

# Comprehensive Economic Development Strategy

**Southwest Florida Regional Planning Council  
Economic Development District Since 1992**

Approved by the SWFRPC Board on September 15, 2022



Charlotte, Collier, Glades,  
Hendry, Lee, & Sarasota

**2023  
2028**  
**5 Year Regional Plan**

# Southwest Florida Comprehensive Economic Development Strategy

## 2023-2028

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# Executive Summary

The Southwest Florida Regional Planning Council has served as the Southwest Florida Economic Development District since 1992, when the Council received its district designation from the U.S. Economic Development Administration. Counties that are members of the Council and the municipalities located within those counties are included in the Southwest Florida Economic Development District and are designated by the U.S. Economic Development Administration as redevelopment areas and are eligible for financial assistance from the U.S. Economic Development Administration.

The primary function of the Southwest Florida Economic Development District is to create and update the Comprehensive Economic Development Strategy for the region. The Comprehensive Economic Development Strategy provides the framework by which economic development projects in the region qualify for grant funding from the U.S. Economic Development Administration. The Strategy is developed by the Strategy Committee which is comprised of a broad range of regional economic development, business, civic, education and workforce development professionals.

The following report, the 7th Edition of the region's vision for economic development, provides a description of current economic and demographic conditions of the region, an analysis of regional strengths and weaknesses and an analysis of regional industry clusters. The report also lists the economic development goals and objectives as well as the Vital Projects developed by the CEDS Committee. The report includes a plan of action that outlines the activities necessary to implement the goals and objectives of the Strategy.

The Strategy uses the Florida Chamber Foundation's Six Pillars of Florida's Future Economy as the organizing framework. The Six Pillars are: Talent Supply & Education; Innovation & Economic Development; Infrastructure & Growth Leadership; Business Climate & Competitiveness; Civic & Governance Systems; and Quality of Life & Quality Places.





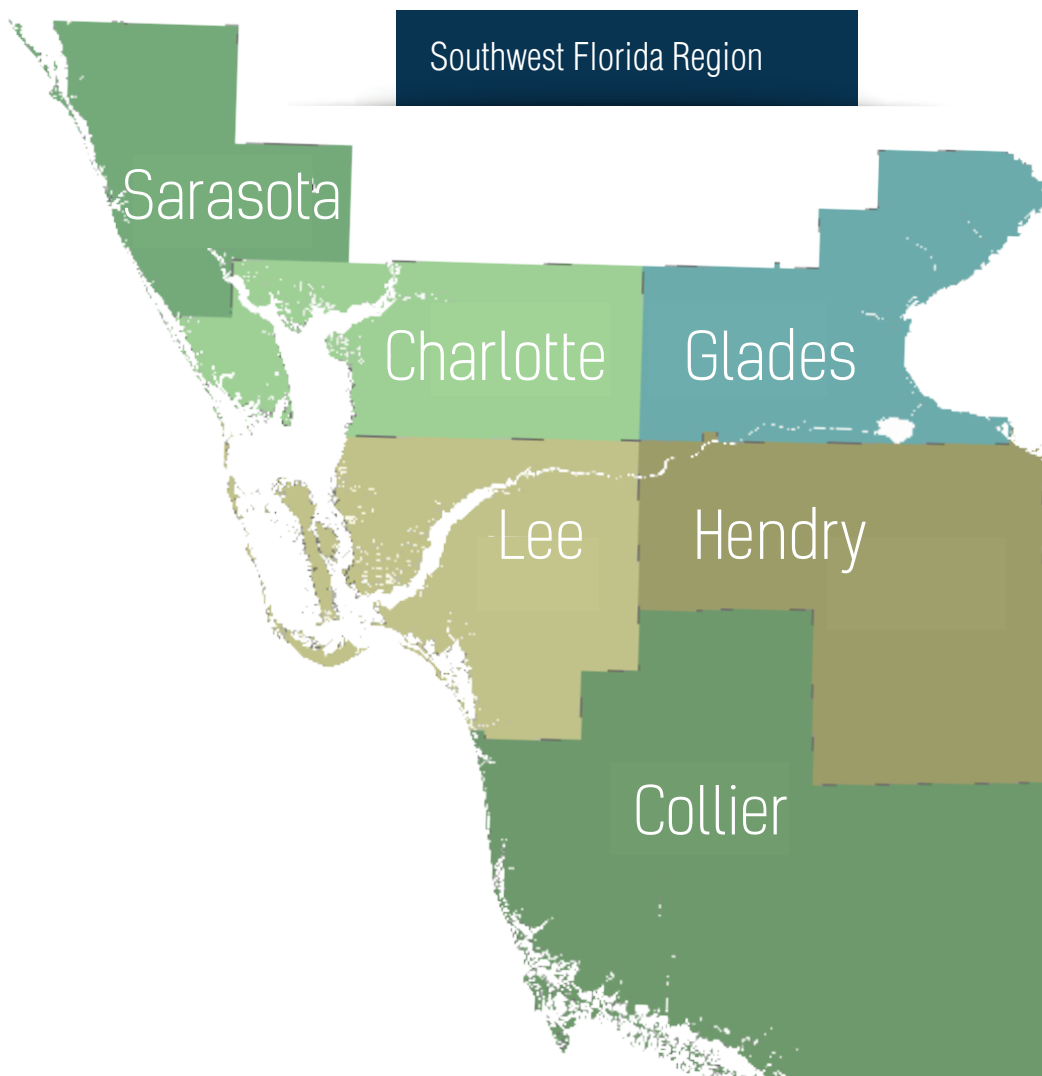
# A. Background

Since its designation as an Economic Development District (EDD) in 1992, the Southwest Florida Regional Planning Council has worked to promote economic development in the six-county region (Charlotte, Collier, Glades, Hendry, Lee and Sarasota). The Council has accomplished this by working closely with the cities and counties in the region and by implementing its work program that is submitted annually in the funding application to the EDA.

To further the effectiveness off the EDD, the CEDS Working Committee was established, comprised of economic development professionals and stakeholders from throughout the region. The mission of the Committee is to share information and to address problems concerning economic development whenever possible from a regional perspective. These efforts will continue and are expected to increase based on the range of projects identified in this Comprehensive Economic Development Strategy (CEDS).

The Council staff maintains the SWFRPC website and project portal where most of this information is available. For more information visit: [www.swfrpc.org](http://www.swfrpc.org). The Council and its Committees will continue to facilitate and update website content related to economic development.

In addition, Council staff respond to a variety of individual requests for information from communities, businesses, individuals, public and community organizations. Council staff has continued to work closely with local economic development organizations (public and private) to assist in the implementation of their programs and projects. Staff alerts local communities and economic development organizations of available programs that will assist in meeting their economic goals.



## CEDS Purpose and Process

The purpose of the CEDS is to bring together the public and private sectors for the creation of an economic roadmap that will diversify and strengthen regional economies. The CEDS analyzes the regional economy and serves as a guide for establishing regional goals and objectives, developing, and implementing a regional plan of action, and identifying investment priorities and funding sources. The CEDS integrates the region's human and physical capital planning in the service of economic development. An integrated economic development planning process provides the flexibility to adapt to global economic conditions and fully utilize the region's unique advantages while maximizing economic opportunities for its residents. This is achieved by attracting the private investment that creates jobs for the region's residents. Finally, the CEDS provides a useful benchmark by which the regional economy can evaluate opportunities with other regions in the national economy.

The process of creating the CEDS requires a continuing economic development planning process developed with a broad-based and diverse public-private sector participation effort and coupled with a set of goals and objectives that solves the economic development problems of the region and that clearly define the metrics of success.

EDA regulations require that the existing CEDS be updated annually and that a new CEDS be developed at least once every five years, or whenever substantial changes in the regional economy render the existing document obsolete.

## CEDS Public Workshops 2022

A critical goal of the comprehensive public engagement process implemented for the development of the CEDS is to position our region for positive change. Beginning in March 2020, despite office closures and a shift to virtual meetings and phone calls due to the COVID 19 pandemic, the Southwest Florida Regional Planning Council staff worked with economic development professionals and stakeholders from around the region to provide information and best practices from local, state and federal governments to respond to the pandemic. As Florida began reopening schools, government offices and businesses in the summer of 2020, the SWFRPC worked to refocus efforts on the recovery. According to state economists, recovery peaked in October 2021, when Florida recovered the 435,000 jobs lost during the pandemic, then surpassed that goal, creating 523,000 jobs in 2021.

Beginning in April 2022, quarterly meeting with the Comprehensive Economic Development Strategy Committee resumed in person on a quarterly basis. Economic development professionals, business leaders, and other stakeholders and partners began to discuss the strengths and weaknesses of the region, as well as the region's plans for the future post pandemic.

Table 1: CEDS Development Schedule

|           |  |
|-----------|--|
| February  | <ul style="list-style-type: none"><li>• CEDS committee met Feb. 3</li><li>• Discussed potential grant funded projects and ongoing RPC projects</li><li>• The Recovery and Resiliency Guide and task force</li><li>• Reviewed the timeline for the CEDS, its purpose and the need for vital project summaries</li></ul> |
| April     | <ul style="list-style-type: none"><li>• SWOT Analysis</li><li>• Vital Projects Discussion</li><li>• Feedback/Comments from CEDS Working Committee</li></ul>  |
| June      | <ul style="list-style-type: none"><li>• Reviewed vital projects from each county</li><li>• Discussed Ranking/prioritizing projects</li></ul>   |
| August    | 30 Day Public Review Period  |
| September | Final Adoption by the Southwest Florida Regional Planning Council  |

# Community and Private Sector Partners

## Community and Private Sector Involvement

The Council was designated an Economic Development District (EDD) by the Economic Development Administration (EDA) in 1992. The Council has an Economic Development CEDS Working Committee that meets to share information on programs and projects. With representatives from each of the six counties in the region, the Committee discusses problems or issues of importance to the entire region. Members also share information regarding programs they have developed or utilized to resolve local issues. As a result, the Committee serves as a network allowing members of the various economic development organizations to meet and discuss situations that are similar throughout the region.

Community and the private sector input were critical to the successful development of the Southwest Florida CEDS. Throughout the development of the 2023 CEDS, staff and the CEDS Working Committee have gathered input and advice from community groups and private sector representatives throughout the six-county region.

The CEDS was made available to the public for thirty (30) days to review and comment. Input from this public comment period was taken into consideration prior to the completion of the plan.

Regional economic development planning efforts and technical assistance are handled primarily through the Council. The Council and the many economic development organizations work closely with the regional universities and colleges. Florida Gulf Coast University, Hodges University, Florida SouthWestern State College and the University of Florida are important participants in the overall regional economic development process and provided expertise and studies. In addition, the regional economic development organizations continue to work with the universities, colleges, vocational and technical centers as well as the Southwest Florida Workforce Development Board and other partners to develop key training and degree programs to meet the current and future regional employment needs.

Provided below are snapshots of the region's economic development organizations:

## Charlotte County Economic Development

In 2001, the Charlotte County Board of County Commissioners established the Economic Development Office (EDO) to focus on the recruitment of high impact industry to Charlotte County facilitating the creation of high skill, high wage jobs, and to help diversify the

economy and tax base. Over the years, the EDO has broadened its mission to include; CRA Management, Business Expansion and Retention, as well as building an Entrepreneurial Support network to nurture innovation and start-ups. The EDO staff provides support to the Charlotte County Industrial Development Authority.

For more information visit: <http://www.Cleared4Takeoff.com>

## Collier County

Collier Business and Economic Development office is the source for Collier County to provide opportunities for unparalleled growth to new and expanding businesses.

For more information, please visit: <https://www.collieredo.org/>

## Greater Naples Chamber of Commerce

Presently the Greater Naples Chamber of Commerce has assumed responsibility and manages program development and growth associated with various opportunities related to relocating/starting a business and growing your business.

For more information, please visit: <http://napleschamber.org/>

## Glades County Economic Development Council

The Glades County Economic Development Council (EDC), Inc. was established in 1999, and is a public private partnership receiving funding from Glades County, the City of Moore Haven, and members. The mission of the Glades County EDC is to promote new commercial and industrial development while protecting the quality-of-life residents enjoy.

For more information visit: <http://www.gladescountyedc.com/>

## Hendry County Economic Development Council

Hendry County Economic Development Council (HCEDC), incorporated in 1997, actively works to improve the economic stability and tax base of Hendry County, enhancing economic opportunities, personal income, and the quality of life of the citizens of Hendry County. HCEDC coordinates business development activities, including the creation and/or attraction of new businesses, development and expansion of minority businesses, and the encouragement of existing businesses to remain and expand within Hendry County.

For more information visit: <http://hendryedc.com/>

## Lee County Economic Development Office

The Lee County's Economic Development Office (EDO) was created to bring new companies to the area and help existing businesses grow and expand. The EDO staff also provides support to Lee County's Horizon Council, Horizon Foundation, and Industrial Development Authority.

Lee County has an umbrella economic development organization called the Horizon Council. The Horizon Council consists of representatives from area businesses and local governments and is staffed by the Lee County EDO, a county agency. The Horizon Council serves as an advisory board to the Lee County Board of County Commissioners.

For more information visit: <http://www.leecountybusiness.com>

## Cape Coral Economic Development

Another group that is active in Lee County is the City of Cape Coral's Economic Development Office. The staff of this office works with potential new businesses to the city and provides technical assistance as needed to new and existing businesses.

For more information visit: <http://www.capecoral.gov>

## Fort Myers Economic Development Office

The Fort Myers Economic Development Office is responsible for coordinating and implementing economic development activities with the Fort Myers Regional Partnership for Economic Development and regional partners. The City recognizes its role in the regional economy of Southwest Florida as a leading urban core as a transportation, education, health care, and industrial center. Economic development and redevelopment programs offered enrich the regional economy and diverse cultural opportunities present to provide a sustainable and prosperous environment to live, work, and play in the City of Fort Myers.

For more information visit: <http://www.cityftmyers.com/>

## Economic Development Corporation Sarasota County

The Economic Development Corporation of Sarasota County is the professional economic development entity for Sarasota County. It is a non-profit, public/private partnership that assists existing companies with expansions, attracts and retains quality jobs, solicits new businesses compatible with the assets and values of Sarasota County, promotes Sarasota County's business image, and enhances Sarasota County's overall quality of life.

For more information visit: <http://www.edcsarasotacounty.com>

[com/](http://www.leecountybusiness.com/)

## North Port Economic Development Division

The City of North Port Economic Development Division (Division) is responsible for the implementation of the City's economic development strategic plan, its marketing strategy and business attraction, retention, and expansion activities. The Division also works closely with local and regional partners to promote the economic development goals and strategies of the Southwest Florida Region and its unique communities. As the largest city in Sarasota County, North Port recognizes its role as an important leader in promoting regional cooperation and collaboration even as it continues to develop new business and development opportunities within its boundaries. North Port's economic development efforts have been recognized locally and state-wide because of strong support from its engaged citizenry and its elected leaders.

For more information visit: <http://cityofnorthport.com>

## Southwest Florida Workforce Development Board

The Southwest Florida Workforce Development Board, Inc., is a public/private non-profit organization that administers and coordinates workforce-related programs for the state. Doing business as Career Source Southwest Florida it operates career and service centers throughout the region, providing a single point of contact for employers and workers to connect, via the employflorida website.

For more information visit: <http://www.swflworks.org/>

## FHERO (Florida Heartland Economic Region of Opportunity)

The mission of Florida Heartland Economic Region of Opportunity (FHERO) is to market, facilitate and advocate for regional economic development in inland South-Central Florida, designated as a Rural Area of Opportunity (RAO) by the Governor and the Department of Economic Opportunity (DEO). Membership includes commissioners, economic development professionals and business stakeholders from Desoto, Glades, Hardee, Hendry, Highlands, and Okeechobee Counties, as well as the Cities of Belle Glade, Pahokee and South Bay in Palm Beach County and the Community of Immokalee in Collier County.

For more information visit: <http://www.flaheartland.com/>

## Lee County Port Authority

The Lee County Port Authority operates Southwest Florida International Airport and Page Field in Fort Myers, Florida. The Southwest Florida International Airport is one of the top 50 U.S. airports for passenger traffic serving domestic and international routes. According to the FDOT Statewide

Aviation Economic Impact Study of 2018, Southwest Florida International Airport and Page Field contributed more than \$8.7 billion to the local economy from airport and aviation related activities. These airports and related aviation businesses are major regional employment generators accounting for 86,618 jobs.

For more information, please visit: [www.flylcpa.com](http://www.flylcpa.com)

## Seminole Tribe of Florida

The Seminole Tribe of Florida is a federally recognized Indian tribe organized pursuant to Section 16 of the Indian Reorganization Act of 1934, as amended.

In 1957, the Department of the Interior approved the Tribe's Constitution and Bylaws, and on August 21, 1957, a majority of tribal members voted to establish the Seminole Tribe of Florida. A Tribal Council and Board of Directors were established with elected representation from each reservation community.

Tribal enrolment is about 3,800. Most tribal members live on or near one of the five reservations and tribal land. Headquarters is located on the Hollywood Reservation. The other reservations are Big Cypress, the largest reservation in area, in Hendry County; Brighton, located on the northwest side of Lake Okeechobee in Glades County; Immokalee, located east of Ft. Myers in Collier County and the Tampa Reservation. Other tribal members live on the Fort Pierce tribal land.

The ancestors of the Seminoles have lived in the land now known as Florida for countless generations. In the 1800s, the Seminoles fought three wars against the United States in order to stay in their homeland. Some were killed and thousands were captured and shipped to Indian Territory. However, a few hundred courageous men, women and children never gave up, and the Seminoles were never defeated.

To this day, the people are known as The Unconquered Seminoles. For more information visit: <http://www.semtribe.com/>

## Other Local Organizations

Along with the local organizations mentioned above, there are also a number of smaller efforts that are directed to very specific areas. They include the Chambers of Commerce, the Development Authorities, the Community Redevelopment Agencies, and the Foreign Trade Zones.

## The Florida Department of Transportation's Fort Myers Urban Office (also known as the Southwest Area Office)

Established by Florida Statute 20.23 in 1986, the Florida Department of Transportation's Fort Myers Urban Office

(SWAO) serves as the department's local point of contact for the southern counties of District One. It is responsible for providing policy, direction, local government coordination, and planning for six counties, five of which are part of the Council. In addition to the office's director, who is responsible for annual development of the five-year work program for the six counties, staff includes experts in transportation planning, design, right-of-way, traffic operations, access management, and public transportation. Program management staff in SWAO initiate and administer development of joint participation and local funding agreements between the department and local governments throughout the district. Public information staff serve as liaisons with community members and as spokespersons with media. Through its long-standing relationship with local jurisdictions, SWAO sharply focuses a shared vision on multi-modal infrastructure as an economic engine geared to drive Florida competitively through the 21st century. With first-hand understanding about the region's needs, SWAO works closely with local governments and the public to establish transportation priorities, identify federal and state funding opportunities, and assist in development of projects integral to southwest Florida's-and the state's-mobility and economic well-being.

## Lee County MPO

The Lee County Metropolitan Planning Organization (MPO) is responsible for transportation planning in the Cities of Bonita Springs, Cape Coral, Fort Myers and Sanibel, the Town of Fort Myers Beach, the Village of Estero, and unincorporated Lee County. Established under the Federal Aid Highway Act of 1962 which required each urbanized area with a population of 50,000 or more to establish a continuing, cooperative, and comprehensive approach to multi-modal transportation planning as a condition of receiving federal funds for transportation improvements, the Lee County Metropolitan Planning Organization was created in 1977. The Lee County MPO's mission is to provide leadership and promote a comprehensive intermodal surface transportation system coordinating essential roadway, sidewalk and pathway, transit, aviation, and rail projects that will provide for regional mobility, encourage a positive investment climate, and foster sustainable development sensitive to community and natural resources.

## Charlotte County-Punta Gorda MPO

The Charlotte County-Punta Gorda MPO was established by the Governor in 1992. As a result of the 1990 census, The Punta Gorda/Port Charlotte urbanized area was determined to exceed 50,000 in population, triggering the requirement for an MPO. Activities of the MPO translates local priorities in Charlotte County, Florida into state and federal transportation project funding. Projects are funded from state and federal sources along with a small local match. The MPO Board is represented by five elected officials, including three County Commissioners, a City



Council member, and an Airport Authority Commissioner. The Florida Department of Transportation Secretary, District One is an Advisory member (non-voting) on the Board. The MPO Board's policies are implemented by the MPO staff who conduct citizens participation events and analyze technical transportation issues.

## Collier County MPO

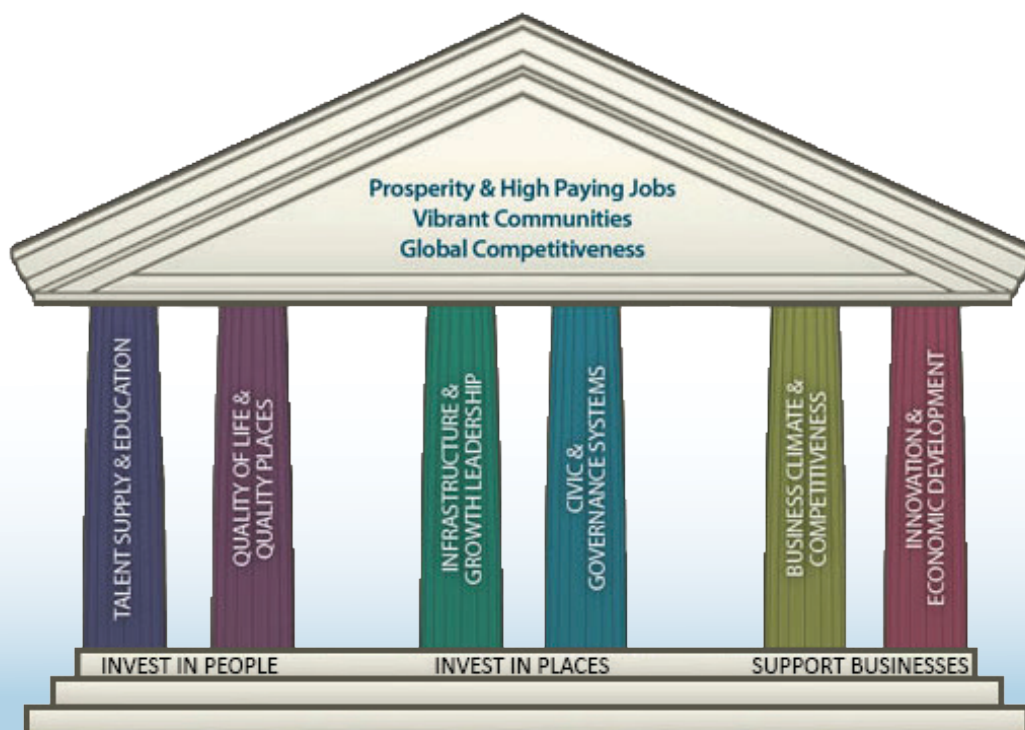
The Collier MPO was established in 1982 following the Federal Highway Act that requires urbanized areas to develop transportation plans and programs as a condition to receive federal capital or operating assistance. The Collier MPO is currently governed by a nine (9) member board including the five members of the Collier County Board of County Commissioners, two representatives from the City of Naples, one from the City of Everglades City, and one from the City of Marco Island. The Florida Department of Transportation (FDOT) is represented on the board as a non-voting member. The Collier MPO is responsible for the development and implementation of a balanced, integrated, and multimodal program which efficiently moves traffic. The MPO's goal is to ensure that a continuing, comprehensive and cooperative approach to planning for transportation needs is maintained and properly coordinated with other MPOs, FDOT and the Federal Highway Administration (FHWA), as well as MPO committee members and members of the public.

## Heartland TPO

Designated on November 17, 2014, by then-Governor Rick Scott of Florida as the Heartland Regional Transportation Planning Organization (HRTPO), the federally mandated transportation policy-making organization is comprised of elected officials representing the six inland counties of South-Central Florida including Southwest Florida RPC member counties of Glades and Hendry. The mission of the HRTPO is to provide regional coordination of transportation investments in south central Florida while ensuring that the public has opportunities to participate in the decision-making process.

# SIX PILLARS OF FLORIDA'S FUTURE ECONOMY

Illustration 1: Six Pillars of Florida's Future Economy



## Six Pillars

The Florida Chamber Foundation created the Six Pillars Framework, an organizational framework that identifies key factors that drive Florida's future economy and helps communities, agencies and organizations speak with one voice. The Six Pillars Framework creates a united strategy that would focus on creating prosperity and high paying jobs, ensuring Florida remained globally competitive and fostering vibrant and sustainable communities. The Southwest Florida Economic Development District grouped the Pillars into three categories: Invest in People, Invest in Places, and Support Businesses.

## CEDS Working Committee

The CEDS Committee met quarterly in person and virtually during 2022, as a result of the COVID 19 pandemic, during the development process of the 2023-2028 CEDS and will continue to meet quarterly to monitor the progress of on-going projects identified in the plan. The CEDS Working Committee meets to discuss the region's economic situation, to evaluate and endorse appropriate economic development projects, to advise participating municipalities and organizations of funding opportunities and programs, and to bring matters of regional importance to the attention

| First Name | Last Name            | Alternate        | Company  | Public | Private |
|------------|----------------------|------------------|--|--------|---------|
| Pat        | Riley                |                  | Alliance of Educational Leaders                                    | X      | X       |
| Joshua     | Hudson               |                  | Charlotte County Economic Development, CRA                         | X      |         |
| Dave       | Gammon               | Kay Tracy        | Charlotte County EDO   | X      |         |
| Bob        | Herrington           |                  | Charlotte County-Punta Gorda Metropolitan Planning Organization    | X      | X       |
| Nita       | Whaley               |                  | City of Cape Coral EDO   | X      |         |
| Michelle   | Hylton-Terry         |                  | City of Fort Myers Community Redevelopment Area                    | X      |         |
| Phyllis    | Calloway             |                  | City of Fort Myers/Enterprise Center                               |        | X       |
|            |                      |                  | City of North Port   | X      |         |
| Debrah     | Forester             | Charles Kammerer | Collier County   | X      |         |
| Lucilla    | Ayer                 |                  | Collier Metropolitan Organization                                  | X      | X       |
|            |                      |                  | Economic Development Corp of Sarasota County                       | X      |         |
| Susan      | Specht               |                  | FGCU Sm. Bus. Dev. Center  | X      |         |
| Terry      | Burroughs            |                  | FHERO  | X      | X       |
| Amir       | Borges Ferreira Neto |                  | Florida Gulf Coast University                                      | X      |         |
| Rosemary   | Fillori              |                  | Glades County Economic Development Council                         | X      |         |
| Marcos     | Montes De Oca        |                  | Glades County manager  | X      |         |
| Keitha     | Daniels              |                  | Hendry County EDC  | X      |         |
| Laura      | DeJohn               |                  | Johnson Engineering, Inc   |        | X       |
| Dana       | Brunett              |                  | Lee County Economic Development                                    | X      |         |
| John       | Talmage              | Warren Baucom    | Lee County EDO   | X      |         |
| Don        | Scott                |                  | Lee County MPO   | X      | X       |
| Alicia     | Dixon                | Ian Sikonia      | Lee County Port Authority, Southwest Florida International Airport | X      | X       |
|            |                      |                  | Lee County Public Schools  | X      |         |
| Beth       | Sterchi              |                  | Prestige Printing  |        | X       |
| Tiffany    | Esposito             |                  | Regional Chamber of Commerce SWFL                                  | X      | X       |
| Doug       | Gyure                |                  | S4J Manufacturing Services, Inc.                                   |        | X       |
|            |                      |                  | Sarasota County – Office of Business and Economic Development      | X      |         |
| Sandy      | Christiansen         |                  | Seminole Gulf Railway  |        | X       |
| Bernice    | Kertavage            |                  | South Florida Workforce Development Board                          | X      |         |
| Margaret   | Wuerstle             |                  | SWFRPC – Southwest Florida Regional Planning Council               | X      |         |
| Tessa      | Lesage               |                  | The Collaboratory  | X      | X       |
| Melanie    | Schmees              |                  | The Greater Naples Chamber of Commerce                             | X      | X       |
| Brian      | Rist                 |                  | The Smart Companies, Inc.  |        | X       |



of the Council government officials. Members also share information regarding programs they have developed or utilized to resolve local issues. As a result, the Committee serves as a network allowing members of the various economic development organizations to meet and discuss situations that are similar throughout the region.

## Committee Structure

In compliance with United States Department of Commerce, Economic Development Administration guidelines, the CEDS Working Committee is responsible for developing, revising or replacing the CEDS. The Committee is comprised of representatives from the main economic interests in the region, including the private sector. See Table 6 below for a list of members.

## Planning Organization History and Management

The Southwest Florida Regional Planning Council was created by an Interlocal Agreement dated November 8, 1973, amended October 28, 1980, between Charlotte, Collier, Glades, Hendry, Lee and Sarasota Counties, and by Chapter 186.505, Florida Statutes. In accordance with Florida Statutes, the agency is directed by a Council (currently 37 members) composed of 26 county commissioners and municipal elected officials, 7 gubernatorial appointees from all counties within the region including an elected school board member, and 4 ex-officio (non-voting) gubernatorial appointees representing the Florida Department of Transportation, the Florida Department of Environmental Protection, and water management districts.

The Council is designated Regional District 9 and serves as a regional information clearinghouse. The Council works within the six-county region to develop and maintain area-wide goals, strategies, and actions, and assists in implementing a variety of local, state and federal programs. The Council serves as an advocate for the region with State and Federal agencies, including the Legislature and Congress. In addition, the Council works with its members and partners to develop and maintain region-wide goals, objectives and policies and assists in implementing local, state and federal programs.

In 2012, the Council identified economic development as a top priority, along with grant work, data/demographics, regional planning and emergency management programs. These continue to be the region's top priorities.

## Economy and the Impact of the COVID 19 Pandemic

Like much of Florida, the history of Southwest Florida has been one of boom-and-bust cycles, including the 2009 real estate crash and the national recession occasioned by the subprime mortgage crisis. Each time the state and the region has rebounded and grown so that beginning

in 2013 and ending in 2019, the state's economic growth outperformed the national economy. Population growth soared and in turn spurred construction growth in Southwest Florida, resulting in one of the fastest growing regions in one of the fastest growing states in the nation.

Then in March 2020, like much of the rest of the country, Southwest Florida's economy and businesses began to feel the impact of the Coronavirus. Schools closed and went to virtual learning, businesses began shuttering and many area residents were voluntarily quarantining themselves in response to concerns regarding the spread of COVID-19.

In a series of surveys of Southwest Florida beginning in March and ending in November 2020, researchers at Florida Gulf Coast University began analysing the economic impact of Covid-19. Like elsewhere, impacts on Southwest Florida businesses were uneven. Those in the leisure and hospitality industries and small businesses, particularly minority-owned businesses, and the region's agriculture industry suffered the most impact.

Many businesses were closed for at least eight weeks. By November 2020, 49 percent of businesses surveyed were back operating at capacity, both in customers and the number of employees. Seventy-nine percent of respondents stated they applied for either CARES Act funds or some other aid program with 90% of those that applied for funding reporting they received the funds. Twenty percent of business owners said they would have had to close temporarily if they did not receive the funds, while another 14 percent said they would have closed permanently.

By June, 2020 economic development professionals across the region and FGCU researchers reported that most of the economy in Southwest Florida had partially re-opened, with phase 3 of the re-opening plan in Florida starting on September 27, 2020.

By November, 68 percent of respondents said sales revenue was down compared to November 2019, while 27 percent of respondents said revenues were down by more than 50 percent. Sixty-six percent of executives said customer demand was down compared to a year previous, with 24 percent stating demand was down by more than half. FGCU is expected to produce their final report in September 2022, having established baseline results for the 211 businesses that responded to the survey out of the 800 businesses in Lee, Collier and Charlotte Counties who received it. Among the smallest businesses, however, particularly minority-owned businesses, the impacts continued to linger.

The Southwest Florida Regional Planning Council applied for and secured EDA grant funding to assist businesses still struggling during the summer of 2020, launching

a “boots on the ground” approach to investigating the economic impacts on business and life, in general, during the pandemic, by partnering with Impact Partners, a 501.c.3 focused on assisting the African American small business community. Staff visited 114 businesses and conducting interviews in Lee, Collier, Hendry and Glades Counties.

During their outreach, the RPC staff and partners learned that the smallest of small businesses were largely ignored in the first round of PPP applications and assistance. Many of these smaller businesses were not connected to the banking community, which limited their ability to secure business assistance through the PPP Round 1.

Some were already struggling prior to Covid and became desperate thereafter. Almost none had a plan, of any kind, for disaster or recovery. Almost all were “survey-fatigued,” disillusioned with leadership and stated that they were ignored and abandoned. It was often said that there was no place to turn for instructions, information, answers or assistance and many had lost their confidence in receiving or providing help for devastating losses. Many were angry and felt very isolated.

Other business owners shared that prior to COVID-19, they were either maintaining a relatively steady volume of revenues and clients/customers or experiencing growth. During the COVID-19 pandemic, the health and strength of their businesses varied. Business owners worked to maintain a positive outlook for recovery with the caveat that much depended on the time frame for recovery.

Most Black business owners shared that their businesses have been negatively impacted by the pandemic, and that their businesses had either diminished revenues or service volume or their businesses had closed. Black-owned companies and entrepreneurs across industries including construction, service-oriented business, and food service establishments, were all adversely impacted by the COVID-19 pandemic.

Challenges and barriers that Black business owners experienced during COVID are largely similar to those that they were experiencing prior to COVID including: barriers in access to capital and financing, the need for marketing assistance, and limited options for affordable commercial real estate. These issues have existed prior to COVID, have been compounded during COVID, and will likely persist after COVID if not addressed.

## Estimated losses in GDP due to Covid-19 in SWFL

In July 2022, FGCU released a further analysis of the impacts of the Covid-19 pandemic in Southwest Florida. Using an input-output approach, this noted that while some industries were able to continue to operate in a remote capacity, others rely on the physical presence of

workers and customers. Lockdowns imposed at the state level, based on recommendations from the federal level, introduced artificial constraints on the local economy.

Additionally, the main mitigation strategy at the national level was passing of both the Cares Act and the American Rescue Plan Act which provided direct support to businesses, government and households. The Protection Program (PPP), based on employment data reported by businesses used PPP funds to continue supporting their employees.

**Table 3: Sectoral 2019 GDP Share**

| Industry   | 2019 GDP Share |
|--|----------------|
| Real estate and rental and leasing                                       | 20.65%         |
| Public administration  | 9.75%          |
| Construction   | 9.37%          |
| Health care and social assistance  | 8.64%          |
| Professional, scientific and technical services                          | 7.59%          |
| Retail trade   | 7.22%          |
| Accommodation and food services  | 5.49%          |
| Wholesale trade  | 4.82%          |
| Other  | 4.81%          |
| Finance and insurance  | 3.69%          |
| Transportation and warehousing   | 3.40%          |
| Manufacturing  | 2.57%          |
| Administrative and support and waste management and remediation services | 2.38%          |
| Management of companies and enterprises                                  | 2.31%          |
| Arts, entertainment, and recreation                                      | 2.07%          |
| Information  | 1.82%          |
| Agriculture, forestry, fishing and hunting                               | 1.46%          |
| Utilities  | 1.22%          |
| Educational services   | 0.50%          |
| Mining, quarrying, and oil and gas extraction                            | 0.24%          |

Source: IMPLAN

Table 3 reports the gross domestic product share by industry showing the main industries in Southwest Florida (SWFL) based on their contribution to the local economy. The GDP measure is calculated as total value added, which is comprised of additional labor income, proprietary income, other property income, and indirect business taxes. The main contributor to regional GDP was real estate including the rental and leasing industry that accounts for over one-fifth of local value added. Other important industries to the local economy included construction (9.37% of regional GDP), health care and social assistance (8.64%), professional, scientific and technical services (7.59%), retail trade (7.22%) and accommodation and food services (5.49%). These industries together accounted for 38.31% of regional GDP.

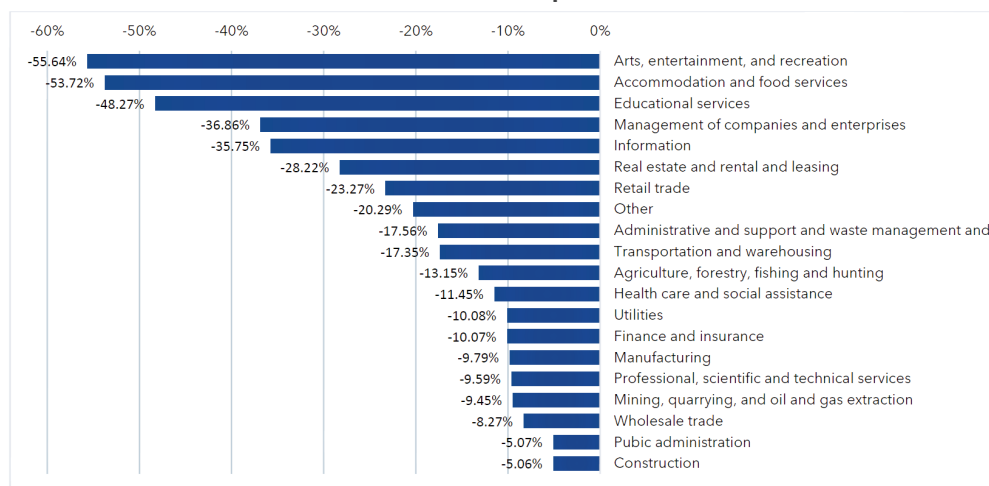
Illustration 2 presents the results for Southwest Florida as a percentage of the 2019 GDP. The total potential GDP lost in Southwest Florida was -19.38%, but we observe a large sectoral impact, with 8 sectors above the average and 12 sectors below the average. While services that require face-to-face interaction were those mostly affected, manufacturing (-9.79%), public administration (-5.07%) and construction (-5.06%) were among the least impacted. Arts, entertainment and recreation, accommodation and food services, and education services were the most impacted industries, with losses in sectoral GDP of -55.64%, -53.72% and -48.27%. The top 5 industries, which accounted for 56% of local GDP in 2019, had an average potential impact of -11.88%.

Outside of real estate, rental and leasing, and accommodation and food services, the industries in SWFL that had the largest negative potential impact were not necessarily those with the highest contribution to the local GDP in 2019.

Illustration 3 provides a breakdown of the potential impacts by quarter. Most of the impact in SWFL occurred in quarter 2 of 2020. There was some persistent impact to the arts, entertainment and recreation, accommodation and food services, and education services industries in 2020 Q3 and 2020 Q4. However, for most of the other industries we observe sharper declines in impact in 2020 Q3 and 2020 Q4 compared to the shock in 2020 Q2.

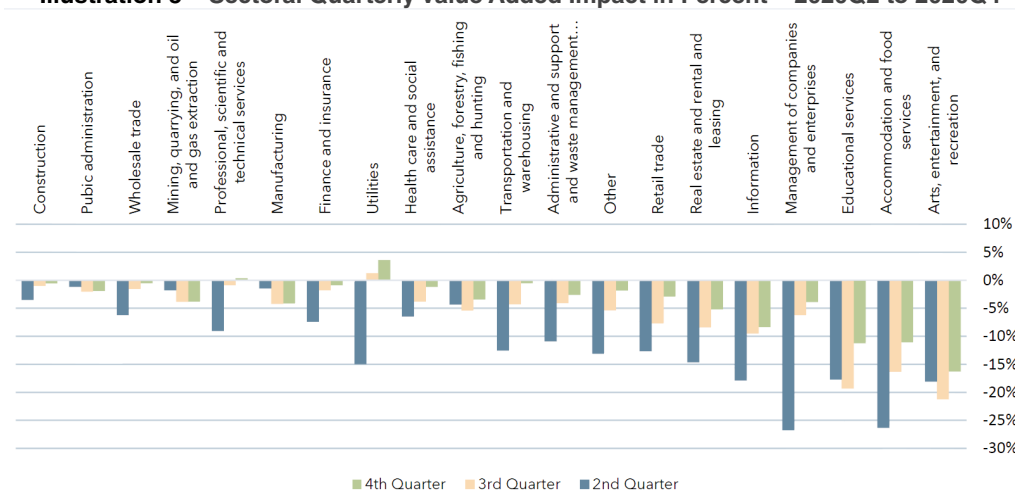
The researchers noted that the July report did not address assistance to households via direct relief funds and additional child support such as increased Child Tax Credit, Earned-Income Tax Credit, and Child and Dependent Care Tax Credit. This assistance would generate extra mitigation effects through induced effects through additional expenditures. They also did not account for increased migration to Southwest Florida post-pandemic, which will be the subject of future analysis.

**Illustration 2 – Sectoral Total Value Added Impact in Percent – 2020 Q2 to 2020 Q4**



Source: RERI Analysis using IMPLAN.

**Illustration 3 – Sectoral Quarterly Value Added Impact in Percent – 2020Q2 to 2020Q4**



Source: RERI Analysis using IMPLAN.

## Southwest Florida Demographics

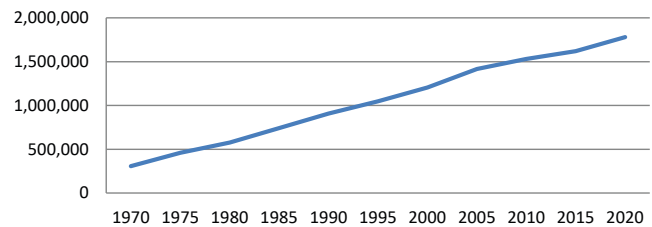
### Population

Like much of Florida, the Southwest Florida Region has experienced considerable population growth in the last few decades. Between 1980 and 2020, the region's population grew by 214 percent (see Illustration 4). During the same time frame, Florida's population grew by 121 percent, while total United States population grew by only 46 percent.

While population growth decreased from 2007-2009, the population has been steadily increasing. In 2019, both SWFL and the State experienced a slight decrease in population. (see Illustration 5)

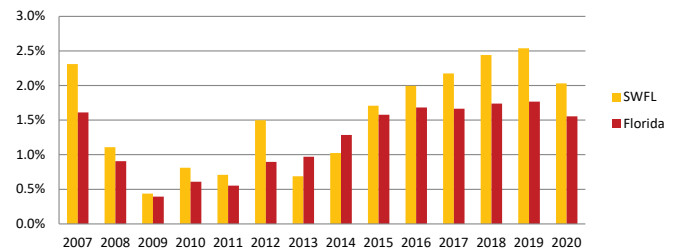
**Illustration 4: SWFL Population 1970-2020**

Source: BEBR



**Illustration 5: Population Growth Rates**

Source: BEBR

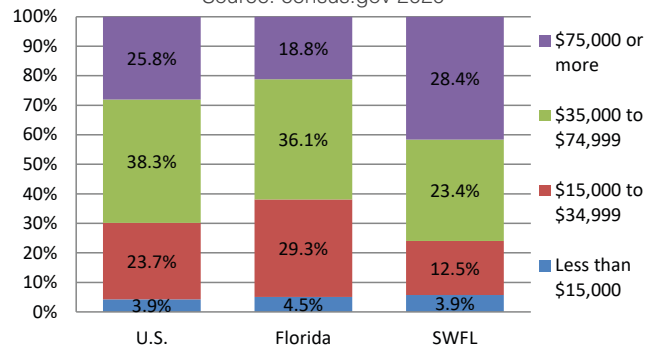


### Income & Poverty

The median household income in the Southwest FL Region was \$56,166 according to the 2020 five-year Census estimates. 3.9% of households have annual incomes below \$15,000, while 28.4 percent have incomes of \$75,000 or more (see Illustration 6). 10.2% of the population lives in poverty. The poverty threshold, defined by the Census Bureau, varies depending on household size and other factors. In 2020, the threshold for a family of four, with two children, was \$26,200. Poverty is much higher in the region's rural communities. Hendry County has a poverty rate of 22.9% and Glades County has a 18.1% rate.

**Illustration 6: Household Income**

Source: census.gov 2020

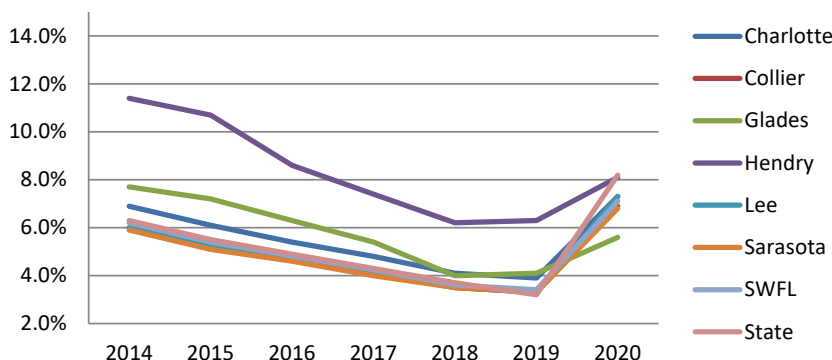


### Unemployment Rate

In 2019, the region's unemployment rate was the lowest it has been since 2007 (3.4%). The unemployment rate reached its lowest point at 3.4% in 2019 and is steadily increasing. Despite the region's overall recovery, Hendry County still has the highest unemployment rate in the State at 8.1%. (See Illustration 7)

**Illustration 7: Avg Annual Unemployment Rate**

Source: FL DEO



**Table 4: Avg Annual Unemployment Rate**

|      |      |
|------|------|
| 2014 | 6.2% |
| 2015 | 5.2% |
| 2016 | 4.7% |
| 2017 | 4.2% |
| 2018 | 3.6% |
| 2019 | 3.4% |
| 2020 | 7.1% |

Source: FL DEO



## Geography

Southwest Florida is a diverse region located along the Gulf of Mexico, extending westward to include suburban communities along I-75, before continuing west to encompass the inland rural communities on the south and west of Lake Okeechobee. The western coastal communities, southern metropolitan areas, and interior unincorporated agricultural lands form a patchwork of vibrant coastal cities, suburban communities along I-75, and rural farm towns.

There are six counties comprising the region: Charlotte, Collier, Glades, Hendry, Lee, and Sarasota (see Illustration 11). The total area (land and water) of the region is 6,663 square miles and a land area of 5,986 square miles. Four of the counties border the Gulf of Mexico, with a total shoreline of 4,515 miles, and comprise a large portion of the region's urban area. Lake Okeechobee bounds two counties, with a total of 135 miles of shoreline, one of the largest natural freshwater lakes in the contiguous United States.

The region includes world class beaches, inland rivers, creeks, and freshwater lakes, spurring significant tourism. The regional climate is very temperate with summer high temperatures averaging in the low to mid-nineties and winter low temperatures averaging in the low to mid-fifties. Average annual rainfall is approximately 55 inches.

## Infrastructure

The lifestyle enjoyed by a community and its ability to attract and sustain economic development is predicated on the quality of its public facilities and infrastructure. Indeed, as regions across the country and around the world are interconnected in a globally competitive economy, it is critical for the Southwest Florida region to develop, expand and maintain multi-modal transportation systems and telecommunication infrastructure to support a prosperous and globally competitive economy.

Southwest Florida enjoys excellent connectivity between the urban, coastal communities in Lee, Collier, Charlotte and Sarasota Counties. The inland rural communities in Glades and Hendry, are connected via an interconnected highway network comprised of I-75, US 27 and State Roads 80, 82, 29 and 31. Important County roads like CR 74 in Glades County link US 27, the major freight route from Port Miami and Port Everglades in South Florida, to I-75 in Punta Gorda in Charlotte County.

Working with the six counties and the Metropolitan Planning Organizations in the cities and the Heartland TPO, serving Glades and Hendry Counties, the Florida Department of Transportation District I has worked over the past ten years to expand roadways in the six counties to support the ever-growing population. They have completed the four-laning of SR 80 from Fort Myers through to the intersection

with US 27 at the Glades County/Hendry County line and redesigned an overpass to facilitate increasing truck traffic on US 27. Currently work continues to four-lane portions of SR 82 in Collier County, improving connectivity between Immokalee and the inland Lehigh Acres community of Lee County. Lee County has worked closely with FDOT and Charlotte County to widen SR 31 which serves the growing community of Babcock Ranch, promoted as the first solar community in South Florida. Work is also ongoing to widen SR 29 between Collier and Hendry Counties, with plans ultimately to construct a new bridge in LaBelle to connect the southern expanse of SR 29 with the northern portion of SR 29 in Glades County.

## Airports

The majority of the Southwest Florida's scheduled airline passenger and shipping service are provided by regional facilities such as the Southwest Florida International Airport, Punta Gorda Airport, and the Sarasota/Bradenton International Airport. Other smaller facilities such as the Naples Airport also support limited commercial passenger service.

There are a number of additional airports that accommodate charter and general aviation traffic and include: Page Field in Lee County; Buchan Field and Venice Airport in Sarasota County; the Airglades Airport and the Labelle Airport in Hendry County; and the Marco Island, Everglades City, and Immokalee Regional Airports in Collier County.

Southwest Florida International Airport (RSW) is a commercial service airport located in Fort Myers. The airport served more than 10.3 million passengers in 2021 and is one of the top 50 U.S. airports in passenger traffic. RSW provides nonstop service throughout the United States and international service to Canada and Germany, with customs and immigration services on site. In addition to passengers, the airport serves as an important cargo facility for Southwest Florida and the entire airport property is a designated Foreign Trade Zone.

Southwest Florida International Airport is an important contributor to the region's social and economic wellbeing. According to the FDOT Statewide Aviation Economic Impact Study of 2018, airport activity generated \$655,830,000 with visitor spending in the region generating an additional \$3,721,580,000 to the local economy. With multiplier impacts of \$4,027,914,000, the airport generates 83,290 jobs with a payroll of \$2,846,339,000 for a total output of \$8,405,324,000.

Page Field, also located in Fort Myers, is a reliever airport that primarily supports recreational flying, business activity, and flight training. In 2021, the airport had 140,062 operations making it the highest on record with operations trending even higher this year. According to the FDOT Statewide Aviation Economic Impact Study

of 2018, airport activity generated \$112,245,000 with visitor spending in the region generating an additional \$84,399,000 to the local economy. Although smaller in size than Southwest Florida International Airport, Page Field still generates 3,328 jobs and has continued to grow the region's economic base year over year.

Punta Gorda Airport (PGD) is located off I-75 on Florida's southwest coast between Sarasota and Ft. Myers. Sun Country and Allegiant provide low-cost, nonstop air service to more than 50 destinations. In 2021, PGD served 1,569,836 airline passengers and had 87,599 takeoffs and landings.

Owned and operated by the Charlotte County Airport Authority, PGD is an important transportation and economic asset for the region, and is home to more than 40 business and aviation tenants and nearly 1,500 full-time employees.

According to the FDOT study on airport activity PGD generates \$100,501,000 with visitor spending in the region generating an additional \$572,775,000 to the local economy. With multiplier impacts of \$601,812,000, the airport generates 12,392 jobs with a payroll of \$418,762,000 for a total output of \$1,275,088,000.

Recently the Charlotte County Airport Authority announced the receipt of a \$3 million legislative appropriation to construct a new combined hangar and classroom facility for Charlotte Technical College's (CTC) FAA-certified Aviation Maintenance Technician School, an expansion of the original Aviation Maintenance Technician school that launched in August 2021. The new hangar facility is planned to have four classrooms to accommodate up to 100 students at a time and will be located within the airport's new aviation expansion area known as the "PGD AviEx." This location will streamline on-the-job training as the area becomes a hub for avionics and aircraft maintenance businesses. CCAA is planning to construct the facility and enter into a long-term lease with Charlotte County Public Schools (CCPS) to occupy and maintain the facility.

