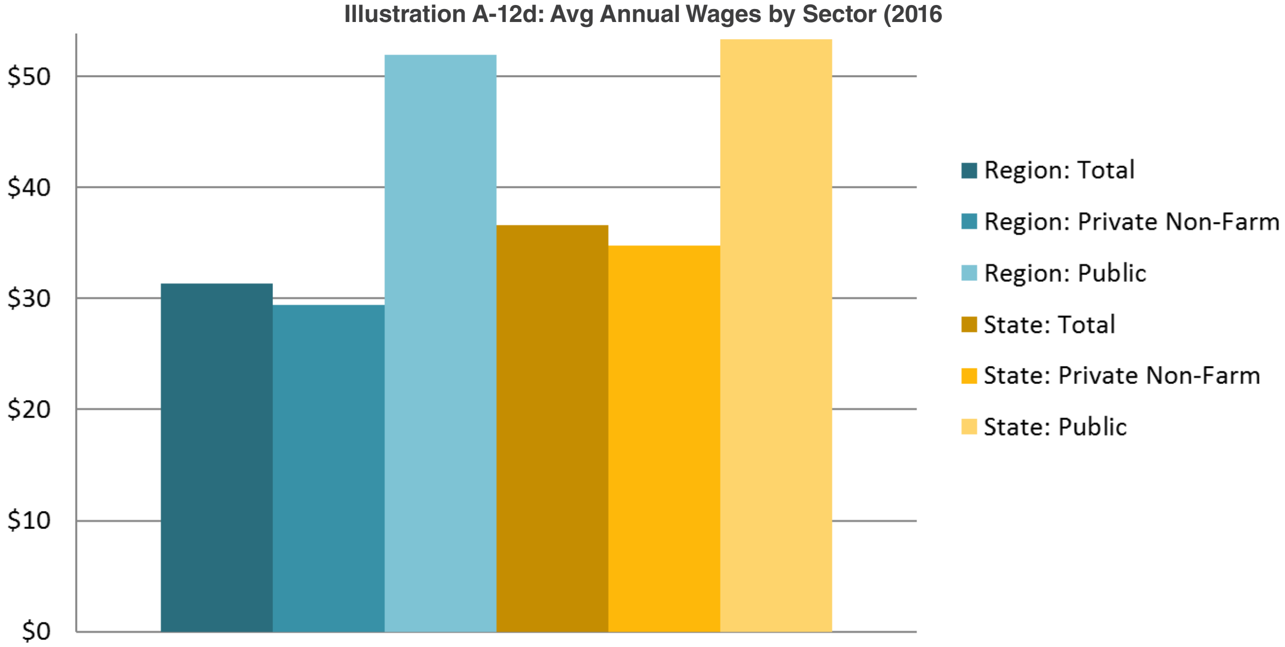


Illustration A-12d: Avg Annual Wages by Sector (2016



5. Civic & Governance Systems

a. Millage Rates

Although the State Millage Rate has decreased since 2006, SWFL's has increased by 4.9%. Charlotte County has seen a 27.0% increase over this time period. Hendry County has had a significant increase (10.8%) as well. Collier and Glades Counties each has decreases of about 5%.

Table A-13: Millage Rates

Southwest Florida Region and State

2006 to 2015

Millage Rates										
Area	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**
Charlotte	13.573	13.239	15.145	16.200	17.345	16.914	17.281	17.518	17.336	17.235
Collier	11.971	11.080	10.681	11.507	12.014	11.740	11.792	11.635	11.490	11.361
Glades	20.725	20.040	19.942	20.150	20.290	20.055	19.702	19.678	19.869	19.697
Hendry	19.099	18.587	19.025	19.160	19.160	20.519	20.878	20.407	21.256	21.154
Lee	16.795	16.031	16.019	17.354	17.855	17.832	17.583	17.819	17.567	17.185
Sarasota	14.257	13.685	13.598	14.172	14.623	14.278	14.563	14.836	14.574	14.488
SWFL	16.070	15.444	15.735	16.424	16.881	16.890	16.966	16.982	17.015	16.853
Florida	17.558	16.239	16.418	17.050	17.374	17.219	17.324	17.366	17.397	17.335

Source: Florida Department of Revenue, Property Tax Analysis, Millage, Levies and Collections; Florida Ad Valorem Valuation and Tax Data 2006 to 2015; Millage and Taxes Levied Report <http://dor.myflorida.com/dor/property/resources/data.html>

Illustration A-13a: Millage Rates

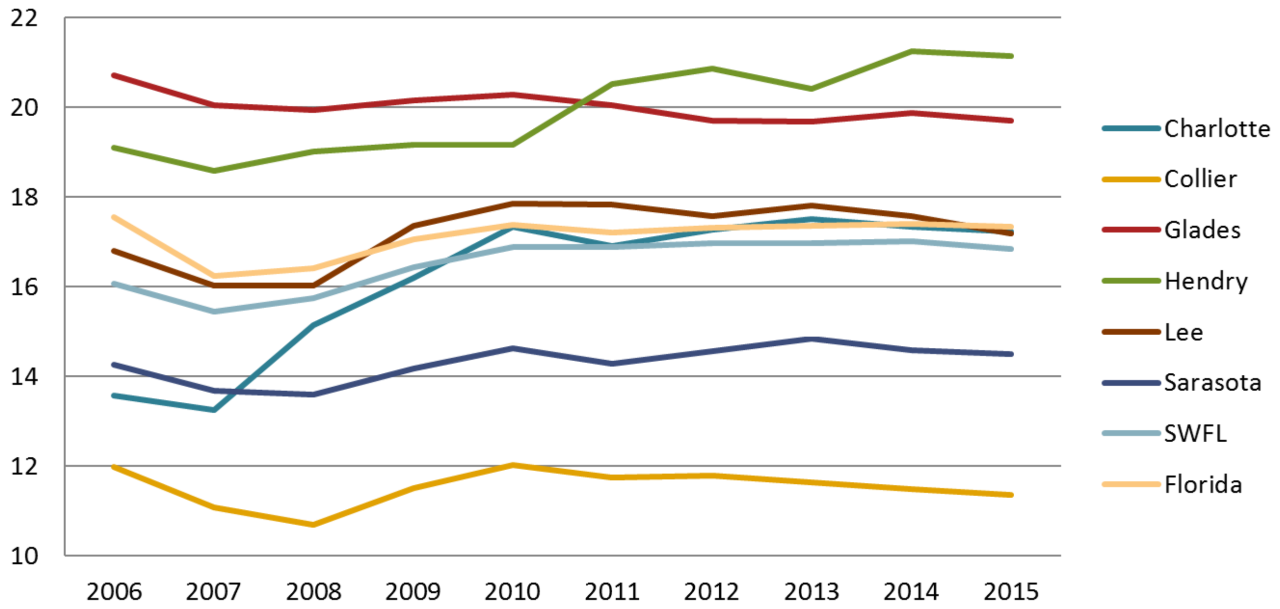
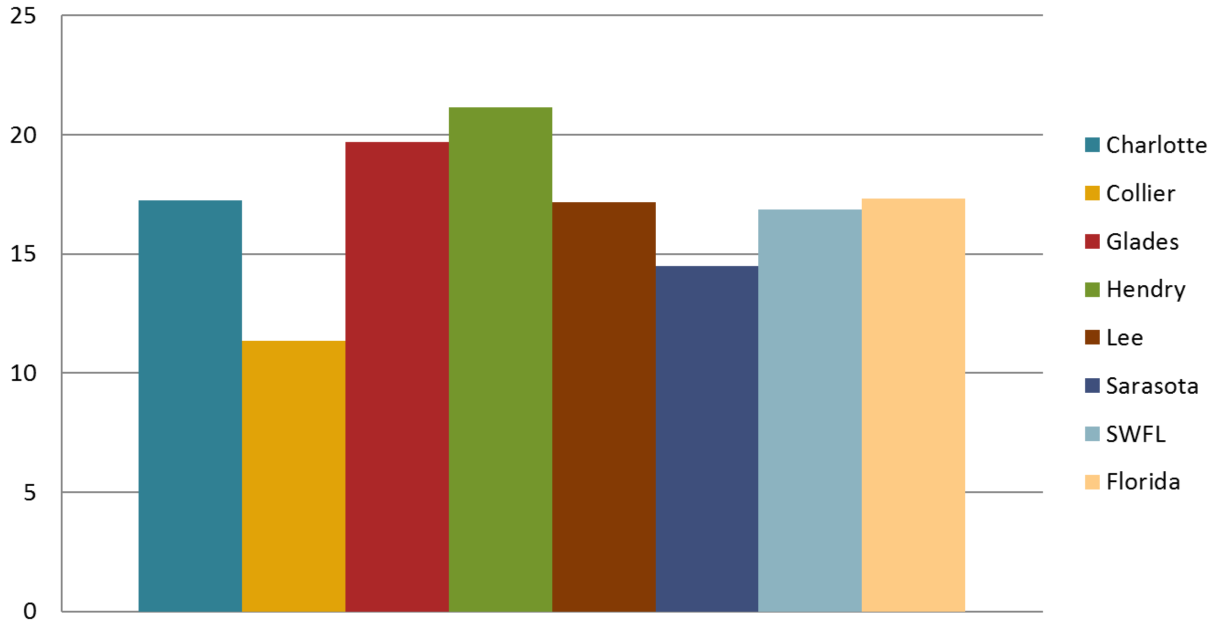


