



**Rural Economic Development**

**Workshop 12/3/13**



# Discussion Outline

- **Suggested Guiding Principles**
- **Strategy Matrix  
(Assessment Tool)**
- **Take Aways & Review**



# Establishing Guiding Principles

**Important to identify the primary principles and goals/aspirations for Collier's rural areas.**

- Balancing the need for future Economic Development into our planning and regulatory approach to preserve our excellent quality of life.
- Aiming for a robust economic climate based on our competitive advantages and other drivers yet remains compatible with existing land uses.
- Continuity of Agriculture – Support continuation of agriculture where desired, and foster orderly land use transition as needed and appropriate.



# Strategy Matrix

- A tool to assess our situation
- Identify what we need for Rural Economic Development success and why that is important for all of Collier County
- Compare our strengths, weaknesses, challenges, and opportunities against our existing assets:

**Land - Labor - Capital**



# Weaknesses

## LAND

- Better integration of regulatory/planning coordination needed. (4 separate planning areas & Everglades City)
- Assess industrial inventory for shovel-ready sites. (apparently lacking)
- Infrastructure capacity for growth assessment
- Development costs competitiveness
- Lack of sub-divided parcels

## LABOR

- Narrow skill sets
- Size and Stability of available labor force
- Middle-income housing stock

## CAPITAL

- Lack of physical bank branches and financial services (attributed to capacity and demand issues)



# Strengths

## LAND

- Large amount of raw, consolidated single-ownership land
- Airport access
- Access to markets
  - Interstate
  - East & West FL coasts
- Overall production costs lower
- Tourism, hospitality potential of casino

## LABOR

- CRA programs
- UF Ag. Res. Ctr
- Ambitious, trainable & abundant workforce
- School Board & ITEC training
- Workforce Board
- FGCU
- Edison College
- Hodges
- FSU Med. School
- Fla. Heartland Rural E.D. Initiative FHREDI
- Rural Area Critical Econ.Concern RACEC

## CAPITAL

- CRA & TIF programs
- State Enterprise Zone Programs
- Federal programs, including:
  - HUB Zones
  - Foreign Trade Zone
  - USDA Rural Development grants
  - SBA loans
- EB-5 Investor Visas
- Local Incentives
- FHREDI, RACEC



# Challenges

## LAND

- State and Federal land use regulatory changes (i.e. FEMA)
- Balancing environmental regulation and wildlife habitat
- Development pressures on agricultural lands

## LABOR

- Labor supply/climate
  - Changes to current immigration laws, restriction on migrant labor (H-2A Ag visas)
  - Fulfilling advancement opportunities

## CAPITAL

- State Enterprise Zone changes
- Post-crisis banking/financial regulatory environment at a national level
- County Resources Constrained



# Opportunities/Actions

## LAND

- Capture market demand through:
  - Targeted infrastructure
  - Overall coordination of area-wide planning
  - More favorable regulatory consideration
- Assessing new markets, for example:
  - Warm Climate Tech
  - Eco-tourism
  - Niche market Ag.
  - Value-added Mfg.

## LABOR

- Harness pent-up labor demand
- Skills diversification-building opportunities through training
- Resources/ programs:
  - School Board
  - Higher Learning
  - Workforce Board training
  - Federal resources (USDA)
  - State (FHREDI)

## CAPITAL

- State Improvements to Enterprise Zone program
- Ensure local incentive programs support demand for economic development in rural areas
- Banking access
- Federal resources (USDA)
- State (FHREDI)





# Take-Aways

- Acknowledging and understanding the role of market demand in economic development (rural/urban).
- Efforts to reconcile Economic Development into our land use and planning process for short term and long term future needs may need to be considered.
- Integrating rural-specific considerations into the Office's Business Plan is an important step for the County's economic development success.



# Final Review

- Land, Labor, & Capital remain the primary drivers for economic development.
- Leveraging our strengths and opportunities while managing our weaknesses and challenges to the best advantage of both the Rural and Urban Areas will be critical to Collier's Economic Development success.



# Business Plan

- Structure – Office and Partners
  - Internal team, Local partnership, Regional effort, State partners (DEO and EFI)
- Tools – Tools the Office will use to enhance Collier County's economic competitiveness.
  - Marketing, Incentives, Business retention & expansion, etc.
- Outcomes – Desired measures of success, both quantitative economic indicators and qualitative results.