The AviEx is also home to a new 13,500 square-foot PGD Air Center that houses fixed base operations (FBO), meeting and event space, a restaurant and bar, leasable office suites, pilot lounge and aircraft parking on a 510,000-square-foot ramp. Construction is also underway on new FBO hangars, corporate hangars, T-hangars, taxiway and taxilane improvements.

Naples Municipal Airport is home to flight schools, air charter operators, corporate aviation and non-aviation businesses as well as fire/rescue services, mosquito control, car rental agencies and the Collier County Sheriff's Aviation Unit. All funds used for the airport's operation, maintenance and improvements are generated from activities at the airport or from federal and state grants.

The airport receives no property tax dollars. During 2016, the airport accommodated more than 95,000 takeoffs and landings. FDOT values the airport's economic impact to the community at more than \$283 million annually.

Connecting people to the Paradise Coast of Naples, Marco Island and the Everglades through an exceptional airport experience, Naples Airport (APF) accommodates more than 100,000 general aviation take-offs and landings each year and provides a variety of services to pilots and passengers, including U.S. Customs clearing for international arrivals. The airport is also home to sightseeing tours, air charter operators, flight schools and other businesses targeting visitors, business representatives and local residents traveling to and from Naples, Marco Island, and other regional destinations. It was recently announced that Naples Aviation has been named by Professional Pilot Magazine as the 8th best independent fixed-base operator (FBO) and the 14th best U.S. FBO out of nearly 3,700 FBOs in the United States. This marks the 9th year in a row that Naples Airport has been recognized as a top 25 FBO in the magazine's annual Preferences Regarding Aviation Services and Equipment (PRASE) survey.

The Immokalee Regional Airport (IMM) was originally a WWII bomber-training base until the airport was turned over to the county in the 1960s, sitting dormant for approximately thirty years, until the Collier County Airport Authority was created in 1993. Innovative plans for the site, included extensive designs to expand the runways, bringing in cargo-carrying businesses, and turning some of the land into an industrial park. Airport facilities created include a fuel farm, a road, two hangars, a ramp, taxiway, and a terminal building.

Situated on 1,333 acres of land located approximately 35 miles northeast of Naples and 110 miles northwest of the Port of Miami, FDOT estimates that IMM has a total local economic impact of \$39.1 million annually. Businesses operating at the airport include Exec Air Inc of Naples, which provides charter air service specializing in day trips to Key West and air tours. Also operating from IMM is Fletcher Flying Service, Global Flight Training Solutions, as well as local mosquito control, aerial firefighting, and crop-dusting operations. Enterprise Rent A Car services are available at the airport which is home to the Culinary Accelerator.

## Rail Service

Southwest Florida is served by two short line railways, Seminole Gulf Railway and South Central Florida Express. Seminole Gulf Railway's line extends from just north of Naples, through Fort Myers in Lee County, continuing through Charlotte County before connecting with CSX Class I rail line in Arcadia and a second line that extends from Charlotte County through Manatee County

connecting with the CSX Class I rail line in Oneco. South Central Florida Express, serves the inland communities of Glades, Hendry, Highlands and western Palm Beach Counties. It connects with CSX at Sebring and Florida East Coast Railway in Ft. Pierce.

Historically the short line railroads have been somewhat limited in their ability to move freight through the region, due to a lack of intermodal facilities in Southwest Florida where containers and trailers on flatcars can be loaded and unloaded. This leaves few alternatives to the highway system for most types of shipment of goods into and out of the region. With continued population growth leading to increasing congestion on the region's roadways, coupled with a nationwide shortage of truck drivers and rising costs for fuel, it is anticipated that this situation will change over the next five years as intermodal facilities are built and efforts focused on diverting truck traffic to rail grow.

## Energy

Currently within the Southwest Florida Region, there are five companies that supply electric service to the area. Florida Power and Light Company serves some portions of all six Southwest Florida counties, Lee, Charlotte, Collier, Glades, Hendry, and Sarasota Counties and sells power to a number of municipal utilities, including the City of Moore Haven.

Glades Electric Cooperative provides power to much of rural Glades and Hendry Counties. Lee County Electric Cooperative purchases power from the Seminole Electric Cooperative, a generation and transmission utility located in Palatka, Florida

In addition, the Peace River Electric Cooperative provides power to a small section of rural Sarasota County, while the Clewiston Electric Company provides electricity to its incorporated area in Hendry County.

Similarly, Southwest Florida is served by a number of natural gas providers, including TECO, Florida City Gas and Florida Public Utilities. Glades County in inland Southwest Florida is now the only county in the state that does not have natural gas. Business leaders and government officials agree that this lack has historically put a damper on economic development in Glades County.

## Water, Stormwater and Wastewater

Potable water and sewer service is generally provided by municipal water and sewer authorities in the more urban areas of the region, while many residents in more rural inland communities rely on wells and septic systems to serve residents. Recognizing the environmental challenges related to widespread use of septic systems, county officials throughout the region have been working closely with the state Department of Economic Opportunity and Department of Environmental Protection to expand

wastewater systems to serve the region's ever-growing population, primarily via grant funds. In anticipation of future growth, officials in all Counties are seeking state and federal grant funds to expand municipal sewer service to residents and businesses in their communities.

## Broadband

The Covid-19 pandemic underscored the importance of internet services, particularly as schools were closed. State and federal officials have rolled out a variety of funding opportunities intended to address the "digital gap" most spoken of in rural counties, but also a challenge in growing suburban communities where infrastructure has not kept pace with residential development. The State of Florida has created a broadband office and dedicated funding to address the broadband deficit. Each of the counties in southwest Florida have created broadband task forces to address the issue and identify areas of their communities lacking broadband infrastructure. It is anticipated over the course of the next five years that the communities of Southwest Florida will work together, under the auspices of the Southwest Florida Regional Planning Council, to address broadband needs in jurisdictions and to improve service in support of business expansion and population growth spurred by the increased incidence of telecommuting for work and a post-pandemic increase in accessing services like telehealth and e-commerce online.

## Healthcare, Education and Financial Services

While the term "infrastructure" is generally understood to refer to roads, utilities and increasingly to telecommunications and broadband, economic development professionals have long recognized that education, healthcare, and financial service "infrastructure" are the backbone of a region's economy.

Historically driven by a large population of retirees in Southwest Florida, medical services have been, and will continue to be, an ever-present need, as evidenced by a shift-share analysis for the region from 2015-2040 (See Appendix A). Among all 2-digit NAICS code industries, health care and social assistance had the largest shift share total by more than a 2:1 ratio of the next highest industry.

## Healthcare

A look at the census numbers for 2020 show that the population in Southwest Florida continues to trend older. Those 65+ continue to make up 30.3 percent of the population, compared to the state average at 21.1 percent and the US with 16.8 percent of the population 65+. Charlotte County continues to have the largest share of elderly residents, with 40.5 percent, followed by Sarasota County with 37.2 percent of the population, then Collier with 33.1 percent of their population 65+. In Lee County only 29.1 percent of the population is aged 65 or older,



while Glades County has only 28.1 percent and Hendry County having the fewest elders at 13.7 percent.

For this reason, advanced research facilities, new and expanding hospital systems, and specialized training programs ensure that Southwest Florida will remain on the leading edge of healthcare's technological evolution.

From medical devices and equipment to medical supplies manufacturing to the expanding healthcare service industry, Southwest Florida is filled with opportunity for companies pioneering new innovations in this ever-growing industry.

Southwest Florida has some of the finest hospitals, physicians and healthcare facilities in the country including The Galisano Children's Hospital in Lee County, the only comprehensive child healthcare facility between Tampa and Miami that provides vital healthcare for the region's children, from infancy through age 18.

Spurred by population growth, Lee Health Systems, which operates Galisano and other facilities including its flagship Lee Memorial Hospital, Gulf Coast Hospital and Medical Center, Health Park Medical Center as well as Lehigh Regional Hospital and Cape Coral Hospital continues to expand and offer new services in Lee County and neighboring communities.

In Collier County, NCH Healthcare System operates North Collier Hospital, Physician's Regional Medical Center, and Naples Community Hospital.

In Charlotte County, ShorePoint Health provides services in both Punta Gorda and Port Charlotte, while other communities are served by HCA Florida Englewood Hospital and HCA Florida Fawcett Hospital.

Sarasota County is served by HCA Florida Englewood Hospital, Highland Regional Medical Center, Sarasota Memorial and Peace River North Port Health Park.

In Hendry and Glades County, Hendry Regional Medical Center (HRMC) provides patient care at their critical access facility in Clewiston, which recently expanded its emergency room and surgical facilities. HRMC also operates specialty clinics and corporate health services, in addition to physical therapy at the newly constructed Miller and Toni Couse Physical Therapy Center in Clewiston and is currently expanding the Forbes Family Care Center. HRMC also provides services through its Convenient Care Center in LaBelle.

## Financial Resources

A variety of financial resources, ranging from community banks and credit unions to national and international banks, angel funds, family office practices and various state and federal programs are available to fund business

ventures in the six counties that make up Southwest Florida. Southwest Florida is blessed with a number of community banks, like First Bank of Clewiston, celebrating its 100th anniversary this year, with branches throughout Southwest Florida, as well as national banks including Bank of America, Wells Fargo, and others. Traditional banks and credit unions typically serve both consumer and commercial customers providing a full suite of personal and business banking solutions including consumer and business credit, equipment loans, working capital, lines of credit, conventional and guaranteed term loans, merchant services, checking, and savings deposit accounts.

Banks or credit unions can offer information on government loan guarantee programs through the Small Business Administration and United States Department of Agriculture loans. They may also refer clients to organizations like the local Chamber of Commerce or Economic Development Office or organizations like the Small Business Development Center at Florida Gulf Coast University for assistance ranging from writing a business plan to securing assistance with navigating international markets.

Because of Southwest Florida's history as a haven for wealthy retirees, the region is home to angel investors, like the Tamiami Angel Fund. This fund originated from the establishment of the Gulf Coast Venture Forum in 2001, and was founded by local business leaders, economic development professionals and university administrators to create a more diverse economy for Southwest Florida and create a linkage between local angel investors and local entrepreneurs in order to launch more high growth companies in the Southwest Florida region.

According to Enterprise Florida, the State has the nation's 2nd largest accounting industry, 3rd largest insurance industry, and 4th largest financial services industry. Throughout Florida, more than 851,000 total workers are employed in the finance and professional services industries.

The global competitiveness of Florida's essential value-added service providers is reflected in the fact that Florida's service exports to other countries are valued at over \$38.5 billion a year. Because of Southwest Florida's prime location in the state, businesses in the region's six counties are perfectly positioned to take advantage of the growing global marketplace.

As the region enters a new era of intra-regional cooperation, Southwest Florida offers exciting growth opportunities for financial service businesses, as well as the chance to collaborate with other business sectors to help create a more dynamic regional economy.

## Education

Since the last CEDS was written five years ago, Southwest Florida has made great strides in increasing educational attainment and developing skills training for a variety of occupations in new and expanded university and college programs and technical education centers aimed at specific economic development and employment opportunities. Thanks in part to the work of Florida Gulf Coast University (FGCU), Florida Southwestern State College (FSW) and Hodges University, organizations like the Workforce Development Board of Southwest Florida/ Career Source and economic development professionals, businesses, workforce development, university and public schools' leaders have committed themselves as a unified group to improve students' academic performance and career preparation.

This concerted focus is reflected in the data, which shows high school graduation rates in Southwest Florida have been increasing over the past decade. The graduation rate for SWFL has generally been higher than the State average. Glades and Hendry Counties have seen increases of 41.9% and 24.8%, respectively, during this span.

Southwest Florida's education leaders are working to create a seamless web of educational opportunities from cradle to career. These efforts include modeling regional educational cooperation to enhance quality and opportunity and by strengthening ties with economic and workforce development in traditional and non-traditional ways to increase regional sustainable economic prosperity.

Some of the new education and training programs springing up in the region include the Manufacturing Excellence Center in Goldengate, in Collier County, a rapidly growing aviation training facility in development at the Punta Gorda Airport and the creation of the Glades Technical College (ITECH Glades) in Moore Haven. ITECH Glades was funded by a grant from the Florida Jobs Growth Grant Program but is operated under the auspices of the Collier County School District. This is the first time a training facility has been operated by a school district outside of local jurisdiction.

On August, 3, 2022 the Economic Development Administration (EDA) announced that Florida Gulf Coast University and the FutureMakers Coalition at Collaboratory had been awarded a \$22.9M Good Jobs Challenge grant, designed to accelerate credential-attainment and job placement in four leading local industries to support Southwest Florida's economy. FGCU plans to recruit rural, Black, and Hispanic job seekers into pipelines that result in industry-recognized credentials and a career with local employers, including Lee Health, NCH Healthcare System, and K-12 school districts in five of the Southwest Florida counties. FGCU is also partnering with employers

that are strengthening American supply chains including Airglades that is developing a new cargo airport, and Arthrex that is addressing global shortages in critical medical devices. With attention to equity, FGCU will work in partnership with Goodwill and United Way to provide wraparound supports and to design systems that meet the needs of local underserved communities.

## Business Friendly Environment

Consistently ranked one of the best states for business, Florida is committed to keeping regulatory requirements and business taxes low. Together with a strong economy and zero personal state income tax, makes it a great place to do business.

Economic development offices in all six Southwest Florida Counties are all actively seeking to attract new companies and expand existing businesses in the area that boasts an international reputation for being not only a premiere vacation and retirement destination, but also an excellent place for business due to its growing economy and high standard of living. County and municipal incentive programs in these counties reimburse employers for expanding, relocating, and creating jobs.

Challenges remain for the regional economy, with the need for workforce housing trumping an ongoing need for improvements in infrastructure, including transportation broadband internet and a shift from septic systems and wells to municipal water and wastewater systems. Educational systems continue to improve, with a plethora of new workforce development facilities and programs growing throughout the region, including those for select economic sectors like aviation and public safety.

The region's population is expected to grow faster than the State from 2015 to 2050: 53.7% growth in the region and 40.7% for the State. Lee County's population is expected to grow by 67.9% over this period. According to BEBR forecasts the Southwest Florida population is expected to reach 2,489,500 in that time period. Early indications are that the population growth trend has accelerated in the wake of the COVID-19 pandemic.

The influx of new residents since the last CEDS has inspired a surge in residential construction, with permitted residential units increasing by 474% in SWFL since 2011. The region is growing at a much faster rate than the rest of the State. Despite this, affordable housing is still the number one concern of economic development professionals in the region. Data shows that while the House Price Cost Index in Southwest Florida has remained below the 1.0 national index, the region's relative housing cost is consistently greater than the State average. The relative cost of housing has increased in every county in the region since 2011.

## Labor Force and unemployment

In the 2017-2022 CEDS, concern was expressed about the potential challenge for future workforce availability because the age distribution of Southwest Florida's population is generally older than the U.S. Only one county in the Southwest Florida region, Hendry, has a median age lower than the national population.

Statistics for the 2023-2028 CEDS reflect a similar pattern, with the median age in Southwest Florida at 42.2, just slightly higher than the median age in the US of 38.2. In Hendry County, the median age is the lowest at 35 with Glades County coming in at 47.9. All of the urban counties have higher median age statistics, with Lee County showing a median age of 48.8, Collier County at 51.3, Sarasota County at 56.6 and Charlotte County at 59.5.

The goals, and objectives under the previous CEDS plan included enhancing the quality and quantity of Southwest Florida workforce, by achieving average annual population growth rate of at least 2.0% (1990s level) in the age 25-44 cohort between 2022 and 2027 and achieving an average annual labor force growth rate of at least 3.0% during 2022 and 2027.

Similarly, the CEDS reported that as recently as 2017 there were areas of the Southwest Florida suffering from high unemployment, undermining workforce competitiveness in those parts of the region. There were over 30,000 unemployed people in Southwest Florida (May 2017). While the region's overall unemployment rate of 3.9% in 2017 was comparable to state and U.S. rates, it varied considerably within the region. Three counties in Southwest Florida had unemployment rates above state and national levels, including Hendry (6.6%), Glades (4.9%), and Charlotte (4.4%).

In analyzing the trend, it was recognized that re-employment through education and skill development would provide a significant boost to labor availability in Southwest Florida. In the last CEDS a goal of assisting every county in Southwest Florida in achieving an unemployment rate that is lower than the U.S. unemployment rate by 2035 was set. Analysis recommended that the region work to provide access to workforce housing in close proximity to employment centers to increase labor force participation and hoped to accomplish this by first, convening housing, transportation, and economic development providers to elevate current needs and future opportunities. A related objective was to create new employment centers in rural areas with high unemployment.

It is noteworthy, therefore, that since 2011, the region's unemployment rate has decreased by 3.6 percent, tracking at or below the State level since 2014, reaching an all-time low in 2019, ticking up during the pandemic due to Covid-related business closures.

In 2019, Charlotte County's unemployment rate was 4.1 percent, Collier 3.3 percent, Glades 4.1 percent, Hendry, 6.3 percent, Lee, 3.3 percent and Sarasota, 3.5 percent. Overall Southwest Florida's unemployment rate in 2019 fell to 3.4 percent, just slightly higher than the state average at 3.2.

In 2020, due to business closings associated with the pandemic, unemployment rose precipitously, with Charlotte County's unemployment rate reaching 7.3 percent, Collier 6.9 percent, Glades 5.6 percent, Hendry, 8.1 percent, Lee recording 7.3 percent and Sarasota 6.8 percent, for an overall 7.1 percent unemployment rate for the region, still well below the state's reported average of 8.2 percent.

## Construction, tourism, and agriculture

Historically, Southwest Florida's economy has been heavily dependent on a three-legged stool of economic development centered on construction, tourism, and agriculture. Drawn to Southwest Florida by its weather, beaches, booming job opportunities and no personal income tax, construction growth supported migration to the region and helped support job growth.

This trend is reflected in the data since the last CEDS, which shows Southwest Florida's total employment grew by 19.9% since 2011, which is slightly higher than the 19.6% State growth. Key industry trends include Construction growing by 70.5%.

In previous economic downturns, the focus on the three-legged stool for economic development was a weakness for the region, and the slowdown associated with the pandemic was little different, with tourism being among the hardest hit sectors. When comparing tourism tax or "bed tax" collections for the Southwest Florida Region from previous years, the data shows that such collections had bounced back in the region since the last downturn in 2009. The region increased at a higher percentage (82.2%) than the State (60.9%). Then in 2020 with the pandemic, collections declined, falling from a regional high of \$98,954 in 2018-2019 to \$90,176 in 2019-2020.

The reliance on hospitality and tourism in the Southwest Florida economy was of such concern that in the previous CEDS, the trend analysis showed that hospitality and tourism accounted for 19.9% of total traded cluster employment in Southwest Florida, compared to 11.4% for state-wide economy. The historical average for Southwest Florida is 17.4% (1998-2013). For that reason, the CEDS set a goal of diversifying the economy beyond tourism. The hope and the expectation was for tourism to continue to grow throughout the region, but that it would not continue to grow as the predominant share of total traded economy.

To accomplish that, the CEDS set a goal of growing the



region's non-tourism export base at a rate fast enough to reduce the share of Hospitality & Tourism from a 19.9% of total traded cluster employment in Southwest Florida to the region's historical average of 17.4% by 2035. The success of that endeavour will be examined more closely later in this report.

Going forward, tourism and the hospitality industry in general continues to be a key economic driver among the coastal communities, while growth in nature-based tourism and outdoor recreation is growing in the interior communities of Glades and Hendry Counties, as well as Immokalee in Collier County.

The Southwest Florida Region has abundant water resources. The bays, inlets, estuaries, rivers, lakes, creeks, and streams in the region provide a valuable contribution to the area's economy. These waters are essential to tourism, recreation, commercial and recreational fishing, and the aesthetic characteristics of the region. In fact, in March 2022 the News Service of Florida reported that more than 1 million recreational boats are registered in Florida, according to the Florida Fish and Wildlife Conservation Commission. The most vessel registrations are in Miami-Dade County, with 74,622, followed by Pinellas County, with 53,867; Lee County, with 50,304; Broward County, with 47,741; and Hillsborough County, with 41,495. Little wonder then that beginning with the City of Fort Myers Riverfront Redevelopment initiative which began in the early 2000s, riverfront or waterfront redevelopment projects are blossoming all around the Southwest Florida Region.

A vital project in the last CEDS, the Charlotte Harbor Redevelopment Catalyst Project, involving two sites within the Charlotte Harbor Community Redevelopment Area continues to move forward. Funds invested to date have created the Live Oak Point Park located adjacent to the Charlotte Harbor National Estuary. The County currently owns property to the north of the park that is now under contract and projected to close in September 2022. When this project is complete the parcel will have a 20 plus unit hotel and a 9 thousand square foot beach front restaurant adding both tax base and jobs in the region.

In Clewiston on Lake Okeechobee, work is underway on a waterfront master plan for the community. A comprehensive plan amendment and zoning changes are in place to accommodate a hotel and condo project on the Caloosahatchee River in Moore Haven, which received a \$1.8 million grant from the Department of Economic Opportunity for stormwater, street and sidewalk improvements. In Cape Coral the Seven Islands oceanfront development is moving forward. Improvements to the Charlotte Harbor CRA waterfront and potentially the City of Punta Gorda are keyed toward taking advantage of the recreational boating market.

## Employment by Industry

Southwest Florida has long been home to key industries ranging from biofuels, healthcare, technology, apparel design, and sugar production. Companies including Algenol Biofuels, Arthrex, Inc., Chico's FAS, Fox Electronics, Gartner, Inc., Hertz, Inc., Shaw Development, U.S. Sugar Corporation, and 21st Century Oncology, all have their Global Headquarters in Southwest Florida. Building upon past efforts to diversify the regional economy to focus on healthcare and related medical device manufacturing, e-commerce and the related warehousing and distribution industry, a variety of manufacturing and logistics companies are beginning to gain traction in urban coastal Florida, which has also seen growth in headquarters development.

Southwest Florida's total employment grew by 19.9% since 2011, slightly outpacing the State's 19.6%. Most promising is that data reflect manufacturing growing by 45.9% in the region. A review of the data for the 2023-2028 CEDS suggests that continued population growth in the region over the next forty years is expected to increase the need for administrative and waste management services, followed by retail trade and health care. Construction will have the next highest demand over the next two decades. Consolidation is expected in the retail trade and government sectors, but will continue to see growth driven by population growth, as will construction and professional technical services.

Growth in employment is also reflected in average annual wage growth. Data shows average annual wages in the region have increased over the past decade. The greatest increase from 2011 to 2020 was in Glades County (35.6%). A good portion of that wage growth can be attributed to an increase in manufacturing in the smallest of the inland rural counties, where a new mulch plant opened in 2009 and has expanded. A new building materials supply company opened in 2013 and has already expanded, while a local fertilizer company that relocated in 2006 has also added a new bagging operation, creating more jobs.

The lowest reported wage increases from 2011 to 2020 was in Lee County (30.4%). While part of this may be a reflection of population, lower wage growth in Lee County is likely attributable to the long-time trend of retail and hospitality jobs pulling down wage growth.

As might be expected, higher wage growth would appear to be driving down the region's poverty rate, as data shows the percentage of persons living in poverty in Southwest Florida has declined by the same rate as the State average since 2011 (4.6% region and State). Every county in the region has also seen the poverty percentage decrease over this time period, with Hendry County seeing the largest with a 6.7% decrease.

Overall Southwest Florida's real personal income per capita remains higher than the State and has seen similar growth to the State. Collier County has seen the highest increase in the region in the last 10 years (36.5%).

## Agriculture

Unlike past downturns, when the predominantly agriculture-based communities of inland Southwest Florida have fared better than the urban markets, the pandemic had a devastating impact on agriculture, as schools, restaurants and hotels, the primary markets for much of Southwest Florida's thriving produce and fruit trade, were closed. Farmers struggled to shift packaging of product to make it available for local consumption. Hardest hit was the dairy industry, already a shadow of its former self in the region. With no way to freeze dry or otherwise preserve the commodity, farms were forced to dump much of the milk in their fields. Researchers at the University of Florida Economic Impact Analysis Program estimated that from March to mid-May of 2020 resulted in \$895 million of losses for producers, adding that the full impact of the pandemic was still being calculated.

On a national level, renewed interest in food and supply chains associated with the food industry gained attention in 2022, and the very definition of "food insecurity" began to change. Early in the pandemic the term referred to those who due to job losses and other factors may have struggled to feed their families. In 2022, with the outbreak of war in Ukraine and the consequent impact on grain and other agricultural commodities, food insecurity took on new meaning and began to be recognized as a national security issue. The USDA predicted in 2022 that due to water shortages, drought and fire in the western states, food imports will likely continue to increase and that by 2027, 75 percent of fruit and almost half of U S vegetables will likely be imported from growing regions of Latin America and the Caribbean.

With the heightened awareness of food security, regional food producers are beginning to see new opportunities for agriculture in Southwest Florida, not only for large scale commercial growers, but potentially smaller growers.

## Freight & Logistics

No industry drew more attention during the COVID-19 pandemic than logistics, as COVID-19 driven factory shutdowns both domestically and internationally created supply chain challenges across the country. News accounts of hundreds of ships at anchor trying to secure berths at Port Los Angeles and Long Beach, California, dominated the news in December 2021. Cracks in the supply chain network, including a shortage of warehouse space, a looming truck driver shortage and related issues inspired Florida officials to begin touting the opportunities associated with the state's 14 ports, particularly deep-water ports in Miami, Ft. Lauderdale, Tampa, and Jacksonville.

Suddenly, rising real estate prices and space constraints in southeast Florida, combined with increased traffic congestion in Miami-Dade and Broward Counties renewed a call for the development of inland ports in inland south-central Florida, promising potential benefits throughout the Southwest Florida region.

As reported in the 2017-22 CEDS, trucking and the movement of goods and freight play critically important roles in the regional, state, and global economy, with 77% of freight in Florida being carried exclusively by truck. Historically, trucks are the dominant mode of transportation for businesses shipping goods into and out of the Southwest Florida region.

Beginning in 2010, when the Florida Chamber Foundation produced its inaugural Florida Trade and Logistics Study, Enterprise Florida designated global logistics as a target industry in recognizing several trends, including the expansion of the Panama Canal completed in 2017, that will position Florida for a larger, more commanding role as a trade hub in the next decade.

The long-awaited update on the Florida Chamber's Trade and Logistics Study, Trade and Logistics 2030, released in April 2022 would appear to offer Southwest Florida a once in a generation opportunity to become the locus of manufacturing and logistics for southern Florida, south of the I-4 corridor, serving not only the fastest growing communities in South Florida, but also the Caribbean, Latin America and beyond.

The study suggests this can be done by:

- **Moving** more freight and goods to meet business and consumer demand efficiently and reliably.
- **Making** more goods by growing a larger, globally competitive manufacturing sector serving its domestic market – the nation's third largest state with one of the world's premier visitor destinations – as well as growing markets throughout the Western Hemisphere and the rest of the world.
- And **Multiplying** these impacts throughout the economy, recognizing that every manufacturing job typically supports about two other jobs in related industries, including supply chains and business and financial services.

Many of these jobs will be higher wage opportunities, with manufacturing jobs in Florida paying 20 percent more than the state-wide average for all industries.

The global shift from "Just in time," delivery, the shortcomings of which were illustrated by the recent post-pandemic supply chain disruptions and have been exacerbated by the war in Ukraine, to "Just-in-case" inventory systems will increase demand for warehouse

space and labor as inventories increase. The Chamber Study says, "This prioritization of responsiveness and reliability will increase the value of regionalized supply chains." Southwest Florida can capitalize on the existing connectivity between its urban, suburban, and rural markets, which can enjoy continued growth by means of increased regional collaboration and additional investments in highway, rail, airport, and other infrastructure, including utilities particularly in inland/rural areas.

The Chamber concludes:

- A growing population and economy mean a need for more housing, food, consumer goods, and business equipment and supplies state-wide.
- An increasingly diverse population will demand a diverse mix of goods and services.
- Florida is well positioned to serve growing consumer and business markets in the Southern United States. Beyond that Southwest Florida, with its history in agriculture and experience in food manufacturing and movement of perishables, has a real opportunity to reach markets on both the east coast and in the Midwest, not only by filling trucks that typically deadhead north after delivering products in Florida, but ultimately by rail.

They go on to say:

- A growing global middle class means more consumers for Florida goods and services.
- High projected growth in Latin America and the Caribbean will increase Florida's competitive advantage as a gateway to that region, particularly as the Chamber notes, e-commerce growth in Latin America has driven demand for distribution facilities in Florida, since many Latin American countries lack the logistics infrastructure to support e-commerce. At the same time, Mexico, Canada, and Europe remain a key market for Florida manufactured goods and services.
- Higher demand for e-commerce will increase demand for truck drivers and couriers and will lead to an increase in the number of trucks on state and local roads. Longer term, this creates a real opportunity for southern Florida to shift to rail from truck to relieve congestion. And this would appear to be something the Chamber recognizes because later in their report they recommend additional investment and incentives relative to rail, saying that Florida's freight network has insufficient connectivity to some rural areas. Increasing traffic in urban areas near coastal ports creates the opportunity for inland port facilities and intermodal logistics centers, but

these rural areas will need additional highway and rail connectivity to accommodate this growth."

- Growing e-commerce is increasing demand for warehousing and distribution space – both the total number of facilities and the average facility size. According to the Chamber study, "The growing size and sophistication of these facilities will require more infrastructure capacity and more freight connectivity. Florida is likely to see demand for both larger distribution centers near ports or strategic inland locations as well as smaller fulfillment centers and freight depots closer to urban markets."

As reported in the last CEDS, Florida currently has more than 55,000 companies exporting goods and services in the global marketplace. When the wholesale trade, transportation and logistics industry are combined, more than half a million Floridians are employed in global logistics.

Southwest Florida has already taken many steps towards building a strong logistics and distribution industry. In 2015, Chaney Brothers opened a 345,000 square foot distribution center in Charlotte County. With Chaney Brothers, as well as Walmart, Budweiser, and Blue Bell distributions centers already in place, the County is looking to build a distribution hub near the Punta Gorda Airport. The County's proximity to Port Manatee, which experienced a whopping 54 percent increase in imports during the pandemic, along with widening of the Panama Canal, make it a competitive distribution location.

The last CEDS listed the Piper Road Extension and Infrastructure Improvement project was among the CEDS vital projects. Since then, progress is being made and expansion efforts continue. Begun in 2018 and completed in 2020, the Piper Road Extension and Infrastructure Improvements Project was a public / private partnership between Charlotte County, a private landowner, and the State of Florida. Charlotte County was awarded a Department of Economic Opportunity (DEO) grant in the amount of \$729,480 for the design, permitting, and installation of a 12-inch Water Main extending 1.2 miles from Henry Street to US 17 with fire hydrant assemblies every 1000 feet. The new roadway and infrastructure located at the foot of the Punta Gorda Interstate Airport Park gateway, leads into one of Charlotte County's largest industrial parks, as well as into many existing private sector manufacturing and distribution hubs. This project encourages the development of both new and existing businesses and promotes the opportunity for expansion primarily in the aviation sector, resulting in targeted economic growth.

As population growth has continued in Southwest Florida and residents shifted their buying habits online during the pandemic, Lee County became the beneficiary of the

e-commerce boom, specifically Amazon's expansion within the Florida market. The company opened its first fulfillment center, off Alico Road in Fort Myers in February 2022. With two massive complexes around 500,000 square feet under development, hundreds, if not thousands of jobs are expected to be created. Local economic development and real estate professionals indicated that the company is scouting more sites in Cape Coral and Fort Myers.

## Americas Gateway and Airglades International Airport

Property owners in Glades and Hendry Counties have long seen the potential associated with developing intermodal logistics centers or "inland ports" along the US 27 freight corridor in inland south-central Florida. In 2013, Glades County adopted a comprehensive plan amendment, designating more than 1200 acres owned by Lykes Bros. Inc. and A Duda & Sons, as a mixed-use industrial park, with entitlements for commercial, and industrial (from light industrial to heavy, rail-served industrial). Dubbed "Americas Gateway Logistics Center," (AGLC) development of the master-planned, integrated intermodal logistics center campus with advanced manufacturing struggled to gain traction until businesses, increasingly space constrained in urban Miami-Dade and Broward Counties, priced out of the market where real estate prices reached \$1 million per acre, began looking north for expansion and relocation opportunities. Development of the first phase of AGLC, 646 acres, fronting on US 27, is pending completion of engineering to expand the existing water, sewer, electricity, and telecommunications service to the property, along with construction of connecting roadways and a rail spur to accommodate rail-served businesses. A Love's Travel Stop and Country Store opened in 2017,

Nine miles south of Americas Gateway, in neighboring Hendry County, development of the Airglades International Airport (AIA) continues under the Federal Aviation Administration's pilot privatizations process, created in 1998, to spur development of reliever airports proximate to congested international commercial airports. In development for more than ten years, plans call for AIA to be developed as a reliever to Miami International Airport, targeting perishables, like flowers, asparagus, and seafood flown in from Latin America, to be inspected by Homeland Security/Customs, USDA, DEA, and other federal agencies, before being transported to retailers around the country. Closing on the project is expected in fall 2022. More than 1000 permanent jobs are expected to be created on site within the airport's first year of operation. The project is expected to create 12,000 construction jobs during an anticipated two-year construction period.

## Manufacturing

Manufacturing in Southwest Florida has grown 45.9% in the region since the last CEDS. Published reports in April

indicate that in 2021, Florida as a whole added 4,500 manufacturing jobs, representing the largest single month of growth for Florida manufacturers since May 2020.

The Chamber Foundation's Trade and Logistics 2030 report identified key sectors such as electronics, transportation equipment, medical equipment, including medical devices, pharmaceuticals, and food as targets for Florida. Based on the August 2016 Manufacturing Sector Profile by IHS ECONOMICS for the Southwest Florida Regional Manufacturers Association, this would fall in line with their data, which reports:

- The manufacturing sector in Southwest Florida consists of 10,785 jobs, 2.2 percent of the region's total employment, which is significantly less than the US and Florida shares of 8.5 percent and 4.1 percent, respectively.
- The miscellaneous, non-metallic mineral, machinery, and transportation equipment manufacturing sectors offered more than 1,000 jobs each in 2015 and together account for almost half (49.1 percent) of regional employment.
- Nine of Southwest Florida's three-digit North American Industry Classification System (NAICS) manufacturing subsectors experienced positive employment, output, and growth during the 15-year period from 2000 to 2015. The largest of these include miscellaneous, transportation equipment, and electrical equipment and appliance manufacturing.
- Although still a relatively small employer in the region (providing just more than 150 jobs), the beverage and tobacco products manufacturing sector far surpassed all other sectors in terms of employment growth with an 18.6 percent compound annual growth rate (CAGR) since 2000 (when the sector only employed 12 people).
- The Southwest region had three "high-performing" four-digit NAICS manufacturing sectors that outperformed the United States in terms of their employment growth and represented an above-average share of the region's economy. These included medical equipment and supplies, electrical, and tobacco equipment manufacturing, with the first two, combined, providing more than 2,300 jobs.

It is worth noting that as reflected in the last CEDS, Southwest Florida has a competitive advantage in medical device manufacturing as research shows that employment in the medical devices cluster has nearly tripled in Southwest Florida since 2007, growing from 474 jobs to more than 1,400 jobs. During that time Southwest Florida has increased its share of total state employment in the medical devices cluster from three percent to nine



percent. Among the goals of the last CEDS was that the Southwest Florida Region should strive for job growth in medical devices at a fast enough pace to continue diversifying the regional economy, reducing reliance on tourism and construction. A goal of achieving an average annual employment growth of five percent in the medical devices cluster between 2022 and 2027 was established.

- Of the region's 35 "emerging" four-digit NAICS manufacturing sectors, which offer more regional jobs than any other category, the largest (in order of employment) are aerospace products and parts, other miscellaneous manufacturing, metalworking machinery, household and institutional furniture and kitchen cabinet, other wood products manufacturing, and other non-metallic mineral products manufacturing. All of these sectors employ more than 300 people.
- Tellingly, the report noted that the Southwest Florida region has more than half (53 percent) of its manufacturing industry employment in advanced manufacturing, which, they note offers the greatest opportunity for innovation to occur (i.e., have higher patent rates), and typically has higher growth rates in productivity, requires more highly skilled workers, and pay higher wages than other manufacturing sectors.
- Approximately 78.1 percent of the Southwest Florida region's manufacturing employment in 2015 was in the durable sectors, a significantly greater share of manufacturing jobs than in Florida overall, where durable manufacturing accounted for 67.9 percent of manufacturing employment. Compared with nondurable manufacturing sectors, durable manufacturers typically require a greater share of skilled workers, have higher levels of productivity, and pay higher wages.

The manufacturing consultants had several recommendations regarding how Southwest Florida can continue to grow its manufacturing base, many of which fall in line with ongoing CEDS initiatives:

- Given the size of the Southwest region's manufacturers, sector development strategies should focus on adopting best practices that are relevant for small or very small manufacturing enterprises.
- Policies and strategies directed at the advanced manufacturing sector will have to concentrate on increasing the skill levels of the region's manufacturing labor force. Manufacturing industries for which the local labor force is at least as well-equipped, if not better equipped, than the national labor force to fulfil industry job requirements include kitchen

cabinet and countertop manufacturing, sawmills, footwear manufacturing, food manufacturing, and furniture manufacturing. The region may find feasible opportunities for workforce development to contribute to manufacturing industry development within these manufacturing sectors.

- Economic and workforce development practitioners in the Southwest Florida region might also explore how commodity demand from the region's food service industry or commodity supply from the region's agriculture industry might be parlayed into manufacturing sector opportunities, e.g., contribute to the growth of the food and beverage manufacturing sector.
- Given the limited resources available to support regional economic development and manufacturing sector growth, the region should decide whether to prioritize sectors that currently provide the greatest opportunities for employment in the region (e.g., non-metallic minerals, machinery, transportation equipment, and miscellaneous manufacturing), the nine sectors that have witnessed positive employment, output, and productivity growth in recent years (which exclude non-metallic minerals and machinery manufacturing), or those that are high performing compared with their nationwide peers in terms of employment growth and industry concentration (medical equipment and supplies, electrical equipment, and tobacco manufacturing).

IHS ECONOMICS Sector study falls in line with the Chamber's conclusions regarding the state of manufacturing in Florida in general when they state:

"Florida must expand the size and scope of its manufacturing sector, noting that as recently as 2019, nearly 95 percent of exporting businesses in Florida were small or medium-sized companies (Enterprise Florida). These businesses have different challenges scaling up and competing in larger marketplaces, whether that is having the capital to afford warehouse space or having the technical expertise to comply with international trade regulations as an exporter. These businesses often operate on lean margins that limit their ability to make the longer-term investments for capital expansion or pursuit in new markets. To grow its competitiveness and market share, Florida's manufacturing sector must address gaps in its support systems, including workforce availability, site readiness, business assistance, research and development, marketing, and state and federal policy support."

## Gross Domestic Product

Following the Chamber Foundation's recommendations to manufacture more products in a variety of industries,

in addition to serving as an aggregation site for products coming into Southern Florida for distribution, would go a long way toward increasing the gross domestic product in the region as well as offsetting an imbalance in imports versus exports of goods in the region.

Gross domestic product in the region (GDP) has had positive growth during the last decade. As noted earlier in this report one of the CEDS goals was to grow the non-tourism export base. The region's GDP grew slightly more than the rate of the State as a whole. All counties in the region saw positive growth over the last decade, with Glades County seeing significant growth of 57.2%. This was likely tied to an increase in natural resources manufacturing, tied to plentiful supplies of sand used in production of Quikrete, wood products like the eucalyptus mulch manufactured by Scotts in Palmdale. Lykes Bros. Inc. grows 7000 acres of eucalyptus in addition to 17,000 acres of pine forest and fertilizer.

With respect to Southwest Florida's trade deficit, data shows that SWFL makes up roughly 8.79% of the State's exports, with Lee, Sarasota, and Collier Counties make up 96.8% of the region's exports. At the same time the region accounts for 12.7% of the State's imports, with the larger, urban counties accounting for 92.9% of the region's imports. Southwest Florida accounts for 17% of the States trade deficit. All counties in the region have negative net exports, although Glades County is also very close to a neutral net export total. Taken together, Southwest Florida's four coastal counties combine for a -\$40.1 billion trade deficit.

# B. Post-Pandemic SWOT Analysis

During the April 28, 2022, CEDS committee meeting, a SWOT analysis was done to gauge perceptions of the region's Strengths, Weaknesses, Opportunities and Threats coming out of the 2020 pandemic. The survey was posted online on the Southwest Florida Regional Planning Council's website and stakeholders were encouraged to weigh in.

## SWOT Analysis

### CEDS Five-Year Plan

Table 5: SWOT Analysis

| STRENGTHS   | WEAKNESSES  | OPPORTUNITIES   | THREATS   |
|---|---|---|---|
| Locating jobs where people live   | Supply chain  | Expanding rail opportunities  | Sea Level Rise  |
| Location/weather  | Inventory of commercial buildings   | Stronger regional collaboration   | Lack of incentives from State                                       |
| Economic policies in Florida (opened up State and businesses sooner than other States during the pandemic)        | All housing- market rate, work-force, low income  | Airport aerospace   | Not being able to keep up with growth (accelerated by the pandemic) |
| Low taxes   | Training  | Municipal solid waste   | Aging workforce   |
| University system   | Food insecurity   | Jet fuel  | Brain drain   |
| SW Florida affordable land & buildings (compared to Miami or Ca.)   | Workforce (crippling companies, shrunken workforce)   | Transferable skills from Ag. Training programs                                    | Inflated cost of living (compared to wages)                         |
| Individual Freedom, Mixed Use Development   | Commercial property being used for multifamily developments   | Regional transportation partnerships (with FDOT)                                  | Shifting political views (due to in-migration)                      |
| Connectivity via highway infrastructure between urban and rural markets   | Strong migration of skilled workforce working remotely  | Agriculture industry  | Staffing of essential service positions                             |
| Education providers adding new programs   | Demand not as high for retail and restaurants   | Food processing   | Not addressing broadband needs                                      |
| Utility providers   | Broadband   | Cold storage  | Monopoly on essential services                                      |
| Many non-profit resources   | Infrastructure  | Culinary accelerator  | Hurricanes  |
| Healthcare system   | Childcare/elder care  | A satellite inland port   | In-State competition  |
| K-12 school system  | Lack of public transportation   | Solar energy  | Behind on CDL licensure   |
| Technical colleges  | Industry diversification  | Entrepreneurial growth  | Lack of green space   |
| Weather & natural resources   | Cost of transportation fuel   | Southwest Florida wealth  | Water quality   |
| Higher education opportunities  | Closing of small businesses   | Water quality   | Teachers' salaries  |
| Many jobs available, desirable location, republican state, Collaboratory working on education systems improvement | Capital issues- disaster loans backlog  | Ensuring our infrastructure is compatible with technology (autonomous deliveries) | Volume of water coming down the Caloosahatchee                      |
| Strong philanthropic community  | Lack of government trust- cultural issues   | Southwest Florida Enterprise Center Incubator Program                             | Climate change and severe weather events resulting                  |
|   | Increase in insurance costs   | Autonomous vehicles   | Incentives and support available in other States                    |
|   | Political divide  | Recreational opportunities  |   |
|   | Nationalized Media  | Progressing the Sunrail for leisure, evacuation, and commuting                    |   |
|   | Lack of participation, lack of political leadership and participation   | electric automobiles, bicycle, and pedestrian paths                               |   |
|   | Unaffordable housing, one fulltime minimum wage job is not affordable to live here, food deserts- Pine Manor, Tice, Dunbar, Suncoast Communities, Cape Coral, and Lehigh have communities without internet, childcare costs are too much, community lacks diversity and cultural sensitivity. |   |   |

# C. Strategic Direction

## Goals and Objectives

Vision Statement: Increase industry diversification in Southwest Florida by developing a talented workforce, recruiting new businesses, and marketing the region's business friendly environment while enhancing the region's high quality of life.

### Invest in People

#### 1. Talent Supply & Education

**Goal 1.1: Provide sufficient funding and encourage flexibility to allow regional stakeholders to address local needs in education, training and workforce development.**

Objective 1.1.1: Adequate funding shall be available to provide education and training.

Objective 1.1.2: Build a sufficiently skilled workforce to meet future employment demands.

Objective 1.1.3: Build upon existing successful workforce attraction efforts to identify and recruit specific skilled workforce to address gaps in the regional workforce that can't be filled otherwise.

**Goal 1.2: Ensure educational systems and workforce training that support innovation and creativity.**

Objective 1.2.1: Review policies and rules to identify barriers to innovation and creativity in schools.

Objective 1.2.2: Support the growth and expansion of universities and institutions of higher learning and programs that complement economic development and diversification.

Objective: 1.2.3: Encourage institutions of higher learning to develop cooperative and integrated curriculums that enhance and increase the productivity of the local work force and attract industries and skilled workers.

Objective: 1.2.4: Encourage a continuum of education and workforce development programs that support lifelong learning to allow incumbent workers to seek training to improve their skills and move toward higher wage positions, creating more entry level opportunities for new employees.

#### 2. Quality Of Life & Quality Places

**Goal 2.1: Protect natural resources to support quality environment and eco-tourism.**

Objective 2.1.1: Provide for connectivity of targeted

conservation and preservation lands on both public and private lands.

Objective 2.1.2: Increase conservation lands by supporting local government incentives through Comprehensive Plan provisions, tax incentives, and other innovative programs to encourage landowners to participate in conservation programs.

Objective 2.1.3: encourage the preservation of sensitive natural resources, including beaches, wetlands, estuaries, clean air and water, historic resources, scenic vistas and other unique natural resources.

**Goal 2.2: Develop projects that improve the region's quality of life.**

Objective 2.2.1: Integrate alternative modes of travel, including walkability, in new and existing communities.

Objective 2.2.2: Promote safe, healthy built environments and ensure access to high quality healthcare, including primary, specialty, and ancillary services.

**Goal 2.3: Increase the supply of workforce housing in the region.**

Objective 2.3.1: Identify appropriate workforce housing definitions and standards for each individual community in the region.

Objective 2.3.2: Encourage the development of workforce housing with local governments and developers.

Objective 2.3.3: Expand housing options that support the local workforce by planning development near employment and transportation centers.

**Goal 2.4: Expand arts and cultural identity.**

Objective 2.4.1: Encourage the development of diverse cultural facilities, through public, private, or public/private partnerships, that meet the needs of the residents and visitors of Southwest Florida.

Objective 2.4.2: Promote arts and culture into the social and economic fabric of the region.

### Invest in Places

#### 3. Infrastructure & Growth Leadership

**Goal 3.1: Develop transportation systems to support a prosperous, globally competitive economy while minimizing impacts to the natural environment.**

Objective 3.1.1: Develop a plan for the design

and funding of a multimodal, interconnected transportation system that sustains local liveability and serves regional hubs for global, national, and state distribution of goods and movement of people.

Objective 3.1.2: Anticipate and meet the expanding mobility needs of residents, businesses, and visitors.

Objective 3.1.3: Ensure that future infrastructure is planned with minimal impact to natural resources.

Objective 3.1.4: Promote the development of intermodal logistic hubs linking manufacturing and logistics systems with highway, rail and air connectivity throughout the region and state which support national and international connectivity with linkages to Florida ports.

#### **Goal 3.2: Promote available ready-sites and buildings**

Objective 3.2.1: Develop an interactive, regional opportunity map that identifies and highlights ready-sites

Objective 3.2.2: Support up-to-date infrastructure and adaptive reuse of buildings.

### **4. Civic & Governance Systems**

#### **Goal 4.1: Improve public/private/civic cooperation, collaboration, and communication of the Region's economic strategies.**

Objective 4.1.1: Cooperate on a regional communications, marketing, and programming plan to strengthen and promote a sense of regional identity, expand opportunities, attract new employers and prospective employees, and increase youth retention.

#### **Goal 4.2: Improve regional coordination of economic development, land use, infrastructure, water and natural resource decision making.**

Objective 4.2.1: Coordinate local government comprehensive planning and regional strategic planning with capital improvement projects to further Regional goals.

#### **Goal 4.3: Support the region's growing elderly population.**

Objective 4.3.1: Cooperate with state entities and other social service providers to encourage the establishment of programs and facilities that assist the elderly population of the region.

## **Support Businesses**

### **5. Business Climate & Competitiveness**

#### **Goal 5.1: Develop projects and programs that support existing and new business.**

Objective 5.1.1: Support business retention and expansion efforts that target high growth companies.

Objective 5.1.2: Support the implementation of land use and zoning regulations that encourage the attraction, retention and expansion of business that diversify the economic base.

#### **Goal 5.2: Increase investment in business development and placement in the Region.**

Objective 5.2.2: Monitor and advocate for the elimination of internal processes and regulatory policies that are unreasonable barriers to economic growth, duplicative in nature or otherwise adversely impact small businesses disproportionately.

Objective 5.2.1: Establish a clearinghouse that combines resources and initiatives of all business development initiatives of local jurisdictions in the region to incorporate one regional effort to educate and assist businesses locate and grow.

Objective 5.2.3: Maintain competitive incentives to attract and retain diverse employers.

Objective 5.2.4: Work with the legislators representing the region to revisit state incentives in support of economic development goals.

#### **Goal 5.3: Monitor CEDS Performance Measures.**

Objective 5.3.1: Create a regional data collection repository by industry and county.

Objective 5.3.2: Establish and evaluate performance measure criteria.

### **6. Innovation & Economic Development**

#### **Goal 6.1: Provide funding for ongoing economic development activities.**

Objective 6.1.1: Establish funding mechanisms for ongoing economic development activities.

#### **Goal 6.2: Provide technical assistance and use new technology to promote job growth.**

Objective 6.2.1: Identify technical assistance programs that are available on a regional scale and facilitate the delivery of technical assistance to the region's workforce through technology.

#### **Goal 6.3: Build seamless information technology infrastructure.**

Objective 6.3.1: Identify opportunities for public/private coordination of information, and establish protocol for integrating information technology infrastructure for the region.



# D. CEDS Plan of Action

## **Goal 6.4: Encourage alternative energy production and green product industries.**

Objective 6.4.1: Establish a work group including representatives from all the alternative energy initiatives of local jurisdictions in the region to incorporate one regional effort.

Objective 6.4.2: Quantify the renewable energy resources existing in the region and determine feasibility of developing the region's energy production further, including the potential for exporting power produced by renewable energy in the Region to the State's coastal grids.

## **Goal 6.5: Brand the region as a hub to attract and retain entrepreneurs.**

Objective 6.5.1: Complete an asset map of the region identifying incubators; entrepreneurial support services; venture capital organizations; and urban centers that provide live/work opportunities.

Objective 6.5.2: Promote and support co-work spaces, incubators accelerators and accessible capital funds.

Objective 6.5.3: Support entrepreneur leaders and the entrepreneur ecosystem.

Objective 6.5.4: Support a strong network of entrepreneur support organizations.

