



**PHASE 1:**  
**OPPORTUNITY NAPLES**  
**COMPETITIVE ASSESSMENT**

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March 11, 2014

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## INTRODUCTION

Greater Naples, inclusive of Collier County and its component cities and towns, has long been known as one of the country's most exclusive locations for vacation homes and secondary residences for some of the nation's wealthiest and highest-profile citizens. From wealthy industrialists in the early part of the 20<sup>th</sup> Century to the rich and famous who own property in the community today, the Naples area has cemented a reputation as a destination-of-choice for full and part-time residents and vacationers looking for natural beauty, pristine beaches, high-end shopping, fine dining, and all-season access to the waters of the Gulf of Mexico.

But this image of Greater Naples does not tell the whole story of Collier County's economic and demographic realities. While it is the coastal areas that are typically associated with the "Naples lifestyle," Collier County's inland communities have a long history of agricultural production, oil exploration, and natural-protection efforts focused on the Everglades ecosystem.

The dichotomy between coastal and inland Collier County and its influence on the politics, power dynamics, and growth philosophies of Greater Naples has affected numerous trends in the County's economy, demographic profile, and competitive position for jobs, investment, and talent. As this Competitive Assessment will show, efforts to preserve the quality of life elements that have, and continue to, define the attractiveness of the area as a seasonal, retirement, and tourism destination have resulted in other trends that negatively impact the community's ability to diversify its economy, sustain a competitive workforce, seed and grow an entrepreneurial ecosystem, and foster a business climate conducive to targeted growth and investment.

If Greater Naples is to continue to evolve as both a lifestyle destination and a thriving, diverse economic region, a balance must be struck between the desire to preserve the qualities that draw residents and visitors and the strategies and tactics that will enhance the ability of local economic developers and other professionals to retain, expand, attract, and grow quality jobs in Collier County. In fact, the synergy between these two missions can ultimately be profound and complimentary.



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# OVERVIEW

Recognizing the need to enhance the economic diversity, competitive position, and workforce sustainability of Greater Naples (Collier County), the Greater Naples Chamber of Commerce (the Chamber), under the auspices of the Partnership for Collier's Future Economy and in collaboration with the Board of Collier County Commissioners, has brought together a Steering Committee of influential public and private leaders to oversee a comprehensive process to assess Naples-Collier County's trends, challenges, and opportunities and build towards the development of a best-in-class strategic roadmap for the County's future. To assist with this process, the Chamber has retained *Market Street Services*, a national community, economic, and workforce development consulting firm based in Atlanta, Georgia, to facilitate the planning effort.

When approved, Opportunity Naples will be a three-year economic development strategy that will advance economic opportunity for all residents of Greater Naples. Held over an eight-month period, the process will leverage the thoughts and opinions of Greater Naples residents and leaders. Public input and stakeholder perspectives, along with a wealth of performance trend data, will directly inform the development of the community's strategic blueprint.

The five phases of Opportunity Naples include:

## PHASE I: COMPETITIVE ASSESSMENT

This Competitive Assessment provides a detailed examination of Greater Naples' competitive position as a place to live, work, visit, and do business. Rather than simply describing data trends, the Competitive Assessment synthesizes key findings from the analysis and community input framing the discussion around key "stories" and competitive issues faced by the community. Greater Naples (Collier County) will be benchmarked to **Beaufort County, SC; St. Tammany Parish, LA; Sarasota County, FL; the state of Florida; and the United States.**

## PHASE II: TARGET BUSINESS ANALYSIS

The Target Business Analysis will identify economic sectors within Greater Naples that will drive future growth and opportunity. These business sectors leverage the presence of existing assets and workforce capacity to enhance the competitiveness of local businesses. The Target Business Analysis will precisely define existing clusters, confirm their viability, and identify other targets that will diversify the local economy. Greater Naples capacity to support and sustain a qualified workforce within these business sectors will also be highlighted in the analysis.

## PHASE III: MARKETING REVIEW

The Marketing Review will examine current marketing efforts spearheaded by the Chamber and the Partnership for Collier's Future Economy. The review will include an assessment of Collier specific websites



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(County, Chamber, et. al.) to gauge their effectiveness as marketing tools, with specific consideration of appearance, content, effectiveness, and utility for external audiences. The Marketing Review will also examine advertising and collateral materials, marketing events, public relations, trade shows, site location professional visits, and branding and identity-building efforts.

### PHASE VI: OPPORTUNITY NAPLES STRATEGY

The culmination of the first three research phases, the Strategy serves as a blueprint for Naples-Collier County's economic future – promoting continued growth and sustainability in Collier County and its municipalities. The foundation of the Strategy will emerge from the prioritized targets, existing plans, quantitative research, and stakeholder input gathered in previous phases. Identified issues and opportunities serve as the framework to match potential strategies for economic development while leveraging best practices throughout the country.

### PHASE V: IMPLEMENTATION PLAN

While the Strategy represents “what” Greater Naples needs to do, the Implementation Plan determines “how” to do it. The Implementation Plan will serve as the “road map” for putting the Strategy into motion. The Implementation plan outlines the activities of the Strategy's objectives on a day-by-day, month-by-month, and year-by-year basis.




### PUBLIC INPUT

Quantitative analysis in this Competitive Assessment report was supplemented by a comprehensive public-input process. This included multiple focus groups, over 20 one-on-one interviews with top regional leaders, and an online survey available to all regional stakeholders that garnered 1,150 responses.




**NOTE:** Public input is incorporated throughout the report in **BLUE, BOLDED TEXT**.

## EXECUTIVE SUMMARY

Growth in Greater Naples has long benefitted from the community's renowned attractiveness as a place to live (full-time or part-time), retire, and vacation. The sectors driving Collier County's growth reflect this; retail, hospitality, construction, and health care all to a certain extent suggest opportunities created by people coming to Greater Naples for its lifestyle amenities. So too are the County's age dynamics, income, housing, race and ethnicity, philanthropy, and numerous other community trends affected by the appeal of Greater Naples as a lifestyle destination. While it would be disingenuous to attribute Collier's entire narrative to its famous quality of life advantages – the County has long benefitted from a vital agricultural sector, for example – it is nevertheless the desire among many in Greater Naples to sustain the community's destination appeal that could most directly impact the County's future economic and demographic trends. Often, these debates serve to highlight the stark distinctions between the City of Naples (and "coastal" Collier) and its inland communities.

In this Executive Summary, a  corresponds to a POSITIVE trend, a  indicates a NEUTRAL trend, and a  signifies a NEGATIVE trend.

### Collier County at a Crossroads: Two Perspectives on Growth

-  Numerous input respondents commented on the ongoing philosophical divide between those in favor of more aggressive economic growth practices and those who feel increased growth will be detrimental to Greater Naples' quality of life. Survey respondents overwhelmingly identified "overdevelopment," "overcrowding," and "traffic congestions" as some of the county's biggest threats.
-  The business climate in Collier County was an important issue that consistently came up in public input. Many business people feel the County's fee and regulatory structures are anti-competitive. According to the 2012 National Impact Fee Survey, impact fees in Collier County were \$9,316 per 1,000 square feet – over twice as much as the national average of all communities surveyed and far exceeding the report's comparison communities.
-  Collier County's land is a scarce resource. Nearly 70 percent of the county is preserved by local, state, federal, and private sources. Of the quantity of land remaining, the majority is zoned residential, which leaves a small percentage of property for commercial, office, and industrial uses. Opening Rural Land Stewardship Areas (RLSA) lands for development, in keeping with the program's smart growth principles, could increase the amount of developable land in the county.

## Recession and Recovery

- Collier County lost nearly 20,000 jobs during the recession, or 13.2 percent of its total employment. The County was hit harder than any of the comparison communities partially due to its high concentration of employment in cyclical industries. Agriculture, construction, retail trade, and accommodation and food services accounted for 70 percent of the jobs lost during the recession. Though employment in Collier County grew by 8.4 percent between 2009 and 2013, total jobs have yet to reach pre-recession levels.
- The majority of Collier County's post-recession recovery has been dominated by jobs in sectors that pay lower than the County's average wage (\$41,778). Of the County's top growth sectors, only health care and social assistance paid a higher wage (\$61,024) and one that would enable a worker to afford the Greater Naples' high cost of living.
- Over half of personal income in Collier County is derived from dividends, interest, and rent, while net earnings by place of residence only accounted for 33.3 percent of income. This is the lowest wage percentage *Market Street* has ever seen. These dynamics explain some of the divergence during and after the recession between wealthy Collier residents and those who rely on earnings for their livelihood.
- Collier County's concentration of employment in sectors that are especially vulnerable to economic changes, such as the recent recession and seasonal or cyclical employment cycles, is concerning. Employment in the Greater Naples region is more concentrated than the US in agriculture (LQ=3.89), construction (LQ=1.65), retail trade (LQ=1.35), real estate and rental and leasing (LQ=1.89), arts, entertainment, and recreation (LQ=3.38), accommodation and food services (LQ=1.55), and other services (LQ=1.18). The lack of economic diversity was cited as the greatest threat to the local economy by business people on the Opportunity Naples survey.




## The Potential Path to Prosperity

- Some in the Collier County business community question Greater Naples' desire to engage in comprehensive economic development. High-profile companies like Hertz that chose not to locate in Collier may create the impression that local government will not incentivize projects regardless of perceived value.
- Although Greater Naples has not invested significantly in marketing itself to outside businesses, it has focused on the retention and expansion of existing businesses. An existing business program is being implemented in Collier County, but could benefit from the addition of certain best-practice elements.
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- Data on Collier County's small business growth is encouraging. Firms with 0 to 49 employees accounted for 39.9 percent of the County's total employment in the fourth quarter of 2012, while




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at the state level, 28.6 percent of firms had fewer than 50 employees. Of the comparison communities, only Beaufort County, SC (45.2) had a larger percentage of firms within that size range.

-  Collier County has a relatively large percentage of self-employed workers. In 2013, the self-employed workforce accounted for 7.7 percent of total employment – higher than all other comparison communities, with the exception of St. Tammany Parish. However, the majority of the self-employed workforce was engaged in lower-paying sectors. The County's average annual wage for all self-employed workers was \$28,713.
-  While the entrepreneurial ecosystem in Greater Naples was said to be "immature," it is nevertheless growing and adding more support capacity. One input respondent called the technology community in the Naples area "fragmented" and "hidden." A "connector" was said to be needed to unify and bind the entrepreneurial sector together.
-  Greater Naples nor any of the report's comparison counties have a robust institutional research capacity. However, the Florida Gulf Coast University's Everglades Wetland Research Park at the Naples Botanical Garden shows promise. The majority of Collier County's patent awards were to individual inventors. The largest corporate patent producer in the County is Arthrex.





## The Recession Heightens Demographic Differences in Collier

-  Greater Naples experienced a slowing in its population growth during the recession and in the years following it. Prior to the recession, Collier County's population grew by nearly 40,000 people between 2002 and 2007, a compounded annual growth rate of 2.7 percent. However, population growth slowed significantly during the recession (0.6 percent) and in the years after (1.4 percent). Even so, Collier County still had faster post-recession growth than Sarasota County (0.8 percent); St. Tammany Parish (1.2 percent); Florida (1.2 percent); and the United States (0.8 percent).
-  Between 2007 and 2012, Collier County's population became more diverse. All ethnic and racial groups grew in relative population. In 2012, 26.1 percent of the Collier population was Hispanic, the highest percentage of all the comparison areas. Collier County's black, non-Hispanic population grew by 21.5 percent of the five-year period, however, still only accounted for 6.3 percent of the population.
-  During the recessionary years, net domestic migration was stagnant in Collier County, which helped contribute to the decline of the County's growth-dependent business sectors. Prior to the recession, 71 percent of new residents were domestic migrants. Positive net migration can be used as an indicator for a strong, growing economy that is providing opportunities to attract workers from other areas.



-  Between 2009 and 2010, the majority of the domestic in-migrants came to Greater Naples from cold-weather states like Michigan and New Jersey while out-migrants relocated to counties mostly in Texas, Virginia, and elsewhere in Florida. The majority of individuals moving to the Greater Naples area had higher than average incomes (\$46,902 to \$222,600), while the residents leaving Collier County had lower annual incomes ranging from \$16,138 to \$153,063.
-  Per capita income fell faster in Collier County (-6.1 percent) than in any of the comparison communities. Median household income in Collier County fell by 6.6 percent over the same time period; however, the city of Naples median household income rose by 9.0 percent. At the end of 2012, 46.4 percent of Collier County households earned under \$49,999, whereas 40.7 percent of City of Naples households earned over \$100,000.
-  In 2012, nearly one in four children in Collier County was living in poverty. Collier County had the highest child poverty rate of all the comparison communities, with the exception of Florida. Between 2007 and 2012, the poverty rate increased by 5.5 percentage points in Collier County and by 0.6 percentage points in the City of Naples. Collier County's 2012 poverty rate of 15.4 percent was higher than the comparison counties, but less than Florida or the U.S. The data further illustrates the income inequality within Collier County.

## Is the Collier County Workforce Sustainable?

-  The labor force participation rate (LFPR) in Collier County was 57.0 percent in 2012, down from 61.7 percent in 2007, despite a positive population growth rate. The drop in LFPR was due to a declining labor force – those either working or actively looking for work but unemployed. Collier's lower LFPR was comparable to the rates in Sarasota County and Beaufort County, which are also home to a large retiree and part-time-resident population.
-  Growth trends in Collier County's age dynamics risk the future sustainability of the local workforce. Collier County's 25 to 44 year old population is proportionally smaller than every comparison area except Sarasota County, as is Collier's percentage of 0 to 19 year old residents. Without an influx of younger workers migrating to the County or a spike in birth rates, Greater Naples could face a significant shortfall of replacement workers for future retirees.
-  Collier County is relatively well-educated; over 30 percent of residents have attained a Bachelor's degree or higher. This was higher than any of the comparison communities, with the exception of Beaufort County (36.5 percent). Another positive indicator is the high educational attainment of international in-migrants to Collier County. In 2012, 47.8 percent of international in-migrants held a Bachelor's degree or higher. Only St. Tammany Parish's percentage was higher.
-  Only three sectors – agriculture, mining, and accommodation and food services – are projected to have enough Collier County residents aged 24 to 44 to replace those workers aged 45 and over as

they retire. The remaining sectors are projected to have shortages, with most to a greater extent than the national projected shortages.

Likewise, there will be an occupational shortage in Collier County if qualified workers aged 24 to 44 are not recruited to the area to replace retirees. Gaps are projected in all but five Collier occupational categories. Public input regarding skills gaps included concern over workers leaving the Greater Naples area due to the seasonality or unavailability of full-time employment. The lack of a diversity of employment for recent college graduates and “trailing spouses” of healthcare professionals was also cited as a concern.

## Preparing Students for College and Careers

Graduation rates in Collier County were higher than that of both Sarasota County and Florida. Additionally, with the exception of Hispanic students, graduation rates for minority, economically disadvantaged, English-Language Learner, and migrant students were higher at Collier County Public Schools compared to the state average and the Sarasota County District. Public input respondents, when asked what changes could be made to improve the school district, replied with responses that center around better technology, more STEM, less “teaching to the test,” real-life influence, and more support/training for teachers, among others.

Higher educational institutions in Southwest Florida accessible to Collier residents conferred a total of 7,114 degrees in 2012. FGCU accounted for the majority of Bachelor’s awards, followed by Hodges University and Edison State College. Edison State alone accounted for 81.4 percent of the region’s Associate degree completions. Despite this output, expanding and relocating businesses in Collier will require the attraction of outside workers to supplement local graduates in order to sustain their labor forces.

## Quality of Life and Place: Greater Naples’ Defining Assets

Quality of life was consistently at the top of the list when public input respondents were asked, “What’s the best thing about Greater Naples?” Natural beauty, arts and cultural resources, recreation amenities, shopping and dining destinations, public safety, healthcare availability, were among the list of positive attributes about the area.

The philanthropic capacity of Greater Naples and the willingness of residents to commit resources to local issues was a strong quality identified through public input. In 2012, Collier County had the highest rate of charitable giving per capita (\$4,114), with the exception of the U.S., and more non-profit organizations per capita (2.43) of all the comparison areas.

Data supported public input participants’ claim that Collier County is a very safe community. Collier had a lower crime and property rate than that of all the other comparison communities, with the exception of St. Tammany Parish’s violent crime rate. Additionally, the County has grown

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safer since 2007. Collier's violent crime rates fell by 41.2 percent between 2007 and 2012, while property crime rates fell by 12.2 percent over the same time period.



Greater Naples has one of the strongest, most active, high-capacity, and amenity-rich arts and cultural sectors among communities of its size in America. Total arts organization revenue averaged \$126 per capita, a higher figure than all the comparison areas. Greater Naples features over 55 non-profit arts groups and cultural destinations, more than 75 galleries and artist studios, over 500 local artists and entertainers, and over 1,000 annual arts and cultural events.



Collier County was hit hard by the recessionary housing bubble, with the impact seen in a 43.3 percent drop in median home prices between 2007 and 2012. This represented a much larger decrease in price than all the comparative communities. Despite the decline in prices, the median home in Collier County is valued higher than the U.S. and Florida by \$60,000 and \$85,000, respectively.



A reoccurring concern that appeared throughout the Opportunity Naples public input was the area's high cost of living and lack of quality affordable housing options for middle income families or young professionals. In addition to higher-than-average home prices, Collier County had the highest average apartment rents of all the comparison communities.



Approximately 1 in 5 Collier County residents do not have health coverage. This was a higher percentage than all the comparison areas. On a positive note, the Naples metropolitan statistical area ranked 20th out of 189 metropolitan areas in terms of personal wellbeing on a national survey. This dichotomy, however, is another indication of the divergent fortunes of the County's higher- and lower-income populations.



## THE GREATER NAPLES STORY

The quantitative and qualitative information gathered and analyzed for this Competitive Assessment led to the identification of certain key themes that can serve to help tell the Greater Naples “story” of recent years. The components of this narrative not only address the community’s past, but also present questions for its future based on the identified realities, challenges, and opportunities that emerge from this assessment. In the end, the principal “takeaways” from this report will inform the subsequent phases of the Opportunity Naples process, ultimately leading to the development of the strategic and implementation plans themselves. The “chapters” of the Greater Naples story are:

1. Collier County at a Crossroads: Two Perspectives on Growth
2. Recession and Recovery: Growth Returns but is it Sustainable?
3. Economic Development: The Potential Path to Diversification
4. The Recession Heightens Demographic Differences in Collier
5. Is the Collier County Workforce Sustainable?
6. Preparing Students for College and Careers
7. Quality of Life and Place: Greater Naples’ Defining Assets

## Collier County at a Crossroads: Two Perspectives on Growth

Growth in Greater Naples has long benefitted from the community’s renowned attractiveness as a place to live (full-time or part-time), retire, and vacation. The sectors driving Collier County’s growth reflect this; retail, hospitality, construction, and health care all to a certain extent suggest opportunities created by people coming to Greater Naples for its lifestyle amenities. So too are the County’s age dynamics, income, housing, race and ethnicity, philanthropy, and numerous other community trends affected by the appeal of Greater Naples as a lifestyle destination. While it would be disingenuous to attribute Collier’s entire narrative to its famous quality of life advantages – the County has long benefitted from a vital agricultural sector, for example – it is nevertheless the desire among many in Greater Naples to sustain the community’s destination appeal that could most directly impact the County’s future economic and demographic trends. Often, these debates serve to highlight the stark distinctions between the City of Naples (and “coastal” Collier) and its inland communities. As will be seen throughout this report, diverging trends between coastal and inland Collier County are a key part of the Greater Naples narrative.

**The prevalence of growth issues and impacts on the minds of Greater Naples’ residents is clearly demonstrated in the following “word cloud” taken from the most commonly used terms in Opportunity Naples survey responses to the question, “What is Greater Naples’ greatest threat or challenge to overcome?”**



A principal result of an overdependence on cyclical economic sectors is a heightened risk of employment decline during national and global slowdowns. Indeed, nothing revealed Greater Naples' perilous economic position more compellingly than its performance during and immediately after the Great Recession and the precipitous drop in local real estate values. This performance was indicative of a community highly susceptible to economic downturns, principally in its primary economic engines of tourism and residential construction. Indeed, this slowdown sounded an alarm for many public and private leaders and residents who saw the recession as a "wake-up" call for action. However, according to some local leaders, the County's slow but steady emergence from the depths of its decline has lessened the urgency for change in Greater Naples' business climate, growth philosophies, and competitive positioning. Nevertheless, there remains an underlying dichotomy in Collier County regarding the community's future direction. Issues of the impacts of growth are preeminent in most conversations about the future of Greater Naples. Whether the speaker is pro- or anti-growth, passions run high and justifications are many. As numerous input respondents said, these same arguments have been occurring in the Naples area for decades.

**According to feedback, the forces largely divide into two camps:**

- 1. Pro-business, pro-growth stakeholders, many of whom are year-round residents of Naples-Collier County. These individuals often work in professions that would benefit from a more diverse economy. Others offer arguments that more aggressive growth is necessary to balance**



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**the tax digest and keep property taxes low, provide a broader range of occupational opportunities, create more affordable housing, and stimulate a more dynamic entrepreneurial economy.**

- 2. Part-time residents and retirees in Naples-Collier County who seem to feel that any growth will be detrimental to their lifestyles. While this constituency is almost certainly broader than this simple association, nearly all input participants couched the discussion in these terms. These residents are said to “vote to protect” their housing investment by electing commissioners supportive of their views and opposing certain projects they feel will adversely impact Naples’ quality of life. To some, the idea of “economic progress” reportedly has a negative connotation, calling to mind the smokestacks and factories of their Midwestern and Northeastern hometowns. According to input, this demographic is intelligent, resourced, influential, and has the time to rally for issues and show up at the ballot box.**

**Another prevalent argument is that controlled/managed growth is necessary to prevent Greater Naples from becoming more like the sprawling urban areas on South Florida’s Atlantic coast. This sentiment was noted often in public input contexts.**

**As noted earlier, the no/slow-growth vs. pro-growth argument and fallout affects numerous economic and demographic trends in Greater Naples. Some input respondents said that the Collier County Board of Commissioners has yet to hear from a “critical mass” of voters to convince them that the government’s policies are hindering growth.**

**Results of the Opportunity Naples community survey provide additional evidence of the public’s concern over Greater Naples’ future growth trajectory. Survey respondents overwhelmingly identified “overdevelopment,” “overcrowding,” “too much growth,” and “traffic congestion” as among the County’s biggest threats. Similarly, key quality of life challenges seen by survey respondents include “lack of growth management,” “poor enforcement of traffic laws,” and other issues related to the desire to see Greater Naples’ lifestyle remain unspoiled.**

Differing perspectives on growth also impact Greater Naples’ business climate. This is largely due to the fact that public attitudes are often reflected in the philosophies and policies of the officials they elect to run the City and County governments. High impact fees on all development types in Collier County are probably the most prevalent issue concerning the community’s business leaders. According to the 2012 National Impact Fee Survey published by Duncan Associates, the average total impact fee for a Collier County office development stood at \$9,316 per 1,000 square feet, nearly \$4,833 higher than the national average of all communities surveyed by Duncan Associates.<sup>1</sup> Impact fees levied by Collier County were the highest of any Florida county and topped the state average of \$3,141 by nearly a factor of three. Relative to this report’s comparison communities, Collier’s \$9,316 average fee far exceeded Beaufort County, SC (\$1,320); Sarasota County, FL (\$4,827); and St. Tammany Parish (\$3,343). In spring of 2013, the Collier Board

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<sup>1</sup> Survey assumes at least a 100,000 square foot general office building with a floor area ratio of 0.25.



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of County Commissioners passed an ordinance to reduce the impact fee burden on commercial development.

Research has shown that the cost of impact fees is typically “passed on” by the developer to the consumer in the form of higher housing prices. In fact, home prices actually increase by a factor larger than the impact fee percentage itself. This same research found that high impact levies often result in development shifting to neighboring areas with lower fees.<sup>2</sup>

**By far, the business climate issue cited most often as being restrictive to development in Collier County is high impact fees for all projects, including residential (an average of \$35,000 per house<sup>3</sup>). Fees in Collier are the highest in the state of Florida by a factor of two, according to respondents. Costs can add up quickly before development even begins. Complicating the situation in Collier is that northern neighbor, Lee County, recently enacted a two-year moratorium on impact fees. One developer said there is a “quarter to half-million dollar difference between Lee and Collier before you even move a blade of grass.” Efforts to secure a similar impact fee moratorium in Collier County were unsuccessful.**

**Those who support high impact fees say that they have not discouraged growth and investment in Collier County, which has been robust before and after the Great Recession. The impact fees were also said to result in “great infrastructure, low property taxes, and a beautiful community.”**

**All business climate issues were often discussed in public input as an extension of the slow/no vs. pro-growth argument. Many input respondents labeled the regulatory and permitting systems in Collier “unfriendly,” with a lack of a “transparent path” for permit acquisition and certain “hidden” impediments from a “culture” that discourages growth causing time-consuming and costly delays in the process. One respondent estimated that it takes roughly two years for someone who comes to town with an interest to build to get permitted and start construction. Calling the business climate “anti-competitive,” the respondent added that a lack of zoning flexibility and a Comprehensive Plan that takes two years to amend contribute to the problem. One interviewee said that the County has actually taken steps to improve the permitting system that have led to progress. But the respondent added that the government structure for growth is still “unfriendly.” Fire safety reviews and required preservation plans for developments over .5 acres were said to be especially cumbersome.**

**In the Opportunity Naples public survey, responses from individuals who identified themselves as decision-makers in their companies were filtered out from other respondents. The biggest issues of concern for these business people were the “business-friendliness” of the development-review process (53.1 percent Significant Disadvantage or Disadvantage) and the affordability of Class-A office space (41.8 percent Significant Disadvantage or Disadvantage). Insurance costs, the quality of the regional workforce, and the availability of qualified employees were also areas of concern for surveyed business people. While opinions were mixed on the availability of industrial**

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<sup>2</sup> <https://web.uncg.edu/bae/documents/cber/articleIHJ6UDy21I.pdf>

<sup>3</sup> These are flat fees not tied to the construction cost or value of the home.



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**sites/buildings, respondents felt positively about the local tax climate (50.4 percent Advantage or Significant Advantage) and the availability of Class-A office space (41.8 percent Advantage or Significant Advantage). The state tax climate also finished highly among the competitive criteria.**

**When these same business people were asked, “What, in your opinion, is the top action or actions Greater Naples could initiate to improve its economy and drive job creation?,” the most prevalent answer was “be more welcoming to business / improve building codes / reduce impact fees.”**

In their recent State of the County address, Collier’s Board of County Commissioners touted measures they have taken to improve the local business climate. Among these are:

- Reducing impact fees;
- Amending the Land Development Code to streamline building regulations and expedite the review process;
- Installing an automated building plan review and permitting system to allow for faster, more convenient and efficient reviews;
- Reducing standard building permit fees by five percent;
- Creation of the Office of Hearing Examiner to expedite reviews of minor zoning and land use applications;
- Forming a partnership with the Chamber of Commerce to promote the county as a business destination;
- Joining the Southwest Florida Regional Economic Alliance and making a commitment to support and grow regionalism; and
- Creation of the Community and Economic Development Chairmanship position to provide economic development leadership at the County Board level.

Time will tell if these and future measures will change the opinions of Greater Naples’ business leadership as to the County’s commitment to fostering and pursuing high-value, diverse economic growth.

One issue that cannot be omitted from any discussion of Greater Naples future growth is the plain reality that Collier County has a limited supply of land available for new development. Though it is the second largest county in Florida by land area, only 32 percent of Collier’s 1.3 million acres is developable; 877,360 acres are preserved by local, state, federal, and private sources<sup>4</sup>. An internal assessment in 2009 found that ten percent of Collier County’s land area was already developed, leaving roughly 22 percent (around 286,000 acres) free for new development. Of these properties, the majority are zoned residential. Thus, only a small percentage of land is available for commercial, office, and industrial uses. While much of the County’s acreage is held in preserve, reclassifying agricultural lands as well as opening Rural Land Stewardship Areas (RLSA) for development could ease land scarcity concerns and support future development. Because the most prevalent developable land is in the east County, this leads to certain “east vs. west” planning mentalities and a general lack of coordination between the two hemispheres of Collier.

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<sup>4</sup> Source: 2013 Florida Natural Areas Inventory by Florida State University.





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As for Naples itself, the 12 square miles that comprise the City are largely built out. Rather than focusing on greenfield development, the City is instead moving forward with scenarios to foster quality redevelopment. City officials anticipate that Naples' population will remain roughly constant in the years to come, with efforts instead focused on optimizing the quality of life and place for existing residents and businesses.

## Recession and Recovery: Growth Returns but is it Sustainable?

Although the economic climate has unquestionably improved since the Great Recession, its impact still lingers throughout the national economy. Seventy-four months after the Great Recession, the national economy remains nearly 1.4 million jobs (-0.94 percent) below its peak employment levels in November 2007. Similar to the national economy, Collier's performance and recovery during and after the Great Recession has been uneven; the County is still nearly 9,000 jobs below its pre-recession peak.

### TOTAL EMPLOYMENT, 2002 – 2013

	2002	2007	2009	2013	Recession		Post-Recession	
					#	%	#	%
Collier County, FL	128,784	147,833	128,252	139,007	(19,581)	-13.2%	10,755	8.4%
Beaufort County, SC	73,350	81,409	75,567	75,190	(5,842)	-7.2%	-377	-0.5%
Sarasota County, FL	174,765	173,051	151,145	154,651	(21,906)	-12.7%	3,506	2.3%
St. Tammany Parish, LA	71,219	88,039	87,542	92,061	(497)	-0.6%	4,519	5.2%
Florida	8,010,549	8,888,299	8,077,410	8,372,385	(810,889)	-9.1%	294,975	3.7%
United States	144,157,956	152,642,524	145,594,456	150,564,810	(7,048,068)	-4.6%	4,970,354	3.4%

Source: EMSI

Collier County experienced a greater percentage employment decline during the recessionary years than any of the comparison geographies. The County lost nearly 20,000 jobs during this period, representing a 13.2 loss in total employment. However, the Greater Naples economy has rebounded of late, posting an 8.4 percent gain in the post-recession period, higher than all the comparison areas. Even so, the recessionary impact on Greater Naples' real estate values and taxable sales are still being felt across the economy.

Examining Collier's economic structure from the perspective of its most "concentrated" sectors compared to the U.S. average provides further evidence of the County's perilous economic standing. This is accomplished through analyzing the location quotients (LQs) of top Collier sectors as seen in the previous table. Location quotients are ratios representing the strength of a local business sector in relation to the national average. If a location quotient is greater than 1.00, the community has a larger share of employment in that sector than the nation. An LQ greater than 1.00 suggest sectors for which the economy has developed strength, indicating a possible comparative advantage. Conversely, if a location quotient is less than 1.00, this indicates a smaller local share of employment than the nation.



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### COLLIER COUNTY EMPLOYMENT BY INDUSTRY, 2003 – 2013

	Employment, 2013				Five Year Change			Ten Year Change		
	Total	AAW	Share	LQ	#	%	US %	#	%	US %
Agriculture/Forestry/Fishing/Hunting	6,684	\$24,542	4.8%	3.89	(496)	-6.9%	-0.4%	(1,547)	-18.8%	-3.0%
Mining/Quarrying/Oil/Gas Extraction	27	\$72,860	0.0%	0.04	10	58.8%	14.3%	(29)	-51.8%	62.3%
Utilities	177	\$98,009	0.1%	0.35	(49)	-21.7%	-0.8%	(133)	-42.9%	-3.9%
Construction	12,057	\$45,720	8.7%	1.65	(4,300)	-26.3%	-16.3%	(5,182)	-30.1%	-10.3%
Manufacturing	2,768	\$64,925	2.0%	0.25	(328)	-10.6%	-11.1%	(59)	-2.1%	-17.8%
Wholesale Trade	3,231	\$81,233	2.3%	0.59	76	2.4%	-3.9%	435	15.6%	1.9%
Retail Trade	19,788	\$35,588	14.2%	1.35	1,128	6.0%	-1.1%	1,706	9.4%	0.9%
Transportation and Warehousing	1,541	\$39,018	1.1%	0.35	(98)	-6.0%	-1.7%	(150)	-8.9%	6.4%
Information	1,492	\$71,456	1.1%	0.57	(377)	-20.2%	-10.0%	(302)	-16.8%	-15.3%
Finance and Insurance	4,022	\$105,356	2.9%	0.71	(440)	-9.9%	-2.3%	(386)	-8.8%	-1.1%
Real Estate and Rental and Leasing	4,372	\$42,696	3.1%	1.89	(13)	-0.3%	-7.3%	528	13.7%	-3.4%
Professional/Scientific/Technical Svcs.	6,375	\$71,488	4.6%	0.73	339	5.6%	3.4%	766	13.7%	19.4%
Management of Companies/Enterprises	842	\$222,391	0.6%	0.45	191	29.3%	7.8%	299	55.1%	23.1%
Administrative and Other Services*	8,521	\$36,358	6.1%	1.00	(1,371)	-13.9%	4.3%	(1,745)	-17.0%	10.8%
Educational Services (Private)	2,131	\$40,406	1.5%	0.61	618	40.8%	11.0%	784	58.2%	25.9%
Health Care and Social Assistance	17,772	\$61,024	12.8%	1.06	2,232	14.4%	8.6%	4,995	39.1%	22.8%
Arts, Entertainment, and Recreation	7,674	\$40,131	5.5%	3.38	835	12.2%	2.9%	1,962	34.3%	12.3%
Accommodation and Food Services	17,641	\$27,355	12.7%	1.55	1,567	9.7%	6.1%	4,362	32.8%	16.9%
Other Services (except Public Admin.)	8,250	\$30,100	5.9%	1.18	84	1.0%	0.2%	770	10.3%	5.2%
Government	13,594	\$63,035	9.8%	0.61	(159)	-1.2%	-2.0%	1,006	8.0%	1.5%

\*Includes Waste Management and Remediation Services

Source: EMSI

Other than agriculture (LQ=3.89), every Greater Naples employment sector with a +1.0 LQ is somehow dependent on development and/or services geared towards either full- or part-time residents or visitors. Construction (LQ=1.65), retail trade (LQ=1.35), real estate and rental and leasing (LQ=1.89), arts, entertainment, and recreation (LQ=3.38), accommodation and food services (LQ=1.55), and other services<sup>5</sup> (LQ=1.18) all ebb and flow based on cyclical employment cycles vulnerable to influences from the national and global economies. Even health care and social assistance (LQ=1.06) could be argued is serving a growing population, especially of older residents.

Rising employment in high-wage sectors such as wholesale trade (LQ=0.59), professional, scientific, and technical services (LQ=0.73) and management of companies and enterprises (LQ=0.45) is encouraging, but fostering growth in these sectors will take more than just a continued focus on sustaining Greater Naples as a residential and tourism destination. It will require the development and implementation of a holistic economic development program designed to enhance Greater Naples' competitive position, retain and

<sup>5</sup> Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing drycleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.



