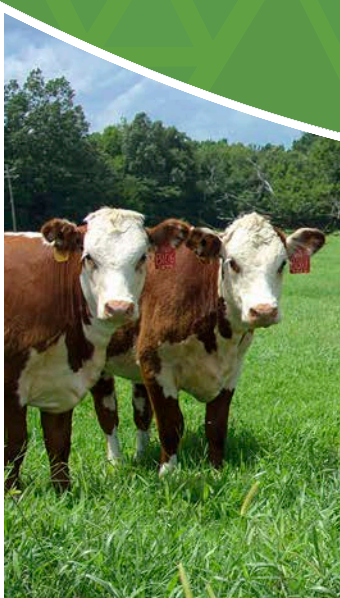
# Comprehensive Economic Development Strategy

## Data Document

## 2017


### Central Florida Regional Planning Council

Economic Development District serving
DeSoto, Hardee, Highlands, Okeechobee, and Polk Counties

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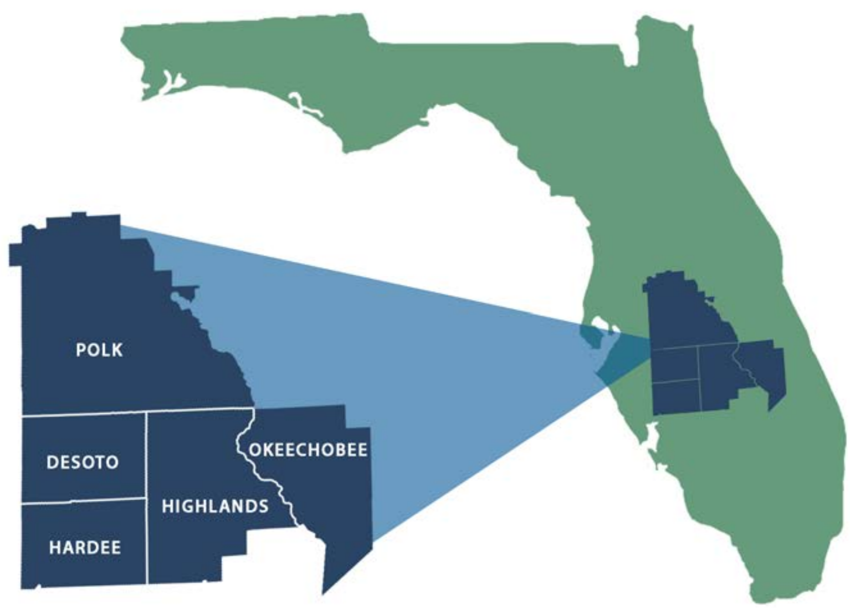
# BACKGROUND

The Comprehensive Economic Development Strategy (CEDS) analyzes the regional economy and creates a road map to economic diversity through private sector investment and job creation. The CEDS is developed in alignment with regional and state principles, primarily guided by Heartland 2060: Building a Resilient Region (www.heartland2060.org), which is the Heartland Region's long term vision plan for economic diversity and resiliency; the Florida Chamber's Six Pillars (http://www.flchamber.com/six-pillars/), which strategically plans for Florida's future; and the Florida Chamber's Florida 2030 Project (http://www.flchamber.com/florida-2030/), which is designing a blueprint for Florida's future through engagement with business and community leaders in each county. The CEDS goals are organized according to the Six Pillars, and data used to develop the CEDS is collected from sources as indicated, in addition to data collected during the Florida 2030 Project's Town Hall meetings coordinated by the Central Florida Regional Planning Council throughout the Central Florida Economic Development District.

The CEDS and the CEDS Committee enable a process to coordinate the efforts of individuals, organizations, local governments, and private industry in the area of economic development. The Central Florida Regional Planning Council was designated as an Economic Development District (EDD) by the Economic Development Administration (EDA) in 1976. The functions of the EDD include, but are not limited to preparing and maintaining a CEDS, assisting in the implementation strategies identified in the CEDS, and providing technical assistance to Economic Development Organizations throughout the region.

Although Polk and Highlands counties are urbanized, both include large rural areas. Unlike many rural areas across the country, the Central Florida Economic Development District's (CFEDD) five-county area of DeSoto, Hardee, Highlands, Okeechobee, and Polk counties (referred to as the "Region") is still expecting population growth in the coming years. Wages and income are not keeping pace with statewide and national trends, however. Unemployment is somewhat higher, and educational attainment is overall lower than statewide and national averages.

**Figure 1. CFEDD Five County Region**




The region is surrounded by fast-growing metropolitan areas on the east and west coasts of Florida and the Orlando metro area to the northeast. Although the region is a mix of urban and transitioning suburban to the north and rural transitioning to a small urban mix to the south, there are still vast areas of agricultural and vacant land in the region.

The region has a number of assets and strengths to leverage in terms of enhancing economic conditions. There are economic opportunities in a number of industries, some of which are opportunity clusters for the future. This region provides another advantage in having relatively inexpensive land and housing prices in comparison with coastal metropolitan areas of the state.

Although the region is making progress in increasing the number of high school graduates, continued


*Florida Polytechnic University*

efforts to increase higher or specialized education are needed to attract industries and to retain the region's working age population.

Companies considering starting up or relocating to the region will look at the available workforce skills as a major consideration as they proceed with site selection. The region will be better positioned to capitalize on future economic growth opportunities as its citizens gain more specialized skills and increase educational access and attainment.

The industry structure of the region reflects its rural roots. Agriculture and agricultural service industries are still prominent. Agricultural industries are a way of life, a long term livelihood, and a significant part of the region's culture, heritage, and community.

High unemployment rates are a factor of dependence on resource-intensive and seasonal industries for employment opportunities and the lack of educational attainment and opportunities. Economic diversification and progress toward the region's active economic development planning efforts will be a key component of the region's vision.

The Central Florida Regional Planning Council (CFRPC), as the Economic Development District (EDD), has been focusing efforts in the region to develop economic strategies that will be cohesive at all levels.

Some of the economic development issues in the region include:

- the need to diversify the region's economy for long term stability and prosperity;
- the need to build a skilled workforce and increase average wages;
- the need for greater infrastructure planning and capital commitment; and
- insufficient resources, particularly for rural economic development.

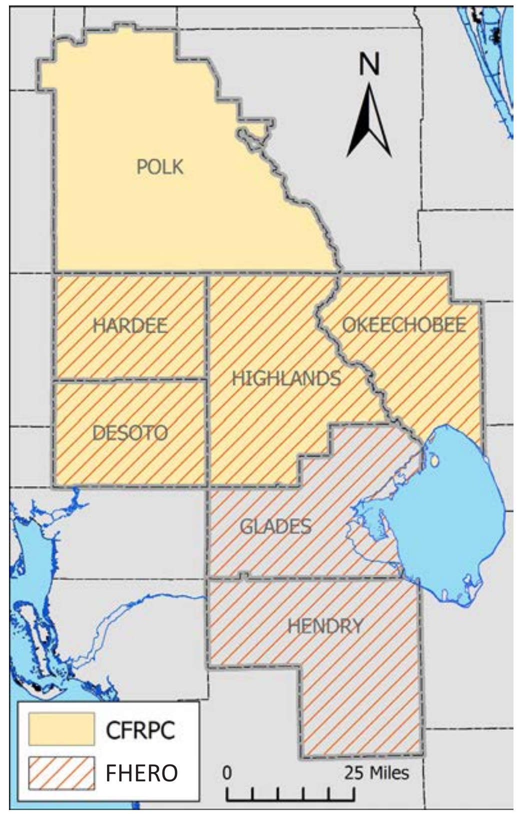
# Regional Economic Development

The Central Florida Regional Planning Council (CFRPC) is one of ten regional planning councils in the state of Florida, and covers a five-county area consisting of DeSoto, Hardee, Highlands, Okeechobee, and Polk counties. The entire region is inland, with no coastal areas, and is both urban and rural in character. Approximately two thirds of the population resides within the region's three urban areas: Lakeland, Winter Haven, and Sebring/Avon Park. In the remaining rural areas, the predominant industries—and the historical mainstays of the entire region's economy—are citrus groves, cattle production, and phosphate mining. The CFRPC was designated as the Economic Development District for the five-county region in 1976.

The Comprehensive Economic Development Strategy (CEDS) is designed to bring the public and private sectors together in an effort to provide a vision of the future for the Central Florida region and create an economic plan to diversify and strengthen the regional economy. Over a five-year time frame, the CEDS targets the near future's most promising industries with the goal of creating high-value-added jobs, capital investment, and economic benefit. The CEDS serves as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, identifying investment priorities and funding sources, and assigning lead organizations with responsibilities for the execution of action items. As a performance-based plan, the CEDS serves a critical role in the region's efforts to remain competitive in the face of economic pressures due to global trade, competition, and other events resulting in the loss of jobs and private investment. The CEDS is the product of a continuing economic development planning process, developed with broad-based and diverse public and private sector participation, and contains a specific program for intra- district cooperation and public investment.

The area served by the CFRPC is also known as the Central Florida EDD (Economic Development District) VII, and overlaps with one of the State of Florida's Rural Economic Development Initiative (REDI) regions. The REDI is a coalition of state and local governmental agencies whose aim is to foster economic development in economically distressed rural areas. Through this program, the REDI designation areas have an array of programs to assist the area's economic development activities. Four of the CFRPC's counties (DeSoto, Hardee, Highlands, and Okeechobee), plus two other non-coastal counties (Glades and Hendry), make up Florida's Heartland Regional Economic Region of Opportunity (FHERO). FHERO's main function is to implement a business plan aimed at improving the population's quality of life through developing and improving infrastructure, securing waivers of state agency fees for communities, improving medical care, increasing the scope of cultural activities, and helping individuals and companies obtain federal grants, loans, or special designations (such as a Foreign Trade Zone or Empowerment Zone).

**Figure 2. CFRPC & FHREO Counties**




Polk County's economic development program is spearheaded by the Central Florida Development Council (CFDC). The goal of the agency is to recruit businesses to the county at the national and international levels, and to retain and expand existing businesses. Another important function of the CFDC is to provide aid to businesses in negotiating governmental procedures, such as permitting and regulatory assistance. In addition, the Cities of Lakeland and Winter Haven have their own Economic Development Councils (EDCs), and DeSoto, Hardee, Highlands, and Okeechobee counties each have EDCs or other local economic development organizations.

Economic development in any given region takes place partly as an outcome of planned initiatives and partly as a result of market forces. Some aspects of economic development cannot be planned for at the local or regional level since they result from economic forces that are national or global in nature. Thus, the various bodies charged with economic development must conduct solid planning while also remaining flexible enough to respond to unplanned events. Successful public-private business relationships are formed through the facilitation of both planned and unplanned economic development.

The shortage of water supply, the lack of adequate transportation alternatives, the continuing stress on natural resources, and the combined problems of low educational attainment and low wage jobs led the public, private and civic leaders now known as the Heartland 2060 Leadership Team to convene a workshop on these issues in November of 2007. The CFRPC led a regional collaboration known as Heartland 2060: Building a Resilient Region. This effort encompasses seven counties in Central Florida including the EDD counties of Polk, Hardee, Highlands, DeSoto, and Okeechobee, and the two neighboring rural counties of Glades and Hendry located in the Southwest Florida Economic Development District. These counties have substantial rural and agricultural areas that have been impacted by growth pressures. The purpose of Heartland 2060: Building a Resilient Region was to create and maintain a vision for the future that enables growth while preserving natural areas and protecting wildlife and agricultural production; supporting healthy communities, large and small; and ensuring a vibrant economic and social life.

**Figure 3. Heartland 2060 Region**

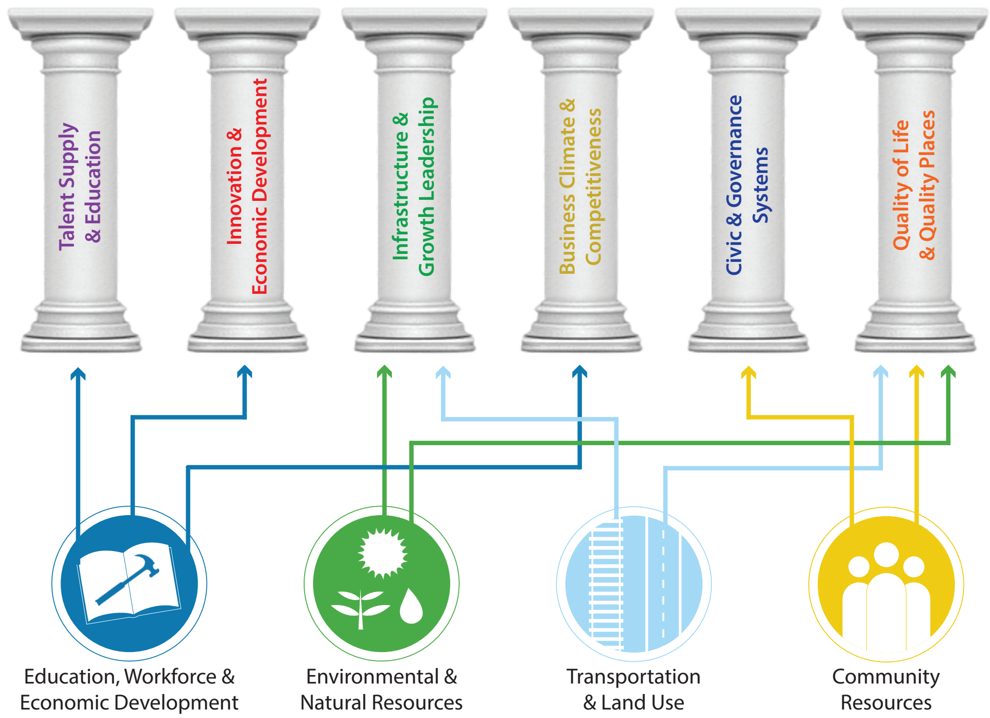

While the region is characterized by unique natural habitats and agricultural heritage, it continues to face major changes and challenges due to growth and development. In establishing a clear vision, we can guide a strong future economy and economic diversification, and ensure preservation of our unique values, a mix of urban and rural lifestyles, and natural resources all while supporting growth and development in our communities. Heartland 2060: Building a Resilient Region plan addresses such issues as economic development, education and workforce; transportation and land use; environment and natural resources; and community resources such as health systems, healthy communities and cultural resources. Relationships were developed among leaders from the public, private, civic, business, agricultural, cultural, educational and scientific communities. Hundreds of engaged stakeholders, subject area experts, local and regional leaders worked with a Leadership Team led by the Central Florida Regional Planning Council.

Ultimately, Heartland 2060: Building a Resilient Region guides local decision makers in coordinating regionally in areas such as housing, economic development, environmental protection, access to education and employment, and quality of life issues in all communities of the region. Years of public engagement, research, and technical work produced tools for the Heartland Region to update as needed and assist with the multiple issues facing the region regarding economic resilience. These include outcomes generated through alternative future scenario modeling, which guides and informs projected employment, housing, and transportation; a Housing Toolkit including an Affordable Parcel Inventory, Housing Suitability Model, and GIS Inventory; and an Environmental and Natural Resources Database to assist with lessening the impacts of development on the region’s natural resources.

The CEDS is driven by the research produced by Heartland 2060: Building a Resilient Region and the ongoing efforts of the stakeholders involved in that plan and the continual updating of the related research.

The Florida Chamber Foundation's Six Pillars of Florida's Future Economy is the Foundation's strategic vision for the future of Florida. The Six Pillars themselves are the framework for accomplishing the vision on local and regional, and state levels. The Pillars are the critical factors affecting the future. Heartland 2060: Building a Resilient Region's Task Forces and the key issues addressed through their work, are closely aligned with the Six Pillars. Additionally, the Performance Measures used in the CEDS process and the CEDS goals and objectives are sorted by Pillar.

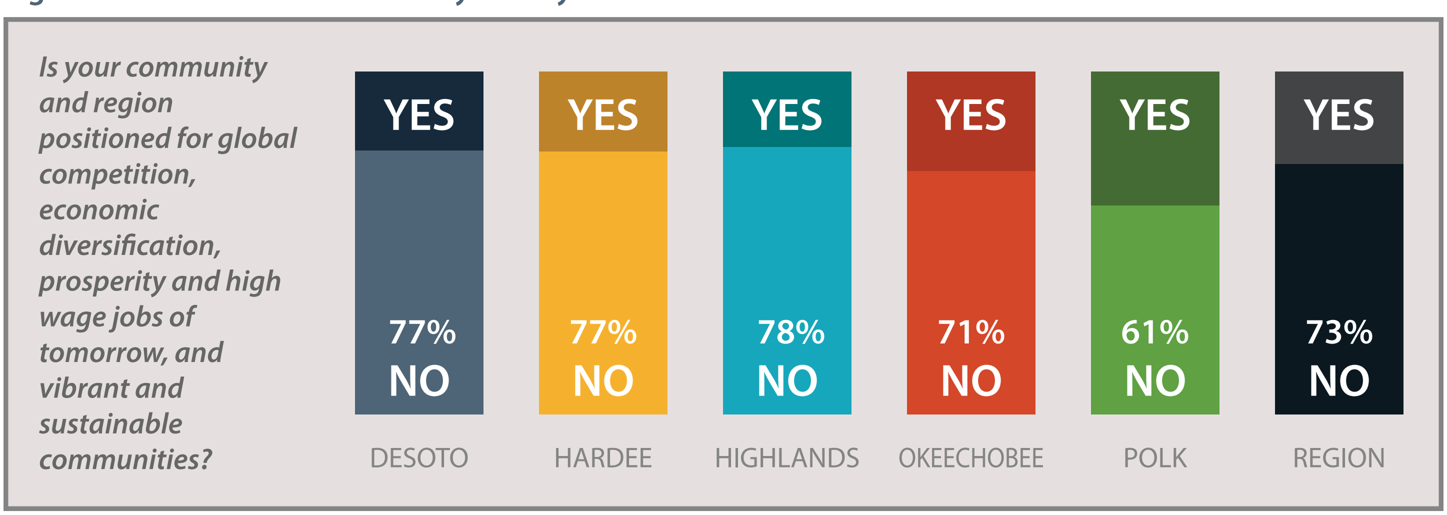
**Figure 4. Six Pillars and Heartland 2060 Task Forces**




## Florida 2030 Community Surveys - Town Hall Meetings

The Florida 2030 Project is a two-year long research program which was created in order to engage Florida's stakeholders and enable strategic thinking regarding the long term future. Town hall meetings were conducted throughout the state, with the CFRPC coordinating Town Hall meetings for its region. The feedback provided at the Town Hall meetings has yielded valuable information regarding community and business leaders' feelings regarding the state of their local area and their hopes for the future. The information gathered at the Heartland region's Town Hall meetings has been used in the CEDS analysis of the regions strengths, weaknesses, opportunities, and threats. This data helps create our roadmap to economic diversity and resilience.