Illustration A-13b: Millage Rates



b. Registered Nonprofit Organizations

The number of registered 501(c)3s has increased by 20.2% in SWFL in the last 10 years, led by Collier County's 34.3% increase over that time.

Table A-14: Registered 501(c)3 Organizations

Southwest Florida Region and State

Public and Private Foundation Charities - 2007 to 2016

Registered 501(c)3 Organizations

Area	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Charlotte	512	535	560	580	531	528	506	555	567	594
Collier	1,270	1,387	1,459	1,508	1,439	1,455	1,417	1,544	1,663	1,706
Glades	25	27	31	30	29	26	25	27	29	29
Hendry	134	135	141	141	124	120	120	126	134	139
Lee	1,966	2,027	2,129	2,288	2,086	2,066	2,032	2,174	2,327	2,400
Sarasota	1,905	1,925	1,987	2,048	1,856	1,884	1,871	1,967	2,049	2,119
SWFL	5,812	6,036	6,307	6,595	6,065	6,079	5,971	6,393	6,769	6,987
Florida	68,634	70,653	74,257	78,214	71,144	71,339	69,613	75,361	79,254	82,056

Source: http://nccsweb.urban.org/tablewiz/bmf.php

Illustration A-14a: Registered 501(c)3 Organizations

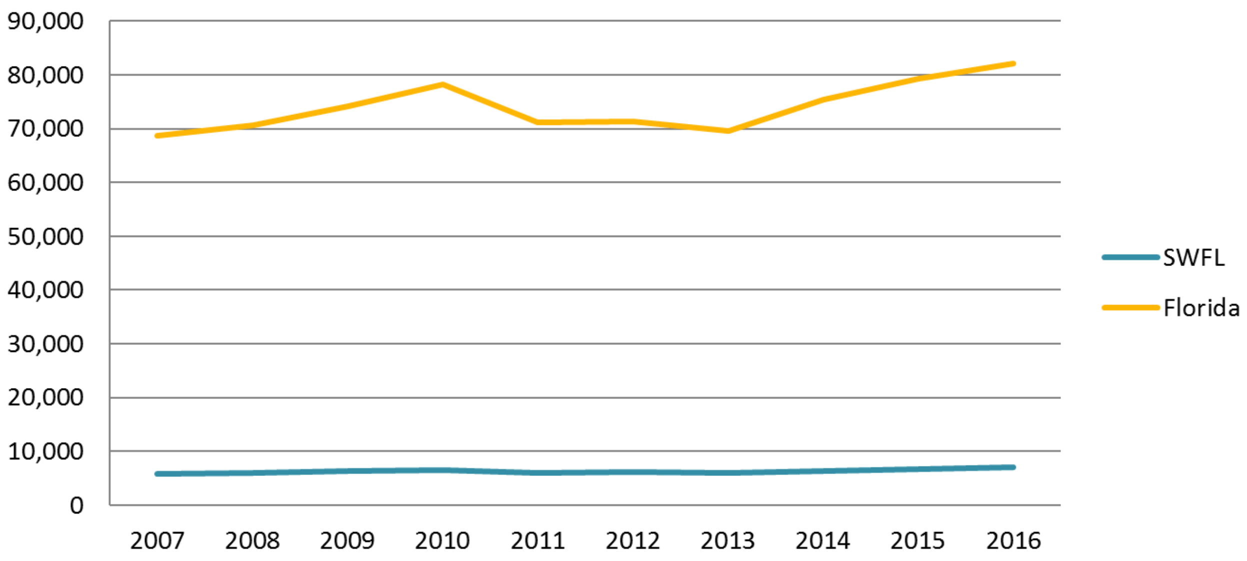
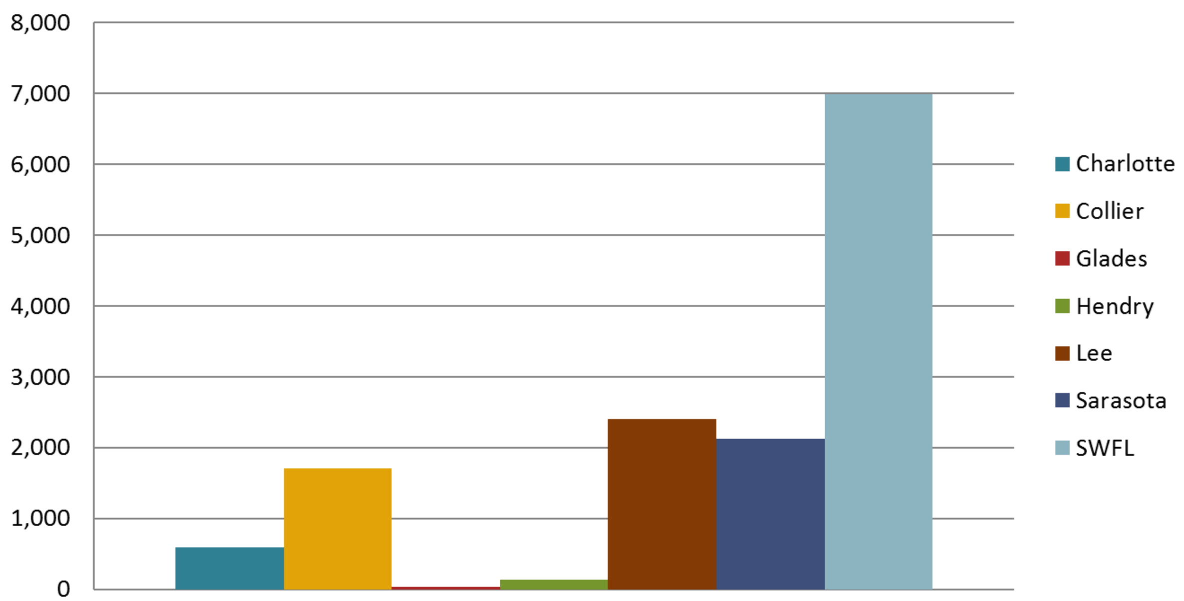


Illustration A-14b: Registered 501(c)3 Organizations



c. Voter Participation

SWFL consistently has higher voter turnouts than the State (3.9% higher than the State since 2000).