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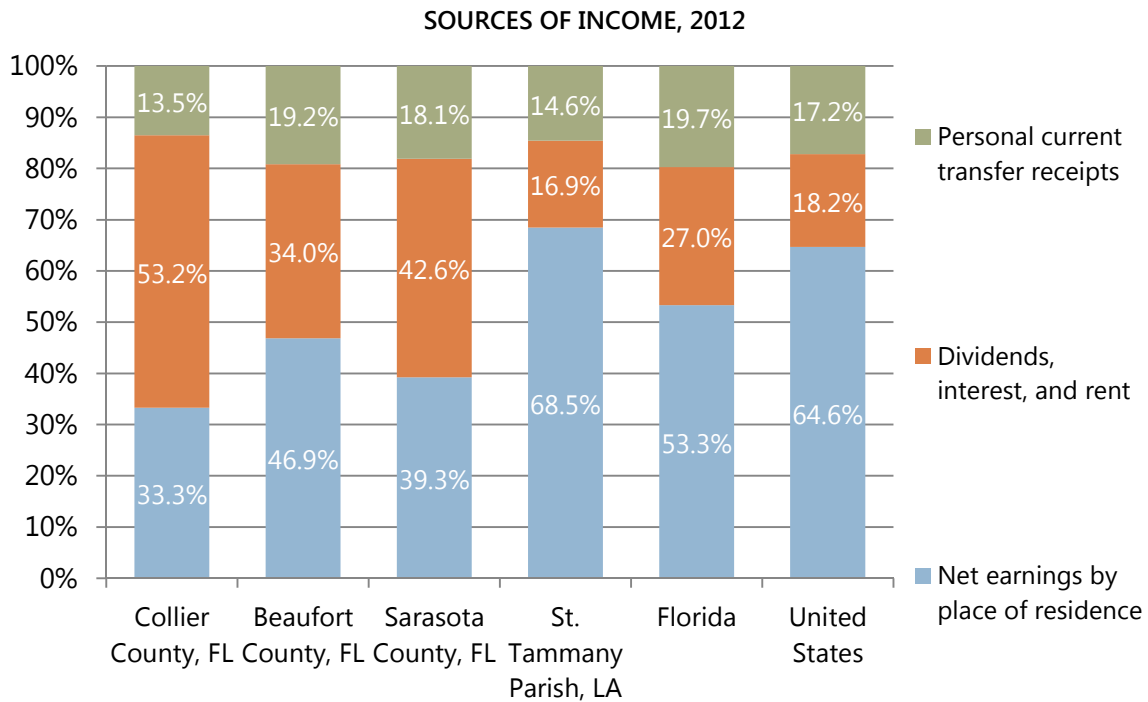
expand high-value companies, attract information-and-technology focused companies less susceptible to cyclical employment changes, and seeding, nurturing, and growing innovative startup enterprises and small businesses. In other words, the question of the “growth dilemma” in Collier County must somehow be resolved. Interestingly, the same desirable qualities that drive Greater Naples residential and tourism growth could also attract top companies across a spectrum of high-value economic sectors if leveraged effectively.

Looking deeper into these numbers demonstrates the risks inherent in Collier County’s overdependence on cyclical employment sectors to fuel its growth. Aside from agriculture, sectors driven by residential construction and tourism largely defined both the County’s precipitous drop during the recession and its rapid emergence from decline. From 2007 to 2009, Collier County employment within agriculture (-7.7 percent), construction (-43.1 percent), and tourism-related sectors including retail trade (-12.3 percent) and accommodation and food services (-8.3 percent) combined to shed 13,699 jobs during the recession; this represented 70 percent of all jobs lost during this time period. Collier County’s reliance on cyclical sectors means that is likely to experience more severe recessions and more inflated expansions than more balanced economies.

Collier’s post-recession recovery was driven by continuing growth in health care and social assistance and rebounds in residential and tourism-depending sectors including retail trade, accommodation and food services, and arts, entertainment, and recreation. Professional and technical services employment also rose, potentially due to the financial administration, architecture, mortgage, engineering, and banking operations benefitting from increased development activity. Combined, these sectors represented 89.1 percent of post-recession employment gains. The construction sector continues to be a drain on the local economy, shedding 277 jobs (-2.2 percent) from 2009 to 2013.

Growth in key local economic sectors is certainly a good thing. However, what should be concerning to Greater Naples officials is that the sectors experiencing the strongest growth for the most part pay at or below Collier County’s 2012 average wage of \$41,778. Retail trade (\$35,588), Arts, entertainment, and recreation (\$40,131), and Accommodation and food services (\$27,355) accounted for a large proportion of Collier County’s growth in the previous five years. These are not sectors that will raise the County’s average wage, improve per capita income rates, or build significant local wealth. Of the County’s top growth sectors, only health care and social assistance (\$61,024) pays wages that might enable workers to afford Greater Naples high cost of living.

In fact, data show that wages actually comprise only one-third of Collier County’s total income. As the following chart indicates, over 53 percent of Collier County income is derived from dividends, interest, and rent, above all the comparison areas and dramatically higher than the state and national figures. This is consistent with Greater Naples’ reputation as a seasonal and retirement destination and – factoring in how many Collier jobs offer lower-than-average wages – would explain not only why so many residents can afford Collier’s high cost of living, but also why so many workers are driven to find housing outside of coastal Collier communities. At 33 percent, the composition of wages in Greater Naples’ per capita income mix is the lowest *Market Street* has ever seen in over 17 years working in 33 states and over 160 communities.



Source: Bureau of Economic Analysis

When business people in the Opportunity Naples community survey were asked, “In your opinion, what is the biggest challenge or challenges facing the Greater Naples economy?,” the most prevalent answer was a combination of “lack of job diversity / need for more than tourism and real estate jobs / more all-season jobs.” Similarly, when survey respondents were asked, “If you will not continue to live in Greater Naples, and/or feel your children will not choose to live in the community, why do you feel this way?,” the top response was “Not enough employment opportunities.”

## Economic Development: The Potential Path to Diversification

As noted, communities grow most sustainably and provide the most value to their residents by focusing equal attention on three principal strategies (legs of the stool) for creating quality jobs: the retention and expansion of existing businesses, marketing and attraction of outside firms, and the growth of small business and entrepreneurial enterprises.

With Greater Naples’ dynamic quality of life and lifestyle amenities serving as the principal historical factor driving local growth, less investment was directed towards the type of aggressive job-creation strategies pursued by most other U.S. communities. In fact, with the aforementioned concern over the risk to Naples’



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lifestyle from over-development and too-rapid growth, local sentiment has likely even discouraged these types of programs from being funded and implemented.

**Many respondents posed the following question: “Is this a community that wants economic development?” One interviewee said, “We tolerate business here, we don’t embrace it.” Some input respondents said they have been making the case “for decades” that Greater Naples should be more aggressive in pursuit of employment growth. However, others said that a “lack of unity” in the business community has hamstrung any efforts to influence public opinion or elected officials towards a more pro-growth philosophy. “We haven’t been adroit at articulating the growth message” and communicating its benefits. In many cases, the business community has taken a non-partisan stance towards growth issues and deferred to the influential slow-growth activists in the City of Naples. The lack of multiple large corporations in Greater Naples to advocate for change also affects this dynamic. No “public mandate” for economic development in Collier was said to impede elected officials from voting for certain projects or supporting issues such as an impact-fee moratorium for fear that they will be voted out of office. Because of this, certain local leaders want to see a “pro-economic-development” referendum placed on the Collier County ballot.**

One missed economic development opportunity cited by input respondents as emblematic of Greater Naples’ economic development challenges was the relocation of the Hertz Corporation to Lee County as opposed to a site in Collier. In exchange for approximately \$19 million in economic stimulus money, Hertz is moving its New Jersey headquarters to a 34-acre site in Estero and bringing at least 700 jobs paying an average of \$102,000 per year.<sup>6</sup>

**Some input respondents said that Hertz was “Collier’s to lose” because the CEO has a home in Naples. But a lack of suitable, large-scale, pad-ready development sites in Collier, along with reports that Lee County did “a better job marketing themselves,” “was more sensitive to confidentiality agreements,” and simply demonstrated that “they wanted them more,” were said to tilt the scales in their favor.**

**The “image” of Naples-Collier County was also said to be an impediment to successful economic development. With the perception of the Naples area as a “retirement and vacation” community, the region’s attractiveness “skews older,” according to one interviewee. Another respondent added, “Our campaigns are focused on attracting tourists and retirees. That’s not the type of marketing that’s going to attract technology workers or entrepreneurs.” The limited perception of Greater Naples as a retirement destination was even cited by a Hertz executive when discussing the move to Lee County.**

Attitudes regarding the need for more comprehensive and proactive economic development activities in Greater Naples could be changing. As was cited previously, the Collier Board of County Commissioners created a new, staffed economic development office and recently joined with the Greater Naples Chamber in a “Partnership for Collier’s Future Economy” to promote the community as a business destination. The

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<sup>6</sup> Hogan, Dick. “Hertz moving HQ from New Jersey to Florida.” News-Press, May 7, 2013.



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partnership concept – plus a recommendation to coordinate marketing for the Southwest Florida region – was included in the *Strategy for Strengthening Economic Development in Collier County* created in September 2011 for the Economic Development Council (EDC) of Collier County. The EDC later ceased operations prior to the development of the new Partnership.

The broader regional component of the 2011 Strategy is coming to fruition as well, with Collier County joining the Greater Naples Chamber and other economic and government entities to create a Southwest Florida Regional Economic Alliance to brand and market the region for new business and investment. Though the effort is still in its infancy, participants have indicated a desire to continue working towards agreements that will build awareness of Southwest Florida's competitive advantages domestically and internationally.

### *Existing Business Services*

While Greater Naples has not invested significant resources to market itself externally, the Greater Naples Chamber through its role in the Partnership for Collier's Future Economy currently implements an existing business retention and expansion (BRE) program. Chamber staff visit with about 100 local business every year in addition to offering companies classes, workshops, training, and assistance in acquiring local permits. However, the BRE program does not coordinate its visits by target sector, nor does it leverage BRE surveys, software, or databases to optimize the support it provides Collier businesses and identify opportunities for new business attraction based on local spending that may be "leaking" from the region to outside firms.

Another source of information on the welfare, attitudes, and expectations of existing Greater Naples businesses is the annual Collier County Business Climate Survey conducted by Hodges University's Johnson School of Business. The three-part 2014 online survey was deployed on December 3, 2013 through January 15, 2014. A total of 109 county business leaders from a variety of industries responded to the survey. Not including businesses that designated themselves as "Other," the top three represented industries were: legal, accounting, professional; banking/financial services; and health care. Approximately 66 percent indicated that they employ fewer than 50 employees. Key findings of the 2014 Collier County Business Climate Survey include:

- Businesses in Collier County were found to be generally more positive about the state of the local economy and their own growth prospects than in the previous year. The overall Business Climate Index in the Survey rose from 69 in 2013 to 77 in 2014, demonstrating businesses' rising optimism.
- Over 90 percent of respondents expect either moderate or substantial improvement for the Collier County economy in the next year.
- When asked about conditions in their respective industries, nearly three-quarters of respondents said current conditions are improved from a year ago, with expectations for growth to moderately or substantially improve.
- Slightly over 50 percent of respondent businesses reported that they foresee expanding in Collier County in the next 12 months.



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### *Small Business and Entrepreneurship*

In addition to marketing and existing business services, the third “leg” of the economic development stool involves supporting and nurturing small business growth, startup enterprises, and entrepreneurship. With the vast majority of most local economies’ jobs created by incumbent businesses and recruitment projects dwindling in recent years, more and more attention is being paid to the processes and competitive climate necessary to most effectively foster entrepreneurial and innovation-based growth.

Data on Collier County’s small business dynamics are encouraging. In the fourth quarter of 2012, firms with an employment size of 0 to 49 employees represented 39.9 percent of Collier County’s total employment according to the United State Census Bureau’s Quarterly Workforce Indicators. In comparison, firms within this size range represented just 28.6 percent of the state of Florida’s total employment. Only Beaufort County, SC (45.2 percent) had a larger percentage of its total employment generated by firms within the 0 to 49 employee range.

Young firms also comprise a larger percentage of Collier’s economy than all but one of the comparison communities. According to the United States Census Bureau’s Quarterly Workforce Indicators, employment within firms aged 0 years to 5 years represented 19.0 percent of all employment within Collier County; only Beaufort County, SC (20.1 percent) had a higher percentage of employment in this category. Strong growth within Collier’s information technology firms (aged 0 to 5 years) is also notable and could be an opportunity area for future development-assistance programming. Employment within these IT firms grew by 488 jobs (a 413.6 percent increase) between the fourth quarter of 2007 and the fourth quarter of 2012. Firms aged 0 to 5 years also experienced growth between 4Q2007 and 4Q2012 in the sectors of real estate and rental and leasing (13.6 percent); health care and social assistance (5.5 percent); arts, entertainment, and recreation (47.2 percent); and accommodation and food services (5.1 percent).

Another statistical indicator that can provide insight on a community’s small business and entrepreneurial dynamism is its number and composition of “self-employed” workers. These are individuals who consider self-employment to be a significant part of their income or work hours. The self-employed workforce encompasses a broad degree of entrepreneurship, from technology startup companies to small business owners. The following table shows Collier County’s total self-employed workforce in 2013. These 10,719 individuals comprised 7.7 percent of total local employment. Only St. Tammany Parish featured a higher figure (8.0 percent).



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**COLLIER COUNTY: SELF-EMPLOYED BY INDUSTRY, 2003 – 2013**

	Employment, 2013				Five Year Change			Ten Year Change		
	Total	Annual Earnings	Share	LQ	#	%	US %	#	%	US %
Agriculture/Forestry/Fishing/Hunting	489	\$20,520	4.6%	0.84	(104)	-17.5%	-9.5%	(209)	-29.9%	-19.1%
Mining/Quarrying/Oil/Gas Extraction	--	\$35,991	--	--	--	--	-5.2%	--	--	11.8%
Utilities	0	\$0	0.0%	0	0	--	--	0	--	--
Construction	1,792	\$27,384	16.7%	0.92	27	1.5%	-8.6%	190	11.9%	1.5%
Manufacturing	152	\$41,063	1.4%	0.69	(27)	-15.1%	-16.9%	(34)	-18.3%	-27.9%
Wholesale Trade	164	\$28,541	1.5%	0.96	6	3.8%	-10.8%	(27)	-14.1%	-18.6%
Retail Trade	532	\$27,252	5.0%	0.76	(96)	-15.3%	-11.3%	(168)	-24.0%	-17.7%
Transportation and Warehousing	364	\$27,466	3.4%	0.9	(9)	-2.4%	-5.1%	(14)	-3.7%	4.5%
Information	81	\$53,385	0.8%	0.58	(44)	-35.2%	-6.9%	(30)	-27.0%	-10.1%
Finance and Insurance	348	\$43,483	3.2%	1.28	(71)	-16.9%	-12.9%	(91)	-20.7%	-14.9%
Real Estate and Rental and Leasing	971	\$26,312	9.1%	2.07	(135)	-12.2%	-14.7%	(111)	-10.3%	-6.0%
Professional/Scientific/Technical Svcs.	1,321	\$48,030	12.3%	1.07	25	1.9%	-0.5%	119	9.9%	4.6%
Management of Companies/Enterprises	0	\$0	0.0%	0	0	--	--	0	--	--
Administrative and Other Services*	1,286	\$25,900	12.0%	1.27	165	14.7%	4.9%	285	28.5%	20.1%
Educational Services (Private)	213	\$20,137	2.0%	0.84	70	49.0%	11.2%	101	90.2%	42.4%
Health Care and Social Assistance	498	\$45,251	4.6%	0.53	43	9.5%	-4.0%	83	20.0%	0.2%
Arts, Entertainment, and Recreation	484	\$18,031	4.5%	1.06	19	4.1%	3.5%	63	15.0%	13.8%
Accommodation and Food Services	160	\$17,153	1.5%	0.69	17	11.9%	-4.6%	(46)	-22.3%	-3.5%
Other Services (except Public Admin.)	1,864	\$17,770	17.4%	1.1	(61)	-3.2%	3.5%	85	4.8%	11.0%

\*Includes Waste Management and Remediation Services

Source: EMSI

While a comparatively larger percentage of Greater Naples workers identify themselves as self-employed, this does not mean these individuals are contributing significant wealth to the local economy. This is because Collier County's self-employed are primarily operating in lower-paying sectors, including other services (17.4 percent of total self-employed); construction (16.7 percent); and administrative and other services (12.0 percent). Self-employed Construction workers earned \$27,384 in 2013, while self-employed Administrative and other service workers earned just \$25,900. These low wages may explain why Collier County's percentage of self-employed workers declined in the post-recessionary years. As economic conditions improve and higher-wage positions become available, sole proprietors may choose to abandon their businesses and join more established firms.

At first glance, self-employment declines in the Information sector (-35.2 percent) within the last five years run counter to trends of IT firms aged 0 to 5 described earlier. However, the discrepancy is more indicative of Collier IT firms maturing and transitioning from self-employed entrepreneurs to those who employ a small staff rather than a drop in the sector's vibrancy. For example, employment growth in IT firms aged 2-3 years increased from 13 in 2007 to 496 in 2012, the most recent five year period available.

Recession-fueled declines in self-employment are mirrored in Collier County small-business loan data. As the following table shows, though Collier County has a higher per capita loan rate than its comparison





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areas, it has seen a roughly 65 percent drop in number of loans from 2007 to 2012. Average loan amounts are also lower on average than all but one of the comparison counties and are rising more slowly.

**SMALL BUSINESS LENDING ACTIVITY FOR COMMERCIAL AND SAVINGS BANK, 2007 – 2012**

	Number of Loans		Number of Loans Per 1,000 Residents		Average Loan Size	
	2012	% Change (2007 - 2012)	2012	% Change (2007 - 2012)	2012	% Change (2007 - 2012)
Collier County, FL	8,030	-65.1%	24.16	-67.0%	\$31,744	30.1%
Beaufort County, FL	3,006	-64.9%	17.89	-68.4%	\$40,143	37.5%
Sarasota County, FL	8,699	-67.7%	22.53	-68.6%	\$30,844	50.4%
St. Tammany Parish, LA	4,837	-60.5%	20.20	-62.7%	\$44,894	81.9%
United States	5,249,304	-60.9%	271.74	-62.8%	\$12,583	-50.4%

Source: Federal Financial Institutions Examination Council

**While growing, the entrepreneurial ecosystem in Greater Naples was said to be “immature.” Local incubator Venture-X holds events and a Demo Day, but the number of networking and engagement opportunities is well below the intensity of more mature entrepreneurial communities. It is even a challenge to launch a mentorship program in Greater Naples because the seasoned entrepreneurs “aren’t really here.” Technology-focused gatherings tend to devolve into “social clubs” rather than true collaborative “meetups” like in other communities. One input respondent called the technology community in the Naples area “fragmented” and “hidden.” A “connector” was said to be needed to unify and bind the entrepreneurial sector together.**

**The greatest challenge reported by local technology companies and startups was finding qualified talent. When professionals develop a certain level of skills, they “tend to want to go elsewhere” in search of more lucrative opportunities. One interviewee said it would be “great” if Collier County could “grow its own talent” – network engineers, programmers, almost any IT field – but ramping up these programs is expensive, especially if there is not a demonstrated high-volume need.**

**In terms of capital availability, technology stakeholders said Greater Naples is “not a venture hub.” While there are a “couple” angel investment organizations, a critical mass of investment capital has yet to materialize. “Capital is here,” one respondent said, “but it’s not engaged.”**

**Overly restrictive development regulations and impact fees were said to be another impediment to entrepreneurial and small business growth in Collier County. “Anti-business-friendly practices are against everybody,” one respondent said, regardless of size. “They’re a detriment to growth; there needs to be a compromise.”**

**In the Opportunity Naples community survey, respondents who identified themselves as entrepreneurs had mixed opinions about the Collier County’s entrepreneurial climate. Among the issues of greatest concern were: incubation facilities (27.4 percent Very Weak or Weak);**



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**“accelerator” facilities (37.3 percent Very Weak or Weak); entrepreneur-focused events and meetups (34.9 percent Very Weak or Weak); and small business development support (38.7 percent Very Weak or Weak). Respondents felt more strongly about availability of venture capital, mentorship opportunities, and networking programs. When asked what could be done to enhance Greater Naples’ entrepreneurial capacity, responses included:**

- **Create an outreach program that matches recent retirees with small business start-ups for mentorship and investment discussions;**
- **Lower the cost of office space/operating space for new businesses or businesses that are relocating here;**
- **Coalesce capital access, mentorship, and meaningful networking events/workshops; and**
- **Lower impact fees on new or growing business**

A number of existing support entities and entrepreneurially-focused facilities already exist to benefit those in Collier County starting or growing small enterprises.

- Naples has one of the most active SCORE chapters in the country. SCORE is a nonprofit association of retired executives that provides free support services to help entrepreneurs start and grow their businesses. The Naples SCORE chapter has over 60 volunteers from a variety of business backgrounds.
- Collier County is also served by the Small Business Development Center (SBDC) at Florida Gulf Coast University with multiple offices in Collier. The SBDC at FGCU sponsors over 120 programs each year, including a series of business startup workshops, management seminars, and special events for start-up and existing small businesses.
- The Southwest Florida Regional Technology Partnership, Inc. (SWFRTP) was chartered in 2008 as a non-profit 501(c)(6) membership organization comprised of technology companies and technology users, economic development groups, and higher education institutions. The organization’s goal is unite to promote and expand the region’s technology sector through seminars, forums, and educational programs, and to represent the interests of the regional technology sector before federal, state and local government agencies. The group is guided by three core strategies known as “The 3 Cs”: Catalyze, Cultivate, and Connect.
- Venture X is a co-working space in Naples offering fully furnished private office suites, meeting rooms, and virtual offices. The facility does not require leases or long-term contracts for residency. Services include high-tech meeting rooms, video conferencing, fiberoptic Wi-Fi, food and beverage service, and networking opportunities with other tenants.
- Founded in 2013, Fusion Pointe is a Naples-based nonprofit venture development organization that will provide funding, mentoring, and networking to help entrepreneurs launch and grow investor-ready companies. A replacement for the Gulf Coast Venture Forum, Fusion Pointe will raise its own seed fund, providing about \$150,000 to two to four early seed stage entrepreneurs



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during its first year. Mentoring and networking services will begin immediately, though Fusion Pointe will officially open and invest funds during the second quarter of 2014.<sup>7</sup>

Another strategy U.S. communities are pursuing to launch and seed technology and information-focused firms is the transfer or commercialization of institutional or corporate intellectual property into the marketplace as startup enterprises. Often, the locus of this technology is a major higher educational research institution or some other type of research-focused entity, center, or corporation. Greater Naples does not house the main campus of a major research university, institution, or center. Florida Gulf Coast University and Edison State are both headquartered in Lee County, with branch campuses in Collier. Hodges University does not have an institutional research function. However, FGCU's Everglades Wetland Research Park is housed on the campus of the Naples Botanical Garden. The following table details the research and development expenditures for Collier County's comparison areas.

**ACADEMIC RESEARCH AND DEVELOPMENT EXPENDITURES (DOLLARS IN THOUSANDS), FY 2011**

Rank	Institution	All R&D*	Environmental sciences	Life sciences	Math and computer sciences	Physical sciences	Sciences	Engineering
<b>Collier County, FL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
n/a	n/a							
<b>Beaufort County, SC</b>		<b>882</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>882</b>	<b>0</b>
667	University of SC - Beaufort	882	0	0	0	0	882	0
<b>Sarasota County, FL</b>		<b>1,960</b>	<b>0</b>	<b>452</b>	<b>12</b>	<b>505</b>	<b>0</b>	<b>0</b>
640	New College of Florida	1,046	0	448	12	505	0	0
	Univ. of South FL - Sarasota -							
663	Manatee	914	0	4	0	0	0	0
<b>St. Tammany Parish, LA</b>		<b>1,952</b>	<b>0</b>	<b>1,127</b>	<b>171</b>	<b>320</b>	<b>0</b>	<b>0</b>
528	Southeastern LA University	1,952	0	1127	171	320	0	0

Source: National Science Foundation

Compared to communities with significant institutional research capacity, the benchmark counties experienced negligible academic R&D expenditures in 2011, the last year with available data. Collier's lack of a research institution also limits its potential for patent generation, as seen in the following table.

<sup>7</sup> Rumbaugh, Andrea. "Naples organization will give entrepreneurs funding and mentoring." News-Press, November 18, 2013.



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**TOP TEN COLLIER COUNTY PATENT PRODUCERS, 2001 – 2011**

	2001 - 2011	% Total
Individually Owned Patents	266	64.7%
Arthrex, Inc.	66	16.1%
Hunter Automated Machinery Corp.	12	2.9%
Shaw Aero Devices, Inc.	11	2.7%
Herbalscience, LLC	9	2.2%
Corning Incorporated	7	1.7%
Inovo, Inc.	5	1.2%
ICC Technologies, Inc.	5	1.2%
P. R. Donahue Inc.	5	1.2%
Balance Innovations, LLC	4	1.0%

Source: United States Patent and Trademark Office

Collier’s principal generator of patentable technology is the Arthrex corporation, an orthopedic medical device firm. Arthrex was awarded 66 patents from 2001 to 2010, or 16 percent of the County total. During this period, individual inventors represented 64.7 percent of the County’s total patents. Besides Arthrex, other medical-related patent producers include Herbalscience, LLC, an herbal medicine and supplement firm, and Inovo, Inc., a manufacturer of oxygen regulators and conservers used in home health care. Top categories of medical-related patenting were surgical instruments (9.9 percent of total patents between 2001 and 2011), prostheses (3.6 percent); drug, bio-affecting and body treating compositions (2.8 percent); and other surgery patents (2.0 percent).

Though year 2011 per-capita patenting figures in Greater Naples (0.46 patents per 1,000 employees) trailed only the Sarasota region (0.50) among comparison areas, these data must be put into a national context. For example, the Boston-Cambridge-Quincy, MA-NH metropolitan area produces 19.4 patents per 1,000 employees while the Austin-Round Rock-San Marcos, TX region produces 37.2 patents per 1,000 employees.

This section of the Opportunity Naples Competitive Assessment was sub-titled the “potential” path to diversification because pursuing an aggressive, holistic economic development program in Greater Naples will have to be a choice made by public and private institutions and individuals with the resources, influence, and commitment to make it happen. Opportunities abound in each of the three principal economic development programmatic categories for Greater Naples competitive lifestyle and location advantages to be leveraged for quality local employment growth. Diversification is critical to Collier County’s future economic viability, but it will not be achieved unless local leaders are intentional about the need for and dedication to a comprehensive economic development program.

As the Greater Naples Story continues, research and analysis will shift focus from purely economic trends and development concerns to issues that are becoming preeminent in how communities compete in today’s economy; namely, population dynamics, workforce capacity, and quality of life.



# The Recession Heightens Demographic Differences in Collier

One of the realities of an economy dependent on employment sectors vulnerable to national slowdowns is that declines in these job categories affect a broad range of population and community dynamics beyond just high-level economic trends. These demographic issues are important to new and existing businesses, retailers, and technology entrepreneurs because they are dependent on continued population growth, visitation, and income growth to sustain their operations and staff their companies. In the case of Greater Naples, the historical demographic differences between its coastal and inland areas are exacerbated by economic changes that impact some population sub-groups more negatively than others.

As seen in the following table, the recessionary years had a notable effect on Collier County and its comparison areas, many of them also construction, retiree- and tourism-based economies.

**TOTAL POPULATION, 2002 – 2012**

	2002	2007	2009	2012	Pre-Recession (2002 - 2007)		Recession (2007 - 2009)		Post-Recession (2009 - 2012)	
					#	CAGR	#	CAGR	#	CAGR
Collier County, FL	275,490	314,437	318,485	332,427	38,947	2.7%	4,048	0.6%	13,942	1.4%
Beaufort County, SC	129,290	151,411	159,737	168,049	22,121	3.2%	8,326	2.7%	8,312	1.7%
Sarasota County, FL	340,590	375,325	377,262	386,147	34,735	2.0%	1,937	0.3%	8,885	0.8%
St. Tammany Parish, LA	200,701	226,294	231,224	239,453	25,593	2.4%	4,930	1.1%	8,229	1.2%
Florida	16,689,370	18,367,842	18,652,644	19,317,568	1,678,472	1.9%	284,802	0.8%	664,924	1.2%
United States	287,625,193	301,231,207	306,771,529	313,914,040	13,606,014	0.9%	5,540,322	0.9%	7,142,511	0.8%

Source: United States Census Bureau, Population Estimates

Compound annual growth rates (CAGR) are derived from calculating the average annual change of a data series over time. In Collier County, CAGRs were nearly halved from pre- to post-recession levels. In the five years prior to the recession (2002 to 2007), Collier added 38,947 new residents (2.7 percent growth). However, the years between 2009 and 2012 saw an annual growth rate of only 1.4 percent. Population growth was even more anemic in Greater Naples during the recessionary years when the local population increased by only 4,048, a 0.6 compounded annual rate. Thus, over-reliance on a cyclical economy can also have economic implications for businesses and workers in that population data and projections affect budget levels for various city and county services and facilities.

As Collier County's population growth gradually slowed during and after the recession, the community also became more diverse. From 2007 to 2012, Collier's Black non-Hispanic (21.5 percent), Hispanic (10.0 percent), and "Other non-Hispanic" (29.5 percent) ethnic and racial groups all grew in relative population. Greater Naples percentage of Black residents grew over three times as fast as the next highest comparison community. However, Collier's percentage of Hispanic residents increased more slowly than all the benchmark areas.

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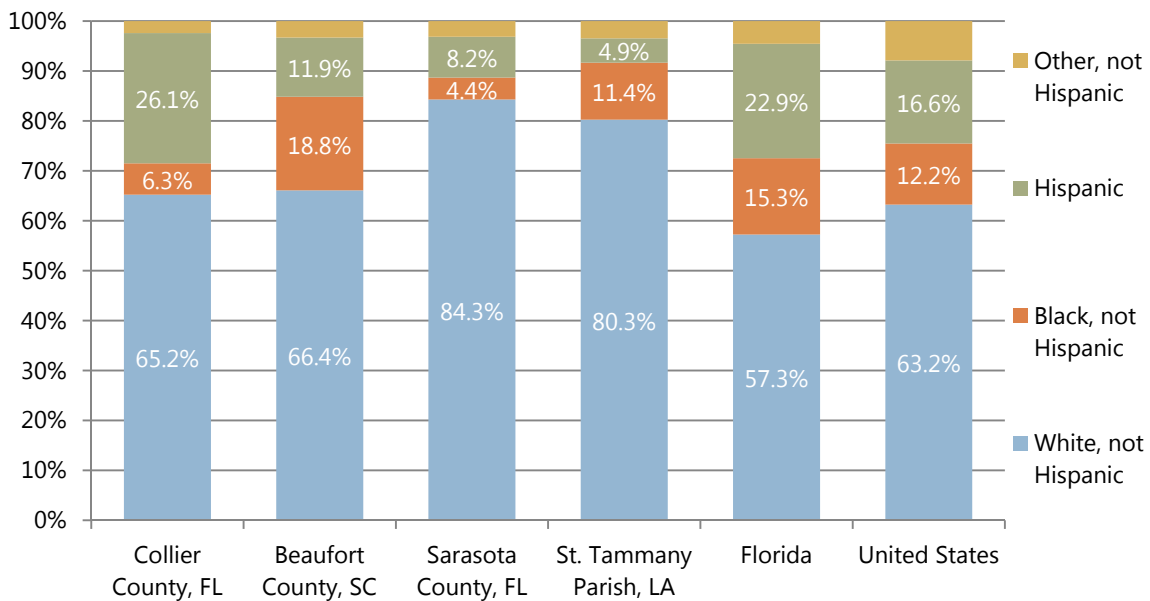
**POPULATION CHANGE BY RACE/ETHNICITY, 2007-2012**

	White, not Hispanic	Black, not Hispanic	Other, not Hispanic	Hispanic
Collier County	1.2%	21.5%	29.5%	10.0%
Beaufort County	13.4%	2.7%	50.7%	48.0%
Sarasota County	1.2%	5.6%	37.5%	27.0%
St. Tammany Parish	4.4%	5.9%	11.7%	49.9%
Florida	-0.8%	6.4%	12.9%	12.5%
United States	-0.5%	5.0%	20.1%	17.8%

Source: United States Census Bureau, American Community Survey 3 yr.

Despite the slow growth of Greater Naples Hispanic population, the following chart shows that Collier County still has the highest percentage of Hispanic residents (26.1 percent) relative to overall population of any of the comparison areas, including the state of Florida and the U.S. Collier's rapid growth in Black population did not markedly change the cohorts overall composition of the County's population, which stood at 6.3 percent in 2012. This is the lowest percentage of all the benchmark geographies other than Sarasota County (4.4 percent).

**RACE AND ETHNICITY, 2012**



Source: United States Census Bureau, American Community Survey 3 yr.

One reason that population growth slowed during the recession – particularly in Florida – is that migration patterns were impacted by the bursting of the housing bubble and drops in home values that often “trapped” residents in homes they were unable to sell. Indeed, the numbers show that Collier County's



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negligible population growth during the recession was caused by an almost complete lack of net domestic migration.

Domestic migration (movement within the U.S.), along with natural growth (births vs. deaths), and international migration are the three ways that communities' populations can grow or decline. While the goal is to have a sustainable mix of all three types, positive net migration both domestically and internationally can be an indication of a strong, growing economy providing opportunities that attract workers from across the nation and world. In the years 2004-2006 prior to the recession in Collier County, nearly 71 percent of new residents came to Greater Naples from elsewhere in the U.S. During the recession (2007-2009), net migration stopped completely in Collier County; all new migrants originated from countries outside the United States. Only after the recession ended did net domestic migration in Greater Naples begin to rise again. This lack of domestic migration exacerbated pressures on Collier's principal employment sectors and put additional stress on the local economy.

It is also interesting to assess the origin and destination points of domestic migrants moving to – or from – Collier County. The following table contains data showing the sources and destinations of Greater Naples net migration from 2009 to 2010, the latest available data. As has been noted, domestic migration came to a virtual standstill in Collier during the recession, so net movements are actually quite low.