**Figure 5. Florida 2030 Community Survey**



## Florida 2030 Community Survey Responses

### DeSoto County

**Figure 6. Talent Pipeline Survey Responses for DeSoto County**

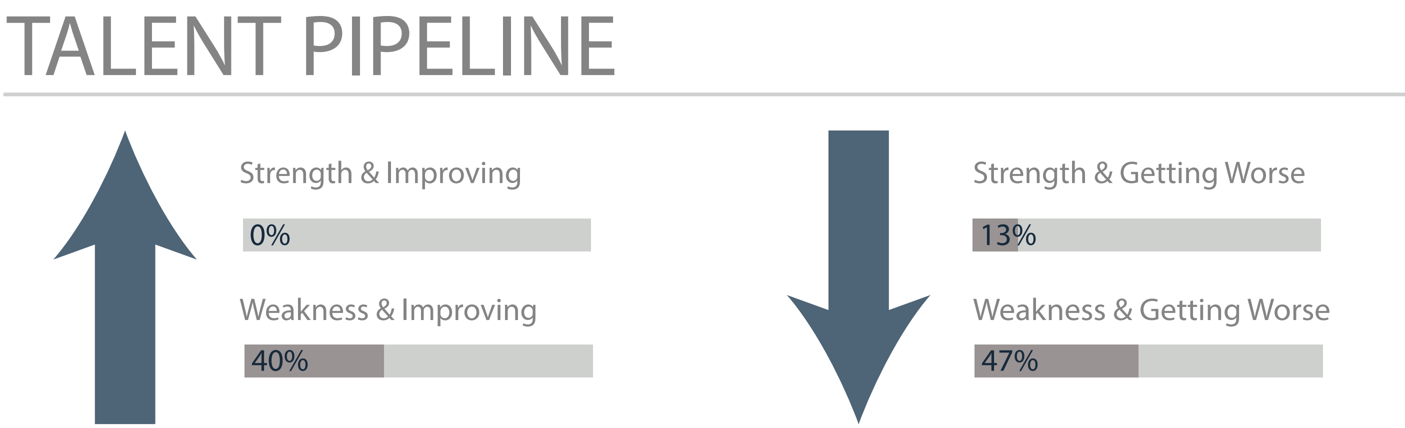



**Figure 7. Economic Development Survey Responses for DeSoto County**

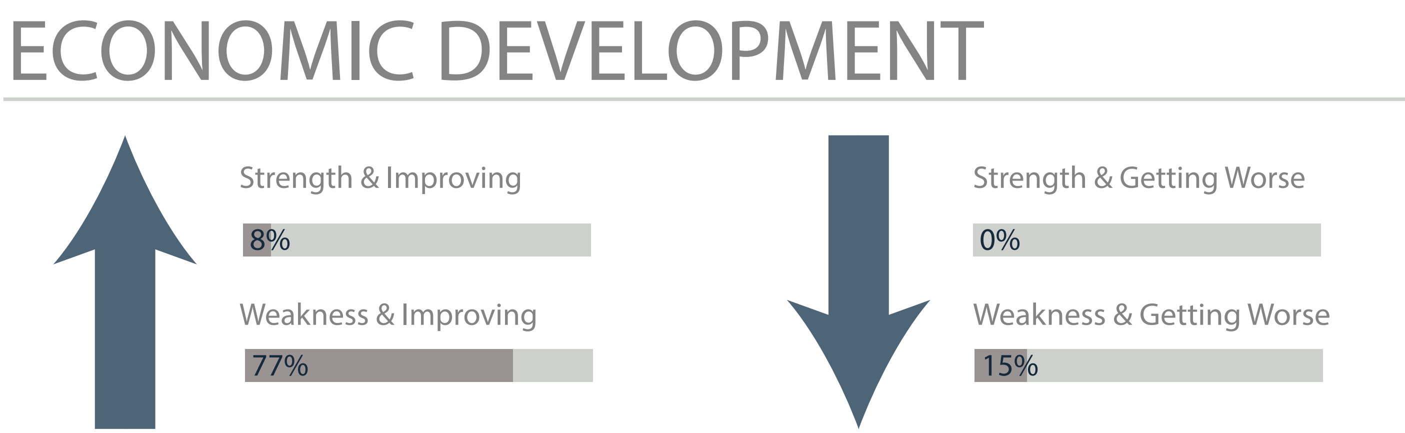



**Figure 8. Economic Prosperity Survey Responses for DeSoto County**

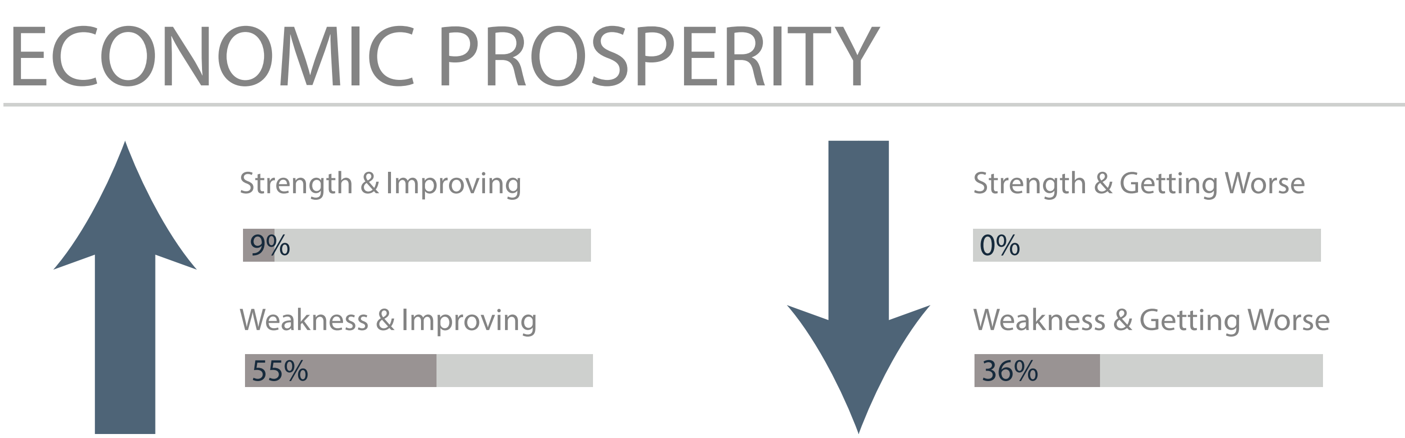


**Figure 9. Business Climate Survey Responses for DeSoto County**

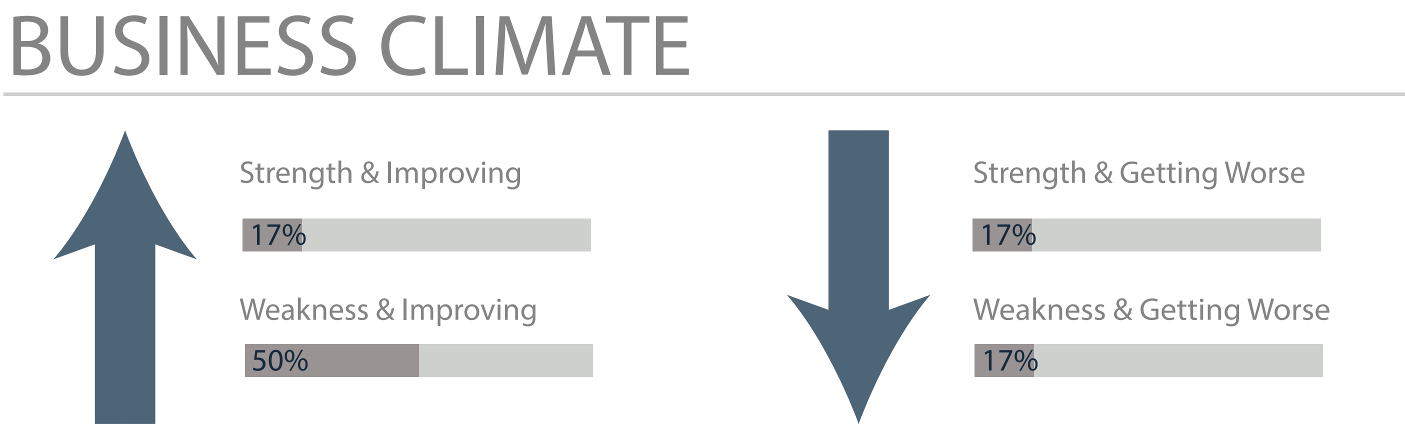



**Figure 10. Transportation Survey Responses for DeSoto County**

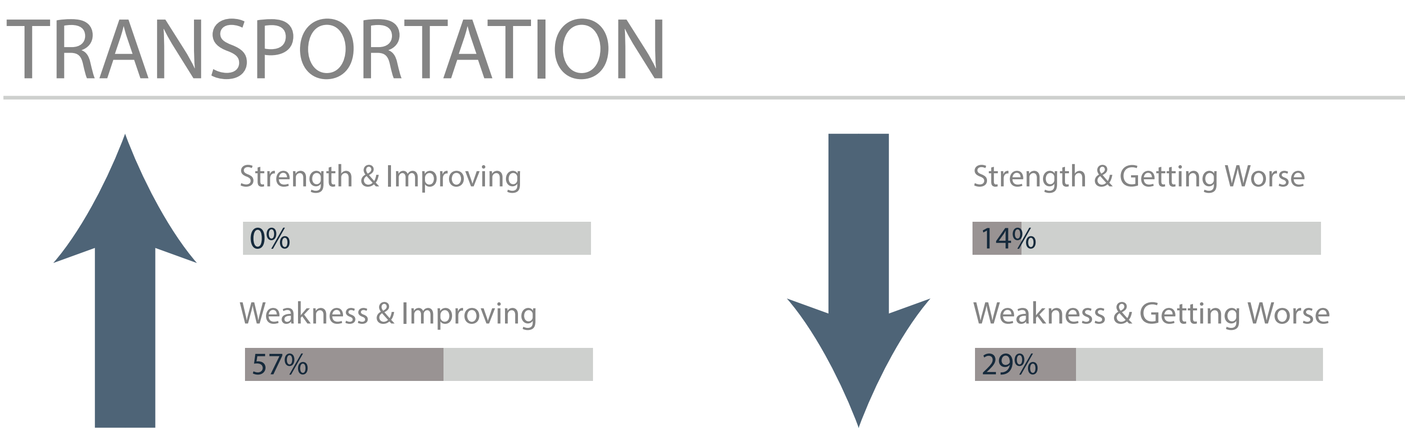
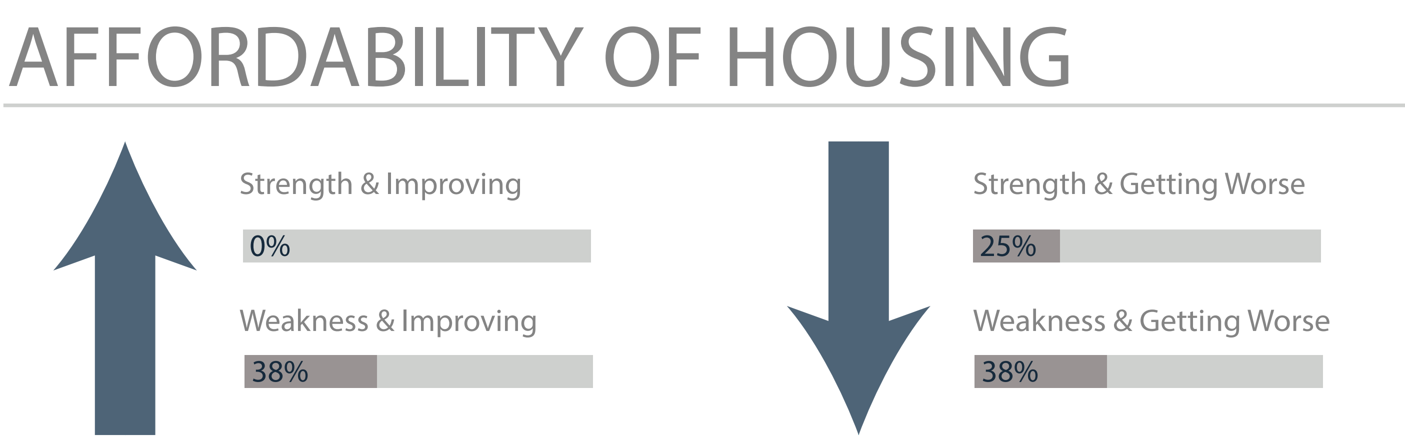



**Figure 11. Affordability of Housing Survey Responses for DeSoto County**




A full list of each County's Town Hall questions and responses can be found in Table 1 on page 18.