Objective 6.5.5: Encourage business and service expansion within the region, making coastal businesses and business service providers aware of growth opportunities in the inland, rural communities.

the use of technology in economic development, including access to high-speed telecommunications - *Infrastructure & Growth Leadership*

4. Promotes economic development and opportunity - *Business Climate & Competitiveness*
5. Balances resources through sound management of physical development - *Civic & Governance Systems*
6. Enhances and protects the environment - *Quality of Life & Quality Places*

The Southwest Florida Economic Development District (EDD) will coordinate CEDS projects and activities with economic development entities in the region as well as state and other appropriate agencies and entities. In addition, staff will assist in project development by providing technical assistance in grant preparation, needs analysis, and intergovernmental and public coordination of activities. The plan of action implements the goals and objectives of the CEDS in a manner that cooperates and aligns the CEDS with the State's economic development priorities.

The following actions shall occur:

- The CEDS Committee shall meet quarterly to monitor status of regional projects,
- The SWFRPC shall monitor status of regional coordination,
- The SWFRPC shall report on performance measures,
- The SWFRPC and CEDS Committee will recommend new regional projects,
- County Economic Development staff, FHERO (Florida Heartland Economic Region of Opportunity), and Workforce staff shall track key indicators, and
- SWFRPC shall convene meetings, compile project status and report to EDA.

SWFRPC staff, functioning as the EDD staff, will continue to coordinate the CEDS plans by participating in the economic development activities in the region, as well as on local and statewide levels; and by fostering public-private partnerships.

## **State Economic Development Priorities**

In developing the CEDS and assessing the Goals, Objectives, Programs and Projects, the CEDS Committee remained cognizant of the State-wide economic development efforts of the Florida Chamber of Commerce. The end result is a CEDS that is consistent with, and furthers the efforts of, The Florida 2030 Project.

As illustrated by the Programs and Projects adopted as part of the CEDS, Southwest Florida's economic development objectives parallel the State's goals to: attract and retain globally competitive businesses; create and retain high paying jobs; and maintain a high quality of life throughout

## D. CEDS Plan of Action

### Each Pillar Becomes a Target Area in the Plan

#### Plan of Action

The plan of action implements the goals and objectives of the CEDS in a manner that:

1. Maximizes effective development and workforce growth consistent with any applicable State or local workforce investment strategy - *Talent Supply & Education*
2. Obtains and utilizes adequate funds and other resources - *Innovation & Economic Development*
3. Fosters effective transportation access, promotes

# E. Strategic Projects, Programs & Activities

Florida.

In addition to being coordinated with Florida's economic development priorities and programs, the CEDS was coordinated with the Regional Economic Development Agencies and Workforce Board.

## Performance Measures

1. Number of Jobs Created After Implementation of the Comprehensive Economic Development Strategy
  - a. Total Employment in Initial Year- by County and Region
  - b. Total Employment in Each Year- by County and Region
2. Number and Types of Public Sector Investments Undertaken in the Region
  - a. EDA Sponsored Investments
  - b. Significant State and Local Investments
3. Number of Jobs Retained in the Region
  - a. Number of Jobs Retained as a Result of Federal Investments
  - b. Number of Jobs Retained as a Result of Select State and Local Investments
4. Amount of Private Sector Investment in the Region After Implementation of the Comprehensive Economic Development Strategy
5. Changes in the Economic Environment of the Region
  - a. Housing Costs
  - b. Educational Attainment
  - c. Age Cohort Growth in Workforce Age
  - d. Change in Commercial & Residential Building Permits
  - e. Change in Wages & Income
  - f. Change in Employment by Industry

## Project Ranking Criteria

### Methodology

Development of the 2023-2028 project list was a collaborative effort involving the CEDS Working Committee, localities, other agencies responsible for economic development initiatives. Staff solicited projects for inclusion in the Five Year Plan from the CEDS Working Committee, the Seminole Tribe of Florida, the 23 local governments throughout the region, and other agencies known to have active economic and/or community development projects in the region. The SWFRPC included a comprehensive public outreach campaign to educate and engage local residents to provide input into the CEDS process. Additionally, SWFRPC staff reviewed a number of existing plans, strategies, and regional economic development studies for additional proposed projects.

In order to ensure consistency with the State DEO Five Year Strategic Plan and the Six Pillars framework, staff had to utilize various methods to determine the final Vital Projects list. Staff made the final determinations based on regional support, EDA's investment priorities, and project readiness. The CEDS Working Committee was committed to six vital program areas that embraced almost all of the identified projects submitted by the localities in the region. Additionally, these program areas aligned well with the Six Pillars framework. The CEDS Working Committee as well as the SWFRPC Board approved the Vital Project List

The 2023-2028 Project list includes 45 individual projects, representing the priorities of the SWFRPC localities and the various agencies involved in economic development related activities in the SWFRPC Region. The following is a discussion of the methodology followed in developing this list of vital projects.

## E. Strategic Projects, Programs & Activities

### Vital Projects Under Each Pillar



## Economic Project Categories

Projects identified as economic development opportunities for the Region have been divided into the following three groups based on strategic fit and technical readiness. They are as follows:

### VITAL PROJECTS

Top prioritized projects strategically fitting the Region's goals as well as the EDA's (or another major funding source's) goals and are technically ready to implement.

### IMPORTANT PROJECTS

Projects that are deemed important due to potential impact and importance to the region, but aren't technically ready to implement.

### FUTURE PROJECTS

Projects on the horizon that are expected to be developed further within the next five years. This list is an overview of potential projects; new projects may arise at any time.

Table 6: Vital Projects

| Vital Project  | Lead Organization         | Status       |
|--|---------------------------|--------------|
| West Port (within the Murdock Village CRA)   | Charlotte County          | Planning     |
| Veterans Blvd. and Cochran Blvd.   | Charlotte County          | Planning     |
| Bermont Road Widening  | Charlotte County          | Planning     |
| Interchange I-75 and Yorkshire Street  | Charlotte County          | Pre-planning |
| Residential Workforce Centers  | Charlotte County          | Pre-planning |
| Charlotte Harbor CRA   | Charlotte County          | Planning     |
| Punta Gorda Interstate Airport   | Charlotte County          | Planning     |
| Moore Haven Waterfront Redevelopment   | Glades County             | In Progress  |
| Glades County Business and Commerce Park   | Glades County             | In Progress  |
| Moore Haven Canal/Moonshine Marsh Overlook   | Glades County             | In Progress  |
| Ortona Indian Mound Park   | Glades County             | In Progress  |
| Sceptic to Sewer Along US 27   | Glades County             | In Progress  |
| ITECH Glades formerly (MHIA) Training/ Glades County Regional training Center                            | Glades County             | In Progress  |
| America Gateway Logistics Center Phase II  | Glades County             | In Progress  |
| AirGlades International Airport  | Hendry County             | In Progress  |
| Clewiston Wastewater Treatment Plant Upgrade Project   | Hendry County             | Planning     |
| Clewiston Lake Okeechobee Waterfront Master Plan   | Hendry County             | In Progress  |
| Port LaBelle Utility System Wastewater Treatment Plant Expansion   | Hendry County             | Planning     |
| Southwest Florida International Airport Improvements   | Lee County Port Authority | In Progress  |
| Academic Village   | City of Cape Coral        | Planning     |
| Seven Islands  | City of Cape Coral        | In Progress  |
| Cape Coral UEP & Fiber Optic   | City of Cape Coral        | In Progress  |
| Victory Pak  | City of Cape Coral        | In Progress  |
| \$60m Go Bonds Parks   | City of Cape Coral        | In progress  |
| Burnt Store Road 318 Acre Industrial/Business Park   | City of Cape Coral        | Planning     |
| Southwest Florida Equitable Jobs Pipeline narrative  | FGCU and Collaboratory    | Planning     |
| Promise Zone   | SWFRPC                    | In Progress  |
| <b>Completed</b>   |                           |              |
| Punta Gorda Interstate Airport Park (i.e., ECAP) - Piper Road Ex-tension and Infrastructure Improvements | Charlotte County          | Completed    |

Table 7: Important Projects

| Important Projects  | Program                           | Status       |
|---|-----------------------------------|--------------|
| GrowFL - Economic Gardening   | Regional Entrepreneurial Support  | In Progress  |
| Identify solutions to "food deserts"  | Industry Cluster Development      | In Progress  |
| Regional Industry Cluster Study   | Industry Cluster Development      | Pre-Planning |
| VA Clinic & Development of Veteran's Investment Zone                              | Regional Innovation               | In Progress  |
| Widening of Sumter Boulevard as a hurricane evacuation route – City of North Port | Regional Infrastructure           | In Progress  |
| Road Bond Project – City of North Port  | Regional Infrastructure           | In Progress  |
| Water Expansion Pilot Program – City of North Port                                | Regional Infrastructure           | Pre-Planning |
| Punta Gorda Interstate Airport Park   | Innovation & Economic Development | In Progress  |
| Downtown & Central Fort Myers Redevelopment (CRA)                                 | Industry Cluster Development      | In Progress  |
| Future Makers- Southwest Florida Community Foundation                             | Innovation & Economic Development | In Progress  |
| Immokalee Complete Streets (Eastern Immokalee Sidewalk Project)                   | Regional Infrastructure           | In Progress  |
| Immokalee Sidewalk Improvement Project  | Regional Infrastructure           | In Progress  |
| Eleven Bridge Replacements Project-Collier County                                 | Regional Infrastructure           | In Progress  |
| Immokalee Stormwater Improvement Program  | Regional Infrastructure           | In Progress  |
| SR 29 (Main Street) Improvements-Immokalee  | Regional Infrastructure           | In Progress  |

Table 8: Future Projects

| Future Projects  | Program                               | Status       |
|--|---------------------------------------|--------------|
| Prevent Childhood Obesity by Building Healthy Habits         | Regional Education and Training Focus | Pre-Planning |
| Farmland preservation and sustainable agricultural practices | Regional Entrepreneurial Support      | Pre-Planning |
| Agriculture Impact and Strategy Study                        | Industry Cluster Development          | Pre-Planning |

# F. Disaster & Economic Recovery & Resiliency

## Introduction

Since its designation as an Economic Development District (EDD) in 1992, the Council has worked to promote economic development in the six-county region that it serves. The District provides the link between federal and state programs, and the local level where development actually occurs.

Each of the six counties within SWFRPC region has completed their own Federal Emergency Management Agency (FEMA) approved Hazard Mitigation Plan. These plans are updated once every five years, and they identify goals and strategies to reduce the impacts of future hazards. When requested, SWFRPC works with its county emergency managers to keep each plan updated and assists its communities with hazard mitigation project applications. SWFRPC will continue to provide education and awareness about the economic impacts of disasters, recovery, best practices, and develop action steps that work towards community economic resiliency.

## What is Economic Resilience?

Regional economic prosperity is linked to the District's ability to withstand, prevent, or quickly recover from major disruptions to its underlying economic base or its economic resilience. In the context of economic development, economic resilience becomes inclusive of three primary attributes: the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether. Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity. <http://www.eda.gov/ceds/content/economic-resilience.htm>

Human-made or natural disasters affecting the District may be short-term events such as forest fires or floods, or long-term situations such as drought and climate change. Primary effects of these events are disruptions to the base regional economy, community and natural environment.

## Pre-Disaster Preparedness

### State and Local Plans

- 1) State of Florida Emergency Operations Plan
- 2) Local Emergency Operations Plan
- 3) County Emergency Managers

SWFRPC works with and encourages its member communities to implement the following disaster assistance strategies:

- Engage in disaster preparedness and mitigation planning;

- Assess the community's risks and vulnerabilities;
- Inventory and organize local community recovery resources;
- Engage in operations continuity planning;
- Ensure resources are available for the elderly and those with special needs;
- Identify shelters;
- Identify recovery partners and the type of assistance and resources they can provide;
- Identify what recovery activities will take place immediately, short-term, intermediate, and long-term;
- Develop and disseminate a community evacuation plan;
- Establish a communication chain; and
- Engage the community. Take advantage of opportunities to communicate the process and protocols to follow in the event of a disaster and what recovery efforts will be undertaken.

## Post-Disaster Planning and Implementation

Typically when a disaster event occurs, local officials, state emergency management personnel, and FEMA personnel will conduct a damage assessment to determine what damages and costs have been incurred due to a disaster event. FEMA personnel will use the collected damage information to make a disaster eligibility recommendation to the President of United States as to whether or not a Presidential Disaster Declaration should be declared. Insurance companies will also send out claims representatives and personnel to assess and determine insured private losses as well.

In the event of a natural or man-made disaster event occurring in the region, SWFRPC, when requested, will be available to assist counties, communities as well as coordinate with state, federal, and other agencies to:

- Develop and/or implement a recovery timeline;
- Implement a recovery plan (long-term recovery);
- Utilize a post-disaster window of opportunity;
- Prioritize redevelopment focus;
- Assist with historic preservation and restoration;
- Reduce disaster vulnerability through land use and development regulations;
- Address post-disaster redevelopment planning for various types of infrastructure and public facilities; and
- Assist communities with improved and alternate projects.



# **Appendix A -**

## Technical Report/Analysis



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# 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 2011 to 2020 was in Glades County (35.6%). The lowest increase from 2011 to 2020 was in Lee County (30.4%).

Table A-1: Average Wages per Job

Southwest Florida Region and State  
2011-2020

| Average Wage and Salaries |          |          |          |          |          |          |          |          |          |          |
|---------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Area                      | 2011     | 2012     | 2013     | 2014     | 2015     | 2016     | 2017     | 2018     | 2019     | 2020     |
| Charlotte                 | \$34,515 | \$35,002 | \$36,017 | \$36,398 | \$37,616 | \$38,386 | \$39,808 | \$41,111 | \$42,664 | \$45,714 |
| Collier                   | \$42,937 | \$43,753 | \$45,439 | \$45,884 | \$47,059 | \$47,710 | \$48,682 | \$51,087 | \$52,744 | \$57,192 |
| Glades                    | \$32,805 | \$31,150 | \$32,222 | \$32,911 | \$34,224 | \$36,225 | \$37,318 | \$38,906 | \$41,485 | \$44,482 |
| Hendry                    | \$30,393 | \$31,450 | \$33,323 | \$32,533 | \$33,493 | \$35,329 | \$34,338 | \$37,693 | \$38,292 | \$41,074 |
| Lee                       | \$40,151 | \$40,730 | \$41,149 | \$41,833 | \$43,363 | \$44,341 | \$45,865 | \$47,274 | \$48,817 | \$52,363 |
| Sarasota                  | \$40,909 | \$41,808 | \$42,596 | \$43,634 | \$45,045 | \$45,766 | \$47,465 | \$49,675 | \$50,205 | \$53,634 |
| SWFL                      | \$40,264 | \$40,985 | \$41,882 | \$42,571 | \$43,965 | \$44,810 | \$46,185 | \$48,087 | \$49,373 | \$53,017 |
| Florida                   | \$43,686 | \$44,593 | \$45,143 | \$46,247 | \$47,717 | \$48,573 | \$50,040 | \$51,695 | \$53,409 | \$57,360 |

Source: U.S. Bureau of Economic Analysis website: <[https://www.bea.gov/iTable/index\\_regional.cfm](https://www.bea.gov/iTable/index_regional.cfm)>

Note: All dollar estimates are in current dollars (not adjusted for inflation)  
Last updated: March 2022

Illustration A-1a: Average Wages Per Job

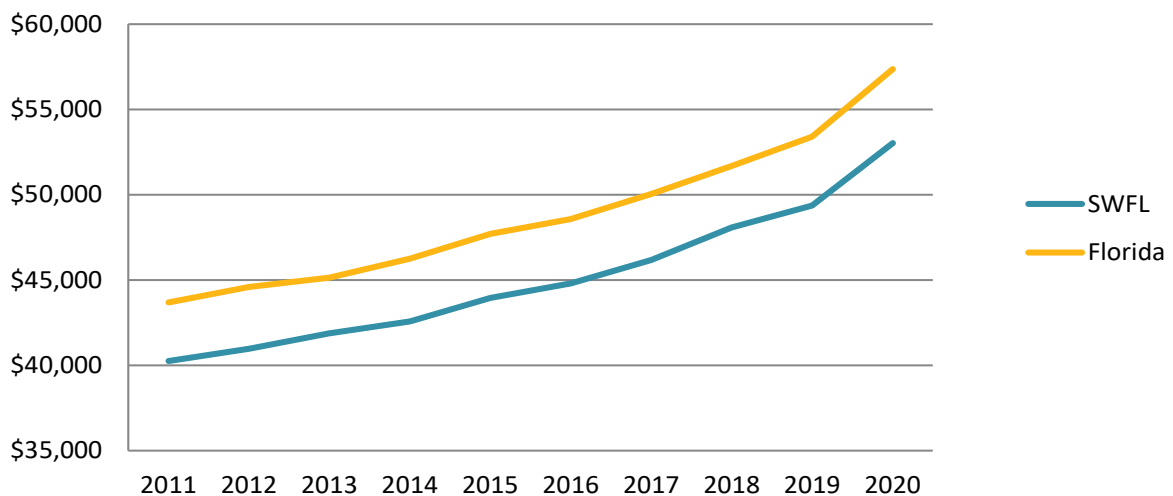
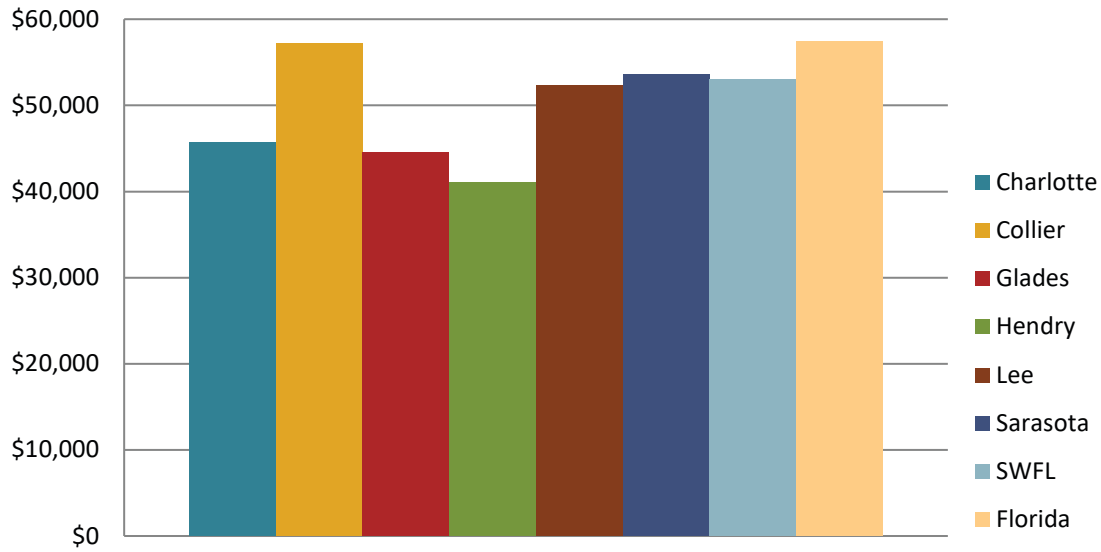


Illustration A-1b: Average Wages Per Job, 2020



## 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 41.9% and 24.8%, respectively, during this span.

Table A-2: High School Graduation Rates

Southwest Florida Region and State  
School Years 2010-11 to 2019-20

| Area      | School Year |         |         |         |         |         |         |         |         |         |
|-----------|-------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
|           | 2010-11     | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
| Charlotte | 73.0%       | 79.2%   | 75.5%   | 76.2%   | 75.5%   | 77.4%   | 81.0%   | 87.6%   | 86.4%   | 90.4%   |
| Collier   | 72.5%       | 78.4%   | 81.3%   | 82.1%   | 84.3%   | 86.7%   | 88.2%   | 91.9%   | 91.9%   | 92.2%   |
| Glades    | 47.7%       | 64.8%   | 61.8%   | 60.8%   | 80.7%   | 78.3%   | 81.5%   | 93.4%   | 91.4%   | 89.6%   |
| Hendry    | 65.6%       | 73.5%   | 67.8%   | 67.5%   | 76.8%   | 78.1%   | 84.4%   | 83.8%   | 83.7%   | 90.4%   |
| Lee       | 68.9%       | 71.9%   | 74.4%   | 75.2%   | 74.7%   | 77.8%   | 78.7%   | 82.8%   | 83.7%   | 88.5%   |
| Sarasota  | 70.7%       | 78.0%   | 76.2%   | 81.3%   | 79.2%   | 85.4%   | 85.7%   | 89.8%   | 89.4%   | 92.5%   |
| SWFL      | 70.3%       | 75.2%   | 76.0%   | 77.6%   | 77.6%   | 81.1%   | 82.8%   | 86.8%   | 87.0%   | 90.4%   |
| Florida   | 70.6%       | 74.5%   | 75.6%   | 76.1%   | 77.9%   | 80.7%   | 82.3%   | 86.1%   | 86.9%   | 90.0%   |

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.shtml>

Illustration A-2a: High School Graduation Rates

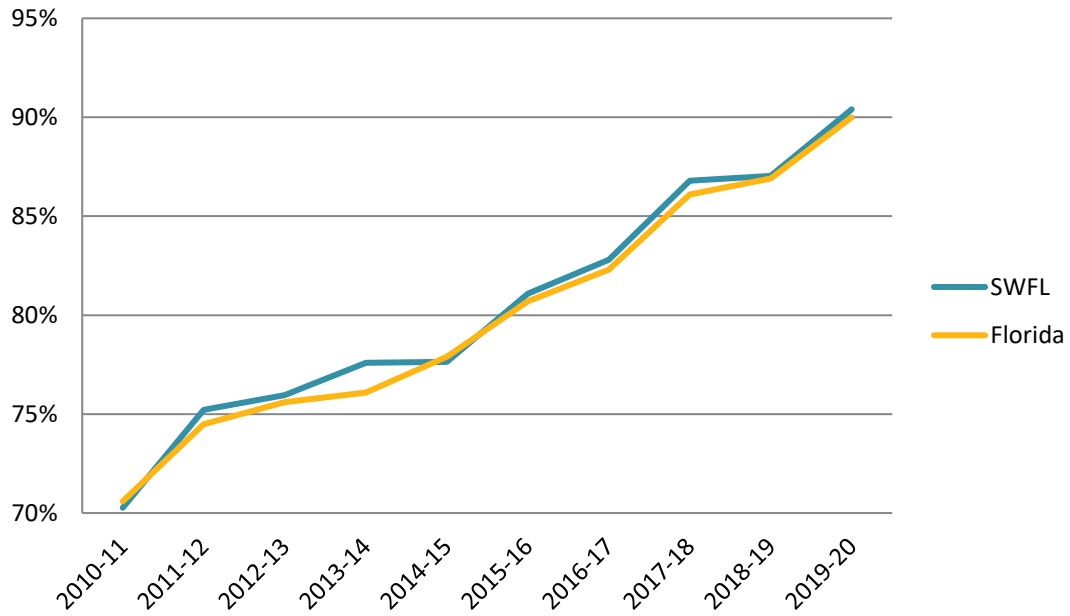
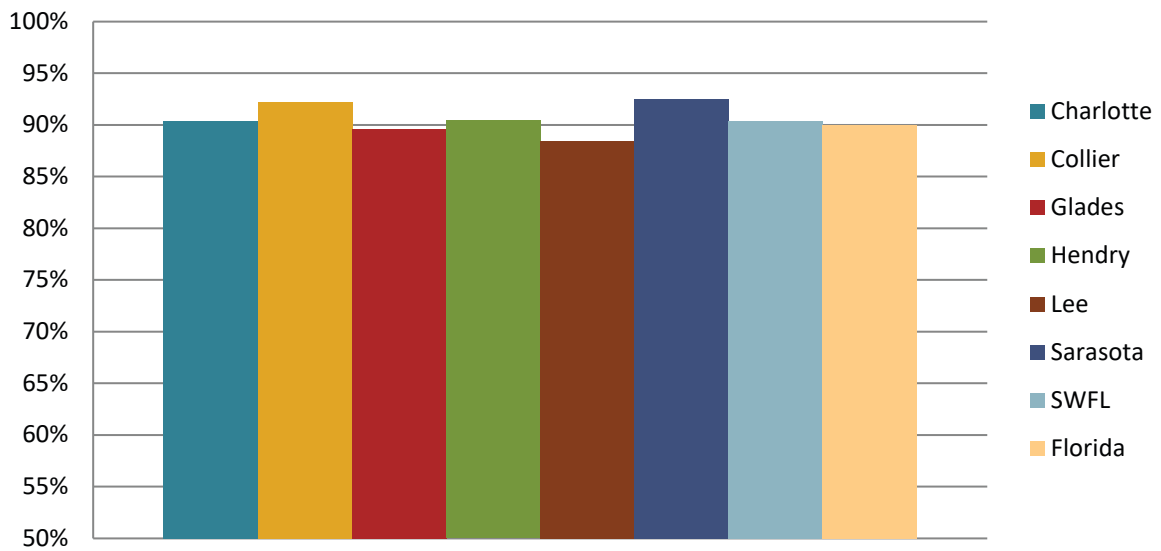


Illustration A-2b: High School Graduation Rates, 2019-20





## 2. Innovation & Economic Development

### a. Gross Domestic Product

GDP in the region has had positive growth during the last decade. The region's GDP grew slightly more than the rate of the State as a whole. All counties in the region saw positive growth over the last decade. Glades County saw significant growth of 57.2%.

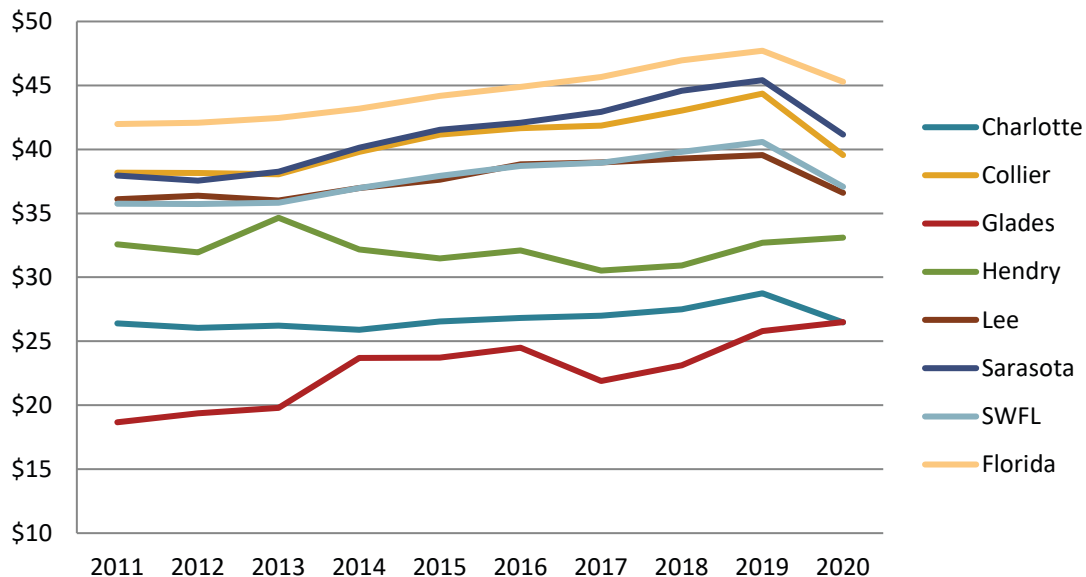
Table A-3: Gross Domestic Product Per Capita

Southwest Florida Region and State  
Billions of Fixed (2012) Dollars  
2011 to 2020

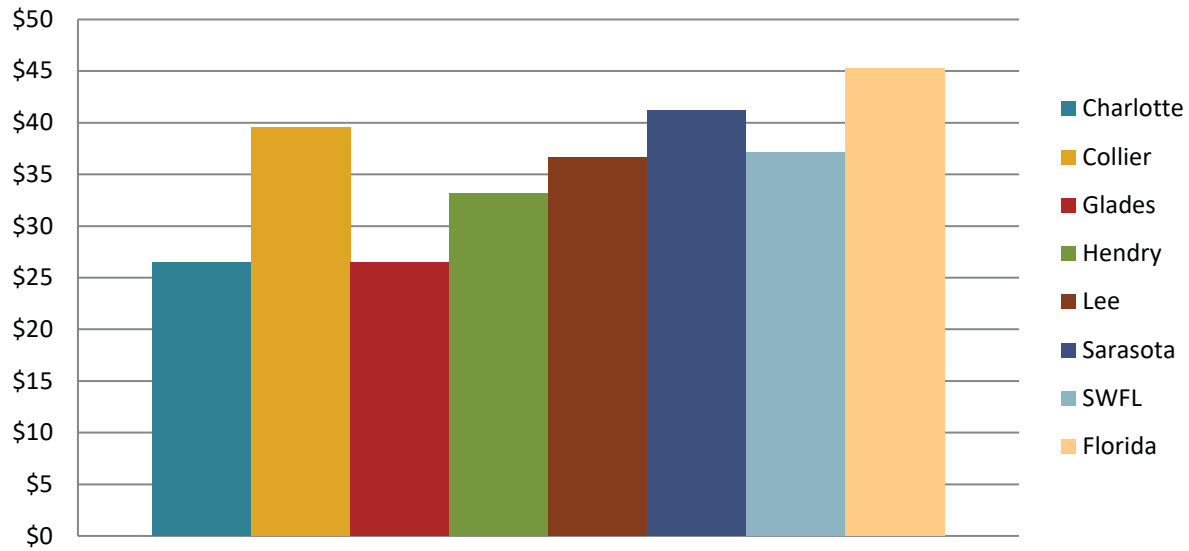
| GDP (Billions of Fixed (2012) Dollars) |          |          |          |          |          |          |          |          |            |          |
|--|----------|----------|----------|----------|----------|----------|----------|----------|------------|----------|
| Area                                   | 2011     | 2012     | 2013     | 2014     | 2015     | 2016     | 2017     | 2018     | 2019       | 2020     |
| Charlotte                              | \$4.22   | \$4.24   | \$4.32   | \$4.35   | \$4.58   | \$4.77   | \$4.90   | \$5.08   | \$5.43     | \$5.09   |
| Collier                                | \$12.51  | \$12.67  | \$12.90  | \$13.82  | \$14.65  | \$15.22  | \$15.60  | \$16.27  | \$17.07    | \$15.39  |
| Glades                                 | \$0.24   | \$0.25   | \$0.25   | \$0.31   | \$0.31   | \$0.33   | \$0.30   | \$0.32   | \$0.36     | \$0.38   |
| Hendry                                 | \$1.27   | \$1.21   | \$1.31   | \$1.24   | \$1.24   | \$1.29   | \$1.25   | \$1.28   | \$1.37     | \$1.44   |
| Lee                                    | \$22.78  | \$23.43  | \$23.76  | \$25.04  | \$26.33  | \$28.07  | \$28.84  | \$29.63  | \$30.48    | \$28.78  |
| Sarasota                               | \$14.51  | \$14.51  | \$14.92  | \$15.91  | \$16.81  | \$17.38  | \$18.02  | \$19.01  | \$19.70    | \$18.06  |
| SWFL                                   | \$55.52  | \$56.31  | \$57.46  | \$60.67  | \$63.92  | \$67.05  | \$68.89  | \$71.59  | \$74.41    | \$69.14  |
| Florida                                | \$799.73 | \$811.96 | \$829.85 | \$856.93 | \$892.78 | \$925.05 | \$957.42 | \$997.63 | \$1,024.87 | \$989.74 |

Source: Regional Economic Modeling, Inc. Policy Insight Plus, Florida Counties v2.5

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



**Illustration A-3b: GDP per Capita**  
Thousands of Fixed (2012) Dollars



## b. Tourism Development Tax Collections

Tax collections have greatly increased since 2010-11. The region increased at a higher percentage (82.2%) than the State (60.9%).

**Table A-4: Tourism Development Tax Collections**

Southwest Florida Region and State  
Thousands of Dollars  
2010-11 to 2019-20

| Tourism Development Tax Collections |           |           |           |           |           |           |           |           |             |           |
|-------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|-----------|
| Area                                | 2010-11   | 2011-12   | 2012-13   | 2013-14   | 2014-15   | 2015-16   | 2016-17   | 2017-18   | 2018-19     | 2019-20   |
| Charlotte                           | \$2,081   | \$2,356   | \$2,543   | \$2,872   | \$3,384   | \$3,742   | \$3,818   | \$4,153   | \$4,291     | \$4,206   |
| Collier                             | \$13,036  | \$13,237  | \$16,015  | \$18,519  | \$21,319  | \$21,807  | \$21,777  | \$27,215  | \$29,952    | \$26,818  |
| Glades                              | \$16      | \$17      | \$14      | \$19      | \$22      | \$25      | \$19      | \$17      | \$18        | \$14      |
| Hendry                              | \$116     | \$133     | \$168     | \$195     | \$207     | \$217     | \$237     | \$275     | \$260       | \$255     |
| Lee                                 | \$23,554  | \$26,163  | \$28,119  | \$32,358  | \$36,977  | \$39,385  | \$39,464  | \$42,385  | \$42,055    | \$38,566  |
| Sarasota                            | \$10,702  | \$13,741  | \$14,251  | \$16,718  | \$18,661  | \$18,675  | \$20,860  | \$23,372  | \$22,378    | \$20,317  |
| SWFL                                | \$49,505  | \$55,646  | \$61,110  | \$70,680  | \$80,570  | \$83,850  | \$86,175  | \$97,416  | \$98,954    | \$90,176  |
| Florida                             | \$515,845 | \$572,655 | \$605,895 | \$662,537 | \$746,314 | \$813,113 | \$851,733 | \$954,938 | \$1,012,654 | \$830,107 |

Source: Florida Department of Revenue website, Local Government Tax Receipts by County, [http://floridarevenue.com/taxes/Pages/colls\\_from\\_7\\_2003.aspx](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

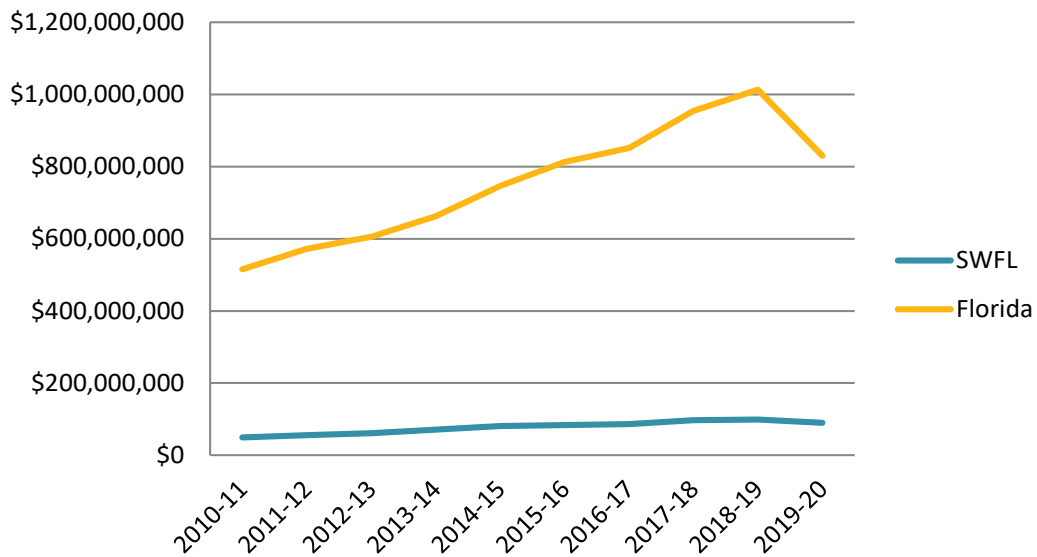
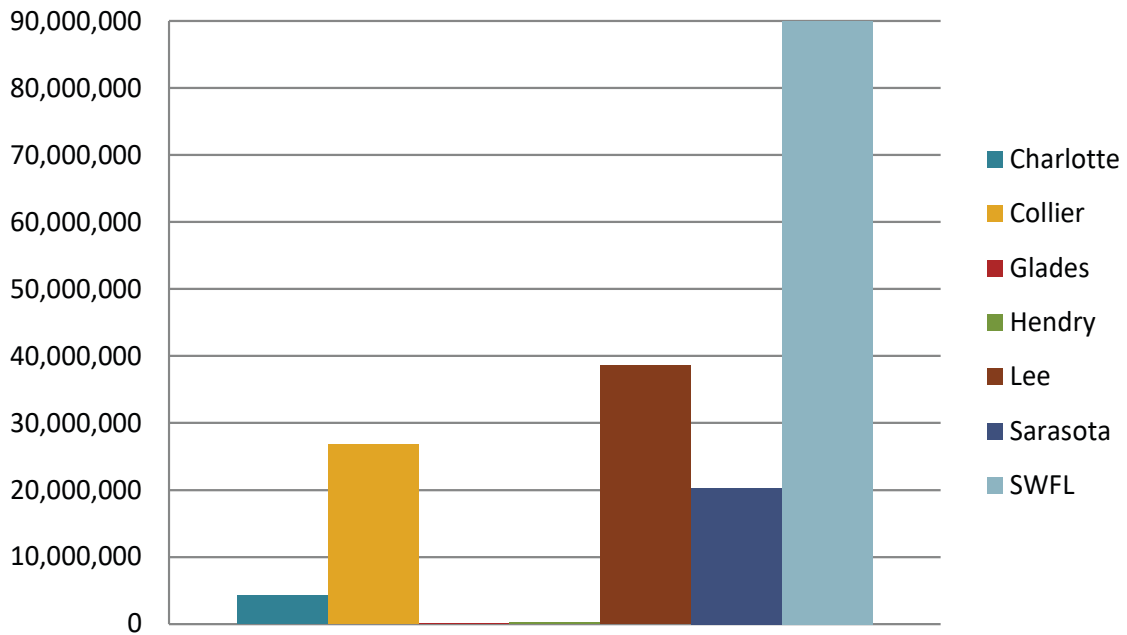


Illustration A-4b: Tourism Development Tax Collections



### c. Trade Exports and Imports

SWFL makes up roughly 8.79% of the State's exports. Lee, Sarasota, and Collier Counties make up 96.8% of the region's exports. The region accounts for 12.7% of the State's imports. Lee, Collier, and Sarasota Counties make up 92.9% of the region's imports. SWFL's accounts for 17% of the States trade deficit. All counties in the region have negative net exports. Glades County is also very close to a neutral net export total. SWFL's four coastal counties combine for a -\$40.1 billion trade deficit.

Table A-5a: Trade Exports

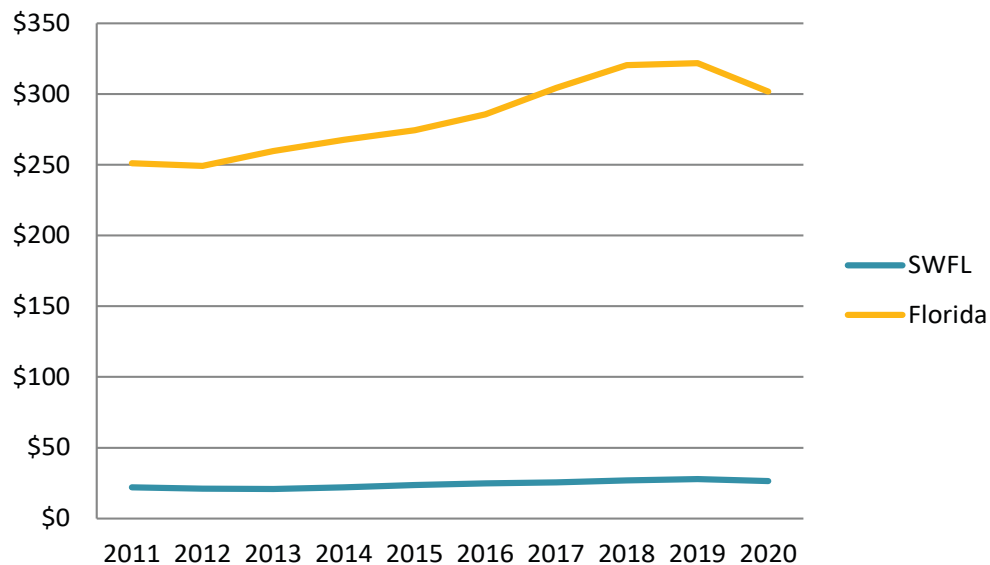
Southwest Florida Region and State  
Billions of Fixed (2012) Dollars  
2011 to 2020

| Exports (Billions of Fixed (2009) Dollars) |           |           |           |           |           |           |           |           |           |           |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Area                                       | 2011      | 2012      | 2013      | 2014      | 2015      | 2016      | 2017      | 2018      | 2019      | 2020      |
| Charlotte                                  | \$2.281   | \$2.276   | \$2.281   | \$2.247   | \$2.429   | \$2.494   | \$2.636   | \$2.704   | \$2.966   | \$2.810   |
| Collier                                    | \$5.872   | \$5.332   | \$5.262   | \$5.722   | \$6.234   | \$6.238   | \$6.407   | \$6.593   | \$6.852   | \$6.391   |
| Glades                                     | \$0.305   | \$0.330   | \$0.326   | \$0.412   | \$0.449   | \$0.498   | \$0.448   | \$0.473   | \$0.533   | \$0.573   |
| Hendry                                     | \$1.660   | \$1.615   | \$1.632   | \$1.570   | \$1.658   | \$1.754   | \$1.653   | \$1.694   | \$1.801   | \$1.932   |
| Lee  | \$8.805   | \$9.103   | \$8.713   | \$9.303   | \$9.874   | \$10.720  | \$11.067  | \$11.489  | \$11.546  | \$10.725  |
| Sarasota                                   | \$6.647   | \$6.143   | \$6.257   | \$6.912   | \$7.369   | \$7.632   | \$7.957   | \$8.697   | \$9.095   | \$8.557   |
| SWFL                                       | \$22.080  | \$21.017  | \$20.745  | \$22.059  | \$23.637  | \$24.731  | \$25.496  | \$26.918  | \$27.929  | \$26.513  |
| Florida                                    | \$251.093 | \$249.250 | \$259.655 | \$267.601 | \$274.348 | \$285.574 | \$304.355 | \$320.433 | \$321.890 | \$301.659 |

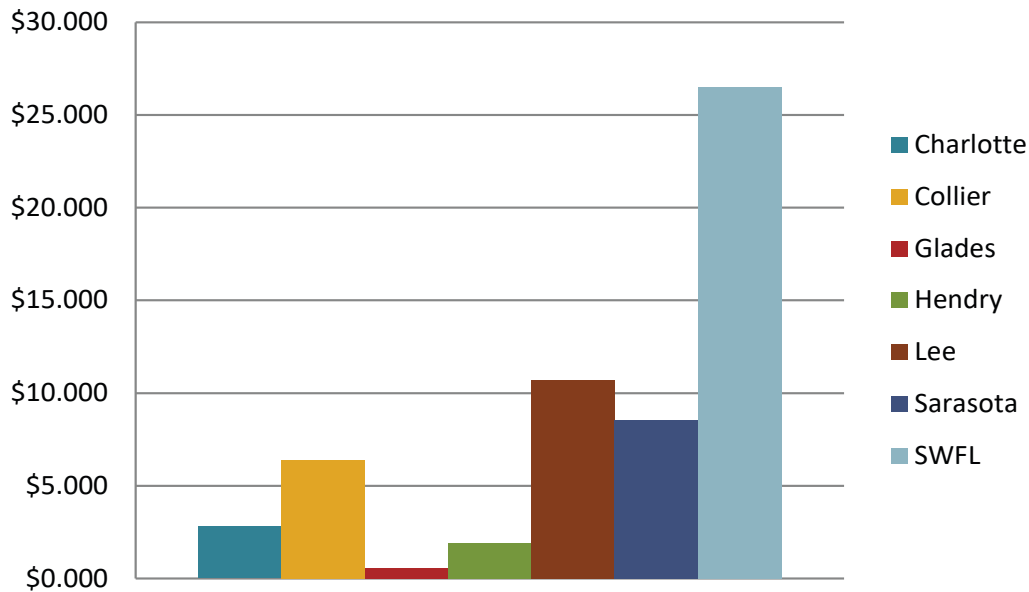
Source: Regional Economic Modeling, Inc. Policy Insight Plus, Florida Counties v2.5

Illustration A-5a: Trade Exports

Billions of Fixed (2012) Dollars



**Illustration A-5b: Trade Exports**  
Billions of Fixed (2012) Dollars



**Table A-5b: Trade Imports**

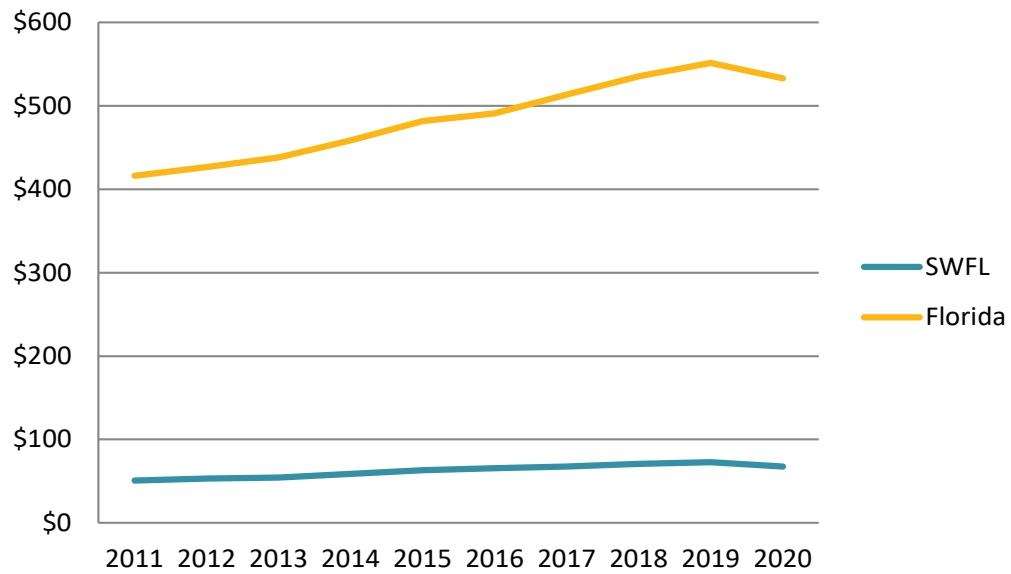
Southwest Florida Region and State  
Billions of Fixed (2012) Dollars  
2011 to 2020

| Imports (Billions of Fixed (2012) Dollars) |           |           |           |           |           |           |           |           |           |           |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Area                                       | 2011      | 2012      | 2013      | 2014      | 2015      | 2016      | 2017      | 2018      | 2019      | 2020      |
| Charlotte                                  | \$4.665   | \$4.789   | \$4.974   | \$5.199   | \$5.583   | \$5.847   | \$5.927   | \$6.059   | \$6.306   | \$5.915   |
| Collier                                    | \$16.066  | \$17.673  | \$17.627  | \$19.559  | \$21.406  | \$22.056  | \$22.796  | \$24.687  | \$24.976  | \$22.506  |
| Glades                                     | \$0.548   | \$0.575   | \$0.557   | \$0.568   | \$0.628   | \$0.645   | \$0.642   | \$0.664   | \$0.693   | \$0.733   |
| Hendry                                     | \$1.939   | \$1.964   | \$1.978   | \$1.977   | \$2.174   | \$2.281   | \$2.275   | \$2.348   | \$2.430   | \$2.607   |
| Lee  | \$18.210  | \$18.623  | \$19.094  | \$20.595  | \$22.068  | \$23.166  | \$23.655  | \$24.274  | \$25.077  | \$23.959  |
| Sarasota                                   | \$12.749  | \$13.159  | \$13.661  | \$14.849  | \$15.778  | \$16.232  | \$16.803  | \$17.509  | \$17.968  | \$16.208  |
| SWFL                                       | \$50.687  | \$53.002  | \$54.165  | \$58.639  | \$63.260  | \$65.621  | \$67.428  | \$70.809  | \$72.586  | \$67.453  |
| Florida                                    | \$416.292 | \$426.672 | \$438.409 | \$458.629 | \$481.863 | \$490.997 | \$513.648 | \$535.493 | \$551.489 | \$533.054 |

Source: Regional Economic Modeling, Inc. Policy Insight Plus, Florida Counties v2.5



**Illustration A-5c: Trade Imports**  
Billions of Fixed (2012) Dollars



**Illustration A-5d: Trade Imports**  
Billions of Fixed (2012) Dollars

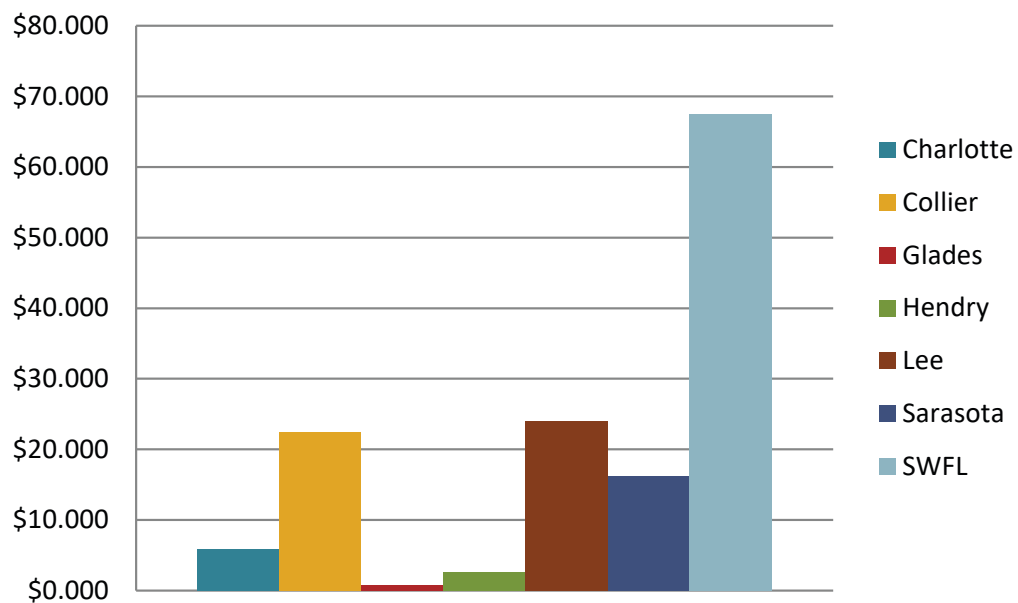


Table A-5c: Net Exports

Southwest Florida Region and State  
Billions of Fixed (2012) Dollars  
2011 to 2020

Net Exports (Billions of Fixed (2012) Dollars)

| Area      | 2011       | 2012       | 2013       | 2014       | 2015       | 2016       | 2017       | 2018       | 2019       | 2020       |
|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Charlotte | -\$2.384   | -\$2.513   | -\$2.693   | -\$2.952   | -\$3.154   | -\$3.353   | -\$3.291   | -\$3.355   | -\$3.340   | -\$3.105   |
| Collier   | -\$10.194  | -\$12.341  | -\$12.365  | -\$13.837  | -\$15.172  | -\$15.818  | -\$16.389  | -\$18.094  | -\$18.124  | -\$16.115  |
| Glades    | -\$0.243   | -\$0.245   | -\$0.231   | -\$0.156   | -\$0.179   | -\$0.147   | -\$0.194   | -\$0.191   | -\$0.160   | -\$0.160   |
| Hendry    | -\$0.279   | -\$0.349   | -\$0.346   | -\$0.407   | -\$0.516   | -\$0.527   | -\$0.622   | -\$0.654   | -\$0.629   | -\$0.675   |
| Lee       | -\$9.405   | -\$9.520   | -\$10.381  | -\$11.292  | -\$12.194  | -\$12.446  | -\$12.588  | -\$12.785  | -\$13.531  | -\$13.234  |
| Sarasota  | -\$6.102   | -\$7.016   | -\$7.404   | -\$7.937   | -\$8.409   | -\$8.600   | -\$8.846   | -\$8.812   | -\$8.873   | -\$7.651   |
| SWFL      | -\$28.607  | -\$31.985  | -\$33.420  | -\$36.580  | -\$39.623  | -\$40.890  | -\$41.932  | -\$43.891  | -\$44.657  | -\$40.940  |
| Florida   | -\$165.199 | -\$177.422 | -\$178.754 | -\$191.028 | -\$207.515 | -\$205.423 | -\$209.293 | -\$215.060 | -\$229.599 | -\$231.395 |