Table A-15: Voter Participation: Biennial General Elections

Southwest Florida Region and State

2000 to 2016

General Election Voter Turnout									
Area	**2000**	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**2014**	**2016**
Charlotte	70.9%	57.7%	70.5%	47.6%	72.4%	52.0%	74.2%	56.7%	76.5%
Collier	77.1%	60.5%	76.6%	47.1%	70.5%	57.9%	83.3%	61.1%	86.9%
Glades	58.8%	51.8%	70.5%	46.2%	65.2%	42.9%	60.0%	51.6%	66.8%
Hendry	55.0%	41.8%	57.3%	35.1%	64.8%	41.2%	59.8%	40.9%	64.5%
Lee	74.7%	57.9%	79.3%	47.7%	84.8%	53.2%	68.9%	52.5%	78.5%
Sarasota	73.8%	61.0%	81.6%	56.9%	80.1%	56.1%	75.1%	58.9%	77.3%
SWFL	73.7%	58.9%	77.7%	49.9%	78.2%	54.5%	73.7%	56.2%	79.2%
Florida	70.1%	55.3%	74.2%	46.8%	75.2%	48.7%	71.5%	50.5%	74.5%

Source: Florida Department of State, Division of Elections <https://enight.elections.myflorida.com/>

Illustration A-15a: Voter Participation

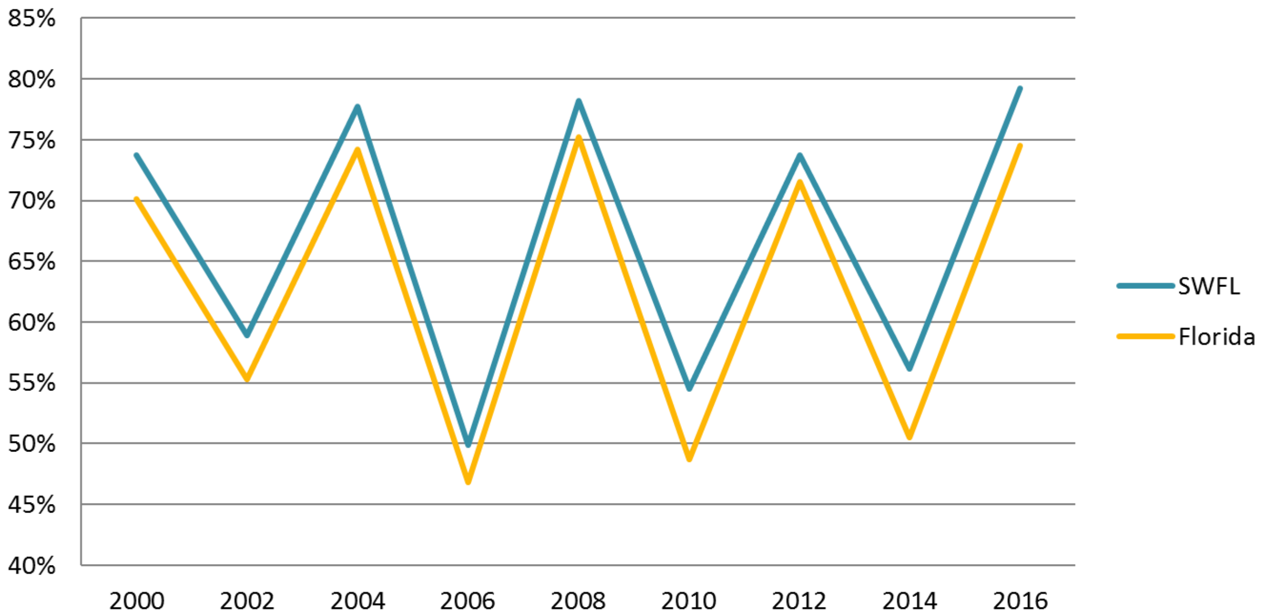
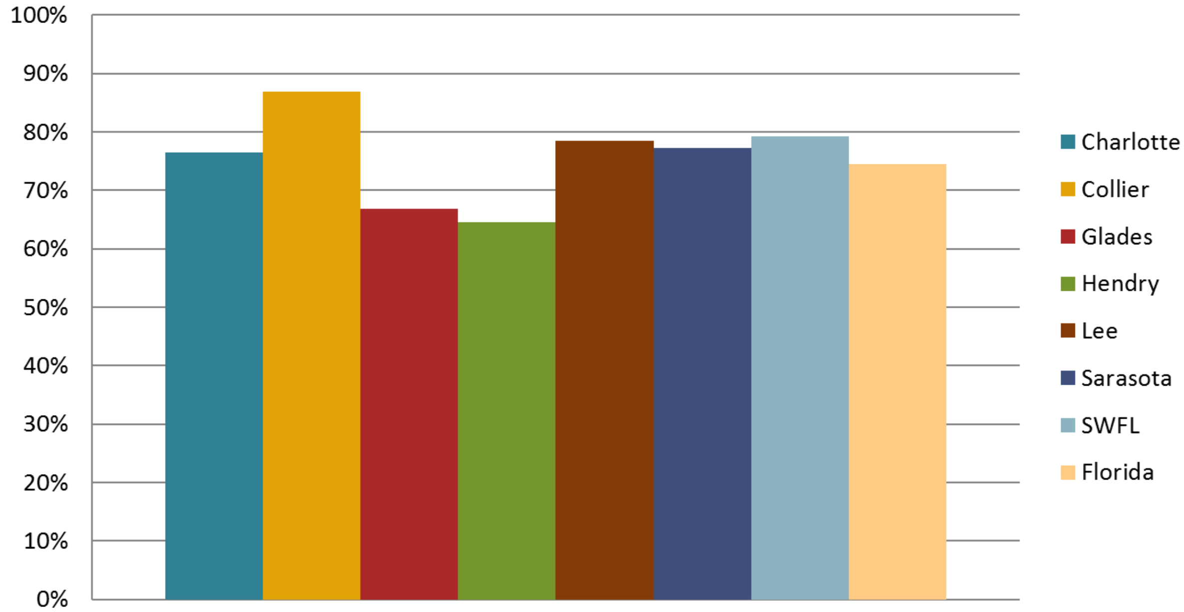


Illustration A-15b: Voter Participation



6. Quality of Life & Quality Places

a. Per Capita Income

SWFL's real personal income per capita remains higher than the State and has seen similar growth to the State. Hendry County has seen the highest increase in the region in the last 10 years (9.0%)

Table A-16: Real Personal Per Capita Income

Southwest Florida Region and State

2007 to 2016

Area	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
	Real Personal Income per Capita (Thousands of Fixed (2009) Dollars)									
Charlotte	$34.13	$33.17	$31.64	$31.54	$32.55	$32.03	$32.66	$33.45	$34.47	$35.29
Collier	$66.52	$65.02	$55.71	$58.75	$60.78	$65.48	$64.42	$65.03	$67.28	$68.23
Glades	$20.47	$19.69	$18.86	$20.04	$19.73	$20.18	$19.69	$19.38	$20.02	$20.35
Hendry	$24.64	$23.12	$23.69	$25.46	$24.87	$25.68	$26.86	$25.62	$26.56	$26.86
Lee	$39.54	$39.27	$38.13	$36.54	$39.00	$38.46	$38.85	$39.48	$40.84	$41.45
Sarasota	$52.54	$50.57	$46.48	$46.53	$48.74	$49.20	$49.92	$50.98	$52.54	$53.37
SWFL	$47.30	$46.23	$42.67	$42.74	$44.81	$45.67	$45.87	$46.56	$48.10	$48.84
Florida	$41.26	$40.26	$37.99	$38.93	$40.04	$40.07	$39.65	$40.53	$42.05	$42.74