**COLLIER COUNTY NET DOMESTIC MIGRATION, 2009 - 2010**

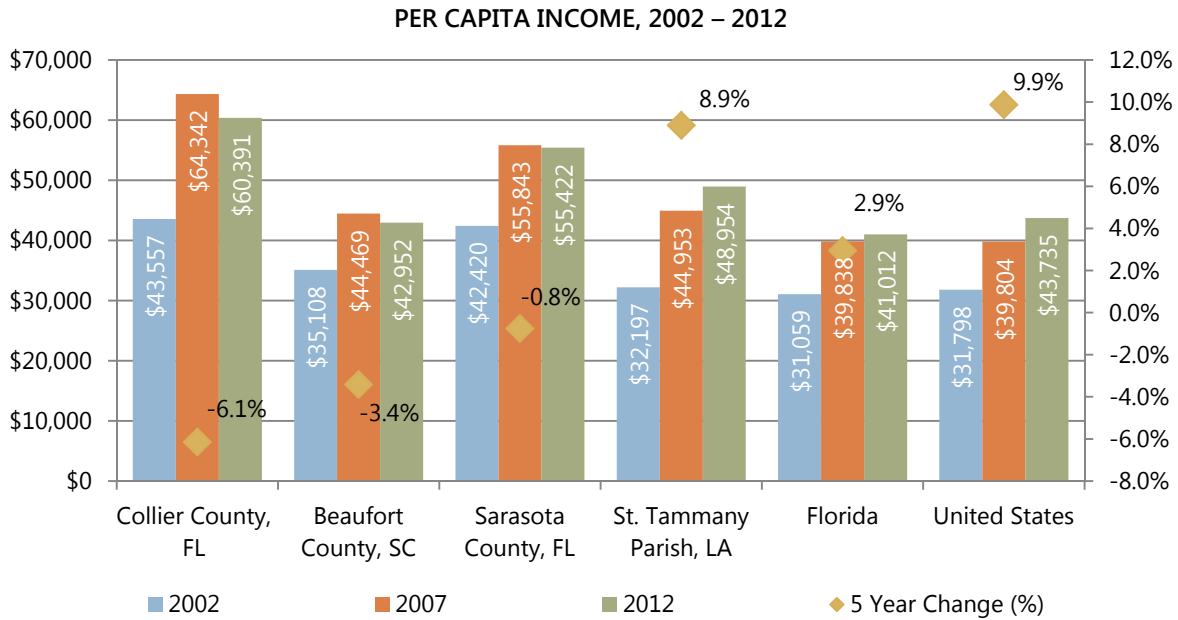
Top Sources			Top Destinations		
County	Net Migrants	Average Income of Filed Return	County	Net Migrants	Average Income of Filed Return
Washtenaw County, MI	152	\$64,508	Cameron County, TX	-72	\$16,138
Cook County, IL	97	\$337,804	Harris County, TX	-67	\$25,600
Oakland County, MI	84	\$105,417	Sumter County, FL	-59	\$69,324
Suffolk County, NY	75	\$67,347	Palm Beach County, FL	-47	NR
Fairfield County, CT	65	\$92,262	Travis County, TX	-46	\$59,263
Essex County, MA	54	\$55,889	Buncombe County, NC	-46	\$41,783
Wayne County, MI	53	\$106,849	Lake County, FL	-40	\$39,923
Ocean County, NJ	51	\$71,692	Orange County, FL	-39	\$31,387
Morris County, NJ	52	\$46,902	Loudoun County, VA	-35	\$153,063
Monmouth County, NJ	50	\$222,600	Hidalgo County, TX	-34	\$18,385

NR=Not Reported

Source: Internal Revenue Service

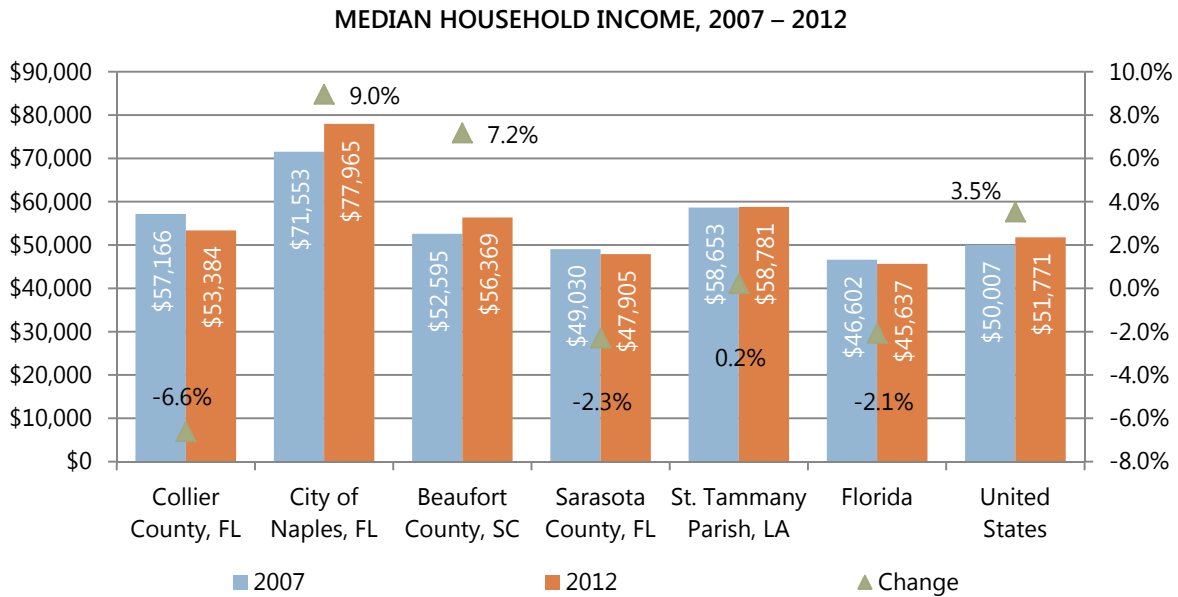
What is most notable about the net domestic migration data is the average declared incomes of the in- and outmigrants. For the most part, well-heeled new residents continue to be drawn to Greater Naples, while lower-income individuals have decided to move on. Some of this outmigration could potentially be tied to patterns of agricultural harvest. Regardless, these changes in population mix have an impact on the income dynamics in Greater Naples. The following chart shows that per capita incomes in Collier County fell by 6.1 percent between 2007 and 2012, the fastest rate of decline of all the comparison areas. Conversely, St. Tammany Parish (8.9 percent), Florida (2.9 percent), and the U.S. (9.9 percent) actually saw PCI *increases* during this period.

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Source: Bureau of Economic Analysis

With so much of Collier's PCI tied to investment returns, recessionary declines in stock market and property values likely contributed to some of this drop. Expanding the perspective from the individual to the household reveals even more information about Greater Naples wealth and income trends, especially when data from the City of Naples is incorporated into the analysis.



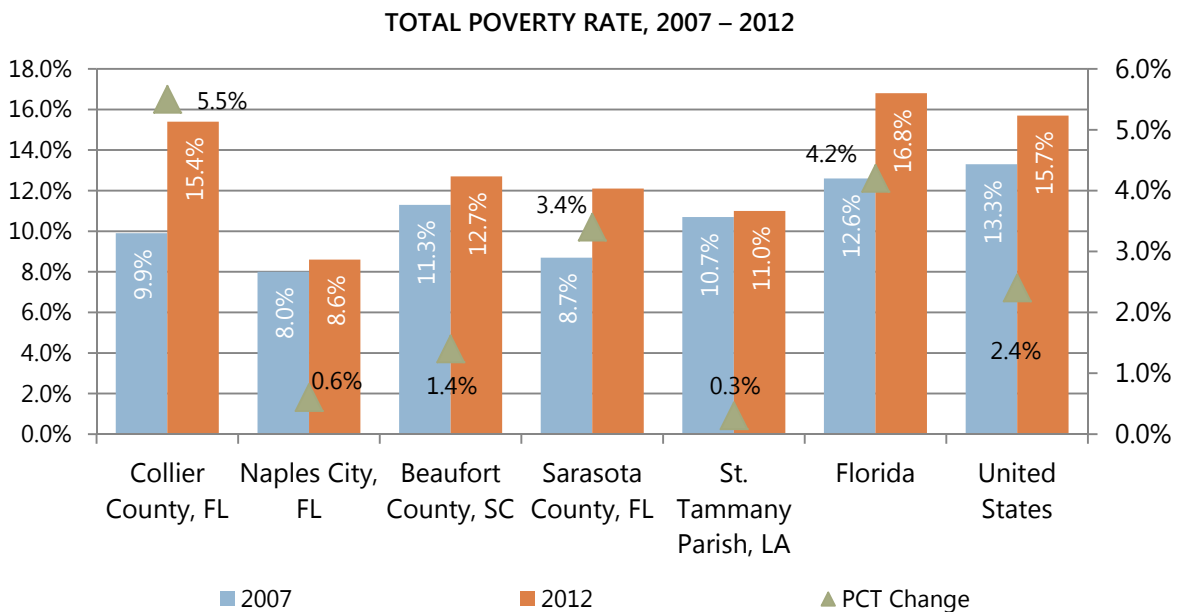
Source: United States Census Bureau, ACS 3-Yr



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As the previous table shows, while Collier County households experienced a 6.6 percent decline in average income from 2007 to 2012, City of Naples households actually saw incomes rise by 9.0 percent during this period. At the end of the period in 2012, 46.4 percent of Collier County households earned under \$49,999. Conversely, 40.7 percent of City of Naples households earned above \$100,000 during the year. Data also show that City of Naples households comprise 8.0 percent of the Collier County population, but account for 21.7 percent of households earning over \$200,000 per year. In broad terms, the City of Naples is getting richer while Collier County gets poorer.

A look at trends in Greater Naples' poverty percentages will provide additional perspective on the diverging income trends in the community. Poverty rates are estimated by the U.S. Census Bureau using income measures from annual population surveys. Information including family size, pre-tax income, and number of children help the Bureau determine poverty thresholds. If a family's income is less than the poverty threshold, that family would be considered living in poverty. In 2013, the most recent year for which poverty rates are available, the federal poverty threshold for a family of four with two children was \$23,624.



Source: United States Census Bureau, ACS 3-YR

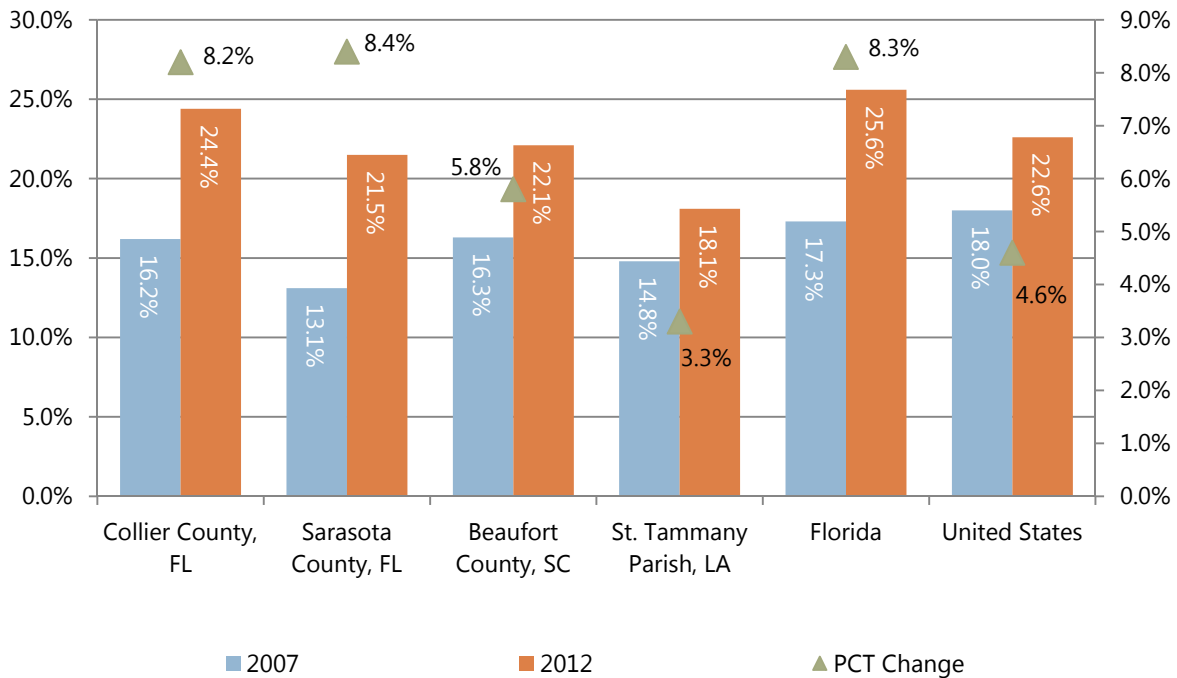
The previous chart shows total poverty rates for Collier County, the City of Naples, and the comparison geographies for the years 2007 through 2012, inclusive of the recessionary years and their aftermath. Between 2007 and 2012, Collier County's total poverty rate increased by 5.5 percentage points, the largest gain of all the comparison areas. Very little of that gain was attributable to the City of Naples, which poverty rate grew by only 0.6 percentage points. Job losses no doubt contributed to this spike in poverty, as well as the fact that most new jobs being created were, on average, low-paying.

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Child poverty (youth ages 18 and under) also rose rapidly in Collier County from 2007 to 2012.<sup>8</sup> The percentage of children under 18 living in poverty in Collier County grew by 8.2 percent, mirroring trends in Florida and Sarasota County.

Collier County's child poverty (children 18 and under) rates similarly rose, increasing by 8.2 percentage points over the same five year period. Both Sarasota County, FL (8.4 percent) and Florida (8.3 percent) saw faster growth. In 2012, nearly one in seven residents within the county met the federal definitions of poverty for a family of four whereas one in four county children lives in poverty. With 24.4 percent of its children living below the poverty line, Greater Naples trails only the state of Florida (25.6 percent) in this measure of youth welfare.

CHILD POVERTY, 2007 - 2012



Source: United States Census Bureau, American Community Survey 1 Yr.

These income and poverty trends have serious implications for the capacity and sustainability of Greater Naples' workforce. Research shows that lower-income households and families struggling under the burden of poverty have a more difficult time succeeding in school and the workplace and are often torn between providing for their families and getting an education that could lead to a higher-wage occupation.

Clearly, the impacts of the Great Recession were not felt equally across Greater Naples. As population growth slowed due to declining domestic migration and incomes were affected by job losses, thousands of Collier County residents found themselves living under the poverty line and struggling to make ends meet.

<sup>8</sup> City of Naples data is not available for child poverty.



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However, data show that some residents – principally in the City of Naples – made it through the recession relatively unscathed and, in some cases, with higher incomes than when the national slowdown began. This is important because it speaks to one of the core themes of Greater Naples' narrative: should we invest in strategies to make our economy more diverse? The divisions in the County and how they affect Collier's balance of power will be important as the answer to this question is discussed and resolved.

The next section of this report will provide additional perspective on the trends and challenges affecting Greater Naples' workforce sustainability.

# Is the Collier County Workforce Sustainable?

The concept of workforce "sustainability" is influenced by numerous factors. The ultimate goal is to provide a steady and evolving labor force for the local companies creating the highest-value job opportunities. Sustainability entails ensuring that each successive working-age generation is large enough to eventually replace the generation ahead of them and that workers possess the skills necessary to best serve the business community's needs. These skills are ideally developed through a training "pipeline" stretching from infancy all the way through careers, inclusive of the pre-kindergarten through 12<sup>th</sup> grade systems, two- and four-year colleges, and the universe of workforce development institutions serving adults and those interested in augmenting their education. Retaining graduates of local high schools, colleges, and universities is important to ensure workforce sustainability as is the effective attraction of outside talent, whether they grew up in the community or not.

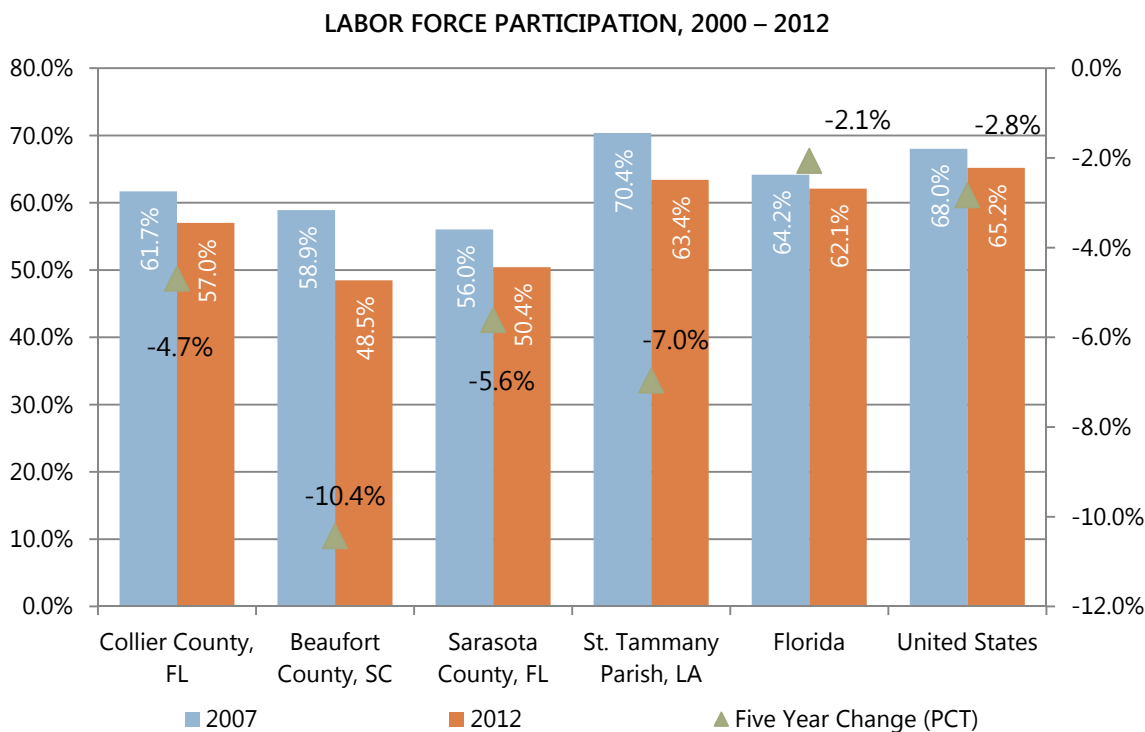
Nationwide – but especially in proportionally older communities like Greater Naples – the issue of workforce sustainability is becoming more prevalent because of the simple fact that the Baby Boom generation is approaching retirement and it is much larger than the generations that follow it. Over 76.8 million Baby Boomers are nearing retirement; by 2020 workers aged 55 and older will represent 25.2 percent of the nation's total civilian workforce according to projections published by the Bureau of Labor Statistics. By 2050, the ratio of working age adults (aged 20 to 64) to retirees (65 and older) will fall to 2.67. By comparison, the ratio stood at 4.69 in 1990. A looming worker shortage is forcing communities and businesses to think more than ever about what top talent is looking for in a place to live and work.

Because, as mentioned, Collier County's population skews older, the issue of generational workforce replenishment is more urgent. A caveat in Collier is that many older residents are currently not participating in the workforce, either because they are retired or only live in the community part-time. It is because of this dynamic that an analysis of labor force participation rates (LFPR) offers a more nuanced view of employment dynamics within a given area. Unemployment rates only measure those adults who are available for work and have been actively searching for employment for four weeks. Yet many eligible workers may not be employed and may not be receiving benefits for any number of reasons. Labor force

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participation rates measure the percentage of the potential workforce that is employed or looking for work divided by the total working aged population available from the U.S. Census Bureau (ages 20 to 69).<sup>9</sup>

The following chart shows the rates of participation in Collier County's labor force.



Source: Bureau of Labor Statistics

The standing of Collier, Beaufort, and Sarasota Counties as top retirement communities is evident in these LFPR data. Collier's LFPR of 57.0 percent, while comparatively low at the state and national levels, is nevertheless higher than Beaufort and Sarasota Counties. It should also be noted that, even though many individuals may not be participating in Greater Naples labor force, they may also be retirees or part-time residents with very high average incomes and still be contributing to the local economy. However, this contingency does not benefit Collier County employers looking to fill critical, high-skill, in-demand positions.

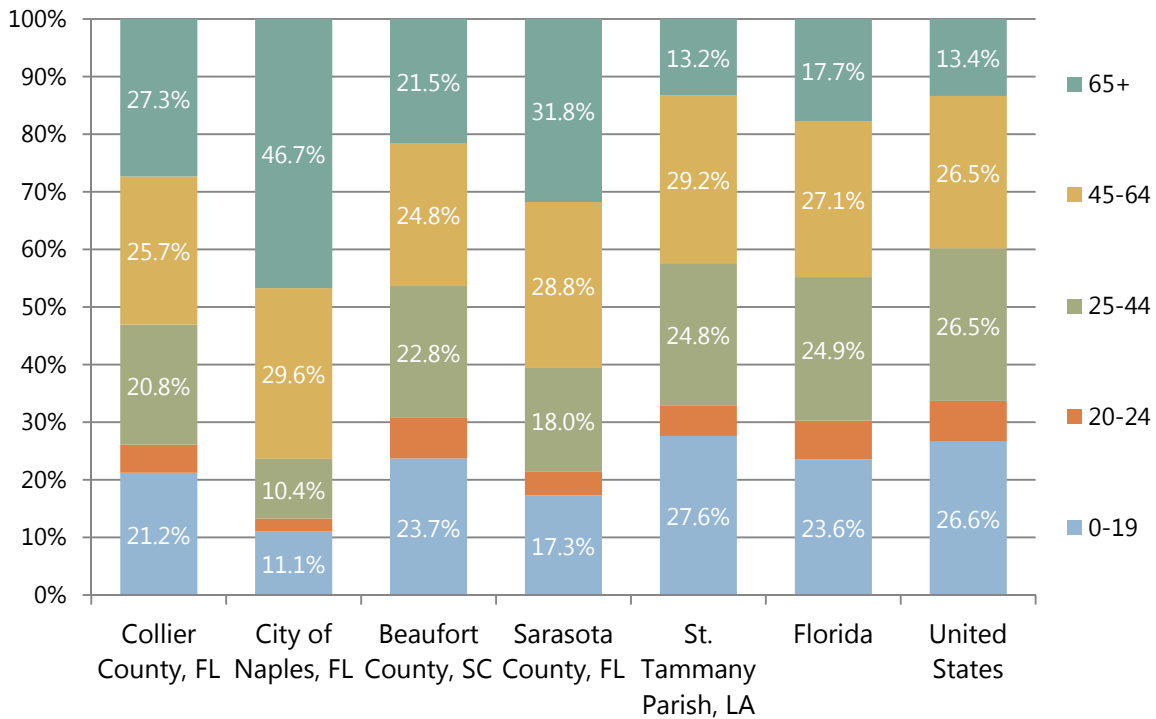
Looking at the age composition of Greater Naples' population not only provides insight into labor force participation, but also can indicate whether structural trends may leave the workforce vulnerable to future

<sup>9</sup> Those that are no longer actively seeking work (have not looked for work recently) are not considered to be unemployed and are therefore not considered to part of the labor force. Those individuals that have accepted part-time work for economic reasons – meaning that they would like full-time work but have been forced to settle for part-time work – are included as employed individuals and are therefore included as part of the labor force.

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talent shortages. As displayed in the following chart, Collier residents aged 65 and older comprised 27.3 percent of the County's population in 2012. Only Sarasota County (31.8) featured a higher percentage. Residents over 65 represented an even higher proportion of total population in the City of Naples, a noteworthy 46.7 percent.

AGE COMPOSITION, 2012



Source: United States Census Bureau, American Community Survey 3 yr.

Equally important is an examination of the rising age cohorts that will eventually replace older generations nearing retirement. Collier County's population aged 25 to 44 proportionally smaller (20.8 percent) than every comparison area except Sarasota County. At 21.2 percent, the size of Collier's 0 to 19 year old cohort is also smaller than all but Sarasota. Without an influx of younger workers or a spike in Greater Naples' birth rates, the community could face a significant shortfall of replacement workers for future retirees.

As seen in the following table, growth trends in Collier's age groups also portend future challenges for the County's workforce sustainability.

**POPULATION CHANGE BY AGE, 2007 – 2012**

	0-19	20-24	25-44	45-64	65+	All
Collier County, FL	-1.0%	4.1%	-10.7%	14.5%	17.2%	5.0%
City of Naples, FL	-18.8%	-28.2%	-10.4%	11.7%	8.0%	2.0%
Beaufort County, SC	0.0%	22.5%	3.9%	25.5%	38.2%	15.1%
Sarasota County, FL	-0.7%	-0.5%	-12.6%	12.3%	11.9%	3.9%
St. Tammany Parish, LA	1.9%	-21.4%	2.6%	14.6%	23.8%	6.4%
Florida	-1.1%	7.9%	-0.9%	8.8%	8.0%	3.6%
United States	0.8%	6.0%	-1.3%	10.2%	11.8%	4.3%

Source: United States Census Bureau, American Community Survey 3 yr.

These data also show that Collier County is experiencing relative declines in its age cohorts that must replace older workers transitioning out of the labor force. Collier's percentage of adults age 20 to 24 grew from 2007 to 2012, but slower than Beaufort County (22.5 percent), Florida (7.9 percent), and the U.S. (6.0 percent). More troubling is the higher than average decline in the percentage of Collier's population aged 25 to 44. Adults in this age range (typically 25-39 year olds) are often labeled "young professionals" (YPs), and are the talent cohort most in demand by communities and businesses.

**Public input respondents noted a number of reasons why they feel Collier is a challenging place for young professionals (YPs) to locate. Among these are a lack of: corporate diversity (hard to find a job); "things to do" for young people compared to other Florida cities and national youth-culture hubs; affordable starter homes and quality market-rate apartments; and thriving technology and startup scene. In fact, one input respondent said, "you come to Naples FOR a job, not to FIND a job." However, for the YPs that are in Greater Naples, opportunities to be involved in the community were said to be plentiful. Not only are GAIN and Young Professionals of Naples active organizations, but numerous philanthropy groups were said to be starting "next generation" programs for emerging young leaders.**

**The Opportunity Naples community survey directed respondents aged 25 to 39 to a specific set of questions focused on Collier County's competitiveness for young professionals. When asked if they "agree or disagree" with certain key statements, respondents attitudes were mixed. While 61.4 percent feel that Greater Naples is an attractive place to live for YPs, only 35.4 percent feel that they can afford to live in Collier County. Just over 46 percent feel that YPs can be attracted to Greater Naples, but only 31.9 percent feels the community effectively retains graduates that grew up in the area. When asked what could be done to make Collier County more attractive for YPs, selected responses include:**

- **More housing affordable for young professionals; more entertainment/nightlife options/more diversified economy and better job opportunities.**
- **Provide more "young people friendly" communities and more cost effective or cost creative ways for young people to not just rent, but purchase property and homes.**

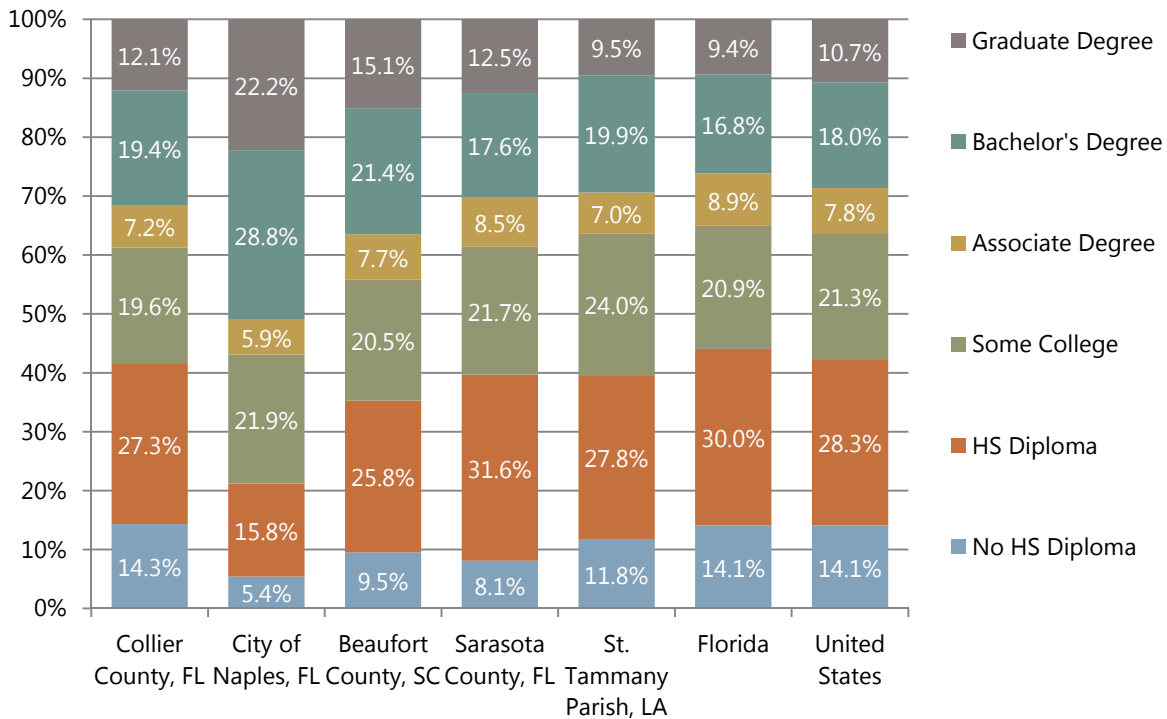
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- **Affordable housing is probably the biggest hurdle, but also image - people who don't know Naples, would never suspect it's a good place to be young. This is my hometown. Fewer than 10 percent of my high school classmates returned here to settle, build their careers and raise their families. That's shameful.**
- **Help to highlight the activities, venues, schools and other things that make Naples such a desirable place for young professionals and their families, or future families.**

These final two bullets indicate that some of the challenges related to young professional retention and attraction can be attributed to the difference between the *perception* of Greater Naples' attractiveness to YPs versus the *reality* of its assets that this age group might truly find appealing.

In addition to the age mix of the local workforce, another key competitive criterion examined by site consultants and prospect companies is the skill levels of the available labor pool. A widely used proxy for estimating a community's workforce skills capacity is its level of "educational attainment." These data measure the percentage of "terminal" (final) degree attainment of the community's adult population. The higher the percentage of bachelor's degree and above attainment, the more skilled that workforce is considered to be. Collier County's educational attainment levels are a positive asset that could help retain and attract knowledge-intensive industries. Attainment levels are especially high in the City of Naples, as shown in the following chart.

EDUCATIONAL ATTAINMENT, 2012



Source: United States Census Bureau, American Community Survey 3 yr.



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In 2012, 31.5 percent of Collier County's workforce held a Bachelor's degree education or higher. This figure was 5.3 percentage points higher than the state average (26.2 percent) and 2.8 percentage points higher than the national average (28.7 percent). Only Beaufort County, SC (36.5 percent) exhibited higher levels of educational attainment. Educational attainment levels in Greater Naples are also rising. Between 2007 and 2012, the percentage of Collier residents with a Bachelor's degree education or higher grew by 1.5 percentage points; this increase was higher than Beaufort County, Sarasota County, and St. Tammany Parish. Strategies to assist Greater Naples adults without a high school diploma (27.3 percent) or who have not completed college (19.6 percent) with the receipt of an associate or bachelor's degree could be an effective strategy for raising the County's educational attainment levels even higher.

Also promising is the educational attainment levels of international in-migrants. Nearly 47.8 percent of residents who moved to Collier County in the last year from outside the U.S. held a Bachelor's degree or higher. Only St. Tammany Parish, LA (53.8 percent) eclipsed that mark. Attainment levels of Collier's domestic in-migrants were less notable, with only 32.3 percent of these new residents possessing a Bachelor's or above. Beaufort County (40.2 percent) and St. Tammany Parish (36.7 percent) domestic in-migrants surpassed this level.

The allure of the City of Naples was especially strong for well-educated migrants from the U.S. and abroad. Slightly over 65 percent of international in-migrants and 71.9 percent of domestic in-migrants to Naples held at least a Bachelor's degree.

Up to this point in this section's narrative, we have looked at more general indicators of workforce sustainability such as age, educational attainment, and labor force participation rates. However, more troubling concerns emerge for public and private Greater Naples leaders across all constituency areas when the analysis turns to Collier County's workforce sustainability for specific business sectors and occupations.

The following table highlights workforce sustainability gaps likely to occur in particular business sectors as Greater Naples workers aged 45 and over enter retirement. The table compares the percentage of workers aged 24 to 44 (those likely to replace retirees) to those workers aged 45 and over likely to retire in the next 20 years. The "gap" represents the shortage or surplus of the replacement workforce in specific business sectors.





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**WORKFORCE SUSTAINABILITY BY BUSINESS SECTOR, 2013**

	Collier County			United States		
	Percent	Percent	Gap	Percent	Percent	Gap
	Workers Aged 24 to 44	Workers Aged 45 and Over		Workers Aged 24 to 44	Workers Aged 45 and Over	
Agriculture, Forestry, Fishing and Hunting	44%	39%	5%	37%	46%	(9%)
Mining, Quarrying, and Oil and Gas Extraction	0%	0%	0%	48%	43%	5%
Utilities	39%	57%	(18%)	38%	59%	(21%)
Construction	44%	49%	(5%)	47%	44%	3%
Manufacturing	42%	54%	(12%)	42%	53%	(11%)
Wholesale Trade	44%	49%	(5%)	44%	49%	(5%)
Retail Trade	35%	46%	(11%)	38%	37%	1%
Transportation and Warehousing	39%	56%	(17%)	41%	51%	(10%)
Information	43%	49%	(6%)	52%	39%	13%
Finance and Insurance	43%	50%	(7%)	50%	44%	6%
Real Estate and Rental and Leasing	35%	60%	(25%)	41%	51%	(10%)
Professional, Scientific, and Technical Services	37%	57%	(20%)	48%	45%	3%
Management of Companies and Enterprises	39%	58%	(19%)	46%	45%	1%
Administrative and Other Services*	41%	46%	(5%)	46%	40%	6%
Educational Services (Private)	40%	50%	(10%)	42%	45%	(3%)
Health Care and Social Assistance	41%	51%	(10%)	46%	46%	0%
Arts, Entertainment, and Recreation	38%	50%	(12%)	39%	38%	1%
Accommodation and Food Services	41%	36%	5%	39%	24%	15%
Other Services (except Public Administration)	36%	56%	(20%)	38%	49%	(11%)
Government	40%	52%	(12%)	41%	50%	(9%)

Source: EMSI

Only *three* business sectors in Collier County – 1) Agriculture, forestry, fishing, and hunting, 2) Mining, quarrying, and oil and gas extraction, and 3) Accommodation and food services – are anticipated to have enough workers already located in Collier to replace those retiring in the coming years. Of the remaining sectors that project shortages, most are well above the replacement shortfalls anticipated at the national level. These data bring into clear perspective the challenges Greater Naples will face if the community does not focus attention and resources on retaining talent graduating from local/regional colleges and universities or attracting them from outside Southwest Florida.

Examining workforce sustainability by occupation is equally concerning for Greater Naples' future economy and business competitiveness. The following table compares the percentage of workers aged 24 to 44 and those aged 45 and over by occupation.



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**WORKFORCE SUSTAINABILITY BY OCCUPATION, 2013**

	Collier County			United States		
	Workers Aged 24 to 44	Workers Aged 45 and Over	Gap	Workers Aged 24 to 44	Workers Aged 45 and Over	Gap
Management	38%	60%	(22%)	42%	54%	(12%)
Business and Financial Operations	39%	57%	(18%)	47%	47%	0%
Computer and Mathematical	53%	42%	11%	58%	37%	21%
Architecture and Engineering	39%	58%	(19%)	45%	51%	(6%)
Life, Physical, and Social Science	42%	54%	(12%)	46%	48%	(2%)
Community and Social Service	37%	59%	(22%)	43%	51%	(8%)
Legal	42%	57%	(15%)	48%	50%	(2%)
Education, Training, and Library	40%	54%	(14%)	42%	49%	(7%)
Arts, Design, Entertainment, Sports, and Media	40%	55%	(15%)	48%	42%	6%
Healthcare Practitioners and Technical	42%	53%	(11%)	48%	47%	1%
Healthcare Support	45%	45%	0%	47%	40%	7%
Protective Service	38%	54%	(16%)	40%	48%	(8%)
Food Preparation and Serving Related	40%	33%	7%	38%	23%	15%
Building and Grounds Cleaning and Maintenance	40%	50%	(10%)	40%	47%	(7%)
Personal Care and Service	36%	49%	(13%)	40%	40%	0%
Sales and Related	35%	50%	(15%)	38%	40%	(2%)
Office and Administrative Support	38%	52%	(14%)	42%	46%	(4%)
Farming, Fishing, and Forestry	45%	36%	9%	42%	35%	7%
Construction and Extraction	48%	43%	5%	49%	40%	9%
Installation, Maintenance, and Repair	42%	52%	(10%)	44%	49%	(5%)
Production	41%	52%	(11%)	42%	48%	(6%)
Transportation and Material Moving	40%	50%	(10%)	42%	47%	(5%)
Military	40%	47%	(7%)	41%	44%	(3%)

Source: EMSI

Only five of 23 occupational categories have positive workforce sustainability trends: Computer and mathematical (11 percent); Health care support (0 percent); Food preparation and serving related (7 percent); Farming, fishing, and forestry (9 percent); and Construction and extraction (5 percent). Similar to business sector projections, the size of anticipated worker-availability gaps for Collier County occupations are well above those at the national level.

Recent attention has been paid to some of these issues in Southwest Florida as a result of the 2013 Workforce Now: Workforce Overview Study.<sup>10</sup> The Workforce Now initiative emerged from a Market Watch Education Summit presented by the News-Press in 2012. The 2013 Study – a partnership between Edison State College, Florida Gulf Coast University, and Hodges University – highlights specific skills gaps within the Southwest Florida region. According to the report, nearly 40,000 people in Southwest Florida say they

<sup>10</sup> For more information on Workforce Now, please visit [www.fgcu.edu/cob/reri/wfn](http://www.fgcu.edu/cob/reri/wfn)



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want to work but cannot find a job. Conversely, regional employers have 7,800 jobs left unfilled for want of a qualified employee. This gap is costing an estimated \$325 million to the regional economy.<sup>11</sup>

Many of these skill gaps can be fulfilled through minimal training. For instance, the educational requirement for retail salespersons is a high school diploma. Other occupations require post-secondary adult vocational training such as first-line supervisors of retail sales workers, first-line supervisors of food preparation and serving workers, insurance sales agents, and wholesale trade and manufacturing sales representatives. Occupations requiring higher levels of educational attainment include speech-language pathologists (Master's degree or higher), occupational therapists (Master's degree or higher), and physical therapists (Master's degree or higher).