Source: Regional Economic Modeling, Inc. Policy Insight Plus, Florida Counties v2.5

Illustration A-5e: Net Exports  
Billions of Fixed (2012) Dollars

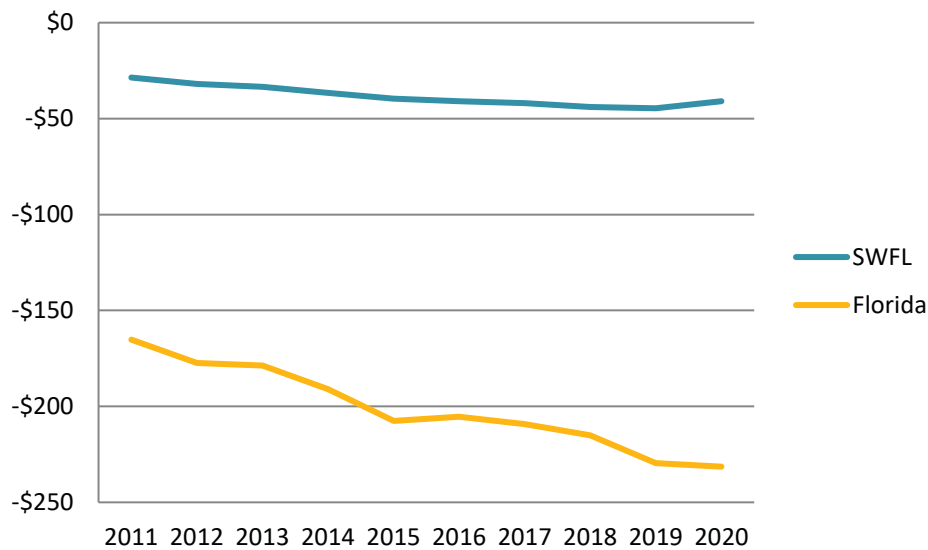
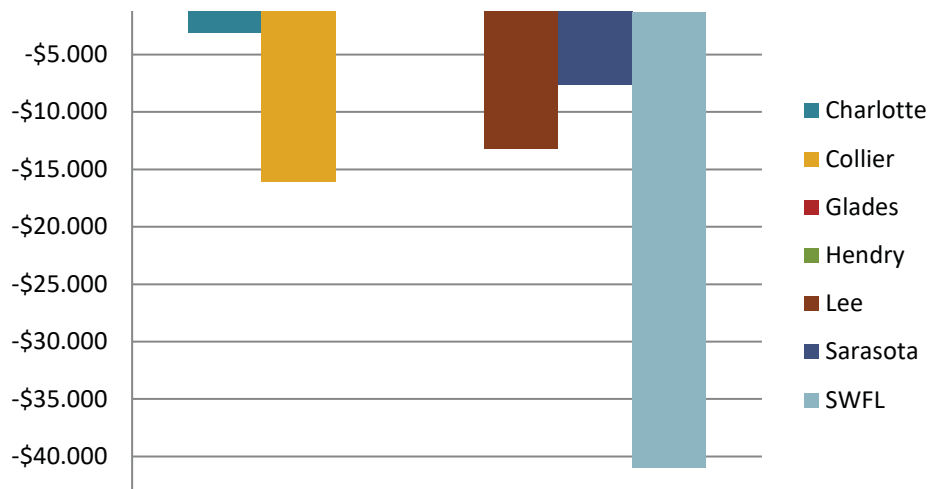


Illustration A-5f: Net Exports  
Billions of Fixed (2012) Dollars



#### 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.

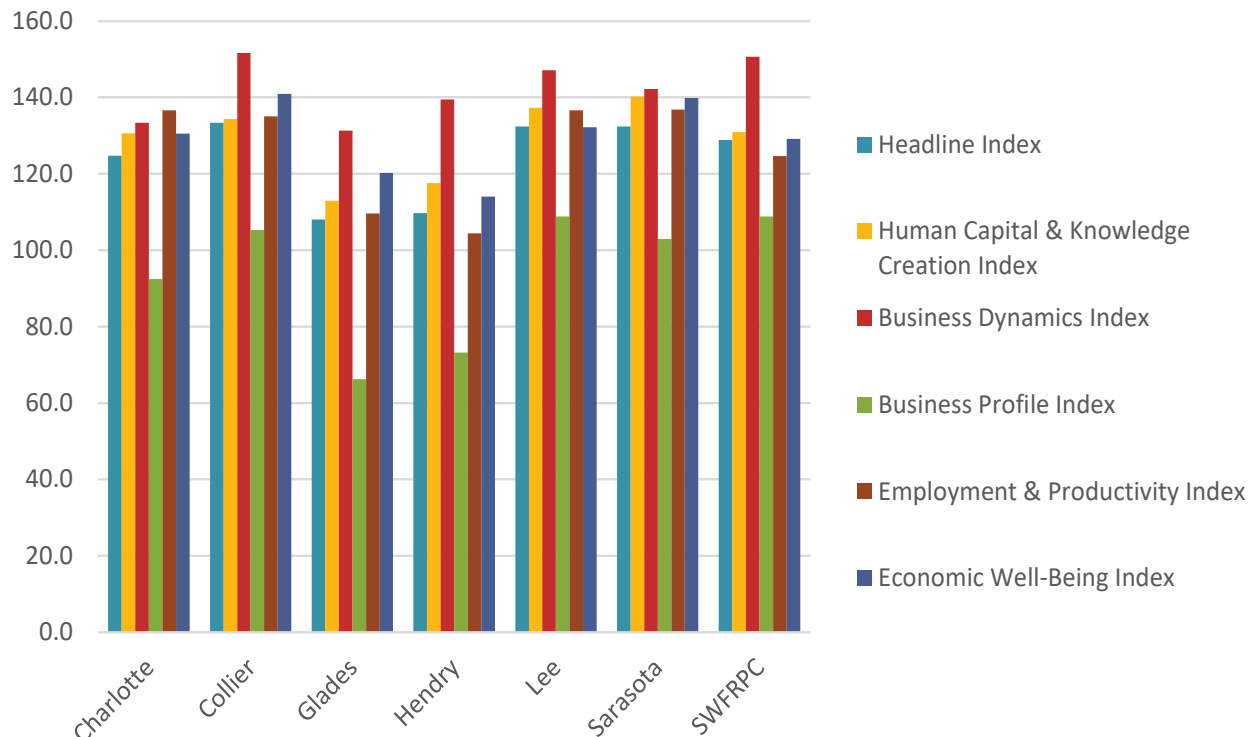
Table A-6: Innovation Index

Southwest Florida Region and State  
2022

| Area      | Headline Index | Innovation Index                         |                         |                        |                                 |                           |
|-----------|----------------|--|-------------------------|------------------------|---------------------------------|---------------------------|
|           |                | Human Capital & Knowledge Creation Index | Business Dynamics Index | Business Profile Index | Employment & Productivity Index | Economic Well Being Index |
| Charlotte | 124.7          | 130.6                                    | 133.4                   | 92.4                   | 136.6                           | 130.5                     |
| Collier   | 133.4          | 134.3                                    | 151.6                   | 105.3                  | 135.0                           | 140.9                     |
| Glades    | 108.0          | 112.9                                    | 131.3                   | 66.2                   | 109.6                           | 120.2                     |
| Hendry    | 109.7          | 117.6                                    | 139.4                   | 73.2                   | 104.4                           | 114.0                     |
| Lee       | 132.4          | 137.3                                    | 147.1                   | 108.8                  | 136.6                           | 132.2                     |
| Sarasota  | 132.4          | 140.2                                    | 142.2                   | 102.9                  | 136.8                           | 139.8                     |
| SWFRPC    | 128.8          | 130.9                                    | 150.6                   | 108.8                  | 124.6                           | 129.1                     |

Source: <https://www.statsamerica.org/innovation/>

Illustration A-6: Innovation Index (2022)



### 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 2015 to 2050 (53.7% growth in the region, 40.7% State). Lee County's population is expected to grow by 67.9% over this period.

Table A-7: Population Counts, Estimates and Projections

Southwest Florida Region and State  
2015 to 2050

| Area      | Regional Population Projections |            |            |            |            |            |            |            |
|-----------|---------------------------------|------------|------------|------------|------------|------------|------------|------------|
|           | 2015                            | 2020       | 2025       | 2030       | 2035       | 2040       | 2045       | 2050       |
| Charlotte | 167,141                         | 178,200    | 203,000    | 215,700    | 225,800    | 234,300    | 241,900    | 248,800    |
| Collier   | 343,802                         | 378,700    | 408,200    | 433,900    | 455,100    | 472,700    | 487,600    | 501,000    |
| Glades    | 12,853                          | 13,300     | 12,500     | 12,700     | 12,900     | 13,000     | 13,100     | 13,200     |
| Hendry    | 38,096                          | 39,100     | 42,000     | 43,400     | 44,500     | 45,300     | 46,000     | 46,600     |
| Lee       | 665,845                         | 754,800    | 851,600    | 924,500    | 983,700    | 1,033,800  | 1,077,800  | 1,118,100  |
| Sarasota  | 392,090                         | 415,900    | 467,700    | 493,300    | 514,000    | 532,000    | 547,900    | 561,800    |
| SWFL      | 1,619,827                       | 1,780,000  | 1,985,000  | 2,123,500  | 2,236,000  | 2,331,100  | 2,414,300  | 2,489,500  |
| Florida   | 19,815,183                      | 21,372,200 | 23,164,000 | 24,471,100 | 25,520,800 | 26,405,500 | 27,176,700 | 27,877,700 |

Source: <http://www.bebr.ufl.edu>

Illustration A-7a: SWFL Population Projections

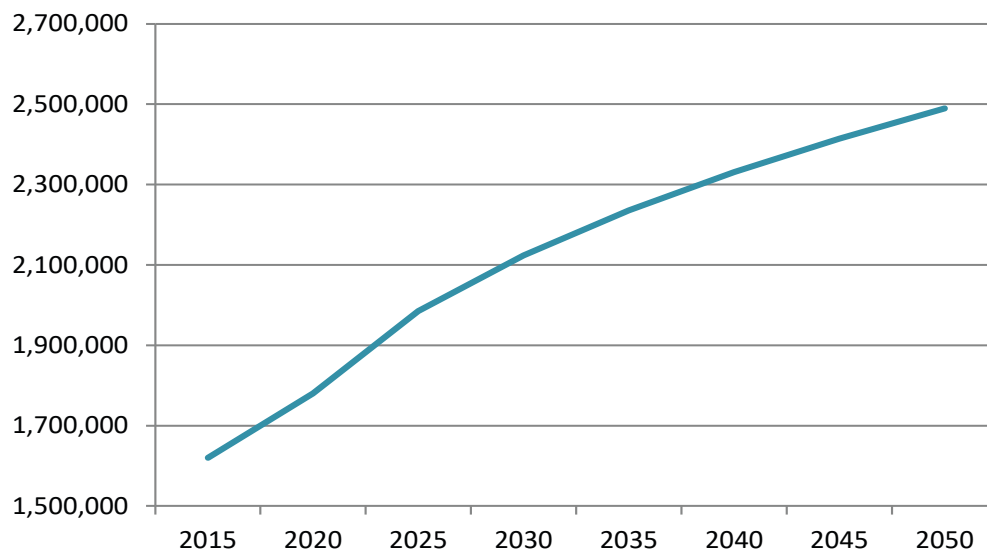
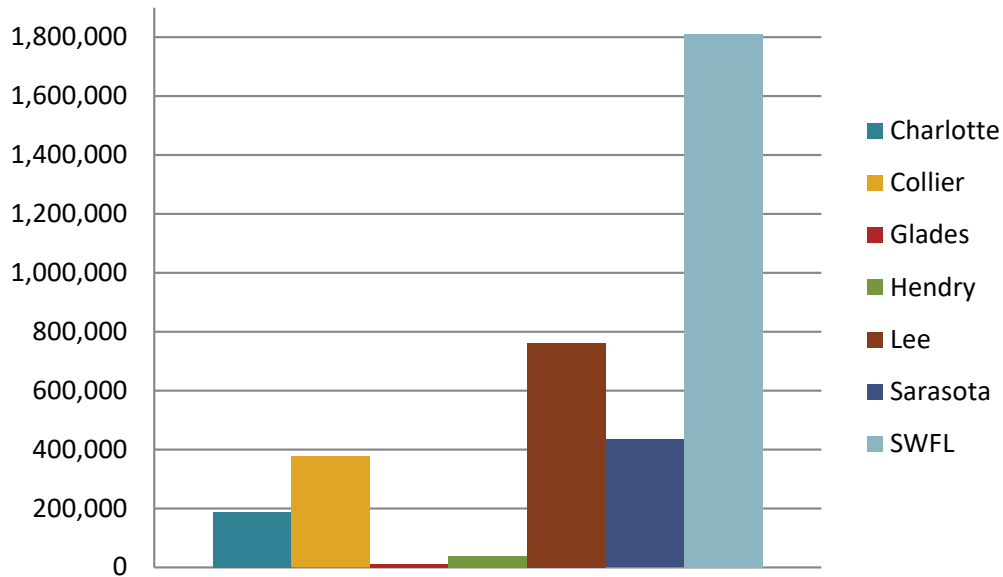


Illustration A-7b: SWFL Population Projections



## b. Annual Building Permits

Permitted residential units increased by 474% in SWFL since 2011. The region is growing at a much faster rate than the rest of the State.

Table A-8: Annual Building Permits

Southwest Florida Region and State  
2011 to 2020

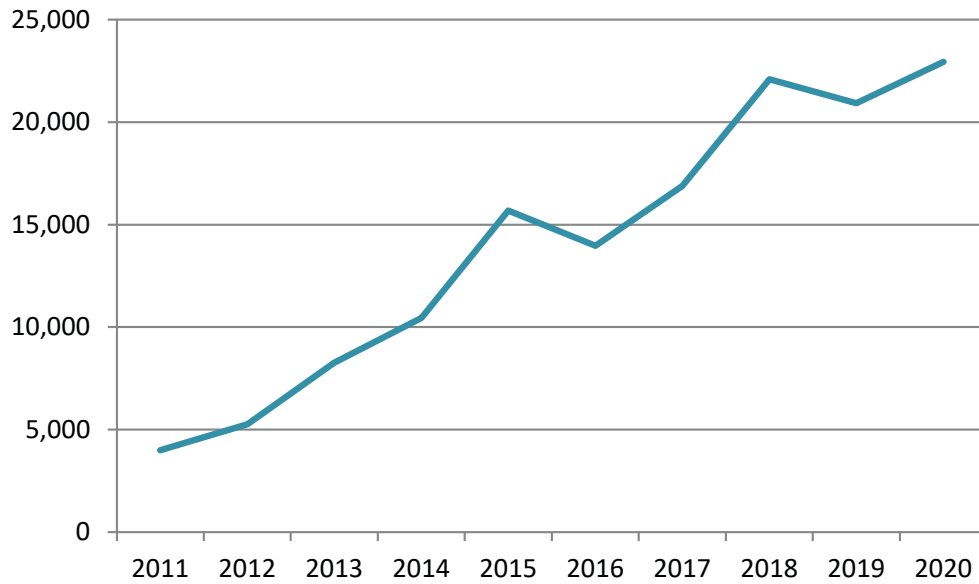
### Annual Building Permits (Residential Units)

| Area      | 2011   | 2012   | 2013   | 2014   | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    |
|-----------|--------|--------|--------|--------|---------|---------|---------|---------|---------|---------|
| Charlotte | 312    | 329    | 553    | 610    | 1,129   | 665     | 1,297   | 2,068   | 2,329   | 2,933   |
| Collier   | 1,320  | 1,612  | 2,678  | 3,610  | 4,060   | 3,829   | 4,194   | 4,386   | 3,991   | 4,473   |
| Glades    | 2      | 5      | 8      | 14     | 15      | 58      | 13      | 36      | 36      | 43      |
| Hendry    | 32     | 23     | 39     | 24     | 87      | 64      | 93      | 79      | 237     | 391     |
| Lee       | 1,587  | 2,043  | 3,176  | 4,095  | 6,879   | 5,417   | 6,954   | 9,721   | 9,105   | 10,673  |
| Sarasota  | 744    | 1,242  | 1,815  | 2,093  | 3,522   | 3,936   | 4,344   | 5,799   | 5,230   | 4,437   |
| SWFL      | 3,997  | 5,254  | 8,269  | 10,446 | 15,692  | 13,969  | 16,895  | 22,089  | 20,928  | 22,950  |
| Florida   | 42,360 | 64,810 | 86,752 | 84,073 | 109,923 | 116,240 | 122,719 | 144,427 | 154,302 | 164,074 |

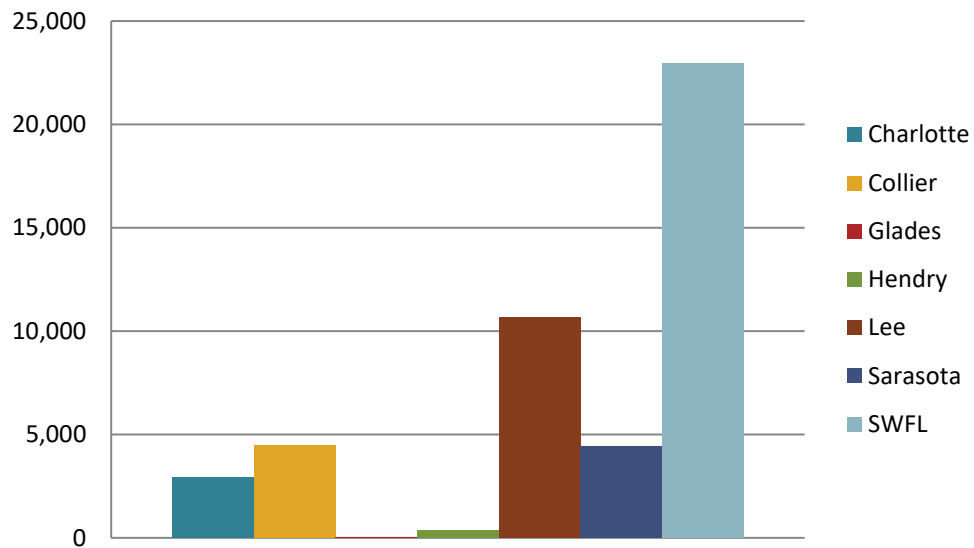
Source: U.S. Census Bureau, Annual New Privately-Owned Residential Building Permits, Total Units, for Counties in Florida.  
<https://socds.huduser.gov/permits/index.html>



**Illustration A-8a: SWFL Building Permits  
Residential Units (2020)**



**Illustration A-8b: SWFL Building Permits  
Residential Units (2020)**



### c. Vehicle Miles Traveled

Daily vehicle miles traveled has increased in the region in the last 10 years. According to these FDOT statistics, the daily vehicle miles traveled has increased the most in Glades County over this time period (22%).

Table A-9: Daily Vehicle Miles Traveled

| Southwest Florida Region and State<br>Millions of Miles - 2011 to 2020<br>Daily Vehicle Miles Traveled (Millions) |        |        |        |        |        |        |        |        |        |        |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Area  | 2011   | 2012   | 2013   | 2014   | 2015   | 2016   | 2017   | 2018   | 2019   | 2020   |
| Charlotte   | 6.00   | 5.81   | 5.91   | 6.08   | 6.41   | 6.59   | 6.72   | 6.70   | 6.81   | 6.49   |
| Collier   | 8.68   | 8.40   | 8.65   | 9.19   | 9.76   | 10.18  | 10.35  | 10.23  | 10.62  | 9.74   |
| Glades  | 0.51   | 0.51   | 0.53   | 0.56   | 0.56   | 0.59   | 0.61   | 0.62   | 0.64   | 0.62   |
| Hendry  | 1.00   | 0.99   | 1.00   | 1.08   | 1.15   | 1.21   | 1.24   | 1.22   | 1.28   | 1.19   |
| Lee   | 17.68  | 17.65  | 18.00  | 19.88  | 20.13  | 20.87  | 21.04  | 21.43  | 21.95  | 20.65  |
| Sarasota  | 10.92  | 10.96  | 11.20  | 11.51  | 11.88  | 12.21  | 12.31  | 12.35  | 12.53  | 11.99  |
| SWFL  | 44.78  | 44.33  | 45.28  | 48.31  | 49.88  | 51.65  | 52.26  | 52.55  | 53.83  | 50.69  |
| Florida   | 525.63 | 522.88 | 527.95 | 550.80 | 566.36 | 588.06 | 599.52 | 607.71 | 618.42 | 568.78 |

Source: Florida Department of Transportation, Florida Highway Mileage and Travel Report, Summary since 1991.  
<https://www.fdot.gov/statistics/mileage-rpts/default.shtm>

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

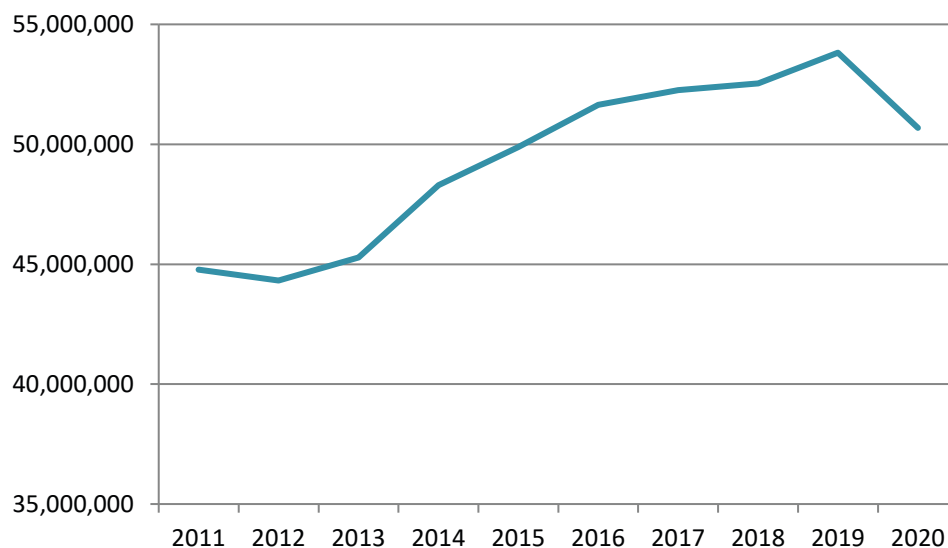
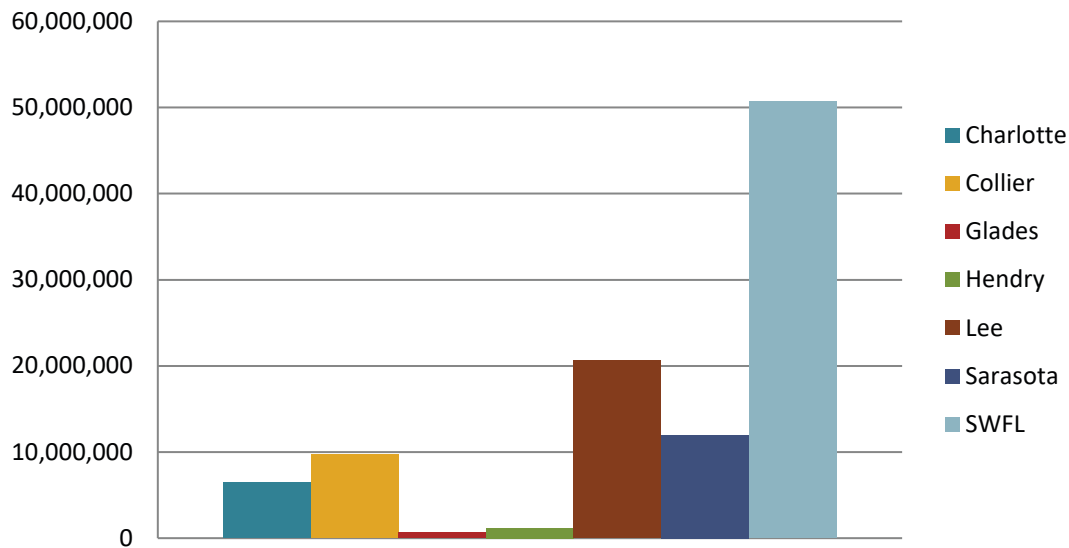


Illustration A-9b: SWFL Daily Vehicle Miles Traveled (Millions)



## 4. Business Climate & Competitiveness

### a. Average Annual Unemployment Rates

Unemployment rates in SWFL reached an all time low in 2019, and have been steadily increasing. Since 2011, the region's unemployment rate has decreased by 3.6%. 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  
2011 to 2020

| Area      | Unemployment Rate |       |       |       |       |      |      |      |      |      |
|-----------|-------------------|-------|-------|-------|-------|------|------|------|------|------|
|           | 2011              | 2012  | 2013  | 2014  | 2015  | 2016 | 2017 | 2018 | 2019 | 2020 |
| Charlotte | 11.3%             | 9.5%  | 8.0%  | 6.9%  | 6.1%  | 5.4% | 4.8% | 4.1% | 3.9% | 7.3% |
| Collier   | 10.1%             | 8.5%  | 7.1%  | 6.0%  | 5.3%  | 4.7% | 4.2% | 3.5% | 3.3% | 6.9% |
| Glades    | 9.5%              | 7.7%  | 7.5%  | 7.7%  | 7.2%  | 6.3% | 5.4% | 4.0% | 4.1% | 5.6% |
| Hendry    | 13.9%             | 12.8% | 12.0% | 11.4% | 10.7% | 8.6% | 7.4% | 6.2% | 6.3% | 8.1% |
| Lee       | 10.9%             | 8.9%  | 7.3%  | 6.0%  | 5.2%  | 4.7% | 4.1% | 3.5% | 3.3% | 7.3% |
| Sarasota  | 10.2%             | 8.5%  | 7.0%  | 5.9%  | 5.1%  | 4.6% | 4.0% | 3.5% | 3.3% | 6.8% |
| SWFL      | 10.7%             | 8.8%  | 7.4%  | 6.2%  | 5.4%  | 4.8% | 4.2% | 3.6% | 3.4% | 7.1% |
| Florida   | 10.0%             | 8.5%  | 7.3%  | 6.3%  | 5.5%  | 4.9% | 4.3% | 3.7% | 3.2% | 8.2% |

Source: Florida Department of Economic Opportunity Local Area Unemployment Statistics  
[https://floridajobs.org/economic-data/local-area-unemployment-statistics-\(laus\)](https://floridajobs.org/economic-data/local-area-unemployment-statistics-(laus))

Illustration A-10a: Avg Annual Unemployment Rate

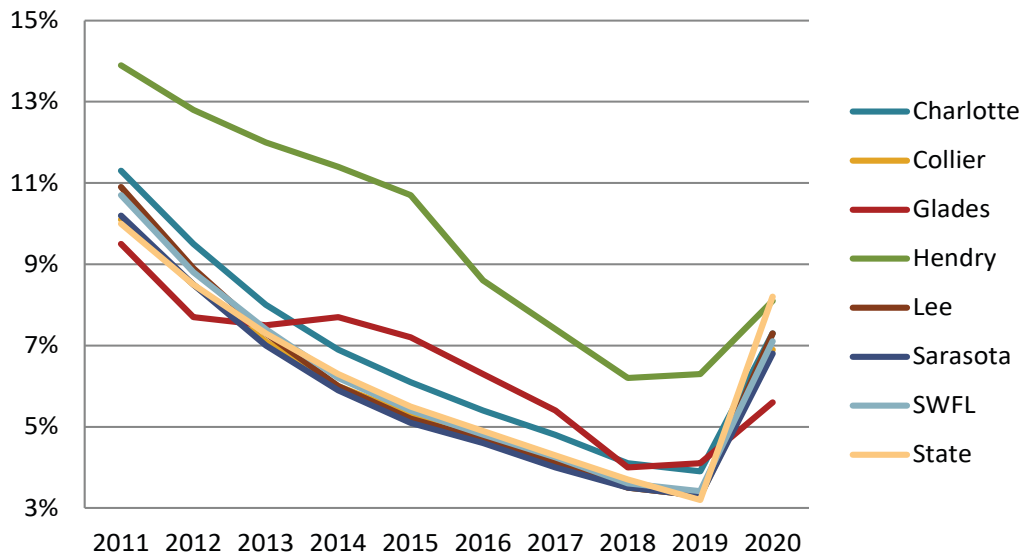
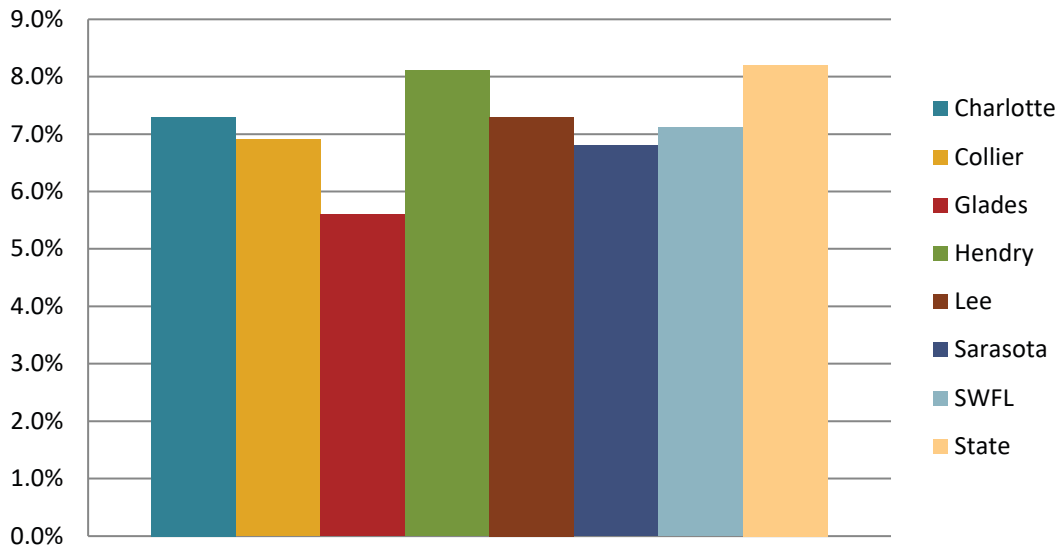


Illustration A-10b: Avg Annual Unemployment Rate



## b. Employment by Industry

SWFL's total employment grew by 19.9% since 2011 (slightly larger than the 19.6% State growth). Key industry trends include Construction growing by 70.5% and Manufacturing growing by 45.9%.

Table A-11a: Employment by Industry

Southwest Florida Region and State  
2011 to 2020

### SWFL Employment by Industry

| Category                                       | 2011   | 2012   | 2013    | 2014    | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    |
|--|--------|--------|---------|---------|---------|---------|---------|---------|---------|---------|
| Retail Trade                                   | 93,479 | 97,713 | 100,595 | 105,181 | 110,118 | 112,182 | 114,444 | 116,193 | 115,167 | 108,520 |
| Health Care & Social Assistance                | 83,574 | 85,195 | 87,233  | 91,316  | 95,675  | 98,668  | 101,353 | 105,013 | 108,179 | 97,408  |
| Real Estate & Rental & Leasing                 | 63,063 | 63,653 | 66,089  | 70,546  | 75,188  | 74,966  | 80,226  | 82,058  | 85,537  | 80,577  |
| Accommodation & Food Services                  | 65,027 | 68,412 | 72,411  | 77,046  | 81,480  | 83,455  | 86,992  | 88,947  | 91,469  | 70,930  |
| Construction                                   | 49,625 | 51,677 | 55,301  | 62,211  | 68,210  | 74,775  | 78,712  | 86,956  | 90,478  | 84,630  |
| Administrative & Waste Management Services     | 52,416 | 54,099 | 56,955  | 62,257  | 64,564  | 69,501  | 71,487  | 73,738  | 73,675  | 68,451  |
| Local Government                               | 57,793 | 58,072 | 58,870  | 59,749  | 61,011  | 62,504  | 64,021  | 64,696  | 65,908  | 63,372  |
| Other Services, except Public Administration   | 52,380 | 54,191 | 55,875  | 58,420  | 61,773  | 62,133  | 63,280  | 67,670  | 69,493  | 53,470  |
| Professional, Scientific, & Technical Services | 48,731 | 50,080 | 52,867  | 56,282  | 60,314  | 59,655  | 62,206  | 65,808  | 68,654  | 63,863  |
| Finance & Insurance                            | 47,065 | 47,042 | 48,122  | 46,897  | 48,630  | 50,100  | 51,269  | 54,850  | 56,618  | 54,070  |
| Arts, Entertainment, & Recreation              | 29,215 | 29,907 | 30,262  | 32,036  | 32,225  | 32,457  | 33,204  | 33,847  | 35,137  | 22,845  |
| Manufacturing                                  | 15,603 | 16,702 | 18,889  | 20,236  | 21,807  | 22,998  | 23,616  | 24,039  | 24,355  | 22,758  |
| Wholesale Trade                                | 17,468 | 17,733 | 18,684  | 21,044  | 21,783  | 20,560  | 20,836  | 21,432  | 22,027  | 20,109  |
| Transportation & Warehousing                   | 12,341 | 12,934 | 13,903  | 14,925  | 17,789  | 19,923  | 21,489  | 23,811  | 26,606  | 22,409  |
| Forestry, Fishing, & Related Activities        | 9,370  | 9,139  | 11,143  | 12,454  | 10,565  | 10,427  | 10,756  | 10,779  | 10,785  | 10,688  |
| Educational Services; private                  | 10,458 | 10,559 | 11,009  | 12,078  | 12,061  | 12,227  | 12,676  | 12,834  | 12,765  | 11,076  |
| Information                                    | 9,770  | 10,002 | 10,068  | 10,419  | 10,380  | 10,285  | 10,399  | 10,115  | 10,286  | 9,691   |
| Farm   | 8,192  | 8,992  | 8,924   | 9,230   | 8,239   | 7,870   | 8,479   | 7,890   | 7,341   | 7,992   |
| State Government                               | 10,104 | 9,792  | 9,681   | 9,835   | 9,902   | 10,243  | 10,414  | 10,422  | 10,366  | 10,002  |
| Management of Companies & Enterprises          | 5,612  | 6,217  | 6,355   | 6,581   | 6,655   | 7,682   | 6,876   | 8,060   | 8,344   | 7,738   |
| Federal Civilian                               | 4,561  | 4,491  | 4,454   | 4,581   | 4,619   | 4,589   | 4,539   | 4,577   | 4,674   | 5,492   |
| Mining   | 3,427  | 5,059  | 5,297   | 4,974   | 5,340   | 5,431   | 4,435   | 3,241   | 2,919   | 2,645   |
| Federal Military                               | 3,116  | 3,114  | 3,162   | 3,143   | 3,154   | 3,251   | 3,287   | 3,304   | 3,353   | 3,449   |
| Utilities                                      | 1672   | 1678   | 1704    | 1676    | 1688    | 1798    | 1747    | 1763    | 1720    | 1632    |

Source: Regional Economic Modeling, Inc., Policy Insite+, Florida Counties v2.5

Illustration A-11a: SWFL Employment by Industry

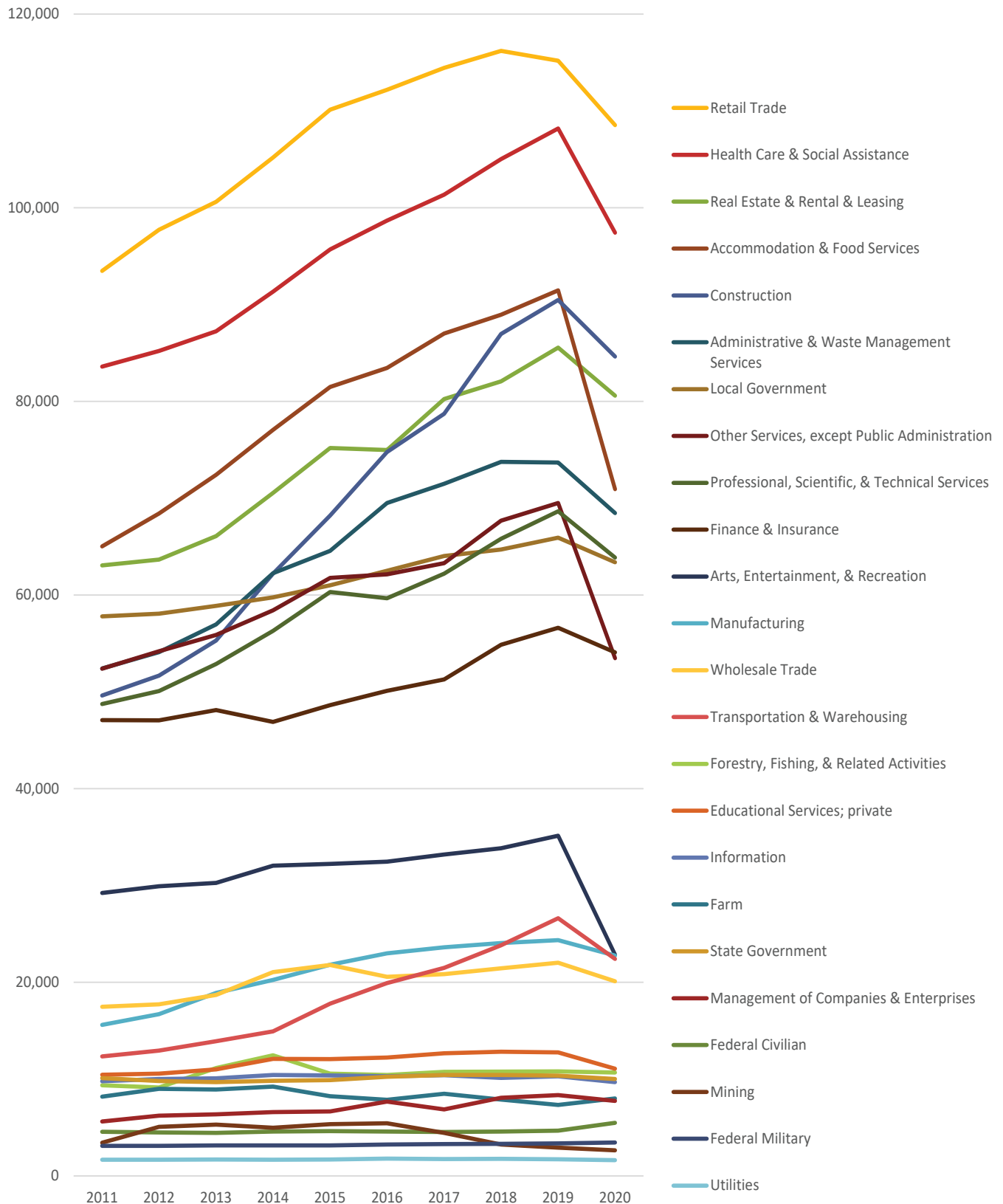




Illustration A-11b: SWFL Employment by Industry

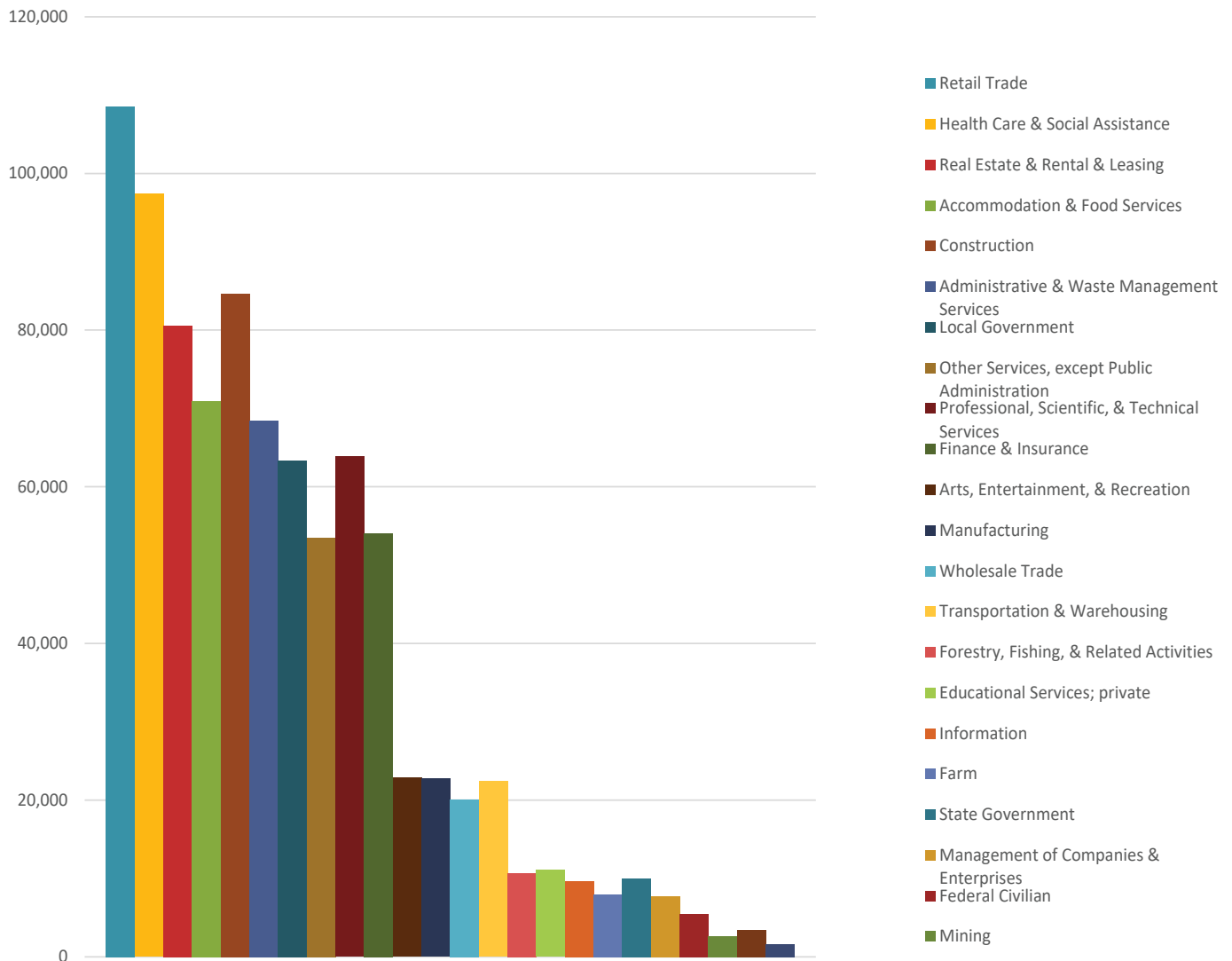


Table A-11b: Employment by Sector

Southwest Florida Region and State  
2011 to 2020

SWFL Employment by Sector (Thousands)

| Area                   | 2011   | 2012   | 2013   | 2014   | 2015   | 2016   | 2017   | 2018   | 2019   | 2020   |
|------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Region: Total          | 754    | 776    | 808    | 853    | 893    | 918    | 947    | 982    | 1,006  | 904    |
| State: Total           | 10,037 | 10,249 | 10,539 | 10,937 | 11,367 | 11,674 | 12,085 | 12,548 | 12,857 | 12,008 |
| Region: Private Sector | 670    | 692    | 723    | 767    | 806    | 829    | 856    | 891    | 914    | 814    |
| State: Private Sector  | 8,772  | 8,997  | 9,293  | 9,692  | 10,121 | 10,418 | 10,817 | 11,274 | 11,574 | 10,718 |
| Region: Public Sector  | 76     | 75     | 76     | 77     | 79     | 81     | 82     | 83     | 84     | 82     |
| State: Public Sector   | 1,182  | 1,166  | 1,163  | 1,158  | 1,165  | 1,177  | 1,188  | 1,196  | 1,205  | 1,204  |
| Region: Farm           | 8      | 9      | 9      | 9      | 8      | 8      | 8      | 8      | 7      | 8      |
| State: Farm            | 83     | 86     | 83     | 88     | 81     | 79     | 80     | 78     | 78     | 85     |

Source: Regional Economic Modeling, Inc., Policy Insite+, Florida Counties v2.5

Illustration A-11c: SWFL Employment Composition by Sector

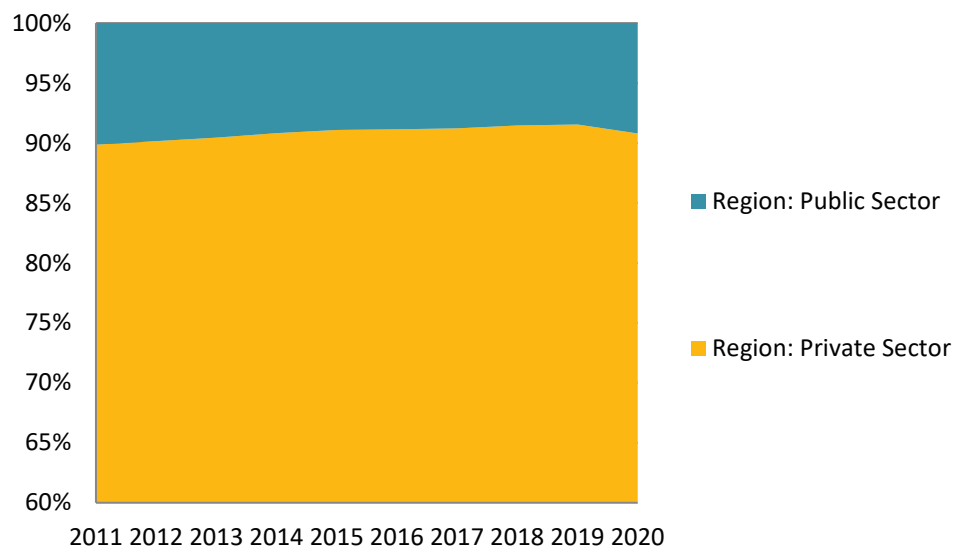
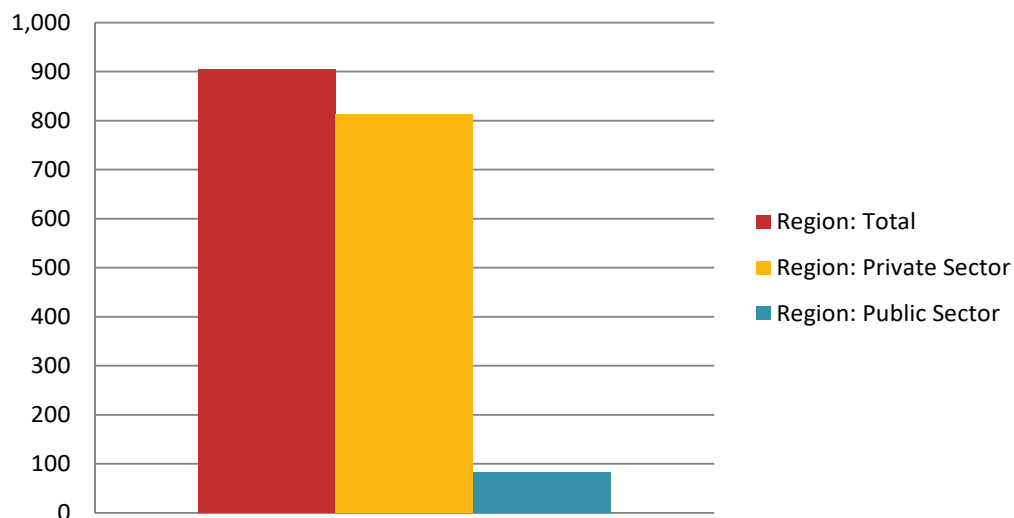


Illustration A-11d: SWFL Employment Composition by Sector (2020)



### c. Wages by Industry

The State's wage growth has been slower than the region's as a whole over the last 10 years (14.9% region compared to 11.6% State).