## Hardee County

**Figure 12. Talent Pipeline Survey Responses for Hardee County**

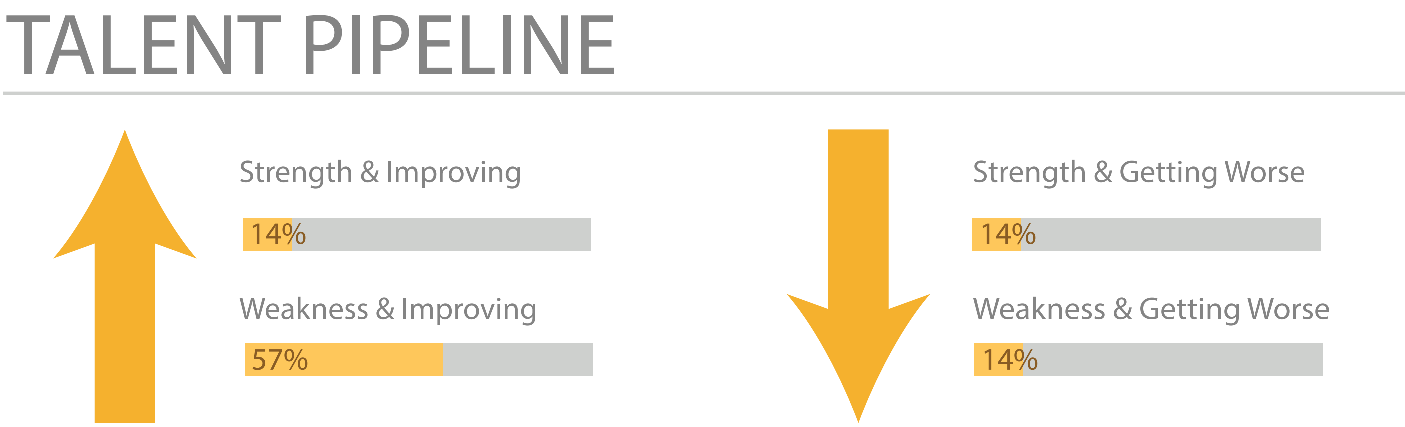



**Figure 13. Economic Development Survey Responses for Hardee County**

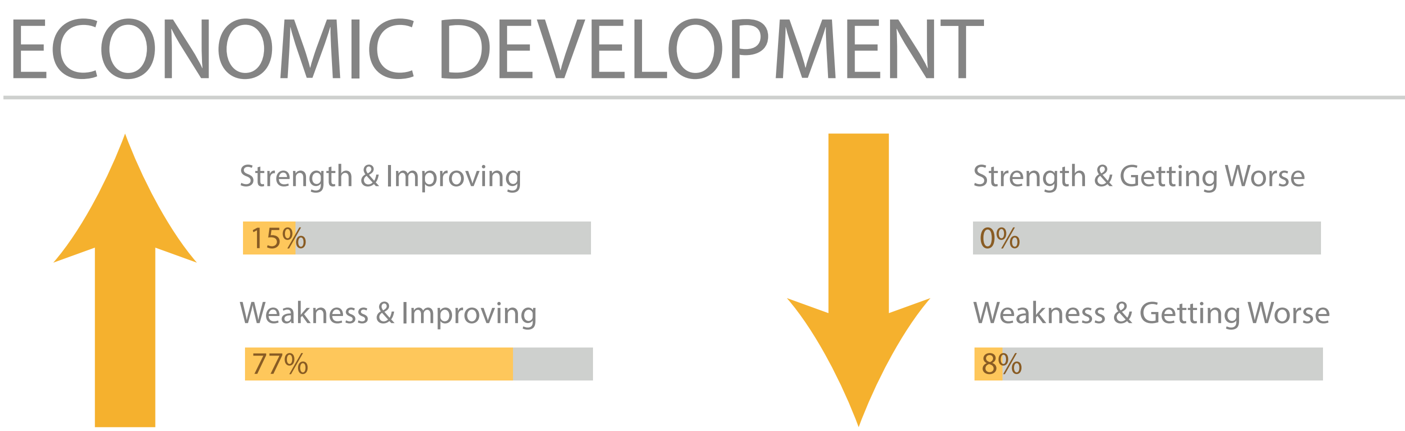



**Figure 14. Economic Prosperity Survey Responses for Hardee County**

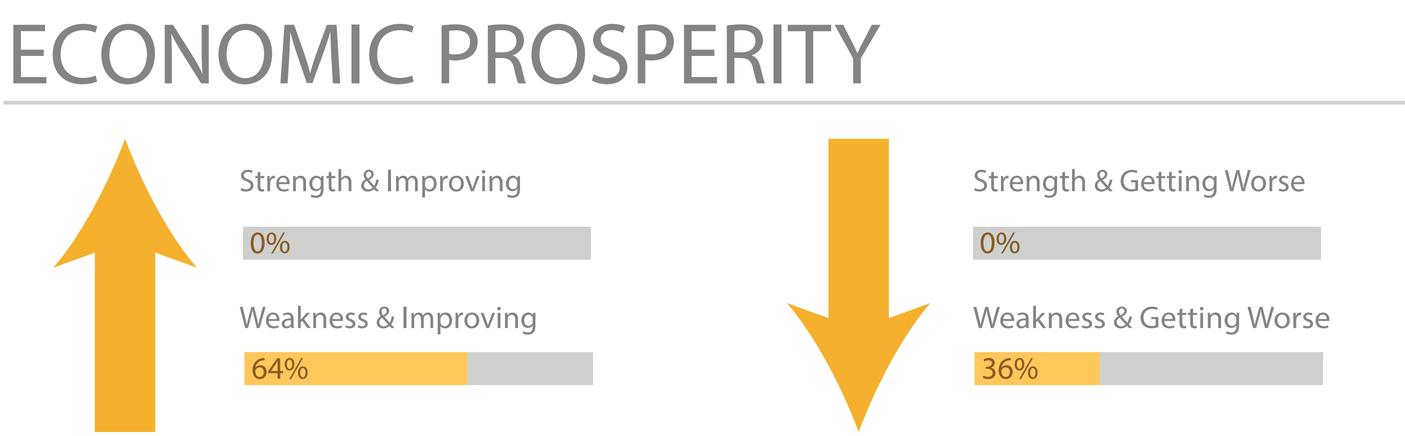


**Figure 15. Business Climate Survey Responses for Hardee County**

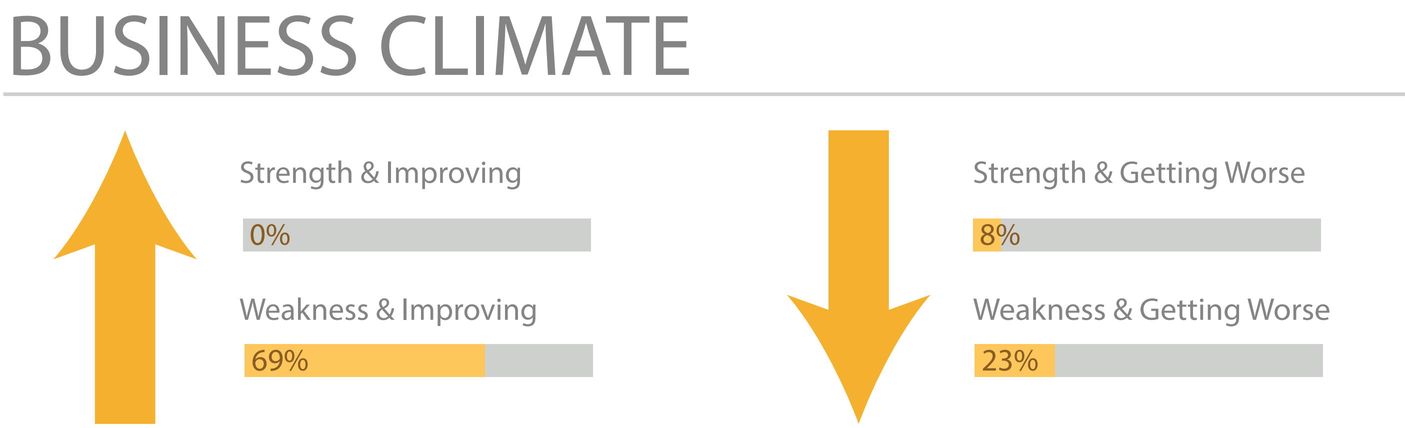



**Figure 16. Transportation Survey Responses for Hardee County**

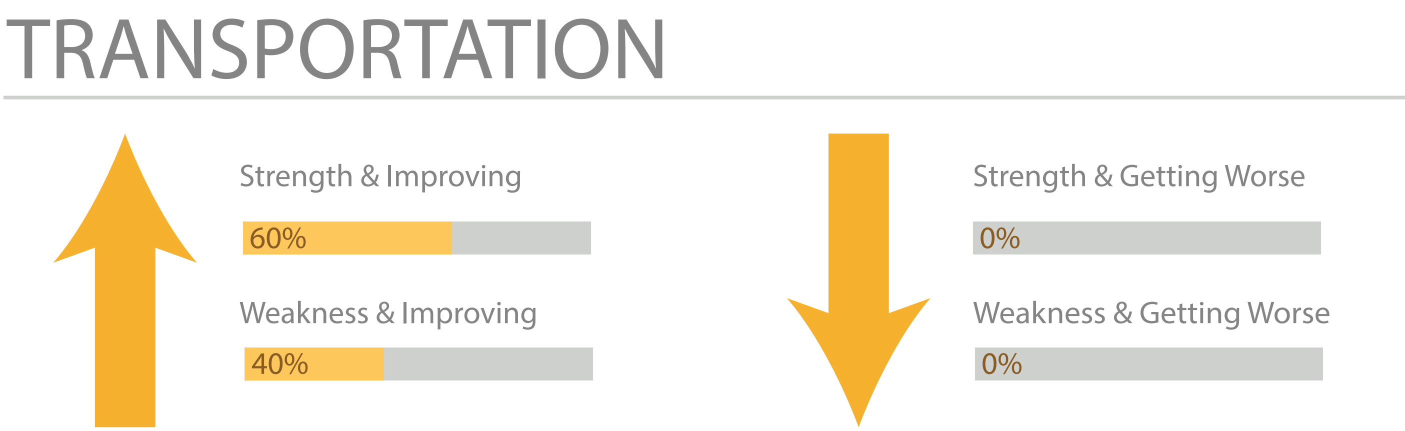
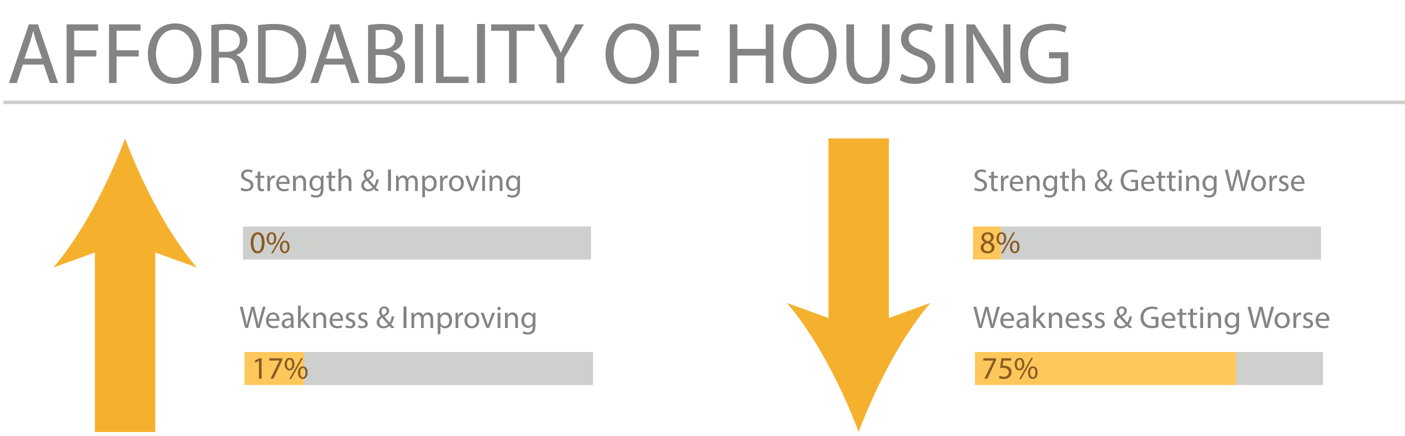



**Figure 17. Affordability of Housing Survey Responses for Hardee County**




A full list of each County's Town Hall questions and responses can be found in Table 1 on page 18.

## Highlands County

**Figure 18. Talent Pipeline Survey Responses for Highlands County**

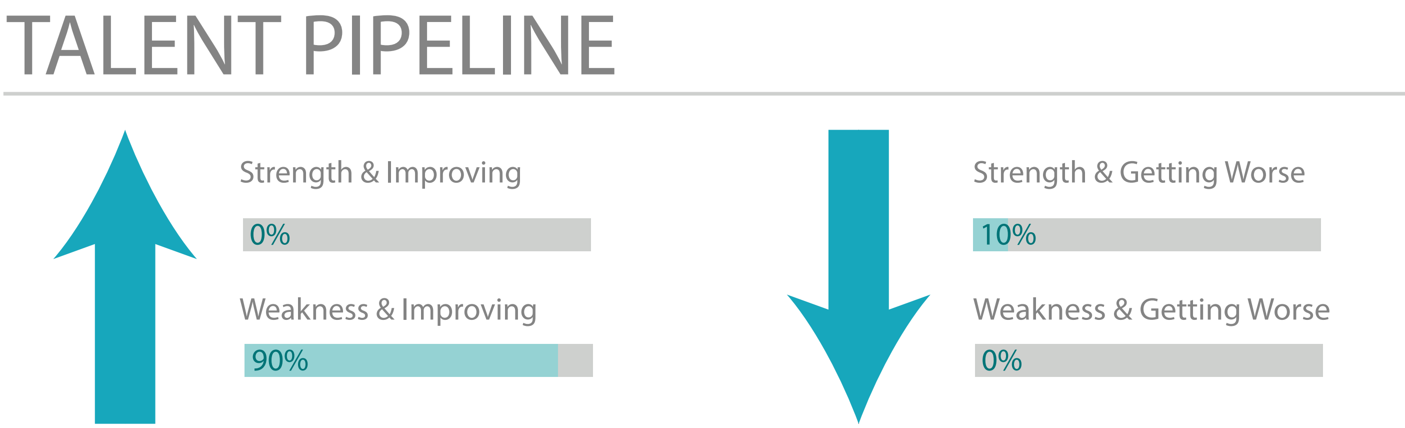



**Figure 19. Economic Development Survey Responses for Highlands County**

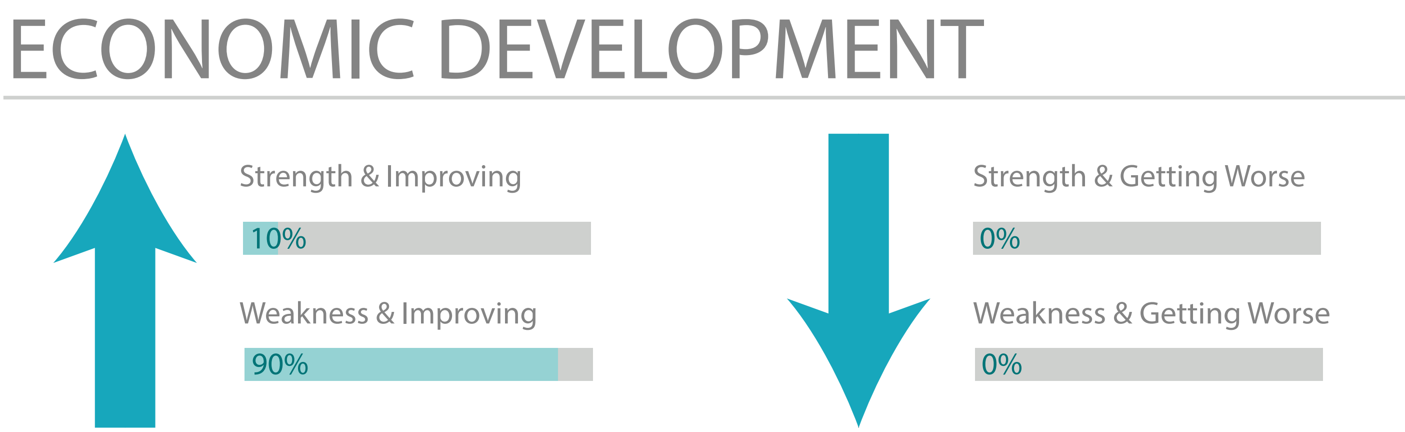



**Figure 20. Economic Prosperity Survey Responses for Highlands County**

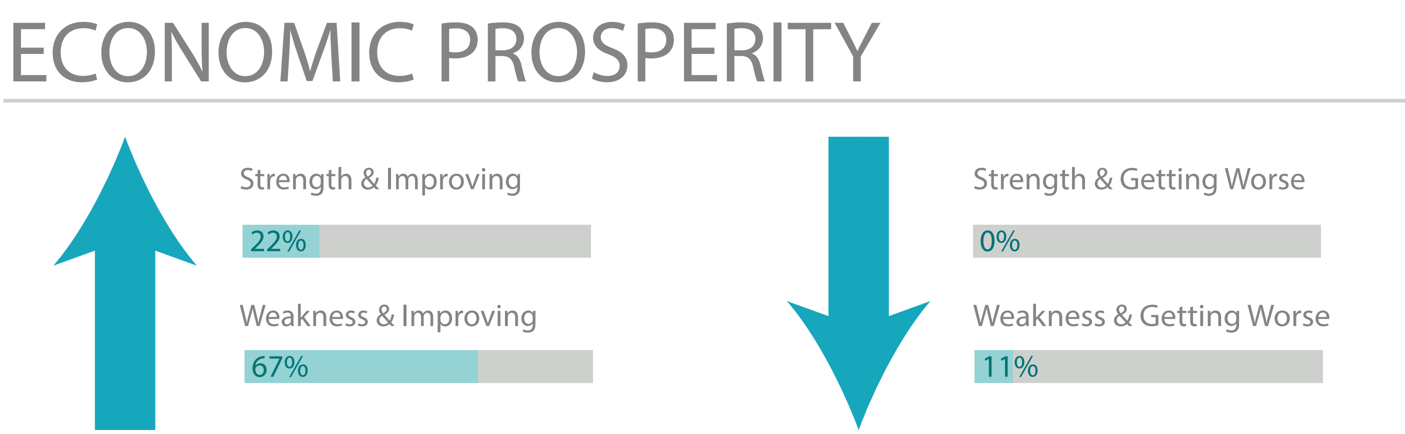


**Figure 21. Business Climate Survey Responses for Highlands County**

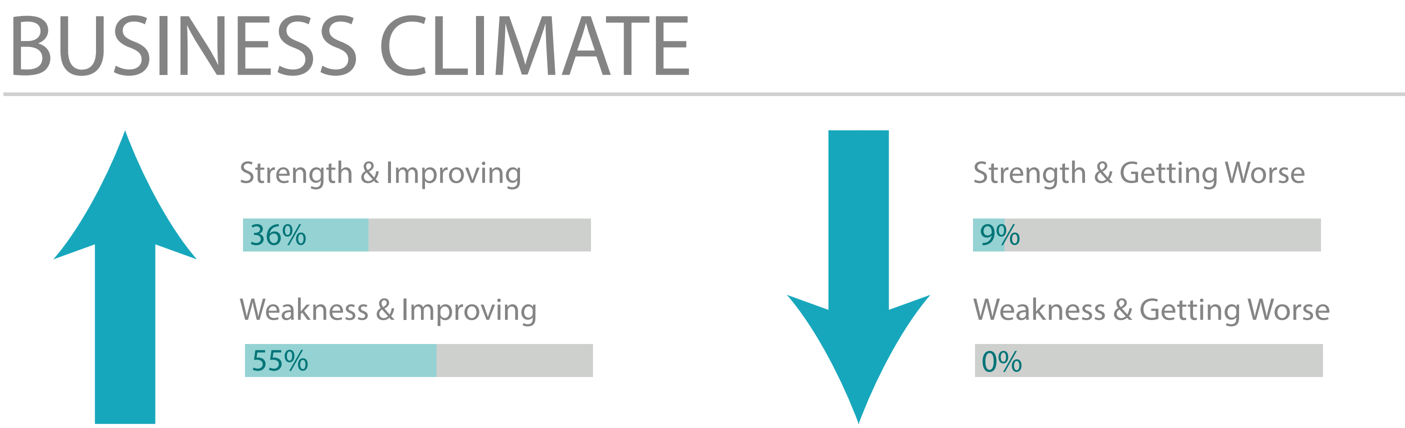



**Figure 22. Transportation Survey Responses for Highlands County**

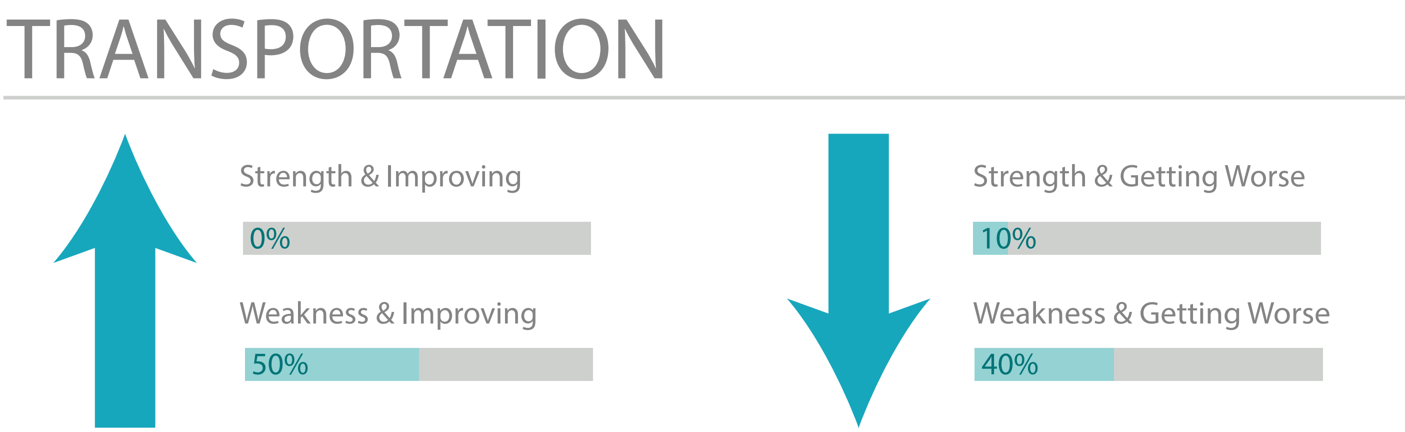
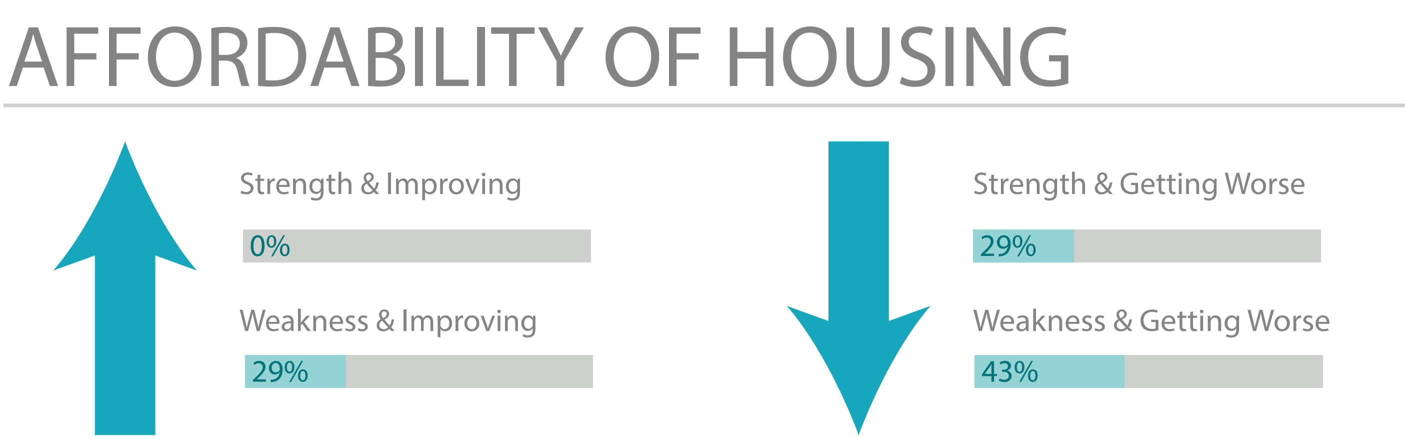



**Figure 23. Affordability of Housing Survey Responses for Highlands County**




A full list of each County's Town Hall questions and responses can be found in Table 1 on page 18.