Source: Regional Economic Modeling, Inc., Policy Insite+, Florida Counties, v2.0.2

Illustration A-16a: Real Personal Income Per Capita
Thousands of Fixed (2009) Dollars

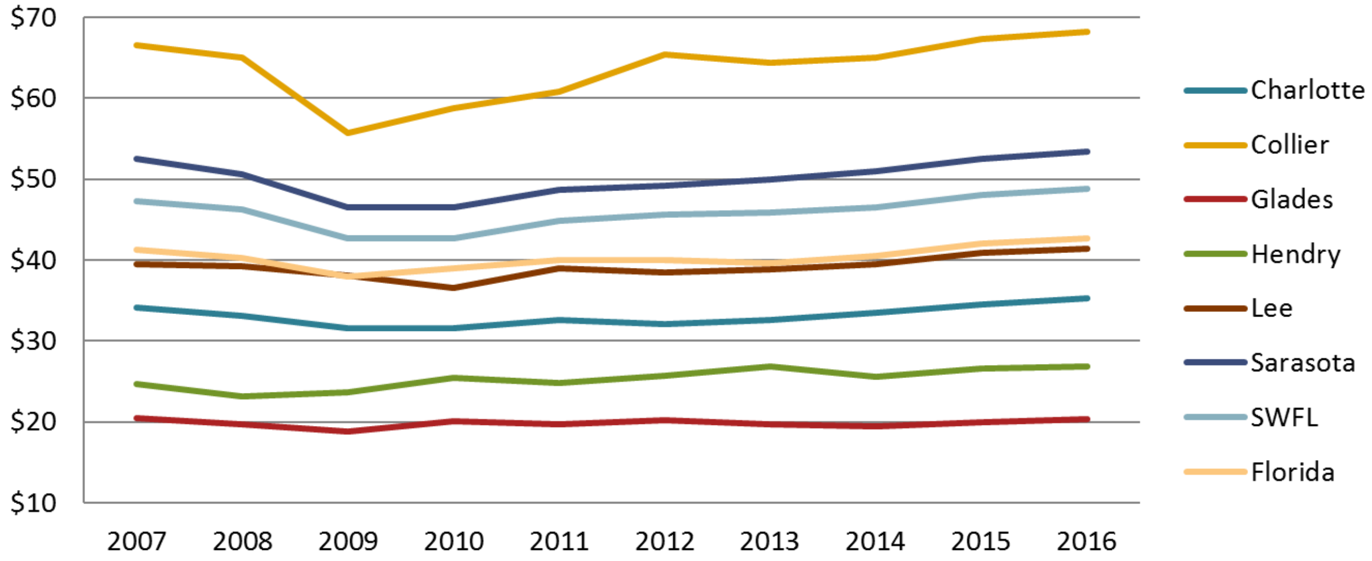
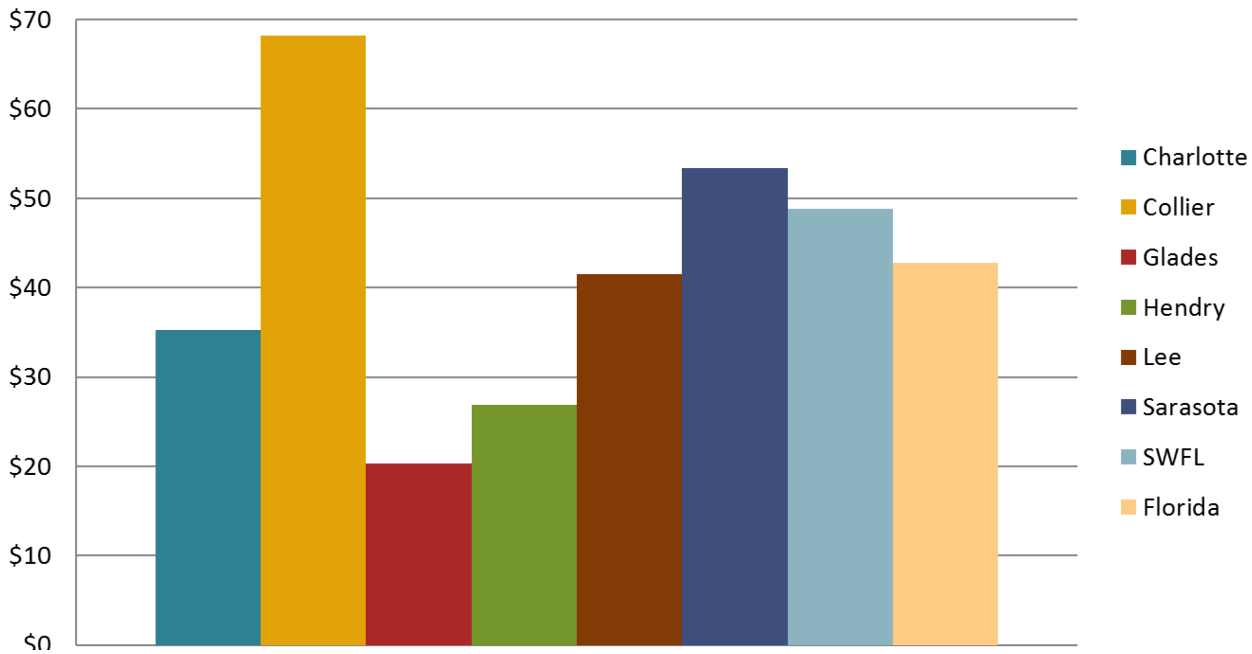


Illustration A-16b: Real Personal Income Per Capita
Thousands of Fixed (2009) Dollars



b. House Price Cost Index

Although SWFL has remained below the 1.0 national index, the region's relative housing cost in consistently greater than the State average. The relative cost of housing has decreased in every county in the region since 2007.

Table A-17: Relative Housing Price

Southwest Florida Region and State

National Index = 1.0 - 2007 to 2016

	Relative Housing Price									
Area	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Charlotte	0.701	0.699	0.628	0.598	0.560	0.560	0.568	0.571	0.571	0.574
Collier	1.450	1.256	1.152	1.035	1.013	0.991	1.072	1.066	1.073	1.079
Glades	0.553	0.541	0.491	0.454	0.430	0.429	0.431	0.434	0.430	0.426
Hendry	0.465	0.455	0.412	0.381	0.361	0.361	0.362	0.364	0.368	0.371
Lee	0.714	0.681	0.622	0.621	0.580	0.542	0.522	0.552	0.556	0.560
Sarasota	0.874	0.883	0.782	0.727	0.683	0.690	0.711	0.729	0.727	0.727
SWFL	0.978	0.909	0.824	0.770	0.735	0.718	0.742	0.755	0.758	0.762
Florida	0.839	0.791	0.735	0.661	0.641	0.625	0.633	0.645	0.648	0.650

Source: Regional Economic Modeling, Inc., Policy Insite+, Florida Counties, v2.0.2