**Table A-12a: Average Annual Wages by Industry**

Southwest Florida Region and State  
2011 to 2020

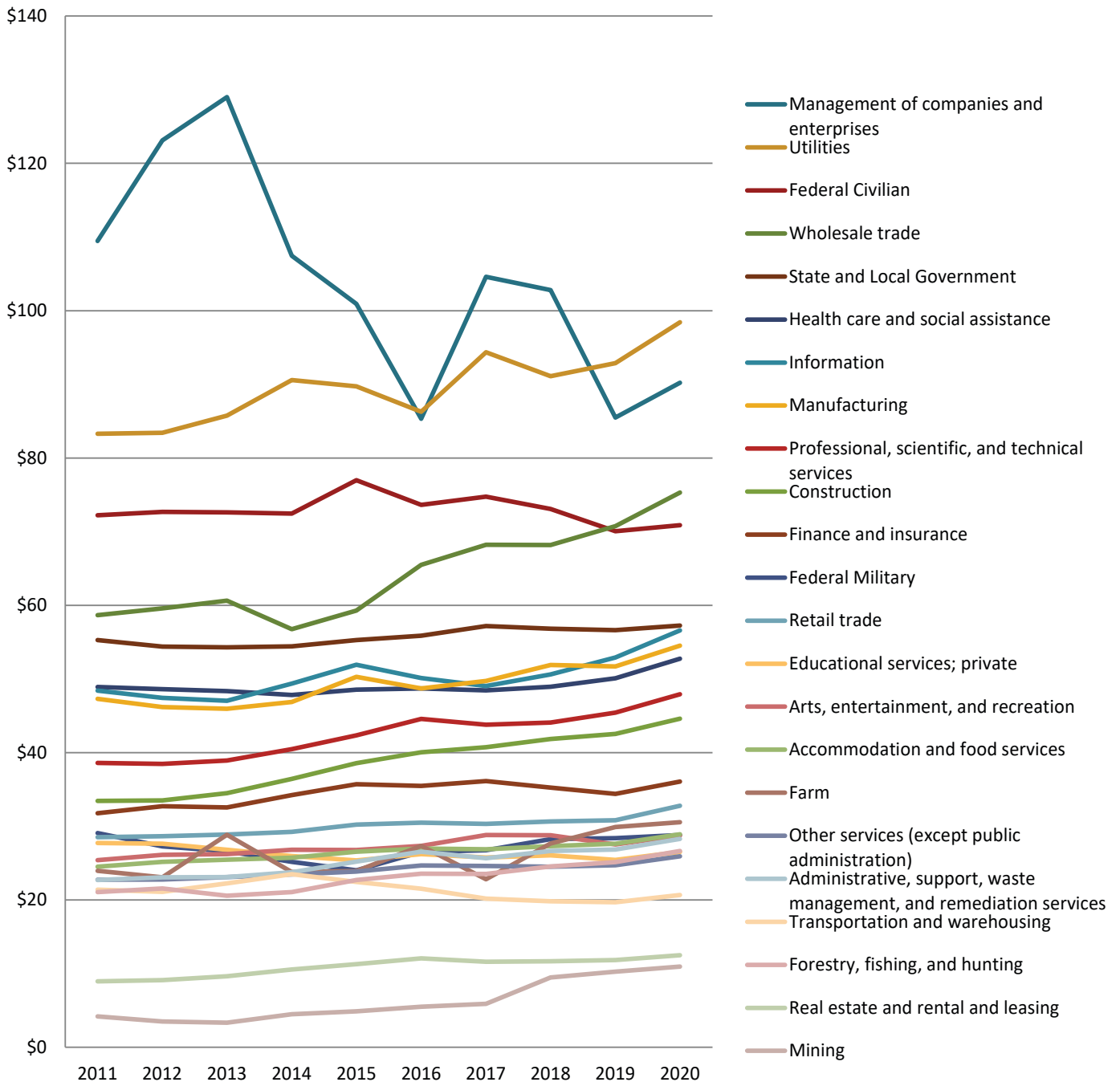
**Avg Annual Wage by Industry (Thousands of Current Dollars)**

| Category  | 2011    | 2012    | 2013    | 2014    | 2015    | 2016   | 2017    | 2018    | 2019   | 2020   |
|---|---------|---------|---------|---------|---------|--------|---------|---------|--------|--------|
| Management of companies and enterprises                             | \$109.4 | \$123.1 | \$129.0 | \$107.5 | \$100.9 | \$85.3 | \$104.6 | \$102.8 | \$85.5 | \$90.2 |
| Utilities   | \$83.3  | \$83.4  | \$85.8  | \$90.6  | \$89.7  | \$86.3 | \$94.3  | \$91.1  | \$92.9 | \$98.4 |
| Federal Civilian  | \$72.2  | \$72.7  | \$72.6  | \$72.5  | \$77.0  | \$73.6 | \$74.8  | \$73.1  | \$70.1 | \$70.9 |
| Wholesale trade   | \$58.7  | \$59.6  | \$60.6  | \$56.8  | \$59.3  | \$65.5 | \$68.2  | \$68.2  | \$70.7 | \$75.3 |
| State and Local Government  | \$55.3  | \$54.4  | \$54.3  | \$54.4  | \$55.3  | \$55.9 | \$57.2  | \$56.8  | \$56.6 | \$57.3 |
| Health care and social assistance                                   | \$48.9  | \$48.6  | \$48.4  | \$47.8  | \$48.6  | \$48.7 | \$48.4  | \$49.0  | \$50.1 | \$52.8 |
| Information   | \$48.4  | \$47.4  | \$47.1  | \$49.4  | \$51.9  | \$50.1 | \$49.0  | \$50.6  | \$52.9 | \$56.6 |
| Manufacturing   | \$47.3  | \$46.2  | \$46.0  | \$46.9  | \$50.3  | \$48.7 | \$49.7  | \$51.9  | \$51.7 | \$54.5 |
| Professional, scientific, and technical services                    | \$38.6  | \$38.5  | \$38.9  | \$40.5  | \$42.3  | \$44.6 | \$43.8  | \$44.1  | \$45.4 | \$47.9 |
| Construction  | \$33.4  | \$33.5  | \$34.5  | \$36.4  | \$38.6  | \$40.1 | \$40.8  | \$41.8  | \$42.6 | \$44.6 |
| Finance and insurance   | \$31.8  | \$32.7  | \$32.6  | \$34.2  | \$35.7  | \$35.5 | \$36.2  | \$35.3  | \$34.4 | \$36.1 |
| Federal Military  | \$29.1  | \$27.3  | \$26.6  | \$25.2  | \$24.0  | \$26.5 | \$26.7  | \$28.3  | \$28.4 | \$28.8 |
| Retail trade  | \$28.5  | \$28.6  | \$28.9  | \$29.2  | \$30.2  | \$30.5 | \$30.3  | \$30.6  | \$30.8 | \$32.8 |
| Educational services; private                                       | \$27.7  | \$27.6  | \$26.8  | \$26.0  | \$25.4  | \$26.2 | \$25.8  | \$26.1  | \$25.4 | \$26.5 |
| Arts, entertainment, and recreation                                 | \$25.4  | \$26.1  | \$26.2  | \$26.8  | \$26.8  | \$27.4 | \$28.8  | \$28.8  | \$27.5 | \$28.8 |
| Accommodation and food services                                     | \$24.5  | \$25.2  | \$25.5  | \$25.7  | \$26.6  | \$27.0 | \$26.9  | \$27.3  | \$27.7 | \$28.9 |
| Farm  | \$24.0  | \$23.1  | \$28.9  | \$23.8  | \$23.9  | \$27.4 | \$22.8  | \$27.7  | \$29.9 | \$30.6 |
| Other services (except public administration)                       | \$22.7  | \$22.8  | \$23.1  | \$23.5  | \$23.9  | \$24.7 | \$24.6  | \$24.5  | \$24.7 | \$25.9 |
| Administrative, support, waste management, and remediation services | \$22.7  | \$23.1  | \$23.1  | \$23.8  | \$25.2  | \$26.6 | \$25.7  | \$26.7  | \$26.9 | \$28.3 |
| Transportation and warehousing                                      | \$21.4  | \$21.1  | \$22.3  | \$23.5  | \$22.5  | \$21.5 | \$20.2  | \$19.8  | \$19.7 | \$20.7 |
| Forestry, fishing, and hunting                                      | \$21.1  | \$21.6  | \$20.6  | \$21.1  | \$22.7  | \$23.6 | \$23.5  | \$24.5  | \$25.1 | \$26.7 |
| Real estate and rental and leasing                                  | \$9.0   | \$9.1   | \$9.6   | \$10.6  | \$11.3  | \$12.1 | \$11.6  | \$11.7  | \$11.8 | \$12.5 |
| Mining  | \$4.2   | \$3.5   | \$3.3   | \$4.5   | \$4.9   | \$5.5  | \$5.9   | \$9.5   | \$10.3 | \$11.0 |

Source:

Regional Economic Modeling, Inc., Policy Insite+, Florida Counties, v2.5

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

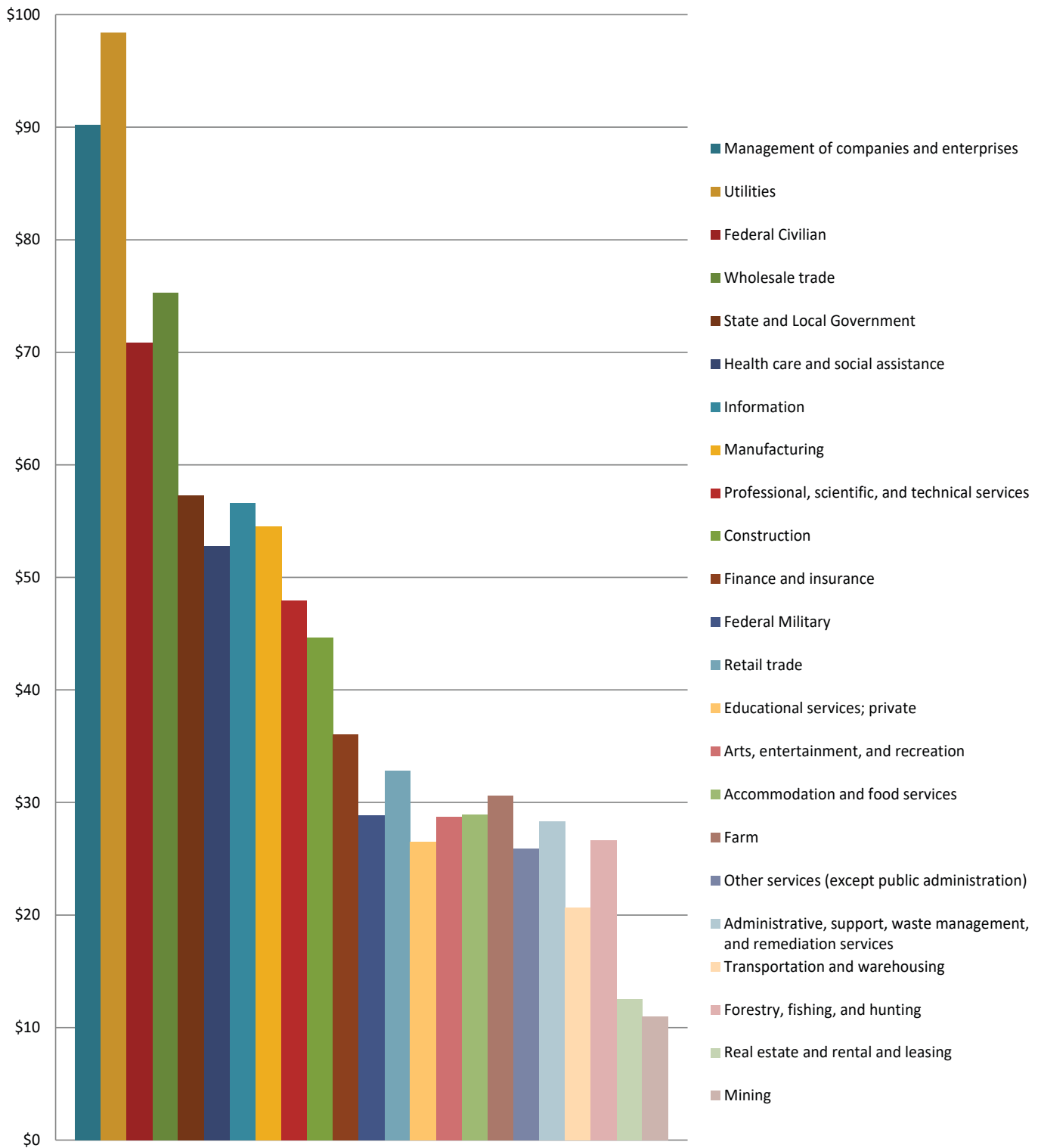


Table A-12b: Average Annual Wages by Sector

Southwest Florida Region and State  
2011 to 2020

Avg Annual Wage by Sector (Thousands of Current Dollars)

| Area: Sector             | 2011   | 2012   | 2013   | 2014   | 2015   | 2016   | 2017   | 2018   | 2019   | 2020   |
|--------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Region: Total            | \$33.4 | \$33.5 | \$33.7 | \$33.9 | \$34.9 | \$35.5 | \$35.6 | \$36.0 | \$36.2 | \$38.4 |
| Region: Private Non-Farm | \$31.1 | \$31.4 | \$31.6 | \$32.0 | \$33.0 | \$33.7 | \$33.7 | \$34.2 | \$34.4 | \$36.6 |
| Region: Public           | \$55.2 | \$54.4 | \$54.2 | \$54.3 | \$55.3 | \$55.7 | \$56.9 | \$56.6 | \$56.3 | \$57.0 |
| State: Total             | \$39.8 | \$39.9 | \$39.7 | \$39.9 | \$40.8 | \$41.3 | \$41.3 | \$41.3 | \$41.8 | \$44.4 |
| State: Private Non-Farm  | \$37.6 | \$37.9 | \$37.7 | \$38.0 | \$39.0 | \$39.4 | \$39.5 | \$39.5 | \$40.0 | \$42.7 |
| State: Public            | \$58.0 | \$57.2 | \$57.0 | \$57.6 | \$58.7 | \$59.2 | \$59.6 | \$60.1 | \$60.5 | \$61.9 |

Source: Regional Economic Modeling, Inc., Policy Insite+, Florida Counties, v2.5

Illustration A-12c: Avg Annual Wages by Sector

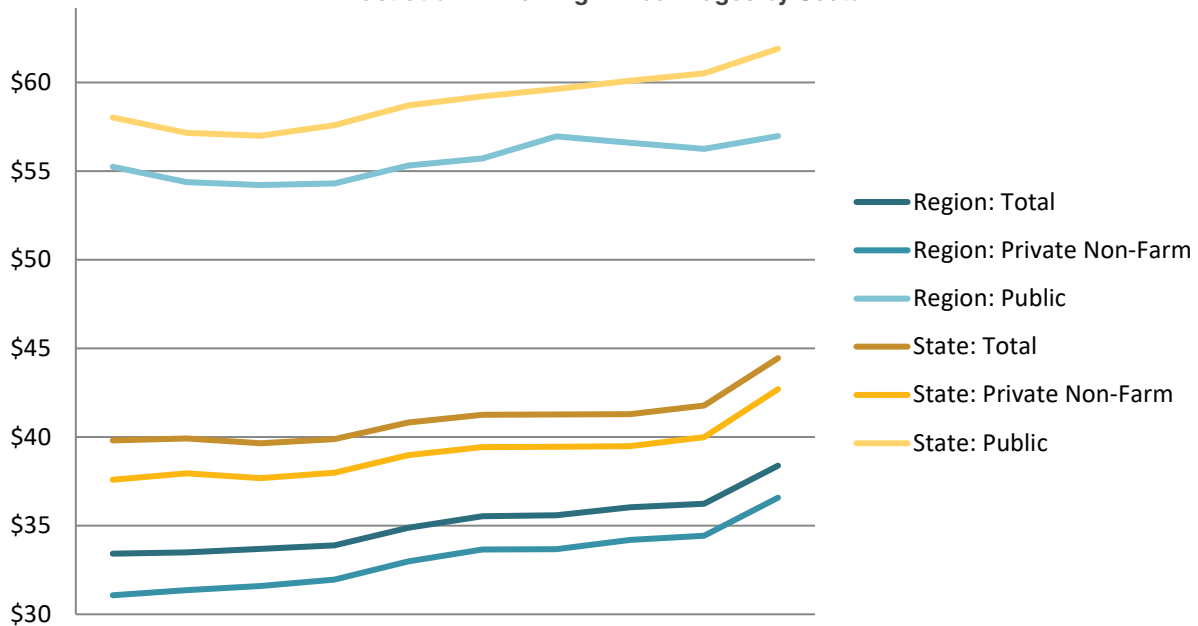
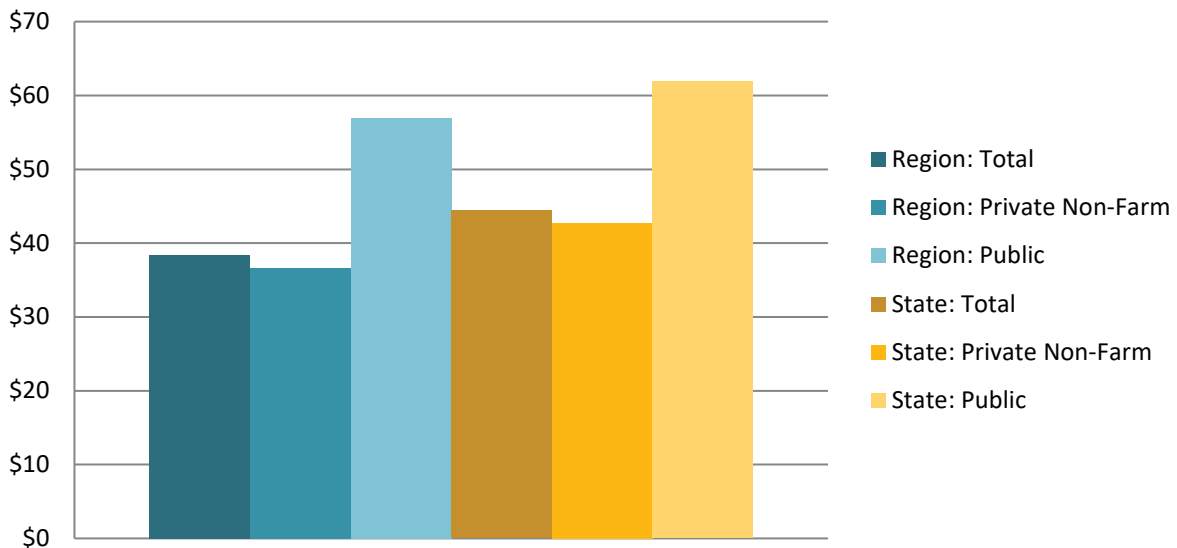


Illustration A-12d: Avg Annual Wages by Sector (2020)





## 5. Civic & Governance Systems

### a. Millage Rates

The State and SWFL's Millage Rates have both decreased 5.8% since 2011. Charlotte County had seen a .02% increase over this time period. Collier, Glades, Hendry, Lee and Sarasota have all had decreases, with Lee seeing the largest decrease at 12.2%.

**Table A-13: Millage Rates**

Southwest Florida Region and State  
2011 to 2020

| Millage Rates |        |        |        |        |        |         |         |         |         |         |
|---------------|--------|--------|--------|--------|--------|---------|---------|---------|---------|---------|
| Area          | 2011   | 2012   | 2013   | 2014   | 2015   | 2016    | 2017    | 2018    | 2019    | 2020    |
| Charlotte     | 16.914 | 17.281 | 17.518 | 17.336 | 17.235 | 16.945  | 16.662  | 16.3245 | 16.1471 | 16.9438 |
| Collier       | 11.740 | 11.792 | 11.635 | 11.490 | 11.361 | 11.132  | 11.097  | 11.0107 | 10.6707 | 10.8607 |
| Glades        | 20.055 | 19.702 | 19.678 | 19.869 | 19.697 | 19.701  | 19.344  | 19.2353 | 19.075  | 19.0616 |
| Hendry        | 20.519 | 20.878 | 20.407 | 21.256 | 21.154 | 20.905  | 20.5418 | 19.9852 | 19.4791 | 19.1349 |
| Lee           | 17.832 | 17.583 | 17.819 | 17.567 | 17.185 | 16.77   | 16.5083 | 16.1035 | 15.7808 | 15.6618 |
| Sarasota      | 14.278 | 14.563 | 14.836 | 14.574 | 14.488 | 14.162  | 13.9468 | 13.7447 | 13.6969 | 13.7912 |
| SWFL          | 16.890 | 16.966 | 16.982 | 17.015 | 16.853 | 16.603  | 16.350  | 16.067  | 15.808  | 15.909  |
| Florida       | 17.219 | 17.324 | 17.366 | 17.397 | 17.335 | 16.9842 | 16.7053 | 16.516  | 16.3969 | 16.2121 |

Source: Florida Department of Revenue, Property Tax Analysis, Millage, Levies and Collections;  
Florida Ad Valorem Valuation and Tax Data: Millage and Taxes Levied Report  
[ftp://sdrftp03.dor.state.fl.us/PTO/Data\\_Portal/Databook](ftp://sdrftp03.dor.state.fl.us/PTO/Data_Portal/Databook)

**Illustration A-13a: Millage Rates**

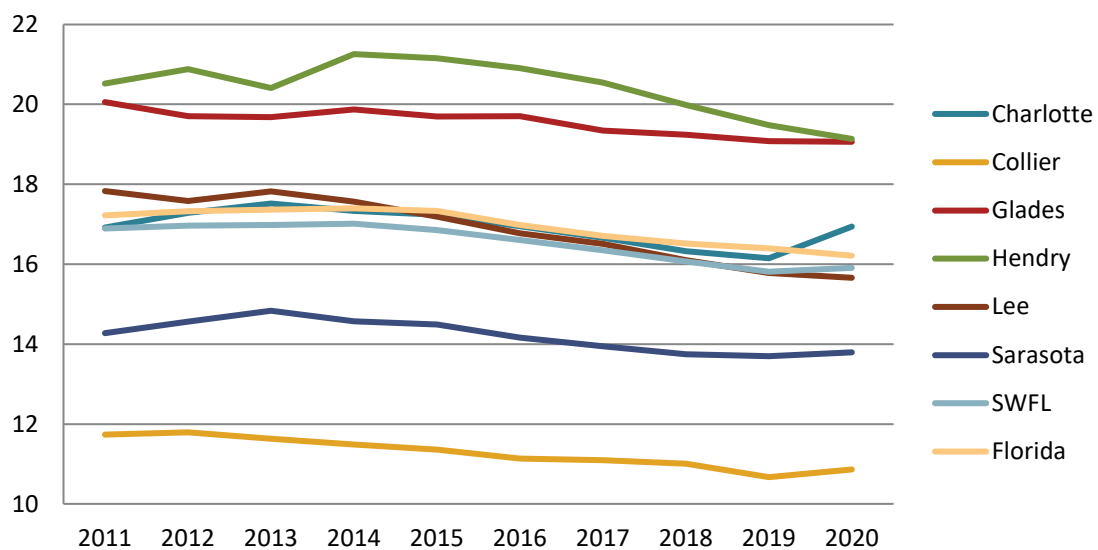
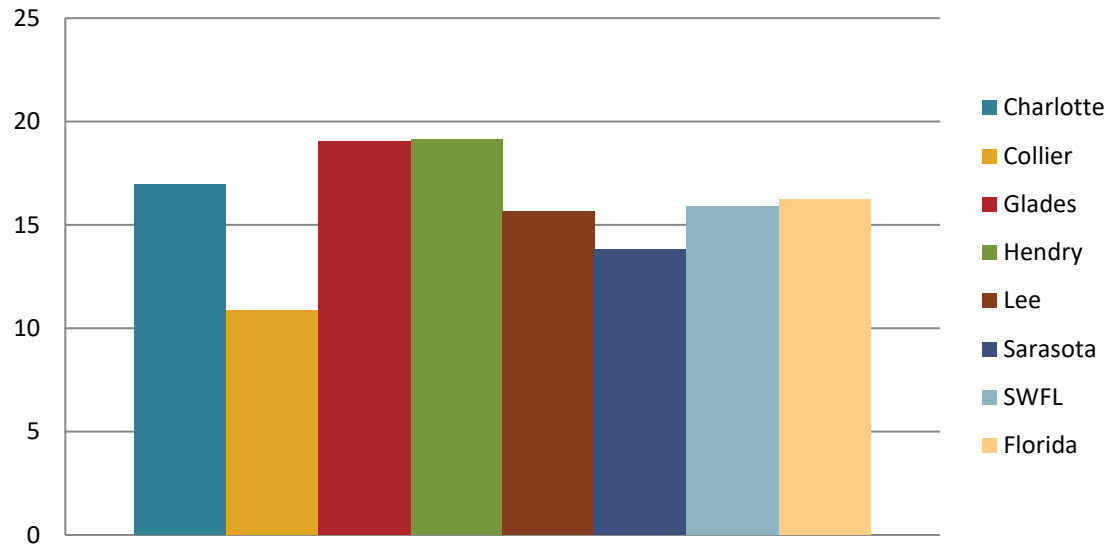


Illustration A-13b: Millage Rates



## b. Voter Participation

SWFL consistently has higher voter turnouts than the State.

**Table A-14: Voter Participation: Biennial General Elections**

Southwest Florida Region and State  
2010 to 2020

| General Election Voter Turnout |        |        |        |        |        |        |
|--------------------------------|--------|--------|--------|--------|--------|--------|
| Area                           | 2010   | 2012   | 2014   | 2016   | 2018   | 2020   |
| Charlotte                      | 52.00% | 74.20% | 56.70% | 76.50% | 65.30% | 76.90% |
| Collier                        | 57.90% | 83.30% | 61.10% | 86.90% | 73.50% | 90.40% |
| Glades                         | 42.90% | 60.00% | 51.60% | 66.80% | 57.10% | 73.60% |
| Hendry                         | 41.20% | 59.80% | 40.90% | 64.50% | 50.50% | 68.00% |
| Lee                            | 53.20% | 68.90% | 52.50% | 78.50% | 65.60% | 81.10% |
| Sarasota                       | 56.10% | 75.10% | 58.90% | 77.30% | 67.00% | 80.10% |
| SWFL                           | 54.50% | 73.70% | 56.20% | 79.20% | 67.20% | 81.80% |
| Florida                        | 48.70% | 71.50% | 50.50% | 74.50% | 62.60% | 77.20% |

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

**Illustration A-14a: Voter Participation**

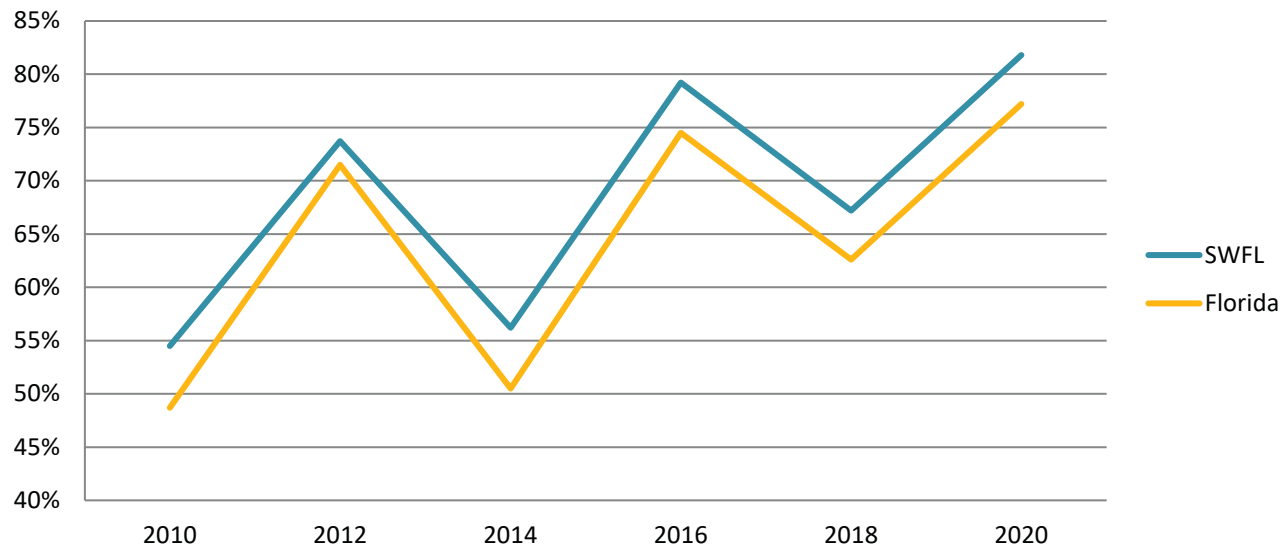
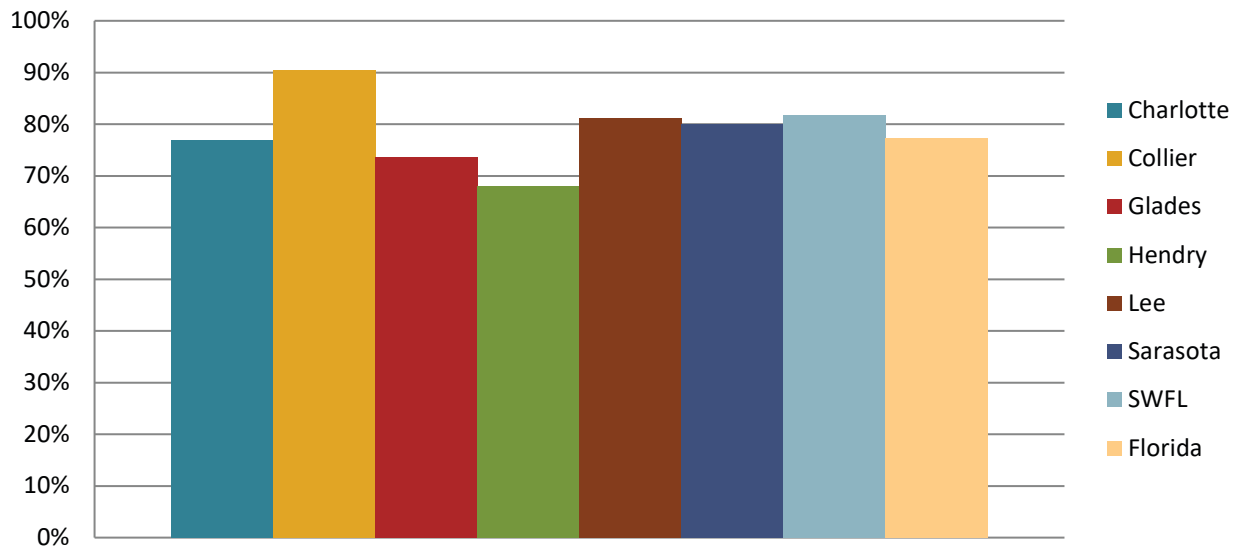


Illustration A-14b: Voter Participation



## 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. Collier County has seen the highest increase in the region in the last 10 years (36.5%)

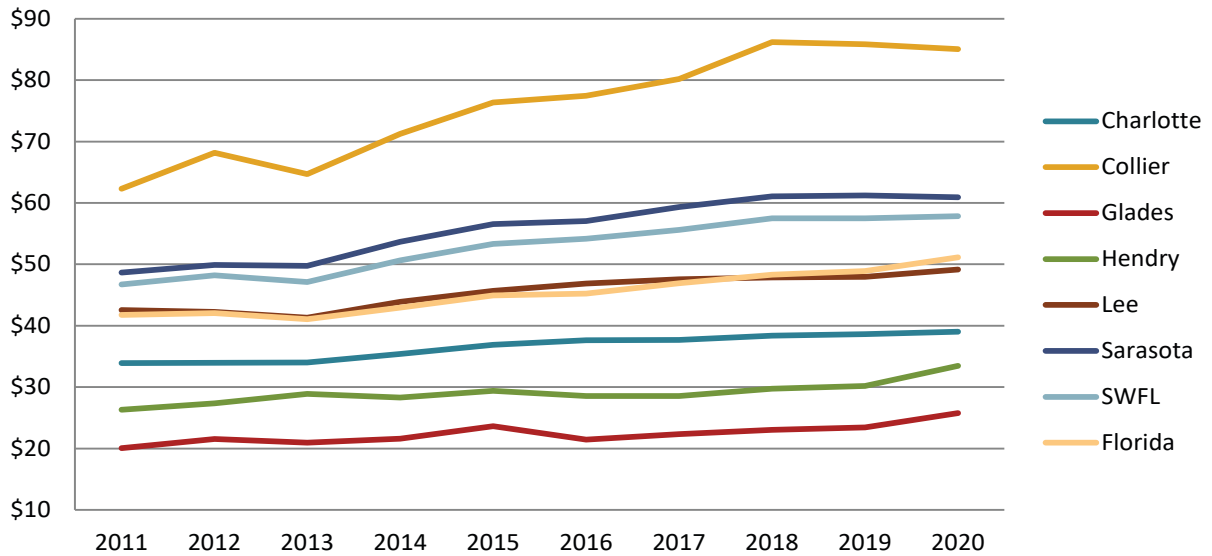
Table A-15: Real Personal Per Capita Income

Southwest Florida Region and State  
2011 to 2020

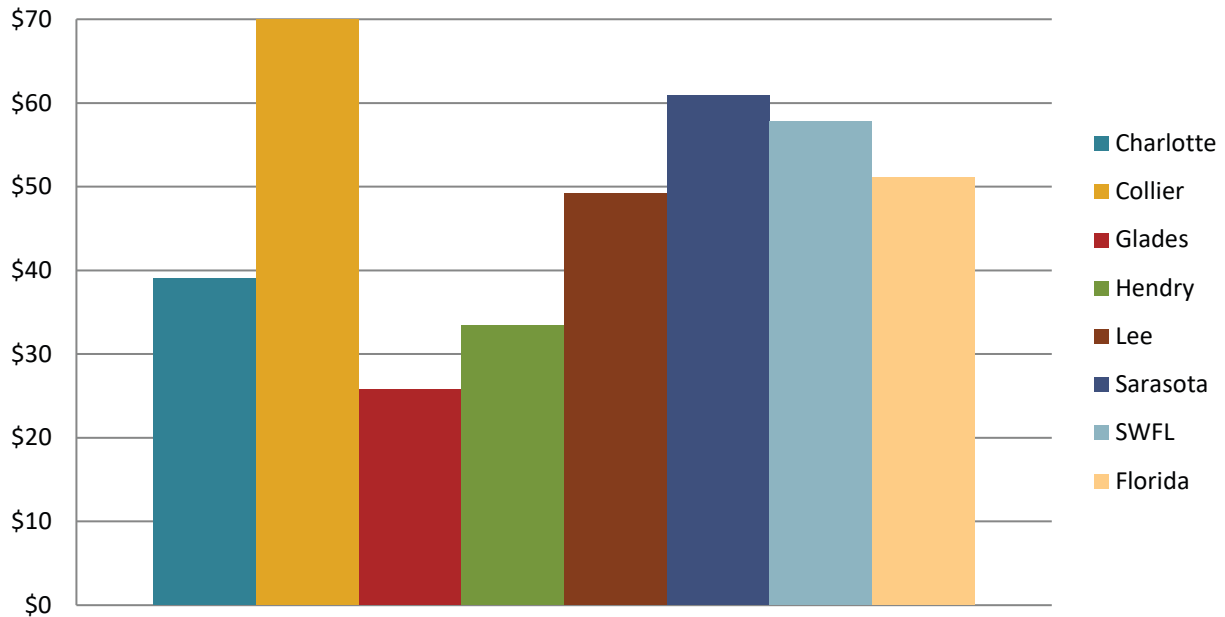
| Real Personal Income per Capita (Thousands of Fixed (2009) Dollars) |         |         |         |         |         |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Area  | 2011    | 2012    | 2013    | 2014    | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    |
| Charlotte   | \$33.89 | \$33.94 | \$33.99 | \$35.37 | \$36.90 | \$37.64 | \$37.68 | \$38.36 | \$38.63 | \$39.04 |
| Collier   | \$62.31 | \$68.16 | \$64.67 | \$71.27 | \$76.37 | \$77.47 | \$80.20 | \$86.20 | \$85.87 | \$85.06 |
| Glades  | \$20.07 | \$21.57 | \$20.93 | \$21.57 | \$23.61 | \$21.44 | \$22.34 | \$23.04 | \$23.41 | \$25.76 |
| Hendry  | \$26.30 | \$27.37 | \$28.91 | \$28.28 | \$29.38 | \$28.54 | \$28.55 | \$29.75 | \$30.16 | \$33.45 |
| Lee   | \$42.53 | \$42.24 | \$41.33 | \$43.89 | \$45.66 | \$46.85 | \$47.58 | \$47.86 | \$47.94 | \$49.16 |
| Sarasota  | \$48.65 | \$49.92 | \$49.75 | \$53.67 | \$56.53 | \$57.03 | \$59.34 | \$61.09 | \$61.20 | \$60.91 |
| SWFL  | \$46.73 | \$48.21 | \$47.10 | \$50.64 | \$53.31 | \$54.17 | \$55.59 | \$57.48 | \$57.49 | \$57.83 |
| Florida   | \$41.77 | \$42.05 | \$41.06 | \$42.95 | \$44.93 | \$45.25 | \$46.89 | \$48.30 | \$48.92 | \$51.12 |

Source: Regional Economic Modeling, Inc., Policy Insite+, Florida Counties, v2.5

**Illustration A-15a: Real Personal Income Per Capita**  
Thousands of Fixed (2012) Dollars



**Illustration A-15b: Real Personal Income Per Capita**  
Thousands of Fixed (2012) Dollars



## b. House Price Cost Index

Although SWFL has remained below the 1.0 national index, the region's relative housing cost is consistently greater than the State average. The relative cost of housing has increased in every county in the region since 2011.

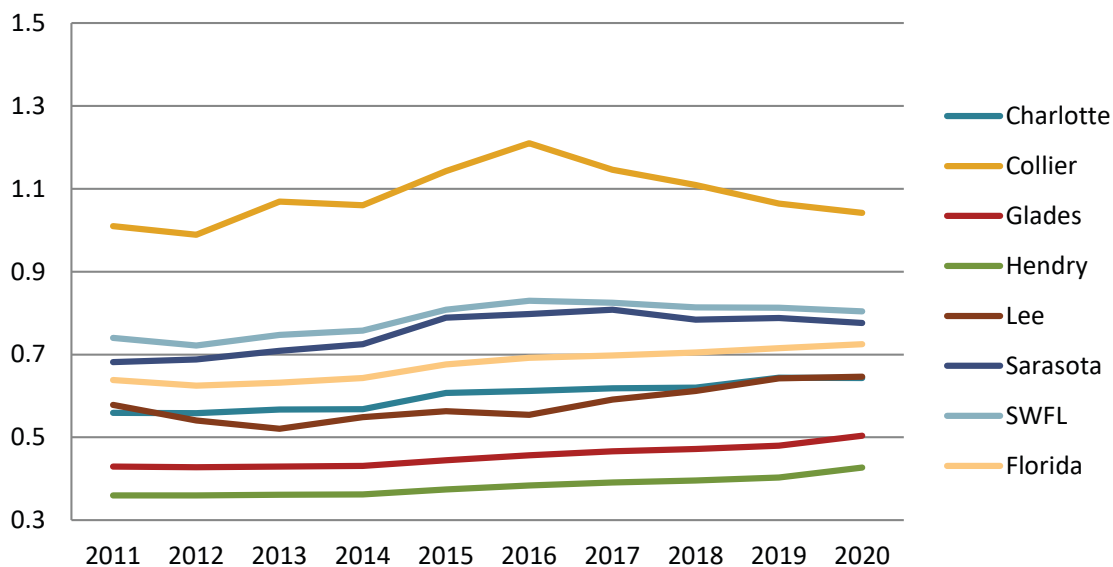
**Table A-16: Relative Housing Price**

Southwest Florida Region and State  
National Index = 1.0 - 2011 to 2020

| Relative Housing Price |       |       |       |       |       |       |       |       |       |       |
|------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Area                   | 2011  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  | 2019  | 2020  |
| Charlotte              | 0.559 | 0.558 | 0.567 | 0.568 | 0.607 | 0.612 | 0.618 | 0.620 | 0.644 | 0.643 |
| Collier                | 1.010 | 0.989 | 1.069 | 1.060 | 1.143 | 1.210 | 1.146 | 1.109 | 1.064 | 1.042 |
| Glades                 | 0.429 | 0.428 | 0.429 | 0.431 | 0.445 | 0.457 | 0.466 | 0.472 | 0.480 | 0.504 |
| Hendry                 | 0.360 | 0.360 | 0.361 | 0.362 | 0.374 | 0.384 | 0.391 | 0.396 | 0.403 | 0.427 |
| Lee                    | 0.578 | 0.541 | 0.521 | 0.549 | 0.563 | 0.554 | 0.591 | 0.612 | 0.642 | 0.646 |
| Sarasota               | 0.682 | 0.688 | 0.709 | 0.725 | 0.789 | 0.798 | 0.808 | 0.784 | 0.788 | 0.776 |
| SWFL                   | 0.740 | 0.722 | 0.747 | 0.758 | 0.808 | 0.830 | 0.825 | 0.814 | 0.813 | 0.804 |
| Florida                | 0.638 | 0.625 | 0.632 | 0.643 | 0.676 | 0.692 | 0.698 | 0.705 | 0.715 | 0.725 |

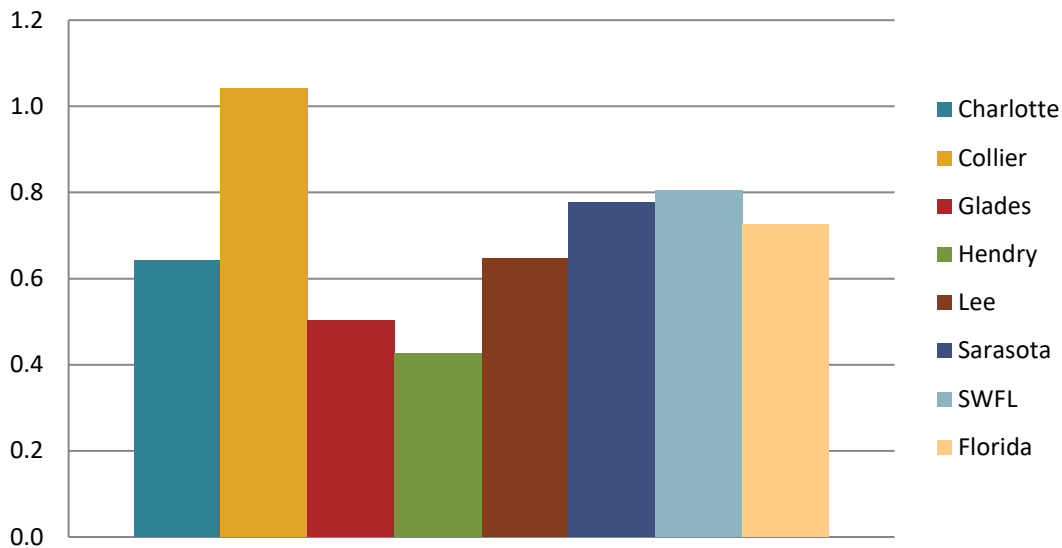
Source: Regional Economic Modeling, Inc., Policy Insite+, Florida Counties, v2.5

**Illustration A-16a: Relative Housing Price**  
National Index = 1.0





**Illustration A-16b: Relative Housing Price  
National Index = 1.0**



### c. Persons Living in Poverty

The percent of persons living in poverty in SWFL has declined by the same rate as the State average since 2011 (4.6% region and State). Every county in the region has also seen the poverty percentage decrease over this time period, with Hendry County seeing the largest with a 6.7% decrease.

**Table A-17: Percent of Persons Living in Poverty**

Southwest Florida Region and State  
2011 to 2020

| Percent of Persons Living in Poverty |       |       |       |       |       |       |       |       |       |       |
|--------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Area                                 | 2011  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  | 2019  | 2020  |
| Charlotte                            | 13.2% | 13.8% | 14.4% | 11.9% | 12.4% | 12.6% | 10.1% | 10.9% | 12.0% | 9.8%  |
| Collier                              | 16.2% | 14.2% | 13.4% | 14.3% | 13.6% | 11.4% | 12.1% | 10.6% | 9.3%  | 10.1% |
| Glades                               | 22.2% | 26.3% | 24.1% | 21.1% | 22.1% | 20.7% | 18.0% | 17.0% | 17.4% | 18.1% |
| Hendry                               | 29.6% | 26.9% | 25.1% | 25.3% | 25.8% | 26.3% | 25.5% | 26.8% | 25.3% | 22.9% |
| Lee                                  | 15.3% | 15.3% | 16.3% | 16.0% | 15.9% | 12.9% | 11.6% | 12.2% | 11.3% | 10.5% |
| Sarasota                             | 11.7% | 12.7% | 13.0% | 10.8% | 9.7%  | 10.6% | 8.8%  | 10.3% | 7.0%  | 8.7%  |
| SWFL                                 | 14.8% | 14.6% | 15.0% | 14.2% | 13.9% | 12.7% | 11.6% | 12.0% | 10.5% | 10.2% |
| Florida                              | 17.0% | 17.2% | 17.1% | 16.6% | 15.8% | 14.7% | 14.0% | 13.6% | 12.7% | 12.4% |

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

Illustration A-17a: Persons Living in Poverty

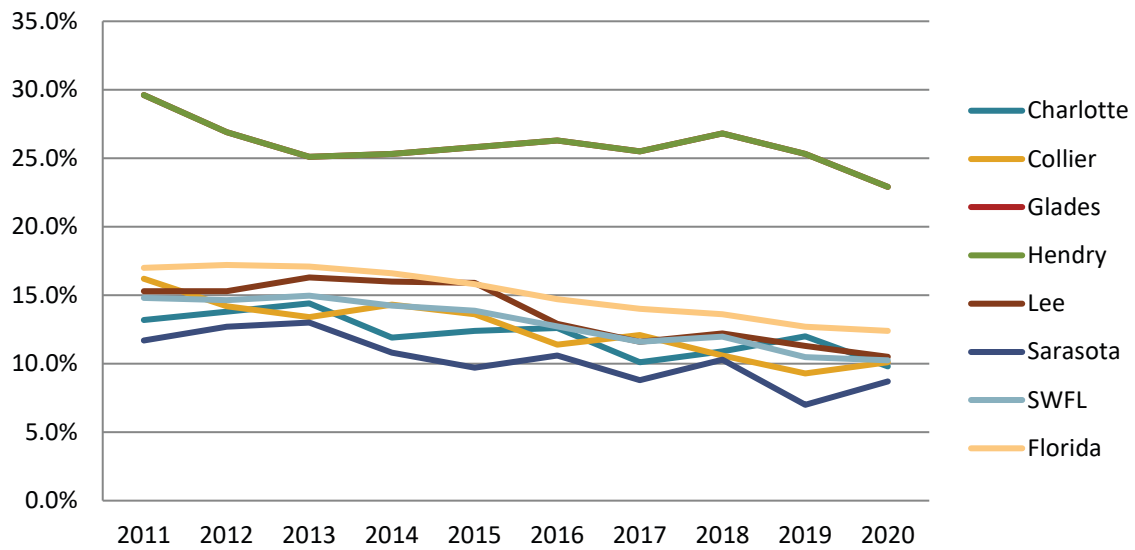
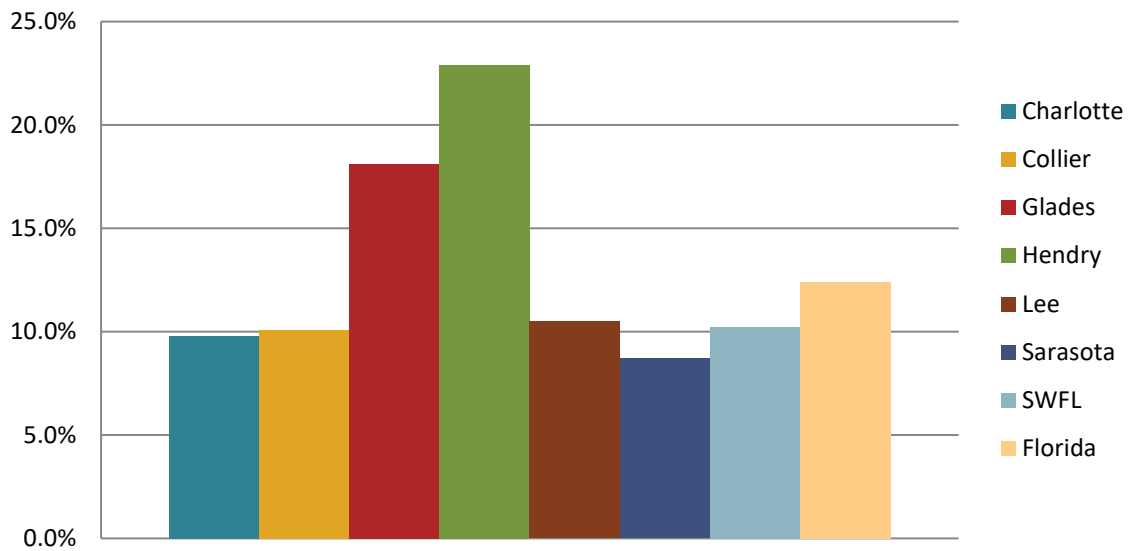


Illustration A-17b: Persons Living in Poverty



## 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:

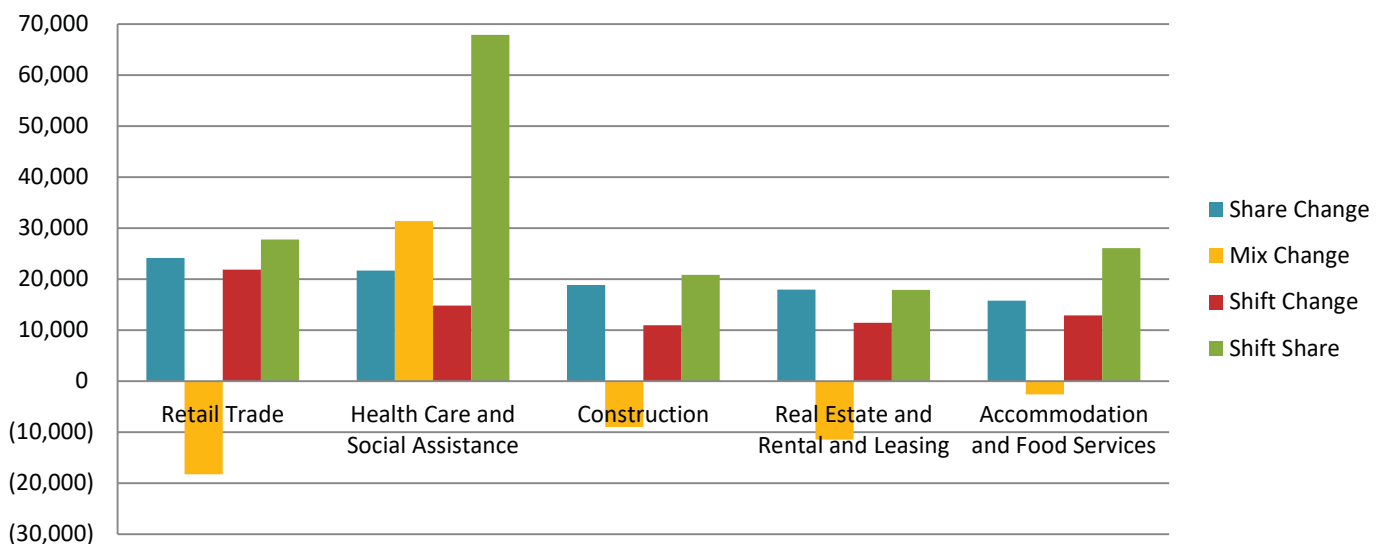
$$e_i^{t+n} - e_i^t = \text{Share Change} + \text{Mix Change} + \text{Shift Change}$$

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

### 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, Construction, Real Estate, and Accommodation and Food Services industries. This is indicated in the illustration below.

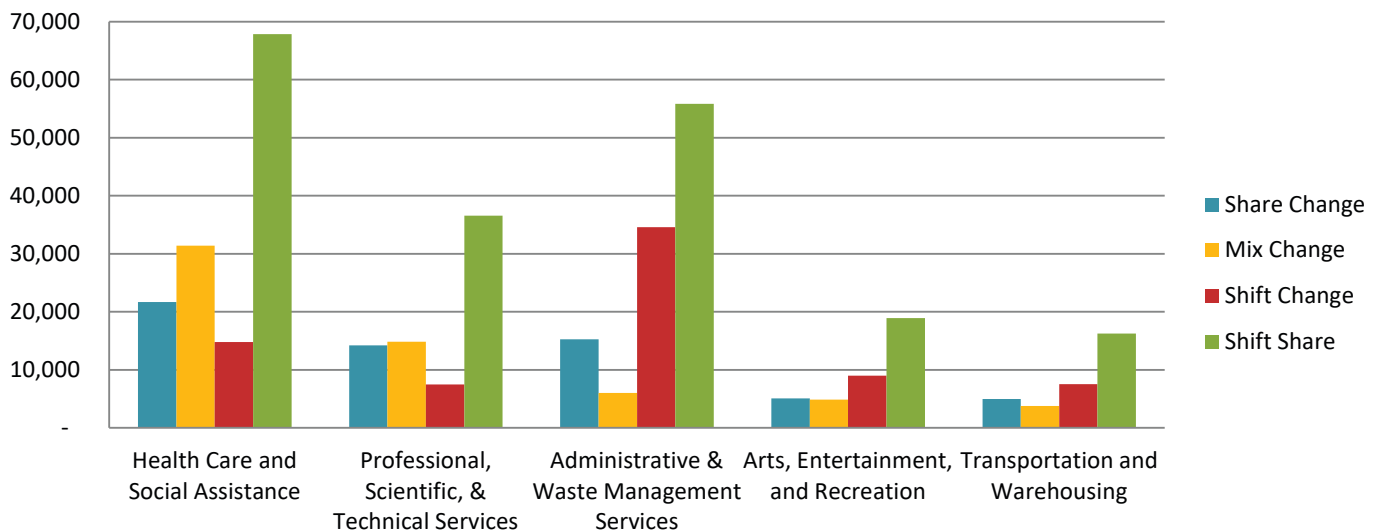
Illustration A-18a: Largest Share Change (2020-2060)



## b. Mix Change - Actual Industry Growth

The following chart shows the Largest Mix Changes 2020-2060, where the region will struggle. The largest changes are health care, professional, scientific, and technical services. The most feasible weakness for the region to focus on would be to increase and attract more transportation and warehousing.