## Okeechobee County

**Figure 24. Talent Pipeline Survey Responses for Okeechobee County**

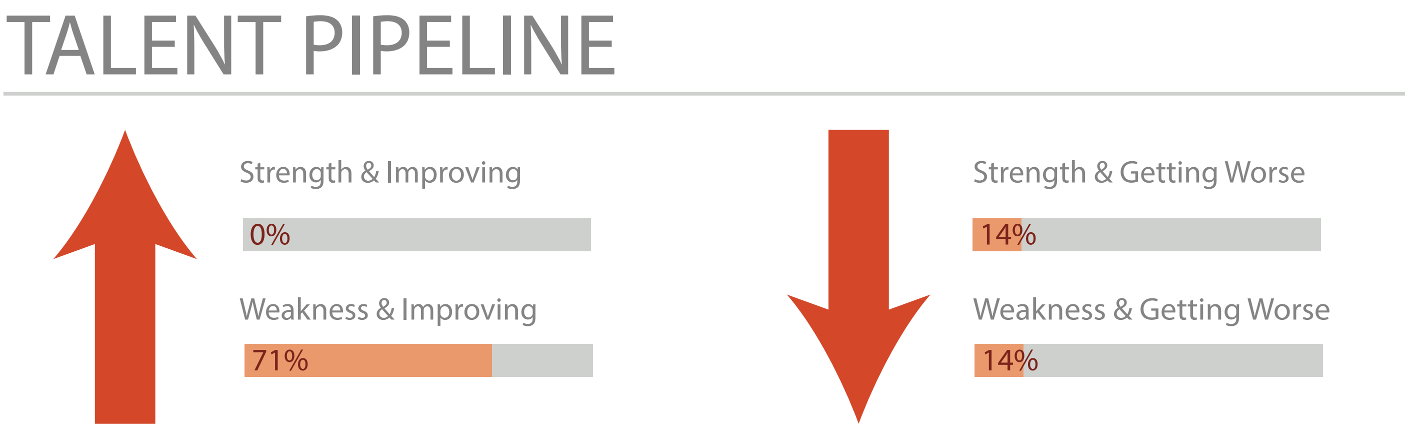



**Figure 25. Economic Development Survey Responses for Okeechobee County**

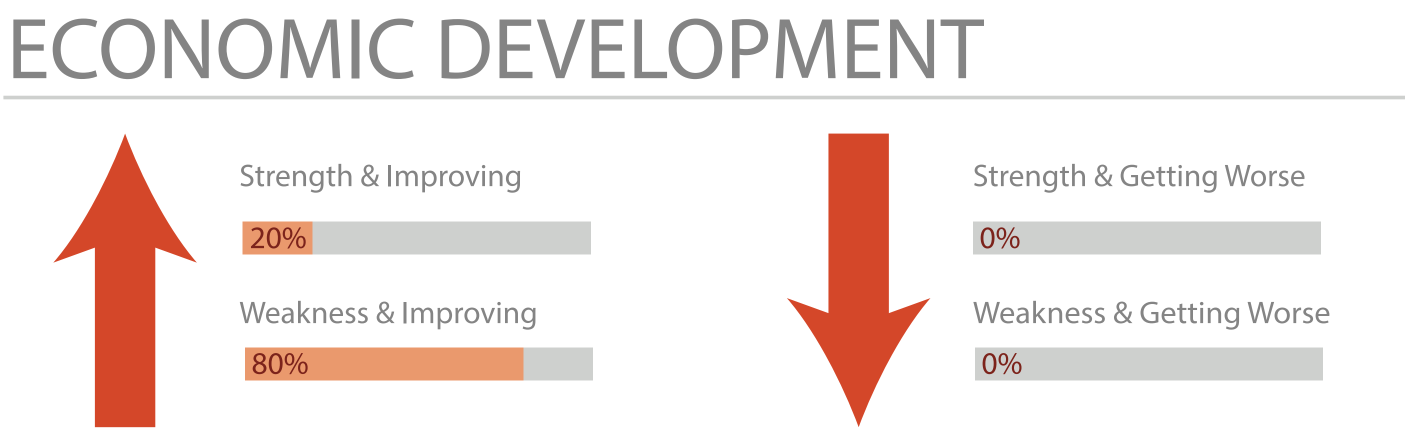



**Figure 26. Economic Prosperity Survey Responses for Okeechobee County**

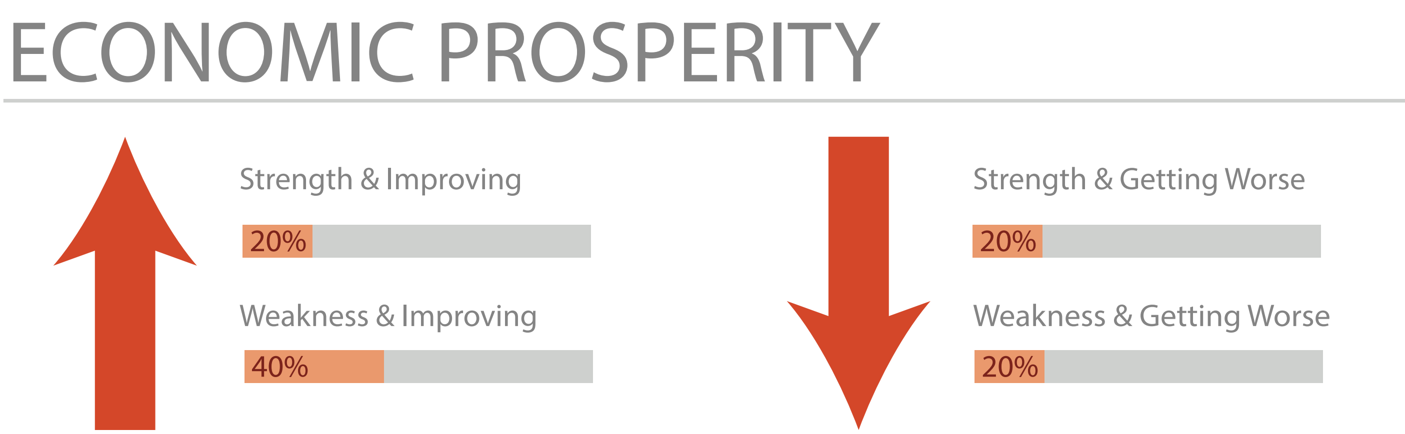


**Figure 27. Business Climate Survey Responses for Okeechobee County**

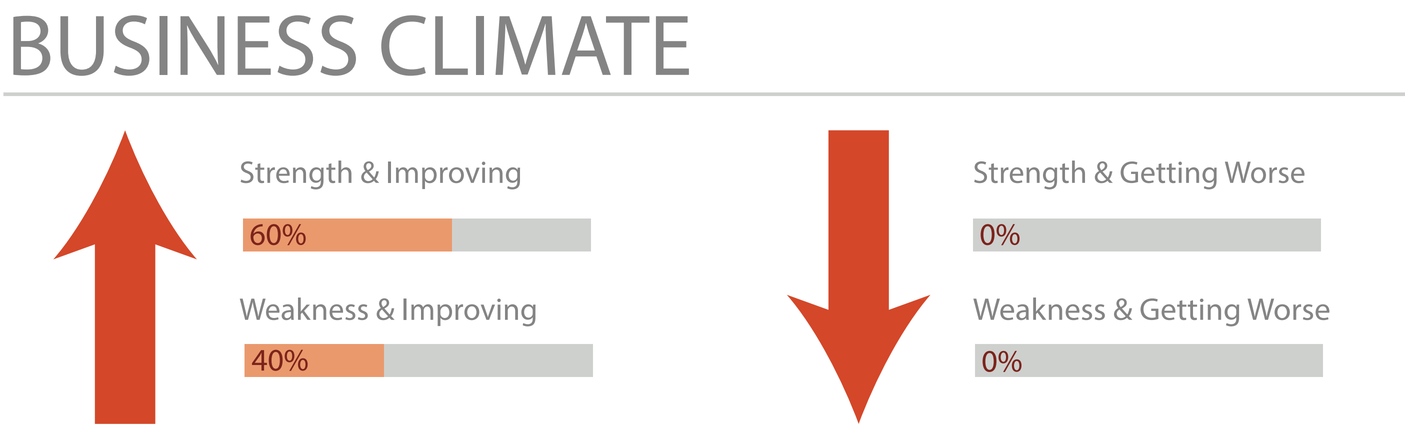



**Figure 28. Transportation Survey Responses for Okeechobee County**

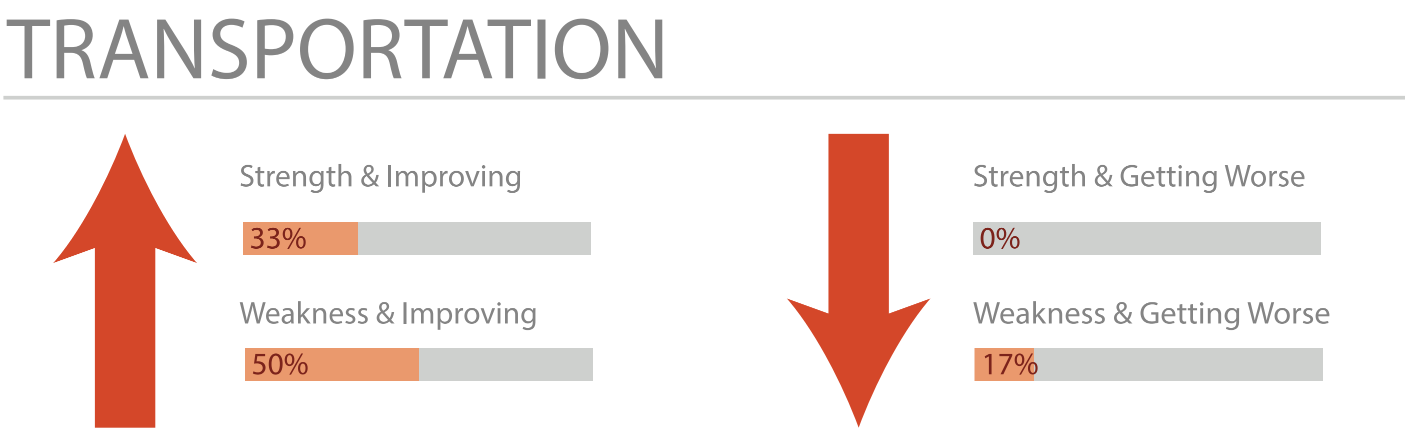
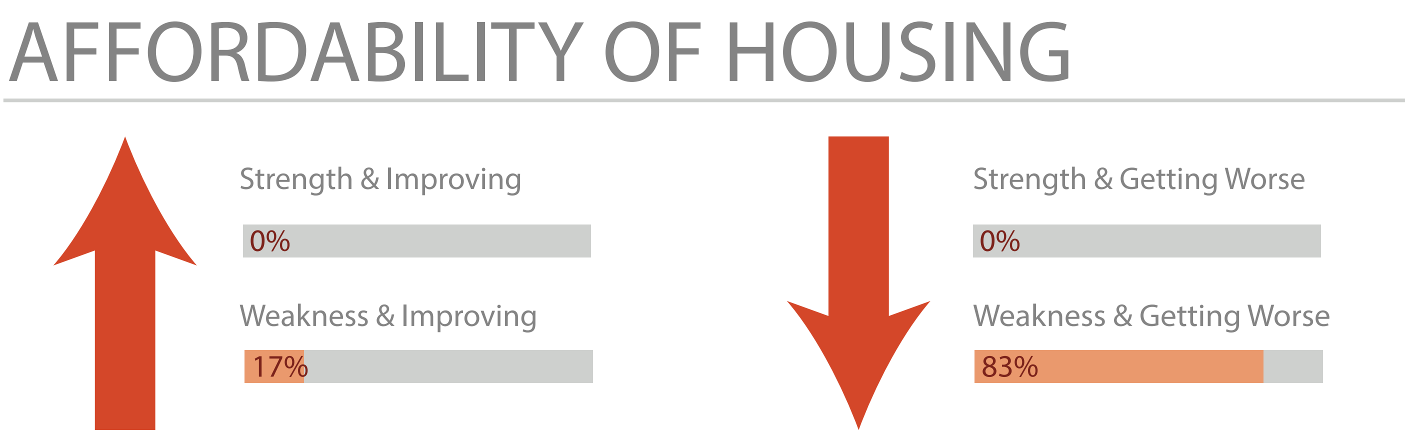



**Figure 29. Affordability of Housing Survey Responses for Okeechobee County**




A full list of each County's Town Hall questions and responses can be found in Table 1 on page 18.

## Polk County

**Figure 30. Talent Pipeline Survey Responses for Polk County**

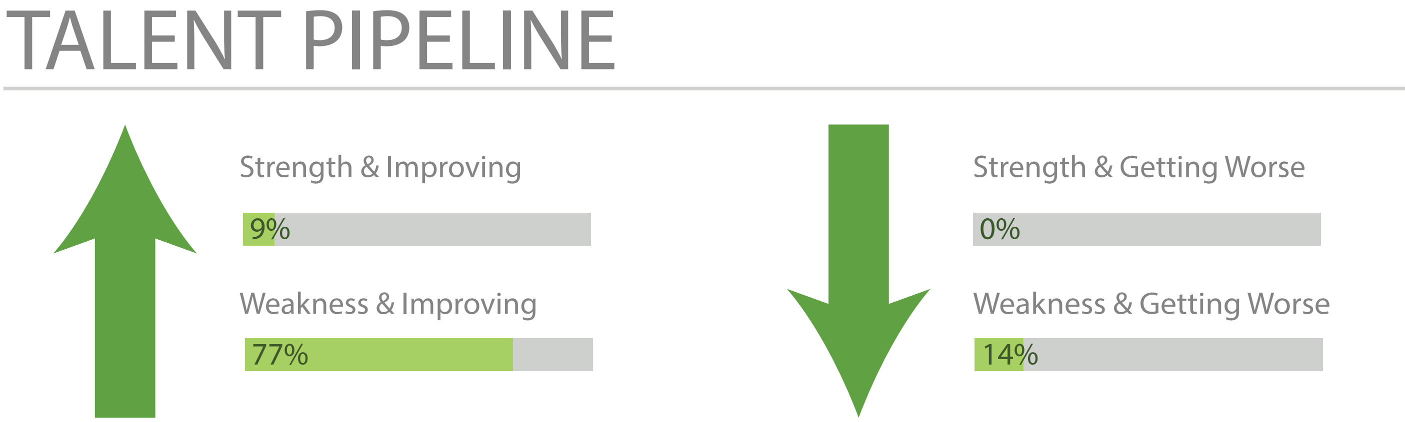



**Figure 31. Economic Development Survey Responses for Polk County**

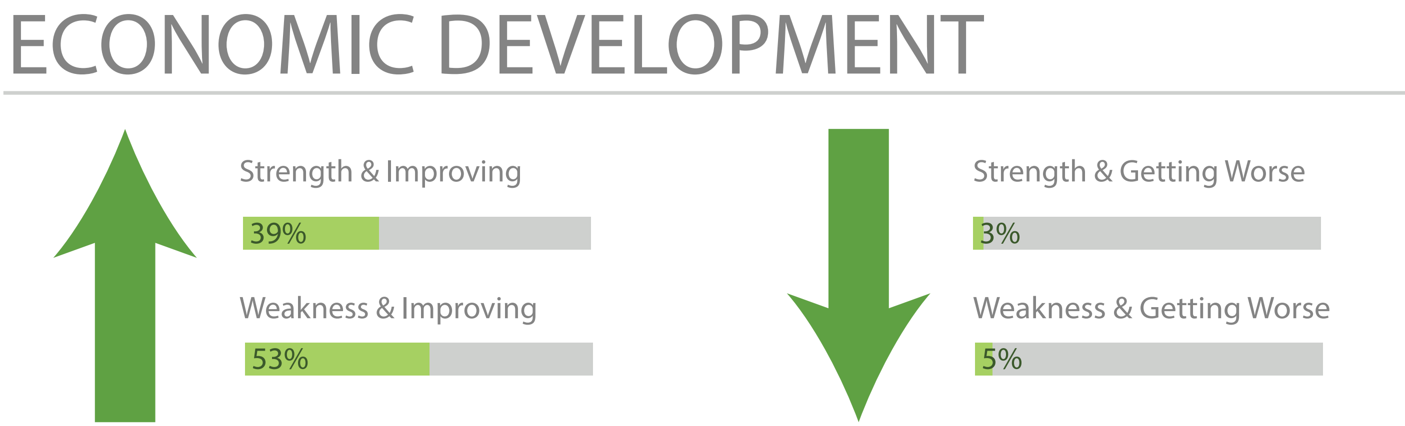



**Figure 32. Economic Prosperity Survey Responses for Polk County**

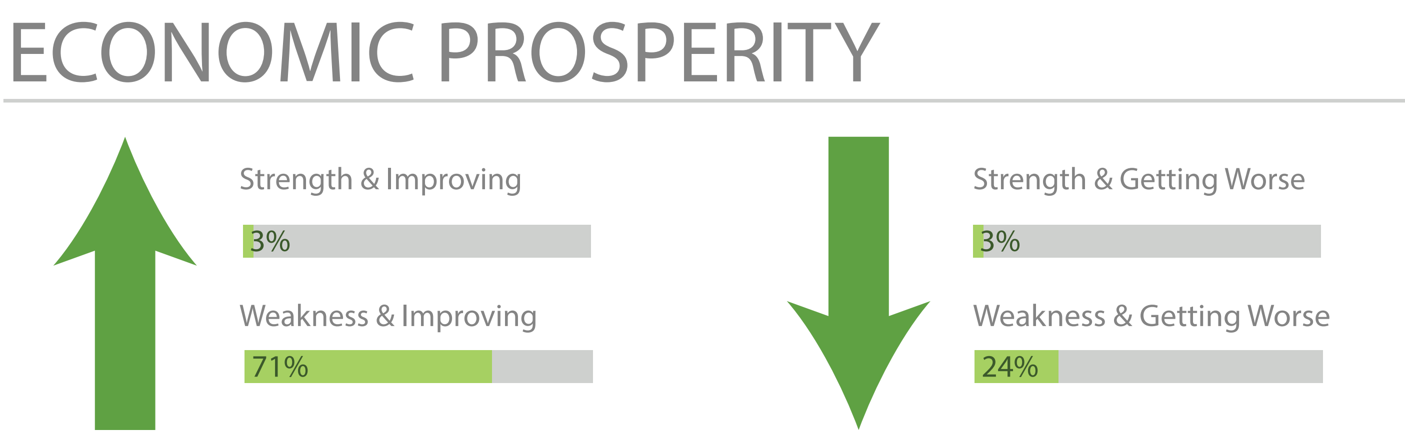


**Figure 33. Business Climate Survey Responses for Polk County**

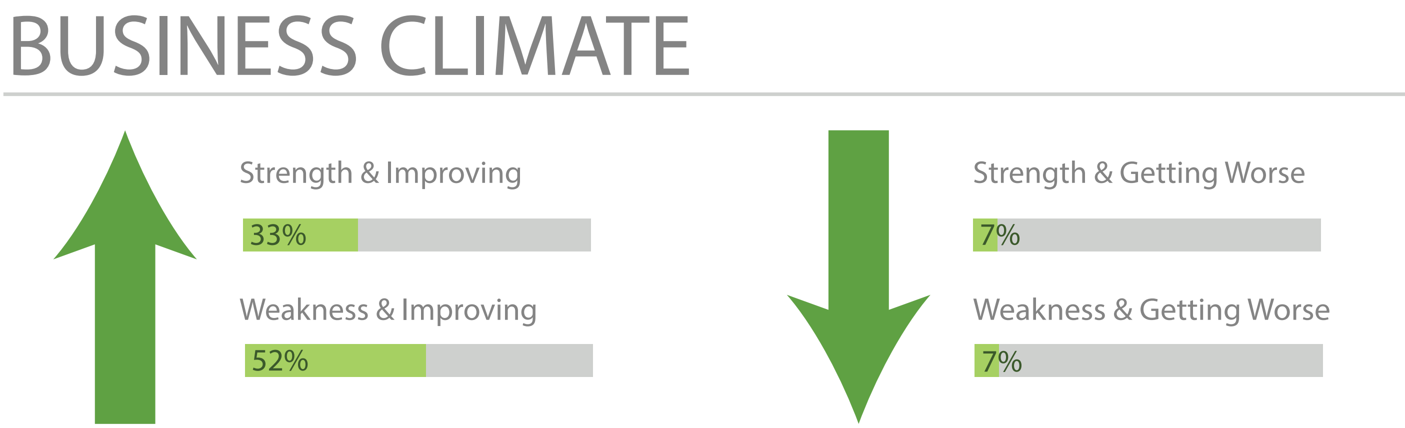



**Figure 34. Transportation Survey Responses for Polk County**

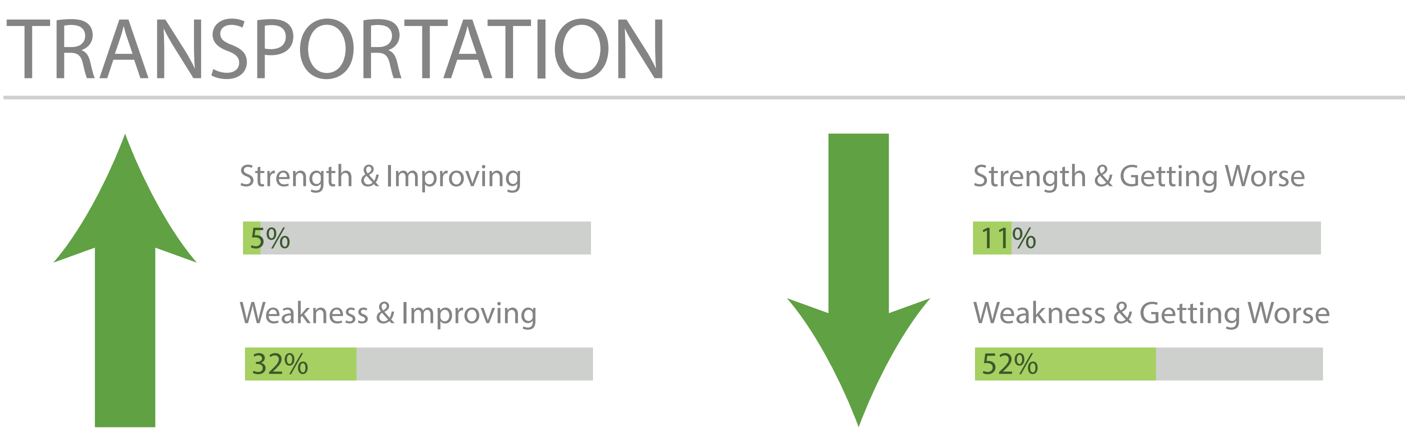
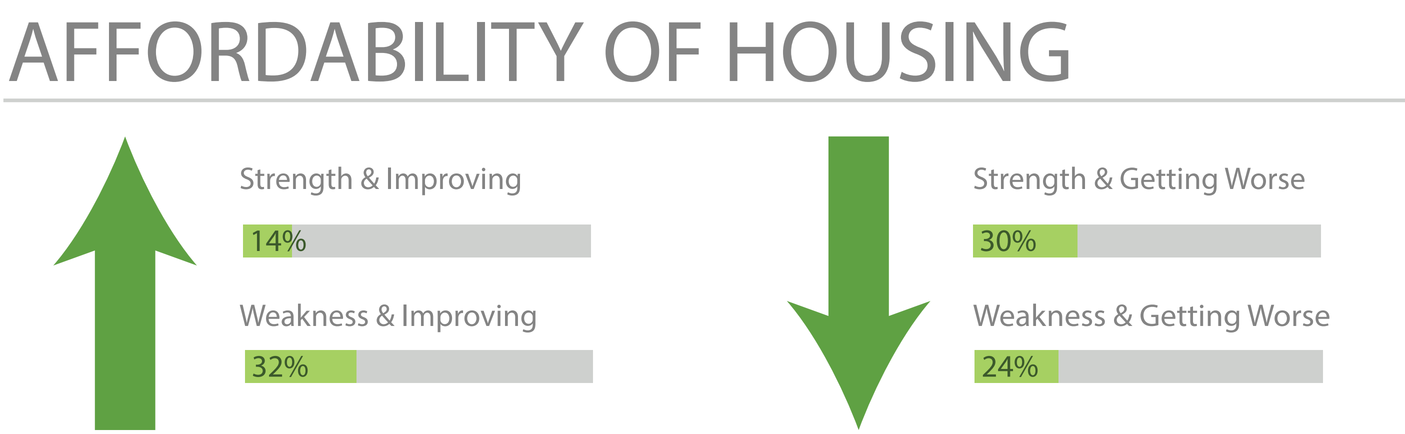



**Figure 35. Affordability of Housing Survey Responses for Polk County**




A full list of each County's Town Hall questions and responses can be found in Table 1 on page 18.