Illustration A-17a: Relative Housing Price
National Index = 1.0

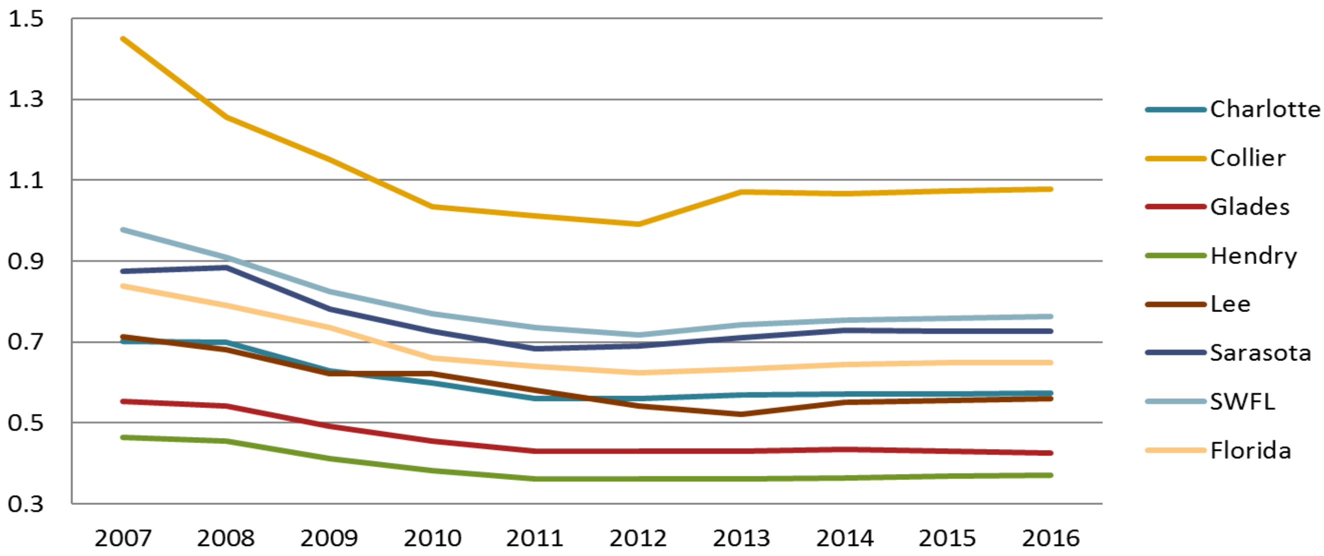
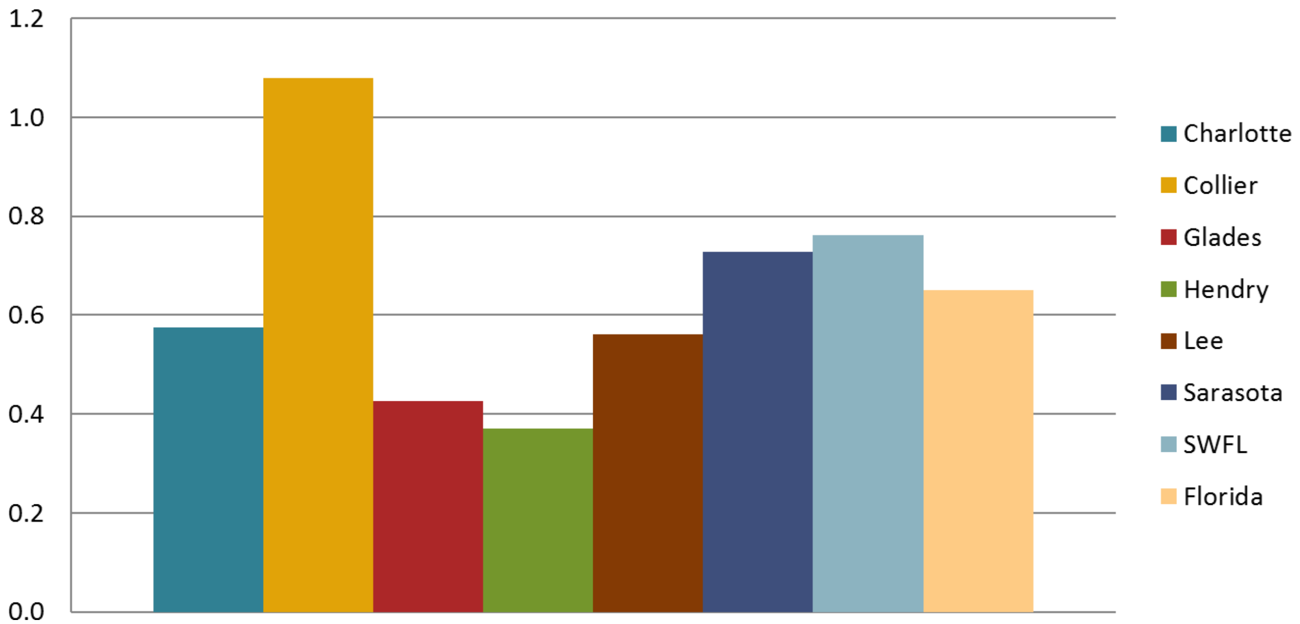


Illustration A-17b: Relative Housing Price
National Index = 1.0



c. Persons Living in Poverty

The percent of persons living in poverty in SWFL has grown by more than the State average since 2006 (4.3% region, 3.2% State). Every county in the region has seen the poverty percentage increase over this time period, led by Lee County with a 6.7% increase.

Table A-18: Percent of Persons Living in Poverty

Southwest Florida Region and State

2006 to 2015

Percent of Persons Living in Poverty										
Area	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**
Charlotte	8.5%	9.2%	10.3%	12.2%	13.9%	13.2%	13.8%	14.4%	11.9%	12.4%
Collier	9.8%	9.9%	10.2%	12.6%	15.7%	16.2%	14.2%	13.4%	14.3%	13.6%
Glades	15.8%	16.4%	21.8%	21.5%	21.0%	22.2%	26.3%	24.1%	21.1%	22.1%
Hendry	22.7%	20.0%	23.8%	22.6%	26.7%	29.6%	26.9%	25.1%	25.3%	25.8%
Lee	9.2%	10.1%	10.6%	12.8%	17.1%	15.3%	15.3%	16.3%	16.0%	15.9%
Sarasota	9.0%	8.1%	9.9%	12.7%	13.1%	11.7%	12.7%	13.0%	10.8%	9.7%
SWFL	9.6%	9.8%	10.7%	13.0%	15.8%	14.8%	14.6%	15.0%	14.2%	13.9%
Florida	12.6%	12.1%	13.3%	15.0%	16.5%	17.0%	17.2%	17.1%	16.6%	15.8%