Public input conducted for this Opportunity Naples Competitive Assessment also identified labor shortages reported by local employers and workforce officials.

**Stakeholders in Greater Naples' health care sector said that local employers "can't hire fast enough." Positions most impacted by shortages include multiple entry-level and mid-level positions such as nurses, home-health aides, and technicians. Wages that do not compensate for the area's high cost of living were said to be contributing to the impacted labor pool for these positions. The seasonal nature of Greater Naples health care economy also means that certain workers can only find part-time work and might move to a community where full-time work is more available. For the most part, health care officials did not report serious challenges in recruiting physicians to Greater Naples. The quality of life and large elderly population helps make the area an attractive destination for doctors and specialists. However, one official said it is still "easier to recruit a 44-year-old than a 32-year-old" to Greater Naples. The lack of dedicated residency slots in the community means that most new hires are recruited from existing practices rather than through a "pipeline" of recent medical school graduates. One respondent said a frequent challenge when recruiting physicians is finding suitable employment for his or her "trailing spouse."**

**Workers skilled in the construction trades were also said to be in great demand. The slowdown in local construction during the Great Recession had an impact, with many workers leaving the area in search of work. Occupations in greatest demand are: carpenters, blockmasons, brickmasons, and stonemasons. While employers do get support from higher education in terms of training workers, respondents said that in some cases workers are being "trained to leave" for jobs in communities with higher wages and lower costs of living.**

News stories associated with the Workforce Now research reported additional local companies experiencing workforce challenges. Arthrex, the North Naples-based arthroscopic and medical implant company that recently opened a \$25 million, 190,000-square-foot manufacturing complex in eastern Collier County, identified a number of in-demand jobs in need of qualified candidates. They include: CNC Machine Operator, Manufacturing Engineer, and IT Business Analyst.<sup>12</sup> Part of Arthrex's answer to filling its

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<sup>11</sup> Engstrom, Tim. "Workforce now: The big jobs divide in Southwest Florida." News-Press, October 27, 2013.

<sup>12</sup> Engstrom, Tim. "Southwest Florida firms struggle to find workers." News-Press, October 26, 2013.



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occupational pipeline is to supplement its own in-house training program for machinists with an introductory course offered at local technical schools. An example is a recently launched certification course for CNC Machinists at the Immokalee Technical Center.<sup>13</sup>

Greater Naples' capacity to attract new residents from across the country could assist fulfilling future workforce shortages; however, its external image must adapt to attract young professionals. It is also incumbent on economic development organizations, governments, and all education and training institutions to proactively attempt to provide a qualified complement of workers to the businesses that are creating good jobs in the community. The next section of this report's narrative will detail the components and dynamics of Greater Naples' training "pipeline."

## Preparing Students for College and Careers

More and more U.S. communities are focusing on the need to improve the connectivity and continuity of education and training from "cradle to career." In other words, existing and projected skills shortages and the primacy of workforce competitiveness to successful economic development outcomes are forcing local leaders to invest time, effort, and significant resources into the formalization of "pipelines" preparing students and adults for the best jobs being created locally. The current strategy of choice to most effectively unify a community around its education and training systems is called "collective impact." These partnerships between the business community, education and training providers, government, and social services entities acknowledge the truism that "it takes a village" to educate a child. This "all hands on deck" approach seeks to create an organizational network to inform programming and processes designed to sustainably develop a best-in-class local or regional workforce.

While Greater Naples is not implementing a "collective impact" strategy, elements of such an initiative are in play across the County, especially in relation to the business and philanthropic communities' commitment to supporting quality public education.

Collier County Public Schools (CCPS) is the sole district serving Greater Naples' K-12 students. Collier's changing demographics – as noted in this report – present challenges to the district's ability to advance and improve local educational outcomes. For example, in the 2010-11 school year<sup>14</sup>, 58.6 percent of the CCPS student population was eligible for free or reduced price lunch, a commonly used proxy to describe a district's low-income cohort. Though this figure is well below most urban school districts, it is nevertheless a growing challenge in Collier. Moreover, 14.1 percent (6,065) of the district's student population in 2010 to 2011 were first-time English Language Learners. In raw numbers, CCPS served more ELL students than 65 out of Florida's 73 reporting school districts during that academic year.

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<sup>13</sup> Engstrom, Tim. "Collaborative training helps close talent gap." News-Press, October 28, 2013.

<sup>14</sup> Note: Data from the 2010-11 school year is the latest available from the National Center for Education Statistics. *Market Street* has found NCES to be the most reliable source for comparing school district data across different states.



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The following table presents various key data points for CCSP and the comparison county's districts.

**PUBLIC SCHOOL DISTRICT DYNAMICS**

	Collier County, FL	Beaufort County, SC	Sarasota County, FL	St. Tammany Parish, LA
Total Student Enrollment, 2010 - 2011	42,919	19,648	40,899	36,651
Five Year Change	-373	660	(991)	2,243
Five Year Percent Change	-0.9%	3.5%	-2.4%	6.5%
% Students Eligible for Free or Reduced Lunch, 2010 - 2011	58.6%	51.4%	49.1%	45.9%
Five Year PCT Change	17.3%	2.7%	20.3%	1.9%
Per Pupil Expenditures, 2009 -2010	\$10,092	\$10,705	\$10,489	\$11,305
Five Year Change	\$1,667	\$2,177	\$1,977	\$2,974
Five Year Percent Change	19.8%	25.5%	23.2%	35.7%
Student/Teacher Ratio, 2009 - 2010	15.5	15.6	14.7	15.3
Five Year Change	-1.5	2.3	-0.1	1.6

Source: National Center for Education Statistics

In the 2010-11 academic year, the Collier County district saw almost six in ten students qualify for federal lunch programs, a 17.3 percent increase from five years prior. More recent data has the free and reduced lunch eligibility percentage at 67 percent for Collier students. Per pupil expenditures rose slower at CCPS than the comparison districts, but student teacher ratios improved more than all the comparison areas. More recent data is available to assess student performance in the state of Florida.

**GRADUATION RATES AND ACHIEVEMENT BY RACE, ETHNICITY, AND GROUP, 2011 – 2012**

	Graduation Rate			Achievement Gap		
	Collier County, FL	Sarasota County, FL	Florida	Collier County, FL	Sarasota County, FL	Florida
All Students	78.4%	78.0%	74.5%	-	-	-
White	83.9%	80.8%	79.4%	5.5%	2.8%	4.9%
Black	74.7%	59.7%	63.7%	-3.7%	-18.3%	-10.8%
Hispanic	70.5%	73.1%	72.9%	-7.9%	-4.9%	-1.6%
Asian	94.7%	86.0%	88.4%	16.3%	8.0%	13.9%
Disabled	51.5%	54.6%	47.7%	-26.9%	-23.4%	-26.8%
Economically Disadvantaged	68.4%	68.0%	65.0%	-10.0%	-10.0%	-9.5%
ELL	60.5%	50.8%	56.6%	-17.9%	-27.2%	-17.9%
Migrant	67.6%	-	64.8%	-10.8%	-	-9.7%

Source: Florida Department of Education



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Graduation rates by student cohort in Collier County, Sarasota County, and Florida show that Collier County's overall graduation rate is higher than both Sarasota County and the state. Other than Collier County Hispanic students, graduation rates for minority, economically disadvantaged, English-Language Learner, and migrant students were higher across the board for CCPS compared to the Sarasota County district and the state average. Collier's Hispanic graduation rate of 70.5 percent trailed both comparison areas.

A look at achievement gaps shows additional room for improvement in the Collier district. An achievement gap exists when there is an observable disparity between the performance of groups of students, usually defined by race and ethnicity. In an ideal setting, student performance should not vary between race, ethnicity, or social classes. Hispanic, Disabled, and Migrant students registered achievement gaps above the Sarasota County and Florida figures.

**While some public input respondents said they were frustrated with the quality of public K-12 education in Collier County, others said that the district is improving. A recent leadership change at Collier County Public Schools was said by many to be a positive development. New reforms include reassignments of principals and faculty away from underperforming schools and a new focus on data-informed assessment and decision making. The district is also working closer with Florida Gulf Coast University's (FGCU) education program to ensure that graduates are better prepared to work in the Collier district.**

**Respondents said the greatest challenge for Collier schools is the increasingly lower-income, at-risk, and non-English-speaking student population. "It's an equity issue; it's about who's been moving here," said one respondent. The Collier County district is now 54 percent minority, 67 percent free-and-reduced-lunch eligible, and 16 percent comprised of English Language Learning students.**

**The business community was said to be actively engaged in public education, although more at the district-wide level than on a school-by-school basis. Junior Achievement and local mentors have contributed actively to a new entrepreneurship program, local CEOs are briefed quarterly on district issues, needs, and opportunities, and professional advisory boards assist the district with planning and operation of career-specific academy programs.**

**Greater Naples tremendous philanthropic capacity was also said benefit the Collier County district. Contributions from the Naples Children and Education Foundation and the Workforce Now initiative spearheaded by Edison State College, FGCU, and Hodges University were said to be impactful and even informed the development of Collier County Public School's latest strategic plan. In fact, offers of support for schools in Immokalee – the County's highest-poverty community – were so prevalent that the district had to "slow people down" and refocus certain investments on other in-need communities such as Golden Gate and East Naples.**

**Opportunity Naples community survey results showed that residents feel generally positive about the performance, programs, and direction of the Collier County Public School district. Respondents agreed with every statement posed about the district. However, some statements did receive less**



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**support than others. Please review the full survey results in Appendix B of this report for the complete response profile.**

**When asked what changes could be made to the K-12 district to most improve Collier County schools, the most prevalent responses were:**

- **Better technology**
- **More STEM**
- **Better faculty/less churn**
- **Less “teaching to the test”**
- **Real-life influence/business community partnerships**
- **Give teachers more support/training**
- **Concerns with Common Core curriculum**

The next link in the education and training pipeline is a community's complement of two- and four-year colleges and universities. In an optimally configured pipeline, as many students as possible will be funneled from area school districts into higher education programs customized to serve the needs of the regional business community. In this way, students will graduate with the skills necessary to stay home and work in a high-value career. Of course, this scenario is not always feasible. Ultimately, it should be the goal of local leaders to prepare as many students as possible for local careers while encouraging those who have left for college to one day return and live and work in the area.

Higher education in Collier County can be viewed in the context of Southwest Florida. With the home campuses of FGCU and Edison State College in nearby Lee County, distance for Collier students to travel for their educations is not a disincentive to attend. In addition, like many college and university systems, these institutions do not break out their performance data by campus but rather report it system-wide. This is not to diminish the role or importance of FGCU's or Edison's presence in Collier, but rather to acknowledge the benefit that proximity to a home campus can provide.



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DEGREE COMPLETIONS, 2012

	Degree Completion				
	Certificate	Associate	Bachelor	Master	Doctor
<b>Southwest Florida</b>	<b>852</b>	<b>2,947</b>	<b>2,522</b>	<b>600</b>	<b>193</b>
Ave Maria School of Law	0	0	0	0	166
Ave Maria University	0	0	132	30	2
Edison State College	286	2,399	294	0	0
Florida Gulf Coast University	0	306	1,797	371	19
Hodges University	0	242	299	105	0
Immokalee Technical Center	137	0	0	0	0
Lorenzo Walker Institute of Technology	429	0	0	0	0
Wolford College	0	0	0	94	6

Source: National Center for Education Statistics

As the previous table shows, in 2012, higher education institutions in Southwest Florida conferred 7,114 total degrees in 2012. FGCU accounted for the majority of the area’s Bachelor Degree awards, followed by Hodges University (299) and Edison State College (294). Edison State alone accounted for 81.4 percent of the Collier County area’s Associate degree completions, with its Collier County campus representing 16.7 percent of the system’s total student credit hour production. In terms of certificate awards, the Lorenzo Walker Institute of Technology (429), Edison State College (286), and the Immokalee Technical Center (137) provided crucial sub-Associate degree training to the local workforce. Focus group participants and business leaders spoke highly of the Lorenzo Walker Institute of Technology and Immokalee Technical Center and their ability to up-skill underserved student populations.

Higher education institutions also demonstrated strong capacity to train lawyers (166 completions in 2012), nursing assistants and aides (126), business administrators (125), licensed practical and vocational nurses (104), and nurse anesthetists (100). Lorenzo Walker Institute of Technology and the Immokalee Technical Center were a primary source of nursing assistants and licensed practical and vocational nurses. Hodges University showed strong capacity to train business administrators while Wolford College was the area’s only source of nurse anesthetist training. Similarly, the Ave Maria School of Law was the area’s only source of advanced legal training.

**A high number of Opportunity Naples community survey respondents indicated that they did not have enough knowledge to be able to assess the quality of Southwest Florida institutions. Those who did respond had the highest regard for Florida Gulf Coast University and the Lorenzo Walker Institute of Technology. Among those who provided additional comments on regional institutions, responses included:**

- **I'm impressed with the environmental programs at FGCU and great research they are doing in this area.**





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- **Naples has the opportunity to forge a genuine alliance with FGCU. This school is a rising star, why not find ways to tap into this energy?**
- **Edison State College has the largest enrollment by far and provides students who plan to work and live in this area. We should invest heavily in its success.**
- **Quality is high, but reputations need to be demonstrated and well communicated to the community and area.**
- **A focus on Computer Science and Computer Engineering is completely missing from the local college/university system.**

Ultimately, companies that expand or locate in Greater Naples – even when considered in a broader regional context – will not be able to satisfy their entire workforce needs through the hiring of local higher education graduates; there simply is not enough capacity. So, as noted earlier, talent attraction strategies directed towards other Florida regions and the U.S. will be necessary to provide firms with a sufficient supply of potential workers.

Regardless of whether a “collective impact” strategy is implemented to guide and coordinate local education and training programs, a strong commitment to develop homegrown talent is a first step towards ensuring that local businesses are supplied with a skilled labor force to foster future business competitiveness. A strong public school system is also a powerful tool to attract and retain residents with families. However, nurturing talent is only the first step; striving to retain these young men and women after graduation or drawing them back to the community by creating good jobs and making them aware of these opportunities is critical to ensuring that you are not preparing quality workers just to enhance another area’s economy.

The final section of this report will examine the qualities of Greater Naples that make it competitive for – or challenging to – the retention and attraction of talent of all ages and skill levels.

## Quality of Life and Place: Greater Naples’ Defining Assets

Southwest Florida has been a vacation retreat and second-home destination for the rich and famous for well over 100 years. The fact that Greater Naples continues to serve this role well into the 21<sup>st</sup> Century is testament to the endurance of its lifestyle amenities as attractors for well-heeled investors and travelers. As the Naples area has grown, aggressive and sustained efforts have been pursued to ensure that the community’s quality of life, quality of place, and destination appeal is not diminished. A key justification for the high impact fees discussed earlier in this report is to ensure that new development does not come at the expense of existing infrastructure, public aesthetics, or City and County services.

Greater Naples residents are not shy about their regard for their community.

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When focus groups and interviewees were asked, “What’s the best thing about Greater Naples?”, the area’s great quality of life was always at or near the top of the list. The reason behind the community’s attractiveness as a retirement and tourism destination, quality of life amenities are Naples-Collier County’s competitive “trump card.” Whether speaking about natural beauty, arts and cultural resources, recreation amenities, shopping and dining destinations, public safety, health care availability, or just about any other criterion, Greater Naples was said to a cut above the competition.

These same themes emerged as the most prevalent opinions of respondents to the Opportunity Naples community survey. The image that follows is a “word cloud” based on the most prevalent responses to the survey question, “What is Greater Naples greatest strength?”



Besides the community’s natural beauty, beaches and water access, shopping and hospitality amenities, and dining establishments, a number of other factors contribute to Greater Naples’ attractiveness as a destination to live and visit for people of all ages, including young professionals.

One such factor is public safety. Data show that Collier County is a very safe community. As seen in the following table, violent and property crime rates in the County are lower across the board than every comparison community except violent crime in St. Tammany Parish. In many cases, Collier’s rates are significantly lower than the comparison areas, especially Sarasota County. Crime rates have also fallen notably in Greater Naples, especially for violent offenses, which fell faster than all comparison geographies.



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**CRIME RATE PER 10,000 RESIDENTS, 2007 – 2012**

	2007		2012		5-Year % Change	
	Violent Crime	Property Crime	Violent Crime	Property Crime	Violent Crime	Property Crime
Collier County, FL	42.4	189.5	24.9	166.3	-41.2%	-12.2%
Sarasota County, FL	68.4	588.0	48.6	453.8	-28.9%	-22.8%
Beaufort County, SC	58.6	355.2	54.7	298.5	-6.7%	-15.9%
St. Tammany Parish, LA	25.1	225.7	16.1	187.5	-36.0%	-16.9%
Florida	72.3	408.9	48.7	327.7	-32.6%	-19.9%
United States	46.7	326.4	38.7	285.9	-17.1%	-12.4%

Source: Federal Bureau of Investigation, Uniform Crime Reports

Because the Collier County economy has not traditionally been driven by heavy industry or manufacturing, there are also far fewer polluted sites, facilities that report toxic releases, and federally-designated Superfund contamination sites.

**ENVIRONMENTAL INDICATORS PER 100,000 RESIDENTS, 2012**

	Per 100,000				
	Facilities that produce and release air pollutants	Facilities that have reported toxic releases	Facilities that have reported hazardous waste activities	Number of Superfund	Facilities with permits and discharges to waters of the United States
Collier County, FL	23.5	2.4	244.3	0.6	205.5
Beaufort County, SC	93.4	26.8	210.7	9.5	48.8
Sarasota County, FL	11.4	3.1	115.2	1.3	176.1
St. Tammany Parish, LA	32.2	13.8	310.3	5.4	743.8

Source: Envirofacts

Compared to the benchmark counties, the only environmental indicators of concern in Collier are facilities that report hazardous waste activities and those with permits to discharge to U.S. waters. The County's agricultural and fuel-extraction industries are potentially responsible for elevated numbers in these categories. Sensitivity to environmental issues in Greater Naples is strong, especially because of the thousands of protected acres and the delicate habitat of the Everglades and its resident plant and animal life. As a result, numerous Greater Naples individuals and organizations are active in land-preservation and improvement efforts. One high-profile entity, the Southwest Florida Land Preservation Trust, facilitates public and private interests in creating and preserving the Gordon River Greenway in Collier County for public use, recreation, and resource and natural area preservation.

Investment of volunteer time and resources is not limited to issues of environmental concern. For a community of its size, Greater Naples has one of the strongest, most active, high-capacity, and amenity-rich arts and cultural sectors in America. The following table clearly demonstrates the Collier County's commitment to the arts. Total revenue of Greater Naples arts organizations averages \$126 per capita based



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on a 100,000 resident sample. This figure is well above any comparison area and dwarfs the per capita rates for Beaufort County, St. Tammany Parish, and the state of Florida.

**CHARITABLE STATISTICS BY ARTS ORGANIZATIONS, 2012**

	Number of Organizations Filing 990	Per Resident (1,000)	Total Revenue	Per Resident
Collier County, FL	39	0.12	41,904,875	\$126
Beaufort County, SC	28	0.17	12,744,409	\$76
Sarasota County, FL	80	0.21	40,335,736	\$104
St. Tammany Parish, LA	16	0.07	1,833,621	\$8
Florida	1,814	0.09	1,093,644,543	\$57
United States	44,634	0.14	34,322,969,230	\$109

Source: National Center for Charitable Statistics

All told in Collier County, there are over 55 non-profit arts groups and cultural destinations, including a full range of organizations such as Artis – Naples, the Philharmonic Center for the Arts, the von Liebig Art Center, the Sugden Theatre, and volunteer groups like the Bach Ensemble, the Pastel Society and the Barbershop Chorus. Ave Maria University in Immokalee recently announced plans to construct a 1,250-seat performing arts center, with fundraising for the facility led by local philanthropist Myra Janco Daniels. Data from the United Arts Council of Collier County – the state’s designated Local Arts Agency for the County – show that Greater Naples is home to over 75 galleries and artist studios, over 500 local artists and entertainers, and over 1,000 annual arts and cultural events. This capacity translates directly into local job creation. Arts-related employment in Collier County was over three times as concentrated as the average community nationwide.

The philanthropic capacity of Greater Naples and the willingness of residents to commit resources to local issues was a common theme in Opportunity Naples public input.

**Along with quality of life, the next most prevalent “greatest thing about Greater Naples” identified by input respondents was the quality of its people. Potentially because of the Midwestern influence of retirees and second-home owners, the community was said to have a strong “value base” and sense of responsibility. It is a caring and giving community, according to respondents. This reality is certainly supported by data presented in this report. One participant said that integrating into the community was “pretty easy” due to elements such as an active religious network, Leadership Collier, neighborhood groups, and other outlets. The Naples area Habitat for Humanity was said to be the most active chapter in the United States, while the local SCORE chapter is the second-most active. The Naples Winter Wine Festival has been the most successful charity wine auction in the nation since 2004. Proceeds directly benefit local charities that assist underprivileged and at risk children, with over \$110 million donated since 2001.**



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**Despite being welcoming to newcomers, some stakeholders said that Greater Naples has yet to recognize the “untapped talent” inherent in its diverse populations. “People haven’t recognized the reality or benefits of diversity,” one respondent said.**

Greater Naples’ philanthropic capacity is so large that the Collier County government invests virtually no resources in social services programs. All efforts and initiatives are wholly supported by private donations. Data in the following table offer some perspective on how this is possible. Collier County not only had the most non-profit organizations per capita (2.43) of all the comparison areas, but also featured the highest rate of charitable giving per capita (\$4,114) of all the comparison geographies except the U.S.

**CHARITABLE STATISTICS, 2012**

	Number of Organizations Filing 990	Per Resident (1,000)	Total Revenue	Per Resident
Collier County, FL	807	2.43	\$1,367,531,681	\$4,114
Beaufort County, SC	307	1.83	\$198,315,099	\$1,180
Sarasota County, FL	905	2.34	\$934,816,576	\$2,421
St. Tammany Parish, LA	269	1.12	\$89,895,164	\$375
Florida	27,567	1.43	\$77,535,709,547	\$4,014
United States	591,086	1.88	\$2,078,497,457,802	\$6,621

Source: National Center for Charitable Statistics

**If there was one critique of Greater Naples’ charitable efforts from public input participants, it was a reported lack of coordination in philanthropic outreach and giving. With affluent community leaders able to champion a specific cause almost single-handedly, there is less need to work collaboratively to address certain issues that may have broad-based support. As a result, certain funding opportunities may get passed over while others benefit from duplicative efforts.**

What should be clear from the data and feedback about Greater Naples community capacity, assets, and lifestyle amenities, quality of life is by far the most competitive asset positioning Collier County for future success in talent development and job creation. The same qualities that have long drawn retirees and part-time residents to Collier County can also be leveraged to attract top talent, high-value employers, and entrepreneurs to Southwest Florida.

However, as has been noted throughout this report, the perceived need to protect this quality of life has led to policies and attitudes that have adversely affected Collier County’s business climate, competitive profile, and affordability for workers across a number of skills categories. The pervasive perception of Greater Naples as principally a vacation and retirement destination also hampers the ability of economic developers to market the community to certain types of businesses and investors.

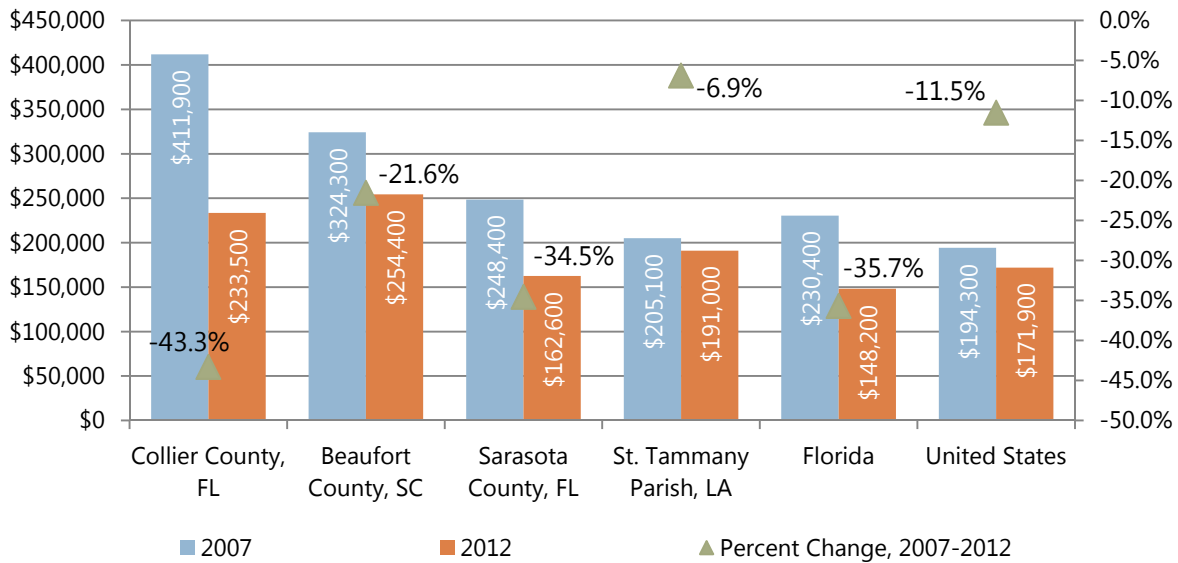
Housing affordability was an issue noted repeatedly during public input as a challenge for maintaining Collier County’s workforce diversity. While some said that prices have fallen so much that affordability is

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now less of a concern, others note that prices are already escalating again and driving certain homebuyers out of the market. In fact, a recent Naples Daily News article reported that some buyers are purchasing homes sight-unseen because they want to secure a property before prices get any higher or the supply gets any tighter.<sup>15</sup>

Certainly, however, there can be no denying the catastrophic effect the Great Recession had on housing prices in Greater Naples. The following table shows just how dramatic this drop truly was.

**MEDIAN HOME PRICE, 2007 – 2012**



Source: United States Census Bureau, American Community Survey 1 yr.

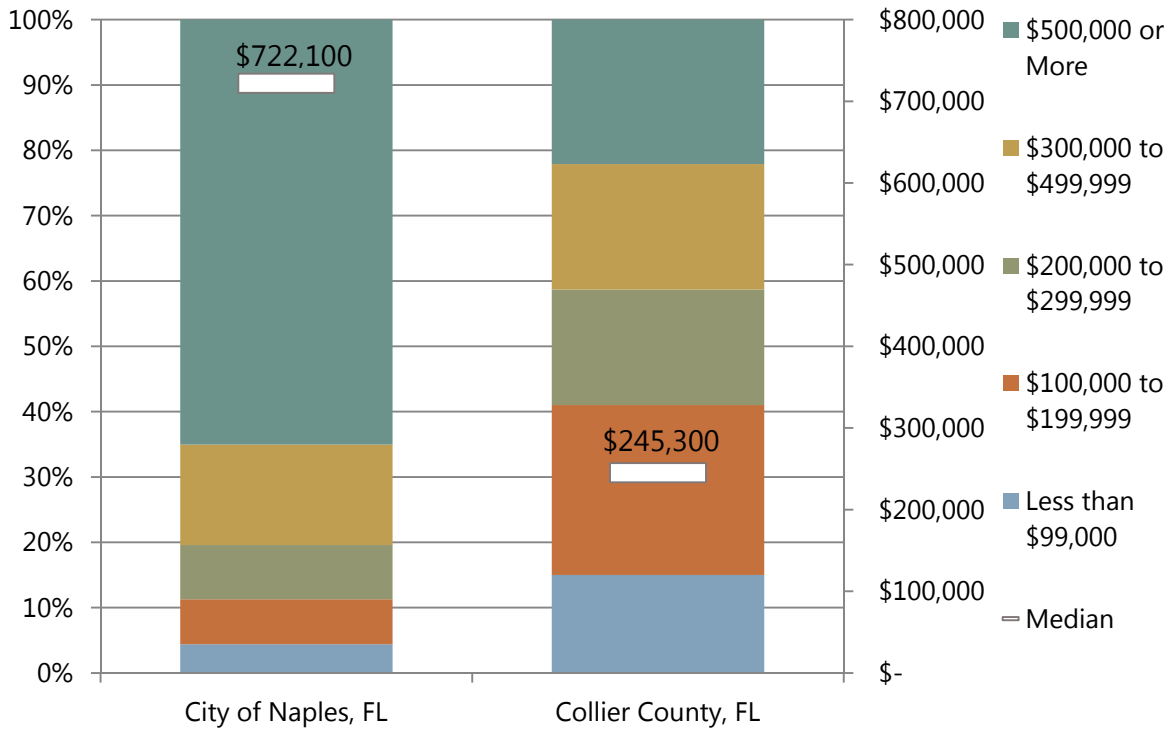
From 2007 to 2012, home values in Collier County fell by nearly half, reflecting similar trends in Sarasota County and the state itself. Even with this drop, however, average home prices in Collier County are still higher than every comparison area except for Beaufort County in South Carolina, home of Hilton Head. Collier homes are valued \$85,300 higher than the state average and \$61,600 higher than the U.S. median.

Collier County average home values are somewhat skewed by the extremely high cost of housing in the City of Naples. As shown in the following chart, the average price of a Naples city home was \$722,100 in the year 2012.

<sup>15</sup> Fletcher, June. "Smartphones, videos boosting sales of Collier, Lee homes sight-unseen." Naples Daily News, January 27, 2014.

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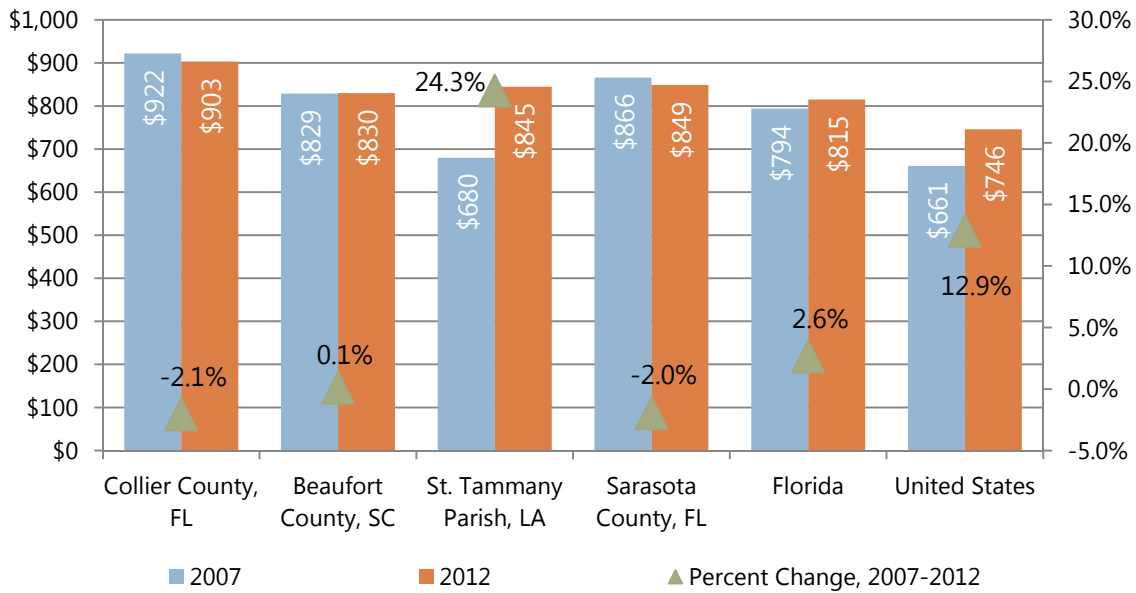
CITY VS. COUNTY: HOUSING PRICES, 2012



Source: United States Census Bureau, ACS 3-Yr

Median contract rents in Collier County experienced a negligible drop between 2007 and 2012, especially when compared with the collapse of the for-purchase market. This trend was actually consistent with other U.S. communities that saw rental properties increase in demand as potential buyers stayed out of the housing market, both because people were holding on to their decreased-in-value properties and also because of an overall tightening of the home-financing market. The average apartment rent in Collier County of \$903 in 2012 was the highest of all the comparison geographies. High rents can be especially challenging for young professionals and other individuals just graduating from college or starting out in the job market.

**MEDIAN CONTRACT RENT, 2007 – 2012**



Source: United States Census Bureau, ACS 1-Yr

Despite high housing rental costs, U.S. Census data show that the percentage of Collier County residents paying more than 30 percent of their household income on rent, though high at 56.9 percent, is not markedly above the rates in the comparison communities, including Beaufort County (51.7 percent), St. Tammany Parish (53.6 percent), or Sarasota County (56.2 percent).

Opportunity Naples public input provided additional information on the issue of housing affordability and its impact on workforce development.

**The lack of quality, affordable housing “makes moving to Collier a challenge,” according to one interviewee. The issue is not high-end or low-end housing, but the stock “in the middle.” “Where does someone who makes \$65,000 to \$75,000 live?” In addition to high land costs and a “NIMBY” factor discouraging the development of workforce housing, development controls in certain parts of the County simply do not allow for the construction of below-market-rate multi-family or single-family dwellings.**

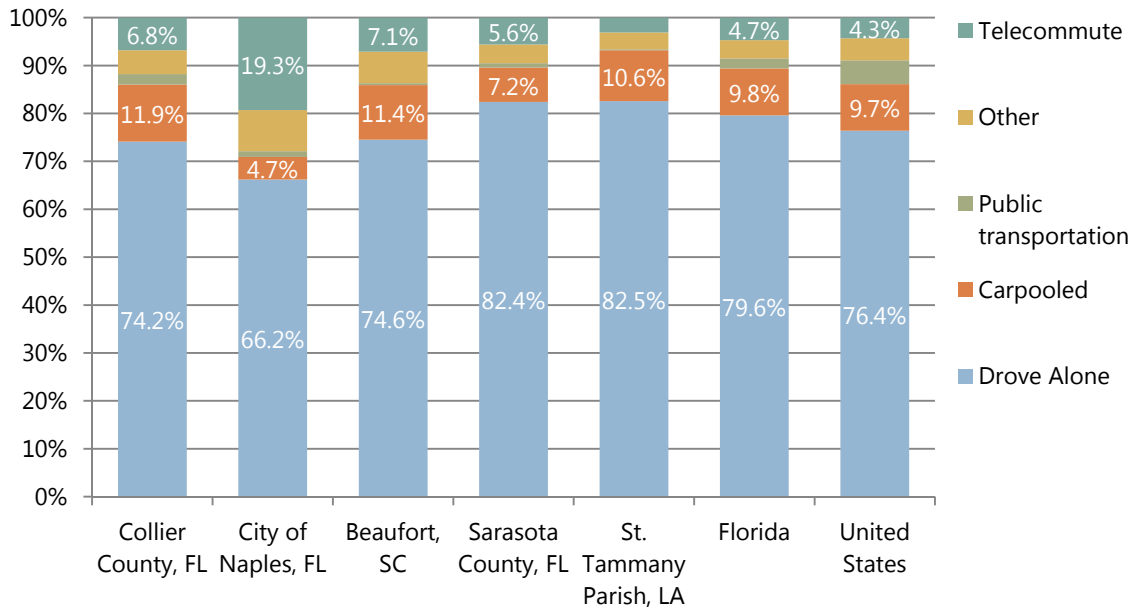
**Another workforce development challenge identified by public input participants was the lack of comprehensive public transportation services. While many said that Collier Area Transit (CAT) capacity is improving, busses still do not serve all major corridors in the County and transit service stops at 9pm, too early for many hospitality and health care workers.**

Indeed, per the following chart, the percentage of Collier County commuters who took public transportation to work was well below other modes.



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COMMUTE MODE DISTRIBUTION, 2012



Source: United States Census Bureau, American Community Survey 3 Yr.

High rates of carpooling in Collier County could be indicative of commuters looking for other options for travelling to work besides public transportation and single-occupancy vehicles. An interesting statistic in the previous chart is the high number of City of Naples residents who telecommute to work. Nearly one in five Naples employees works from home. This is not surprising considering the number of Naples residents living in the city part-time or spending extended vacations there. However, the option of telecommuting nevertheless presents a real opportunity to enable workers from anywhere in the country to enjoy the Naples lifestyle while also staying connected to their workplaces and colleagues.