## Central Florida Region

**Figure 36. Talent Pipeline Survey Responses for the Central Florida Region**

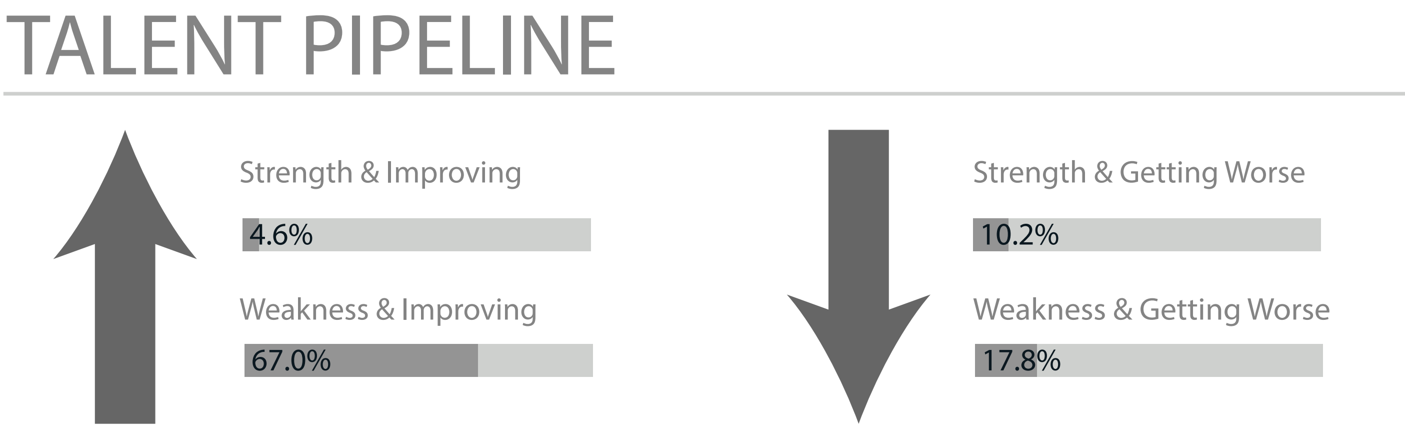



**Figure 37. Economic Development Survey Responses for the Central Florida Region**

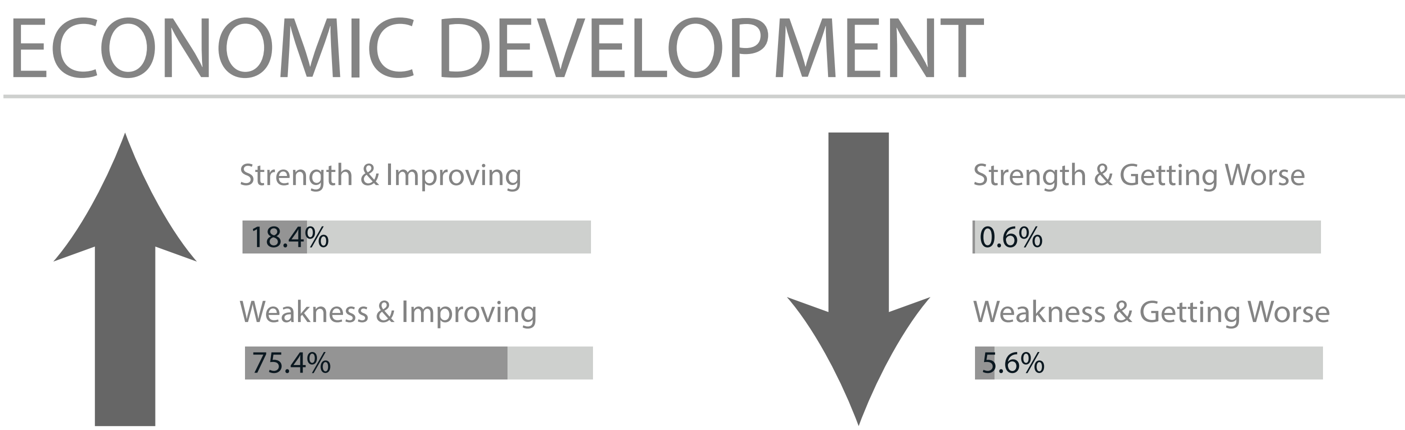



**Figure 38. Economic Prosperity Survey Responses for the Central Florida Region**

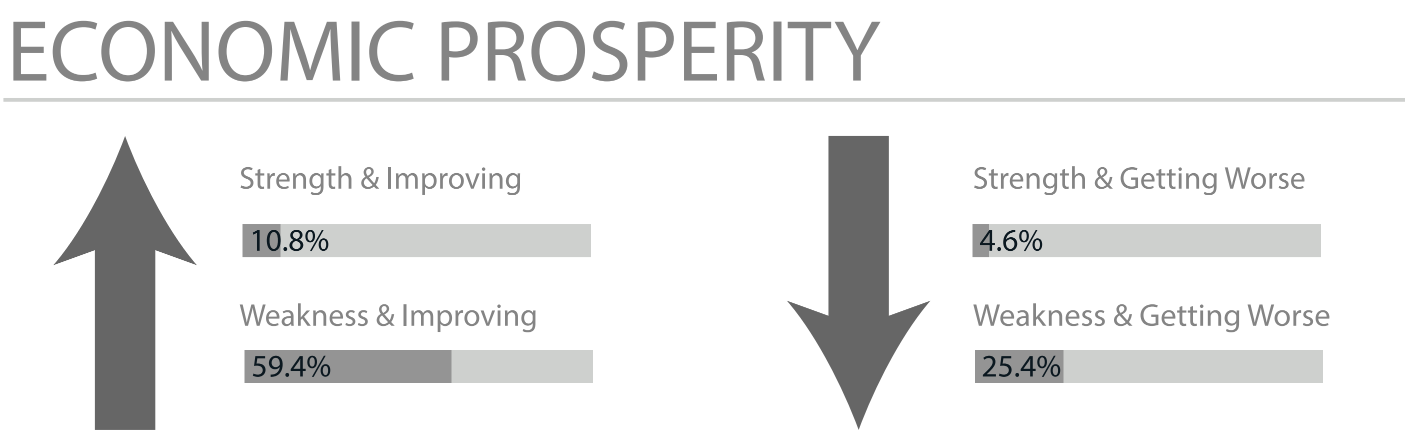


**Figure 39. Business Climate Survey Responses for the Central Florida Region**

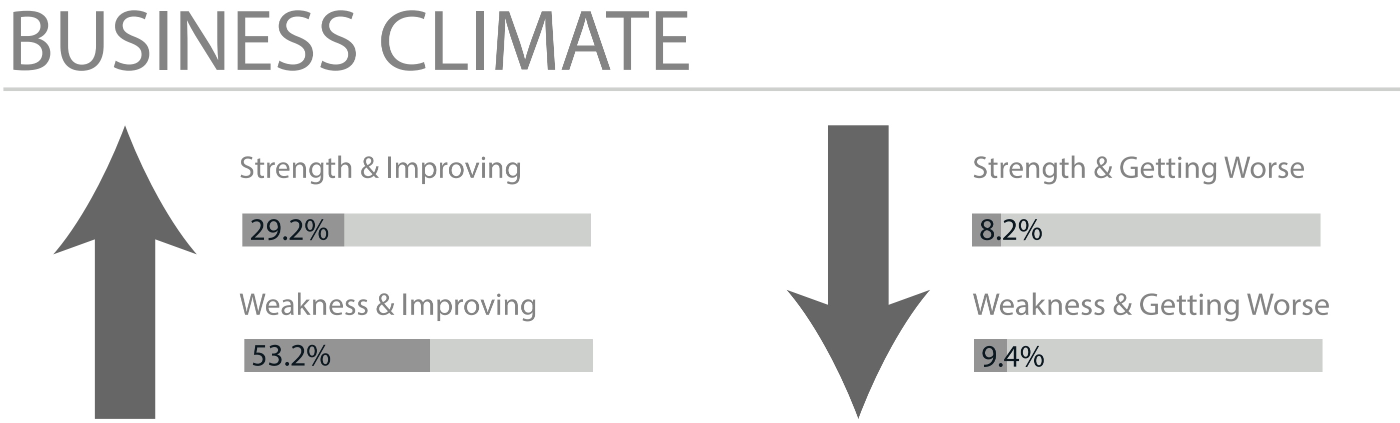



**Figure 40. Transportation Survey Responses for the Central Florida Region**

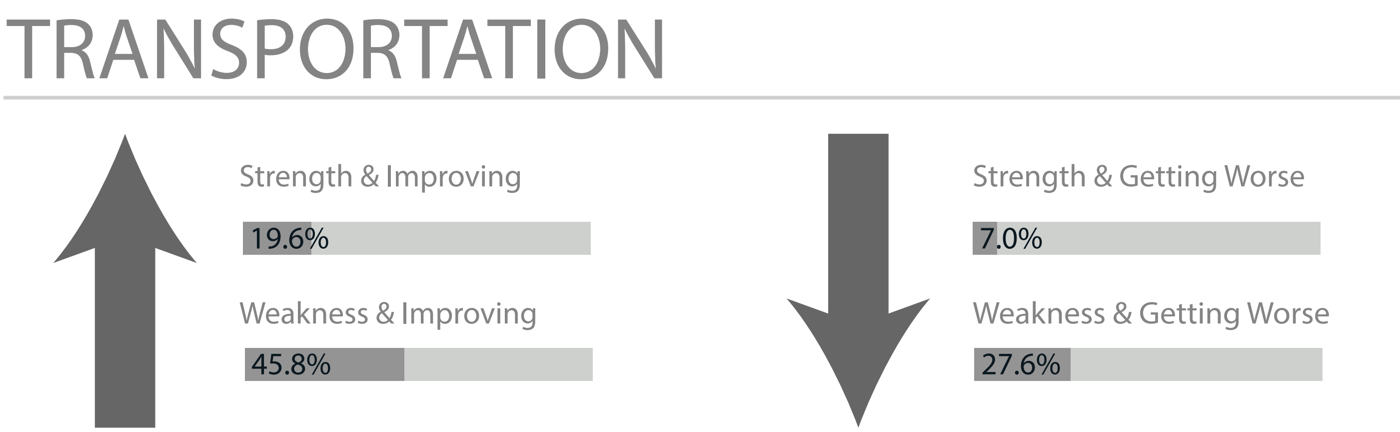
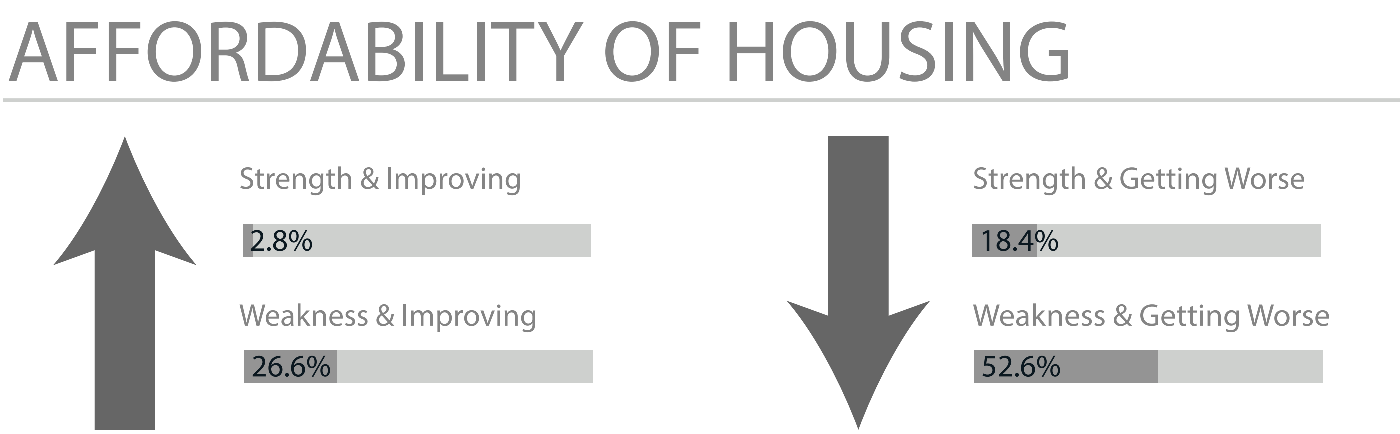



**Figure 41. Affordability of Housing Survey Responses for the Central Florida Region**




A full list of each County's Town Hall questions and responses can be found in Table 1 on page 18.

## Table 1. Community Survey Responses - Florida 2030

| | DeSoto | Hardee | Highlands | Okeechobee | Polk | Region |
|---|---|---|---|---|---|---|
| **Talent Pipeline** | | | | | | |
| Strength and Improving | 0 | 14 | 0 | 0 | 9 | 4.6 |
| Strength but Weakening | 13 | 14 | 10 | 14 | 0 | 10.2 |
| Weakness but Improving | 40 | 57 | 90 | 71 | 77 | 67 |
| Weakness and Getting Worse | 47 | 14 | 0 | 14 | 14 | 17.8 |
| **Transportation** | | | | | | |
| Strength and Improving | 0 | 60 | 0 | 33 | 5 | 19.6 |
| Strength but Weakening | 14 | 0 | 10 | 0 | 11 | 7 |
| Weakness but Improving | 57 | 40 | 50 | 50 | 32 | 45.8 |
| Weakness and Getting Worse | 29 | 0 | 40 | 17 | 52 | 27.6 |
| **Water Infrastructure** | | | | | | |
| Strength and Improving | 43 | 17 | 27 | 17 | 12 | 23.2 |
| Strength but Weakening | 0 | 8 | 27 | 17 | 21 | 14.6 |
| Weakness but Improving | 29 | 58 | 36 | 67 | 24 | 42.8 |
| Weakness and Getting Worse | 29 | 17 | 9 | 0 | 42 | 19.4 |
| **Economic Development** | | | | | | |
| Strength and Improving | 8 | 15 | 10 | 20 | 39 | 18.4 |
| Strength but Weakening | 0 | 0 | 0 | 0 | 3 | 0.6 |
| Weakness but Improving | 77 | 77 | 90 | 80 | 53 | 75.4 |
| Weakness and Getting Worse | 15 | 8 | 0 | 0 | 5 | 5.6 |
| **Business Climate: Regulations** | | | | | | |
| Strength and Improving | 17 | 0 | 36 | 60 | 33 | 29.2 |
| Strength but Weakening | 17 | 8 | 9 | 0 | 7 | 8.2 |
| Weakness but Improving | 50 | 69 | 55 | 40 | 52 | 53.2 |
| Weakness and Getting Worse | 17 | 23 | 0 | 0 | 7 | 9.4 |
| **Quality of Life: Economic Prosperity** | | | | | | |
| Strength and Improving | 9 | 0 | 22 | 20 | 3 | 10.8 |
| Strength but Weakening | 0 | 0 | 0 | 20 | 3 | 4.6 |
| Weakness but Improving | 55 | 64 | 67 | 40 | 71 | 59.4 |
| Weakness and Getting Worse | 36 | 36 | 11 | 20 | 24 | 25.4 |
| **Affordability of Housing** | | | | | | |
| Strength and Improving | 0 | 0 | 0 | 0 | 14 | 2.8 |
| Strength but Weakening | 25 | 8 | 29 | 0 | 30 | 18.4 |
| Weakness but Improving | 38 | 17 | 29 | 17 | 32 | 26.6 |
| Weakness and Getting Worse | 38 | 75 | 43 | 83 | 24 | 52.6 |
| **Health and Wellness** | | | | | | |
| Strength and Improving | 11 | 23 | 20 | 60 | 33 | 29.4 |
| Strength but Weakening | 22 | 0 | 0 | 20 | 6 | 9.6 |
| Weakness but Improving | 44 | 38 | 20 | 20 | 30 | 30.4 |
| Weakness and Getting Worse | 22 | 38 | 60 | 0 | 30 | 30 |
| **Governance: Responsive Government** | | | | | | |
| Strength and Improving | 33 | 9 | 43 | 75 | 30 | 38 |
| Strength but Weakening | 22 | 9 | 0 | 0 | 10 | 8.2 |
| Weakness but Improving | 33 | 9 | 57 | 25 | 43 | 33.4 |
| Weakness and Getting Worse | 11 | 73 | 0 | 0 | 18 | 20.4 |

# Economic Resilience

The ability for our region to recover, or prevent damage, from man-made or natural disasters is a measure of our economic resilience. While Florida is at risk to experience any number of man-made or natural disasters, historically, tropical storms and hurricanes pose the most significant threat to the people of Florida and their economy. Tropical storms and hurricanes, depending upon intensity, can impact Florida with high winds, torrential rain, flooding, tornadoes, and the interruption of critical infrastructure systems such as electricity, roadways, potable water supply, and emergency services.

While coastal regions focus much of their tropical storm and hurricane preparedness efforts around storm surge and coastal flooding, the Central Florida region has uniquely different needs. Having no oceanic coast line, damage from hurricanes impacting the Central Florida region is generally caused by the combination of torrential rainfall and high winds. This combination results in a significant number of downed trees causing damage to homes, automobiles and power lines. Damage from storms may interrupt the operations of businesses, due to flooding, road closures, and loss of utilities.

Freshwater flooding poses a significant threat during tropical storms and hurricanes. The Central Florida region is home to many rivers and streams, hundreds of named lakes, and significant land area below the 100 year flood zone. Any structures constructed near or within the flood zone are at risk during a major storm event.

Additionally, according to the 2015 Florida Statewide Regional Evacuation Study Program, the Central Florida region has approximately 176,157 people living in approximately 76,056 mobile homes. Mobile homes, particularly those constructed prior to 1978, are at higher risk of severe damage from high winds, flooding, and downed trees than site-built homes because they are constructed according to less stringent standards.

During a coastal hurricane event the Central Florida region must be prepared to endure the impacts of a large, short or moderate term, influx of temporary residents migrating inland to seek shelter during a coastal evacuation. The region must be able to provide adequate shelter and services to these evacuees. The region must also be able to provide temporary housing to its residents whose homes may have been lost or damaged, so that our residents are able to continue residing in their area and are able to attend their jobs and run their businesses. The region must possess the ability to get permanent housing and transportation options online as soon as possible so as to minimize the negative impacts on the local economy.

While there are efficient evacuation routes throughout the region, there are large areas of rural population with potentially slower emergency response times for those who choose not to evacuate or who are not in mandatory evacuation zones. The loss of housing and infrastructure, along with the interruption of broadband capability and electrical power, impact the local economy. Although due to coastal residents seeking shelter inland typically provides a short-term boost to the local economy.