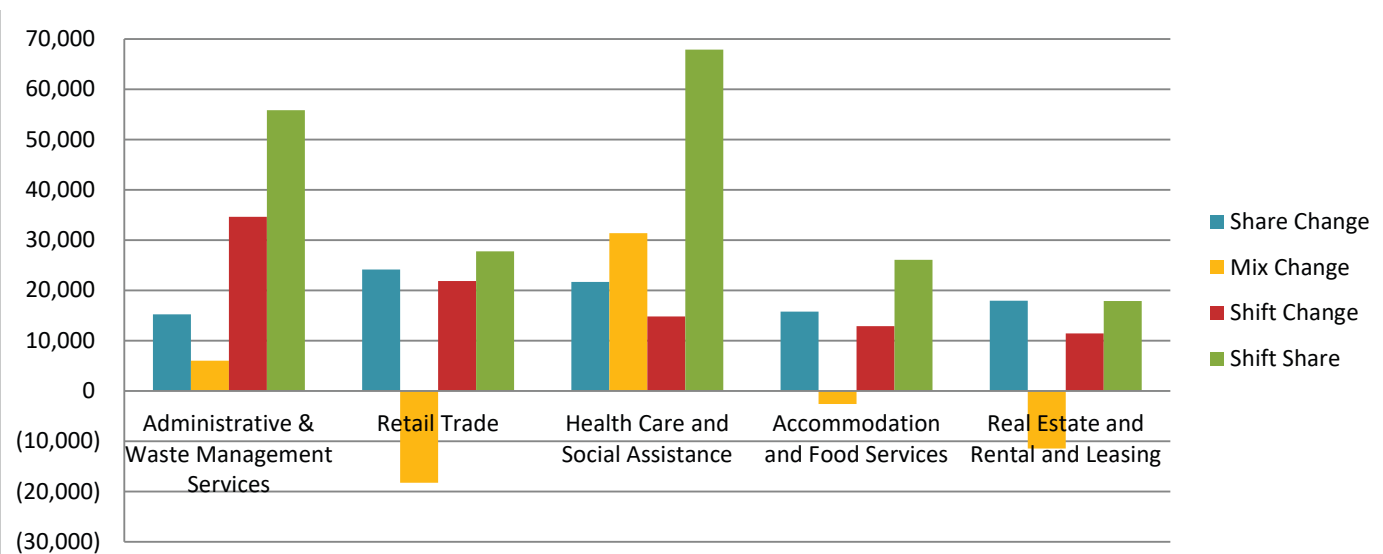
Illustration A-18b: Largest Mix Change (2020-2060)



## c. Shift Change - Regional Competitiveness

The chart below depicts the largest shift changes in the region over the next forty years. Administrative and Waste Management Services has the largest increase, followed by retail trade and health care.

Illustration A-18c: Largest Shift Change (2020-2060)



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

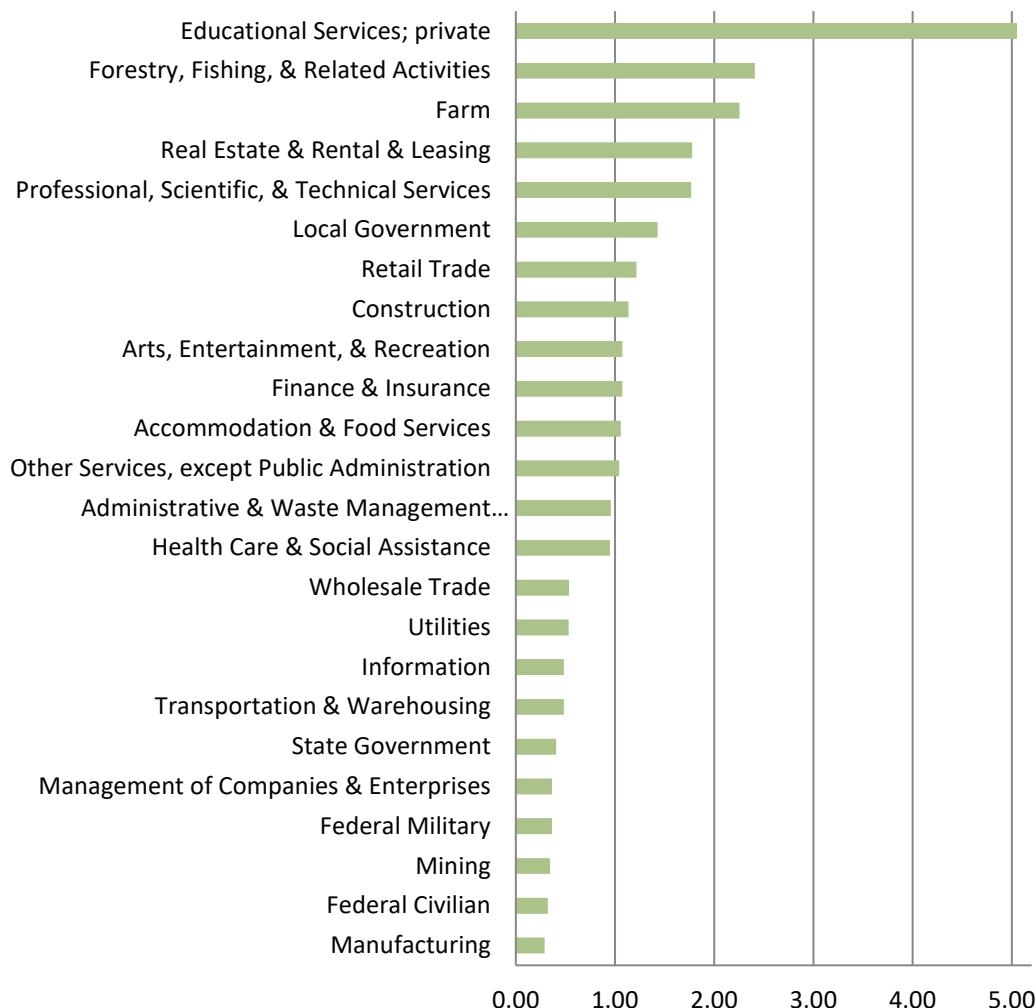
$E_i$  = national employment in industry

$E$  = 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 A-19). 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-19: SWFL Location Quotient (2020)**



As shown above, the Southwest Florida Region has a very strong concentration of Education, Forestry and Fishing, Farm and Real Estate Professional, Scientific and Technical Services, 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.

## 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-18:

SWFL Shift-Share Analysis (2020-2060)

| Industry                                       | Share Change | Mix Change | Shift Change | Shift Share |
|--|--------------|------------|--------------|-------------|
| Health Care and Social Assistance              | 21,669       | 31,367     | 14,807       | 67,843      |
| Professional, Scientific, & Technical Services | 14,207       | 14,842     | 7,487        | 36,536      |
| Construction                                   | 18,826       | (8,988)    | 10,968       | 20,806      |
| Retail Trade                                   | 24,141       | (18,258)   | 21,871       | 27,754      |
| Accommodation and Food Services                | 15,779       | (2,622)    | 12,885       | 26,042      |
| Administrative & Waste Management Services     | 15,227       | 5,992      | 34,593       | 55,812      |
| Finance and Insurance                          | 12,028       | (2,792)    | 6,448        | 15,684      |
| Local Government                               | 14,097       | (5,992)    | 10,024       | 18,129      |
| Forestry, Fishing, and Related Activities      | 2,378        | 2,122      | 5,556        | 10,056      |
| Wholesale Trade                                | 4,473        | (3,550)    | 3,161        | 4,084       |
| Arts, Entertainment, and Recreation            | 5,082        | 4,844      | 8,999        | 18,925      |
| Real Estate and Rental and Leasing             | 17,925       | (11,448)   | 11,421       | 17,898      |
| Management of Companies and Enterprises        | 1,721        | 636        | 36           | 2,394       |
| Other Services, except Public Administration   | 11,895       | (2,488)    | 7,294        | 16,701      |
| Educational services; private                  | 2,464        | 1,300      | 1,744        | 5,508       |
| State Government                               | 2,225        | (946)      | 1,756        | 3,035       |
| Transportation and Warehousing                 | 4,985        | 3,742      | 7,522        | 16,249      |
| Manufacturing                                  | 5,063        | (2,868)    | 3,529        | 5,724       |
| Federal Civilian                               | 1,222        | (519)      | (1,112)      | (410)       |
| Mining   | 588          | (66)       | 1,106        | 1,629       |
| Utilities                                      | 363          | (717)      | 498          | 144         |
| Federal Military                               | 767          | (1,025)    | 281          | 24          |
| Farm   | 1,778        | (1,721)    | (509)        | (452)       |
| Information                                    | 2,156        | (369)      | (3,908)      | (2,122)     |

## 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 that 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 (FHRO); 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 Collier 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 Opportunity, 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 and Regional Workforce Plans.

---

# **Appendix B –**

## CEDS Vital Project Summary

# CHARLOTTE COUNTY

## Vital Projects

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |  |
|--------------------------|--|
| Project Title            | West Port (i.e. Murdock Village CRA) Design/installation of Infrastructure Improvements, Signalization, and Widening Toledo Blade  |
| Organization             | Charlotte County BCC   |
| Contact                  | Dave Gammon  |
| Contact Phone            | 941-764-4941   |
| Contact Email            | <a href="mailto:Dave.Gammon@CharlotteCountyFL.gov">Dave.Gammon@CharlotteCountyFL.gov</a>   |
| Total Project Cost       | To Be Determined   |
| State/Federal Funding    | To Be Determined   |
| Local Funding            | Infrastructure – TBD   |
| Private Funding          | TBD  |
| Partners                 | Charlotte County BCC / TBD   |
| Status/Timeline          | Pre-Planning / Implementation  |
| Project Description      | <p>West Port is a Community Redevelopment Area (Murdock Village CRA) established in 2003 to assemble and redevelop an antiquated subdivision in the center of Charlotte County. The Murdock Village Community Redevelopment Agency acquired approximately 870 usable acres to create a mixed-use project in partnership with developers. Single- and multi-family homes, condominiums, and apartments in varying price ranges are under construction. Commercial uses are anticipated to provide employment opportunities, serve both County residents and visitors. In November 2016, the Agency entered a Purchase and Sale Agreement to develop approx. 453 acres with 2,000 mixed housing units, as well as approximately 100,000 square feet of commercial uses. Additionally, another 186 acres went under contract in December 2021 and is expected to close by June of 2023 for an additional mixed-use development; 350K sf retail, 500 single family homes, and 304 units of multifamily housing. It is expected there will be a dramatic increase of vehicles per day coming to and from these residential and commercial centers, necessitating the intersection improvements, lights and widening Toledo Blade.</p> <p><b><i>*Proactive approach to planning and traffic control Improvements needed*</i></b></p> <ul style="list-style-type: none"> <li>• <b>Design/installation of Intersection improvements:</b> The developer will be improving Flamingo Road which runs north &amp; south through West Port; however, the south intersections of Toledo Blade and Flamingo need improvements for safety purposes on SR 776.</li> <li>• <b>Design/installation of traffic signalization:</b> An additional light will need to be added at the north intersection of Centennial Blvd and US 41, as well as to the south of the development on Flamingo on both sides of SR. 776.</li> <li>• <b>Widening of Toledo Blade:</b> (intersects both US 41 to the north, and SR 776 to the south) will be necessary for adequate and safe movement for residents and commercial vehicles. This corridor is the gateway for Charlotte County. The major arterial links through traffic from Interstate 75. Additionally, Toledo Blade connects I75 to the Tampa Bay Ray's Spring Training site at the Charlotte Sports Park along SR 776, to the Brave's Spring Training site at the CoolToday Park in North Port in Sarasota County along US 41.</li> </ul> |
| Benefits/Regional Impact | Vehicle traffic in this area will increase exponentially per day from Sarasota County through Charlotte County. In addition, the overall quality of life is expected to increase dramatically in the CRA, not only through the development of new housing and the delivery of utility infrastructure, but also in the region by the creation of new employment opportunities and a link of destination centers.  |

# CEDS Vital Projects



|                          |  |
|--------------------------|--|
| Jobs Created or Retained | To Be Determined.  |
| Six Pillars              | Infrastructure & Growth Leadership / Quality of Life and Quality Places / Business Climate & Competitiveness |
| Latest Update            |  |

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | Veterans Boulevard and Cochran Boulevard – Widening to Four Lanes, Intersection Improvements and Excel/Decel lanes  |
| Organization             | Charlotte County BCC  |
| Contact                  | Dave Gammon   |
| Contact Phone            | 941-764-4941  |
| Contact Email            | <a href="mailto:Dave.Gammon@CharlotteCountyFL.gov">Dave.Gammon@CharlotteCountyFL.gov</a>  |
| Total Project Cost       | \$4.73M   |
| State/Federal Funding    | To Be Determined  |
| Local Funding            | Infrastructure – TBD  |
| Private Funding          |   |
| Partners                 | Charlotte County Public Works / FDOT / Charlotte County – Punta Gorda MPO /   |
| Status/Timeline          | Pre-Planning / Implementation   |
| Project Description      | Widen Veterans Boulevard from 4 lanes to 6 from US-41 to Cochran Boulevard, associated intersection improvements at Cochran. This is a major transportation corridor with heavy traffic that leads to several workforce centers, residential neighborhoods and industrial freight destinations. |
| Benefits/Regional Impact | Proactive approach to planning and traffic control in an area of very rapid commercial and industrial development   |
| Jobs Created or Retained | To Be Determined.   |
| Six Pillars              | Infrastructure & Growth Leadership / Quality of Life and Quality Places / Business Climate & Competitiveness  |
| Latest Update            |   |



# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | Bermont Road – Widening to Four Lanes from US-17 to SR-31   |
| Organization             | Charlotte County BCC  |
| Contact                  | Dave Gammon   |
| Contact Phone            | 941-764-4941  |
| Contact Email            | <a href="mailto:Dave.Gammon@CharlotteCountyFL.gov">Dave.Gammon@CharlotteCountyFL.gov</a>  |
| Total Project Cost       | To Be Determined  |
| State/Federal Funding    | To Be Determined  |
| Local Funding            | Infrastructure – TBD  |
| Private Funding          |   |
| Partners                 | Charlotte County BCC / TBD  |
| Status/Timeline          | Pre-Planning / Implementation   |
| Project Description      | Widen Bermont Road from US-17 to SR-31 from 2 lanes to 4 lanes to accommodate increasing vehicular traffic volume. This project is already identified as a needed improvement in the County's adopted 2045 Long Range Transportation Plan.  |
| Benefits/Regional Impact | Vehicle traffic on Bermont Road has increased exponentially per day. In addition, the overall quality of life is expected to increase dramatically in this corridor, not only through the development of new housing and commercial businesses, but also in the region by the creation of the new sustainable community of Babcock Ranch. |
| Jobs Created or Retained | To Be Determined.   |
| Six Pillars              | Infrastructure & Growth Leadership / Quality of Life and Quality Places / Business Climate & Competitiveness  |
| Latest Update            |   |

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |  |
|--------------------------|--|
| Project Title            | Interchange at I-75 and Yorkshire Street (Sarasota County) Technical Assistance and Planning, Design, and Construction   |
| Organization             | Charlotte County BCC   |
| Contact                  | Dave Gammon  |
| Contact Phone            | 941-764-4941   |
| Contact Email            | <a href="mailto:Dave.Gammon@CharlotteCountyFL.gov">Dave.Gammon@CharlotteCountyFL.gov</a>   |
| Total Project Cost       | To Be Determined   |
| State/Federal Funding    | To Be Determined   |
| Local Funding            | Infrastructure – TBD   |
| Private Funding          |  |
| Partners                 | Charlotte County BCC / Sarasota County / FDOT / TBD  |
| Status/Timeline          | Pre-Planning / Implementation  |
| Project Description      | <p>Sarasota County and the City of North Port have been discussing the concept of a new interstate highway interchange at I-75 and Yorkshire Street.</p> <p>Many effects of a new interchange such as this would be realized in Charlotte County, as roadway connections would need to be established and/or enhanced across county lines.</p> <p>Charlotte County would need assistance in planning, designing, and constructing roadway improvements and connections, utility and electric transmission line relocations, and potential acquisition of rights-of-way for this concept.</p> |
| Benefits/Regional Impact | Proactive approach to planning and traffic control in an area of very rapid commercial, residential, and industrial development  |
| Jobs Created or Retained | To Be Determined.  |
| Six Pillars              | Infrastructure & Growth Leadership / Quality of Life and Quality Places / Business Climate & Competitiveness   |
| Latest Update            | Conceptual   |

# CEDS Vital Projects



## PROJECT SUMMARY

|                       |  |
|-----------------------|--|
| Project Title         | Residential Workforce Centers / Employment Hubs / Infrastructure   |
| Organization          | Charlotte County BCC   |
| Contact               | Dave Gammon  |
| Contact Phone         | 941-764-4941   |
| Contact Email         | <a href="mailto:Dave.Gammon@CharlotteCountyFL.gov">Dave.Gammon@CharlotteCountyFL.gov</a>   |
| Total Project Cost    | TBD  |
| State/Federal Funding | TBD  |
| Local Funding         | \$   |
| Private Funding       | TBD  |
| Partners              | Charlotte County / TBD   |
| Status/Timeline       | Pre-Planning / Implementation  |
| Project Description   | <p style="text-align: center;"><b>Residential Workforce Centers / Employment Hubs and Infrastructure</b></p> <p>Charlotte County has experienced a dramatic increase in the need for affordable workforce and student housing as the community is experiencing robust business growth (with 1,000's of new jobs being created) resulting in a considerable increase in population. This current situation is creating a hardship for potential new residents and businesses alike. To accommodate this growth, we are working on creative solutions to accommodate new residents in several employment hubs throughout Charlotte County that can help absorb and remedy the housing crisis. Some immediate solutions include affordable living options, vehicular and pedestrian interconnectivity, and modernizing communication technology and devices to be available in these growth areas.</p> <p>Workforce housing and business growth infrastructure improvements will support new and expanding businesses i.e., employment and trade centers in the area along employment corridors in and around the general vicinity of; West Port, Town Center Mall, Promenades Mall, Sunseeker Resort, along Veterans Hwy., Burnt Store Road, Airport Road, Jones Loop Road, near and around the Punta Gorda Airport, as well as regionally via two I 75 interchanges and U.S. 17.</p> <p><b><u>Proposed solutions:</u></b></p> <ol style="list-style-type: none"> <li>1. We are driven to assure that “affordable living options” such as extended stay product, multi-family apartments, and single-family housing units (with infrastructure) for workforce employees, students, veterans, as well as essential service employees, to be developed to accommodate this growth.</li> <li>2. Additionally, vehicular, and pedestrian interconnectivity is a necessity, as well as EV charging stations. Residential workforce centers will need adequate and safe movement of vehicles, pedestrians, and public transportation to employment hubs by way of roads, sidewalks, pathways, waterways, and bridges in a manner consistent with good engineering and site design principles. Providing connections between sites that are highly supported, efficient and among a well-maintained transportation network is a necessity.</li> </ol> |

# CEDS Vital Projects



|                          |  |
|--------------------------|--|
|                          | <p>3. Evaluation' update, implement of local zoning ordinances and installation of equipment to modernize communication devices throughout Charlotte County for commercial and residential buildings, first responder locations (i.e. Fire Stations, EMS, Healthcare Providers, Schools, and Public Facilities), parks, rights-of-way, etc. In addition, bring connectivity where it currently doesn't exist or needs upgrading in rural parts of Charlotte County where growth is expected, especially through transportation and freight corridors. Modern communications connectivity, as well as EV charging stations in areas of significant transportation, assembly, and business to help with safety and the attraction of new and expanding businesses resulting in job creation to the region.</p> |
| Benefits/Regional Impact | These improvement projects will allow for additional safe and efficient access to new and existing development in and around Charlotte County.   |
| Jobs Created or Retained | To Be Determined.  |
| Six Pillars              | Quality of Life & Quality Places / Infrastructure & Growth Leadership / Innovation & Economic Development / Business Climate & Competitiveness   |
| Latest Update            |  |

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | Charlotte Harbor CRA – Harborview Road Widening / Water Taxi  |
| Organization             | Charlotte County BCC  |
| Contact                  | Dave Gammon   |
| Contact Phone            | 941-764-4941  |
| Contact Email            | <a href="mailto:Dave.Gammon@CharlotteCountyFL.gov">Dave.Gammon@CharlotteCountyFL.gov</a>  |
| Total Project Cost       | TBD   |
| State/Federal Funding    | To Be Determined  |
| Local Funding            | Infrastructure – TBD  |
| Private Funding          |   |
| Partners                 | Charlotte County BCC / TBD  |
| Status/Timeline          | Pre-Planning / Implementation   |
| Project Description      | <p>Charlotte Harbor CRA - With the addition of the catalyst development, Sunseeker Resort, who will not only be attracting thousands of regional and domestic visitors to the Charlotte Harbor CRA per year, but they will also be adding 1,200 new jobs. There will be a dramatic increase in vehicular traffic and tourism concentrated in the CRA. Improvements from I75 to US 41 along Harborview Road will be a necessity. Additionally, a water taxi option in this destination hub will be a great solution for potential vehicular traffic issues in and around the Charlotte Harbor CRA.</p> <p><b>Potential Solutions:</b></p> <ol style="list-style-type: none"> <li>1) Widen Harborview Road from Melbourne Street to I-75 from 2 lanes to 4 lanes divided roadway with multiple access points to existing businesses and residents. Add pedestrian and bicycle facilities while reducing or eliminating traffic operation issues. Identified in Charlotte County's Capital Improvements Plan, <a href="#">Harborview-Road-Widening.docx (charlottecountyfl.gov)</a>.</li> <li>2) In 2019 Charlotte County completed construction of a water taxi dock at the park at Live Oak Point in the Charlotte Harbor CRA. To date, no water taxi service has begun, but it would be ideal to have this service available to the community. Possible taxi destinations could be downtown Punta Gorda, the shops at Fishermen's Village, Boca Grande, and/or Englewood Beach. With three major developments coming on board in the nearby area in the very near future, this service could be a great compliment to the region and reduce vehicular traffic.</li> </ol> |
| Benefits/Regional Impact | <p>The water taxi service will enhance tourism and commercial growth in the region, specifically in Charlotte Harbor Community Redevelopment Area.</p> <p>Vehicle traffic on Harborview should increase exponentially per day due to very rapid commercial and industrial development. In addition, the overall quality of life is expected to increase dramatically in the Charlotte Harbor CRA, not only through the development of new housing, but also in the region by the creation of an employment and newly developed destination center.</p>  |

# CEDS Vital Projects



|                          |  |
|--------------------------|--|
| Jobs Created or Retained | To Be Determined.  |
| Six Pillars              | Infrastructure & Growth Leadership / Quality of Life and Quality Places / Business Climate & Competitiveness |
| Latest Update            |  |

# CEDS Vital Projects



## PROJECT SUMMARY

|                       |  |
|-----------------------|--|
| Project Title         | The Punta Gorda Interstate Airport Region – Road Improvements and Land Development   |
| Organization          | Charlotte County BCC   |
| Contact               | Dave Gammon  |
| Contact Phone         | 941-764-4941   |
| Contact Email         | <a href="mailto:Dave.Gammon@CharlotteCountyFL.gov">Dave.Gammon@CharlotteCountyFL.gov</a>   |
| Total Project Cost    | To Be Determined   |
| State/Federal Funding | To Be Determined   |
| Local Funding         | TBD  |
| Private Funding       |  |
| Partners              | TBD  |
| Status/Timeline       | Pre-Planning / Implementation  |
| Project Description   | <p>The Punta Gorda Interstate Airport (formerly known as the Enterprise Charlotte Airport Park (ECAP)) and the surrounding region, is a Charlotte County EDO focus area that attracts targeted business sectors sought-out by the Charlotte County Economic Development Office, the SWFL region, and the State of Florida.</p> <p>The development of this region with road widening, infrastructure improvements and land development will result in economic growth in regional target sectors creating; jobs, tax base, and the availability of shovel ready-sites and buildings and will create safe roadways to accommodate increasing vehicular traffic volume.</p> <p>Suggested improvements include:</p> <ol style="list-style-type: none"> <li>1. Widening of Airport Road from Taylor Road to Piper Road from 2 lanes to 4 lanes. This project is already identified as a needed improvement in the County's adopted 2045 Long Range Transportation Plan.</li> <li>2. Widening of Jones Loop Road from US 41 to US 41 (&amp; Acline Road) from 2 lanes to 4 lanes. Jones Loop Rd. is a has an Interstate 75 Interchange.</li> <li>3. The Challenger Blvd. widening to four lanes and extension (and infrastructure) across Golf Course Blvd. to Piper Road, provides a direct connection and a completed roadway giving commercial properties safe and direct access via US 17 and the I75 corridor, without driving through a residential community and school zone.</li> <li>4. Providing planning, access, infrastructure improvements and facilities (including a business accelerator) to Charlotte County's IDA's 80 +/- acre parcel, currently raw land, located in the Punta Gorda Interstate Airport Park will encourage development for both new and existing business projects.</li> </ol> |



# CEDS Vital Projects



|                          |  |
|--------------------------|--|
|                          | <p>The objective is to improve the parcel and its surrounding infrastructure (roads, power, sewer, water, stormwater retention, mitigation, if needed) therefore, having greater opportunity for shovel ready parcels around the Punta Gorda Airport.</p> <p>A) First, the property needs road access. A design/build of a roadway connection for commercial traffic to and from this property that will allow access to U.S. 17, Jones Loop Road and the I-75.</p> <p>B) Second, the property most likely needs to be evaluated, elevated, mitigated, cleared, and built.</p> <p>5. Additionally, improve 80 +/- acres of Charlotte County's IDA owned land for shovel ready sites. This would foster the development of business space, co-working space, and focused business services (i.e. a business accelerator) to support targeted industry of existing and evolving businesses in the region.</p> <p>The development of this property could be supported by public/private collaboration, as well as higher educational institutions.</p> <p>The improvement in this region would support and strengthen growth in Charlotte County's primary industrial area.</p> |
| Benefits/Regional Impact | <p>Proactive approach to planning and safe traffic control in an area of very rapid commercial and industrial development.</p> <p>These improvements will support new and expanding businesses i.e. employment and trade centers in the area along airport corridors, the general vicinity surrounding the Punta Gorda Interstate Airport Park, as well as regionally via U.S. 41, and the I75 interchanges at Jones Loop Road, and U.S. 17 to Piper Road.</p> <p>This improvement project will allow for additional safe and efficient access to new and existing development in and around the Punta Gorda Interstate Airport Park.</p> <p>Support Small Business Development in the region</p>  |
| Jobs Created or Retained | To Be Determined.  |
| Six Pillars              | Infrastructure & Growth Leadership / Quality of Life and Quality Places, Innovation & Economic Development, Business Climate & Competitiveness, Talent Supply and Education  |
| Latest Update            |  |

# GLADES COUNTY

## Vital Projects

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | Moore Haven waterfront redevelopment  |
| Organization             | City of Moore Haven   |
| Contact                  | Vice Mayor Jacob Eighner  |
| Contact Phone            | 863-673-9118  |
| Contact Email            | eighnerjacob@gmail.com  |
| Total Project Cost       |   |
| State/Federal Funding    | \$1M+ Rural Infrastructure Fund state grant   |
| Local Funding            |   |
| Private Funding          |   |
| Partners                 |   |
| Status/Timeline          | In Progress   |
| Project Description      | <p>The City of Moore Haven is working to revitalize its historic waterfront commercial district, securing \$1M+ in state funding for street and stormwater improvements to support planned three stories of mixed-use space on Avenue J and construction of an 8-story waterfront hotel and 168 condominium units north of the City Marina on First Street.</p> <p>The project will also complete roadway and stormwater improvements which will mitigate recurrent flooding, prevent pollutants from entering the Caloosahatchee River Basin Estuary, improve and enhance the downtown area, and attract new development. This project is a key factor in creating new jobs and improving the local economy.</p> |
| Benefits/Regional Impact |   |
| Jobs Created or Retained |   |
| Six Pillars              | Innovation & Economic Development   |
| Latest Update            | <p>A new doctor's office is currently under construction on what was vacant city-owned land. An existing one-story building has been acquired with plans to remodel and lease the available office space and proposals are being considered for redevelopment of five vacant city-owned lots on Avenue J and additional lots on First Street south of the bridge.</p> <p>Future improvements are expected to include additional dock construction, installation of a clean vessel pump out station and other improvements north of US 27. Other anticipated improvements include wayfinding signage along US 27 leading to the revitalized downtown.</p>  |

# CEDS Vital Projects



## PROJECT SUMMARY

|                       |   |
|-----------------------|---|
| Project Title         | Glades County Business and Commerce Park  |
| Organization          | Glades County Board of County Commissioners<br>Glades County Economic Development Council   |
| Contact               | Glades County Manager Marcos Montes De Oca<br>Glades EDC executive director Rosemary Fllori   |
| Contact Phone         | 863-946-6000<br>863-946-0300  |
| Contact Email         | countymanager@myglades.com<br>rfllori@gladescountyedc.com   |
| Total Project Cost    |   |
| State/Federal Funding | \$1.3 million Glades County; \$350,000 DEP wastewater grant; \$25,000 Enterprise Florida Site Preparedness grant to complete engineering  |
| Local Funding         |   |
| Private Funding       | \$200,000 from developer  |
| Partners              | Career Source Southwest Florida<br>Southwest Florida Regional Planning Council<br>Florida Department of Transportation (FDOT)<br>Florida Department of Economic Opportunity<br>Enterprise Florida<br>Glades County EDC  |
| Status/Timeline       | In Progress   |
| Project Description   | <p>Glades County purchased the 72- acre Hudson property in 2006 at a cost of \$10,000 per acre. In June 2013, the county contracted with AIM Engineering to complete a series of conceptual site plans subdividing the property and delineating existing wetlands on site to allow businesses to purchase 2-2.5 acre sites in the park, which had roughly 20 developable acres remaining after a portion of the property was developed to house the Glades County Detention Center, a new Glades County Health Department, and the Glades County Emergency Operations Center.</p> <p>In 2014, Glades County provided \$1.3 million in reserves and a \$350,000 Florida Department of Environmental Protection grant to bring in water, sewer, electricity, and telecommunications services. The county completed a temporary entrance and stormwater system to support construction of the Glades County Regional Training Center, (now iTECH Glades).</p> <p>The county is still in need of finishing surveying and platting the remaining 15 acres of the business park, and extending utilities to serve future tenants, which will be located on the highway frontage connecting with the right turn only onto US 27. The developer has agreed to fund the estimated \$200,000 cost of constructing the easement, utilities, and road improvements in exchange for a reduced price for the five-acre parcel to be acquired.</p> |

# CEDS Vital Projects



|                          |   |
|--------------------------|---|
| Benefits/Regional Impact | Development of the Glades County Business and Commerce Park is in sync with larger regional developments, including Americas Gateway Logistics Center and the Airglades International Airport air cargo facility in Hendry County, and are part of a significant and sustained regional economic development effort. As such, it is included in the Southwest Florida Regional Planning Council's Comprehensive Economic Development Strategy.  |
| Jobs Created or Retained | 75+   |
| Six Pillars              | Innovation & Economic Development   |
| Latest Update            | The project will complete the engineering within the Glades County Business and Commerce Park. Funding of the project is critical not only due to the intrinsic economic benefits from site development, but also to completing the infrastructure to link with an FDOT-funded right turn only lane on US Highway 27. FDOT has scheduled realignment of the intersection of SR 78 and US Hwy 27 for 2025-2026, with plans to use the business park egress and exit as a detour during construction. |

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | Moore Haven Canal and Moonshine Marsh Overlook  |
| Organization             | Glades County Board of County Commissioners<br>Glades County Economic Development Council (EDC)<br>Glades County Tourism Development Council (TDC)  |
| Contact                  | Glades County Manager Marcos Montes De Oca<br>Glades EDC executive director Rosemary Fllori   |
| Contact Phone            | 863-946-6000<br>863-946-0300  |
| Contact Email            | countymanager@myglades.com<br>rfllori@gladescountyedc.com   |
| Total Project Cost       | \$13M   |
| State/Federal Funding    | \$1M from SFWMD to dredge the first .75 mile via a private contractor   |
| Local Funding            |   |
| Private Funding          |   |
| Partners                 | Glades County Economic Development Council<br>Glades County Tourism Development Council<br>City of Moore Haven Florida Trail Association<br>Southwest Florida Regional Planning Council<br>Office of Greenways and Trails   |
| Status/Timeline          | In Progress   |
| Project Description      | <p>The Moore Haven Canal is a 7.5 mile long canal dredged by the US Army Corps of Engineers in 1915 so that materials transported across Lake Okeechobee from Jacksonville could be off-loaded and transferred to smaller barges to transport materials for the construction of the original Moore Haven Lock. Once a popular access route for fishermen and duck hunters to Lake Okeechobee, over time the canal became silted, overgrown, and unsafe for navigation.</p> <p>In _____ Glades County secured a _____ grant from Southwest Florida Water Management District to dredge the first .75 of a mile of the canal to its original 80 ft. width, depositing the dredged materials on existing spoil islands. Once the remaining 7.5 mile length of the canal is dredged, it will become a navigable, the spoil islands will become an 8.25 mile linear park where birders, hikers and fisherman can view Lake Okeechobee from the littoral zone around the lake. The project will also improve water quality in Lake Okeechobee and the Caloosahatchee River by providing additional water storage, and the rebuilt spoil islands will serve as barrier islands creating a breakwater between the Lake and the US Army Corps of Engineers Campground in Moore Haven in the event of hurricanes.</p> |
| Benefits/Regional Impact | Enhance water quality, mitigate hurricane risk, enhance nature-based tourism opportunities  |
| Jobs Created or Retained |   |

# CEDS Vital Projects



|               |   |
|---------------|---|
| Six Pillars   | Quality of Life and Quality Places  |
| Latest Update | The county submitted a legislative appropriation request for an additional \$ 1M to continue the dredging and to keep the DEP permit in place until funding for the larger project can be identified. |

# CEDS Vital Projects



## PROJECT SUMMARY

|                       |   |
|-----------------------|---|
| Project Title         | Ortona Indian Mound Park  |
| Organization          | Glades County Board of County Commissioners<br>Glades County Economic Development Council<br>Glades County Tourism Development Council  |
| Contact               | Glades County Manager Marcos Montes De Oca<br>Glades EDC Executive Director Rosemary Fllori   |
| Contact Phone         | 863-946-6000<br>863-946-3000  |
| Contact Email         | countymanager@myglades.com<br>rfllori@gladescountyedc.com   |
| Total Project Cost    |   |
| State/Federal Funding |   |
| Local Funding         |   |
| Private Funding       |   |
| Partners              | Ortona Community Association<br>Glades County Tourism Development Council<br>Florida Trail Association<br>Southwest Florida Regional Planning Council<br>Office of Greenways and Trails   |
| Status/Timeline       | In Progress   |
| Project Description   | <p>The Ortona Indian Mound Park is a 60-acre county-owned property which was previously an unofficial dump site. In 1990, Glades County officials began developing a county park adjacent to the archaeologically significant Ortona Indian Mounds and two canals constructed by the indigenous Calusa people. The county installed a restroom building, picnic pavilion and other amenities to serve county residents and visitors to the park.</p> <p>That same year, with the support of the Archaeological and Historical Conservancy, the county sought and secured a \$129,000 legislative appropriation to build a 270 ft. wooden boardwalk, interpretive display, benches, and covered picnic shelter with grill at the beginning of the Ortona Indian Mound Trail.</p> <p>While less than a mile long, the Ortona Indian Mound Trail offers residents and tourists the opportunity to walk in the footsteps of the Ortona people, a group of the Calusa people, and view some of their burial mounds and the extensive canal system they built among the hammocks and scrub.</p> <p>The proposed project includes replacing the original wooden boardwalk, which is softened and broken in places, with a 270 ft. long, 6 ft. wide handicap accessible boardwalk constructed of plastic UV stable "lumber rock". This requires little maintenance and will stand up to the elements better than the original wooden structure.</p> |



# CEDS Vital Projects



|                          |   |
|--------------------------|---|
|                          | Additional weatherproof plaques, identifying flora, fauna and historic/archaeological information, will be installed along the boardwalk and at specific points along the hiking trail.   |
| Benefits/Regional Impact | The Ortona Indian Mound Park is a popular destination for hikers, birders and other nature-based tourists, as well as a popular destination for local residents. Each year the Ortona Community Association hosts the Cane Grinding Festival at the park. The festival brings visitors from around the state to the park, which increases visitors to the local businesses as well. |
| Jobs Created or Retained |   |
| Six Pillars              | Quality of Life/Quality places  |
| Latest Update            |   |

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | Septic System to municipal sewer along US 27 from River Road to the Hendry County line  |
| Organization             | Glades County Board of County Commissioners/Glades County Economic Development Council  |
| Contact                  | Glades County Manager Marcos Montes De Oca/Glades EDC executive director Rosemary Fllori (rflori@gladescountyedc.com)   |
| Contact Phone            | (863) 946-6000/863-281-3345   |
| Contact Email            | countymanager@myglades.com/rflori@gladescountyedc.com   |
| Total Project Cost       | \$18m   |
| State/Federal Funding    | \$2.5m Florida Department of Environmental Protection (DEP) grant   |
| Local Funding            | \$25,000 from Glades BOCC to Florida Gulf Coast University Professor Margaret Banyan and Waldrop Engineering for the Glades County US 27 corridor utility study 2018  |
| Private Funding          |   |
| Partners                 | City of Moore Haven, City County Sewer Authority, Glades County Economic Development Council  |
| Status/Timeline          | In Progress   |
| Project Description      | <p>Project includes ____ in technical assistance funding to complete engineering to refine costs associated with the construction of a sewer line, from River Road to the Hendry County line and collection lines from septic systems to be converted to municipal sewer on sites off US 27; Further implementation grant funds will then be sought for construction.</p> <p>The first phase of the septic to sewer project is being funded by a \$2.5m Florida Department of Environmental Protection (DEP) grant to take the force main from the City of Moore Haven/Glades County Sewer Authority across the Caloosahatchee River and connect with a sewer line from the northbound lane of the bridge to River Rd to serve existing businesses and residents and a new RV Park in development on the river front. Technical Assistance funding in the amount of _____ would be used to complete the feasibility study to determine costs associated with extending that line south along US 27 to the Hendry County line; Phase II funding for implementation, would be used to construct that pipeline, at an estimated cost of \$18 million, allowing existing businesses and residents to move from septic systems to municipal sewer service and making development of industrial and commercial properties (bordered by rail on the north side) practical.</p> |
| Benefits/Regional Impact | Removes septic system run off from the southern end of Glades County improving water quality in the Caloosahatchee River  |
| Jobs Created or Retained |   |
| Six Pillars              | Quality of Life and Quality Places  |

# CEDS Vital Projects



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| Latest Update | The county submitted a legislative appropriation request for an additional \$ 1 m to continue the sewer line expansion. |

# CEDS Vital Projects



## PROJECT SUMMARY

|                       |   |
|-----------------------|---|
| Project Title         | Glades County Regional Training Center (iTECH Glades)   |
| Organization          | Glades County Board of County Commissioners/<br>Glades County Economic Development Council<br>Collier County Public Schools and iTECH/iTECH Glades  |
| Contact               | Glades County Manager Marcos Montes De Oca/Glades EDC executive director Rosemary Fllori ( <a href="mailto:rfflori@gladescountyedc.com">rfflori@gladescountyedc.com</a> ; Dorin Oxender, iTECH / iTECH Glades, <a href="mailto:OxendeDo@collierschools.com">OxendeDo@collierschools.com</a>   |
| Contact Phone         | 863-946-6000<br>863-946-0300<br>239-377-9904  |
| Contact Email         | <a href="mailto:countymanager@myglades.com">countymanager@myglades.com</a><br><a href="mailto:rfflori@gladescountyedc.com">rfflori@gladescountyedc.com</a><br><a href="mailto:OxendeDo@collierschools.com">OxendeDo@collierschools.com</a>  |
| Total Project Cost    |   |
| State/Federal Funding | \$10.65M from the State of Florida (including \$4.85M in legislative appropriations)<br>\$5.8M in Jobs Growth Grant workforce development funding   |
| Local Funding         | \$1.8M from Glades County for infrastructure improvements to match initial funding<br>\$94,000 school board and county funds for desks and chairs   |
| Private Funding       | \$66,000 private funds from Community Foundation of SWFL (now The Collaboratory)  |
| Partners              | Career Source Southwest Florida, Glades County School District, Hendry County School District, Florida Southwestern State College, Immokalee Technical College, Collier County School District, Glades County EDC, Hendry County EDC, Community Foundation of Southwest Florida (now The Collaboratory)   |
| Status/Timeline       | Completed initial phase   |
| Project Description   | <p>There is a need for training in advanced IT applications in the area. This requires instruction in information technology, cyber security, warehousing, logistics and transportation. Many of these skills are transferrable to other advanced manufacturing and logistics operations, providing an opportunity for Promise Zone Communities to recruit new manufacturing and logistics businesses which diversifies the local economy.</p> <p>The goal of the Glades County Regional Training Center project, now iTECH Glades, is to provide a sustainable pipeline of talent for existing businesses in the region and for new manufacturing and warehousing companies recruited to the area. This will be accomplished by working with partners in the education, workforce and economic development communities to identify and assess potential entry level and incumbent worker trainees. Population segments considered will be: high school students, under or unemployed residents, TANF recipients, and veterans.</p> <p>ITECH Glades will provide training and career pathway (via hands on coursework leading to industry certifications) and job placement via job fairs, internships and apprenticeships.</p> |

# CEDS Vital Projects



|                          |  |
|--------------------------|--|
| Benefits/Regional Impact | Although the iTECH Glades is located in Glades County, it is expected to serve students and businesses in Glades and Hendry County as well as residents of the community of Immokalee. Similar programs in Immokalee have waiting lists and, in some cases, require training which is not available in their local community.  |
| Jobs Created or Retained | Existing businesses have identified a need to hire in excess of 300 people per year to replace employees as they approach retirement. Since 2009, other companies recruited to the area have seen their workforces double and foresee a need to hire additional employees as they expand. Helping these existing businesses recruit new employees will establish a talent pipeline for new companies recruited to the region, thereby diversifying the local economy.  |
| Six Pillars              | Talent Supply and Education  |
| Latest Update            | <p>On October 15, 2021, it was announced that more than \$5.8 million in Florida Job Growth Grant Funds were awarded to Collier County Public Schools to open iTECH Glades in Moore Haven, a satellite campus of Immokalee Technical College.</p> <p>The \$5.8 million award will cover five years of startup costs for the technical college and will allow the campus to offer programs in high-demand fields such as HVAC, diesel systems, accounting, nursing, welding, and healthcare. These programs will be available to Floridians in Glades, Hendry, Highlands, Okeechobee, and Collier counties. The hiring of instructors and administrative staff is ongoing. Classes began on January 22, 2022.</p> |

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | Americas Gateway Logistics Center II  |
| Organization             | Glades County Board of County Commissioners<br>Glades County Economic Development Council   |
| Contact                  | Glades County Manager Marcos Montes De Oca<br>Glades EDC executive director Rosemary Fllori   |
| Contact Phone            | 863-946-6000<br>863-946-0300  |
| Contact Email            | countymanager@myglades.com<br>rflori@gladescountyedc.com  |
| Total Project Cost       |   |
| State/Federal Funding    | \$1,154,967 CDBG for economic development, \$300,000 DEO feasibility grant, \$700,000<br>FDOT US 27 improvements  |
| Local Funding            | \$1.3M Glades County  |
| Private Funding          |   |
| Partners                 | Career Source Southwest Florida<br>Southwest Florida Regional Planning Council<br>Florida Department of Transportation<br>Florida Department of Economic Opportunity<br>Glades County EDC<br>A Duda & Sons  |
| Status/Timeline          | In Progress   |
| Project Description      | <p>In 2015, the County secured a \$300,000 rural infrastructure fund feasibility grant from the Department of Economic Opportunity (DEO) to complete the engineering to link the Glades County Business Park to Americas Gateway Logistics Center for Love's Travel Stop.</p> <p>In October 2016, using a \$1.15M Community Development Block Grant (CDBG) for economic development, work to extend water, sewer, electricity, and road infrastructure was completed. This project created 1.2 million square feet of "shovel ready" space for future commercial and industrial tenants.</p> <p>In 2020 Love's expanded to include a tire/lube and breakdown service complex, adding an additional 14,234 sq. feet and 10 new jobs, for a total appraised value in excess of \$3.8M. This generated more than \$62,000 annually in property taxes to Glades County, water and sewer service fees to the city of Moore Haven and Glades County, and sales and gasoline tax to Glades County.</p> |
| Benefits/Regional Impact | Development of Americas Gateway Logistics Center is part of a significant and sustained regional economic development effort. As such, it is included in the Southwest Florida Regional Planning Council's Comprehensive Economic Development Strategy.   |
| Jobs Created or Retained | 60 jobs+  |
| Six Pillars              | Innovation & Economic Development   |

# CEDS Vital Projects



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| Latest Update | <p>Currently, the property owner is working to finish the engineering required to complete shovel ready construction plans. This includes the expansion of sewer and water service to south of the South Central Express Rail line. This will serve a freight forwarder which is acquiring 31 acres (see attached site map) on which to build 150,000 to 200,000 square feet of rail-served cold chain warehousing and distribution space. Part of the intended plans are a road system and other improvements, such as a rail spur, to serve the current and future businesses.</p> <p>Once engineering and permit applications are completed, grant funding for the public infrastructure improvements will be sought to complete the infrastructure expansion, which will then be conveyed to the county. After infrastructure completion, it is anticipated that additional prospects will be attracted to neighboring properties within the center.</p> |
|---------------|--|

# HENDRY COUNTY

## Vital Projects



# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | AirGlades Airport Development   |
| Organization             | Hendry County   |
| Contact                  | Keitha Daniels  |
| Contact Phone            | (863) 675-6007  |
| Contact Email            | <a href="mailto:keitha@hendryedc.com">keitha@hendryedc.com</a>  |
| Total Project Cost       |   |
| State/Federal Funding    |   |
| Local Funding            |   |
| Private Funding          |   |
| Partners                 |   |
| Status/Timeline          | In Progress   |
| Project Description      | AirGlades Airport is currently a General Aviation (GA) airport that is in the Federal Aviation Administration (FAA) Airport Investment Partnership Program (AIPP), which will create an environment whereas a developer (Airglades International Airport (AIA) already established) will purchase the airport and develop it into a cargo commercial airport, while maintaining and fostering GA activities. This development will promote on airport cargo distribution for logistics and trade purposes. There are current infrastructure issues that need to be upgraded and improved. There is already existing interest from large companies to locate at Airglades creating a huge economic impact for Southwest Florida. The Airport is 2400 acres and expects to create a few thousand jobs and millions in private investment within the next five years. We need infrastructure funds NOW to help kick-start the development. |
| Benefits/Regional Impact | Airglades airport is forecasted to have a significant economic impact on the southern portion of Florida. Airglades airport is located centrally between the southern coasts of Florida and provides direct access to central Florida via US 27, making it ideal for distribution facilities.   |
| Jobs Created or Retained | Airglades International Airport anticipates generating approximately 1400+ on airport jobs. Once construction of the Airglades Perishable Air Cargo Airport begins, it is anticipated that approximately 1200 related jobs would be created during the first year of construction. This milestone event would represent the culmination of over 10 years of planning and would have a positive impact on the local economy in Hendry County. The number of construction jobs would be expected to grow to over 1,300 by year 2.   |
| Six Pillars              | Innovation & Economic Development   |
| Latest Update            | Airglades Airport held a ground-breaking ceremony on March 2 <sup>nd</sup> , 2020. COVID-19 caused delays in the construction and the FAA has granted the requested extension to achieve Financial Close by July 19, 2021. AIA has been in the process of contract negotiations throughout 2020 and anticipates the investor selection process to begin in Q3 2021.   |

# CEDS Vital Projects



Hendry County and the City of Clewiston has combined efforts to provide infrastructure along Highway 27 out of Clewiston to provide service to the airport and the industrial properties being developed adjacent to the airport. Properties near the airport along the Highway 27 corridor are being rezoned by owners from agriculture to commercial and industrial. AIA is working with developers looking to provide off airport uses complimentary to airport development.