The final quality of life indicator examined in this report is the overall health and wellness of the community. Greater Naples is becoming a center of health care services and facilities due to its large cohort of elderly and retired residents. Multiple wellness centers are housed in Collier County, complementing health care facilities, businesses, and other entities offering wellness programs to clients, residents, and employees. Leaders in Greater Naples are even trying to secure "Blue Zone" status for the community. A Blue Zone is a concept used to identify a demographic and/or geographic area where people live measurably longer lives due to a set of particular local dynamics.

Despite its prominent health care sector, data show that Collier County has roughly the same number of physicians per capita as the benchmark geographies and actually has fewer per capita physicians than the U.S. average.



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**PHYSICIANS PER 100,000 RESIDENTS (2013)**

Area	Physicians
Collier County, FL	253
Beaufort County, SC	218
Sarasota County, FL	297
St. Tammany Parish, LA	320
Florida	248
United States	261

Source: Sperling's Best Places (2013)

**In the Opportunity Naples community survey, respondents felt strongly that Collier County has a strong availability of health care services, but were concerned that affordability of these services was less competitive.**

Data show that, overall, Greater Naples is a healthy community with high levels of wellbeing. This information is garnered from the Gallup-Healthways Wellbeing Index, a national telephone survey of 353,564 respondents conducted by Gallup between January 2<sup>nd</sup>, 2012 and December 30<sup>th</sup> 2012. Based upon their replies, individual respondents are provided an individual composite score as well as a score for six sub-indices. Data in the following table is reported at the metropolitan statistical area (MSA) level; however, the Naples-Marco Island MSA is comprised exclusively of Collier County. A lower Healthways ranking is more desirable.

**WELLBEING INDEX, 2012**

	Overall	Life Evaluation	Emotional Health	Physical Health	Healthy Behavior	Work Environment	Basic Access
Naples-Marco Island MSA, FL*	20	162	4	3	15	3	107
Bradenton-Sarasota-Venice MSA, FL*	77	152	21	98	11	99	48
New Orleans–Metairie–Kenner MSA, LA*	143	88	146	114	140	112	172
Florida**	34	41	33	30	13	33	42

Data for the Hilton Head Island-Bluffton-Beaufort, SC MSA was not available

\*Ranking out of 189 Metropolitan Areas

\*\*Ranking out of 50 States

Source: Gallup – Healthways

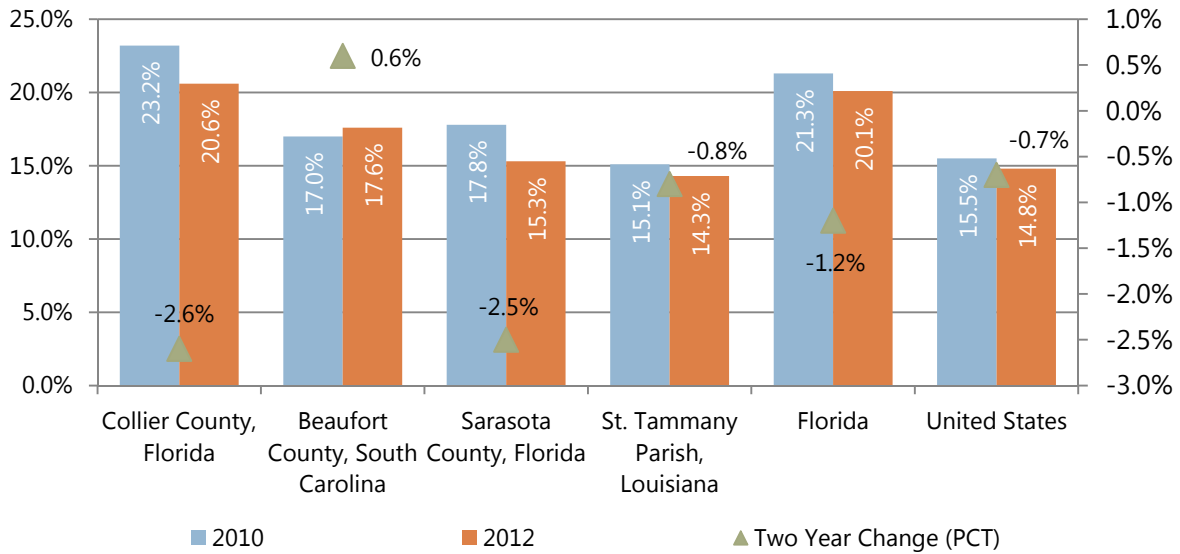
Overall, the Naples-Marco Island metropolitan area ranked 20<sup>th</sup> out of 189 metropolitan areas in terms of personal wellbeing. Factors boosting the community's ranking include emotional health (4), physical health (3), and work environment (3). Lower rankings in life evaluation (162) – an evaluation of one's present life and one's anticipated life situation five years from now – and basic access – an evaluation of a resident's access to food, shelter, health care, and sense of personal safety – pulled down the metro's overall score.

Despite the positive wellbeing data, there are still thousands of Collier County residents without health insurance. Slightly over 1 in 5 Greater Naples residents do not have any type of health coverage. This figure

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is higher than all the comparison areas and again demonstrates the dichotomy between Collier County's wealthy and low-income populations.

PERCENT OF POPULATION WITH NO HEALTH INSURANCE, 2010 – 2012



Source: United States Census Bureau, American Community Survey 1 yr.

Every year, Collier County completes a Community Health Assessment for area residents. The report represents a summary of the compilation of four community health assessments: Community Health Status, Local Public Health System, Community Themes & Strengths and Forces of Change. The Summary Report for the 2013 Community Health Assessment identified the following strategic issues facing Collier County residents: the health of the older population, obesity, oral health, mental health, substance abuse, and access to care.

Quality of life issues like these and others would likely surprise those who only know Greater Naples for its reputation as a vacation and retirement paradise. However, the reality of Collier County's demographic and economic dynamics – as detailed throughout this report – are more sobering. With differences between coastal and inland Collier exacerbating during and after the Great Recession, issues of income variation, poverty, adverse health outcomes, workforce preparedness, and other concerns have now become even more prevalent in the discussion of how Greater Naples can better diversify its economy and ensure that its destination appeal is sustained for decades to come.

## CONCLUSION

This Competitive Assessment report has shown that the perception of Greater Naples is not always consistent with its reality. While Collier County's recent economic performance may look strong in terms of percentage growth, the reality is that the types of jobs being created do not raise standards of living for the average resident. While the common perception of Greater Naples is of an exclusive destination for the wealthy, data show that incomes are falling and poverty is rising.

There is no doubt that Collier County's quality of life and destination amenities remain world-class, with well-to-do retirees and homebuyers continuing to flock to Greater Naples along with tourists by the thousands. But there are also inherent issues that potentially threaten Collier County's future viability and desirability – issues that are both philosophical and structural. Philosophical in the sense that public and private leaders must resolve the need to sustain growth while also safeguarding the qualities that make Greater Naples such a top destination. Structural in that a reliance on traditional economic growth sectors in Collier County and a competitive climate not conducive to development of high-value jobs risks subjecting the region to continuing boom and bust cycles, precipitous drops in housing prices, and failure to attract and retain the younger workforce that will sustain current and future local employers.

Greater Naples truly is at a crossroads; the direction the community decides to follow will go a long way towards determining whether current trends continue, or a more equitable and diverse community emerges in the years ahead.

## Key Takeaways

- ✓ **Greater Naples must decide what it wants to become.**
  - Differing attitudes on growth in Collier County impact nearly all economic and demographic trends. The chosen way forward will largely define the community's long-term future.
- ✓ **Economic growth in Collier County is not sustainable – growth will occur, but it may be slower or leave Collier County vulnerable to future slowdowns.**
  - Cyclical, population and tourism-driven growth leaves Greater Naples susceptible to national slowdowns and hinders the economic diversification that can provide good jobs to retain and attract highly-skilled workers. Economic development must be empowered to foster more dynamic local growth.
- ✓ **Collier County's business climate must become more competitive.**
  - High costs of doing business, challenges to obtain development permits, and inflexible regulatory systems are disincentives to the retention, expansion, and attraction of high-value companies.



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- ✓ **Entrepreneurial opportunities are promising, but the ecosystem is still embryonic.**
  - A small but growing network of entrepreneurs and investors is beginning to make an impact in Collier County. Building towards a critical mass of programs, assets, resources, mentors, and events can position Greater Naples as a true entrepreneurial hot spot.
- ✓ **Workforce trends portend major labor shortages across nearly all economic sectors and occupational types.**
  - Unsustainable age dynamics in Collier County's labor pool increases the pressure on local officials to better retain and attract younger workers, enhance the County's education and workforce training "pipeline," and bring as many adults in to the labor force as possible.
- ✓ **The "two Colliers" – coastal and inland – have grown farther apart due to recessionary impacts.**
  - Dramatic differences in average incomes, poverty rates, health outcomes, educational dynamics, and other issues risk creating a true "two-tier" society in Greater Naples.
- ✓ **Quality of life and destination amenities can serve as key attractors for companies and talent.**
  - The qualities that make Greater Naples a world-class destination for wealthy investors and free-spending travelers can be leveraged for more comprehensive economic development programming as well.
- ✓ **Local wealth and philanthropic commitment can become catalysts for innovative programs and initiatives.**
  - Greater Naples is flush with wealth. Determining how to capture and focus these resources in strategically impactful ways can be transformational for Collier County's economy.

This Competitive Assessment was only the first of a multi-phase process to determine a vision and strategic roadmap for Greater Naples to pursue along its journey to quality growth. Future components include research and recommendations on Collier County's most competitive target business sectors, analysis of current and potential marketing activities, and a strategy and implementation plan leveraging all the process' research to position Greater Naples for a success uniquely its own.

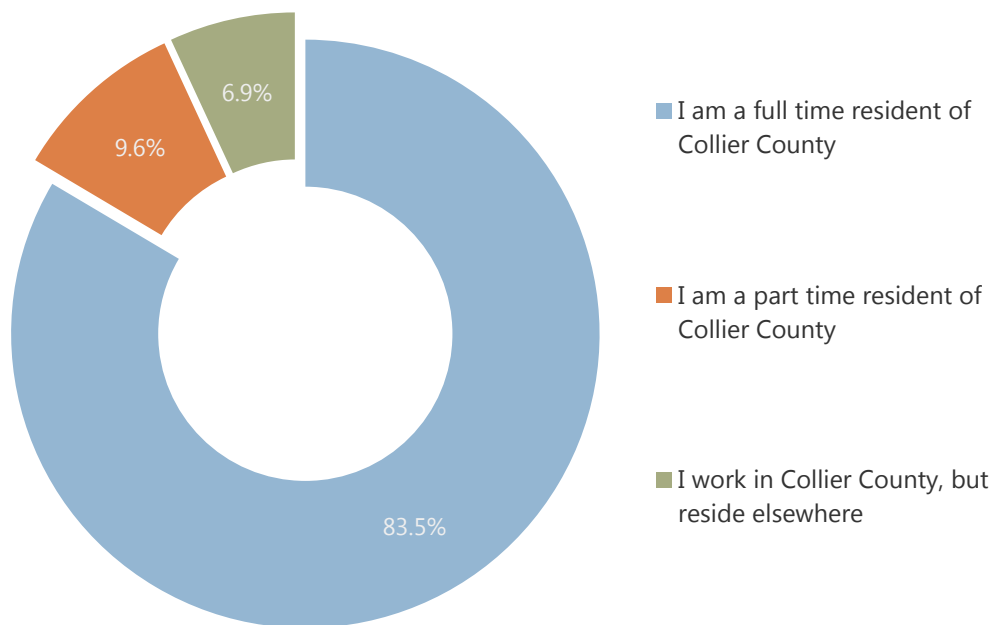
# APPENDIX A: OPPORTUNITY NAPLES COMMUNITY SURVEY

The Opportunity Naples survey was available for responses from Monday, January 15 through Monday, February 10. A total of **1,149 respondents** participated in the survey, which was posted on the Greater Naples Chamber of Commerce's Opportunity Naples website. The survey was promoted through dissemination of a survey link to Greater Naples members and partners and multiple other distribution channels. For certain questions, "logic" was programmed into the survey to filter out respondents to those who can best speak to particular issues and questions.

While every effort was made to secure the participation of a representative sample of Greater Naples residents and businesses in this survey, the actual response rates of certain constituencies and cohorts differ from their reported percentages in the region's total population and economic data. Therefore, a margin of error should be assumed for certain questions and response totals based on the characteristics of the respondents.

## *Demographics (ALL RESPONDENTS)*

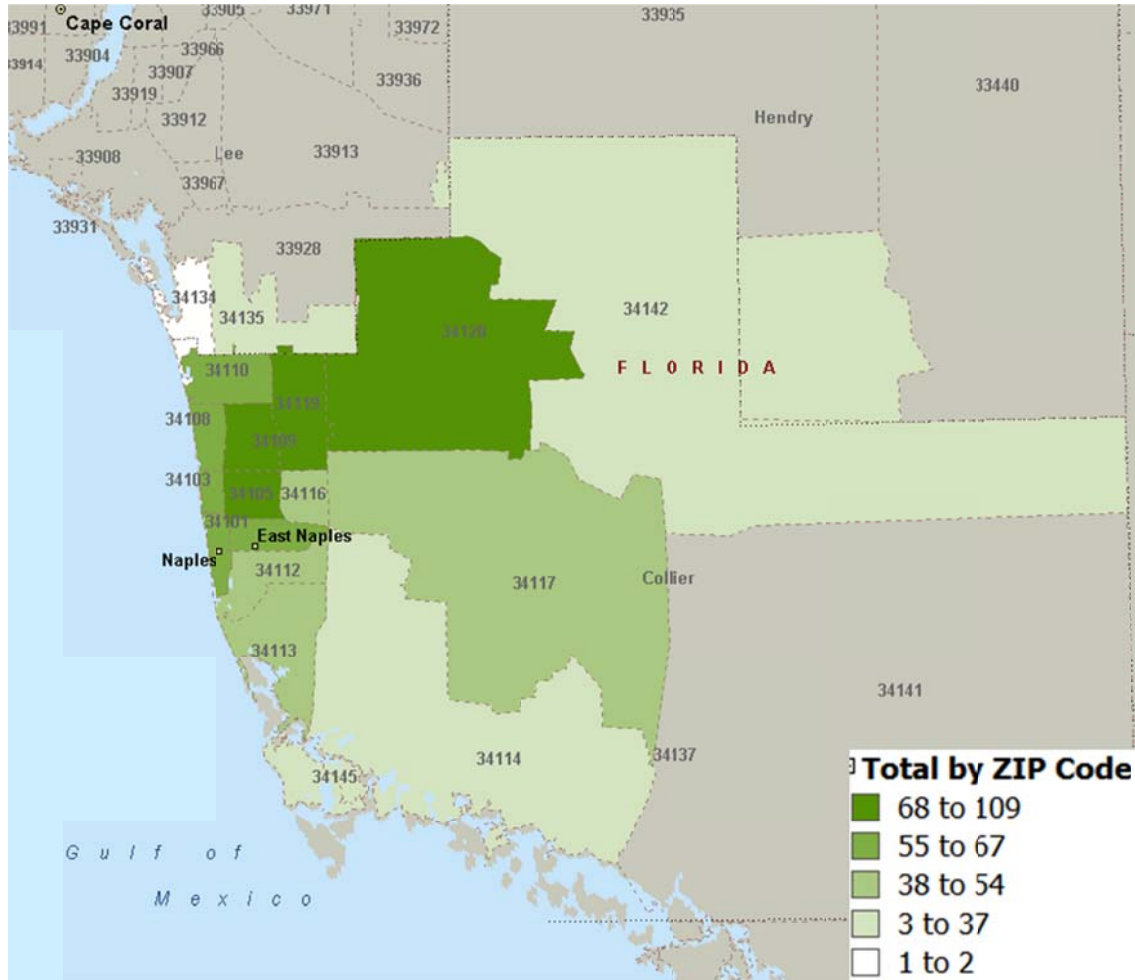
**Please answer the following question:**



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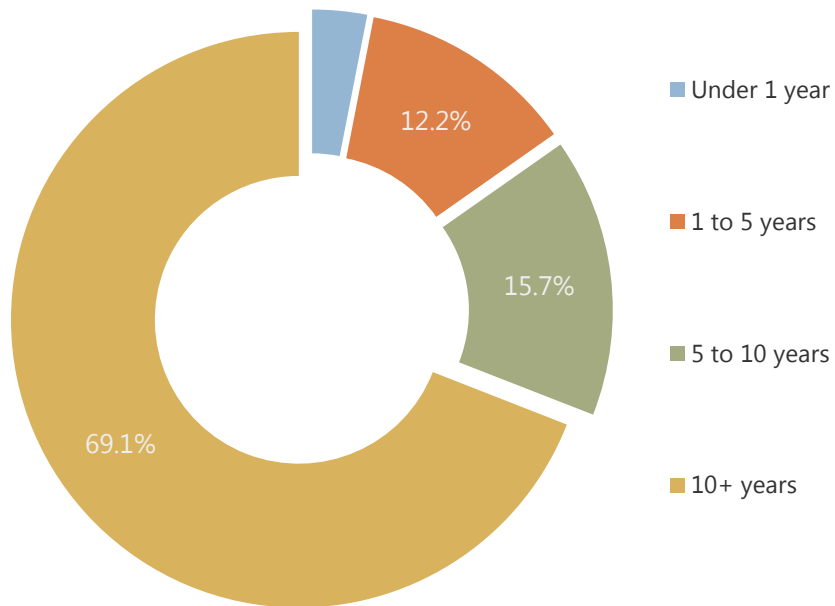
**What is the ZIP code of your Greater Naples (Collier County) residence?**

RESPONSES OF **FULL TIME** RESIDENTS ONLY.

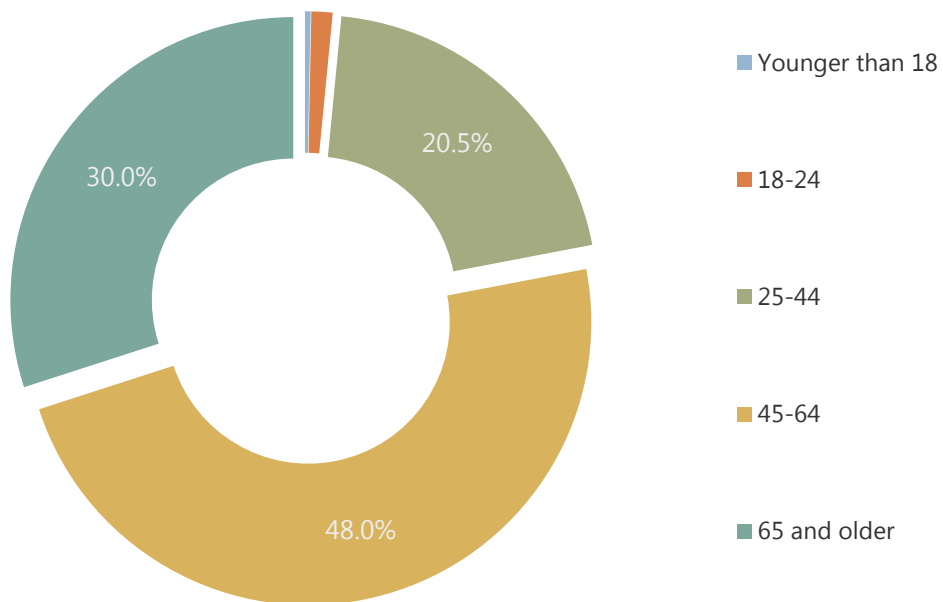


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**How long have you lived in Greater Naples (Collier County)?**



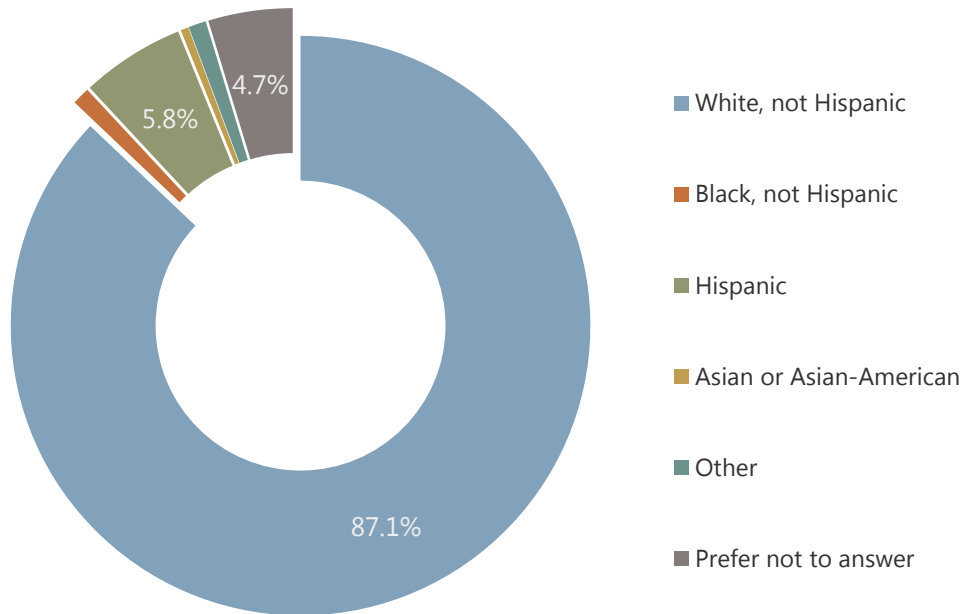
**What is your age?**



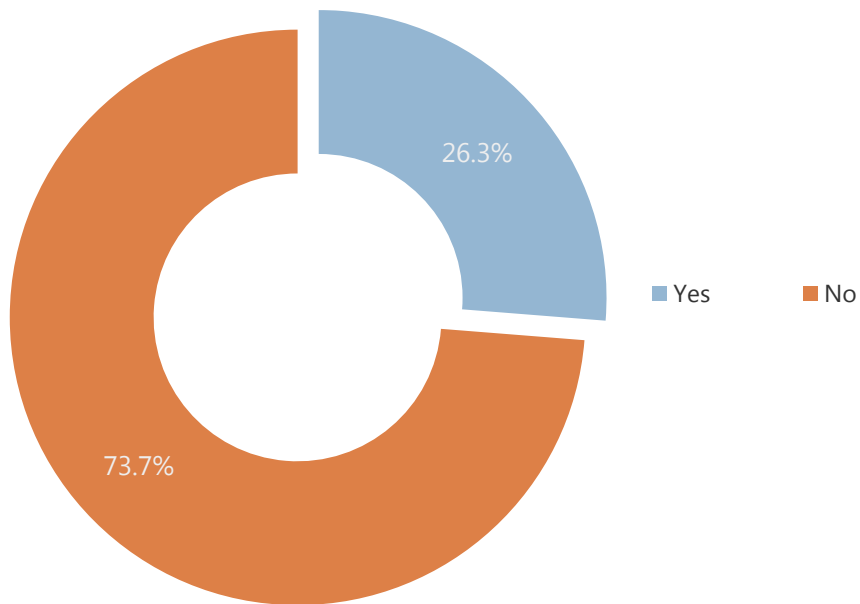


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**What is your race/ethnicity?**



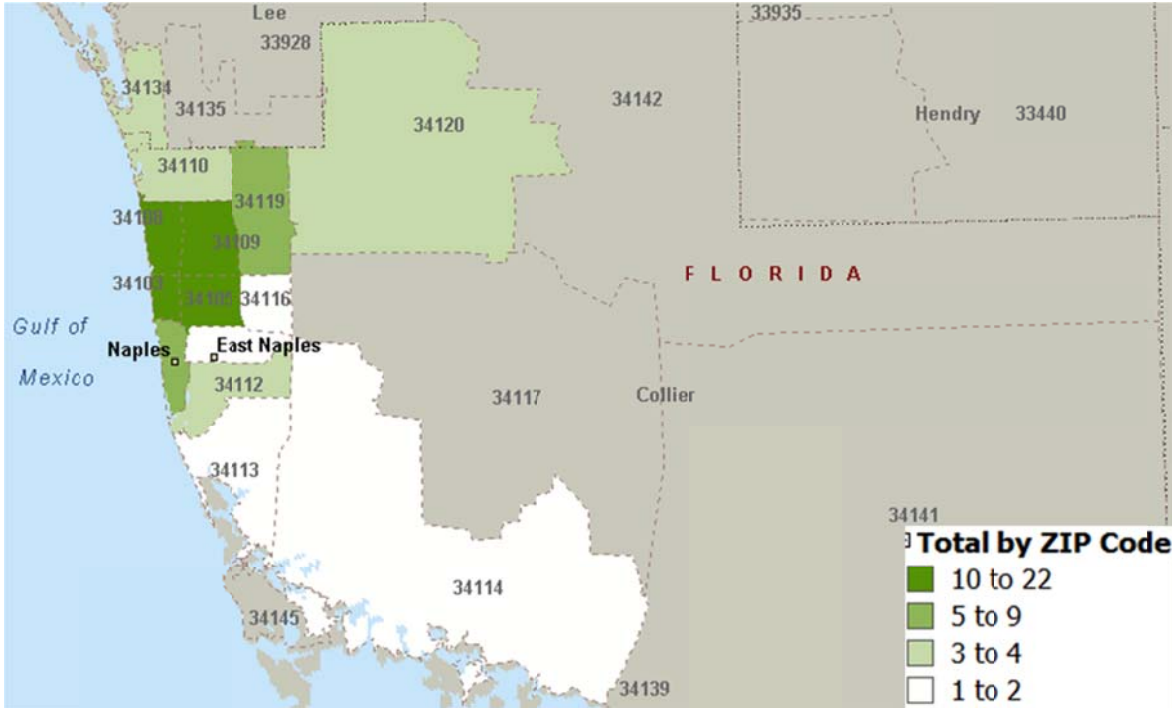
**Does your household include children ages 18 or younger?**



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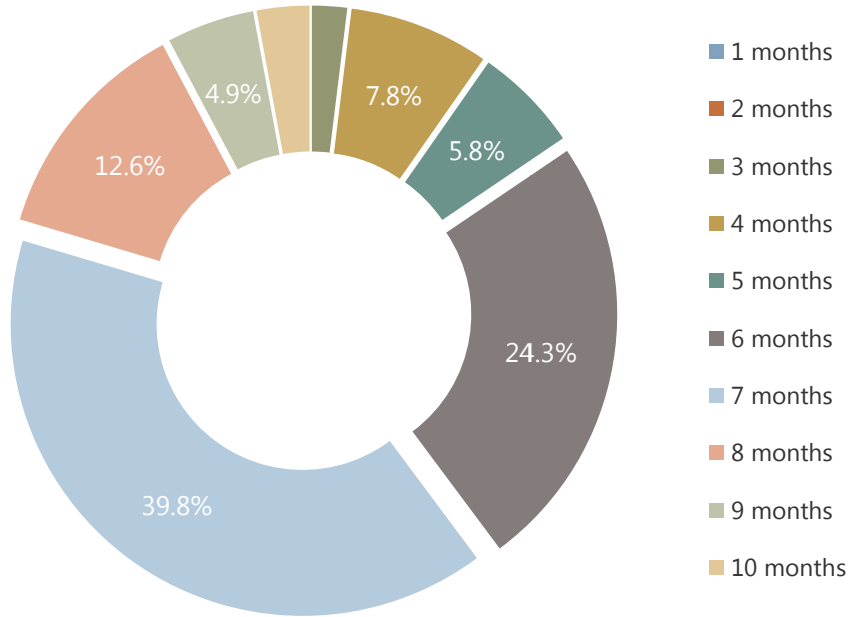
**What is the ZIP code of your Greater Naples (Collier County) residence?**

RESPONSES OF **PART TIME** RESIDENTS ONLY.



**How many months per year do you live in Naples-Collier County?**

Responses of **PART TIME** residents only.



**What is the primary factor that made you select Greater Naples as your secondary residence?**

Responses of **PART TIME** residents only.

The following "Wordle" graphic uses word size to demonstrate the frequency that that word was used in survey responses.

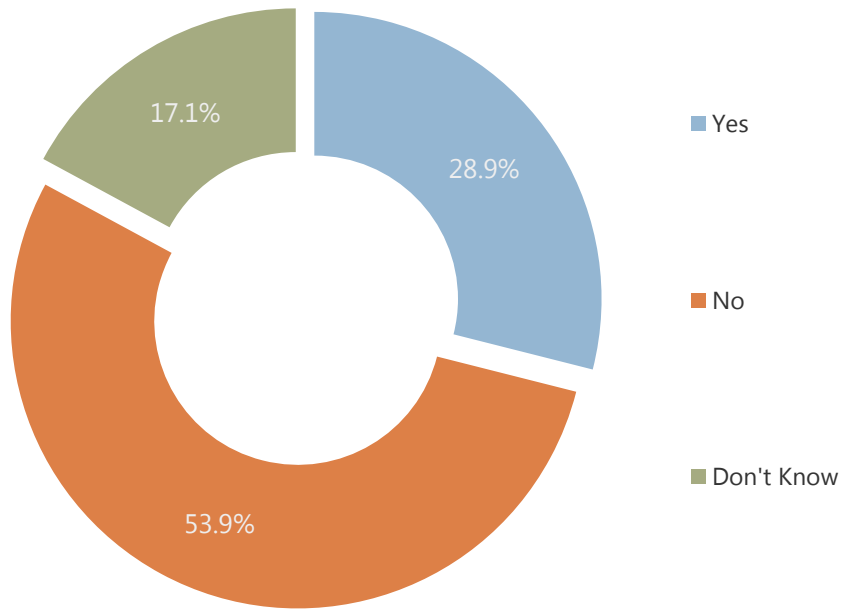


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***Do you have a desire to move to Greater Naples (Collier County)?***

Responses of **PART TIME** residents only.



***If you answered "yes," what is preventing you from moving to Greater Naples?***

Responses of **PART TIME** residents only.

*The following "Wordle" graphic uses word size to demonstrate the frequency that that word was used in survey responses.*



**Big Picture Questions (ALL RESPONDENTS)**

**In your opinion, what is the Greater Naples' GREATEST STRENGTH?**

The following "Wordle" graphic uses word size to demonstrate the frequency that that word was used in survey responses.



**Greatest Strengths responses cross tabulated by Inland Zip Codes:**

- Its ability to attract retired individuals to the area who sees the city a place that provides them with a beautiful setting (a piece of paradise), high quality healthcare and entertainment
- The weather, combined with nature, create a phenomenal environment.
- Weather! (Especially this winter)...
- The fact that we're a 300k+ population area but it still feels warm and friendly. The weather and amenities are certainly a huge benefit too.
- There is much wealth to be tapped for charitable and community concerns.
- Its diversity in land use. I have neighbors with goats, pigs, horses, yet convenience of a Walgreens on the corner and a short drive to take my daughter to school and go to work.
- Economical & cultural diversity. Weekends always have various events that everyone can enjoy.



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### ***Greatest Strengths responses cross tabulated by Coastal Zip Codes:***

- The environment. We moved here full time to be able to enjoy a quiet small town feeling, with amenities like a big city. Our biggest activity is enjoying the parks, birds, preserves.
- Its natural beauty - the gulf and beaches, its bays (i.e. rookery bay), its sanctuaries, its naturalist parks and it's abundance of wildlife. People don't visit Naples primarily for the shopping or the restaurants, they can do that in many cities. They come because of the warm weather, the beaches and gulf and the general beauty found here.
- The Greatest Strength of Naples is its citizens who involve themselves in nurturing our community whether through their employment or volunteering for the many charitable organizations we are fortunate to have.
- Exceptional overall quality of life. We have it all: weather, excellent access to top Florida experiences, vibrant local community, arts & culture, etc.
- Our beaches, the beautiful natural surroundings we must protect, our generous citizens we give so much to make Naples the wonderful place it is.
- The greatest strength is the weather (warm climate) followed by retired adults who are similarly situated and looking to meet new friends.

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***In your opinion, what is Greater Naples' GREATEST THREAT or CHALLENGE to overcome?***

The following "Wordle" graphic uses word size to demonstrate the frequency that that word was used in survey responses.



***Greatest Challenge responses cross tabulated by Inland Zip codes:***

- Traffic congestion
- Not being a SMSA Region with Charlotte/Lee/Hendry & Glades which would be a single voice for economic development at all levels & give us a voice and representation in Florida capital.
- Full Time residents leaving to another city due to Naples high overall prices
- A large number of people for whom English is a second language and therefore precluded from fully participating in the economy
- The seasonal nature of residents makes doing business here difficult
- An acceptable level of support for the lower income stratum so that everyone can enjoy our Greatest Strengths.
- Social programs will create a permanent class of low achievers.





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- Not having enough desirable jobs here to keep our economy thriving. Especially jobs that young, smart, driven professionals would seek out or move here for.
- Our greatest challenge to overcome is the slow economy for the mid to lower income families here.

### ***Greatest Challenge responses cross tabulated by Coastal Zip codes:***

- Dangerous Traffic, over development, extremely hazardous to pedestrians & bicyclist.
- Economic development based on limited industries.
- Economy is too focused on areas vulnerable to dramatic swings. Those areas of vulnerability include real estate, tourism and poor perception of Counties cooperation to bring new business/industry to this area.
- The loss of our unique beach town charm and beauty.
- Overgrowth. Too much building means too many people and too much traffic.
- The over-development which has been allowed and continues to occur right now in Collier County.
- Economic diversity is key to our long term sustainability and our ability to retain and enhance our quality of life.
- Lack of industry/high paying careers... Naples depends heavily on the service industry which pays very poorly
- We need to find a unifying solution the to the 'silos' of influence. Bring various separate groups together to make major influence in community matters.

### ***Name ONE THING you would do to improve Greater Naples: (Select Responses)***

- Think regionally
- Give incentives to select developers to set aside a portion of a project to sell a below market prices.
- Finding a balance on less taxation & fees for business to spur job growth beyond, leisure, tourism & winter visitors broadening our economic base throughout the year
- Think about expanding the CAT system of public transportation around the Eastern part of Naples.
- Add another major industry to the Retail, agricultural, tourism. We need to diversify and attract younger families.
- Increase the presence of white collar, high tech industry
- Create more bike trails. Provide free city wide Internet.
- More planning in our development of the area...including parks and open areas for all to enjoy.
- Naples is a wealthy town that needs to insure that middle class workers have affordable housing.
- Allow greater flexibility and incentives for new businesses to be attracted and existing businesses in specific industries to grow.
- Bring in more innovation
- Have the not for profits coordinate efforts. Make sure there are excellent medical facilities. Make sure the EMS system and fire department have the same goals and that EMS is at the top of the leadership and not have each fire district seek to control the system.