*Flooding in Florida*

# State and Local Economic Development Plans

One of the roles of the Central Florida Regional Planning Council (CFRPC) as an Economic Development District (EDD) is to provide assistance to local governments and economic development agencies in securing Economic Development Administration (EDA) funding. CFRPC 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. CFRPC will work closely with other agencies and local governments to ensure effective coordination. The CFRPC 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 CFRPC 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 CFRPC adopted the Florida Chamber's Six Pillars framework for its CEDS as well as the other economic development activities in which it engages.


Central Florida Roadways

The CFRPC has a working partnership with CareerSource Heartland, CareerSource Polk, and the region's major colleges and universities. Transportation is one of the key issues with the Central Florida EDD. Development of a balanced system utilizing the 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. CFEDD staff serves on the Polk County Transportation Planning Organization (TPO's) Technical Advisory Committee and staffs the new six-county Heartland Regional Transportation Planning Organization (HRTPO), and staffs and coordinates the Heartland Rural Mobility Plan Initiative in the southern rural counties.

The CFEDD 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 region's rural counties are defined by the State as a Rural Areas of Opportunity, a designation that carries planning resources and incentives.

As part of the ongoing coordination of economic development activities in the region, the CFEDD participates in the alignment of other economic development planning initiatives. The Department of Economic Opportunity does statewide economic planning, as well as support initiatives to generate employment into all areas of the state including the CFEDD. County and city economic development strategies are considered, as well as regional initiatives and plans such as Regional Workforce Plans, and the Southwest Florida Regional Planning Council's CEDS (as Hendry and Glades Counties are part of Heartland 2060: Building a Resilient Region).


*Frostproof on the Move Ribbon Cutting Ceremony*

## Action Plan

The Central Florida Economic Development District will coordinate CEDS projects and activities with county economic development entities in the region and state and other appropriate agencies and entities. In addition, staff will assist in project development by providing technical assistance in grant preparation, needs analysis, site selection, 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 CEDS Committee shall meet quarterly to monitor status of regional projects;
- The CFRPC shall monitor status of regional coordination;
- The CFRPC shall report on performance measures;
- The CFRPC and CEDS Committee will develop new regional projects;
- County Economic Development staff, FHERO, CFDC and Workforce staff shall track performance measures; and
- The CFRPC shall convene meetings, compile project status and report to EDA.

Central Florida Economic Development District staff will continue to coordinate the CEDS plan by participating in the economic development activities in the region, as well as locally and on statewide levels; and by fostering public-private partnerships.

## Strategies to Support the Action Plan

**Talent Supply & Education**

- Establish career exploration programs and partnerships between public and private sectors in the Region's public schools
- Expand access to adult education and alternative learning
- Expand Science, Technology, Engineering, Mathematics (STEM) Education Programs in the region's Public Schools

**Innovation & Economic Development**

- Encourage a Mixed Use land use category supporting development regulations in developable areas along transportation corridors
- Pursue focused economic development strategies developing the Region as a major competitive logistics and distribution hub by expanding multimodal connectivity
- Support opportunities to stimulate economic development through assessment, cleanup, and reuse of Brownfields properties

**Infrastructure & Growth Leadership**

- Increase the number of critical conservation areas in public or private management through incentives and other funding mechanisms
- Utilize viable alternative water sources for public supply needs
- Reduce water consumption through conservation measures, incentives, education and innovative techniques
- Establish a regional framework and vision
- Identify sustainable revenue sources for maintenance and expansion of regional transportation systems

**Business Climate & Competitiveness**

- Increase agricultural domestic and international export markets
- Establish the Region's target industries with supporting educational and lifestyle resources and infrastructure in place

**Civic & Governance Systems**

- Increase citizen participation on local boards and committees
- Streamline alternative energy planning and permitting within governments in the Region

**Quality of Life & Quality Places**

- Restore function to preservation and conservation areas through natural resource management mechanisms and land development policies
- Provide full service hospitals within a reasonable distance to the Region's residents to provide immediate life saving services
- Increase the proportion of the Region's population that resides within 10 minutes of regional employment centers
- Affordable attainable housing will be available throughout the Region

## CEDS Committee

The development of the CEDS is guided by the CEDS Committee. The Committee is comprised of representatives of both the public and private sectors.

**Table 2. Economic Development CEDS Committee Membership**

| Name | Agency/Company Represented | EDA Criteria | Public Sector | Private Sector |
|---|---|---|---|---|
| Todd Parker | Arr Maz Custom Chemicals, Inc. | Private Sector | | X |
| Sean Malott | Central Florida Development Council | Business Industry, Economic Development , Private Sector | | X |
| Douglas Conner | Clear Springs Land Co. | Private Sector | | X |
| Donna Doubleday | CareerSource Heartland | Workforce Development | X | X |
| Terry Burroughs | FHERO (Florida's Heartland Economic Region of Opportunity) | Business/Industry, Economic Development | X | X |
| Tim Texley | Century Link | Private Sector | | X |
| Taylor Benson | Highlands County Economic Development (IDA/EDC) | Economic Development, Public Sector | X | X |
| Mike Willingham | Sebring Airport Authority | Business Industry | X | X |
| Tara Jeffries | South Florida State College (Farmworker Career Development) | Educational Institution | X | |
| Mandy Hines | DeSoto County Economic Development | Economic Development Public Sector | X | |
| Bruce Lyon | Winter Haven Economic, Development Council | Economic Development Private Sector | | X |
| Raymond Royce | Heartland Agricultural Coalition, Town of Lake Placid Council | Business Industry, Local Government | X | X |
| Rae Dowling | Florida Power & Light | Business Industry, Private Sector | | X |
| John Gurney | Okeechobee Chamber of Commerce Board | Economic Development Public Sector | X | X |
| Bill Lambert | Hardee County Economic Development | Economic Development, Public Sector | X | |
| Gene Conrad | Lakeland Linder Regional Airport | Business Industry, Private Sector | | X |
| Jerry Miller | Duke Energy | Business Industry, Private Sector | | X |

# PERFORMANCE MEASURES

The Central Florida Regional Planning Council will submit an annual CEDS update that reviews the success of identified key projects in the region. In addition to the monitoring and evaluation of the activities referenced in the Plan of Action, the following indicators can be used to measure the effectiveness of the project and the strategy.

Most of the projects and programs identified in this CEDS are identified for the purpose of their potential for creating jobs and diversifying the economy. Through the Comprehensive Economic Development Strategy Committee, the Regional Planning Council will gather information on the performance measures. The information will be included in the CEDS update and will demonstrate the progress being made to encourage the region's economic diversification and the creation of permanent higher wage jobs.

**Number of Jobs Created after Implementation of the CEDS**

- Total Employment in Initial Year
- Total Employment in Subsequent Years

**Number and Types of Public Sector Investments Undertaken in the Region**

- EDA Sponsored Investments
- Significant State and Local Investments

**Number of Jobs Retained in the Region**

- Number of Jobs Retained as a Result of Federal Investments
- Number of Jobs Retained as a Result of Select State and Local Investments

**Amount of Private Sector Investment in the Region after Implementation of the CEDS**

**Changes in the Economic Environment of the Region (Changes to Taxes & Fees, New Incentive Programs, etc.)**

# Six Pillars Measures

## Talent Supply & Education

- Average Annual Wage
- High School Graduation Rates

## Innovation & Economic Development

- Gross Domestic Product
- Bed Tax Collections
- Trade Exports

## Infrastructure & Growth Leadership

- Population Counts, Estimates, and Projections
- Building Permits
- Vehicle Miles Traveled per Lane Mile

## Business Climate & Competitiveness

- Average Annual Unemployment Rates
- Employment by Industry
- Wages by Industry

## Civic and Governance Systems

- Registered Nonprofit Organizations

## Quality of Life & Quality Places

- Per Capita Income
- House Purchase Price and Cost Index
- Persons Living in Poverty

# Performance Measures Monitoring

The CEDS Performance Measures are tracked as part of The Florida Scorecard-Metrics to Secure Florida's Economy. The web-based tool found at thefloridascorecard.com is supported by the Florida Chamber of Commerce Foundation. The Performance Measures for each of Florida's 67 counties and the 10 regions are accessible on drop down menus on the website. The 10 regional planning councils in Florida cooperatively support the statewide CEDS platform with common performance measures based upon the Six Pillars for Florida's Future Economy. This cooperative effort began as the 2012 CEDS were updated and continues with a few adjustments for the 2017 CEDS update.

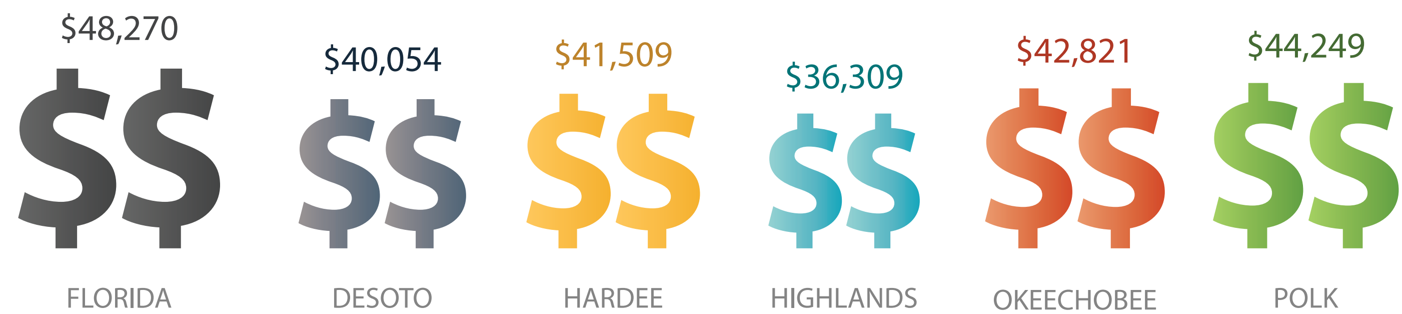
The CEDS Performance Measures also support a number of strategies of the Florida Strategic Plan for Development. In support of this plan, the regional planning councils also track and report other measures which are based upon programs administered or coordinated by them.

# Talent Supply & Education

## Average Annual Wage

Average annual wages in the region have increased over the past decade. The annual inflation-adjusted wage by county is shown below.

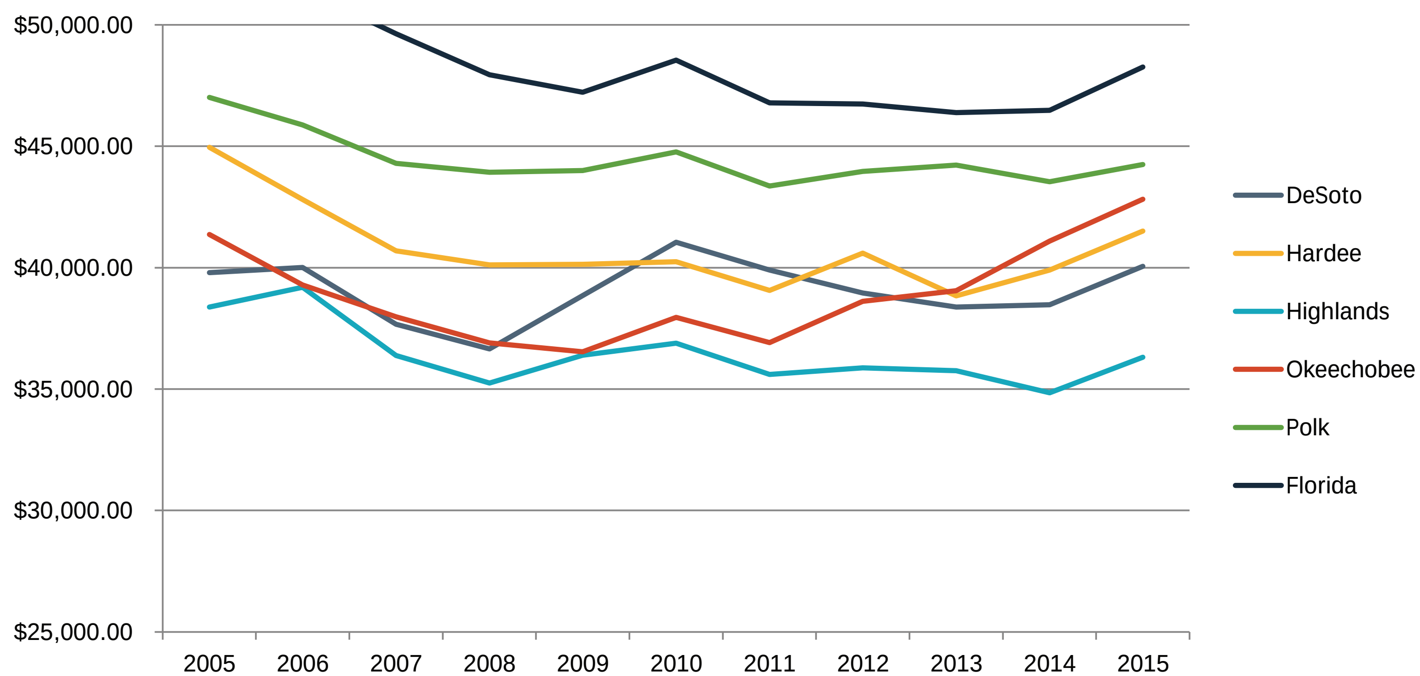
### Figure 42. 2015 Average Earnings per Job




Source: Bureau of Economic Analysis

Each of the five counties saw an increase in real annual wages over the past several years, as shown.

### Figure 43. Average Earnings Per Job, Adjusted for Inflation, in 2015 Dollars

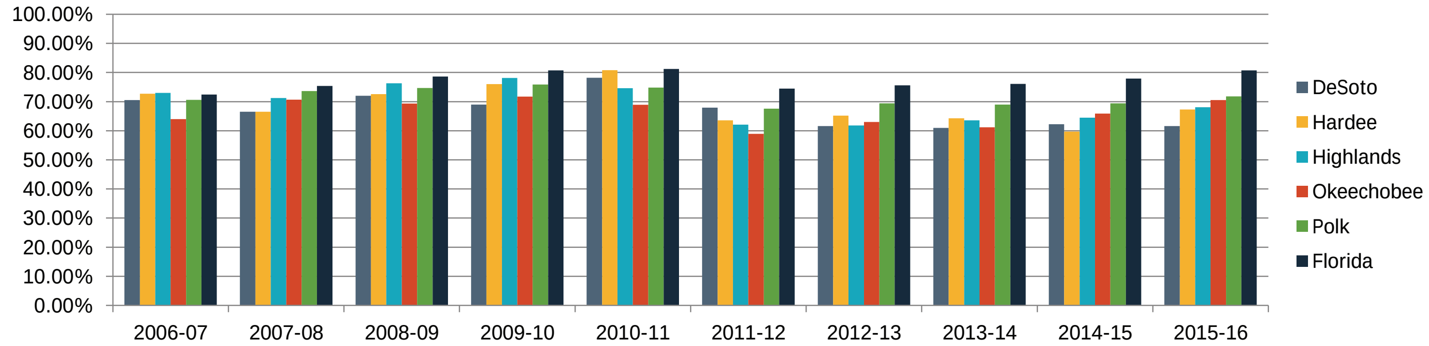



Source: Bureau of Economic Analysis

# High School Graduation Rates

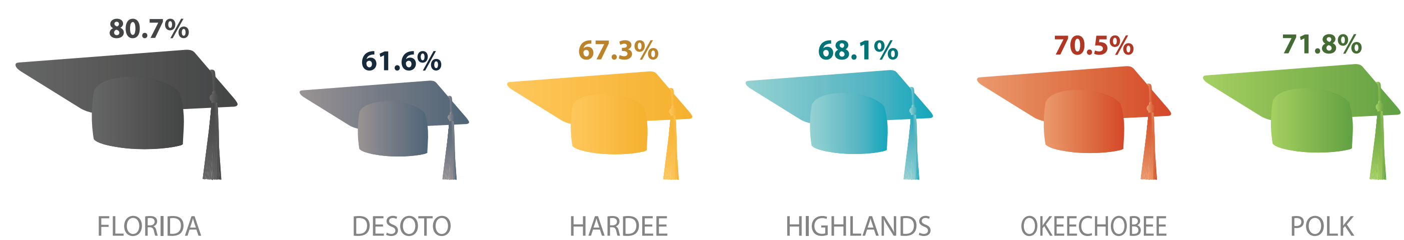
Public high school graduation rates have fluctuated in the past several years.

### Figure 44. High School Graduation Rates, 2006-07 to 2015-16 School Year




Source: Florida Department of Education, Data Publications and Reports: Students <http://www.fldoe.org/eias/eiaspubs/pubstudent.asp>

### Figure 45. High School Graduation Rates, 2015-16 School Year




Source: Florida Department of Education, Data Publications and Reports: Students <http://www.fldoe.org/eias/eiaspubs/pubstudent.asp>

# Innovation & Economic Development

## Gross Domestic Product

Gross Domestic Product (GDP) is the total value of all goods and services produced within a given region. GDP figures for central Florida are provided by REMI (Regional Economic Modeling, Inc.). Figures for the year 2010 and later are projections. Table 3 shows the region's GDP, expressed in billions of fixed 2009 dollars (in order to correct for inflation).

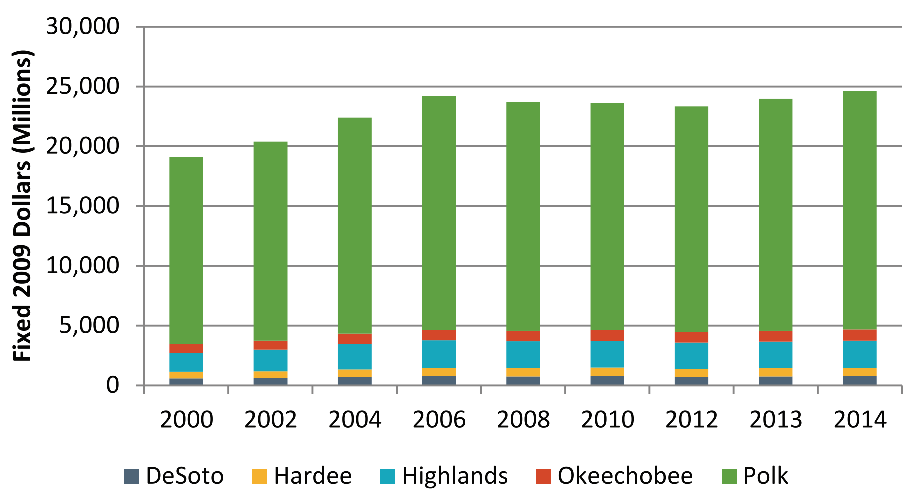
**Table 3. Gross Domestic Product (in millions of 2009 dollars), 2000-2012**

| | 2000 | 2002 | 2004 | 2006 | 2008 | 2010 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|---|---|---|---|
| DeSoto | 592 | 603 | 681 | 772 | 755 | 772 | 727 | 749 | 767 |
| Hardee | 560 | 573 | 648 | 679 | 713 | 724 | 664 | 684 | 700 |
| Highlands | 1,585 | 1,820 | 2,120 | 2,312 | 2,223 | 2,227 | 2,175 | 2,220 | 2,274 |
| Okeechobee | 706 | 733 | 881 | 887 | 881 | 914 | 902 | 923 | 944 |
| Polk | 15,659 | 16,650 | 18,061 | 19,528 | 19,129 | 18,967 | 18,865 | 19,389 | 19,927 |
| **Region** | **19,102** | **20,379** | **22,391** | **24,178** | **23,700** | **23,604** | **23,335** | **23,964** | **26,625** |

Source: REMI Policy Insight Plus

As shown in Figure 10, GDP in the region has increased each year since 2012. GDP is projected to keep increasing as the national economy and the region's population and economy continue to grow.