Source: U.S. Department of Commerce, Census Bureau, <http://www.census.gov/>

Illustration A-18a: Persons Living in Poverty

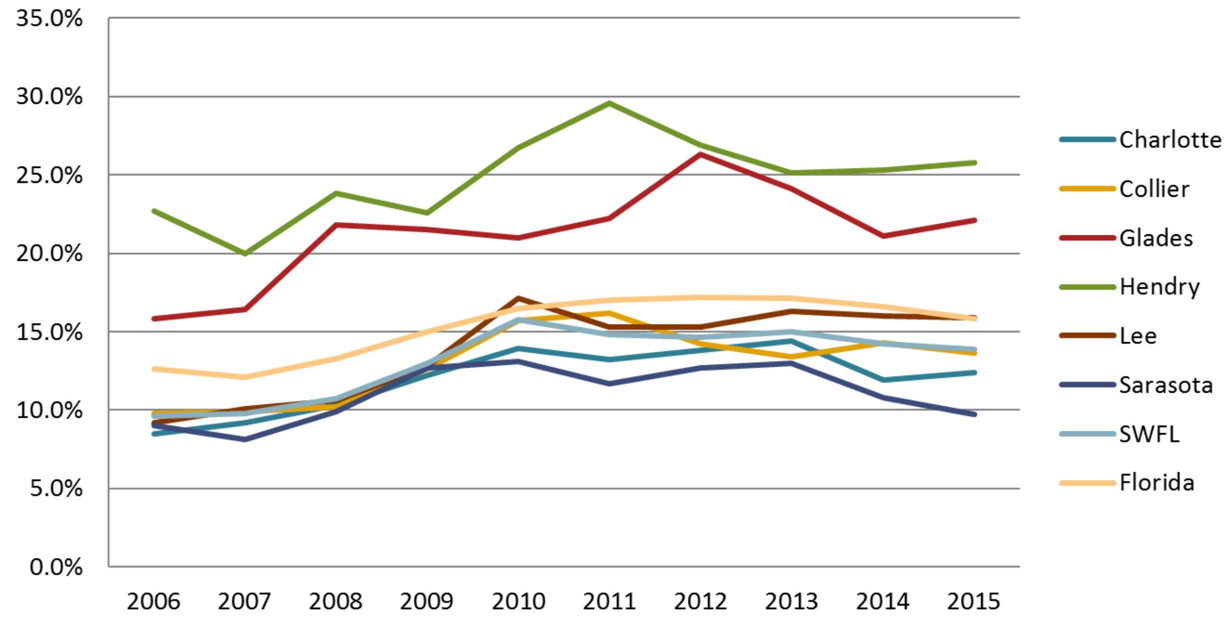
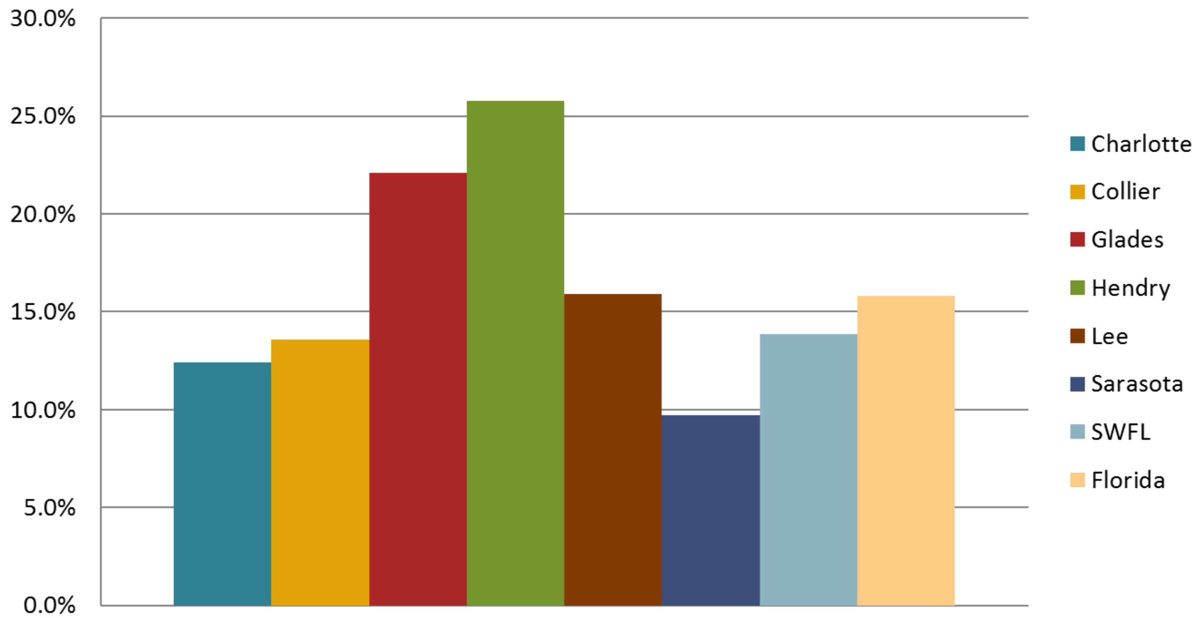


Illustration A-18b: Persons Living in Poverty



7. Shift-Share Analysis

A shift share analysis dissects employment growth/decline of a specific industry in the region over a multi-year time period into three categories, Share Change, Mix Change, and Shift Change. Share Change is the change due to general national growth, or the growth rate of the region compared to the growth rate of the nation. Mix Change is attributed to the industry growth, or the difference in the industry growth in the region compared to the industry growth that would have occurred at the national growth rate for that industry. Shift Change is the competitiveness of the region, or the difference between the regional industry change in employment compared to the employment change, if the region's industries had grown at the rate of the nation.

The equation is as follows:

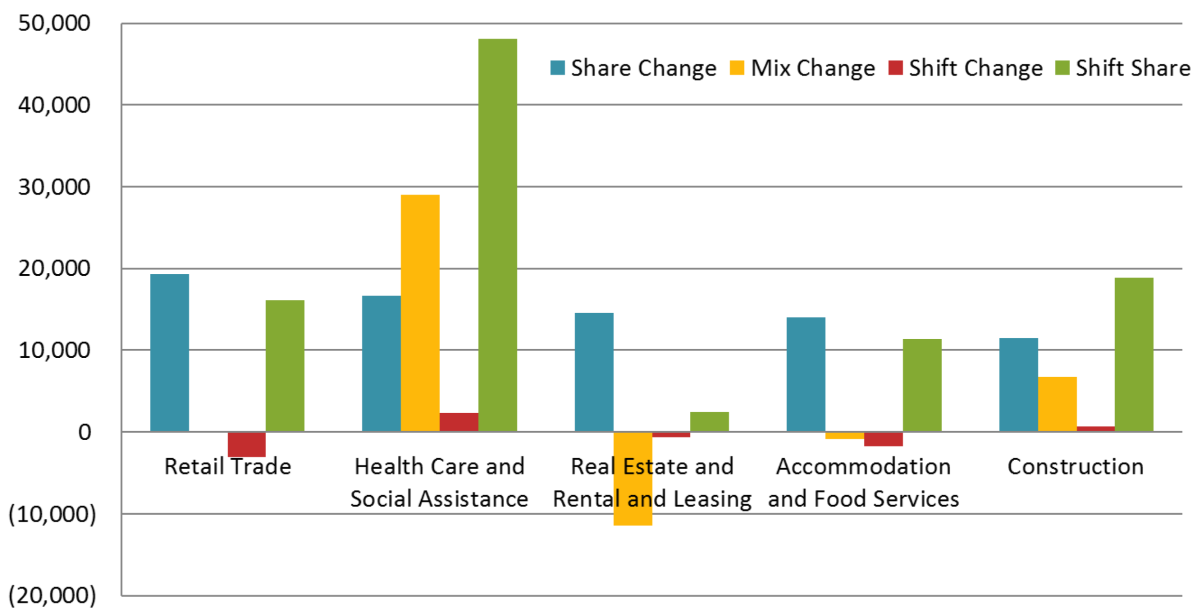
$$e_i^{t+n} - e_i^t = \textbf{Share Change} + \textbf{Mix Change} + \textbf{Shift Change}$$

$$e_i^{t+n} - e_i^t = e_i^t \left[\frac{E^{t+n}}{E^t} - 1\right] + e_i^t \left[\frac{E_i^{t+n}}{E_i^t} - \frac{E^{t+n}}{E^t}\right] + e_i^t \left[\frac{e_i^{t+n}}{e_i^t} - \frac{E_i^{t+n}}{E_i^t}\right]$$

a. Share Change - Change of Industry Due to National Growth

When looking at the extended time period, the largest share changes occur in the Retail Trade, Healthcare Care, Real Estate, Accommodation and Food Services, and Construction industries. This is indicated in the illustration below.