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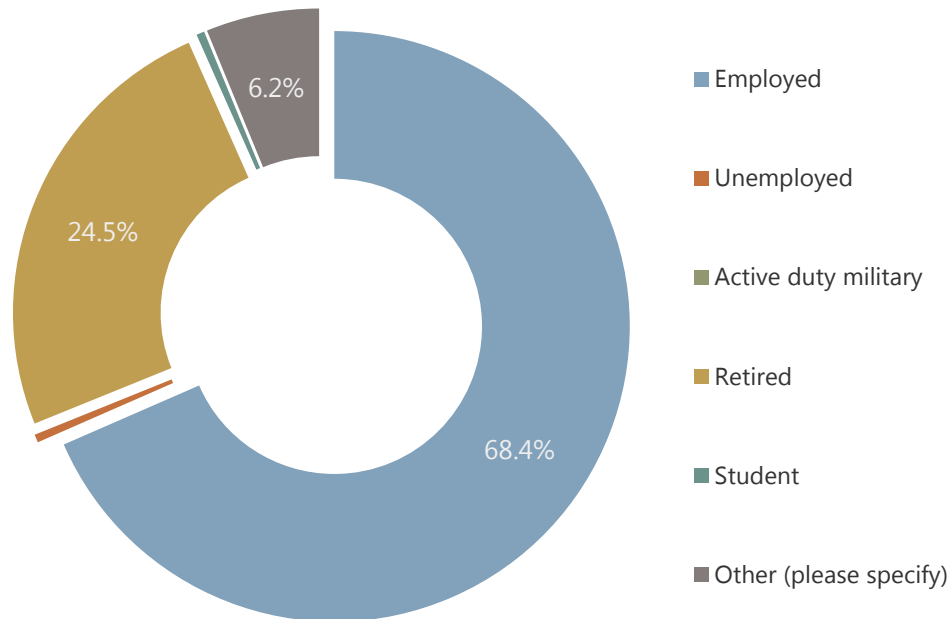
- More business opportunities for middle and upper middle class families .... to create a lower median age , so that Naples doesn't become mainly a Sun City for retired people
- Create 'green corridors' for non-motorized activities to connect communities and attractions
- Improve teacher's training, to make education fun
- Build a cross sector coalition of CEO-level leaders who commit to improving postsecondary degree attainment for the region

***Please list a few WORDS or PHRASES you'd like to see describe Greater Naples in the year 2020. (Select Responses)***

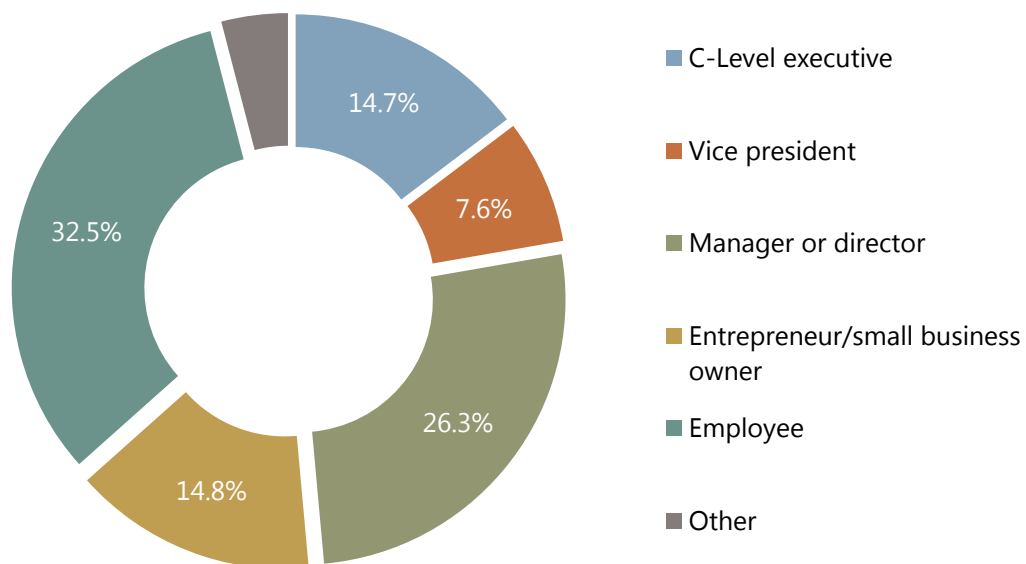
- As the number one place or city that offer the best quality of life.
- "Where younger people are moving"
- "Planned development has occurred without destruction of the environment. Light manufacturing and research has increased employment opportunities."
- Paradise for Business, Living & Life's Many Pleasures
- The world's premier destination for C-Suite executives. Working in Paradise. Grow your business in paradise. Book your permanent vacation - move to Naples.
- Small town with rich cultural opportunities
- "Family friendly" "Vacation destination" "Golfing Paradise" "The most romantic.." Fun for everyone. A shopper's paradise.
- Innovative, family oriented and safe to walk down the streets
- Pristine natural beauty
- Sunny little seaside resort area with a cosmopolitan flare.
- Greater Naples your door to greater possibilities
- "World Class home to high tech industry. The Silicon Valley of the East."
- forward thinking, diversified, business friendly
- "The best place for families with children"
- Thriving economic hub with plenty of diversification
- Inclusive, Generous, Friendly/Courteous

**Local Economy (ALL RESPONDENTS)**

**Which of the following best describes your current employment status?**



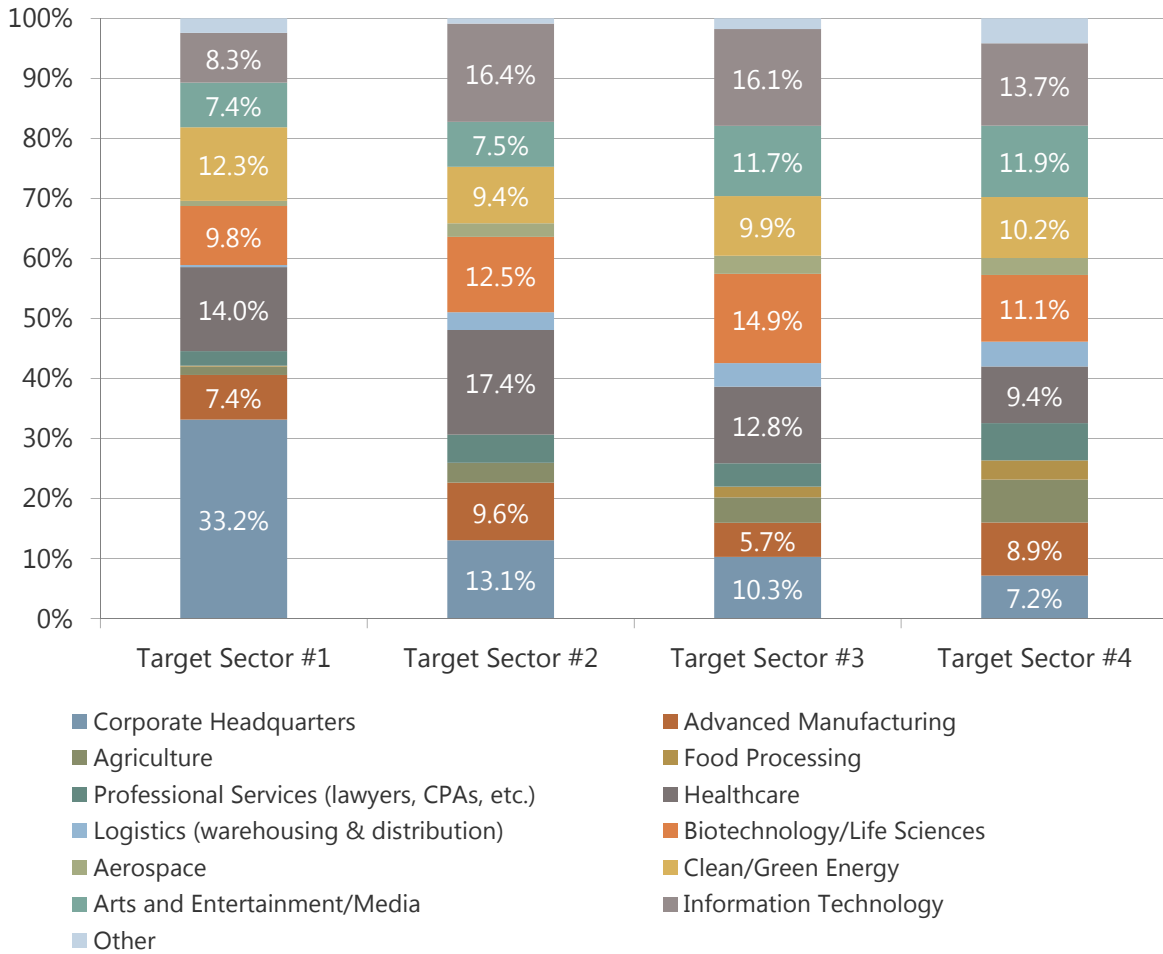
**Which of the following best describes your role at your business or organization?**



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*Note: The following responses are from individuals who identified themselves as decision-makers in their company.*

**From the following drop-down menus, please select *FOUR* sectors you feel provide the best opportunity for diversifying Greater Naples economy. Please select your *HIGHEST* priority sector first, then second highest priority sector, etc.**





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***In your opinion, what is the biggest CHALLENGE or CHALLENGES facing the Greater Naples economy?***

*The following table highlights the Top Ten Most Frequent Responses.*

Challenge	Responses
Jobs/Lack of (full-time)industries in city/more than tourism and real estate/No job diversity	146
Cost of Living	56
Gov't Leadership	46
Diversification in age (need YP's)	31
Supporting the rapid growth in a smart way	31
Resistance to growth/NIMBY	31
"seasonal" issue such as crowding and fluctuation in prices	26
Quality of workforce	25
Permits and regulations for development and small businesses/Impact fees	23
Middle class insecurity	22



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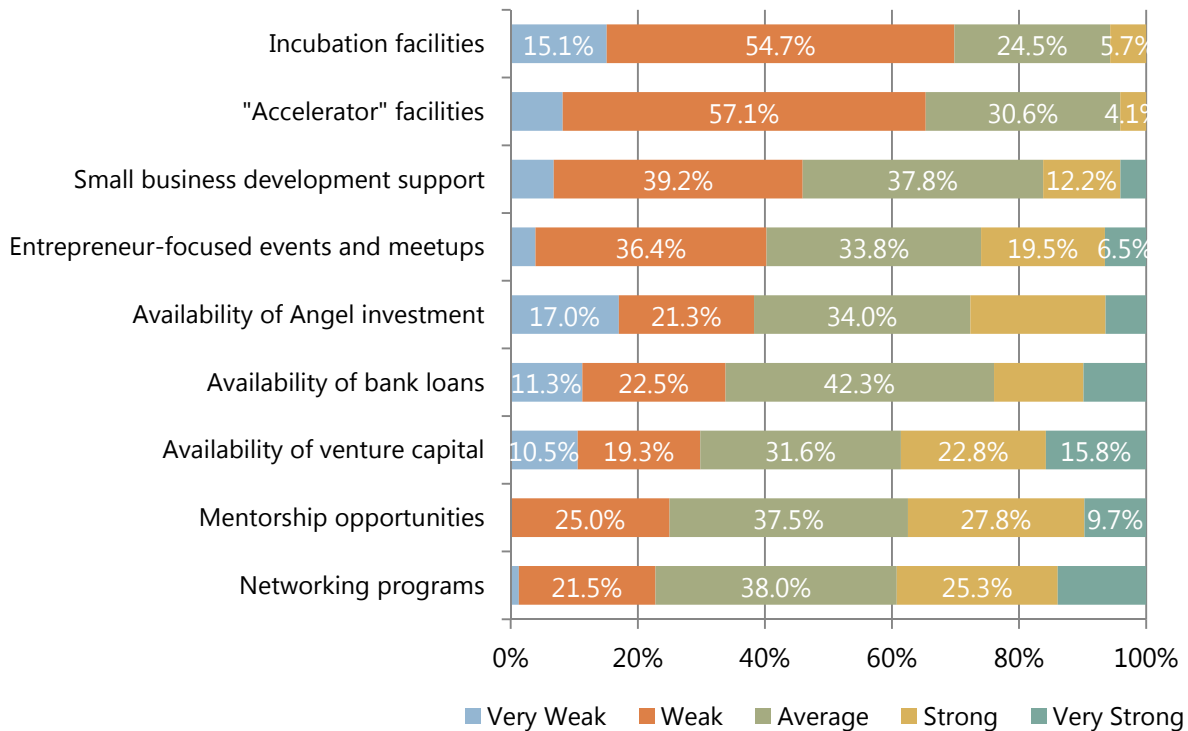
**What, in your opinion, is the TOP ACTION or ACTIONS Greater Naples could initiate to improve its economy and drive job creation? (Top Ten Most Frequent)**

The following table highlights the Top Ten Most Frequent Responses.

Action	Responses
Be more welcoming to businesses/reduce building codes and impact fees/attract small and large companies	142
Attract new job sectors/industries	47
Education opportunities (post HS)	32
Develop and follow a cohesive ED plan	25
Elect new officials/officials in the way of growth	22
Lower cost of living	21
Need higher wages	18
Create tax incentives	15
Invest in green energy	15
Need marketing efforts	15

**NOTE: The following answers are from individuals who identified themselves as small business people or entrepreneurs.**

**Please rate the following components of Greater Naples' entrepreneurial climate:**



**What could be done to enhance Greater Naples entrepreneurial capacity or "ecosystem"? (Select responses)**

- Create resource centers and startup industry-colocation for entrepreneurial development
- Easier with rules and less expensive taxes and set up fees to start small businesses
- We need to offer larger incentives
- Create an outreach program that matches recent retirees with small business start-ups for mentorship and investment discussions
- Lower the cost of office space/operating space for new businesses or businesses that are relocating here. I've found it prohibitively expensive to have office space anywhere near the areas within which we'd need to be.
- More organized support effort and angel network. There are a bunch of people that like to talk but few that want to act.
- Continue to preserve the natural environment...business will follow with good tax incentives
- More opportunity for networking that isn't so "clique" oriented
- Centralized communication for participants
- A virtuous cycle would ensue if the diversity of the economic base increased
- Engage a think tank and listen to recommendations

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- Provide a center and or website for entrepreneurial development.
- Increased involvement by university
- You said it above -- coalescing capital access, mentorship, and meaningful networking events/workshops
- Lower impact fees on new or growing business

Note: The following answers are from respondents who identified themselves as decision-makers in their companies.

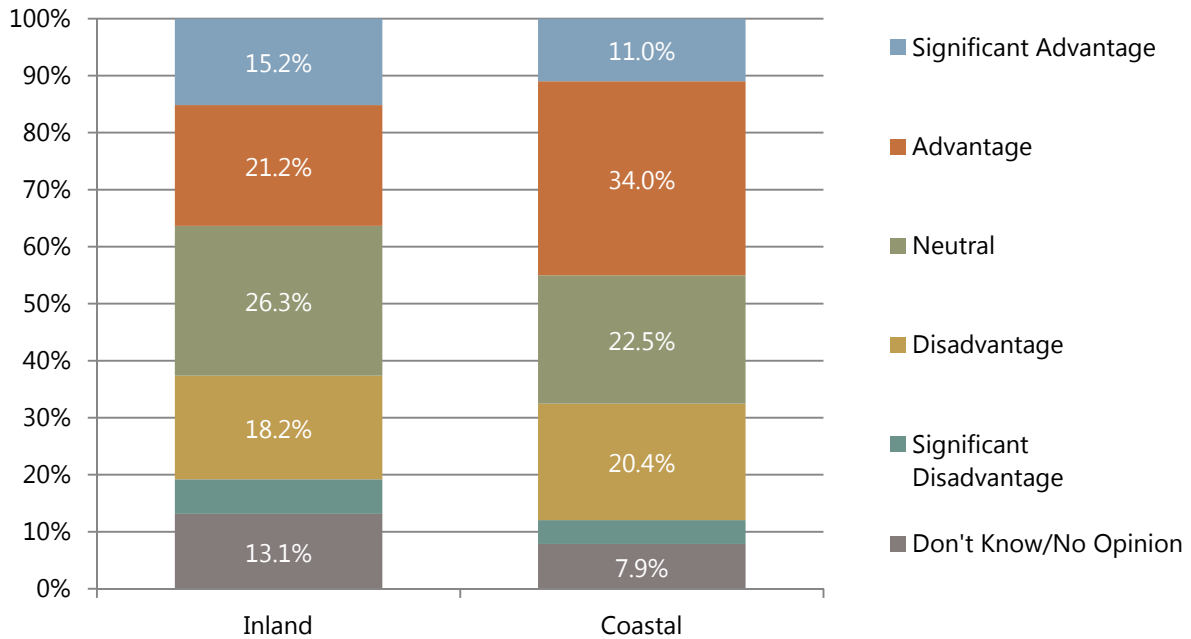
**Please evaluate the following aspects of Greater Naples' business climate:**





*Note: The following answers are from respondents who identified themselves as decision-makers in their companies.*

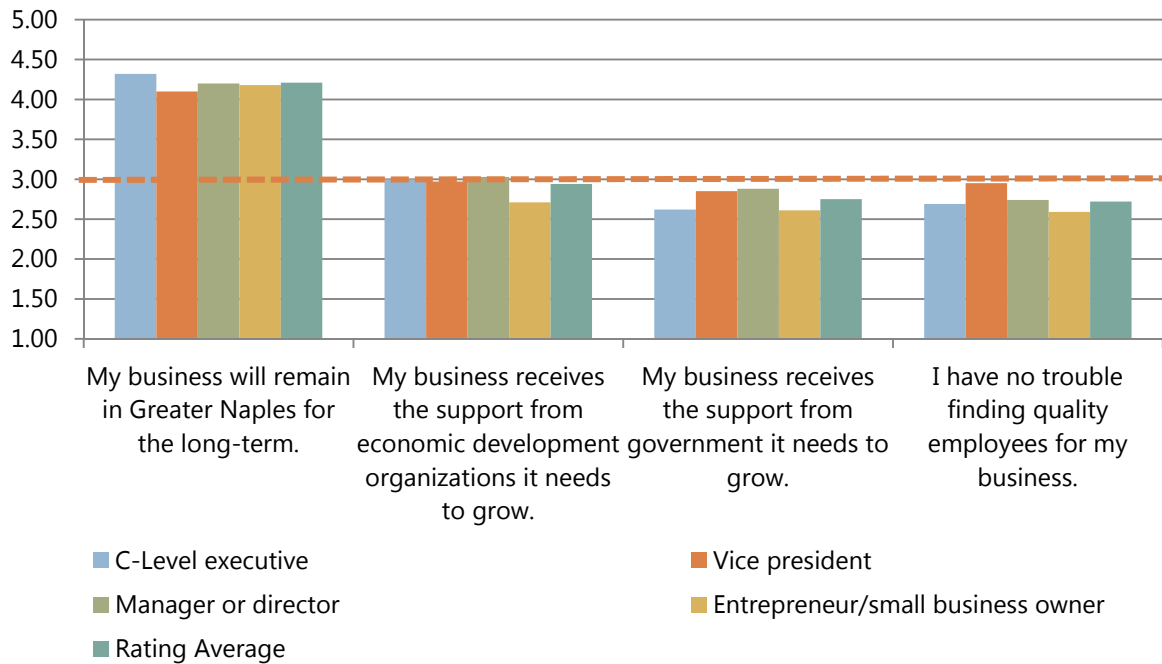
**Please evaluate the following aspect of Greater Naples' business climate, infrastructure to support growth. Responses cross tabulated by inland and coastal zip codes:**



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**Please rate the following statements according to the degree to which you agree.**

Ratings cross tabulated by business affiliation.



**What do you feel is the GREATEST STRENGTH of the regional workforce?**

The following table highlights the Top Ten Most Frequent Responses.

Strengths	Responses
Education/skill level	51
Dedicated/hardworking	32
Abundance	31
Diversity	28
Many want to work in S. FLA.	18
None/no strength	10
Affordable	8
Quality	8
Opportunity for training and higher ed. facilities near by	8
There's a large mix between entry level and skilled professionals	6

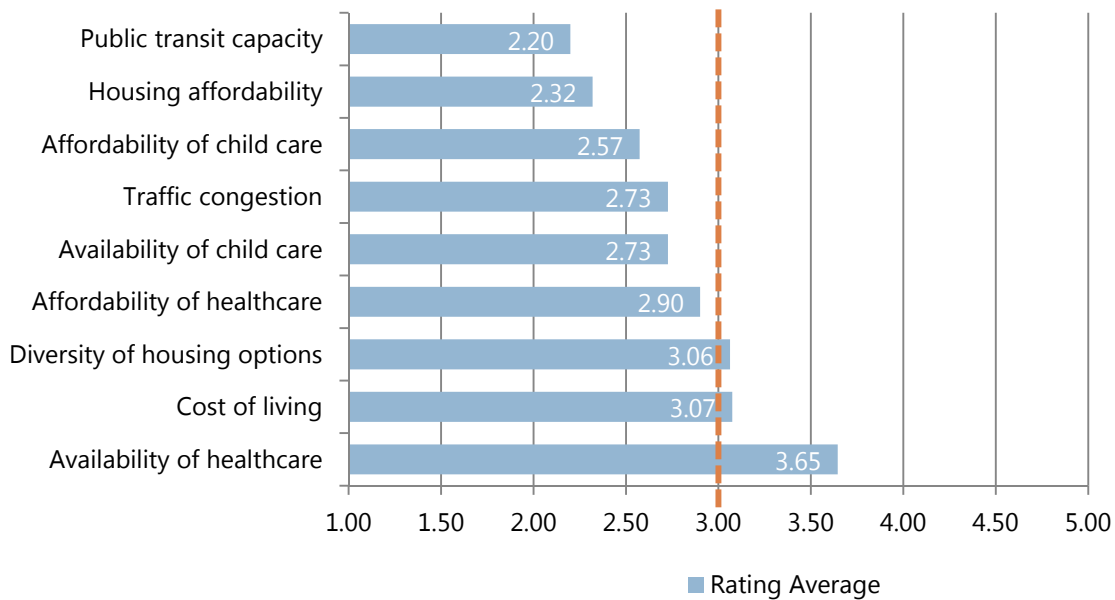
**What do you think is the GREATEST WEAKNESS of the regional workforce?**

The following table highlights the Top Ten Most Frequent Responses.

Weaknesses	Responses
Education/skill level	51
Dedicated/hardworking	32
Abundance	31
Diversity	28
Many want to work in S. FLA.	18
None/no strength	10
Affordable	8
Quality	8
Opportunity for training and higher ed. facilities near by	8
There's a large mix between entry level and skilled professionals	6

**Quality of Place (ALL RESPONDENTS)**

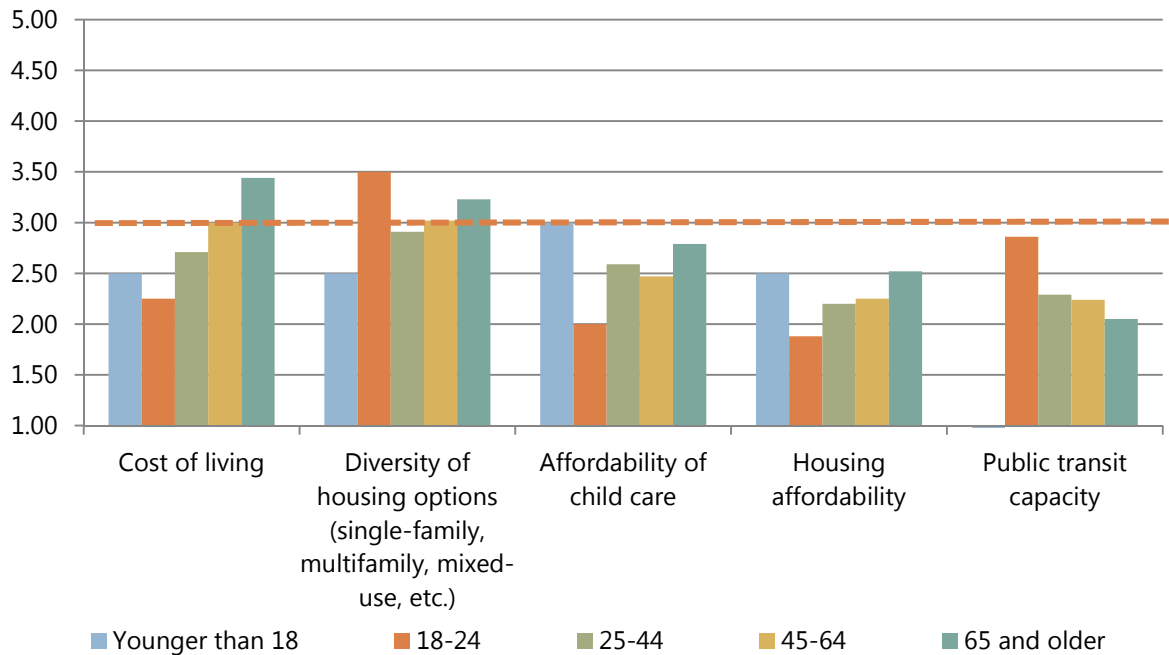
Please rate the following aspects of Greater Naples' quality of life.



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**Please rate the following aspects of Greater Naples' quality of life.**

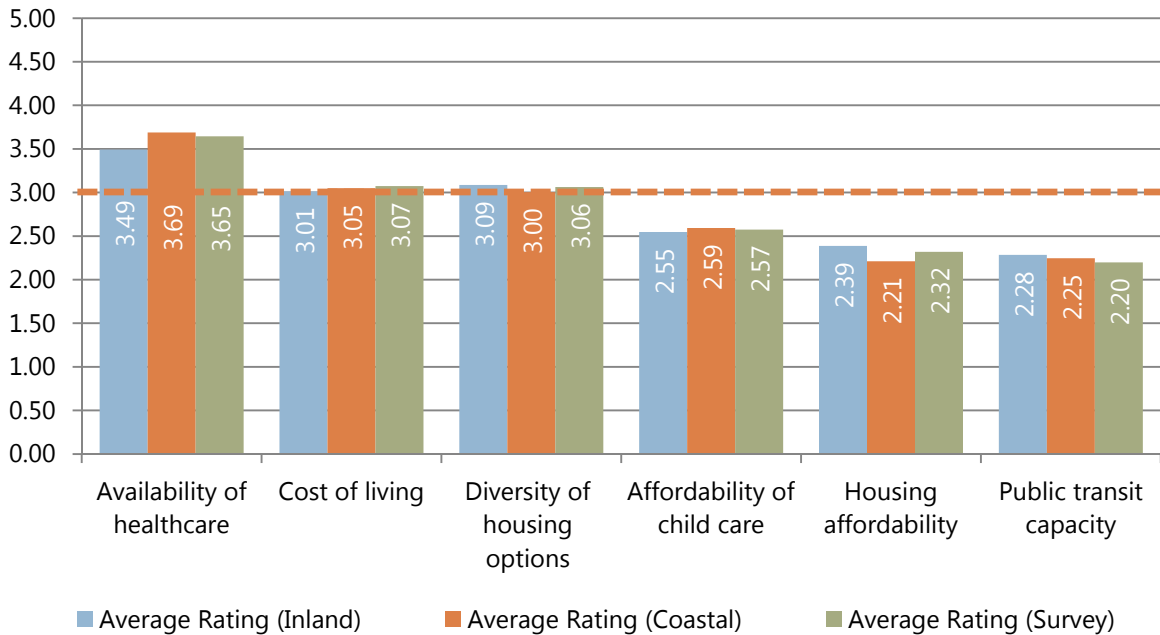
Ratings cross tabulated by age. Graphic displays the three highest and lowest rated categories.



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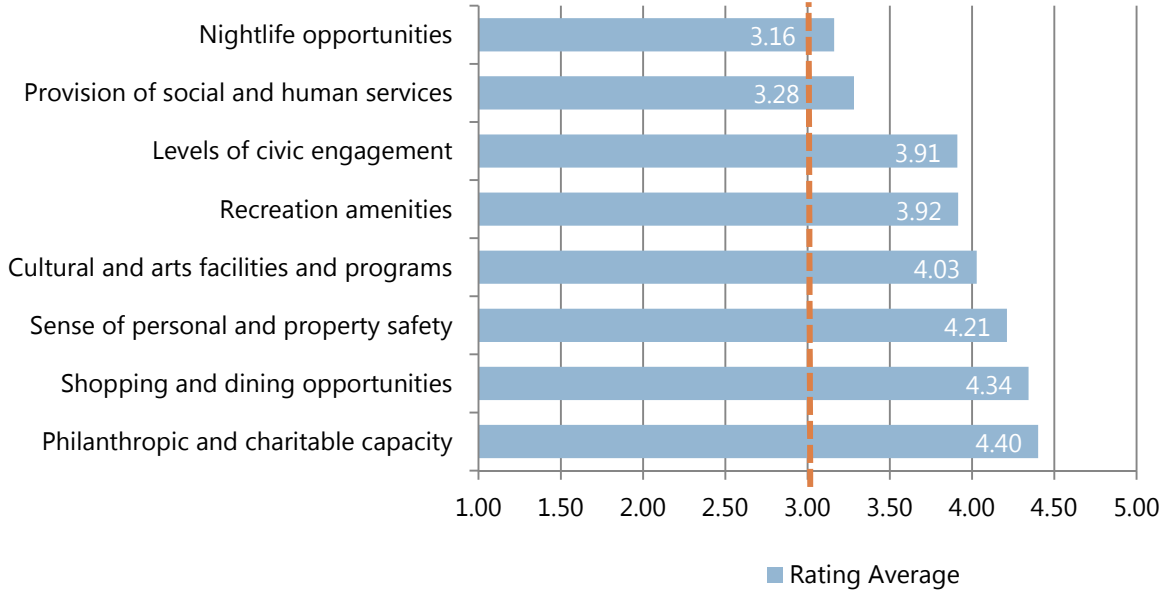
**Please rate the following aspects of Greater Naples' quality of life.**

Ratings cross tabulated by coastal and inland zip codes. Note that Average Rating (Survey) includes all respondents some of whom did not provide a zip code. Graphic displays the three highest and lowest rated categories.



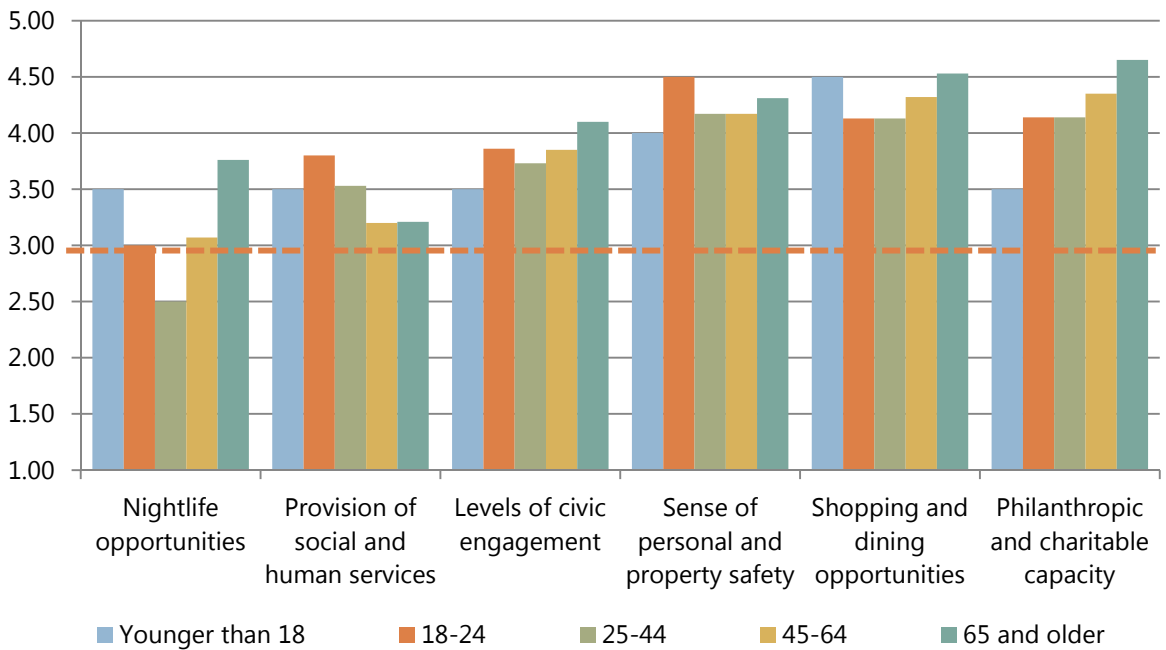
Opportunity Naples: Competitive Assessment

**Please rate the following aspects of Greater Naples' amenities and services as they relate to quality of life.**



**Please rate the following aspects of Greater Naples' amenities and services as they relate to quality of life.**

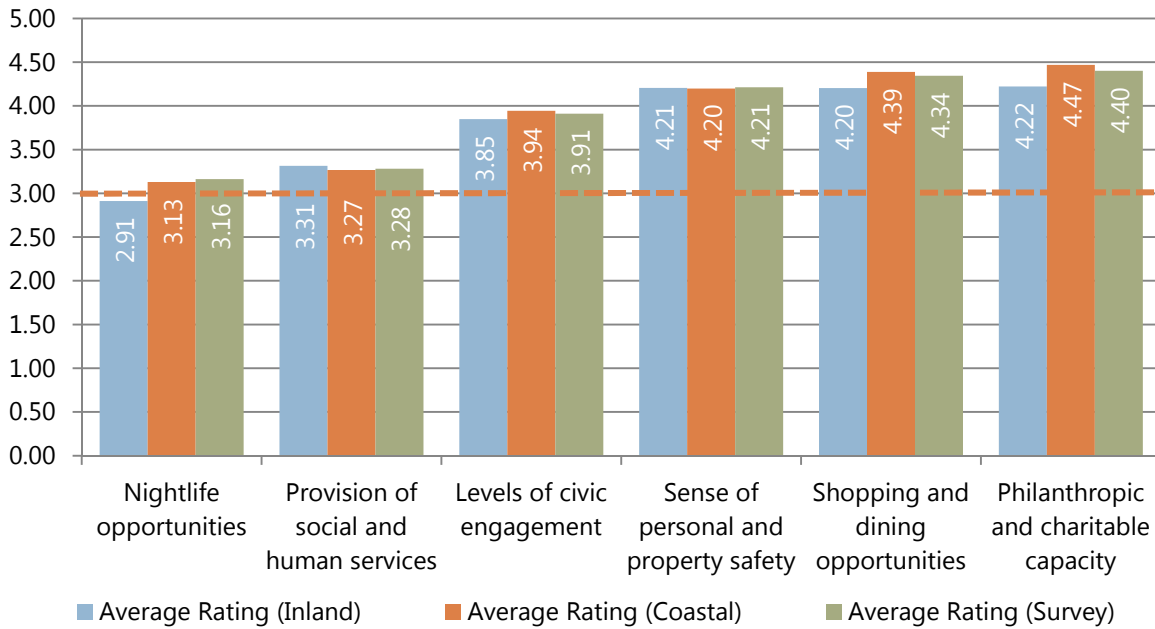
Ratings cross tabulated by age. Graphic displays the three highest and lowest rated categories.



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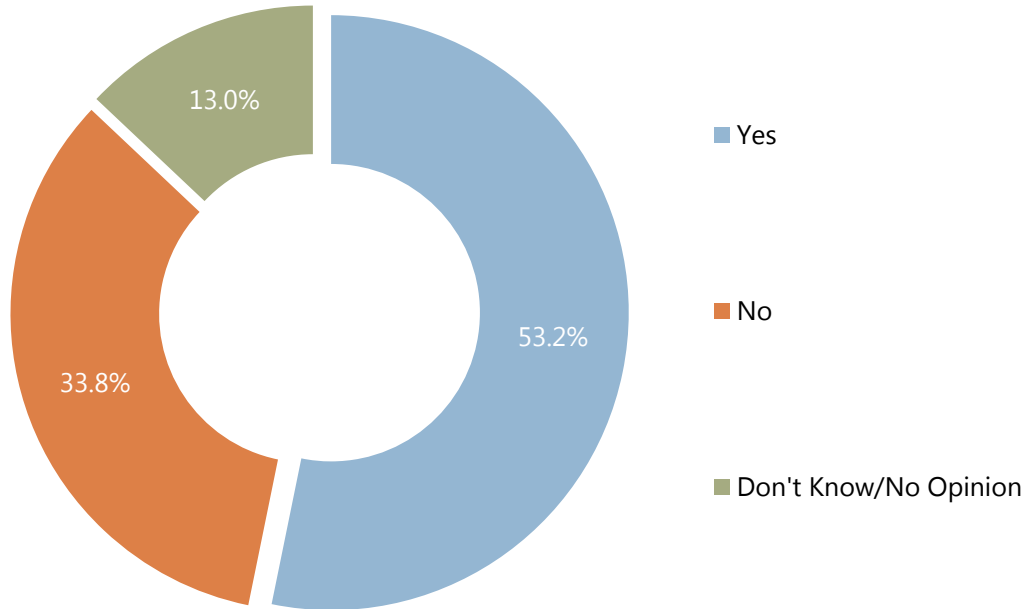
**Please rate the following aspects of Greater Naples' amenities and services as they relate to quality of life.**

Ratings cross tabulated by coastal and inland zip codes. Note that Average Rating (Survey) includes all respondents some of whom did not provide a zip code. Graphic displays the three highest and lowest rated categories.