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | Clewiston Wastewater Treatment Plant Upgrade Project  |
| Organization             | City of Clewiston   |
| Contact                  | Randy Martin  |
| Contact Phone            |   |
| Contact Email            | randy.martin@clewiston-fl.gov   |
| Total Project Cost       | \$ 13,507,000.00  |
| State/Federal Funding    |   |
| Local Funding            |   |
| Private Funding          |   |
| Partners                 |   |
| Status/Timeline          | Planning  |
| Project Description      | <p>Design, construction, and construction engineering inspection (CEI) services for a comprehensive upgrade of the existing City of Clewiston's Wastewater Treatment Plant (WWTP) facilities including the provision of enhanced treatment processes and increased treatment capacity to serve the entire city limits, areas currently served outside the city limits and to accommodate expanding service to areas west of the city limits along the U.S. 27 highway corridor up to and including specifically the vicinity of the Airglades International Airport (AIA) property.</p> <p>The project will improve the treatment processes sufficient to meet all state environmental permitting requirements and benefit the area environment by producing reuse quality effluent for irrigation purposes and redirecting waste loads from the Airglades Airport to the City's NPDES permitted higher-level wastewater treatment facility allowing for the decommissioning of the existing smaller Airglades wastewater treatment facility.</p>   |
| Benefits/Regional Impact | <p>The proposed modernization &amp; expansion project of the existing NPDES permitted City WWTP will improve overall public health, safety, and welfare of the community at large. Specifically, environmental conditions in the areas served, which are near Lake Okeechobee, will be improved while providing the opportunity to expand public wastewater disposal services to more citizens thus accommodating reasonable growth and economic development potential to enhance the local economy and overall quality of life of the entire region. Importantly, the requested funding will provide for the much-needed improvements in a manner that will allow customer rates to remain affordable in a fiscally constrained community with among the highest unemployment rates and lowest wage rates in the state.</p> <p>The completion of the modernization of the existing City WWTP with the requested additional capacity will benefit the entire population of the city limits and areas served outside the City currently including the Harlem community and several mobile home park properties in close proximity to the City totaling approximately 15,000. The proposed treatment capacity expansion which will provide for economic development</p> |

# CEDS Vital Projects



|                          |   |
|--------------------------|---|
|                          | opportunities along the U.S. 27 highway corridor and including the AIA project site will indirectly benefit all of Hendry County's 40,000 population, as well as portions of adjoining counties including specifically rural Glades County. |
| Jobs Created or Retained |   |
| Six Pillars              | Infrastructure & Growth Leadership, Innovation & Economic Development   |
| Latest Update            |   |

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | Lake Okeechobee Waterfront Master Plan  |
| Organization             | Hendry County   |
| Contact                  | Randy Martin  |
| Contact Phone            |   |
| Contact Email            | randy.martin@clewiston-fl.gov   |
| Total Project Cost       |   |
| State/Federal Funding    |   |
| Local Funding            |   |
| Private Funding          |   |
| Partners                 |   |
| Status/Timeline          | Planning-In Progress  |
| Project Description      | <p>The Southwest Florida Regional Planning Council (SWFRPC), partnering with the City of Clewiston in Hendry County, was awarded funds from the Florida Boating Improvement Program to create a development master plan for a parcel of lakefront property leased to the City by the South Florida Water Management District.</p> <p>The City of Clewiston desires to develop its waterfront property on Lake Okeechobee to enhance boating access, encourage water related economic development and provide a safe harbor for boats during storm events.</p> <p>The first step in this development is to create a Master Plan that includes a market analysis and implementation strategy. This plan will delineate what uses are needed, what uses can be supported on this site and a detailed layout of uses on the subject property. The Master Plan will also outline challenges and opportunities. The Master Plan will be adopted by the Clewiston City Council so that future funding can be secured for implementation.</p> |
| Benefits/Regional Impact | The City of Clewiston desires to develop its waterfront property on Lake Okeechobee to enhance boating access, encourage water related economic development and provide a safe harbor for boats during storm events.  |
| Jobs Created or Retained |   |
| Six Pillars              | Quality of Life/Quality of Places, Innovation & Economic Development, Infrastructure & Growth Leadership  |
| Latest Update            |   |

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |  |
|--------------------------|--|
| Project Title            | Port LaBelle Utility System Wastewater Treatment Plant Expansion   |
| Organization             | Hendry County BOCC   |
| Contact                  | Emily Hunter   |
| Contact Phone            | 863-675-5304   |
| Contact Email            | Emily.hunter@hendryfla.net   |
| Total Project Cost       | \$1,000,000.00   |
| State/Federal Funding    |  |
| Local Funding            |  |
| Private Funding          |  |
| Partners                 |  |
| Status/Timeline          | Planning   |
| Project Description      | <p>Port LaBelle is one of the fastest growing areas in Hendry County, with 176 homes being built in 2019, 402 homes in 2020 and an additional 413 by the end of 2021. The Port LaBelle Utility System (PLUS) Wastewater Treatment Plant (WWTP) needs expansion to provide additional plant capacity as rapid growth is expected to continue in the Port LaBelle area and the eventual increase in residential and commercial connections that will occur with the expansion of centralized sewer.</p> <p>This area is included in the Florida Department of Environmental Protection's (FDEP) BMAP area in the eastern Caloosahatchee basin. Staff submitted a grant application for a FDEP water quality grant in July 2021 for the total estimated project cost of \$29,290,000.00 for design, permitting, and construction.</p> |
| Benefits/Regional Impact | This project would provide both environmental and economic improvements not only in Hendry County, but also in portions of adjacent Glades County which is also served by the Port LaBelle Utility System.   |
| Jobs Created or Retained |  |
| Six Pillars              | Infrastructure & Growth Leadership, Innovation & Economic Development  |
| Latest Update            |  |

# LEE COUNTY Vital Projects

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |  |
|--------------------------|--|
| Project Title            | Southwest Florida International Airport Improvements   |
| Organization             | Lee County Port Authority  |
| Contact                  | Alicia Dixon   |
| Contact Phone            | (239) 590-4618   |
| Contact Email            | addixon@flylcpa.com  |
| Total Project Cost       |  |
| State/Federal Funding    | \$88,593,528   |
| Local Funding            | \$88,593,528   |
| Private Funding          | NA   |
| Partners                 | FAA / FDOT / Lee County  |
| Status/Timeline          | In Progress  |
| Project Description      | <p>Southwest Florida International Airport is a major economic engine to the Southwest Florida region. The projects shown below provide for infrastructure improvements to accommodate the continued growth of passenger and cargo movement into and out of the region. These infrastructure improvements will help serve an area that is projected to be the future technology and research center for Lee County. Projects currently underway include:</p> <ul style="list-style-type: none"> <li>• Air Traffic Control Tower</li> <li>• Airside Pavement Rehabilitation</li> <li>• Terminal Expansion Project</li> <li>• Master Plan Update / Gates Expansion</li> <li>• Landside Road Rehab</li> <li>• Chamberlin Realignment</li> </ul> |
| Benefits/Regional Impact | Southwest Florida International Airport (RSW) contributed more than \$8.4 billion to the local economy from airport and related-airport activities and accounted for 83,290 jobs. (2019 Economic Impact Study)   |
| Jobs Created or Retained |  |
| Six Pillars              | Innovation & Economic Development  |
| Latest Update            | <p>LCPA continues to move forward with design and construction of many infrastructure improvements at RSW:</p> <ul style="list-style-type: none"> <li>• Air Traffic Control Tower – Under Construction</li> <li>• Airside Pavement Rehabilitation – Under Construction</li> <li>• Terminal Expansion Project – Under Construction</li> <li>• Master Plan Update / Gates Expansion – Planning Study Underway</li> <li>• Landside Road Rehab – Design Complete</li> <li>• Chamberlin Realignment – Design Complete</li> </ul>  |



# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | Academic Village  |
| Organization             | City of Cape Coral  |
| Contact                  | Nita Whaley   |
| Contact Phone            | 239/574-0443  |
| Contact Email            | nwhaley@capecoral.gov   |
| Total Project Cost       | TBD   |
| State/Federal Funding    | No  |
| Local Funding            | TBD   |
| Private Funding          | TBD   |
| Partners                 | Negotiating now   |
| Status/Timeline          | 36 months   |
| Project Description      | 181 acres City owned land put out for “call for offers”. City is reviewing/interviewing prospective developers currently. Will be mixed-use development with light industrial, retail, commercial office, and multi-family. |
| Benefits/Regional Impact | Provide jobs and destination for our residents  |
| Jobs Created or Retained | 300 construction jobs and approximately 300 retail/office jobs.   |
| Six Pillars              | Quality of life, Innovation & Economic Development, Business Climate & Competitiveness  |
| Latest Update            | Reviewing offers, interviewing, and scoring offers. Ranking to be done in July, and developer to be chosen by August.   |

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | Seven Islands   |
| Organization             | City of Cape Coral  |
| Contact                  | Nita Whaley   |
| Contact Phone            | 239/574-0443  |
| Contact Email            | nwhaley@capecoral.gov   |
| Total Project Cost       | TBD   |
| State/Federal Funding    | None  |
| Local Funding            | TBD   |
| Private Funding          | \$20M for land and development costs TBD  |
| Partners                 | Public-Private Partnership  |
| Status/Timeline          | In Progress   |
| Project Description      | Mixed-use waterfront property in northwest Cape Coral with access to Gulf of Mexico. The City owned land will be sold to a Master Developer who will develop 1,000 luxury condos, restaurants, retail, two marinas, and a possible hotel. |
| Benefits/Regional Impact |   |
| Jobs Created or Retained | 1,000 construction jobs and 300+ retail/restaurant/marina jobs  |
| Six Pillars              | Innovation & Economic Development   |
| Latest Update            | Developer agreement is being negotiated and completed now. Due diligence is in process.   |

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | Cape Coral UEP & Fiber Optic  |
| Organization             | City of Cape Coral  |
| Contact                  | Nita Whaley   |
| Contact Phone            | 239/574-0443  |
| Contact Email            | <a href="mailto:nwhaley@capecoral.gov">nwhaley@capecoral.gov</a>  |
| Total Project Cost       | TBD   |
| State/Federal Funding    | TBD   |
| Local Funding            | Cape Coral Assessment   |
| Private Funding          | Assessment Payments   |
| Partners                 | State of Florida, Cape Coral  |
| Status/Timeline          | In Progress   |
| Project Description      | <p>Installation of sewer and water system throughout the north neighborhoods of Cape Coral. Currently there are three designated areas to be installed.</p> <p>While this UEP was installed, the City installed conduit to support a fiber optic system and have negotiated with Comcast to begin installing in designated areas.</p> |
| Benefits/Regional Impact | Creates a desirable area for investment by tech based companies. Better paying jobs will follow.  |
| Jobs Created or Retained |   |
| Six Pillars              | Quality of Life, Innovation & Economic Development, Infrastructure and Growth Leadership  |
| Latest Update            |   |

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |  |
|--------------------------|--|
| Project Title            | Victory Park   |
| Organization             | City of Cape Coral   |
| Contact                  | Nita Whaley  |
| Contact Phone            | 239/574-0443   |
| Contact Email            | <a href="mailto:nwhaley@capecoral.gov">nwhaley@capecoral.gov</a>   |
| Total Project Cost       | TBD  |
| State/Federal Funding    | TBD  |
| Local Funding            | TBD  |
| Private Funding          | \$500M   |
| Partners                 | Blue Water Development   |
| Status/Timeline          | In Progress  |
| Project Description      | Mixed-Use development with multi-family, 300 room hotel, 200k sf of medical office, retail/restaurants, possible light industrial park on 26 acres. Total acreage approximately 180 acres. |
| Benefits/Regional Impact | Create jobs, economic impact, provide housing, and new hotel rooms.  |
| Jobs Created or Retained | 500+ construction jobs, plus over 1,000 jobs in medical/retail/restaurants/light industrial.   |
| Six Pillars              | Quality of life, Innovation & Economic Development, Business Climate & Competitiveness.  |
| Latest Update            | Phase 1 Hotel is in planning now.  |

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |  |
|--------------------------|--|
| Project Title            | \$60M Go Bond Parks  |
| Organization             | City of Cape Coral   |
| Contact                  | Nita Whaley  |
| Contact Phone            | 239/574-0443   |
| Contact Email            | <a href="mailto:nwhaley@capecoral.gov">nwhaley@capecoral.gov</a>   |
| Total Project Cost       | TBD  |
| State/Federal Funding    | TBD  |
| Local Funding            | \$60M  |
| Private Funding          | No   |
| Partners                 | Parks and Rec department   |
| Status/Timeline          | In Progress  |
| Project Description      | In 2018 Cape Coral voters approved a \$60M expansion of the City's parks and recreation amenities. The 5-year general obligation (GO) bond will fund major parks and recreation improvements. This includes seven new neighborhood parks and Yellow Fever Environmental Park, and improvements to 17 existing parks. |
| Benefits/Regional Impact | Creation of 7 new neighborhood parks and Environmental park.   |
| Jobs Created or Retained | 400+ construction jobs   |
| Six Pillars              | Quality of Life, Innovation & Economic Development, Infrastructure and Growth Leadership   |
| Latest Update            | Construction has begun on multiple parks and shade structures have been installed at existing parks.   |

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |  |
|--------------------------|--|
| Project Title            | Burnt Store Road 318 Acre City Parcel  |
| Organization             | City of Cape Coral   |
| Contact                  | Nita Whaley  |
| Contact Phone            | 239/574-0443   |
| Contact Email            | <a href="mailto:nwhaley@capecoral.gov">nwhaley@capecoral.gov</a>   |
| Total Project Cost       | TBD  |
| State/Federal Funding    | TBD  |
| Local Funding            |  |
| Private Funding          |  |
| Partners                 | Master Developer to be chosen  |
| Status/Timeline          | 36 months  |
| Project Description      | Development of 318 acres of City-owned property to create an industrial/business park to coincide with the widening of Burnt Store Road to four lanes, |
| Benefits/Regional Impact | Creates an opportunity for City and business to create another industrial/business park. Better paying jobs will follow.                               |
| Jobs Created or Retained |  |
| Six Pillars              | Infrastructure and Growth; Innovation & Economic Development; Business Climate & Competitiveness   |
| Latest Update            |  |

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Vital Projects

# CEDS Vital Projects



## PROJECT SUMMARY

|                            |   |
|----------------------------|---|
| Project Title              | Southwest Florida Equitable Jobs Pipeline narrative   |
| Organization               | Florida Gulf Coast University and Collaboratory   |
| Contact                    | Amir B. Ferreira Neto   |
| Contact Phone              | 239-590-7370  |
| Contact Email              | <a href="mailto:aborgesferreiraneto@fgcu.edu">aborgesferreiraneto@fgcu.edu</a>  |
| Total Project Cost         | \$24,381,501  |
| State/Federal Funding      | \$23,821,501  |
| Local Funding              | -   |
| Private Funding            | \$560,000   |
| Partners                   | Technical and Community Colleges, Chambers of Commerce, Associations, Local Government and Private Employers  |
| Status / Timeline          | September/2022 – February/2023: System Development Phase<br>March/2023 – October/2023: Program Design Phase<br>November/2023 – September/2025: Program Implementation   |
| Project Description        | The Southwest Florida Equitable Jobs Pipeline will scale and accelerate regional collaborations to remove policy barriers to equity and place workers in jobs in four transforming industry sectors healthcare, manufacturing, logistics, K-12 public education. As the system lead entity, Florida Gulf Coast University brings: administrative and data capacity, regional convening power, and relationships with industry. As the backbone organization, Collaboratory leverages resources from its Talent Hub cohort to train all Pipeline stakeholders in leading systems change with groups of cross-sector partners, and resources from its FutureMakers Coalition program to recruit unemployed Black, Hispanic, and rural job seekers |
| Benefits / Regional Impact | Reduce and remove barriers for workers to get training and take on jobs; provide training tailored to industry needs; integrate region's smaller employers to diversify the local economy; and improve local human resources practices  |
| Jobs Created or Retained   | Estimate to place workers in least 1,765 jobs   |
| Six Pillars                | (1) Talent Supply & Education; (4) Civic & Governance Systems; and (5) Business Climate & Competitiveness   |
| Latest Update              | Under review at EDA   |



# SWFRPC Vital Projects

# CEDS Vital Projects



## PROJECT SUMMARY

|                          |   |
|--------------------------|---|
| Project Title            | Promise Zone  |
| Organization             | SWFRPC  |
| Contact                  | Margaret Wuerstle, Executive Director, Southwest Florida Regional Planning Council  |
| Contact Phone            | 239-281-6978  |
| Contact Email            | <a href="mailto:mwuerstle@swfrpc.org">mwuerstle@swfrpc.org</a>  |
| Total Project Cost       | N/A   |
| State/Federal Funding    | N/A   |
| Local Funding            | N/A   |
| Private Funding          | N/A   |
| Partners                 | Collier County, Glades County, Hendry County  |
| Status/Timeline          | In Progress, 10 Year Designation  |
| Project Description      | The Southwest Florida Promise Zone (SFPZ), which covers Glades, Hendry, and the Immokalee portion of Collier counties, was designated by President Barack Obama in June 2016. The SFPZ is one of only four rural areas within the country that have received this competitive designation since 2014. The designation was received due to the SFPZ's high rates of poverty and unemployment (31.2% and 15.65% respectively), the strength of community partnerships, and a strategic plan aimed at improving the quality of life and providing new opportunities for residents. |
| Benefits/Regional Impact | Eligible organizations within the Promise Zone region receive preferential consideration for federal grant programs, state and federal liaisons to assist in navigating federal programs/agencies, technical assistance from federal agencies, an allocation of VISTA volunteers to assist in capacity building activities.   |
| Jobs Created or Retained | Job creation and enhancing economic activity are primary goals of the Promise Zone initiative.  |
| Six Pillars              | Civic & Governance Systems  |
| Latest Update            | Federal Designation awarded to Hendry County, Glades County and Immokalee for their strategy. Organization of steering committee and task force committees underway with the identification of projects.  |

# **Appendix C –**

## Recovery & Resiliency Guide

# **Disaster Recovery & Continuity/Resiliency Guide**

*for SW Florida Businesses*



# Brief Overview of The Pandemic

I wanted to speak about the most recent disaster that has gripped the entire globe and appears to resurface in variations of form. In the following pages, you will see how to approach most disasters by utilizing knowledge, asking questions of yourself and others and understanding the facts. You will follow and prepare for all the steps that it will take to mitigate any disaster but there are additional considerations when preparing for a viral threat such as the Covid pandemic. First, remember that the [swfrpc.org](http://swfrpc.org) website has a page exclusively devoted to information regarding Covid. It will tell you that there are certain preparedness steps to take some of which follow as provided by the U.S. Chamber of Commerce:

- **Prioritize Critical Operations** by revising or changing business routines, notifying suppliers, customers, and clients.
- **Prepare for closures** - schools, businesses, and many other places that you may rely upon are likely to close. Have a plan for supplies that may be diminished, children that may be home due to closures and staff that will be absent due to these same conditions.
- **Create a plan for communication** and ensure that all staff are aware and listening to the latest updates and changes in status of any health information.
- Establish remote **learning and working procedures**- Review all plans and policies at home and work to arrange the most successful working and communication arrangements. Flexibility and telecommunications will be essential to success. Work related meetings or gatherings could potentially be canceled depending on the latest updates from the Federal, state, and local health officials. Make sure that all staff and family members understand the importance of updating health information and adhering to the advice and requirements of the experts. I will speak of insurance a little later, but it should be said that a business should review and monitor all coverage and liability to ensure proper coverage for specific events. That requires close communication with your local insurance agent.
- And finally **coordinate with state external and local external health officials**- All outbreaks affect many people, but the intensity may vary from area to area. That may, also, modify the guidance instructions from your local community leadership. The experts in your community should be relaying current information from the top down and business leaders should listen for the instructions and then implement those into their plans for the safety of their staff and families. Leadership is critical and that may take the form of local groups that will be tasked to form a line of communication and transfer that information and guidance to the business community.

Pandemics are a form of infectious disease and in the case of the Covid pandemic please follow these simple guidelines as set forth by the Florida Department of Health:

- Avoid hand shaking and maintain 6 feet of separation between you and others.
- Avoid large gatherings and limit large gatherings within the workplace.
- Wash your hands often with soap and water for a period of no less than 20 seconds after eating, sneezing, coughing, blowing your nose and most any exercise that may transmit germs to others.
- As with any type of flu or infectious disease, if you are sick, stay home from work or school and avoid contact with those that are.
- Avoid crowds and public gatherings and places. Avoid public travel such as buses, planes, and trains.

This is a brief overview of the steps to stay safe during a pandemic. Please refer to the SW Florida Regional Planning Council website, [www.swfrpc.org](http://www.swfrpc.org) for more detailed and updated information. There is also a resource guide that details many links to assistance and other pertinent information. The recovery and resilience to follow will compliment this and help to build that business plan into the pandemic precautions. Everything that we have discussed and will be discussing will rely on communication, cooperation and collaboration. Leadership is the key to the implementation and collaboration and cooperation will be the key to success. You are now ready to begin the workbook on the recovery and resiliency planning for your business. Please incorporate this section into your plan and I hope that this will help you to maintain your economic and personal health when disaster arises.



# Disaster Recovery and Resiliency Guide

## *for SW Florida Businesses*

Welcome to the Disaster Recovery and Resiliency Guide for SW Florida Businesses. This guide has been produced by the Colorado Small Business Development Center, (CSBDC), Network under the Disaster Relief Program. The SW Florida Planning Agency, (SWFRPC), has modified the original document to reflect conditions that may exist in the SW region of the state of Florida. Our thanks and gratitude are extended to those that developed this guide and continue to provide leadership and public service.

We modified this guide to mitigate the circumstances and conditions facing the businesses within this region. We have also found that disaster and emergency situations have a great deal in common and therefore much of this guide is interchangeable within the global community. It is designed as a working guide that will direct you through the steps as you consider how to proceed post-disaster, as well as how to prepare for a possible future threat and/or natural disaster. This guide has also been edited and re-produced as a result of the COVID Virus that has had devastating mental health and economic effects in all regions of the World. While this guide has been modified for mitigation of the impacts of the virus, it can also be utilized for many other catastrophic events. We have inserted specific information pertinent to the pandemic or refer you to the [www.swfrpc.org](http://www.swfrpc.org) website for additional information and hope that it will provide some guidance in understanding recovery and resiliency with the viral challenges in mind.

For a business to be able to recover from any emergency, economic and/or natural disaster, planning is the first step. We have found that many types of disaster affect the economic health of most businesses. The sections that make up this business recovery and resiliency planning are:

- Prepare: Prepare a risk assessment of potential threats to business recovery and resiliency. Develop a recovery plan.
- Response: A step-by-step execution of your plan
- Recovery (and resiliency): Continue your business by using your recovery plan and further reevaluate and assess your plan for potential resilient outcomes.

This guide offers simple steps to help you through your recovery and planning process. We also recommend you use this guide to prepare for future events that may impact your business. From natural to economic and health related disasters, preparation to avoid damaging impacts is imperative. And finally, preparation for the future is a good start towards resiliency of the present.



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# Introduction And Usage of This Guide

This guide is designed to help you gather necessary information, make assessments, answer questions, and make the best business decisions for you and your company. Each section has a “Notes” section added, where you can write items that were not covered or may be unique to your business. If a section has a star (★), that means there are additional worksheets in the back of the guide that will make it easier to gather and organize the information needed. We welcome you to our website at [www.swfrpc.org](http://www.swfrpc.org) for specific information as to the Covid Virus and other local disaster assistance information.

If you want to create your disaster recovery plan on paper, you can use the worksheets throughout this guide and keep them as your emergency response and recovery plan. The guide is designed to be your workbook; it has checklists and places to record actions that need to be taken. Organize and collect all data and keep that information in one safe and secure place. You will be referring to this information often and need it to be mobile, particularly if your business facility is unusable or inaccessible after a disaster. Even if you can physically get into your office, you will want to be able to access the following information in one easily accessible place. It is desirable to prepare this plan in a digital format as well as paper in order to provide flexibility to access, ease of duplication and preservation.

After creating your plan, make sure to save your document(s) in the cloud, not only on a desktop computer, in case it is lost or damaged in the event of a disaster. Because you may have several types of documents, don't forget to cross-reference each when editing or changing these documents to avoid conflicting and/or outdated information.

Remember to partner with your state and local Small Business Development Agencies, (SBA) and Councils, (SBDC). Your local SBDC will help you maneuver through the assessments and action steps. They will support you by staying in touch with you through the process – either in person, via phone, through email or sometimes on-site visits. As hard as it will feel to complete this workbook, it is our goal that businesses who work through these steps with the SBDC will feel that it was well worth it and that their overall recovery will be more successful. That has been the experience of businesses in Colorado according to the CSBDC. We encourage all feedback as to the benefit of this workbook. Please review the following notes and comments that may help you with the preparation of your plans. The implementation of these plans comes during times of stress and anxiety so the tips and insights provided may help as you progress.

## **NOTE:**

- Take the time to answer the questions carefully and give yourself plenty of time and space to make your decisions.
- After a disaster, the most typical reaction is to get back to normal as quickly as you can. Studies and data show us that the “old” normal is gone and a “new” normal needs to be put into place. Give yourself time to get acclimated. Often, just acknowledgment of the existence and type of disaster will provide some clarity toward the task at hand. A plan then becomes more effective.
- Business owners can feel pressure from the well-meaning people around them who want to help and feel that they have the perfect solution for recovery. However, keep in mind that this is your business, your life and that of your staff. You need to make the best possible decisions for yourself, your staff and for your family—and that takes time.



# Prepare: Emergency vs. Disaster



*Lineman killed while working to restore power after Hurricane Irma. 2017 (Source: clickorlando.com)*

We often proclaim, “failure is not an option”. How do we insure that is true? Planning is, of course, the key. A key part of that planning is to know what we are planning for. That’s why a discussion of emergency vs. disaster is important.

Typically, we distinguish emergencies from disasters by their scope and immediacy. Disasters may include a state of emergency requiring immediate action, such as evacuation and shelter. Hurricane damage would be considered disaster and must be mitigated accordingly. However, not all emergencies are disasters. Emergencies include smaller scale individual situations, such as a worker that is hurt during the mitigation of that hurricane.

Both emergencies and disasters require preparation.

**Emergency:** An emergency is a situation that poses an *immediate risk* to health, life, property or environment. Emergencies include smaller scale individual situations, such as an employee or client having a heart attack.

**Disaster:** Any man-made or natural hazard, such as a hurricane or flooding event having caused widespread destruction of property and human lives is considered a disaster.

For planning purposes, we can define emergencies and disasters and their impact into several categories:

- » Natural: drought, earthquakes, extreme heat, floods, hurricanes, landslides and debris flow, severe weather, thunderstorms and lightning, tornadoes, tsunamis, volcano eruptions, wildfires, winter storms, extreme cold
- » Human-caused: accidents, acts of violence by people, acts of terrorism, war
- » Technological: blackouts, hazardous material incidents nuclear events, acts of technological terrorism, hacking
- » Pandemic: widespread illness (such as the H1N1 flu Virus, Corona Virus or COVID)



*Ruins from the 1906 San Francisco earthquake, remembered as one of the worst natural disasters in United States history. (Source: Wikipedia)*

## **Disaster Assistance: Local to Federal to Local**

In disaster situations, local governments such as cities, towns, villages and/or counties and other business organizations, Chambers of Commerce, economic development agencies, are the first line of response. They use their own resources to protect people and property and to implement recovery measures. Many times, disasters occur which are beyond the capability of local government. In that situation, it will call upon the resources of neighboring jurisdictions to assist in the response and recovery effort. One of the most important "lessons learned" from disaster responses at all levels is that one must maintain an open line of communication and maintain clear and concise documentation of expenditures. **KEEP ALL RECEIPTS!** Ensure that the reimbursement process is allowed to proceed from the top levels down by documenting with verification, clearly what was spent and how it was spent.

If the scope and impact of the disaster goes beyond the county's resources, it will call upon its state. Make sure that you have a good understanding and clear communication and connection to the State level to ensure that the lines of communication and assistance are open and available.

If the scope and impact of the disaster goes beyond the state's resources, it may call upon federal assistance, which we will discuss below. Again, having that line of communication available is very important and frequently begins at the state level.

Ultimately, long-term recovery will come back to local resources. Once the federal agencies have done their job, you will be back with your local government and agencies to work with them on the long road to recovery. It is very important to always have a working relationship with all levels of government so that the drills and communications that occur during safe and prosperous times can become a key to recovery in times of difficulty. The key to resiliency is solid recovery and preparation for disaster and emergency.

In times when pandemic illnesses surface, practice safe distancing protocols, follow sanitary instructions and ensure that local, state and federal guidelines are adhered to for that specific situation. In a pandemic situation, the silence of the disaster is the first difficulty faced. Stay in close contact with your local health agencies and follow all precautions that are listed. It is important to have a plan for this as well. Although that plan may change as facts become known, development of that plan is imperative to maintain safety within your organization.

## **Federal Disaster Declaration Process**

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) is a United States federal law designed to bring an orderly and systemic means of federal natural disaster recovery. The act gives the Federal Emergency Management Agency (FEMA) the responsibility of coordinating government-wide relief efforts. The Federal Response Plan implementation includes the contributions of 28 federal agencies and non- governmental organizations, such as the American Red Cross. It is named after Senator Stafford, 1971-1989, also Governor of Vermont, 1959-1961.

The Act (§401) requires that: "All requests for a declaration by the President that a major disaster exists shall be made by the Governor of the affected State." The governor's request is made through the regional FEMA/Emergency Preparedness and Response (EPR) office. State and federal officials conduct a Preliminary Damage Assessment (PDA) to estimate the extent of the disaster and its impact on individuals and public facilities. Normally, the PDA is completed prior to the submission of the governor's request. However, when an obviously severe or catastrophic event occurs, the governor's request may be submitted prior to the PDA. Nonetheless, the governor must still make the request. Based on the governor's request, the president may declare that a major disaster or emergency exists, thus activating federal programs to assist in the response and recovery effort. Not all programs, however, are activated for every disaster. The determination of which programs are activated is based upon the needs found during damage assessment and any subsequent information that may be discovered. FEMA/EPR disaster assistance falls into three general categories:



*Sen. Robert T. Stafford*

1. Individual Assistance: Aid to individuals and households
2. Public Assistance: Aid to public (and certain private nonprofit) entities for certain emergency services and the repair or replacement of disaster-damaged public facilities
3. Hazard Mitigation Assistance: Funding for measures designed to reduce future losses to public and private property

## FEMA and SBA

If a federal disaster has been declared, you – as a person and business – should register with both FEMA and the Small Business Administration (SBA). FEMA wants to know how many people have been impacted and what their insurance situation is. FEMA, however, does not deal with businesses. For any business-related support, you will need to register with the SBA, even if you don't know whether you may require a loan. Your SBDC consultant can help you figure out whether applying for a physical damage or economic impact disaster loan makes sense for your business. Even if you don't know whether you need any help, you should register with FEMA and SBA.



*Disaster Assistance Center in Manitou Springs, September 2013 (Source: Ingrid Wood)*

The programs are described in further detail in FEMA's "Guide to the Disaster Declaration Process and Federal Disaster Assistance" at [www.fema.gov](http://www.fema.gov). Many of the current Covid loan and assistance programs are also available through [sba.gov](http://sba.gov), The American Rescue Act Program and [EDA.gov](http://EDA.gov).

### **Disaster Assistance Centers (DAC) and Shelters**

During and immediately after a disaster, your community will likely open a disaster assistance location where local agencies and resources will be in one place to provide help as well as provide information, goods and resources. Always refer to local governments for assistance first as they may be more familiar

with your situation. Contact them prior to an emergency and become familiar with all avenues of assistance and communication with those agencies. In addition to local government agencies, the American Red Cross, Goodwill, Salvation Army, and similar agencies will be present. If FEMA and/or SBA are there, it may also be called a Disaster Recovery Center (DRC). Become familiar with the planned shelters that are provided. They are often schools, churches and other large venues that can accommodate people safely and securely. Keep up with community efforts prior to storms that may make changes to accommodations based upon need. In the case of pandemic, watch and listen closely for the local governments opening of test centers for positivity of viral symptoms. Instructions may be provided at the time of results as to treatment areas and procedures. It is very important, that testing, and treatment be available, to limit contagious spread.

# Prepare, Respond, Recover

We can break down the concept of business recovery into three major steps, which are tied together in order:

1. Prepare (planning and/or review)
2. Respond
3. Recover

This guide is organized using these three steps, and breaks down each step into practical, workable and valuable worksheets.



## 1. Prepare

This step includes:

- » **Assessing** your business situation and identifying minimum requirements for your success
- » Taking **mitigation** steps to prevent hazards, economic shortfalls and reduce risks
- » Writing a **plan** on how to deal with emergencies and disasters
- » **Testing** your plans and improving them

In the "Prepare" section, you will look at all aspects of your business, which are organized into three parts: people, places and things. All steps will use these same parts. Make it into your mantra: "Our People, Our Places, Our Things."

*Doing something is better than doing nothing at all.  
Even taking a little time to plan will make your response and recovery so much more efficient and successful.*

## 2. Respond

Once you have assessed your risk and mitigated what you could do easily then you should write your plan. In order to make sure your plan works, it works to practice and train, then improve and do it all over again, or "wash, rinse, repeat."

In the "Response" section of this guide, we will provide you with pointers and options on how to write your plan. Your plan can take many forms: it can be a stack of note cards, a poster located in the break room and by your exits, or it can be the worksheets in this guide. Consider your own business culture and what will work best for you and your employees. Collaboration is always the most thorough and efficient way to accomplish success. We encourage you to work with your employees and create this plan together with them.

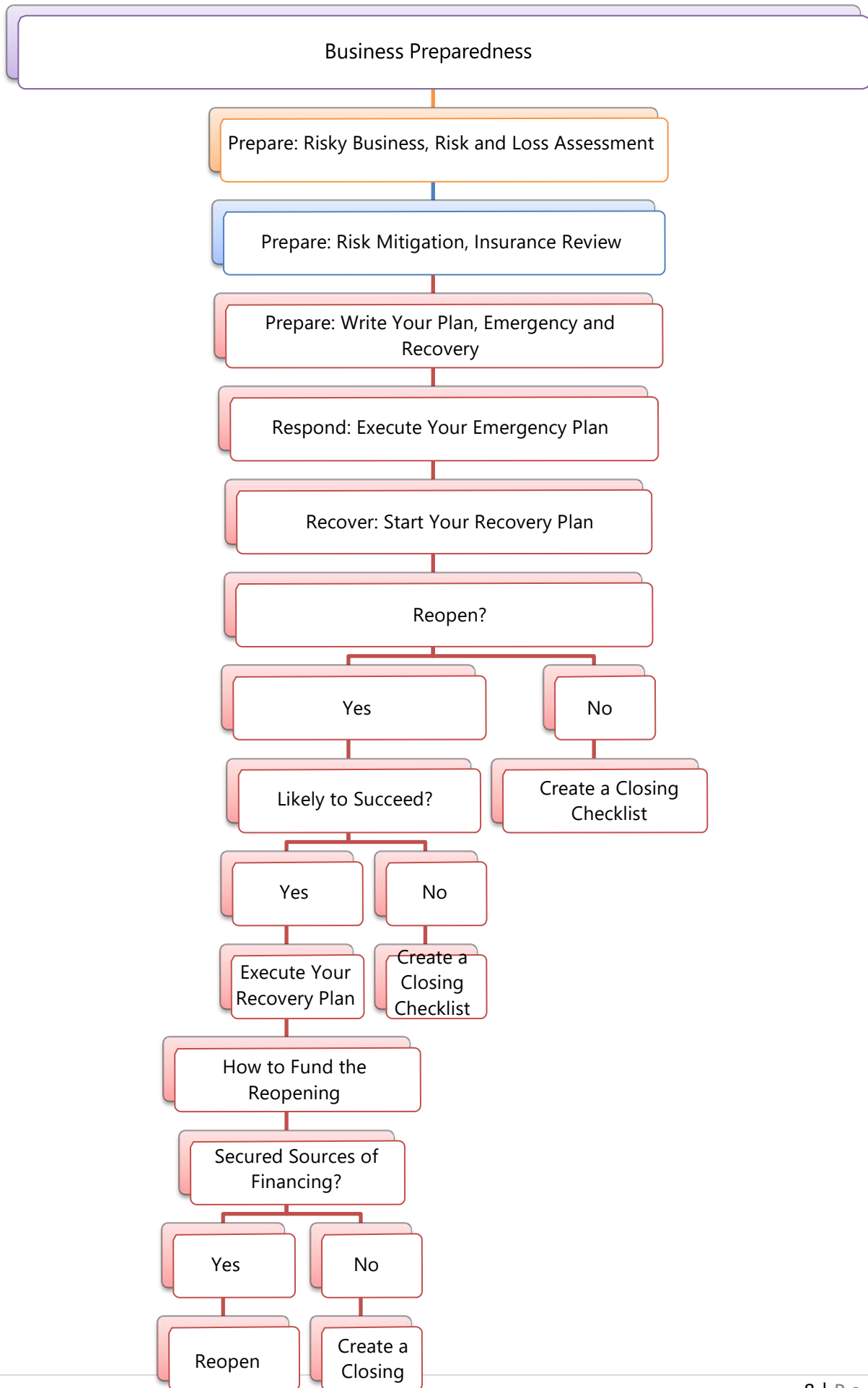
The Response phase is where you can put your plan into action or execute your plan. Keep in mind – your plan will never be 100 percent perfect. However, it is better to have *some* plan in place than nothing at all. The plans we explain, hopefully will be relevant to your situation in such a way that individual modification is the only necessity beyond implementation.

### 3. Recover

Ultimately, long-term recovery will return to and depend upon local resources. Once the federal agencies have done their job, you will be back with your local governments and agencies to work with them on the long road to recovery. The importance of collaboration and communication cannot be emphasized enough. Rely on assistance among your local community and partnerships with business leaders and local Chambers of Commerce as well as other organizations locally that can help one another. A strong network of local communication can be invaluable to recovery for business and clients. The symbiotic relationship between the two can benefit recovery by resolving the needs of each other.

Recovery is the longest step in the process. However, the more you put into the planning, the faster you will be able to re-establish, re-open or continue with your business. Resiliency occurs when all steps have been successful, and your business has come through a disaster with as little adverse impacts as possible.

In this guide, we have prepared several tables that will help you during this Recovery and resiliency phase. The following page displays the process of Recovery in a flowchart.



## NOTES

[illegible]



## Prepare: Risky Business

Being in business is a risky proposition in and of itself. Every business has some degree of risk. Acknowledging the worst-case scenarios and how you will minimize or mitigate the risks inherent in your business is the first step in avoiding problems.

Consider the following questions:

- » Does your business have enough cash on hand to make it through a week?
- » Can you run your business without electricity, or should you get a generator?
- » Are you in a flood zone? What level?
- » Do you know what interruption insurance covers?
- » Do you know where the nearest shelter is?
- » Do you have a line of credit with your bank?
- » Are you completely reliant on one market or do you have a secondary market?
- » What if you get seriously hurt on (or off) the job? Do you have a plan for someone to take over key management roles?
- » What are the standard risks of your industry? Have you adopted industry standards to protect the health and safety of your workers?
- » How would you be impacted by a government shutdown?
- » What if your major supplier is shut down due to a disaster? Do you have an alternative?
- » Is your business impacted by the public perception of being in a disaster area?
- » How do you communicate an emergency with your employees?
- » Can you operate your business remotely?
- » Does everyone know where your important documents are located? Do you have them backed up?
- » Can you establish a separate or alternate manufacturing location?
- » What if your website gets hacked?
- » What would you need to restart your business from scratch?



*Safron of Manitou: Reopening the store and a major sale immediately following the flash flooding in Manitou Springs of August 9, 2013 (Source: Ingrid Wood)*

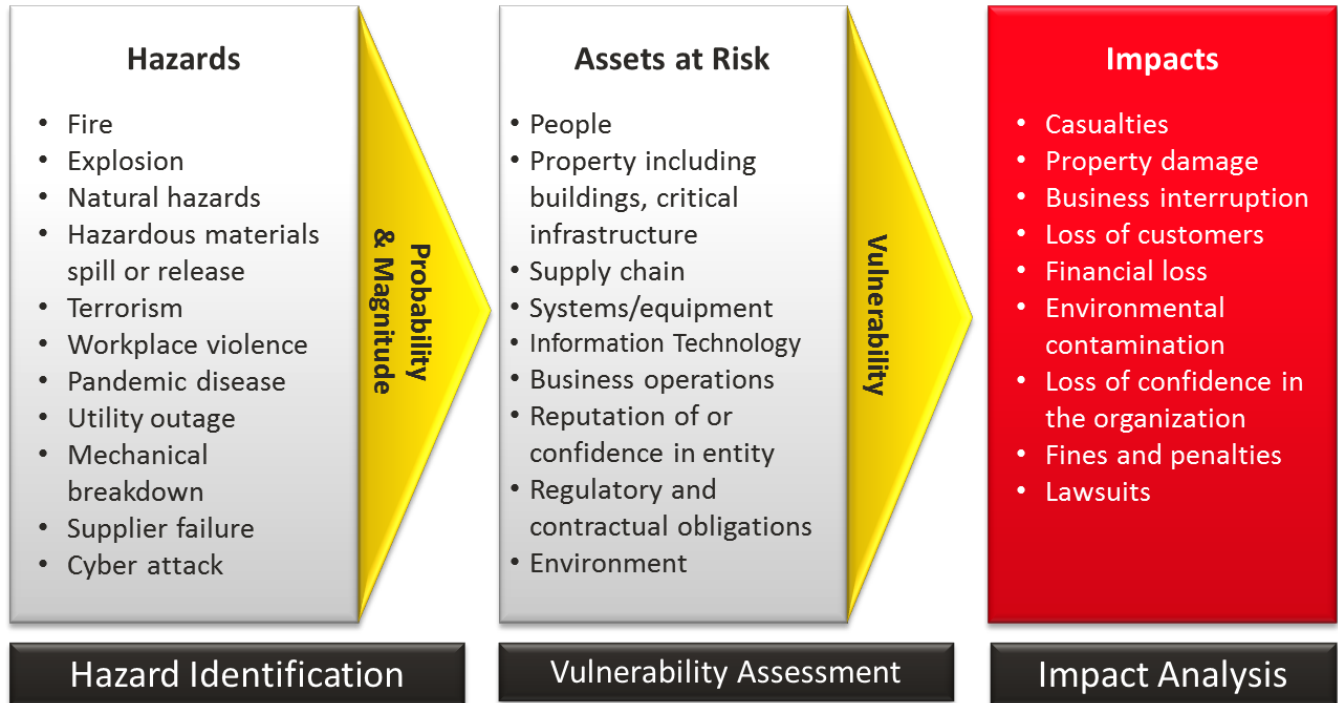
Just as importantly, what if you must repeat? We have seen how health concerns and natural disasters can resurface, i.e. virus based pandemics, hurricanes. These are just some sample questions to get you thinking about potential risks and the impact they may have on your business. Be prepared to re-enact the same principals applied during the first event, (or the second). The next sections in this guide will help you organize your thoughts and put them on paper.

## Prepare: Risk and Loss Assessment

Risk assessment is a process:

1. Identify potential hazards
2. Analyze the impact

The diagram below gives you a sample list of hazards, assets that may be at risk, and areas to look at impact. These lists are not exhaustive but provide a good starting point.



*Determine Risk Vulnerability and Impact (Source: [www.ready.gov](http://www.ready.gov))*

You should consider *all* hazards in this assessment; even include the risks you never think will happen. This is to help provide a full picture for your business situation. Remember, anything could happen and the more diverse our preparation is, the more prepared for the unlikely we are. Modifications are improvements, creations are experiments.

It may be difficult to determine the likelihood that a specific hazard may happen, or how it will impact your business, so it is important to consider many different threats and hazards and the likelihood that they will occur.

You can use the "Risk Assessment Table" and "Risk Assessment Matrix" to get started. The table uses a standard Low-Medium-High (L-M-H) for this assessment. The impact column can be split out between People-Places-Things, or you can use a single letter. Depending on your business, you may want to consider animals a separate category.

Below is an example provided by the CSBDC using a home-based web development company based in Colorado. These business owners chose not to split the impact. Note that there are question marks because there are unknowns to deal with. Obviously, their technological threats are higher and can use further refinement.

**Risk Assessment Table**

|                       | Threat<br>(hazard, emergency,<br>crisis, disaster) | Likelihood<br>(L-M-H) | Impact<br>(L-M-H) |        |        | Mitigation To-Do   | By When     | Cost (\$) |
|-----------------------|--|-----------------------|-------------------|--------|--------|--|-------------|-----------|
|                       |  |                       | People            | Places | Things |  |             |           |
| NATURAL-ENVIRONMENTAL |  |                       |                   |        |        |  |             |           |
| 1                     | Fire   | M                     | H                 |        |        | Inventory, insurance   | Next week   |           |
| 2                     | Flood  | H                     | H                 |        |        | Inventory, insurance   | Next week   |           |
| 3                     | Drought  | H                     | L                 |        |        | n/a  |             |           |
| 4                     | Earthquake   | M                     | H                 |        |        | Check insurance  | Next week   |           |
| 5                     | Extreme Heat                                       | M                     | H                 |        |        | Install fan in server closet                                       | Spring 2014 |           |
| 6                     | Winter Storms/Extreme Cold                         | H                     | M                 |        |        | Upgrade windows  | Two years   | \$15K     |
| 7                     | Tornadoes  | L                     | H                 |        |        | Check insurance  | Next week   |           |
| 8                     | Hurricanes   | L                     | H                 |        |        | n/a  |             |           |
| 9                     | Landslides and Debris Flow                         | L                     | M                 |        |        | Check insurance  | Next week   |           |
| 10                    | Thunderstorms and Lightning                        | M                     | M                 |        |        | Check lightning rod  | Spring 2014 |           |
| 11                    | Volcano Eruptions                                  | L                     | H                 |        |        | Pray   |             |           |
| 12                    | Tsunamis   | L                     | H                 |        |        | n/a  |             |           |
| 13                    | Avalanche  | L                     | M                 |        |        | n/a  |             |           |
| 14                    | Other Severe Weather                               | ?                     | ?                 |        |        | n/a  |             |           |
| 15                    | Other Natural Hazards                              | ?                     | ?                 |        |        | n/a  |             |           |
| HUMAN-RELATED         |  |                       |                   |        |        |  |             |           |
| 16                    | Explosion  | L                     | ?                 |        |        | Check insurance  | Next week   |           |
| 17                    | Chemical Spills and Pollution                      | L                     | ?                 |        |        | Check insurance  | Next week   |           |
| 18                    | Workplace Violence                                 | L                     | M                 |        |        | Check insurance  | Next week   |           |
| 19                    | Utility Outage                                     | H                     | H                 |        |        | Get generator  | Soon        |           |
| 20                    | Pollution (water, air, soil)                       | M                     | L                 |        |        | Get emergency store  | Ongoing     |           |
| 21                    | Pandemic Disease                                   | L                     | H                 |        |        | Check insurance  | Next week   |           |
| 22                    | Supplier Failure                                   | L                     | H                 |        |        | (Have alt sources)   |             |           |
| 23                    | Government Shutdown                                | M                     | L                 |        |        | n/a  |             |           |
| 24                    | Stock Market Crash                                 | M                     | M                 |        |        | Unknown  |             |           |
| 25                    | Nuclear Threat                                     | H                     | H                 |        |        | n/a  |             |           |
| 26                    | Terrorism  | L                     | L                 |        |        | n/a  |             |           |
| 27                    | War  | L                     | H                 |        |        | n/a  |             |           |
| TECHNOLOGY            |  |                       |                   |        |        |  |             |           |
| 28                    | Mechanical Breakdown                               | H                     | H                 |        |        | Backup server offsite, backup to                                   | Soon        |           |
| 29                    | Cyber Attack                                       | H                     | H                 |        |        | Firewall upgrade, harden websites, mirror images computers, backup | Soon        |           |
| 30                    | All Backups Fail (incl. cloud)                     | L                     | H                 |        |        | n/a  |             |           |
| OTHER                 |  |                       |                   |        |        |  |             |           |
| 31                    | Medical Emergencies                                | L                     | H                 |        |        | Medical insurance, call 911  | When        | \$900/mo  |

## Risk Assessment Matrix

After you have completed the Risk Assessment Table, take your L(ow), M(edium) and H(igh) marks for both Risk and Impact and plot them into this Risk Assessment Matrix. You can practice by plotting the example from above.

| Impact: L | M | H |       |
|-----------|---|---|-------|
|           |   |   | H     |
|           |   |   | M     |
|           |   |   | L     |
|           |   |   | Risk: |

Take a good look at the **High/High** section of this matrix. These are the risks where you should put most of your attention and efforts. This exercise will allow you to determine what the most important and likely action items are to protect your business. Obviously, for the web development company, having additional backup systems, alternate technology providers and energy providers are high on the High/High list.

### Your Steps of Action for Risk Assessment

By yourself or with the help of an SBDC consultant:

- » Use the Risk Assessment Table and Risk Assessment Matrix to plot your own items and determine mitigation actions
- » Request a loss and risk assessment evaluation from your insurance company

- ## NOTES

[illegible]

## Prepare: Mitigating Risks

Mitigating and managing your risks as a business will be an ongoing process of prioritization. It is likely you will always be weighing your risk against time and money. You may not have the funds to hire professionals to provide a full business impact analysis; however, in conversation with your neighboring businesses, you may decide to work together and hire a subcontractor to do a project encompassing them or band together for emergency action planning. Remember collaboration and communication are the keys.

You probably already work with professionals who will be happy to help you find simple methods and implementations to manage and mitigate your risks. Of course, don't forget to schedule an appointment with your local SBDC consultant, who can assist you as well. A few steps go a long way.

### Your Business: People, Places, Things

Just like assessing your risks, when looking at mitigating and managing your risks, you can look at and assess the following areas:

**People:** Yourself, employees, elected officials and their staffs, contractors, volunteers, visitors, clients/customers, residents, patients, suppliers, stakeholders, animals

**Places:** Parking lots, buildings, garages, bridges, production plant, backup locations, server rooms, environmental, geographical details (coast, mountain, rivers, canals, lakes, ponds, creeks), exit routes, evacuation routes, primary and secondary routes in case of emergency and blockages thereof

**Things:** Equipment, machinery, fuel supplies, food and water supplies, health related supplies such as hand sanitizers, masks, cleaning and disinfectant agents, generators, vehicles, UPS, inventory, computers, critical data and documents (financial/insurance/patent), utilities (water, sewer, electrical, internet, phone)

### Your Steps of Action

- » **Physical:** Ask your county building department, emergency disaster representatives or local nonprofit (such as FGCU SBDC or SW Florida Regional Planning Agency) to do a walkthrough of your business or provide contacts that can provide those services; use. Ensure that you are protected from wind and water damage in the event of a hurricane and subsequent storm surge.
- » **Technological:** Ask your existing technical professional how you can protect yourself from cyber-attacks, properly back up your pertinent documents and have a fallback plan which may also place those documents in the cloud for protection.
- » **Animals:** Ask your veterinarian how you can be better prepared to take care of any animals.
- » **Insurance:**
  - Obtain a review of your insurance policy on-site; do a walk-through with a video camera as well as take still pictures
  - Make sure you have inventory and pictures of your building and equipment (stored online/in the cloud)
  - Be aware of and familiar with flood insurance, interruption insurance, inland marine; find out what your business should have in place

## Prepare: Mitigate | Insurance

This section covers some high-level items for your business or commercial insurance. It is important to make sure you have proper insurance for your business – it is one of your risk mitigation factors. In addition, it is essential to have a complete copy of your business or commercial policy. The SBDC recommends that you maintain an inventory and equipment list (can be as simple as taking a picture of an item when newly acquired) and review your policy at least once per year. You can request assistance from the SBDC in this review. Remember, insurance requirements can change so stay informed through your agents as to significant changes that occur. Ensure that your agent discusses the proper coverage for your business. Discuss, secondary coverage or back up coverage and whether it is possible or necessary.

|   |   |    |   |         |         |
|---|---|----|---|---------|---------|
| Insurance Carrier                         | Policy Number                               |    |   |         |         |
|   |   |    |   |         |         |
| Insurance Agent Name                      | Phone                                       |    | Email                                       |         |         |
|   |   |    |   |         |         |
| Policy Type (BOP, Commercial)             | Flood (NFIP) / Hazard                       |    | Interruption (Yes/No)                       |         |         |
|   |   |    |   |         |         |
| Inland Marine (Big Equipment)             | Date Policy Reviewed/Updated                |    | Other                                       |         |         |
|   | ____/____/____                              |    |   |         |         |
| Building Owned (Yes/No)    Property Value | Business Personal Property Value: Inventory |    | Business Personal Property Value: Equipment |         |         |
| Yes / No        \$                        | \$  |    | \$  |         |         |
| Year Built:                               | Inventory Location:                         |    |   |         |         |
| Question                                  | Yes   | No | Action and/or Comments                      | By Whom | By When |
| Contacted Insurance Agent                 |   |    |   |         |         |
| Documented Damage in a List               |   |    |   |         |         |
| Took Photos                               |   |    |   |         |         |

## Mitigating Risks: Financial Records

Here are some quick checklists for financial records. Work with your CPA, accountant, bookkeeper and/or SBDC consultant on how you can better manage your risks.

### Know Your Finances

- » Business plan (projections and budget)
- » Monthly reporting
- » Accounts receivable
- » Accounts payable/liabilities (creditors, vendors, operating expenses, padding)
- » Balance sheet
- » Profit and loss statement
- » Payroll and owner draws
- » Insurance payments
- » Taxes (sales, use, payroll, income)
- » Payroll liabilities (quarterly/monthly?)
- » Equipment and inventory

### Plan and Streamline Your Finances

- » Known schedule and person plus alternate (finances and backups)
- » Bookkeeping
- » Automate payments
- » Migrate to online banking (QuickBooks in the cloud)
- » Offsite bookkeeper and backups
- » Use electronic invoicing and receipts/scan receipts
- » Practice setting up on new location and computer
- » Credit (establish a revolving line of credit; do not rely on credit cards to run your business)
- » Inventory and equipment (maintain current list, additional locations)
- » CASH! Always try to maintain a supply of cash. Banks and credit cards may be difficult to use during catastrophic events. As difficult as it is, a surplus is always desirable for those times when revenue is not being generated or collected.