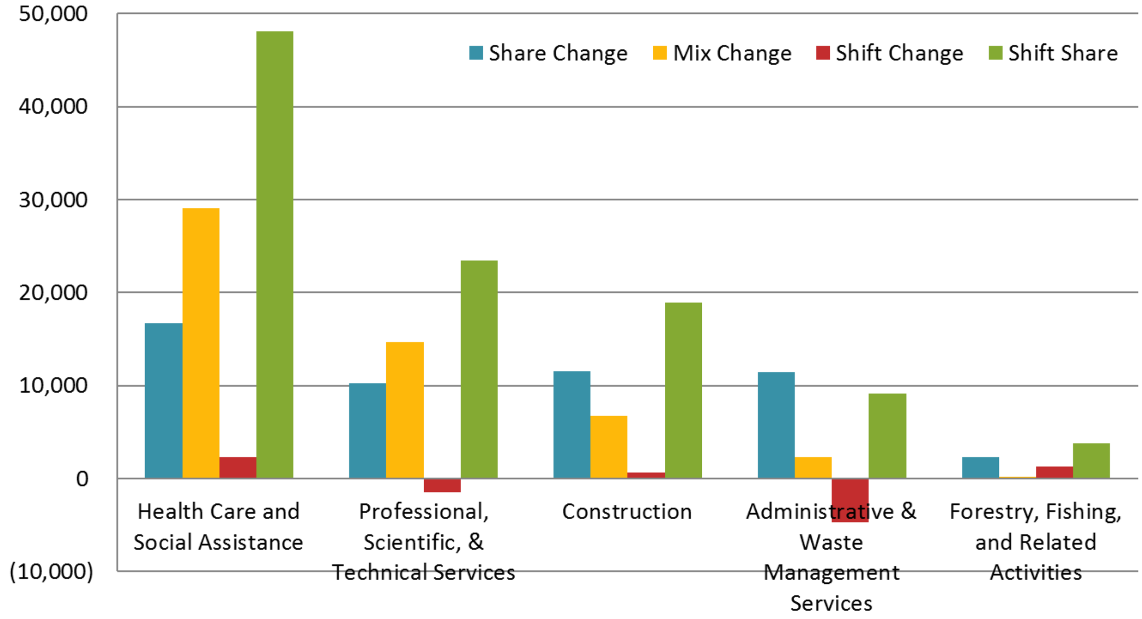
Illustration A-19a: Largest Share Change (2015-2040)



b. Mix Change - Actual Industry Growth

The following chart shows the Largest Mix Changes 2015-2040, where the region will struggle. The largest changes are health care and professional, scientific, and technical services. The most feasible weakness for the region to focus on would be to increase and attract more manufacturing, which finished in the bottom five of mix change despite scoring higher in the other two components.

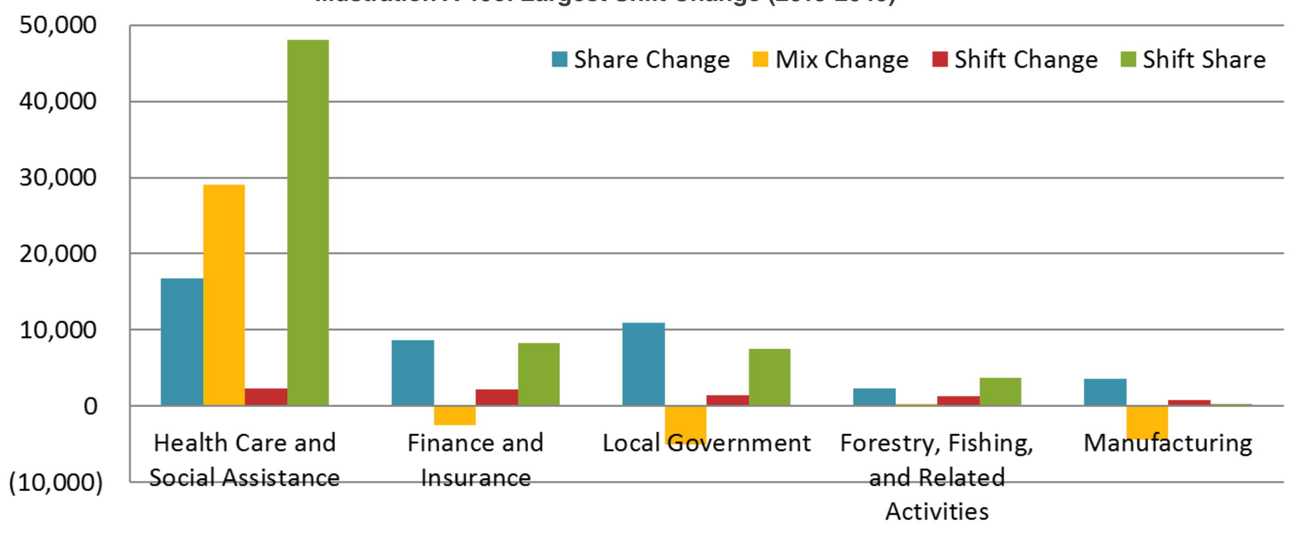
Illustration A-19b: Largest Mix Change (2015-2040)



c. Shift Change - Regional Competitiveness

The chart below depicts the largest shift changes in the region over the next twenty-five years. Health care is once again has the largest increase, followed by finance and insurance.

Illustration A-19c: Largest Shift Change (2015-2040)



With the strengthening of the economy in the region more Health Care jobs will be needed. This demand is attributed to a combination of all three trends, industry, nation, and region. Construction will have the next highest amount of demand over the next two decades. Notice the large shift change compared to the negative mix change in Retail trade and Government, signifying consolidations within the industry, however, there is employment growth due to the population growth. Construction and Professional/Technical Services are driven by the anticipated population growth.

d. Location Quotient Analysis

A location quotient and a shift share analyses were performed in order to determine the most important economic clusters in the region. The location quotient and shift share analyses were performed at several different time periods (current, immediate, and future). This will enable the region to show trends and expectations in order to plan accordingly.

A location quotient analysis looks at the concentration of a specific industry in the region compared to the concentration of that same industry in the nation. If the concentration of workers in the specified industry is identical in the region in comparison to the nation, then the location quotient would be 1. If the region was more concentrated then that nation in the specific industry, then the location quotient would be greater than 1. If the region was less concentrated in a specific industry, then the location quotient would be less than 1. The analysis was done with industries along with occupations based on the 70 sector NAICS codes. The location quotient formula is as follows:

Where for the purpose of this cluster analysis:

e_i = regional employment in industry

e = total regional employment

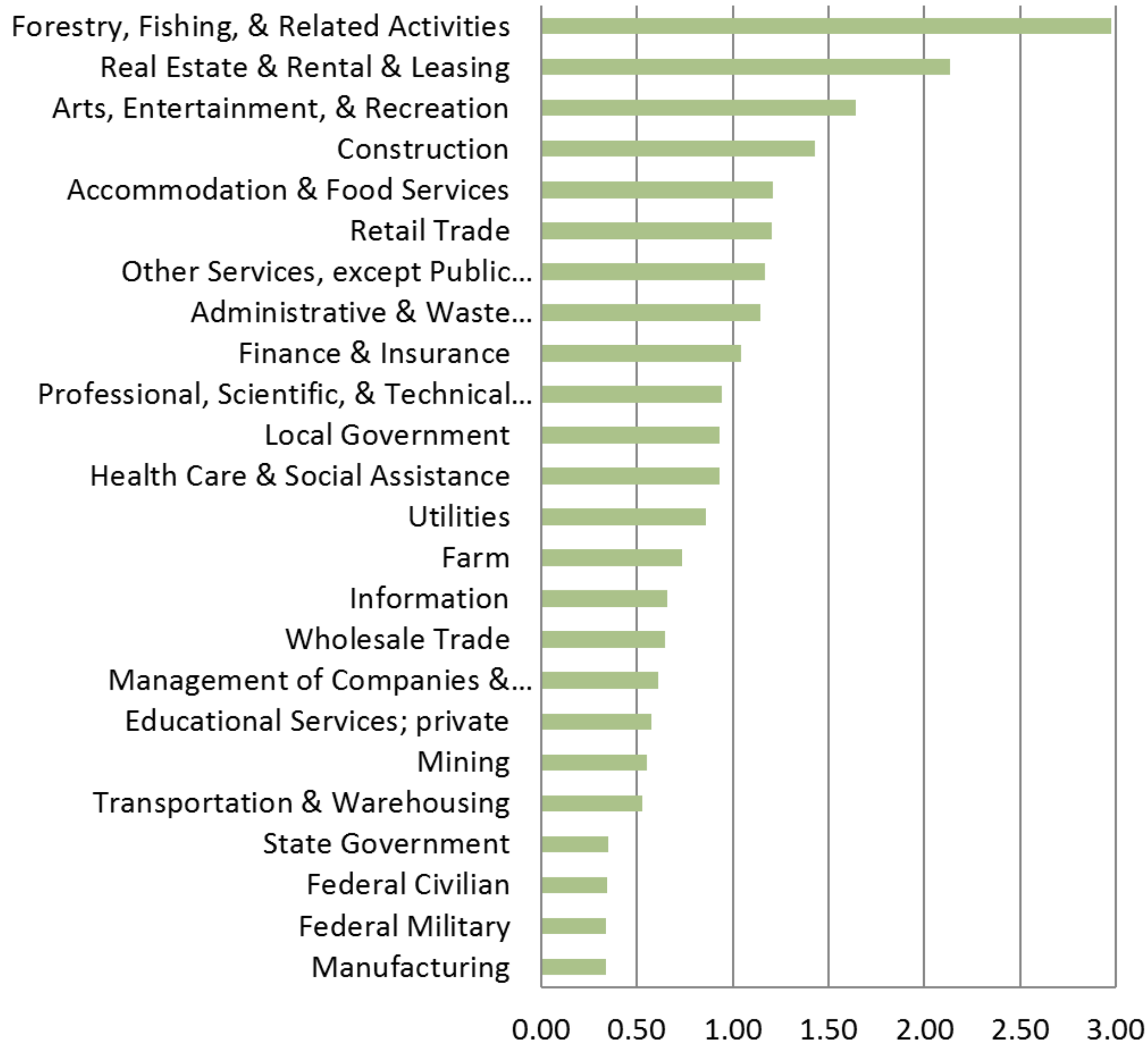
E_i = national employment in industry

E = total national employment

$$LQ = \frac{e_i / e}{E_i / E}$$

In the analysis of Location Quotients (LQ) for all private sectors, the proportion of regional employment is above average in ten 2-digit NAICS code sectors (illustration xx). The LQs are especially high in Forestry and Fishing, Real Estate and Arts and Entertainment sectors. In addition, the Construction, Accommodation and Food Services, Retail Trade, Administration and Waste Services, Finance and Insurance, Health Care and Other Services sectors have shares of the Regional economy above the national average (LQ>1).

Illustration A-20: SWFL Location Quotient (2016)



As shown above, the Southwest Florida Region has a very strong concentration of Water Transportation, Administrative and Support Services, and the Manufacturing of Beverage and Tobacco Products, but it is relatively weak in manufacturing, industrial, and mining activities compared to the nation as a whole. The High Tech Corridor, which is larger than the region and encompasses 23 counties across the middle of the state and three state universities, is well represented with high concentrations in internet and telecom employment. The government sectors are all below average indicating efficient local governments.

Analyzing the trends, the majority of the sectors are gradually trending towards the average, which is an indication of the overall Tampa Bay area population growing and employment becoming more diverse.

8. Regional Economic Clusters (Methodology, Identification, Benchmarking)

Definition of Clusters

Business clusters are geographic concentrations of interconnected businesses, suppliers, and associated institutions in a particular field. Clusters are considered to increase the productivity and competitiveness of firms, nationally and globally. The concept of business clusters, also known as competitive clusters, industry clusters, or Porter's clusters, was first developed by Michael Porter in 1990. Cluster development has since become a focus for many government programs. According to Michael Porter, clusters have the potential to affect competition in three ways:

1. By increasing the productivity of the firms in the cluster
2. By driving innovation in the field
3. By stimulating new businesses in the field

Methodology

The data used in this analysis was obtained from Regional Economic Model Incorporated (REMI) Florida Counties 69 area, 23 sector PI+ 2.0 model. The 23 sectors were analyzed using the 2 digit North American industry Classification Systems (NAICS). The two methodologies employed in this analysis are location quotient and shift share.

Table A-19: Percent of Persons Living in Poverty

SWFL Shift-Share Analysis (2015-2040)

Industry	Share Change	Mix Change	Shift Change	Shift Share
Health Care and Social Assistance	16,713	29,058	2,327	48,098
Professional, Scientific, & Technical Services	10,303	14,657	(1,504)	23,456
Construction	11,506	6,720	692	18,918
Retail Trade	19,261	13	(3,108)	16,166
Accommodation and Food Services	14,037	(888)	(1,723)	11,426
Administrative & Waste Management Services	11,454	2,350	(4,696)	9,108
Finance and Insurance	8,671	(2,489)	2,147	8,328
Local Government	10,938	(4,970)	1,497	7,465
Forestry, Fishing, and Related Activities	2,338	90	1,333	3,761
Wholesale Trade	3,537	66	(25)	3,578
Arts, Entertainment, and Recreation	5,750	(2,812)	(105)	2,833
Real Estate and Rental and Leasing	14,614	(11,453)	(663)	2,498
Management of Companies and Enterprises	1,206	(149)	262	1,319
Other Services, except Public Administration	10,865	(7,869)	(1,697)	1,299
Educational Services; Private	2,164	(921)	48	1,292
State Government	1,556	(707)	264	1,113
Transportation and Warehousing	2,795	(833)	(1,399)	563
Manufacturing	3,643	(4,447)	835	31
Federal Civilian	806	(1,028)	1	(221)
Mining	800	(118)	(1,104)	(423)
Utilities	411	(1,351)	230	(710)
Federal Military	550	(1,349)	0	(799)
Information	1,857	(393)	(3,217)	(1,754)

9. State and Local Economic Development Plans Affecting the Region

One of the roles of the Southwest Florida Regional Planning Council (SWFRPC) as an Economic Development District (EDD) is to provide assistance to local governments and economic development agencies in securing Economic Development Administration (EDA) funding. SWFRPC staff will work to ensure that viable economic development projects are identified for funding through EDA and also look to other potential funding agencies and programs. SWFRPC will work closely with other agencies and local governments to ensure effective coordination. The SWFRPC reviews plans for consistency with the region's Strategic Regional Policy Plan and the State Comprehensive Plan in the areas of economic and social development. The SWFRPC is participating actively in other local, county, regional, and statewide economic development efforts in order to ensure consistency and cohesion amongst plans. In an effort to provide this consistency, the SWFRPC has adopted the Florida Chamber's Six Pillars framework for its CEDS as well as the other economic development activities in which it engages.

The SWFRPC is involved in many efforts which coordinate within the state of Florida or within the region. These include: the state's economic development agencies Enterprise Florida and Department of Economic Opportunity (DEO), Florida Regional Planning Councils Association (FRCA); the Florida Heartland Regional Economic Region of Opportunity (FHERO); as well as local economic development councils. The SWFRPC has a working partnership with the region's major colleges and universities. Transportation is one of the key issues with the Southwest Florida EDD. Development of a balanced system of existing road network and developing future transportation corridors for movement of goods and people requires ongoing coordination with the Florida Department of Transportation (FDOT, District One) and with local governments. SWFRPC staff serves on the Lee County Metropolitan Planning Organization (MPO)'s Technical Advisory Committee.

The SWFRPC will continue to work with key economic development partners in local communities and at the regional and state level to move forward existing plans for economic diversification and responsible development. The regions for rural counties are defined by the State as a Rural Area of Regional Economic Concern, a designation which carries planning resources and incentives.

As part of the ongoing coordination of economic development activities in the region, the SWFRPC participates in the alignment of other economic development planning initiatives. Enterprise Florida and the Department of Economic Opportunity initiate statewide efforts as well as support initiatives to generate employment into all areas of the state including the Southwest Florida EDD. County and city economic development strategies are considered, as well as regional initiatives and plans such as FHERO's Marketing Plan, Regional Workforce Plans, and the Central Florida Regional Planning Council's CEDS (as Hendry and Glades Counties are part of the Heartland 2060 Vision).