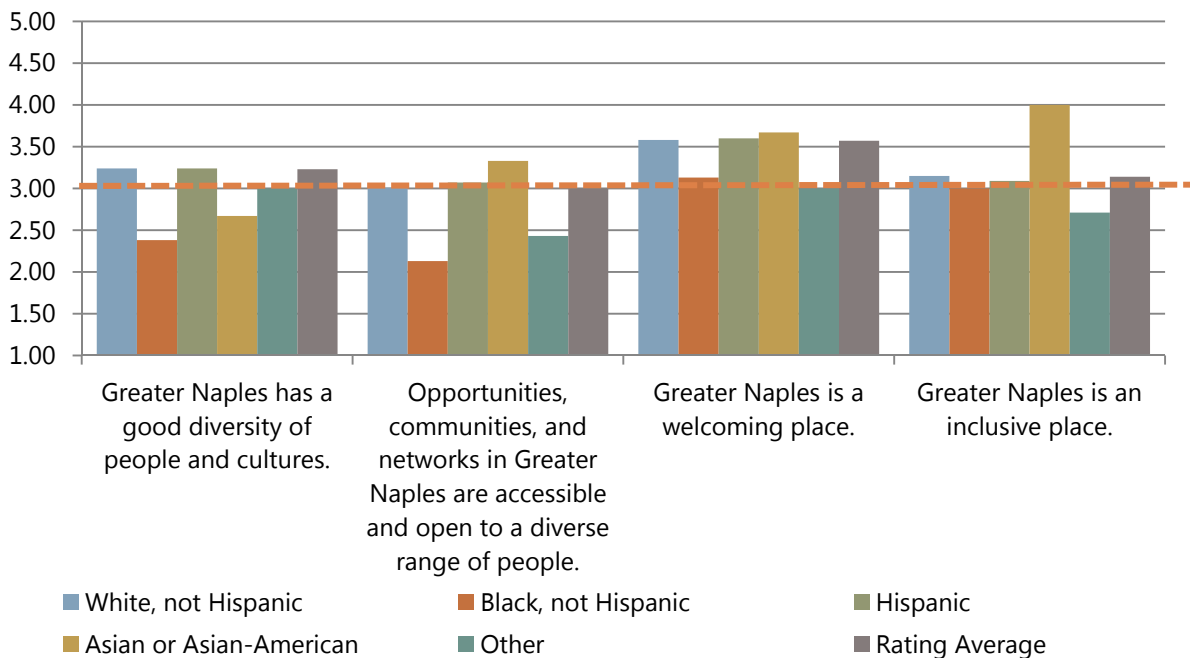
Opportunity Naples: Competitive Assessment

**Do you think Collier County is a well-planned community (from a land-use and development standpoint)?**



**Please rate the following statements on the community's diversity and openness.**

Ratings *cross tabulated* by race and ethnicity. Graphic displays the three highest and lowest rated categories.







## Opportunity Naples: Competitive Assessment

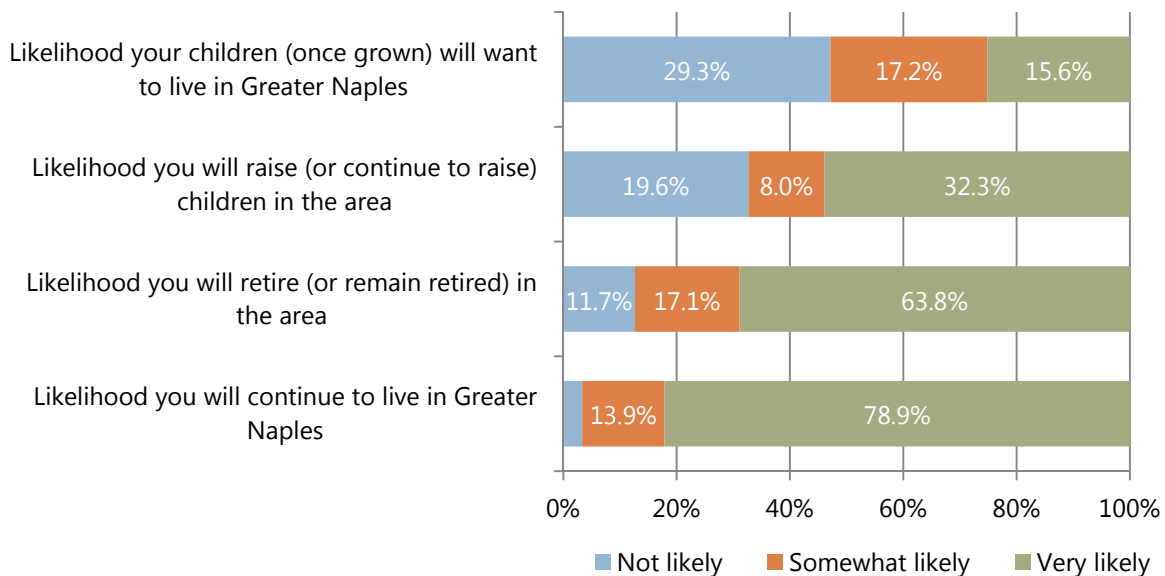
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***If you feel that it is not inclusive and/or welcoming, what could be done to make Greater Naples a more inclusive and/or welcoming community? (Select responses)***

- At each social program/social event, someone should be designated to welcome a person of color. Many of the events we have attended, we were the only African Americans there. Not an uncommon problem. However, if we are serious, let's be inclusive in our programs
- Need for more Community Centers and gathering places of year-round residents, not just playgrounds and meeting rooms. Development of community engagement activities
- Make it more pedestrian friendly so people are not afraid to get out and explore Naples & meet people. Also people do not want to leave their homes often because of the traffic congestion.
- We found the community to be very welcoming when we moved here 10 years ago. However, I had the good fortune to be sponsored for GNL early on and that really opened up things for us.
- Continue to advertise that it is a place that welcomes all people with open arms.
- Naples does not compare to Miami in embracing multi-culturalism or acceptance of diverse languages or people from different countries. Naples appears to want to be Palm Beach, a beach destination catering to well-to-do, snowbirds from the North - which generates only seasonal business for hotels, restaurants and shops, but what about the rest of the year? Naples needs to attract people to the area to generate jobs.
- More public events, parks, outreach from both public and private entities to diverse pockets of community
- There is such income diversity and there are so many gated communities, that this is a tough assignment as it does not really feel like a community much of the time.
- Again, creating a community lifestyle vs. a retirement lifestyle. Offer family activities and ongoing educational activities after working hours ( vs daytime only)

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**Please Rate the Following Statements.**

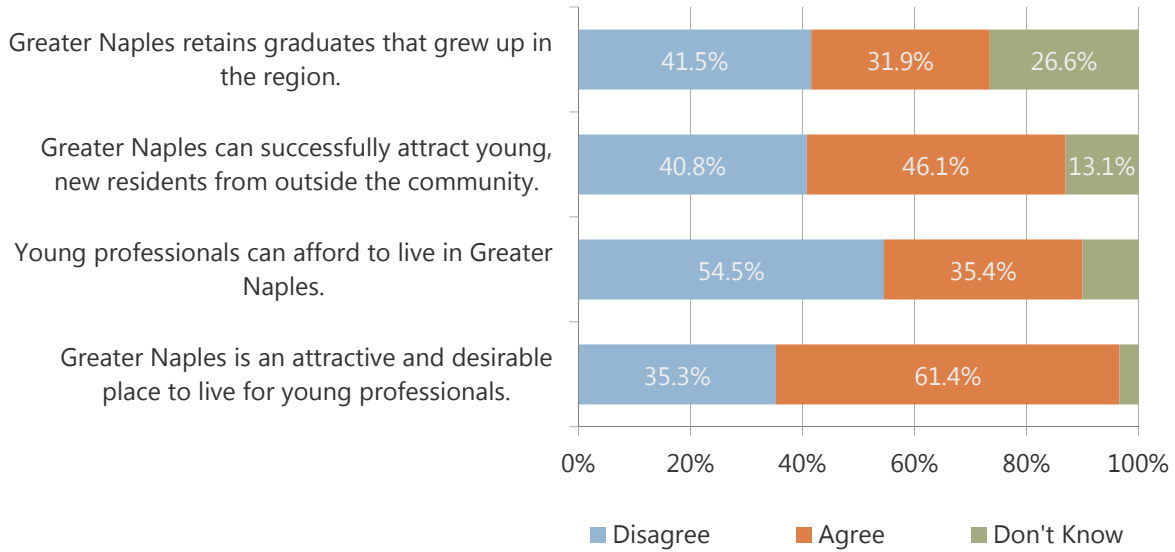


**If you will not continue to live in the community, and/or feel your children will not choose to live in the community, why do you feel this way? (Select Responses)**

- Employment opportunities in specialized field not available here
- There is not enough for children to do except for hang around the mall.
- I think a lot of people still look at Naples as a place of retirement. I believe there are stereotypical ideas that there is nothing to do for youth in Naples.
- There is no professional opportunity for young adults 20-35 beyond healthcare and construction. They cannot afford to buy homes while many other Florida cities are attractive to growing families and jobs.
- It's becoming too over developed.
- Too congested and commercialized. Too expensive to live here
- Lack of opportunity for real social networking sense of community because of fractionalized development (gated PUDs/CDDs).
- Expensive and lack of jobs (the reason my daughter left and moved to Texas).

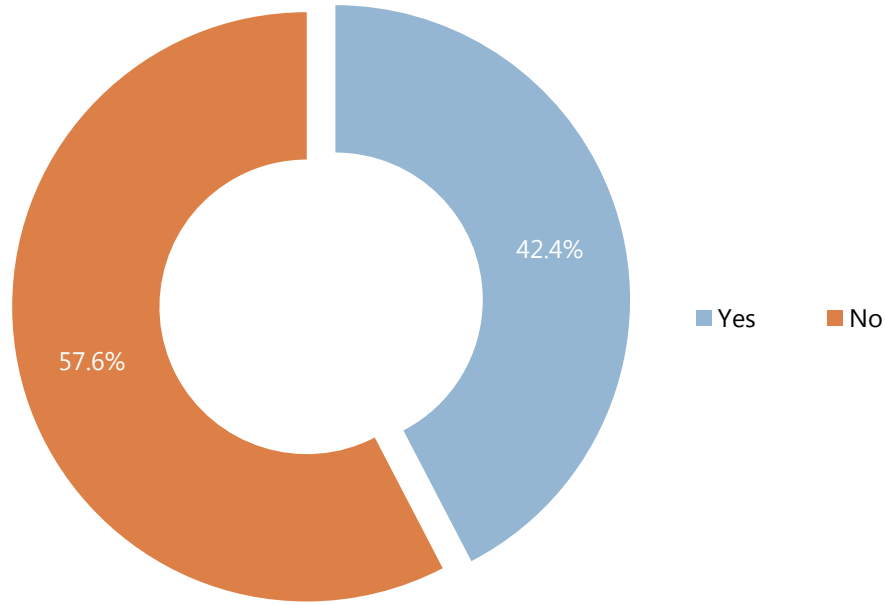
*Note: The following responses are from individuals who identified themselves as between the ages of 25 and 39*

**Please indicate if you disagree or agree with the following statement about young professionals (workers ages 25-39)**

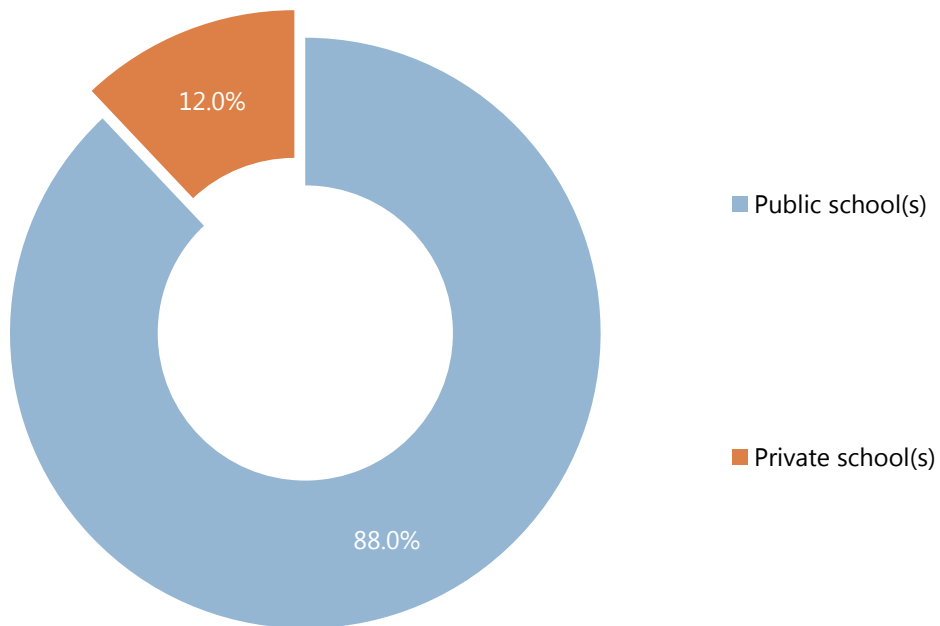


**Talent Development and Education (ALL RESPONDENTS)**

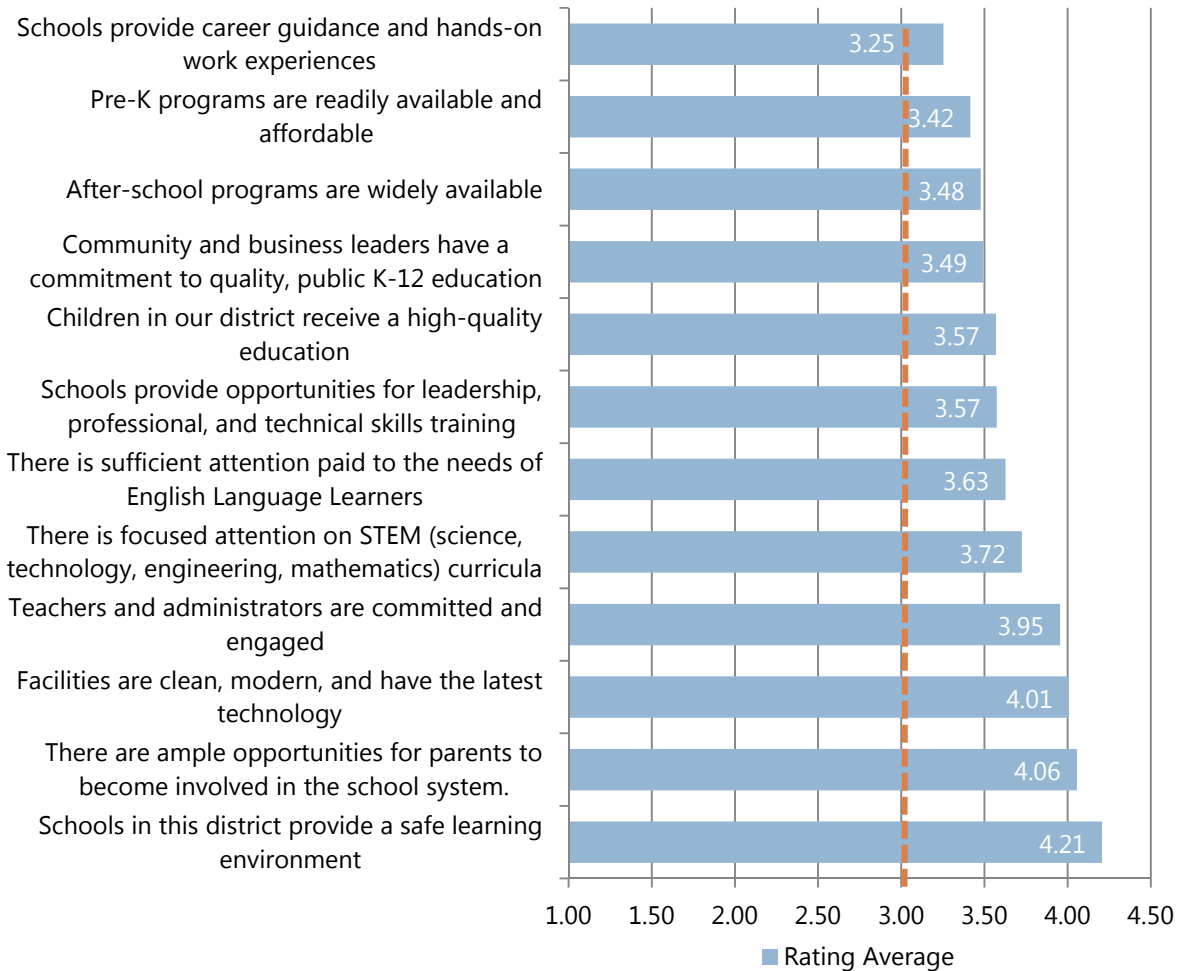
**Do you have school-age children or do you feel qualified to answer questions about Greater Naples pre-K to 12 school systems?**



**I am most familiar with:**



**Please respond to the following statements about public school quality in Greater Naples.**



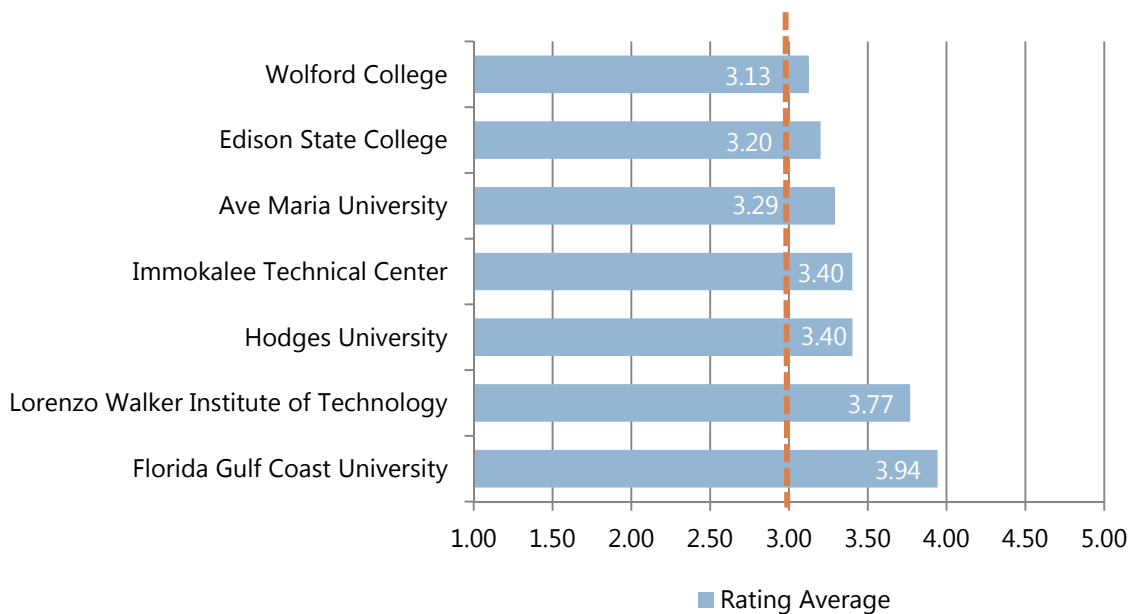
**What do you think needs to be done to improve your school or school system? (Select responses)**

- Reduce administrative costs and overhead, focus investment within the classroom
- Here the ESOL program is the immersion method, but in Miami bilingual education is promoted. There bilingualism is a valued skill for jobs. What I have observed so far is that the majority of teachers are relocating from the North; many neither speak other languages or have any cultural sensitivity to either poor Creole speaking students or migrant Spanish students. My argument is that most schools in Europe foster the knowledge of several languages and while the immersion method is effective it does not promote the use of other languages.
- Given our large minority population, greater pre-school and English as a Second Language opportunities must be available. Also, parental outreach and parental education are critical.
- Teachers need to be allowed to make decisions based on the needs of students. There is a lot of money spent on new programs that keep changing.

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- Pay qualified, talented teachers a salary that will assure they remain in the county. Allow teachers to use their education and talent to teach and meet the needs of their students. Curriculum areas of Science and technology are so important to prepare students for today's job market.
- Less focus on testing, more focus on career opportunities and skills required for various careers.
- Technology, parent education, arts (music, art) physical education as essential part of curriculum supported by taxes
- Less teacher/administrator movement. Consistency is key.
- Invest in teacher education, use peer coaching for teachers, use best teachers for most difficult population. Employ techniques in classes that have proven successful. Emphasize preschool early intervention for children and the parents of disadvantaged children. Emphasize STEM programs.
- Better communication between school teachers, administration and parents. More emphasis on rewarding academic achievement, both in school and in extracurricular activities
- Increase teacher pay and increase the education requirement for teachers. This will make it less likely that our children will have teachers who chose a career change because they were not successful in other professions
- Continued focus on education to careers and interaction with technology as part of the learning experience. Renewed focus on preparing students with core sociability/employability skills and values.
- More administration, teacher, parental interaction, if possible
- More internships and college and career programs for both students and teachers
- More technology based learning.

**Please rate the quality of Southwest Florida's public and private colleges and universities:**





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### ***Do you have any final comments you'd like to make about the community or the Opportunity Naples process? (Select responses)***

- Hopefully, results of this survey will be made public and a group will be designated to formulate plans to implement some of the most pressing suggestions.
- Best place to live in America in retirement
- More higher education options in Naples. More reliable and accessible public transportation around Collier County and connecting to Lee County.
- When developing future plans for Naples, please make environmental issues part of the plans.
- Southwest Regional Partnership is a key to our future
- I want to encourage the process of public private partnerships to expand the economy beyond tourism, building, and agriculture
- More college & higher education campuses those are easily accessible!
- Naples is a great community with an opportunity to continue to get better. The opportunity is we don't have much of the old to fix before we to work on the new.
- We need affordable Starter homes for young families and the jobs to go with them.
- Keep our green space green and add to it. Create a family environment that attracts businesses as welcoming and a quality lifestyle
- I strongly believe that the vitality of Naples could be improved with increased opportunities for economic growth. This would give young people the opportunities they need for success.
- It is a great opportunity for a service based business, but other industries are limited.
- Thank you for doing this study and I hope you will engage many voices in the community to be sure you have the support of the community.
- I love Naples! Thank you for the opportunity to participate in this survey.



## APPENDIX B: METHODOLOGY

This Competitive Assessment examines Greater Naples' (Collier County) trends in the context of People, Prosperity, and Place factors and the narrative stories conveyed by quantitative and qualitative analysis. The **comparison communities** of St. Tammany Parish, LA; Sarasota County, FL; and Beaufort County, SC were selected in partnership with Greater Naples Chamber staff and volunteer leaders based on a matrix of economic and demographic indicators and trends. The comparison communities are assumed to be areas that Collier County could legitimately compete against for talent and investment. While they should not be taken as three communities Naples-Collier should seek to become, there are nevertheless certain "aspirational" traits in these three counties that Naples would benefit from emulating.

*Market Street* used the most recent data available for this Competitive Assessment. Reputable and reliable private, non-profit, local, state, and national government data sources were leveraged, with every effort made to match methodologies and units of comparison across sources to provide the most accurate and informative analysis of Collier County's demographic trends, economic structure, and sense of place. For many indicators, *Market Street* relied on databases derived by EMSI, one of the nation's leading econometric, and forecasting firms. National government sources used in this analysis included the U.S. Census Bureau; the Federal Bureau of Investigation; and the statistics or information divisions of several federal government department bureaus. For City of Naples data, utmost care was taken to use the most accurate data sources. For example, the margins of error of the one-year estimates from the U.S. Census Bureau were less robust than the three-year estimates, thus the three year estimates have been used where possible.

**Location quotients** are used throughout this report to measure the relative concentration of local employment in a given business sector or occupation. When applied to business sector employment, they measure the ratio of a business sector's share of total regional employment to that business sector's share of total national employment.

$$LQ = \frac{(\text{Local Employment in Sector} / \text{Total Local Employment})}{(\text{National Employment in Sector} / \text{Total National Employment})}$$

As explained previously in this report, a business sector with an LQ equal to 1.0 possesses exactly the same share of total county employment as that business sector's share of national employment. When a local business sector possesses a location quotient greater than 1.0, this signals that the business sector is more concentrated in the county than it is nationwide. Conversely, a location quotient less than 1.0 indicates that the business sector is less concentrated in the county than it is nationwide. The higher the location quotient, the more concentrated the level of local employment as compared to its national equivalent. For example, a location quotient of 1.25 would indicate that a local business sector's share of total employment is 25 percent higher than the same business sector's share of national employment. An LQ of 2.0 would indicate that a business sector's share of local employment is twice as large as the national share, while an LQ of 0.5 would indicate that the business sector's share of local employment is half the national equivalent.





## APPENDIX C: DATA SOURCES

The Opportunity Naples Competitive Assessment utilized the following data sources; each data source gives a brief description regarding the reporting agency along with its data collection methodology. These public data sources are trusted, and guide many public and private investment decisions whether it is corporate headquarters relocation, or a municipal urban planner.

### **ABOUT THE AMERICAN COMMUNITY SURVEY**

The American Community Survey (ACS) is a nationwide survey designed to provide communities with a fresh look at how they are changing. It is a critical element in the Census Bureau's decennial census program. The ACS collects information such as age, race, income, commute time to work, home value, veteran status, and other important data. The American Community Survey has replaced the decennial census long form which was discontinued in the 2010 decennial census.

In years past, the decennial census had two parts: 1) the short form, which counts the population; and 2) the long form, which obtains demographic, housing, social, and economic information from a 1-in-6 sample of households. Information from the long form is used for the administration of federal programs and the distribution of billions of federal dollars.

Since this is done only once every 10 years, long-form information becomes out of date. Planners and other data users are reluctant to rely on it for decisions that are expensive and affect the quality of life of thousands of people. The American Community Survey is a way to provide the data communities need every year instead of once in ten years.

Collecting data every year provides more up-to-date information throughout the decade about the U.S. population at the local community level. About 3.5 million housing unit addresses are selected annually, across every county in the nation.

### **American Community Survey Coverage**

#### *Single-Year Estimates*

The ACS produces 1-year estimates annual for geographic areas with a population of 65,000 or more. This includes the nation, all states and the District of Columbia, all congressional districts, approximately 800 counties, and 500 metropolitan and micropolitan statistical areas, among others.

#### *Multiyear Estimates*

The ACS produces 3-year estimates annually for geographic areas with a population of 20,000 or more, including the nation, all states and the District of Columbia, all congressional districts, approximately 1,800 counties, and 900 metropolitan and micropolitan statistical areas, among others.

In 2010, the Census Bureau released the first 5-year estimates for small areas. These 5-year estimates are based on ACS data collected from 2005 through 2009.



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### **ABOUT CURRENT POPULATION ESTIMATES**

Each year, the U.S. Census Bureau produces and publishes estimates of the population for each state and county, as well as the nation as a whole. The Census Bureau utilizes administrative data from a number of sources to estimate 1) the change in population since the most recent decennial census and 2) the population for each year since the most recent decennial census. With each annual release of population estimates, the entire time series of estimates beginning on April 1, 2010 is revised and updated.

At the national level, the resident population is affected by births, deaths, and net international migration (NIM) only as displayed in the following formula:

$$\text{Population Estimate} = \text{Base Population} + \text{Births} - \text{Deaths} + \text{NIM}$$

At the subnational level (i.e. states and counties), the resident population is affected by an additional component of population change: net internal, or domestic, migration (NDM) as shown below:

$$\text{Population Estimate} = \text{Base Population} + \text{Births} - \text{Deaths} + \text{NIM} + \text{NDM}$$

Base population is determined by the most recent decennial census count which serves as the starting point for all post-2010 population estimates. Information on births and deaths are collected from the National Center for Health Statistics (NCHS) which collect birth and death statistical information for the entire United States. The net international migration component stems from data reported by the American Community Survey along with the Defense Manpower Data Center (DMDC) which collects information on the Armed Forces population, demographic characteristics, and state distributions. Finally, Internal Revenue Service data are leveraged to produce net internal migration figures.

### **ABOUT SMALL AREA INCOME AND POVERTY ESTIMATES**

The U.S. Census Bureau, with support from other Federal agencies, created the Small Area Income and Poverty Estimates (SAIPE) program to provide more current estimates of selected income and poverty statistics than the most recent decennial census. Estimates are created for states, counties, and school districts.

### **ABOUT BUREAU OF ECONOMIC ANALYSIS**

As an agency of the Department of Commerce, the Bureau of Economic Analysis (BEA) produces economic accounts statistics that enable government and business decision-makers, researchers, and the American public to follow and understand the performance of the Nation's economy. BEA's economic statistics, which provide a comprehensive, up-to-date picture of the U.S. economy, are key ingredients in critical decisions affecting monetary policy, tax and budget projections, and business investment plans. The cornerstone of BEA's statistics is the national income and product accounts (NIPAs), which feature the estimates of gross domestic product (GDP) and related measures.

BEA prepares national, regional, industry, and international accounts that present essential information on such key issues as economic growth, regional economic development, interindustry relationships, and the Nation's position in the world economy. Along with these figures, the Bureau of Economic Analysis also publishes figures on national, state, and local personal income.



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### **ABOUT BUREAU OF LABOR STATISTICS**

The Bureau of Labor Statistics of the United States Department of Labor is the principal Federal agency responsible for measuring labor market activity, working conditions, and price changes in the economy. Its mission is to collect, analyze, and disseminate essential economic information to support public and private decision-making. As an independent statistical agency, BLS serves its diverse user communities by providing products and services that are objective, timely, accurate, and relevant.

### **Quarterly Census of Earnings and Wages**

The Quarterly Census of Earnings and Wages (QCEW) originated in the 1930s, and was formerly known as the ES-202 program until 2003 when the current QCEW name was adopted. The primary economic product is the tabulation of employment and wages of establishments which report to the Unemployment Insurance (UI) programs of the United States. Employment covered by these UI programs represents about 99.7 percent of all wage and salary civilian employment in the country.

The QCEW employment count is a total derived from quarterly contribution reports filed by almost every employer in the U.S., Puerto Rico, and the U.S. Virgin Islands. It counts only filled jobs, whether full or part time, temporary or permanent, by place of work. The quarterly reports include the establishment's monthly employment levels of the pay periods that include the twelfth of the month.

Because the QCEW data is based on an establishment census which counts only filled jobs, it is likely that a multi-job holder will be counted two or more times in QCEW data.

Major exclusions from UI coverage include self-employed workers, most agricultural workers on small farms, all members of the Armed Forces, elected officials in most states, most employees of railroads, some domestic workers, most student workers at schools, and employees of certain small nonprofit organizations.

Under most State laws or regulations, wages include bonuses, stock options, severance pay, profit distributions, cash value of meals and lodging, tips and other gratuities, and, in some States, employer contributions to certain deferred compensation plans such as 401(k) plans.

Covered employers in most States report total compensation paid during the calendar quarter, regardless of when the services were performed. A few State laws, however, specify that wages be reported for or based on the period during which services are performed rather than the period during which compensation is paid.



## Opportunity Naples: Competitive Assessment

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### **Local Area Unemployment Statistics**

The Local Area Unemployment Statistics (LAUS) is a Federal-State cooperative effort in which monthly estimates of total employment and unemployment are prepared for approximately 7,300 areas including:

- ✓ Census regions and divisions
- ✓ States
- ✓ Metropolitan Statistical Areas and Metropolitan NECTAS (New England City and Town Areas)
- ✓ Metropolitan Divisions and NECTA Divisions
- ✓ Micropolitan Statistical Areas and Micropolitan NECTAs
- ✓ Combined Metropolitan Statistical Areas and Combined NECTAs
- ✓ Small Labor Market Areas
- ✓ Counties and county equivalents
- ✓ Cities of 25,000 population or more
- ✓ Cities and towns in New England regardless of population

The concepts and definitions underlying LAUS data come from the Current Population Survey (CPS), the household survey that is the official measure of the labor force for the nation. Estimates for substate labor market areas are produced through a building-block approach known as the "Handbook method." This procedure also uses data from several sources, including the CPS, the CES program, State UI systems, and the decennial census, to create estimates that are adjusted to the statewide measures of employment and unemployment

### **ABOUT ECONOMIC MODELING SPECIALISTS International**

Economic Modeling Specialists Intl., recently acquired by CareerBuilder, turns labor market data into useful information that helps organizations understand the connection between economies, people, and work. Using sound economic principles and good data, EMSI builds user-friendly services that help educational institutions, workforce planners, and regional developers (such as WIBs, EDOs, chambers, utilities) build a better workforce and improve the economic conditions in their regions.

In order to report employment figures, EMSI collects data from more than 90 public sources. These data sets include, but are not limited to:

#### **Bureau of Economic Analysis**

- ✓ Local Area Annual Estimates
- ✓ Local Personal Income Reports
- ✓ State Annual Estimates
- ✓ State Quarterly Income Estimates
- ✓ Industry Economic Accounts

#### **United States Census Bureau**

- ✓ American Community Survey
- ✓ County Business Patterns



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- ✓ Zip code Business Patterns
- ✓ Non-employer Statistics

### **Bureau of Labor Statistics**

- ✓ Quarterly Census of Employment and Wages (QCEW)
- ✓ Current Employment Statistics
- ✓ Current Population Survey (CPS)
- ✓ Local Area Unemployment Statistics (LAUS)
- ✓ National Compensation Survey
- ✓ National Industry-Occupation
- ✓ Employment Matrix (10-year, current and projected)
- ✓ Employment by Occupation (10-year, current and projected)
- ✓ Occupational Employment, Training, and Earnings

### **Employment and training Administration**

- ✓ Characteristics of the Insured Unemployed
- ✓ National O\*NET Consortium, O\*NET Production Database

### **U.S. Department of Education, National Center for Education Statistics**

- ✓ Integrated Postsecondary Education Data System (IPEDS)
- ✓ Common Core of Data (CCD)
- ✓ Characteristics of Private Schools in the United States

In order to develop employment by industry tables contained with this report, Market Street utilized EMSI's QCEW, Non-QCEW, and Self-Employed data sets to better capture economic activity within a community.

QCEW employment includes an enhanced, unsuppressed version of the Bureau of Labor Statistic's Quarterly Census of Employment and Wages. It is commonly referred to as "covered employment" because it counts all jobs covered by the federal or state unemployment insurance (UI) system.

Non-QCEW Employees includes a relatively small number of wage-and-salary employees that are exempt from UI coverage, and are not included in QCEW employment data. Major types of jobs in this category include the military, railroads, small nonprofit/religious organizations, real estate and insurance/finance agents, work-study students, and other miscellaneous employees.

Self-Employed data cover people who, when responding to the American Community or decennial census surveys, consider self-employment to be a significant part of their income and/or taking a significant part of their time. Most people normally considered "self-employed" would fall into this dataset.



## APPENDIX D: KEY TERMS

**Per Capita Income:** Personal income is income that is received by persons from all sources. It is calculated as the sum of wages and salaries, supplements to wages and salaries, proprietors' income with inventory valuation and capital consumption adjustments, rental income from persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance.

Per Capita income is measured by calculating the personal income of the residents of a given area, inclusive of the personal income types stated above, by the resident population of the area.

**Median Household Income:** For households and families, the median incomes based on the distribution of the total number of households and families including those with no income. The median divides the income distribution into two equal parts: one-half of cases falling below the median income and one-half above the median.

Eight types of income reported in the American Community Survey. Types of income covered by the survey include wage or salary income; self-employment income; interest, dividends, net rental income, royalty income, or income from estates and trusts; social security income, supplemental security income; public assistance income; retirement, survivor, or disability income; and all other income (such as unemployment compensation, worker's compensation, alimony and child support, and other kinds of periodic income other than earnings).

Median household income figures differ from per capita income figures for two primary reasons 1) per capita income is a calculated average, rather than the median that reports the midpoint of a specific data set and 2) median household income is reported by the survey respondent whereas per capita income figures utilize administrative data from state unemployment insurance programs, the Social Security Administration, the Internal Revenue Service, and the United States Department of Defense.

**Average Annual Earnings:** Economic Modeling Specialists International (EMSI) reports the average earnings by business sector within a given region. Calculations are based on the total county annual earnings of a business sector divided by the county employment within the respective sector. Earnings figures include wages, salaries, supplements (additional employee benefits), and proprietor income.