### When Disaster Strikes

- » Contact your banker and request increase of credit if needed
- » Contact your creditors to notify them of the disaster and request deferment, restructure, etc.
- » Collect copies of tax returns, payroll, insurance policies and most current operating expense bills

### What Help Can You Expect?

- » Government (city, county, state, federal resources):
  - Disaster unemployment/dislocated worker
  - Food stamps and short-term financial aid
- » Nonprofits (United Way, Red Cross, Catholic Charities, Goodwill, St Mathews House, Federal disaster funds such as The American Rescue Act Program for the COVID pandemic), SBA funds, EDA funds, both also related to Covid assistance
- » SBDC disaster planning, risk assessment, insurance/ financial review, application support for disaster loans and grants, connect with physical mitigation, refer to other resources



[illegible]

## Respond: Emergency Response/Action Plan (ERP)

According to Bob Boyd, president and CEO of Agility Recovery Solutions, "Seventy-five percent of the employees in the United States do not think their employers have a plan and are prepared for a disaster." Unfortunately, these employees are correct; three-quarters of the businesses in the United States do not have any plan. Remember, a partial plan is better than no plan at all.

Use the following outline to make your own Emergency Response Plan (ERP). This outline includes the Occupational Safety and Health Administration (OSHA) standard, as well as additional items recommended by the SBDC. I would also include the Center for Disease Control, (CDC) for viral pandemic situations.

1. Reporting emergencies
2. Evacuation procedures and escape routes
3. Critical shutdown procedures
4. Employee accountability procedures
5. Medical duties
6. Contact information (emergency responders, stakeholders, employees, media)
7. Description of emergency alarm systems
8. Alternate communications center
9. Location of critical records
10. Communication methods
11. Responsibility and authority (organizational chart)
12. Shelter, lockdown, medical emergencies, utility outage, visitor procedures

### How to Write Your Emergency Response Plan

- » Know and understand your risks (use the Risk Assessment Table High-High)
- » Develop and document your emergency response procedures
- » Train your employees on those procedures; review and modify your plan

### Emergency Response Plan Formats

There is no required format for an ERP by OSHA. We recommend you create something that will work for you and your business. If you write something and it winds up on a shelf collecting dust, it has been a waste of your time and effort!

- » Make sure you cover each of items 1-12 from the list above.
- » Checklists are helpful. Be brief and use large print.
- » Create one page per emergency (EX: one for hurricane, for fire, one for flood, one for heart attack, etc.) that has a "high likelihood" and "high impact." There will be similarities between them, but you will find having one per sheet is better than trying to flip through lots of pages.
- » Consider organizing your actions into "People," "Places" and "Things."
- » Make sure your plan is located where people can see and use them (by the cash register, in reception area, posted in the break room)

### Practice Your Plan

Practicing implementing your emergency plan is crucial. It can be done in a limited amount of time. Find a slow time in your business and make it a fun team exercise.

- » Your city or county Office of Emergency Management (OEM) likely offers the Citizens Emergency Response Training (CERT) Program
- » Work with your neighboring businesses and local fire department

- » Find out from your SBDC, chamber, or business networking group who you may be able to collaborate with. If there is not, form a cohesive group that can initiate that collaboration.
- » Utilize your local or state Office of Emergency Management (OEM); it may offer the Citizens Emergency Responses Training (CERT) Program

## Emergency Response Plans Resources

- » OSHA Emergency Action Plan, EAP, ([www.osha.gov](http://www.osha.gov))
- » Ready.gov
- » Online Assessment at Red Cross Ready Rating ([www.readyrating.org](http://www.readyrating.org))
- » Your industry, business or professional organization may already have a sample plan for your specific business or organization. Check with the local chambers of commerce and/or economic development offices within your local governments.

## Your Next Action Steps

- » Determine whether you can create the EAP with your employees, neighboring businesses, or whether you need outside expertise
- » Choose a template that fits your business or create your own
- » Practice the plan
- » Refine the plan (wash, rinse, repeat)

## NOTES

[illegible]

## From Response to Recovery

During and immediately following a disaster, everyone is in response mode. This is survival, taking care of urgent issues. Your business or family may be evacuated and sheltered. Often there is a lot of confusion and a lot of conflicting information.

Once the dust somewhat settles, you will be dealing with both Response and Recovery. Recovery is a long process. If you lost everything, it would take time to rebuild. If you have lost some items and closed due to evacuation, it will still take time to get back in the normal swing of things. Even if you have no physical loss, events such as a pandemic, Covid for example, you may be dealing with loss in sales or revenue (economic injury).

Again, organize the things you need to consider for your business' recovery into people, places and things. The next sections and the worksheets will be organized in this way as well.

The following sections are laid out to be used as a recovery plan. We recommend you work through each worksheet and return to them often to make sure that all actions have completed.

### Initial Recovery: Contact Your Local SBDC

We strongly suggest that you contact your local SBDC office and use its consultants to support you throughout the recovery process. Its consultants are experts from your area that are ready to help you in this difficult situation.

#### Local SBDC Information

|                       |       |       |
|-----------------------|-------|-------|
| SBDC Office Address   | Phone | Email |
|                       |       |       |
|                       |       |       |
| CSBDC Consultant Name | Phone | Email |
|                       |       |       |

#### SBDC Appointments

|      |      |          |
|------|------|----------|
| Date | Time | Location |
|      |      |          |
|      |      |          |
|      |      |          |
|      |      |          |
|      |      |          |
|      |      |          |

## Initial Recovery: People

| Question   | Yes | No | Action and/or Comments   | By Whom | By When |
|--|-----|----|--|---------|---------|
| Are all of your people accounted for?<br><i>Use Employee Action List ★</i> |     |    |  |         |         |
| Are all of your employees' families, ok?                                   |     |    |  |         |         |
| Are all of your people able to go back to work?                            |     |    |  |         |         |
| Did you pay unemployment insurance for any employees?                      |     |    | <i>Assist employees in obtaining Dislocated Worker Unemployment, collect last 6 mo. pay/ employee; Contact the Florida Department of Labor and Employment, request expedited pay</i> |         |         |
| Is anybody hurt or does anyone have a medical condition?                   |     |    | <i>Notify health insurance provider if any employee has been injured</i>   |         |         |
| Need to lay off people? <i>Use Employee Action List ★</i>                  |     |    |  |         |         |
| Do you need to hire replacement workers?                                   |     |    | <i>Contact your workforce center liaison</i>   |         |         |
| Do you need to provide training?   |     |    |  |         |         |
| Do your employees need mental health counseling?                           |     |    |  |         |         |
| Are employees registered with Red Cross Safe and Well?                     |     |    |  |         |         |
| Are all employees registered with FEMA?                                    |     |    |  |         |         |
| Should you and your employees register with the state?                     |     |    |  |         |         |

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## Initial Recovery: Places and Things

| Situation  | Yes | No | Action and/or Comments | By Whom | By When |
|--|-----|----|------------------------|---------|---------|
| Is the facility operational? Is it safe and secure based upon CDC guide for pandemic   |     |    |                        |         |         |
| Can you reopen without significant repairs?  |     |    |                        |         |         |
| Is inventory damaged, recoverable or need to be replaced?  |     |    |                        |         |         |
| Are supplies damaged, recoverable or need to be replaced?  |     |    |                        |         |         |
| Is equipment damaged, recoverable or needs to be replaced?   |     |    |                        |         |         |
| Does the building need to be secured against theft/vandalism?  |     |    |                        |         |         |
| Does the business have a website that is still active? If so, should it be shut down?<br>Should a message be placed on it telling clients what has happened and to stay tuned? |     |    |                        |         |         |
| Are you losing money daily? If so, how much? <i>Use Quick Cash Loss Calculation Sheet ★</i>  |     |    |                        |         |         |
| Do you have access to money to pay personal bills?   |     |    |                        |         |         |

## NOTES

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## Initial Recovery: Financial

This process is extremely important in helping you decide your next steps and if you need assistance with this section, it is vital that you get it. Your accountant is the most logical place to start. Your bankers will also be willing to help, as will your SBDC consultant.

| Question   | Yes | No | Action and/or Comments | By whom | By when |
|--|-----|----|------------------------|---------|---------|
| Do you have all the business financial records?  |     |    |                        |         |         |
| Do you have tax returns from the last three years?   |     |    |                        |         |         |
| Do you have any financial information available? Use <i>Reconstruction Financial Data Sheet</i> ★  |     |    |                        |         |         |
| Can you determine available cash? Use <i>Aged Accounts Receivable and Sales Chart (30/60/90 days)</i> ★  |     |    |                        |         |         |
| Do you have a current balance sheet dated right before the disaster? If no, contact your accountant.   |     |    |                        |         |         |
| Can you use the financial information to create an accurate picture of the current health of the business? Do this with your SBDC consultant, your accountant or any financial mentor. |     |    |                        |         |         |

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## Recovery: Reconstructing Your Financial Records

The following material is adapted from [www.irs.gov](http://www.irs.gov).

- **Inventories:** Get copies of invoices from suppliers. Whenever possible, the invoices should date back at least one calendar year.
- **Income:** Get copies of bank statements. The deposits should closely reflect what the sales were for any given time period.
  - Obtain copies of last year's federal, state, and local tax returns including sales tax reports, payroll tax returns and business licenses (from city or county). These will reflect gross sales for a given time period.
  - Furniture and fixtures: Sketch an outline of the inside and outside of the business location. Then start to fill in the details of the sketches.
    - Inside the building: What equipment was where? If a store, where were the products/inventory located?
    - Outside the building: shrubs, parking, signs, awnings, etc.
- **Building:** If you purchased an existing business, go back to the broker for a copy of the purchase agreement. This should detail what was acquired. If the building was constructed for you, contact the contractor for building plans or the county/city planning commissions for copies of any plans.
- **Tax Records:** Immediately after the casualty, file Form 4506, Request for Copy of Tax Return, to request copies of the previous four years of income tax returns. To obtain copies of the previous four years of transcripts, you may file a Form 4506-T, Request for Transcripts of a Tax Return. Write the appropriate disaster designation (such as "HURRICANE KATRINA") in red letters across the top of the forms to expedite processing and to waive the normal user fee.
- **Insurance Policy:** Most policies list the value of the building to establish a base figure for replacement-value insurance. If you are unsure how to reach your insurance company, check with your state insurance department ([www.naic.org](http://www.naic.org)).
- **Vehicles:** Kelley's Blue Book, NADA and Edmunds are available online and at most libraries. They are good sources for the current fair market value of most vehicles on the road.
  - Call the dealer and ask for a copy of the contract. If not available, give the dealer all the facts and details and ask for a comparable price figure.
  - If you are still making payments, check with your lien holder.

### For assistance and additional information:

- IRS Disaster Assistance Hotline: 866-562-5227)
- IRS Publication 2194, Disaster Resource Guide for Individuals and Businesses
- IRS Publication 584, Casualty, Disaster, and Theft Loss Workbook: Helps individuals make a list of stolen or damaged personal-use property and figure the loss. Has a room-by-room listing to help recreate an inventory and figure the loss on one's home and its contents and one's motor vehicles.
- IRS Publication 584-B, Business Casualty, Disaster, and Theft Loss Workbook: Available to help businesses list stolen or damaged business or income-producing property and to figure the loss.
- Your tax professional



## Recovery: Next Actions

| Item  | Yes | No | Action and/or Comments | By Whom | By When |
|---|-----|----|------------------------|---------|---------|
| <b>PEOPLE</b>   |     |    |                        |         |         |
| Review Recover: People worksheet  |     |    |                        |         |         |
| <b>PLACES and THINGS</b>  |     |    |                        |         |         |
| Review Recover: Places and Things worksheet   |     |    |                        |         |         |
| <b>EMERGENCY AGENCIES</b>   |     |    |                        |         |         |
| Check in with DAC   |     |    |                        |         |         |
| Call your SBDC and schedule an intake (at DAC, SBDC office or your site)  |     |    |                        |         |         |
| Check local, county, state agencies - registered with all?  |     |    |                        |         |         |
| <b>INSURANCE</b>  |     |    |                        |         |         |
| Ask your insurance to work with you on initial assessment   |     |    |                        |         |         |
| Review insurance policy with agent and SBDC insurance consultant  |     |    |                        |         |         |
| Make list of losses and determine and what will be covered and what won't be covered  |     |    |                        |         |         |
| Insurance company will pay initial amount; date you expect to receive it  |     |    |                        |         |         |
| <b>FINANCES</b>   |     |    |                        |         |         |
| Created an accounts payable list by date due – what bills do you owe and when are they due? <i>Use Aged AP sheet ★, QuickBooks or other accounting source</i> |     |    |                        |         |         |
| Contact your creditors to see if they can defer payments: 30-60-90 days   |     |    |                        |         |         |
| Contact your bank and find out if they can work with you on emergency funding   |     |    |                        |         |         |
| <b>AP/AR</b>  |     |    |                        |         |         |
| Contact vendors about payment schedules and ask for best deal   |     |    |                        |         |         |
| Postpone purchasing supplies/inventory?   |     |    |                        |         |         |
| Cancel orders that you have made? <i>Use Vendor Orders to Cancel List ★</i>   |     |    |                        |         |         |
| Customer orders? Can you fulfill them? Have they been lost? <i>Use Customer Orders Action List ★</i>  |     |    |                        |         |         |
| Are there standard orders that you fulfill that you need to talk to specific clients about?   |     |    |                        |         |         |
| <b>TECHNOLOGY</b>   |     |    |                        |         |         |
| Access to your computers? Working? Is data intact?  |     |    |                        |         |         |
| If computer is not working, do you have back up that you can download onto another machine?   |     |    |                        |         |         |
| Have orders stopped on website? Still fulfill orders? Make sure clients know the situation/potential delays   |     |    |                        |         |         |

## Recovery: Communication Plan

Communication is crucial. Even if your people, places and things are safe and accounted for, there is a need for clear communication within your business and to the outside world. We all know that perception is very important. Communication has been a virtual event during the Covid pandemic. Ensure that networks, contacts, software, and all associated items are current and can be shared safely and efficiently with staff.

| Item   | Yes | No | Action and/or Comments | By Whom | By When |
|--|-----|----|------------------------|---------|---------|
| Explain your communication plan to all employees. Make sure they do not make inappropriate statements to media.            |     |    |                        |         |         |
| Put prepared statement on your website regarding employees, safety, impact, structures, closure, expected re-opening.      |     |    |                        |         |         |
| Send email-newsletter with same information.   |     |    |                        |         |         |
| Contact your key stakeholders (Include key customers, suppliers and lenders/investors). Use <i>Key Stakeholder sheet</i> ★ |     |    |                        |         |         |
| If you have computer access, post prepared messages on Facebook, Twitter and other social media.                           |     |    |                        |         |         |
| If appropriate, forward your business phone to an answering service that can deliver prepared answers and take messages.   |     |    |                        |         |         |

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## Recovery: Strategic Questions

Sometimes factors that affect your decision are outside of your control. This is especially true if this is a natural disaster or pandemic that has affected your area. Now is the time to analyze the potential demand for your product or services post-disaster by answering the following questions.

| Question  | Yes | No | Comments/Qualifiers/Additional Info |
|---|-----|----|-------------------------------------|
| Is your business vital to the community (e.g., grocery store, gas station, drug store)?   |     |    |                                     |
| Is your business the type that everyone needs to recover their homes and businesses (e.g., home improvement store)?             |     |    |                                     |
| Key customers and/or suppliers been affected by the disaster?   |     |    |                                     |
| Have they found other sources so that you will have to "get them back?"   |     |    |                                     |
| Has the disaster led to other business closings in your area, and if so, have you determined how this may affect your business? |     |    |                                     |
| Economic climate of the area:<br>Pre-disaster? Post-disaster?   |     |    |                                     |
| Were you keeping up with the industry?  |     |    |                                     |
| Can your business change easily to react to outside forces?   |     |    |                                     |
| Can you reopen quickly?   |     |    |                                     |
| Will you be the first business to reopen in your area?  |     |    |                                     |
| Can you wait to reopen and still be viable when you do?   |     |    |                                     |

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## Recovery: Reopen

As horrible as a disaster can be for your business and for your financial situation, we have learned from other businesses that have gone through this process that the ones who took the time to pause and assess their current state of mind (as well as all the financial and physical situations) were grateful. They felt that they made better, more informed decisions about the future. Pause now and ask yourself (and your family) the following list of important questions.

Use this chart to help answer the final, toughest question: Should you go back into business?

| Question  | Yes | No | Comments/Qualifiers/Additional Info |
|---|-----|----|-------------------------------------|
| Were you happy running the business before the disaster?  |     |    |                                     |
| How was the condition of the business pre-disaster?   |     |    |                                     |
| Were you making the profit you wanted?  |     |    |                                     |
| What was your exit plan before the disaster? Age? Health? Do you have anyone to leave the business to?                        |     |    |                                     |
| Do you prefer being your own boss?  |     |    |                                     |
| Are you good at/do you like managing staff?   |     |    |                                     |
| Have you considered other opportunities?  |     |    |                                     |
| Would you rather reopen a different business?   |     |    |                                     |
| Would you make changes to the existing business if you decide to reopen?  |     |    |                                     |
| Are you prepared for the potential extra demands recovering your business will place on you, both personally and financially? |     |    |                                     |
| Are you willing to take on more debt?   |     |    |                                     |
| Would you walk away if you could?   |     |    |                                     |
| If you didn't reopen, what would you do?  |     |    |                                     |
| Should you reopen?  |     |    |                                     |

## Long-Term Recovery Plan

If you decide to reopen, you still need to ask some additional questions before you proceed. You now need to make a long-term recovery plan. This will be done in the following steps.

| Question  | Yes | No | Action and/or Comments | By whom | By when |
|---|-----|----|------------------------|---------|---------|
| Developed your recovery objectives? <i>Use Recovery Goals Worksheet ★</i>                       |     |    |                        |         |         |
| Established a recovery team with clear responsibilities from the recovery plan?                 |     |    |                        |         |         |
| Can team members work off site?   |     |    |                        |         |         |
| What are all the requirements to reopen your business? <i>Use Recovery Plan Worksheet ★</i>     |     |    |                        |         |         |
| Adequate resources (staff, finances, etc.) to bring the business up to normal operating levels? |     |    |                        |         |         |
| Cost to execute your recovery plan? <i>Use Cost Estimations for Re-opening ★</i>                |     |    |                        |         |         |
| Incorporated lessons from running your business prior to the disaster into your recovery plan?  |     |    |                        |         |         |
| Incorporated your analysis of the market conditions post-disaster into your recovery plan?      |     |    |                        |         |         |
| Financial goals you want to achieve (net profit margin, ROI, etc.)?                             |     |    |                        |         |         |
| Addition of new product lines or removal of existing product lines?                             |     |    |                        |         |         |
| Addition of new services or a reduction of services?  |     |    |                        |         |         |
| Can you reduce operating costs?   |     |    |                        |         |         |
| Can you adopt new technologies and processes?   |     |    |                        |         |         |
| Should relocation be an option?   |     |    |                        |         |         |

## Recovery: Funding

At this point, it is crucial that you consider the following questions. Once you have done that, you need to think about sources of funding in the next section.

| Item   | Yes | No | Action and/or Comments | By whom | By when |
|--|-----|----|------------------------|---------|---------|
| Can you afford to reopen your business?  |     |    |                        |         |         |
| Did you complete cash flow and profit and loss forecasts? <i>Use 3 Month Cash Flow Worksheet ★</i>   |     |    |                        |         |         |
| Did you use those forecasts to run "what if" scenarios to measure how your cash flows will be impacted by unexpected events?   |     |    |                        |         |         |
| How do you intend to fund the reopening of your business? From existing business sources, your own resources, other investors, banks, lenders, or a mix? <i>(See next section.)</i>  |     |    |                        |         |         |
| Do your forecasts and financial statements show whether the business can afford to use internal or external sources of financing to fund the reopening? If no, can you adjust your recovery plan so that it is affordable? |     |    |                        |         |         |
| If you cannot afford your recovery plan, stop to consider exiting the business again at this point.  |     |    |                        |         |         |
| Review all existing debt-financing arrangements to ensure that the finance facility and structure fits the new needs of the business.  |     |    |                        |         |         |
| Make sure you have all updated info on the amount of your insurance coverage.  |     |    |                        |         |         |

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## Recovery: Sources of Financing

If you need money to reopen and to cover operating expenses, answer the following questions.

| Item  | Yes | No | Action | By whom | By when |
|---|-----|----|--------|---------|---------|
| Even if you can fund the reopening of the business from existing sources, have you analyzed whether it is better to use external sources of finance (line of credit, SBA disaster loan, state loan options, alternative lending, etc.)?   |     |    |        |         |         |
| Are there monies available from local charities/business organizations/non-profit organizations? Make a list of potential sources. Gather application forms if required. Once you are certain you are going to reopen, fill out and submit applications. <i>Use Grants and Alternative Funding Sources List</i> ★ |     |    |        |         |         |
| Have you spoken to your bank about your recovery plan and your funding needs?   |     |    |        |         |         |
| Can existing lines of credit be accessed (and increased if necessary) to fund the reopening of the business?  |     |    |        |         |         |
| What collateral do you have available to offer?   |     |    |        |         |         |
| If you are seeking debt financing, determine what you will be using the money for and how much you will need. <i>Use Sources and Use Worksheet</i> ★  |     |    |        |         |         |
| Can you finance the reopening of your business from your own resources?   |     |    |        |         |         |
| Can you access money from other sources (family, friends, other investors)?   |     |    |        |         |         |

## Recovery: Reopen | Steps

Now consider the answer to each of the following questions. Make a to-do list using the action column. If necessary, assign the task to someone, with a clear due date. There are headings to make this longer list easier to manage.

| Item   | Yes | No | Action and/or Comments | By whom | By when |
|--|-----|----|------------------------|---------|---------|
| <b>EMPLOYEES</b>   |     |    |                        |         |         |
| Staffing needs? Take a look at the jobs that existed before and make sure your needs are the same. What should change? Make a list of jobs that need to be filled. <i>Use Jobs Needed to Re-open Worksheet ★</i>           |     |    |                        |         |         |
| Re-hire key employees? Match with jobs list above.   |     |    |                        |         |         |
| Need to hire new employees? Write job descriptions. Begin hiring process. Work with your local Workforce Center.   |     |    |                        |         |         |
| <b>LOCATION</b>  |     |    |                        |         |         |
| Reopen existing location? Move temporarily?<br>Move permanently?   |     |    |                        |         |         |
| Any changes in the status of the location due to the disaster from the local or federal government that should be considered? For example, if it was a flood are you now in a newly designated flood plain?                |     |    |                        |         |         |
| What is the status of other business and their plans? Will you be the first to reopen? (Is the whole area going to be perceived as closed. Is it time to reopen?)<br><i>Use Local Business Assessment List ★</i>           |     |    |                        |         |         |
| Are your needs being met by the current location? Is it big enough? Too big? Layout correct? If there were renovations on your wish list, is now the time to do them? Find out if your funding can include these upgrades. |     |    |                        |         |         |
| <b>MAJOR EQUIPMENT</b>   |     |    |                        |         |         |
| Make an assessment. <i>Use the Equipment Assessment List ★</i>   |     |    |                        |         |         |
| Equipment in working order?  |     |    |                        |         |         |
| Given the new conditions (or any changes you are considering) should you replace equipment?  |     |    |                        |         |         |
| Insurance covering equipment replacement needs?  |     |    |                        |         |         |
| Consider which is best for equipment - purchase (and how to finance) or lease?   |     |    |                        |         |         |
| Expertise readily available to install the equipment?  |     |    |                        |         |         |
| Wait time for equipment replacement? How will this affect reopening?   |     |    |                        |         |         |
| Any new equipment needs?   |     |    |                        |         |         |
| <b>INVENTORY</b>   |     |    |                        |         |         |
| What needs to be replaced?   |     |    |                        |         |         |
| Insurance coverage?  |     |    |                        |         |         |
| Before reordering, check past sales data. What was selling? What was not?  |     |    |                        |         |         |
| Will the post-disaster market change your customer's needs? New items to order.  |     |    |                        |         |         |
| <b>MARKETING</b>   |     |    |                        |         |         |



|  |  |  |  |  |  |
|--|--|--|--|--|--|
| Before creating reopening plan, assess marketing efforts before the disaster for their effectiveness (type, message, cost, if it was working or not). Apply this assessment to new media plan.     |  |  |  |  |  |
| Reopening ad plan (traditional media, social media, online media) <i>Use the Media List for Re-opening</i> ★   |  |  |  |  |  |
| Price/Budget for media plan. Add cost to above list.   |  |  |  |  |  |
| Reopening event? Work with local chamber of commerce. Appropriate press releases.  |  |  |  |  |  |
| What changes need to be made to the website to reflect the reopening plan?   |  |  |  |  |  |
| Are there any promotions being done in your local area by government or others that you can take advantage of?   |  |  |  |  |  |
| PRICING  |  |  |  |  |  |
| Have you undertaken a breakeven analysis to determine whether the prices you charge are making the profit you want to achieve? Do this product by product with your SBDC consultant or accountant. |  |  |  |  |  |
| Compared your pricing to your competitors?   |  |  |  |  |  |
| BUSINESS LICENSES AND PERMITS  |  |  |  |  |  |
| Are all licenses/permits up to date?   |  |  |  |  |  |
| Do you have copies?  |  |  |  |  |  |
| Replace all copies that were destroyed.  |  |  |  |  |  |
| ACCOUNTING AND RECORD KEEPING  |  |  |  |  |  |
| Has all of your accounting been restored?  |  |  |  |  |  |
| Was it efficient and effective pre-disaster?   |  |  |  |  |  |
| Meet with CPA and bookkeeper to discuss any changes that should be made before reopening.  |  |  |  |  |  |
| Are you backing up off site? If not, set up.   |  |  |  |  |  |
| Make sure that you are recording all expenses (including any out-of-pocket) for any disaster repair and reopening expenses.  |  |  |  |  |  |
| LEGAL OBLIGATIONS  |  |  |  |  |  |
| Has your ability to file and pay such returns/forms/obligations been delayed?  |  |  |  |  |  |
| Have your reconstructed financial records given you the necessary information and evidence to be able to complete such returns?  |  |  |  |  |  |
| INSURANCE  |  |  |  |  |  |
| Review your insurance coverage to see whether it is adequate and whether there are any gaps in your coverage.  |  |  |  |  |  |
| Do a new assessment with your agent.   |  |  |  |  |  |
| Do you need any special (e.g., flood) insurance now? Cost?   |  |  |  |  |  |
| THANK YOU'S  |  |  |  |  |  |
| Keep track of everyone who has helped you. <i>Use Thank You List</i> ★   |  |  |  |  |  |
| When there is time, send thank you notes.  |  |  |  |  |  |

## NOTES

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# Final Remarks

Thank you for participating!

Whether you have decided to reopen your business or move on to a new chapter in your life, we wish you well. This guide has been modified to represent SW Floridians and viral outbreaks as well, but business has a great deal of commonality from place to place. Disaster can be different, but the basic premise of preparation is similar. We have modified but only slightly because disaster carries the same precautions in many ways. Always carry that basic plan and slight changes are possible. No plan can succeed with little preparation and, if so, failure does become an option. My gratitude, once again, goes out to the Colorado SDBC for producing the work guide that has been used for this version modified for the SW Florida region.

If you have decided to reopen (or you are going to open a new business in the future), remember that the Small Business Administration Agency, SBA, the SBDC located at Florida Gulf Coast University, (FGCU) and the Southwest Florida Regional Planning Council, SWFRPC hope to be able to continue to work with you.

We strongly suggest that you keep this workbook and all materials related both to the disaster and to your recovery process. We will maintain a copy of the guide, as well. Any comments regarding this document and/or the recovery and resiliency efforts shown herein will also be reviewed and evaluated as this document is a working, living guide for successful businesses in all regions.

In addition, we have other materials on disaster prevention as well as, resource information for the pandemic that we are currently experiencing. There are pandemic guidelines and an additional resource guide that will help you integrate this workbook and the pandemic into a successful plan for recovery and resiliency and I would encourage you to review those as well. While many state and local resources are listed, there are spaces for you to add other important contacts. If emergency surfaces, please call 911 immediately. The current pandemic has affected our economic health in ways that many of us had not seen before. While most can be mitigated through this guide and under the same guidelines that you have worked through, some of the specific issues that arose as well as assistance that has been offered can be found in our website. Much of this is formulated as it becomes known, and the assistance may be available after this guide has been modified. Please refer to [www.swfrpc.org](http://www.swfrpc.org) for any further information and our participation in the many efforts to maintain a high quality of life within this region. As you reopen and get settled, it will soon be time to make or modify your disaster preparedness plan. You now have a working experience for the challenges ahead.

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## Worksheet 1 | Prepare: Risk Assessment Table

|                       | Threat<br>(Hazard, emergency, crisis, disaster) | Likelihood<br>(L-M-H) | Impact<br>(L-M-H) |        |        | Mitigation To-Do | By<br>When | Cost<br>(\$) |
|-----------------------|---|-----------------------|-------------------|--------|--------|------------------|------------|--------------|
|                       |   |                       | People            | Places | Things |                  |            |              |
| NATURAL-ENVIRONMENTAL |   |                       |                   |        |        |                  |            |              |
| 1                     | Fire  |                       |                   |        |        |                  |            |              |
| 2                     | Flood   |                       |                   |        |        |                  |            |              |
| 3                     | Drought   |                       |                   |        |        |                  |            |              |
| 4                     | Earthquake                                      |                       |                   |        |        |                  |            |              |
| 5                     | Extreme Heat                                    |                       |                   |        |        |                  |            |              |
| 6                     | Winter Storms/Extreme Cold                      |                       |                   |        |        |                  |            |              |
| 7                     | Tornadoes                                       |                       |                   |        |        |                  |            |              |
| 8                     | Hurricanes                                      |                       |                   |        |        |                  |            |              |
| 9                     | Landslides and Debris Flow                      |                       |                   |        |        |                  |            |              |
| 10                    | Thunderstorms and Lightning                     |                       |                   |        |        |                  |            |              |
| 11                    | Volcano Eruptions                               |                       |                   |        |        |                  |            |              |
| 12                    | Tsunamis  |                       |                   |        |        |                  |            |              |
| 13                    | Avalanche                                       |                       |                   |        |        |                  |            |              |
| 14                    | Other Severe Weather                            |                       |                   |        |        |                  |            |              |
| 15                    | Other Natural Hazards                           |                       |                   |        |        |                  |            |              |
| 16                    | Other   |                       |                   |        |        |                  |            |              |
| 17                    | Other   |                       |                   |        |        |                  |            |              |
| HUMAN-RELATED         |   |                       |                   |        |        |                  |            |              |
| 18                    | Explosion                                       |                       |                   |        |        |                  |            |              |
| 19                    | Chemical Spills and Pollution                   |                       |                   |        |        |                  |            |              |
| 20                    | Workplace Violence                              |                       |                   |        |        |                  |            |              |
| 21                    | Utility Outage                                  |                       |                   |        |        |                  |            |              |
| 22                    | Pollution (water, air, soil)                    |                       |                   |        |        |                  |            |              |
| 23                    | Pandemic Disease                                |                       |                   |        |        |                  |            |              |
| 24                    | Supplier Failure                                |                       |                   |        |        |                  |            |              |
| 25                    | Government Shutdown                             |                       |                   |        |        |                  |            |              |
| 26                    | Stock Market Crash                              |                       |                   |        |        |                  |            |              |
| 27                    | Nuclear Threat                                  |                       |                   |        |        |                  |            |              |
| 28                    | Terrorism                                       |                       |                   |        |        |                  |            |              |
| 29                    | War   |                       |                   |        |        |                  |            |              |
| 30                    | Other   |                       |                   |        |        |                  |            |              |
| 31                    | Other   |                       |                   |        |        |                  |            |              |
| TECHNOLOGY            |   |                       |                   |        |        |                  |            |              |
| 32                    | Mechanical Breakdown                            |                       |                   |        |        |                  |            |              |
| 33                    | Cyber Attack                                    |                       |                   |        |        |                  |            |              |
| 34                    | All Backups Fail (incl. cloud)                  |                       |                   |        |        |                  |            |              |
| 35                    | Other   |                       |                   |        |        |                  |            |              |
| OTHER                 |   |                       |                   |        |        |                  |            |              |
| 36                    | Heart Attack                                    |                       |                   |        |        |                  |            |              |

## Worksheet 2 | Prepare: Risk Assessment Matrix

After you have completed the Risk Assessment Table, take your L(ow), M(edium) and H(igh) marks for both Risk and Impact and plot them into this Risk Assessment Matrix. You can then see how many items are in the High/High section. You should be paying the most attention to them, your “low hanging fruit.”

| Impact : L | M | H |       |
|------------|---|---|-------|
|            |   |   | H     |
|            |   |   | M     |
|            |   |   | L     |
|            |   |   | Risk: |

## Worksheet 3 | Employee Action List

|                      |               |
|----------------------|---------------|
| Name:                | Job/Position: |
| Cell Phone:          | Email:        |
| Contacted: Yes    No | Location:     |
| Actions/Notes:       |               |

|                      |               |
|----------------------|---------------|
| Name:                | Job/Position: |
| Cell Phone:          | Email:        |
| Contacted: Yes    No | Location:     |
| Actions/Notes:       |               |

|                      |               |
|----------------------|---------------|
| Name:                | Job/Position: |
| Cell Phone:          | Email:        |
| Contacted: Yes    No | Location:     |
| Actions/Notes:       |               |

|                      |               |
|----------------------|---------------|
| Name:                | Job/Position: |
| Cell Phone:          | Email:        |
| Contacted: Yes    No | Location:     |
| Actions/Notes:       |               |

|                      |               |
|----------------------|---------------|
| Name:                | Job/Position: |
| Cell Phone:          | Email:        |
| Contacted: Yes    No | Location:     |
| Actions/Notes:       |               |

## Worksheet 4 | Key Stakeholders

|                      |               |
|----------------------|---------------|
| Name:                | Relationship: |
| Contact #:           | Email:        |
| Contacted: Yes    No |               |
| Actions/Notes:       |               |

|                      |               |
|----------------------|---------------|
| Name:                | Relationship: |
| Contact #:           | Email:        |
| Contacted: Yes    No |               |
| Actions/Notes:       |               |

|                      |               |
|----------------------|---------------|
| Name:                | Relationship: |
| Contact #:           | Email:        |
| Contacted: Yes    No |               |
| Actions/Notes:       |               |



Worksheet 5 | Aged Accounts Payable

Amount Due

| Vendor | 0-30 | 31-60 | 61-90 | 90+ | Total |
|--------|------|-------|-------|-----|-------|
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
|        |      |       |       |     |       |
| TOTAL  |      |       |       |     |       |

## Worksheet 6 | Vendors and Orders

|                       |        |
|-----------------------|--------|
| Vendor:               |        |
| Description of Order: |        |
| Contact #:            | Email: |
| Canceled: Yes    No   |        |
| Actions/Notes:        |        |

|                       |        |
|-----------------------|--------|
| Vendor:               |        |
| Description of Order: |        |
| Contact #:            | Email: |
| Canceled: Yes    No   |        |
| Actions/Notes:        |        |

|                       |        |
|-----------------------|--------|
| Vendor:               |        |
| Description of Order: |        |
| Contact #:            | Email: |
| Canceled: Yes    No   |        |
| Actions/Notes:        |        |

|                       |        |
|-----------------------|--------|
| Vendor:               |        |
| Description of Order: |        |
| Contact #:            | Email: |
| Canceled: Yes    No   |        |
| Actions/Notes:        |        |

|                       |        |
|-----------------------|--------|
| Vendor:               |        |
| Description of Order: |        |
| Contact #:            | Email: |
| Canceled: Yes    No   |        |
| Actions/Notes:        |        |

## Worksheet 7 | Custom and/or Standing Customer Orders to Cancel

|                       |        |
|-----------------------|--------|
| Customer:             |        |
| Description of Order: |        |
| Contact #:            | Email: |
| Canceled: Yes    No   |        |
| Actions/Notes:        |        |

|                       |        |
|-----------------------|--------|
| Customer:             |        |
| Description of Order: |        |
| Contact #:            | Email: |
| Canceled: Yes    No   |        |
| Actions/Notes:        |        |

|                       |        |
|-----------------------|--------|
| Customer:             |        |
| Description of Order: |        |
| Contact #:            | Email: |
| Canceled: Yes    No   |        |
| Actions/Notes:        |        |

|                       |        |
|-----------------------|--------|
| Customer:             |        |
| Description of Order: |        |
| Contact #:            | Email: |
| Canceled: Yes    No   |        |
| Actions/Notes:        |        |

|                       |        |
|-----------------------|--------|
| Customer:             |        |
| Description of Order: |        |
| Contact #:            | Email: |
| Canceled: Yes    No   |        |
| Actions/Notes:        |        |

## Worksheet 8 | Aged Sales Forecast and Accounts Receivables Chart

| Sales       | 0-30 | 31-60 | 61-90 | 90+ | Total |
|-------------|------|-------|-------|-----|-------|
|             |      |       |       |     |       |
|             |      |       |       |     |       |
|             |      |       |       |     |       |
|             |      |       |       |     |       |
|             |      |       |       |     |       |
|             |      |       |       |     |       |
|             |      |       |       |     |       |
|             |      |       |       |     |       |
|             |      |       |       |     |       |
|             |      |       |       |     |       |
|             |      |       |       |     |       |
| Total Sales |      |       |       |     |       |

| Accounts Receivable           | 0-30 | 31-60 | 61-90 | 90+ | Total |
|-------------------------------|------|-------|-------|-----|-------|
|                               |      |       |       |     |       |
|                               |      |       |       |     |       |
|                               |      |       |       |     |       |
|                               |      |       |       |     |       |
|                               |      |       |       |     |       |
|                               |      |       |       |     |       |
|                               |      |       |       |     |       |
|                               |      |       |       |     |       |
|                               |      |       |       |     |       |
| Sub-total Sales               |      |       |       |     |       |
| Sub-total Accounts Receivable |      |       |       |     |       |
| <b>TOTAL SALES and A/R</b>    |      |       |       |     |       |

## Worksheet 9 | Recovery Goals Worksheet

[illegible]

## Worksheet 10 | Recovery Plan Worksheet

[illegible]

## Worksheet 11 | Cost Estimations for Reopening

| Expense                           | \$ | Explanation  |
|-----------------------------------|----|--|
| Cleanup                           |    | All costs related to cleanup (make separate list if necessary) |
| Advertising                       |    | Promotion for reopening the business                           |
| Inventory Replacement             |    | The amount of inventory needed to be replaced                  |
| Building Construction             |    | The amount per contractor bid and other                        |
| Furniture and Fixtures            |    | Use actual bid on all F and F                                  |
| Equipment                         |    | Use actual bid on all equipment                                |
| Installing Fixtures and Equipment |    | Use actual bids and other                                      |
| Lease/Rent Payment                |    | Amount to be paid before reopening in new location             |
| Licenses and Permits              |    | Check with city or state offices                               |
| Miscellaneous                     |    | All other  |
| Professional Fees                 |    | Include CPA, attorney, engineer, etc.                          |
| Remodeling/Decorating             |    | The amount per contractor bid and other                        |
| Services                          |    | Cleaning, etc.   |
| Signs                             |    | The amount per contractor bid and other                        |
| Supplies                          |    | Office, cleaning, etc. supplies                                |
| Unanticipated Expenses            |    | Include an amount for the unexpected                           |
| Other                             |    |  |
| Other                             |    |  |
| <b>TOTAL START-UP DOLLARS</b>     |    | <b>Total amount of costs before reopening</b>                  |

## Worksheet 12 | Quick 3 Month Cash Flow

|                                 | Month 1 | Month 2 | Month 3 | TOTAL |
|---------------------------------|---------|---------|---------|-------|
| Total Income                    |         |         |         |       |
| Total Cost of Goods Sold (COGS) |         |         |         |       |
| Gross Profit                    |         |         |         |       |
| Expense                         |         |         |         |       |
| Advertising and Marketing       |         |         |         |       |
| Credit Card Processing Fees     |         |         |         |       |
| Dues and Subscriptions          |         |         |         |       |
| Liability Insurance             |         |         |         |       |
| Loan # 1                        |         |         |         |       |
| Loan # 2 (Bank)                 |         |         |         |       |
| Loan # 3                        |         |         |         |       |
| Office Expenses                 |         |         |         |       |
| Payroll                         |         |         |         |       |
| Payroll Taxes                   |         |         |         |       |
| Owners Draw                     |         |         |         |       |
| Accounting                      |         |         |         |       |
| Legal Fees                      |         |         |         |       |
| Rent                            |         |         |         |       |
| Repairs and Maintenance         |         |         |         |       |
| Taxes                           |         |         |         |       |
| Telephone                       |         |         |         |       |
| Utilities                       |         |         |         |       |
| Total Expense                   |         |         |         |       |
| Profit/Loss                     |         |         |         |       |
| Cash on Hand                    |         |         |         |       |
| P/L Month #1                    |         |         |         |       |
| P/L Month #2                    |         |         |         |       |
| P/L Month #3                    |         |         |         |       |
| Total Cash Flow Projected       |         |         |         |       |



## Worksheet 13 | Grants and Alternative Funding Sources List

|   |        |
|---|--------|
| Name of Source:                                   |        |
| Contact #:  | Email: |
| Address:  |        |
| Applied Required?: Yes   No   Completed and Sent: |        |
| Application Requirements/Notes:                   |        |
| Received \$      Date:                            |        |

|   |        |
|---|--------|
| Name of Source:                                   |        |
| Contact #:  | Email: |
| Address:  |        |
| Applied Required?: Yes   No   Completed and Sent: |        |
| Application Requirements/Notes:                   |        |
| Received \$      Date:                            |        |

|   |        |
|---|--------|
| Name of Source:                                   |        |
| Contact #:  | Email: |
| Address:  |        |
| Applied Required?: Yes   No   Completed and Sent: |        |
| Application Requirements/Notes:                   |        |
| Received \$      Date:                            |        |

|   |        |
|---|--------|
| Name of Source:                                   |        |
| Contact #:  | Email: |
| Address:  |        |
| Applied Required?: Yes   No   Completed and Sent: |        |
| Application Requirements/Notes:                   |        |
| Received \$      Date:                            |        |

## Worksheet 14 | Sources and Use Worksheet

| Sources of Financing                | \$ |
|-------------------------------------|----|
| Investment of Cash by Owner #1      |    |
| Investment of Cash by Owner #2      |    |
| Bank Loans to Business (short-term) |    |
| Bank Loans to Business (long-term)  |    |
| Bank Loans (personal)               |    |
| SBA Disaster Loan                   |    |
| Grant #1                            |    |
| Grant #2                            |    |
| Grant #3                            |    |
| Donations                           |    |
| Other                               |    |
| Other                               |    |
| <b>Total Sources of Financing</b>   |    |

| Uses of Financing              | \$ |
|--------------------------------|----|
| Land                           |    |
| Buildings                      |    |
| Equipment                      |    |
| Remodeling                     |    |
| Inventory                      |    |
| Cleanup                        |    |
| Working Capital                |    |
| Other                          |    |
| Other                          |    |
| <b>Total Uses of Financing</b> |    |

## Worksheet 15 | Jobs Needed to Reopen

| Job Title/Description | Current Employee | Returning Employee | New Employee | # of hours | Salary/Hourly Wage | Confirmed |
|-----------------------|------------------|--------------------|--------------|------------|--------------------|-----------|
|                       |                  |                    |              |            |                    |           |
|                       |                  |                    |              |            |                    |           |
|                       |                  |                    |              |            |                    |           |
|                       |                  |                    |              |            |                    |           |
|                       |                  |                    |              |            |                    |           |
|                       |                  |                    |              |            |                    |           |
|                       |                  |                    |              |            |                    |           |
|                       |                  |                    |              |            |                    |           |
|                       |                  |                    |              |            |                    |           |
|                       |                  |                    |              |            |                    |           |
|                       |                  |                    |              |            |                    |           |
|                       |                  |                    |              |            |                    |           |
|                       |                  |                    |              |            |                    |           |
|                       |                  |                    |              |            |                    |           |

Worksheet 16 | Local Business Assessment

| Business | Open | Closed | Date Reopening |
|----------|------|--------|----------------|
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |
|          |      |        |                |

## Worksheet 17 | Equipment Assessment List

| Equipment Name | Working | Destroyed | Needs Repair | Necessary to Reopen | Repair | Cost \$ | Insurance Coverage Y/N | Date Available for Use | Replace | Cost \$ | Insurance Coverage Y/N | Buy | Lease | Date Available for Use |
|----------------|---------|-----------|--------------|---------------------|--------|---------|------------------------|------------------------|---------|---------|------------------------|-----|-------|------------------------|
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |
|                |         |           |              |                     |        |         |                        |                        |         |         |                        |     |       |                        |

## Worksheet 18 | Media List for Reopening

| Type of Media/Placement/Location              | Copy Written | Ad Designed | Cost per Placement | Date # 1 | Date #2 | Date #3 | Date #4 | Date #5 | Date #6 | Total Cost |
|---|--------------|-------------|--------------------|----------|---------|---------|---------|---------|---------|------------|
| <i>e.g., Facebook Posting: Reopening soon</i> |              |             | 0                  | xx/xx    | xx/xx   | xx/xx   | xx/xx   | xx/xx   | xx/xx   | \$0        |
| <i>e.g., Newspaper Ad: Daily Times</i>        | x            | x           | \$250              | xx/xx    |         | xx/xx   |         | xx/xx   |         | \$750      |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
|   |              |             |                    |          |         |         |         |         |         |            |
| <b>Total Cost</b>                             |              |             |                    |          |         |         |         |         |         |            |

## Worksheet 19 | Thank You List

| Reason to Thank |  | Type of Thank You Done | By Whom |  |
|-----------------|--|------------------------|---------|--|
| Name            |  |                        |         |  |
| Street Address  |  |                        |         |  |
| City/State/Zip  |  |                        |         |  |
| Email           |  |                        |         |  |
| Name            |  |                        |         |  |
| Street Address  |  |                        |         |  |
| City/State/Zip  |  |                        |         |  |
| Email           |  |                        |         |  |
| Name            |  |                        |         |  |
| Street Address  |  |                        |         |  |
| City/State/Zip  |  |                        |         |  |
| Email           |  |                        |         |  |
| Name            |  |                        |         |  |
| Street Address  |  |                        |         |  |
| City/State/Zip  |  |                        |         |  |
| Email           |  |                        |         |  |
| Name            |  |                        |         |  |
| Street Address  |  |                        |         |  |
| City/State/Zip  |  |                        |         |  |
| Email           |  |                        |         |  |
| Name            |  |                        |         |  |
| Street Address  |  |                        |         |  |
| City/State/Zip  |  |                        |         |  |
| Email           |  |                        |         |  |
| Name            |  |                        |         |  |
| Street Address  |  |                        |         |  |
| City/State/Zip  |  |                        |         |  |
| Email           |  |                        |         |  |

# Resources

## Registrations and Notifications

- » Florida Health Lee County 239-332-9501
- » FlorodaDisaster.biz
- » National Weather Service Alert Services: [www.weather.gov/subscribe](http://www.weather.gov/subscribe)
- » [DEM\\_External\\_Affairs@em.myflorida.com](mailto:DEM_External_Affairs@em.myflorida.com) (for difficulties accessing Florida Division of Emergency Management)

## Emergency Management

- » American Red Cross, Florida: [www.redcross.org](http://www.redcross.org)
- » American Red Cross, Ready Rating: [www.readyrating.org](http://www.readyrating.org)
- » Florida Division of Emergency Management: [floridadisater.org](http://floridadisater.org) 850-815-4000
- » Lee County Emergency Management: [leegov.com/public safety/emergency management](http://leegov.com/public%20safety/emergency%20management)
- » Federal Disaster Assistance Information: [www.disasterassistance.gov](http://www.disasterassistance.gov)
- » Federal Emergency Management Agency (FEMA): [www.fema.gov](http://www.fema.gov)
- » OSHA Emergency Action Plan (EAP): [www.osha.gov/SLTC/etools/evacuation/eap.html](http://www.osha.gov/SLTC/etools/evacuation/eap.html)
- » Collier County Emergency Management 239-252-3600
- » SBA Disaster Loans: [www.sba.gov](http://www.sba.gov)
- » USDA, Rural Development: [www.usda.gov](http://www.usda.gov)
- » Sarasota County Office of Emergency Management: 941-861-5000
- » City of Cape Coral Office of Emergency Management: 239-242-3309
- » Police Department: *(fill in)*
- » Sheriff's Department: *(fill in)*
- » Fire Chief/Your nearest Fire Station: *(fill in)*
- » Nearest Hospital: *(fill in)*

## Financial, Tax and Insurance

- » Local and/or personal tax advisors (fill in)
- » IRS Disaster Resource Guide: [www.irs.gov/pub/irs-pdf/p2194.pdf](http://www.irs.gov/pub/irs-pdf/p2194.pdf)

## Legal

- » Florida Bar Association (free legal assistance): [FloridaLawHelp.org](http://FloridaLawHelp.org)

## Human Resources

- » Disaster Unemployment Assistance, Florida Dept of Economic Opportunity  
[www.floridajobs.org](http://www.floridajobs.org) 1-800-204-2418



## **Natural Mitigation**

- » Natural Resources Conservation Services (NRCS): [www.nrcs.usda.gov](http://www.nrcs.usda.gov)

## **Local Agencies and Non-Profits**

- » Southwest Florida Regional Planning Council [swfrpc.org](http://swfrpc.org)
- » United Way of Lee County 239-433-2000 Collier County 239-261-7112 Hendry, Glades and Okeechobee Counties 239-433-2000 Charlotte County 941-627-3539 Sarasota County 941-366-2686

## **Mental Health**

- » Lee Health Behavioral Health Center, Lee County 239-343-9180, David Lawrence Centers Collier County 239-455-8500

## **Business Organizations**

- » Florida Chamber of Commerce: [info@flchamber.com](mailto:info@flchamber.com) 850-521-1200
- » Better Business Bureau Florida (BBB): [bbb.org/bbb-directory/us/fl](http://bbb.org/bbb-directory/us/fl)
- » Economic Development Agencies (EDA's or EDC's): Lee EDC 239-338-3161 Collier EDC 239-252-8990 Charlotte County EDC 941-764-4941 Hendry County 863-675-6007 Glades County 863-946-0300 Sarasota County 941-309-1200

Other notable examples of helpful organizations, just add and incorporate:

- » Key Business Association: *(fill in)*
- » Rotary Club: *(fill in)*
- » Women's Resource Agency: *(fill in)*

**PLEASE REFER TO [WWW.SWFRPC.ORG](http://WWW.SWFRPC.ORG) FOR ADDITIONAL COVID RESOURCES, THANK YOU FOR YOUR TIME!**

## NOTES

[illegible]

## NOTES

[illegible]

EVALUATE  
IDENTIFY  
STRATEGIZE  
RESPOND  
CONTINUE

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