**Figure 46. The Region's GDP (in millions of 2005 dollars), 2000-2014**

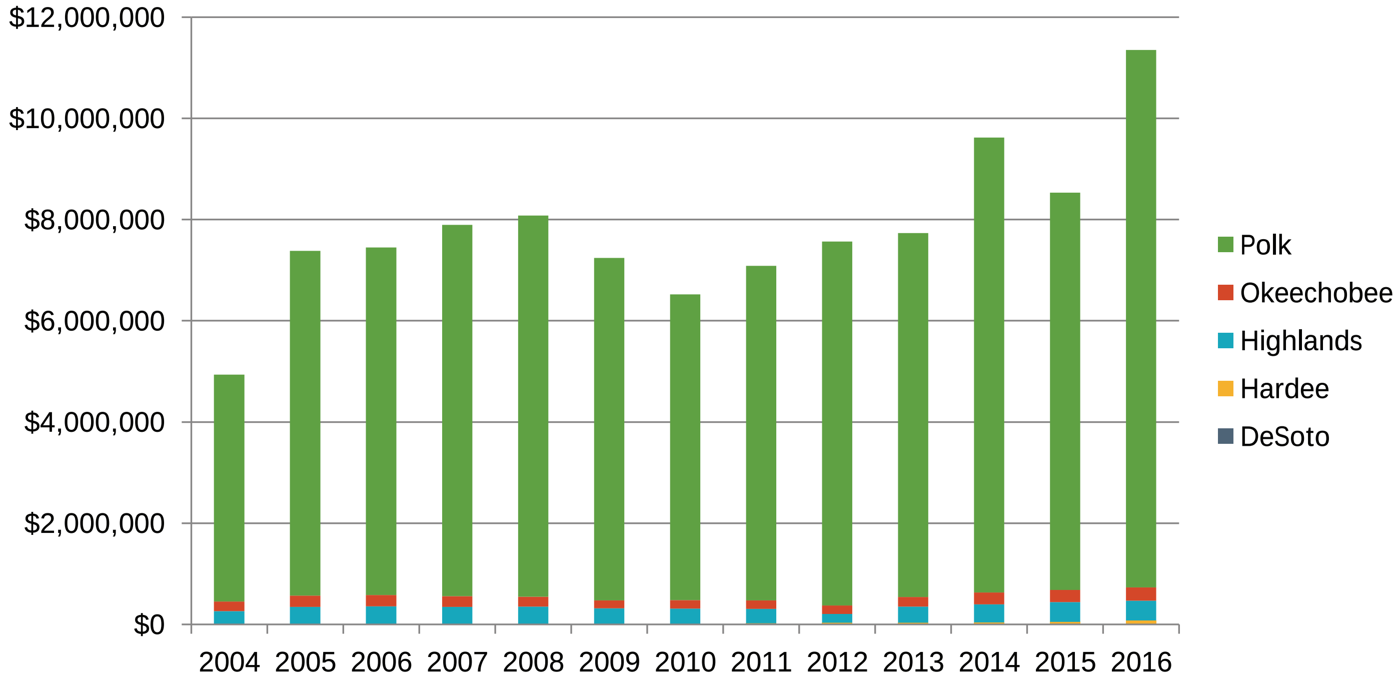



Source: REMI Policy Insight Plus

# Bed Tax Collections

Tourist Development Taxes, colloquially known as "bed taxes," are levied as a local option by Florida's counties. The revenues are used for construction of tourist-related facilities, tourist promotion, and beach and shoreline maintenance, per Florida Statutes §125.0104[1].

**Figure 47. Tourist Development Tax Revenues, SFY 2004-2016**




Source: Florida Department of Revenue, Local Government Tax Receipts by County <http://dor.myflorida.com/dor/taxes/colls_to_7_2003.html>

1 Florida Department of Revenue. "Local Option Taxes Authorized by the Legislature." http://dor.myflorida.com/dor/taxes/local_option.html#tourist_development (retrieved Mar. 16, 2012). Note: DeSoto County does not levy this tax.

# Trade Exports

Table 4 shows the total value of goods and services exported out of the region, measured in fixed 2009 dollars (in order to correct for inflation).

### Table 4. Exports (in millions of 2015 dollars), 2010-2020

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| DeSoto | 0.96 | 0.98 | 0.89 | 0.98 | 0.95 | 0.99 | 1.01 | 1.03 | 1.06 | 1.08 | 1.10 |
| Hardee | 0.88 | 0.88 | 0.83 | 0.90 | 0.87 | 0.90 | 0.91 | 0.93 | 0.95 | 0.96 | 0.98 |
| Highlands | 2.49 | 2.39 | 2.32 | 2.38 | 2.25 | 2.32 | 2.37 | 2.43 | 2.50 | 2.55 | 2.60 |
| Okeechobee | 1.26 | 1.36 | 1.24 | 1.33 | 1.27 | 1.32 | 1.35 | 1.38 | 1.42 | 1.45 | 1.48 |
| Polk | 17.03 | 16.84 | 16.79 | 17.67 | 17.41 | 17.96 | 18.33 | 18.85 | 19.39 | 19.84 | 20.27 |
| Region | 22.62 | 22.44 | 22.07 | 23.27 | 22.75 | 23.50 | 23.97 | 24.63 | 25.31 | 25.88 | 26.43 |

Table 5 shows the region's net exports. Net exports are calculated by subtracting imports from exports.

### Table 5. Net Exports (in millions of 2015 dollars), 2010-2020

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| DeSoto | (0.14) | (0.13) | (0.13) | (0.11) | (0.13) | (0.14) | (0.14) | (0.14) | (0.15) | (0.15) | (0.16) |
| Hardee | (0.29) | (0.37) | (0.54) | (0.13) | (0.15) | (0.17) | (0.17) | (0.18) | (0.19) | (0.20) | (0.21) |
| Highlands | (0.84) | (0.88) | (0.88) | (0.89) | (0.94) | (0.92) | (0.94) | (0.95) | (0.98) | (1.01) | (1.04) |
| Okeechobee | (0.17) | (0.13) | (0.18) | (0.15) | (0.30) | (0.40) | (0.40) | (0.40) | (0.40) | (0.40) | (0.41) |
| Polk | (1.26) | (1.94) | (1.70) | (1.34) | (2.18) | (2.43) | (2.45) | (2.52) | (2.64) | (2.74) | (2.80) |
| Region | (2.69) | (3.46) | (3.43) | (2.62) | (3.71) | (4.05) | (4.10) | (4.19) | (4.36) | (4.51) | (4.61) |

Source: REMI Policy Insight Plus

# Infrastructure & Growth Leadership

## Population Counts and Projections

Table 6 shows the population of each county in the region from 1980 to 2010 according to the decennial census, as well as decennial projections of population from 2020 to 2040 according to the Bureau of Economic and Business Research[2].

### Table 6. Population Counts and Projections, 1980-2040

| | Decennial Census Population | | | | BEBR Projected Population | | | |
|---|---|---|---|---|---|---|---|---|
| | 1980 | 1990 | 2000 | 2010 | | 2020 | 2030 | 2040 |
| DeSoto | 19,039 | 23,865 | 32,209 | 34,862 | Low | 33,400 | 33,200 | 32,600 |
| | | | | | Medium | 36,700 | 39,100 | 41,300 |
| | | | | | High | 40,000 | 44,900 | 50,000 |
| Hardee | 20,357 | 19,499 | 26,938 | 27,731 | Low | 25,700 | 24,500 | 23,200 |
| | | | | | Medium | 28,200 | 28,800 | 29,400 |
| | | | | | High | 30,700 | 33,200 | 35,600 |
| Highlands | 47,526 | 68,432 | 87,366 | 98,786 | Low | 97,200 | 98,900 | 98,600 |
| | | | | | Medium | 106,800 | 116,500 | 124,700 |
| | | | | | High | 116,400 | 133,800 | 151,000 |
| Okeechobee | 20,264 | 29,627 | 35,910 | 39,996 | Low | 38,700 | 38,700 | 38,000 |
| | | | | | Medium | 42,500 | 45,600 | 48,200 |
| | | | | | High | 46,400 | 52,400 | 58,300 |
| Polk | 321,652 | 405,382 | 483,924 | 602,095 | Low | 629,600 | 665,200 | 679,600 |
| | | | | | Medium | 698,900 | 812,900 | 918,100 |
| | | | | | High | 769,500 | 957,200 | 1,157,200 |
| 5-County Region | 428,838 | 546,805 | 666,347 | 803,470 | Low | 824,600 | 860,500 | 872,000 |
| | | | | | Medium | 913,100 | 1,042,900 | 1,161,700 |
| | | | | | High | 1,003,000 | 1,221,500 | 1,452,100 |

2 Bureau of Economic and Business Research (BEBR). "Projections of Florida Population by County, 2010–2040." Florida Population Studies, Vol. 44, Bulletin 159, June 2011.

## Population Estimates

Table 7 shows the most recent population estimates available for each county.

### Table 7. 2011 Population Estimates

| | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|---|---|
| DeSoto | 34,708 | 34,408 | 34,517 | 34,426 | 34,777 | 35,141 |
| Hardee | 27,653 | 27,762 | 27,519 | 27,712 | 27,645 | 27,637 |
| Highlands | 98,712 | 98,955 | 97,616 | 99,818 | 100,748 | 101,531 |
| Okeechobee | 39,870 | 39,805 | 39,330 | 39,828 | 40,052 | 40,806 |
| Polk | 604,792 | 606,888 | 623,009 | 623,174 | 633,052 | 646,989 |
| Region | 805,735 | 807,818 | 821,991 | 824,958 | 836,274 | 852,104 |

Source: Florida Statistical Abstract Table 1.20, 1.40

## Annual Building Permits

Building permits issued annually have increased in the region steadily since 2011.

### Table 8. Annual New Privately-Owned Residential Building Permits

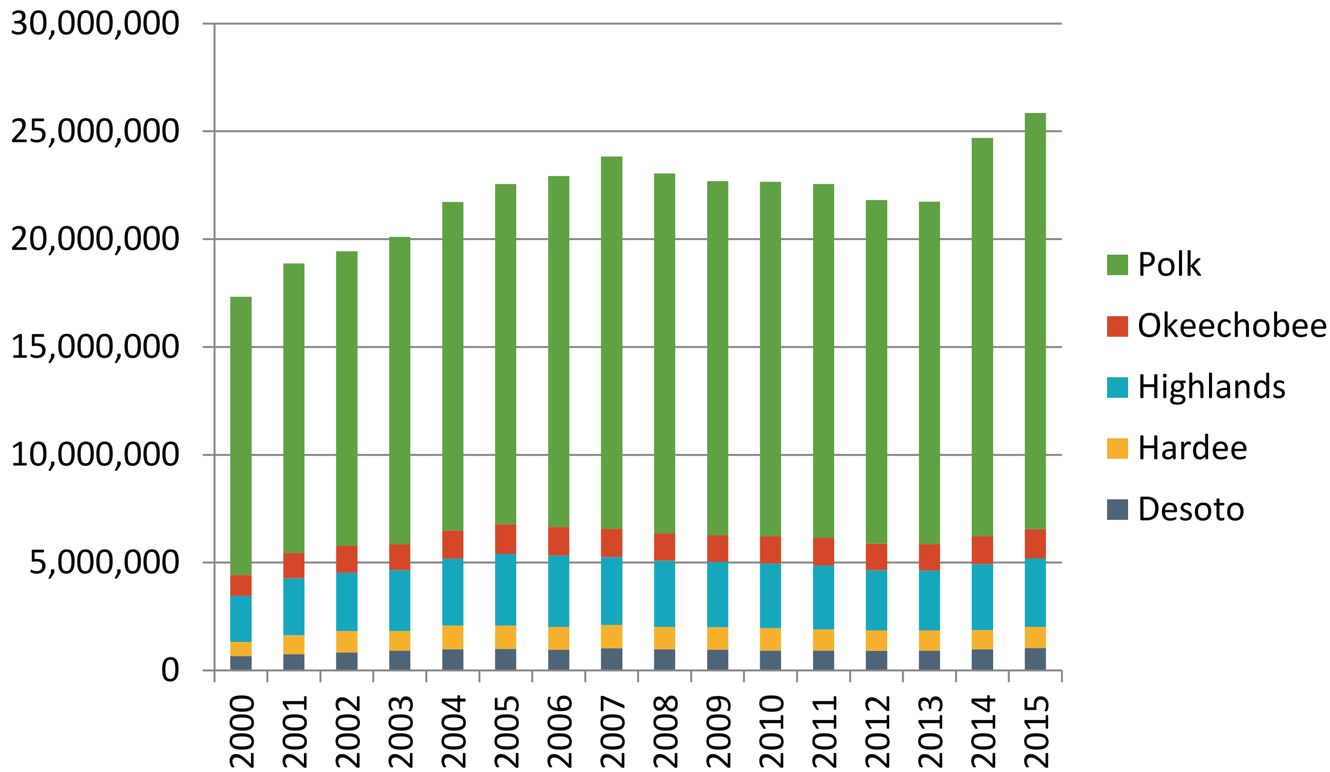
| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| DeSoto | 166 | 177 | 141 | 163 | 109 | 96 | 95 | 99 | 117 | 112 | 118 |
| Hardee | 119 | 216 | 141 | 56 | 25 | 12 | 14 | 17 | 19 | 17 | 17 |
| Highlands | 1,205 | 1,435 | 926 | 162 | 68 | 85 | 75 | 32 | 58 | 92 | 156 |
| Okeechobee | 181 | 202 | 289 | 177 | 39 | 43 | 42 | 22 | 35 | 17 | 69 |
| Polk | 12,164 | 7,737 | 3,892 | 2,320 | 1,135 | 1,119 | 1,074 | 1,382 | 1,994 | 2,547 | 3,003 |
| Region | 13,835 | 9,767 | 5,389 | 2,878 | 1,376 | 1,355 | 1,300 | 1,552 | 2,223 | 2,785 | 3,363 |

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

## Vehicle Miles Traveled per Lane Mile

Vehicle Mile Traveled decreased from 2008 to 2013 consistent with fewer people employed and less disposable income due to the recession and slow recovery. A significant increase in Vehicle Miles Traveled has occurred beginning in 2014 and appears likely to show increases in 2016 and 2017 due to lower gas prices, higher employment levels, and an improved economy.

**Figure 48. Daily Vehicle Miles Traveled per Lane Mile, 2000-2015**



# Business Climate & Competitiveness

## Average Annual Unemployment Rates

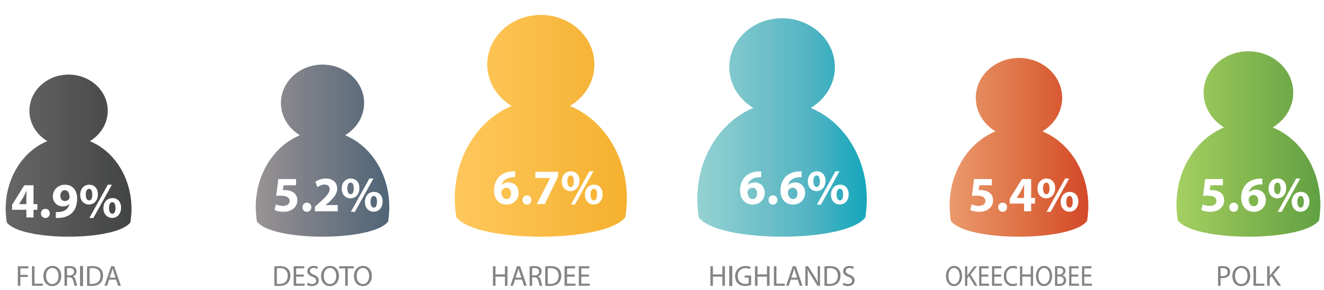
Over the past decade, annual average unemployment rates in the region were lowest in 2006 (3.6 percent) before rising each year from 2007 to 2010. Unemployment rates have decreased steadily since 2011.

### Table 9. Annual Average Unemployment Rates in the 5-County Region, 2006-2016

| | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| DeSoto | 3.6% | 4.9% | 6.9% | 10.1% | 12.2% | 10.4% | 10.0% | 8.2% | 7.1% | 5.8% | 5.2% |
| Hardee | 4.0% | 4.6% | 6.9% | 10.5% | 11.5% | 10.1% | 8.9% | 8.3% | 7.7% | 6.9% | 6.7% |
| Highlands | 3.7% | 4.9% | 7.4% | 10.8% | 12.5% | 11.5% | 10.3% | 9.6% | 8.4% | 7.4% | 6.6% |
| Okeechobee | 4.1% | 5.3% | 8.4% | 11.9% | 12.6% | 11.9% | 10.0% | 8.8% | 7.4% | 6.2% | 5.4% |
| Polk | 3.7% | 4.6% | 6.9% | 11.3% | 12.1% | 11.3% | 9.7% | 8.3% | 7.2% | 6.3% | 5.6% |
| Florida | 3.2% | 4.0% | 6.3% | 10.4% | 11.1% | 10.0% | 8.5% | 7.3% | 6.3% | 5.4% | 4.9% |
| United States | 4.6% | 4.6% | 5.8% | 9.3% | 9.6% | 8.9% | 8.1% | 7.4% | 6.2% | 5.3% | 4.9% |

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

### Figure 49. Average Annual Unemployment Rates (not seasonally adjusted)




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

## Employment by Industry

Table 10 shows the number of people in the region employed in the major industry groups established by the North American Industry Classification System (NAICS).

### Table 10. Total Employment by Industry, 2015 Annual Average

| Industry | DeSoto | Hardee | Highlands | Okeechobee | Polk |
|---|---|---|---|---|---|
| Construction | 539 | 272 | 1,255 | 598 | 11,840 |
| Manufacturing | 226 | 335 | 718 | 530 | 16,855 |
| Natural Resources and Mining | 1,090 | 1,739 | 2,391 | 1,138 | 4,607 |
| **Goods-Producing** | **1,855** | **2,345** | **4,364** | **2,266** | **33,302** |
| Education and Health Services | 1,744 | 1,614 | 8,132 | 2,519 | 45,046 |
| Financial Activities | 195 | 259 | 822 | 262 | 12,017 |
| Information | ** | ** | 160 | 73 | 1,636 |
| Leisure and Hospitality | 693 | 562 | 3,298 | 1,386 | 22,990 |
| Other Services | 122 | 70 | 592 | 342 | 4,906 |
| Professional and Business Services | 455 | 316 | 2,747 | 992 | 25,946 |
| Trade, Transportation, and Utilities | 2,501 | 1,083 | 5,653 | 2,229 | 51,791 |
| **Service-Providing** | **6,713** | **4,761** | **22,996** | **8,858** | **176,253** |
| Unclassified | ** | ** | ** | ** | 53 |
| **Total, all industries** | **8,568** | **7,106** | **27,360** | **11,124** | **209,554** |

Source: DEO 2015 Annual Data < http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/quarterly-census-of-employment-and-wages>

### Table 11. Top Private Employers

| County | Employer | Line of Business | Number of Employees |
|---|---|---|---|
| DeSoto | Wal-Mart | Retail / Distribution | 802 |
| | DeSoto Memorial Hospital | Health care | 290 |
| | Peace River Citrus Processing | Citrus Juice | 185 |
| | Bethel Farms | Laen and Gardening | 87 |
| Hardee | Mosaic | Phosphate | 230 |
| | Florida Institute for Neurological Rehabilitation | Health care | 225 |
| | Wal-Mart | Retail / Distribution | 170 |
| | Wauchula State Bank | Banking | 130 |
| Highlands | Florida Hospital Heartland | Health care | 1,688 |
| | Wal-Mart | Retail / Distribution | 751 |
| | Agero | Other Services, Call Center | 580 |
| | Highlands Regional Medical | Health care | 380 |
| Okeechobee | Wal-Mart | Retail / Distribution | 400 |
| | Raulerson Hospital | Health care | 350 |
| | Lifestyles and Healthcare Ltd | Health care | 200 |
| | McArthur Farms | Dairy | 180 |
| Polk | Publix Super Markets | Grocery | 8,200 |
| | Wal-Mart | Retail / Distribution | 5,100 |
| | Lakeland Regional Health | Health care | 5,000 |
| | Geico | Insurance | 2,800 |

Sources: Enterprise Florida, Highlands County, and Central Florida Development Council, DeSoto County Economic Development Office, Hardee County Economic Development Council

## Wages by Industry

Table 12 shows the average annual wage for workers in each of the major industry groups established by the North American Industry Classification System (NAICS) for each county in the region. Overall, wages are highest in Polk County and lowest in Hardee County.

### Table 12. Wages by Industry, 2015

| Industry | De Soto | Hardee | Highlands | Okeechobee | Polk |
|---|---|---|---|---|---|
| Construction | $32,163 | $31,489 | $31,464 | $38,253 | $43,747 |
| Manufacturing | $61,751 | $31,375 | $36,130 | $40,845 | $49,916 |
| Natural Resources and Mining | $28,909 | $30,827 | $26,203 | $34,859 | $36,485 |
| **Goods-Producing** | **$34,492** | **$30,948** | **$28,879** | **$37,023** | **$45,716** |
| Education and Health Services | $39,155 | $32,525 | $41,363 | $43,521 | $41,358 |
| Financial Activities | $36,075 | $42,170 | $40,324 | $41,503 | $50,307 |
| Information | ** | ** | $43,338 | $38,364 | $47,391 |
| Leisure and Hospitality | $15,705 | $13,721 | $17,532 | $16,309 | $17,519 |
| Other Services | $27,640 | $24,489 | $26,326 | $27,666 | $34,758 |
| Professional and Business Services | $36,794 | $32,144 | $31,510 | $33,693 | $42,851 |
| Trade, Transportation, and Utilities | $34,770 | $35,300 | $28,707 | $31,733 | $37,790 |
| **Service-Providing** | **$34,562** | **$32,332** | **$33,270** | **$34,764** | **$38,149** |
| Unclassified | ** | ** | ** | ** | $23,716 |
| **Total, all industries** | **$34,547** | **$31,851** | **$32,510** | **$35,213** | **$39,362** |

Source: U.S. Department of Labor, Bureau of Labor Statistics <http://www.bls.gov/cew/data.htm>

# Civic & Governance Systems

## Registered Nonprofit Organizations (501(c)(3) only)

Table 13 shows the total number of registered 501(c)(3) nonprofit organizations in each county in the region from 2006-2016.

**Table 13. Number of Registered Nonprofit Organizations by County, 2006-2016**

| | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| DeSoto | 100 | 97 | 106 | 107 | 110 | 104 | 101 | 96 | 105 | 117 | 120 |
| Hardee | 99 | 102 | 106 | 114 | 119 | 106 | 112 | 111 | 111 | 120 | 125 |
| Highlands | 405 | 412 | 436 | 454 | 463 | 416 | 405 | 392 | 424 | 452 | 467 |
| Okeechobee | 134 | 140 | 148 | 152 | 156 | 148 | 148 | 142 | 159 | 162 | 173 |
| Polk | 1863 | 1927 | 1982 | 2052 | 2174 | 1987 | 1990 | 1887 | 2037 | 2140 | 2203 |

Source: National Center for Charitable Statistics (use last month reported for each year) <http://nccsdataweb.urban.org/tablewiz/tw_bmf.php>

# Quality of Life & Quality Places

## Per Capita Income

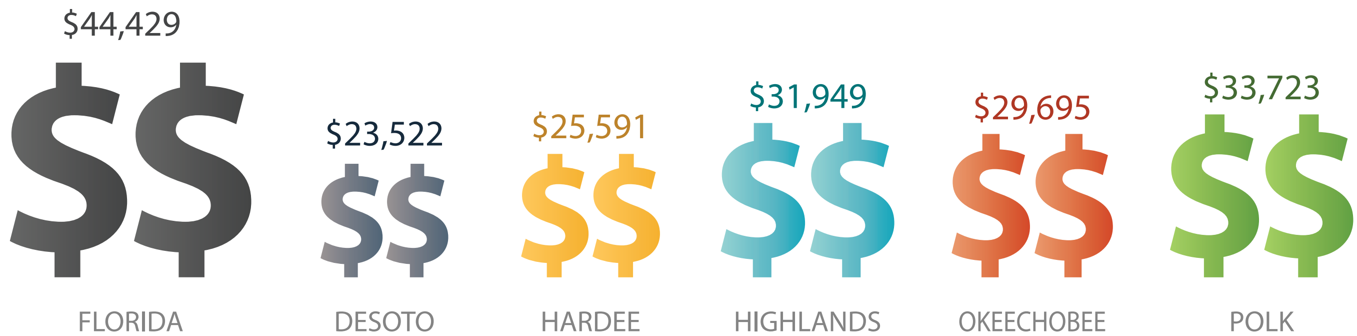
The Bureau of Economic Analysis provides estimates of per capita personal income. Per capita personal income is defined as the income received by all persons from all sources (including transfer payments, and measured before personal taxes are deducted), divided by the total population[3]. Table 14 shows per capita personal income in each county, in current dollars.

**Table 14. Per Capita Personal Income, 2005-2015**

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| DeSoto | $19,104 | $19,996 | $20,209 | $20,614 | $20,343 | $21,933 | $22,557 | $21,354 | $21,215 | $22,411 | $23,522 |
| Hardee | $21,245 | $21,143 | $21,394 | $22,104 | $21,533 | $22,617 | $23,365 | $24,014 | $23,552 | $24,448 | $25,591 |
| Highlands | $24,958 | $26,260 | $27,287 | $27,841 | $27,685 | $28,881 | $29,782 | $29,769 | $29,799 | $30,805 | $31,949 |
| Okeechobee | $22,497 | $23,193 | $24,429 | $24,669 | $24,045 | $24,229 | $25,694 | $26,173 | $26,319 | $28,449 | $29,695 |
| Polk | $29,287 | $29,532 | $29,738 | $30,352 | $29,010 | $30,686 | $32,386 | $32,050 | $32,030 | $32,959 | $33,723 |
| Florida | $36,268 | $38,738 | $39,788 | $39,655 | $37,065 | $38,624 | $40,476 | $40,983 | $40,771 | $42,868 | $44,429 |
| United States | $35,904 | $38,144 | $39,821 | $41,082 | $39,376 | $40,277 | $42,453 | $44,267 | $44,462 | $46,414 | $48,112 |

3 Bureau of Economic Analysis News Release: "State Personal Income 2009." http://www.bea.gov/newsreleases/regional/spi/2010/spi0310.htm (retrieved Apr. 4, 2012).

**Figure 50. Per Capita Personal Income**




Sources: U.S. Department of Commerce, Bureau of Economic Analysis <http://www.bea.gov/iTable/iTable.cfm?ReqID=70&step=1&isuri=1&acrdn=5> and Inflation Adjustment: Bureau of Labor Statistics CPI Calculator <http://www.bls.gov/data/inflation_calculator.htm>

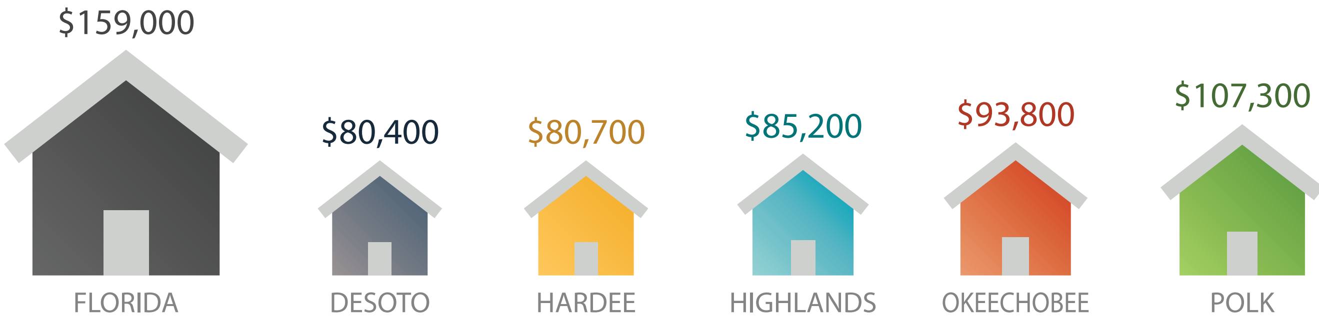
## House Cost Index

The House Cost Index is a measure of single-family house prices relative to statewide prices. Table 15 shows the House Cost Index, for each county in the region. The House Cost Index is calculated by the Bureau of Economic and Business Research.

**Table 15. House Cost Index, Percent Annual Change**

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| DeSoto | 27.2% | 21.6% | -2.7% | -13.6% | -26.6% | -16.8% | 0.2% | -2.3% | 2.8% | 2.3% | 7.1% | 27.4% |
| Hardee | 29.6% | 18.3% | 2.1% | -8.2% | -13.3% | -10.7% | -2.7% | -11.6% | -6.6% | 0.3% | 16.4% | -4.5% |
| Highlands | 28.0% | 19.5% | 0.9% | -15.6% | -18.0% | -14.6% | -11.2% | -2.6% | -0.8% | 8.0% | 6.9% | 11.0% |
| Okeechobee | 28.0% | 14.7% | 2.3% | -13.4% | -13.6% | -17.1% | -1.5% | -7.7% | -5.0% | 6.5% | 9.7% | 3.9% |
| Polk | 24.4% | 20.4% | 1.4% | -10.5% | -16.4% | -16.6% | -10.2% | -2.0% | 5.4% | 9.1% | 7.7% | 8.6% |

**Figure 51. 2016 Median Home Value**

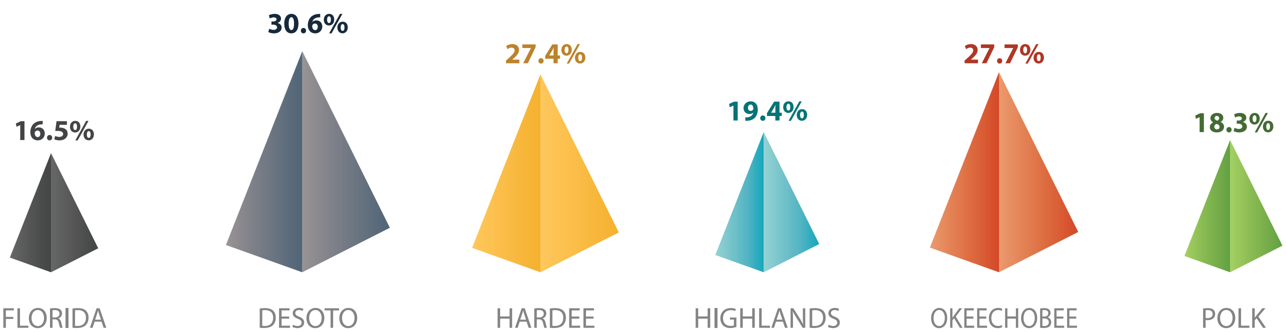



Source: Florida Statistical Abstract, 2010, Table 2.10

## Persons Living in Poverty

Figure 52 shows the percent of persons living in poverty in the region.

**Figure 52. Persons Living in Poverty (2011-2015)**



# SHIFT-SHARE ANALYSIS

Shift-share analysis is a standard regional analysis method that attempts to determine how much of regional job growth can be attributed to national trends and how much of regional job growth is due to unique regional factors. Shift-share helps answer why employment is growing or declining in a regional industry, cluster, or occupation.

To conduct shift-share analysis, regional job growth is split into three components: (1) national growth effect, (2) industrial mix effect, and (3) regional competitive effect. In addition, a time frame (start year and end year) is required to perform shift-share analysis, since shift-share deals with job growth over time.

- **National Share** – the amount of growth or decline in an industry that could be attributed to the overall growth of the national economy.
- **Industry Mix** – the amount of growth or decline in an industry that could be attributed to the performance of the specific industry at the national level.
- **Regional Shift** (competitive effect) – the amount of growth or decline in a specific industry that could be attributed to a local advantage or disadvantage. This is generally the most interesting component as it clearly quantifies the level of advantage or disadvantage an industry has in the local area.

The formulas used to calculate shift share follow:

$$\Delta ei = ei,t - ei,t\text{-}1 = NSi + IMi + RSi$$

Where:

Δei = Change in employment in a certain industry (i)

ei,t = Employment in that industry in the most recent year

ei,t-1 = Employment in that industry in the first year

NSi = Change due to national trends

NSi = industry employment x national average growth rate of total employment

IMi = Change due to industrial mix

IMi = local industry employment x (national industry growth rate – nation average growth rate)

RSi = Change due to regional mix

RSi = local industry employment x (local industry growth rate – national industry growth rate)

The shift-share analysis divides local economic growth into its component parts. The shift-share analysis shows how much of the growth/loss in an industry is due to the U.S. economy, how much to the national industry, and how much to the Region economy. The analysis identifies leading and lagging industries. It is this information that, in turn, may help drive business recruitment decisions as well as public investment decisions. In addition, results from this analysis could help structure economic development policy.

### Table 16. Regional Shift-Share Analysis

| | Total Employment by Sector, United States | | | Total Employment by Sector, Region | | | | Regional Shift-Share | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Industry | 2015 | 2016 | Growth Rate | 2015 | 2016 | Growth Rate | Total Change in Regional Employment 2015-2016 | National Share | Industry Mix | Regional Shift |
| **Goods-Producing Industries** | | | | | | | | | | |
| Construction | 9,935,000 | 10,328,000 | 4.0% | 13,632 | 14,504 | 6.4% | 872 | 257 | 282 | 333 |
| Manufacturing | 15,338,000 | 15,408,000 | 0.5% | 18,027 | 18,664 | 3.5% | 637 | 340 | -257 | 555 |
| Natural Resources and Mining | 3,339,000 | 3,525,000 | 5.6% | 12,183 | 10,965 | -10.0% | -1,218 | 229 | 449 | -1,897 |
| **Service-Providing Industries** | | | | | | | | | | |
| Education and Health Services | 33,678,000 | 34,263,000 | 1.7% | 58,161 | 59,055 | 1.5% | 894 | 1,096 | -85 | -117 |
| Financial Activities | 10,287,000 | 10,404,000 | 1.1% | 13,150 | 13,555 | 3.1% | 405 | 248 | -98 | 255 |
| Information | 2,988,000 | 2,855,000 | -4.5% | 1,786 | 1,869 | 4.7% | 84 | 34 | -113 | 163 |
| Leisure and Hospitality | 13,821,000 | 14,193,000 | 2.7% | 27,480 | 28,929 | 5.3% | 1,449 | 518 | 222 | 709 |
| Professional and Business Services | 17,409,000 | 18,325,000 | 5.3% | 29,090 | 30,456 | 4.7% | 1,366 | 548 | 983 | -165 |
| Trade, Transportation, and Utilities | 28,046,000 | 28,230,000 | 0.7% | 61,598 | 63,257 | 2.7% | 1,659 | 1,160 | -756 | 1,255 |
| Other Services | 4,369,780 | 7,320,000 | 67.5% | 5,893 | 6,032 | 2.4% | 139 | 111 | 3,868 | -3,840 |
| **Total, all industries** | **141,905,000** | **144,578,000** | **1.9%** | **255,977** | **263,712** | **3.0%** | **7,735** | **4,540** | **4,494** | **-2,748** |

# Conclusions from Shift-Share Analysis

## National Growth

The overall national growth component shows that, if the regional economy was identical to the national economy, then the number of jobs in the region should have grown by 4,540 between 2015 and 2016. However, the data from Table 39 shows that the region added 7,735 jobs during this period. This suggests that the region is performing better than the national average. All the industry sectors except natural resources and mining added more jobs than expected if they performed at the national average (for example, 1,659 actual jobs versus 1,160 predicted jobs for trade, transportation, and utilities employment). The other components of the shift-share analysis can help identify why this happened.

## Industrial Mix

Some industries add jobs more rapidly than others and some lose jobs. The "mix" component helps determine if the local industry is weighted toward industries that are growing faster or slower than the national average. The overall industrial growth component of 4,494 means that the region in this example has nearly 4,494 more jobs than it would have if its structure were identical to the nation. Approximately half the industry sectors are growing faster than the national average and half are growing slower than the national average. The positive industrial mix means that the local economy grew faster than the national average, independent of the national influence.

## Regional Shift

This component helps determine whether local industries are growing faster or slower than similar industries at the national level. Accordingly, the local share is often interpreted as indicating whether local businesses are more or less competitive than the national average. According to the regional shift component, 2,748 fewer new jobs in the region are attributable to the region's relative competitive position—in a sense, the region itself lost a greater share of employment growth than the nation did on average. In addition to overall growth, the analysis can also be used to examine how individual industries have fared competitively. There are four industry sectors that had negative local shares including Natural Resources and Mining, Education and Health, and Professional Business Services, and Other Services.

It is important to keep in mind that the shift-share analysis is a descriptive tool rather than a diagnostic tool. The shift-share analysis does not tell why some local industries are more competitive and why some are less competitive. Differences may be due to technology, management, or worker productivity. A more in-depth analysis of local versus national industries is required to determine the sources of these differences. Potential factors may include access to natural resources, local wage rates, workforce productivity, or regional transportation networks.

# LOCATION QUOTIENT ANALYSIS

A Location Quotient (LQ) is a simple ratio used to determine the concentration or dominance of a particular industry in a region (5-county region) in comparison to a larger reference or benchmark region (Nation). It compares the region's share of employment in a given industry to the national share. The result indicates the degree to which the region specializes in each industry. If the location quotient for a given industry is less than 1, all employment is assumed to be "non-basic" (that is, the industry is not exporting its goods or services, and is not meeting local demand). If the location quotient is exactly 1, local employment is sufficient to meet local demand, but no goods or services are exported. If the location quotient is more than 1, some employment is "basic" (meaning that the industry employs more people than would be necessary to meet local needs, and therefore the industry is assumed to be exporting goods or services out of the region). In general, a location quotient above 1.5 indicates that there is a degree of specialization or concentration in that particular industry within the area.

The location quotient is calculated with the following formula:

$$LOQ = \frac{ei/eT}{Ei/ET}$$

Where:

ei = employment in industry i in the region

eT = total employment in the region

Ei = employment in industry i in the Nation

ET = total employment in the Nation

The location quotients for the region's industry sectors, using 2016 data, are shown in Table 40. As illustrated in the table, the top three sectors by percent in total employment in the region are Trade, Transportation, and Utilities (23.99%), Education and Health Services (22.39%), and Professional and Business Services (11.55%). These results indicate that the region is a strong exporter in the Natural Resources and Mining sector. This is expected given this sector is a mainstay of the regional economy. The location quotient for the Mining and Natural Resources sector has decreased from 4.49 in 2010 to 1.71 in 2016. The region is also an exporter in the industries of Trade, Transportation, and Utilities and Leisure and Hospitality.

**Table 17. Location Quotients –2016 Data**

| Industry | Nation | % of Total | Region | % of Total | Location Quotient |
|---|---|---|---|---|---|
| **Goods-Producing Industries** | | | | | |
| Construction | 10,328,000 | 7.14 | 14,504 | 5.50 | 0.77 |
| Manufacturing | 15,408,000 | 10.66 | 18,664 | 7.08 | 0.66 |
| Natural Resources and Mining | 3,525,000 | 2.44 | 10,965 | 4.16 | 1.71 |
| **Service-Providing Industries** | | | | | |
| Education and Health Services | 34,263,000 | 23.70 | 59,055 | 22.39 | 0.94 |
| Financial Activities | 10,404,000 | 7.20 | 13,555 | 5.14 | 0.71 |
| Information | 2,855,000 | 1.97 | 1,869 | 0.71 | 0.36 |
| Leisure and Hospitality | 14,193,000 | 9.82 | 28,929 | 10.97 | 1.12 |
| Professional and Business Services | 18,325,000 | 12.67 | 30,456 | 11.55 | 0.91 |
| Trade, Transportation, and Utilities | 28,230,000 | 19.53 | 63,257 | 23.99 | 1.23 |
| Other Services | 7,320,000 | 5.06 | 6,032 | 2.29 | 0.45 |
| **Total, all industries** | **144,578,000** | **100.00** | **263,712** | **100.00** | **1.00** |