**Poverty Rate:** The Census Bureau uses a set of dollar value thresholds that vary by family size and composition to determine who is in poverty. If a family's total income is less than the dollar value of the appropriate threshold, then that family and every individual in it are considered to be in poverty. Similarly, if an unrelated individual's total income is less than the appropriate threshold, then that individual is considered to be in poverty.

The total number of people below the poverty level is the sum of people in families and the number of unrelated individuals with incomes in the last 12 months below the poverty threshold. In 2013, the most the federal poverty threshold for a family of four with two children was \$23,624.



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**Median Home Price:** Home price is the survey respondent's estimate of how much the property (house and lot, mobile home and lot, or condominium unit) would sell for if it were for sale. If the house or mobile home was owned or being bought, but the land on which it sits was not, the respondent was asked to estimate the combined value of the house or mobile home and the land. For vacant units, value as the price asked for the property.

Median home price divides the value distribution into two equal parts: one half of the cases falling below the median home price of the property (house and lot, mobile home and lot, or condominium unit) and one-half above the median.

**Median Contract Rent:** Contract rent is the monthly agreed to or contracted for, regardless of any furnishings, utilities, fees, meals, or services that may be included. For vacant units, it is the monthly rent asked for the rental unit at the time of the interview. The median divides the rent distribution into two equal parts: one-half of the cases falling below the median contract rent and one-half above the median.

Contract rent provides information on the monthly housing cost expenses for renters. When the data is used in conjunction with utility costs and income data, the information offers an excellent measure of housing affordability and excessive shelter costs. The data also serve to aid in the development of housing programs to meet the needs of people at different economic levels, and to provide assistance to agencies in determining policies on fair rent.



## OPPORTUNITY NAPLES TARGET BUSINESS ANALYSIS & MARKETING REVIEW

Submitted by Market Street Services Inc.  
[www.marketstreetservices.com](http://www.marketstreetservices.com)

May 12, 2014

**MARKET ST**





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## OVERVIEW

Recognizing the need to enhance the economic diversity, competitive position, and workforce sustainability of Greater Naples (Collier County), the Greater Naples Chamber of Commerce (the Chamber), under the auspices of the Partnership for Collier's Future Economy and in collaboration with the Board of Collier County Commissioners, have undertaken **Opportunity Naples: Target Business Analysis & Marketing Review**. The Chamber and its partners have brought together a Steering Committee of influential public and private leaders to oversee a comprehensive process to assess Naples-Collier County's trends, challenges, and opportunities and build towards the development of a best-in-class strategic roadmap for the County's future. To assist with this process, the Chamber retained *Market Street Services*, a national community, economic, and workforce development consulting firm based in Atlanta, Georgia, to facilitate the planning effort.

When approved, Opportunity Naples will be a three-year economic development strategy that will advance economic opportunity for all residents of Greater Naples. The eight-month process will ensure that the thoughts and opinions of Greater Naples residents and leaders plus a wealth of performance trend data, will directly inform the development of the community's strategic blueprint.

The five phases of Opportunity Naples include:

### PHASE I: COMPETITIVE ASSESSMENT

The Competitive Assessment provided a detailed examination of Greater Naples' competitive position as a place to live, work, visit, and do business. Rather than simply describing data trends, the Competitive Assessment synthesized key findings from the analysis and community input framing the discussion around key "stories" and competitive issues faced by the community. Greater Naples (Collier County) was benchmarked against **Beaufort County, SC; St. Tammany Parish, LA; Sarasota County, FL; the state of Florida; and the United States.**

### PHASE II: TARGET BUSINESS ANALYSIS

This Target Business Analysis identifies economic sectors within Greater Naples that will drive future growth and opportunity. These business sectors leverage the presence of existing assets and workforce capacity to enhance the competitiveness of local businesses. The Analysis defines existing clusters, confirms their viability, and identifies other targets that will diversify the local economy. The area's capacity to support and sustain a qualified workforce within these business sectors will also be highlighted.

### PHASE III: MARKETING REVIEW

The Marketing Review, included as a component of this Target Analysis, examines current marketing efforts spearheaded by the Chamber and the Partnership for Collier's Future Economy. The review includes an



assessment of Collier-specific websites (e.g. County, Chamber) to gauge their effectiveness as marketing tools, based on their appearance, content, effectiveness, and utility for external audiences.

## PHASE VI: OPPORTUNITY NAPLES STRATEGY

The culmination of the first three research phases, the Strategy serves as a blueprint for Naples-Collier County's economic future—promoting continued growth and sustainability in Collier County and its municipalities. The foundation of the Strategy will emerge from the prioritized targets, existing plans, quantitative research, and stakeholder input gathered in previous phases. Identified issues and opportunities serve as the framework to match potential strategies for economic development while leveraging best practices throughout the country.

## PHASE V: IMPLEMENTATION PLAN

While the Strategy represents “what” Greater Naples needs to do, the Implementation Plan determines “how” to do it. The Implementation Plan will serve as the “road map” for putting the Strategy into motion. The Implementation plan outlines the activities of the Strategy's objectives on a day-by-day, month-by-month, and year-by-year basis.



## INTRODUCTION

Targeting key business and employment sectors for growth and potential development into “clusters” of economic activity has become a nearly universal method of expanding and diversifying local economies. Clusters represent groups of interrelated businesses that choose to co-locate in an area, city or region for one reason or another. Clustering can occur among competing or cooperative firms with a variety of different catalysts supporting these agglomerations. For instance, suppliers often locate in proximity to a major manufacturer for research and development efficiencies and reduced transportation costs. Other firms may co-locate in a specific area in order to take advantage of a specialized labor pool or to benefit from a specific infrastructure.

A targeted sector (“target”), on the other hand, is any type of business activity that is strategically pursued by an economic development organization and its partners for growth and development. That is to say, a “target” is an area where financial and staff resources, and the programs and policies they support, are specifically focused. “Targets” are ideally those segments of an economy where competitive advantages exist, prospects for future growth are greatest, and return on investment is likely highest. A “target” can be a single business sector with high growth potential or a “cluster” of businesses in related sectors.

While not all targets will eventually become clusters, growth in these sectors will nevertheless help drive regional wealth-creation. Strategically targeting these business categories helps communities take advantage of their particular strengths in existing companies, workforce capacity, research investment, infrastructure, and other resources. Due to the realities of today’s economy and constrained public and private investment budgets, it is prudent for communities to target those sectors with the greatest potential to create new jobs and raise per capita income.

This report proposes target sectors that will improve the diversification of the Greater Naples economy and create more opportunities for high-wage employment for existing residents, college graduates both in Southwest Florida and those interested in locating to the community, and spouses of professionals currently employed in the region. The recommended targets emerged from a comprehensive analysis of the highest value target business sectors for development in Greater Naples and included feedback from Opportunity Naples public input, findings from the project’s Competitive Assessment, and proprietary datasets from econometrics firm Economic Modeling Specialists, Intl. (EMSI). As it was a major theme of the research to date, special consideration was given to business sectors that can help diversify the local economy to complement Collier County’s legacy sectors of agriculture and tourism. At the same time, maintaining competitiveness in its legacy sectors will help ensure Collier’s continued growth and prosperity.

Key criteria in target sector identification were:

- Current employment totals and concentrations
- Future development opportunities
- Sector and sub-sector growth trends



- Presence of top employers capable of being “magnets” for buyers and suppliers
- Average wage data and ability to elevate incomes
- Supportive resources such as education and training and research capacity
- Diversification potential and competitive position of Collier’s underserved areas

To support these proposed sectors, *Market Street* has included in this report a full complement of data and analysis detailing why targeted investment in these employment categories by Greater Naples economic development organizations is warranted.

## METHODOLOGY AND CONCEPTS

In the field of economic development, there are many methods used to identify targets but many are based on incomplete or strictly industry-focused (business-sector-focused) methodologies. Such approaches ignore the variety of important issues from workforce attributes to educational assets to geographic advantages, all of which are vital to businesses. *Market Street’s* approach to target identification is rooted in a broader examination of the region’s workforce—the occupations and types of knowledge that support the region’s business activities—as opposed to strictly focusing on business sector composition and growth. It is complemented by an evaluation of the region’s business climate, infrastructure, research assets, educational programs, and many other items that factor into site location decisions for specific types of business activity.

**CLASSIFICATION:** Our approach does not strictly define targets based on North American Industry Classification System (NAICS) codes or Standard Occupational Classification (SOC) codes. Though these codes are used to help quantify important trends and activity within each target, they should not be interpreted as rigid definitions of the composition of economic activity within a given target. Classification codes are helpful in understanding target composition and growth, but they cannot adequately capture niche technologies and opportunities that may deserve strategic attention in certain communities.

**GEOGRAPHIES:** The research related to business sector and occupational composition within this report is based on analysis of trends observed in Collier County, Florida. However, consideration has also been given to regional assets located outside of Collier County (such as Florida Gulf Coast University) in evaluating the competitiveness of identified strategic economic development targets.

**LOCATION QUOTIENTS:** Location quotients (LQs) are used to measure the relative concentration of local employment in a given business sector or occupation. When applied to business sector employment, they measure the ratio of a business sector’s share of total local employment to that business sector’s share of total national employment. A business sector with an LQ equal to 1.0 possesses exactly the same share of total local employment as that business sector’s share of national employment. When regional local business sector possesses a location quotient greater than 1.0, this signals that the business sector is more heavily concentrated in the community than it is nationwide. Those business sectors with relatively large LQs are often assumed to benefit from one or more sources of competitive advantage derived from



locating in the community being studied. Location quotients can also be applied to occupational employment in the same manner that they are applied to business sector employment, helping to determine which occupations and corresponding skill sets—irrespective of the business sectors that employ them—are highly concentrated in the local workforce.

**INTER-INDUSTRY LINKAGES:** Data covering inter-industry purchases provides tremendous insight into the degree to which firms benefit from co-location and the ability to purchase products and services from local suppliers. By examining the percentage of a sector's requirements (expenditures) that are satisfied within the community (Collier County), it is possible to determine areas of expenditure leakage. When firms purchase goods from suppliers outside the region, money is leaving the region. When leakage is reduced, employment and income multipliers rise. That is to say, when leakage is reduced and clustered firms are sourcing locally, the economic impact of each new job created is maximized.

**DATA SOURCES:** The Target Business Analysis presents a variety of data on business sector employment composition, wages, establishments, occupational composition, workforce demographics, exports, inter-industry expenditures, job openings, and degree completions. All of the aforementioned quantitative data is sourced from EMSI, an industry-leading provider of proprietary data, aggregated from public sources such as the Census Bureau, the Bureau of Labor Statistics, the Bureau of Economic Analysis, the National Center for Education Statistics, CareerBuilder, and many others. EMSI was acquired by CareerBuilder in 2012.

## TARGET SECTORS AND STRATEGY

In response to the draft document, the Opportunity Naples Steering Committee offered valuable feedback which informed the Target Business Analysis's final target recommendations. While many of the changes are included in the following text, a number of specific recommendations by the Steering Committee are more appropriate as strategic recommendations rather than stand-alone target sectors.

As stated in the preceding section, the selection of economic development targeting requires a variety of in-depth analyses to determine an individual business sector's viability for future local cluster development and economic growth. Ensuring that a community has local competitive advantages, a highly skilled workforce, and attractive infrastructure in place is crucial to ensuring the success and sustainability of a target sector. A lack of these attributes, however, does not preclude stakeholders from engaging in specific strategies to advance their community's vision. For example, only a handful of communities in the nation can boast a sustainable film production industry. However, many communities throughout the nation promote local film production in order to advance their own internal goals, be it national recognition or adaptive reuse of underutilized assets. Specific recommendations *Market Street* felt did not warrant inclusion as a targeted business sector include: **film production, senior housing, medical tourism, ecotourism, and sports marketing.**

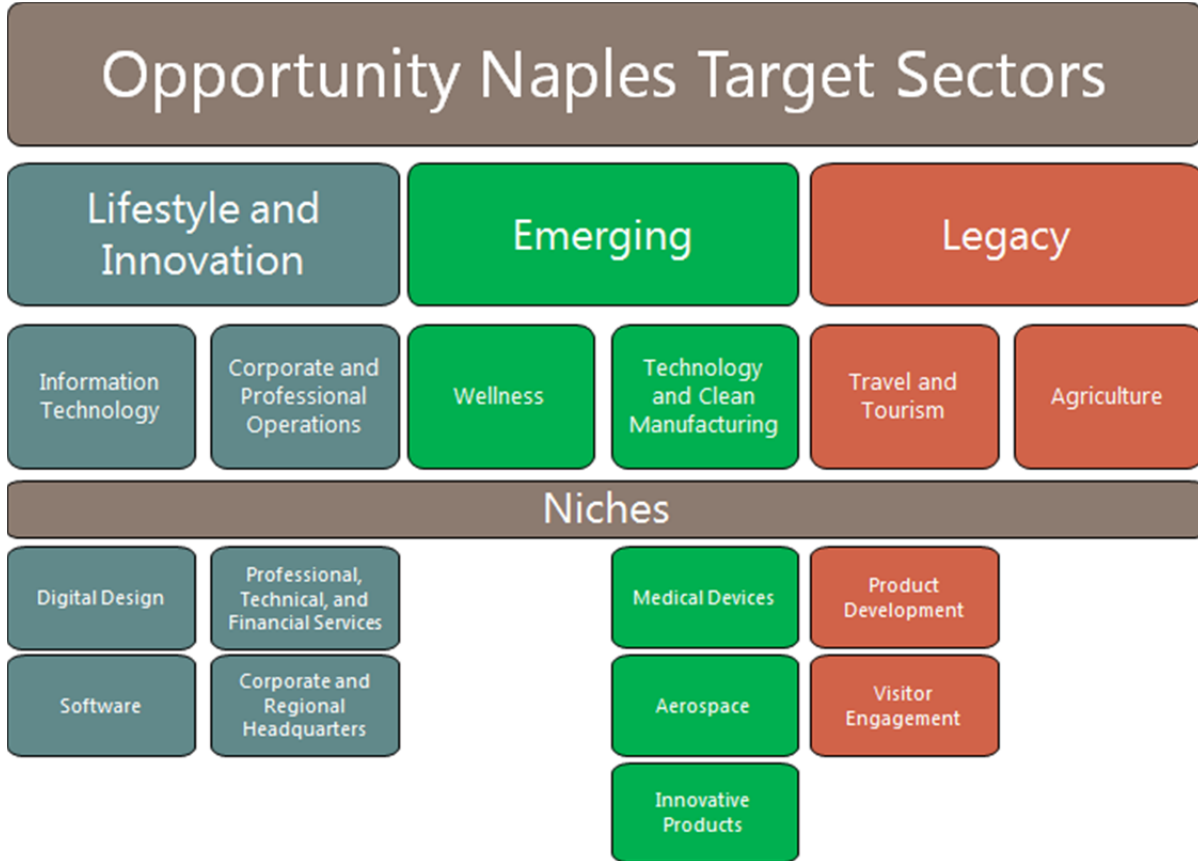


# GREATER NAPLES TARGET BUSINESS SECTORS

The proposed target sectors reflect Collier County's present strengths and key opportunities to diversify the local economy. Combined, the proposed target sectors employed 62,981 (45.3 percent of total county employment) within Collier County in 2013. Employment data from 2003 to 2013 was analyzed for growth trends, employment concentrations versus national sectors indicating the business sector's degree of local specialization, shift-share calculations determining the county's local competitive advantage, and comparative local and national wage data. These quantitative indicators were balanced by public input received regarding compatible business sectors within Collier County.

The pressing need for greater economic diversification in Greater Naples in the form of higher-paying, quality jobs directly informed the structure of the recommended targets.

- **Lifestyle and Innovation Sectors** are categories that advance diversification goals, pay wages that can help increase local wealth, and hold the potential to offer graduating, or returning, young professionals with a lifelong career pathway in Greater Naples. Innovation is heavily driven by the Information Technology target while lifestyle directly relates to the Corporate and Professional Operations target which provides career opportunities to young professionals choosing to select Greater Naples as their home. Lifestyle and innovation businesses offer opportunity for individuals across a wide array of professional skills sets.
- **Emerging Sectors** includes businesses in which Collier County has a solid base of employment and significant potential for future growth. Employment concentrations within these sectors are not to the degree that they can be considered highly concentrated, "traded" sectors with a national competitive advantage. However, with the effective support of economic development professionals and key partners, these sectors can greatly advance diversification opportunities in the Collier economy.
- **Legacy Sectors** – Agriculture and Travel and Tourism – are the historical export-oriented drivers of the Greater Naples economy and, therefore, merit strategic targeting. While they employ thousands in Collier County, jobs in these sectors are typically low-paying and low-skill. While the goal of Opportunity Naples is to improve economic diversification in Collier, it would be a mistake to take for granted or ignore these Legacy Sectors and their role as local economic engines. However, the focus of strategic efforts will largely be geared towards identifying and pursuing diversification potential within the Legacy Sectors. This is also demonstrated in the target sector graphic.



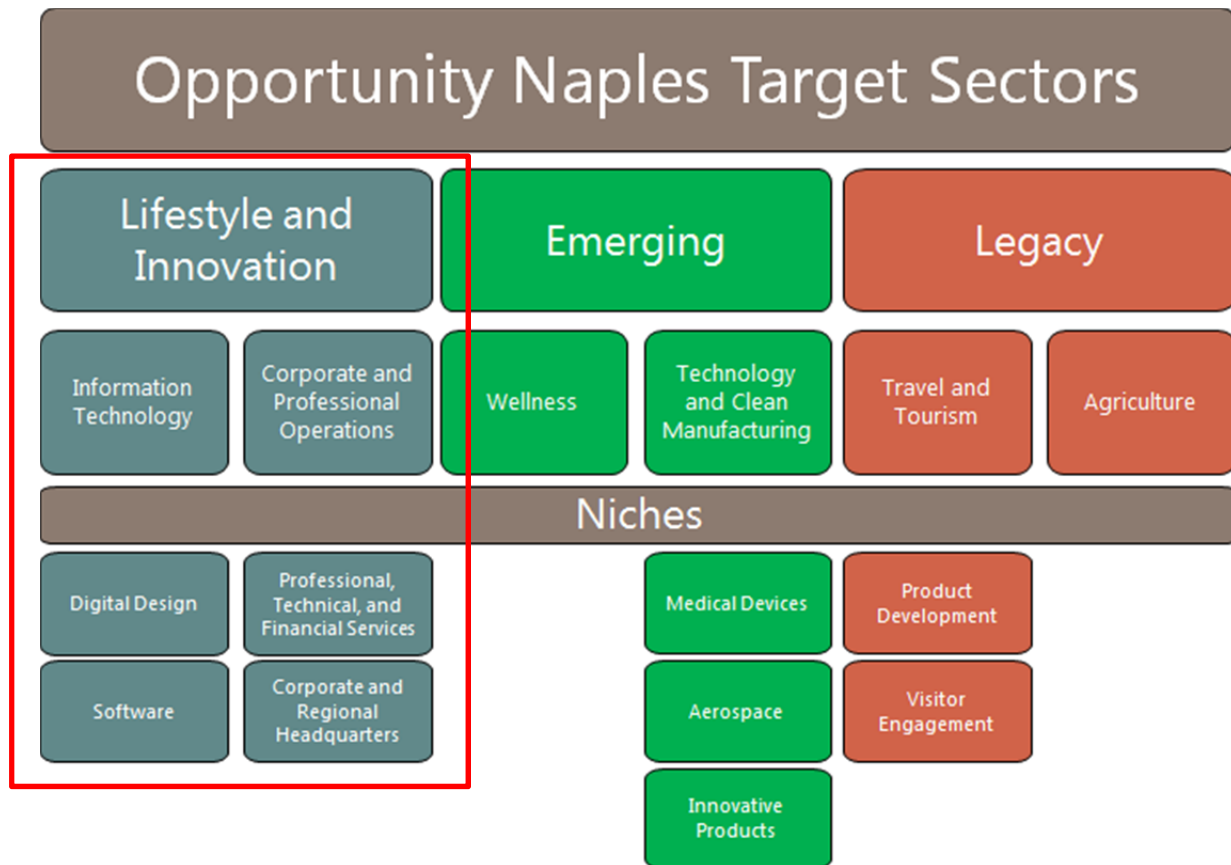
**Target “niches”** represent sub-categories that can be differentiated in terms of compositional sub-sectors and growth dynamics, but nevertheless share complimentary strategic concerns and competitive advantages such as talent, buyer/supplier networks, infrastructure, technologies, marketing messaging, and others, that warrant them being considered under the same overarching target category.

**NOTE:** SUMMARIES OF EACH RECOMMENDED TARGET SECTOR CAN BE FOUND IN THE **APPENDIX** TO THIS REPORT.



# LIFESTYLE AND INNOVATION

Lifestyle and Innovation business sectors are a part of the knowledge economy. Business targets within the Lifestyle and Innovation section offer a strong competitive wage potential and provide young professionals lifelong career pathways. Specific opportunities encompass digital design; mobile application and web development; professional, technical, and financial services; and corporate and regional headquarters. Information Technology affords Collier County opportunities capture economic growth offered by innovation-led sectors.





## Information Technology

While the area lacks a concentrated Information Technology employment that enhances business competitiveness, the Greater Naples entrepreneurship culture is vibrant nonetheless. A number of local entrepreneurial support services and spaces exist within Greater Naples. Venture X, a co-working space, Fusion Pointe program, Naples SCORE, and the Southwest Florida Regional Technology Partnership, Inc. are among the entrepreneurial and technology support organizations that assist fledgling and seasoned entrepreneurs alike. The entrepreneurial spirit that underlies the Information Technology sector offers strong growth prospects to Greater Naples, it is a sector that is constantly changing and impacting other sectors (such as education and healthcare).

As one of the nation's premier vacation destinations, Collier County also affords these highly mobile workers with an amenity rich lifestyle to supplement their professional careers. Collier County's high quality of life is a boon to the information technology sector, mature businesses and startups can more easily attract technology workers to the community by selling its cultural, nightlife, and recreational assets.

### TARGET PROFILE

**NATIONAL TRENDS:** The proliferation of mobile and hand-held smartphones and tablets, continued penetration of cloud computing applications, disruption of established sectors (such as education), increased desire for customized and data-intensive solutions, and additional investment in cyber security are trends shaping the information technology sector. Global spending on software is expected to grow by more than six percent in 2013 and revenue from mobile apps will also expand, up to 50 percent per year through 2016.

The thirst for information technology workers is likely to remain strong. Since 2003, the information technology sector grew by 11.5 percent nationally, adding more than 500,000 new jobs to the economy. According to EMSI, the nation's information technology sector will add an additional 1.1 million information technology workers by 2023. Employers are actively looking for candidates with .Net, mobile, and Java skills. Over 5.5 million are employed in the information technology sector nationally.

**LOCAL COMPANIES:** The following is representative, but far from inclusive, of the many Information Technology businesses within the Greater Naples Area: Flexi Software, Advanced Software Products Group, Inc., Golden Tech, and Fischer International.

### LOCAL BUSINESS ACTIVITY AND SECTOR COMPOSITION

**EMPLOYMENT TRENDS:** The Greater Naples Information Technology sector is composed of businesses engaged in digital design and software. Digital design encompasses graphic design, gaming, and digital art while software includes mobile and web applications and data storage and processing.

**INFORMATION TECHNOLOGY ACTIVITY, 2003 – 2013**

NAICS	Description	LQ	2013 Emp.	2003 - 2013 Change			Earnings		
				#	%	U.S %	Average Earnings	% of U.S.	
<b>Digital Design</b>									
5413	Architectural, Engineering, and Related Services	●	0.61	818	-466	-36.3%	6.0%	\$64,707	71.4%
5414	Specialized Design Services	●	1.86	424	-55	-11.5%	1.0%	\$48,331	105.9%
5415	Computer Systems Design and Related Services	●	0.36	611	282	85.7%	29.0%	\$70,823	62.7%
5418	Advertising, Public Relations, and Related Services	●	0.35	171	-49	-22.3%	-8.0%	\$45,498	55.7%
<b>Software</b>									
5112	Software Publishers	●	0.88	235	-82	-25.9%	6.0%	\$93,180	58.7%
5191	Other Information Services	●	0.79	140	121	636.8%	79.0%	\$79,404	58.6%
5171	Wired Telecommunications Carriers	●	0.89	477	-58	-10.8%	-38.0%	\$76,779	76.5%
5172	Wireless Telecommunications Carriers (except Satellite)	●	0.35	51	-8	-13.6%	-21.0%	\$52,078	57.5%
5182	Data Processing, Hosting, and Related Services	●	0.13	31	19	158.3%	-18.0%	\$65,637	63.2%
<b>Total, Target</b>		●	<b>0.52</b>	<b>2,958</b>	<b>-296</b>	<b>-9.1%</b>	<b>1.8%</b>	<b>\$67,208</b>	<b>66.0%</b>
<b>Total, All Sectors</b>		-	-	<b>139,007</b>	<b>7,983</b>	<b>6.1%</b>	<b>4.0%</b>	<b>\$48,054</b>	<b>83.9%</b>

Source: EMSI

- **The Greater Naples Information Technology sector struggled during the recession.** Between 2007 and 2009, IT businesses shed 762 workers, a decline of 22.0 percent. Employment loss during this time period was far steeper than the national average, the nation's information technology sector declined by just 3.6 percent during the same time period.
- **The sector is on the path to recovery, however.** Information Technology recovered 252 jobs post-recession, an increase of 9.3 percent. In comparison, the national IT sector grew by just 6.1 percent during the same time period.
- **The average information technology worker in Collier County earned \$18,704 above the county average for all jobs in 2013.** Compared to their national counterparts, however, local IT workers earned \$34,673 dollars below the national industry average. Since Collier County's Information Technology sector is still in its developmental stages, IT earnings are likely driven down by entrepreneurs who delay a higher salary until their company is well-established. Collier County's information technology sector is also more focused on lower wage occupations than the national economy, telecommunications (\$53,345), customer sales representatives (\$33,155), and computer programmers (\$76,731) were more concentrated locally than the average community nationwide.



**EXPORTS:** Information technology exports can represent exchange for physical products (such as a computer software CD) to services (such as Netflix).

- **In 2013, Collier County exported \$326 million in information technology goods and services.**
- **Information Technology sub-sectors with the most export activity include:**
  - Software Publishers (\$87.3 million)
  - Wired Telecommunications Carriers (\$83.1 million)
  - Computer Systems Design Services (\$23.1 million)
  - Custom Computer Programming Services (\$16.7 million)
- **Greater Naples export activity within the targets sector is more focused than the state average.** Information Technology exports represented 2.7 percent of all Greater Naples exports. In comparison, Information Technology exports represented just 2.3 percent of the state of Florida's \$478 million export market. In 2013, Florida exported \$10.9 billion in information technology goods and services.

**INTER-INDUSTRY LINKAGES:** Import substitution is an economic development strategy where products currently imported to the local economy are replaced by products locally produced. "Local sourcing" movements within many communities across the nation have popularized the economic strategy followed by many developing countries such as South Korea, India, and Brazil. Identifying opportunities and inter-industry purchasing is the first step towards crafting a holistic import substitution strategy.

The subsequent table highlights the potential economic impact of an import substitution strategy by locally sourcing more information technology purchasing. The first column shows the amount of expenditures coming from outside the county (leakage), while the successive columns illustrate the potential sales, jobs, and earnings impact of recapturing ten percent of that leaked expenditures locally.



**ECONOMIC IMPACT ANALYSIS: INFORMATION TECHNOLOGY  
TOP SUBSECTORS WITH THE HIGHEST IMPORT SUBSTITUTION POTENTIAL**

NAICS Code	Industry	Leakage	Sales Change	Total Jobs	Total Earnings	Average Earnings Per Job
<b>Total</b>		<b>\$51,755,068</b>	<b>\$5,175,507</b>	<b>4</b>	<b>\$271,153</b>	<b>\$46,198</b>
517110	Wired Telecommunications Carriers	\$12,600,789	\$126,008	1	\$37,148	\$55,982
541330	Engineering Services	\$6,944,360	\$69,444	1	\$49,768	\$65,066
561320	Temporary Help Services	\$6,901,708	\$69,017	2	\$58,424	\$26,997
551114	Corporate, Subsidiary, and Regional Managing Off	\$5,079,818	\$50,798	0	\$36,418	\$109,832
515210	Cable and Other Subscription Programming	\$4,644,714	\$46,447	0	\$15,163	\$41,079
517210	Wireless Telecommunications Carriers (except Sati	\$4,506,783	\$45,068	0	\$13,254	\$46,159
517911	Telecommunications Resellers	\$3,059,959	\$30,600	0	\$9,004	\$34,553
541512	Computer Systems Design Services	\$2,916,538	\$29,165	0	\$23,041	\$61,120
541110	Offices of Lawyers	\$2,571,099	\$25,711	0	\$17,993	\$71,840
511210	Software Publishers	\$2,529,299	\$25,293	0	\$10,940	\$61,474

Source: EMSI

- **Recapturing 10 percent of the lost sales within the business sectors listed above would generate \$5.1 million in extra economic activity, potentially generating 4 new Information Technology jobs** according to an economic impact analysis by EMSI. In addition to supporting growth within the Information Technology sector, the Corporate and Professional Operations target would also benefit from plugging expenditure leakages.

Due to the relative size of Greater Naples' Information Technology sector, recapturing lost leakage will have little economic impact compared to other targeted sectors. Going forward, it is important to pay attention to supplier needs of the Information Technology sector; however, locally sourcing initiatives may prove ineffective until the sector reaches critical mass.

## WORKFORCE ATTRIBUTES AND OCCUPATIONAL COMPOSITION

**OCCUPATIONAL COMPOSITION:** Skill sets utilized by professionals within the Information Technology sector include computer programming, graphic design, software development, and computer support expertise.

The subsequent table details Information Technology related occupational employment specific to the sector; employment totals and employment change figures represent Information Technology employment only. For instance, businesses within Collier County employed 212 graphic designers in 2013, 155 were employed in the Information Technology target.

- As the following table indicates, **many Information Technology occupations require at least a Bachelor's degree**. These occupations are likely to deal with the technical and design components of the target. Graphic designers (4.5 percent of total Information Technology employment), computer programmers (3.7 percent), and software application developers (3.2 percent) required at least a Bachelor's degree. Occupations with fairly low barriers to entry in terms of education include



secretaries and administrative assistants (3.0 percent of total employment) and surveying and mapping technicians (2.0 percent of total employment).

**OCCUPATION BY EMPLOYMENT: TOP 10 OCCUPATIONAL CATEGORIES, 2003 – 2013**

SOC	Occupation	Total Employment Sector			2003 - 2013		Average Annual Earnings	Education Level
		2003	2013	% of Total Sector (2013)	# Change (2003 - 2012)	% Change (2003 - 2012)		
49-2022	Telecommunications Equipment Installers**	146	139	4.7%	-7	-5.0%	\$53,435	BA Degree
27-1024	Graphic Designers	155	134	4.5%	-21	-14.0%	\$45,614	BA Degree
41-3099	Sales Representatives, Services, All Other	126	127	4.3%	1	1.0%	\$60,008	BA Degree
15-1131	Computer Programmers	81	109	3.7%	28	35.0%	\$76,731	Short-term OJT
43-4051	Customer Service Representatives	100	108	3.6%	8	8.0%	\$33,155	Short-term OJT
15-1132	Software Developers, Applications	75	93	3.2%	18	24.0%	\$92,706	BA Degree
43-6014	Secretaries and Administrative Assistants***	103	87	3.0%	-16	-16.0%	\$33,509	Non-degree
15-1151	Computer User Support Specialists	57	72	2.4%	15	26.3%	\$50,107	Associate's
17-3031	Surveying and Mapping Technicians	88	58	2.0%	-30	-34.1%	\$42,328	Mod.-term OJT
15-1133	Software Developers, Systems Software	48	55	1.9%	7	14.6%	\$101,941	BA Degree

Source: EMSI

\*Requires work experience

\*\*Includes Repairers, Except Line Installers

\*\*\*Except Legal, Medical, and Executive

- The Greater Naples Information Technology sector is not heavily oriented towards software applications development.** In 2013, software application developers represented just 3.2 percent of total Information Technology employment. Comparatively, national software application developers represented 5.8 percent of total Information Technology employment nationally. The comparatively fewer Information Technology software application developers may signal a particular competitive disadvantage relative to the nation and competitor communities. Average earnings for local software applications developers (\$92,706 average earnings within the Information Technology sector) are marginally elevated compared to the nation (\$89,544). Software application developers within Greater Naples are relatively young (57 percent of the workforce was between the ages of 25 and 44), indicating that retirements are unlikely to adversely impact the availability of developers as the workforce ages. Moreover, local training capacity at Hodges University and Florida Gulf Coast University could also increase the pool of available software application developers locally.

  - Skill-sets more focused locally include telecommunications equipment installers and repairers (4.7 percent of total IT employment in Greater Naples), graphic designers (4.5 percent), surveying and mapping technicians (2.0 percent).

**AGE OF THE WORKFORCE:** Sustainability concerns are prevalent within almost every Collier County business sector. As an attractive community for retirees, it is not surprising that overall the workforce skews older. Labor availability will almost certainly impact the Information Technology sector; however, some occupations may be more adversely impacted than others.



- **Retirements will be less impactful on occupations specific to computer programming and software application development.** Between 2013 and 2033, 78 computer programming and 64 software developers, applications workers could retire. As these retirements occur, 93 computer programming and 98 software application developers will provide enough capacity to fulfill vacated positions created by retirements while also meeting demand created by business growth. Higher earnings potential among local computer programmers (5.2 percent above the national average) and software applications developers (103.5 percent above the national average) further enhances Greater Naples capacity to tap into the national market for these occupations.

**TALENT PIPELINE:** Addressing workforce shortages requires a variety of approaches, including attracting and recruiting talent into the area from other communities nationwide. However, talent availability can also be addressed by developing home grown talent, or up-skilling the incumbent workforce.

- **Regionally, 2,034 degree completions occurred in Information Technology related fields in 2012.** Florida Gulf Coast University (916 degree completions) and Hodges University (330 degree completions) contributed significantly to the region's capacity to develop students attractive to employers within the target sector.
- **Higher educational capacity within Greater Naples is growing.** Hodges University, Ave Maria, Immokalee Technical Center, and Lorenzo Walker display particularly robust training capacity in degree fields attractive to Information Technology employers. Regionally, Florida Gulf Coast University expands upon local capacity.

## SITE CONSIDERATIONS AND REGIONAL ASSETS

**HIGHER EDUCATION:** As described in the previous section, higher educational capacity within the Collier-Lee region is highly tailored to Information Technology business sectors. Computer science, information technology, animation and interactive technology, computer networking systems are few of the degree programs offered at higher education institutions within the region. However, local employers and entrepreneurs identified that finding skilled workers remains a challenge, particularly for specific computer programming languages.

**ENTREPRENURIAL SUPPORT:** Providing small business development assistance, discounted lease space, working capital, and networking/mentorship opportunities can help Information Technology companies launch and become sustainable. Incubation spaces and acceleration programs are even more critical for the sub-sectors of graphic and web design, mobile and web-based application development, and other fields. These companies depend less on dedicated office space and more on technology availability, business support, and networking with colleagues and established entrepreneurs. They also value proximity and the free flow of ideas, making them among the "best fits" for incubation and co-working support.

- Local support services and spaces include: the Naples SCORE chapter, the Small Business Development Center at Florida Gulf Coast University, Southwest Florida Regional Technology Partnership, Inc., co-working space Venture X, and the Fusion Pointe program.



## STRATEGIC IMPLICATIONS

The most valuable roles economic development professionals and programs can play in growing the Information Technology sector in Greater Naples is to facilitate interactions and information-sharing among diverse stakeholder groups, support expansion of entrepreneurial funding, incubation, marketing, and technology capacity, and partner with firms to address their talent attraction and development needs. Helping Information Technology firms to promote their products and services and build awareness of the Greater Naples community and economy amongst national and international audiences are also potential strategies for economic developers to pursue.

Along with promoting new business creation, economic development professionals should also focus on ensuring that established information technology businesses have a sustainable pipeline of talent to feed business growth. Joint college campus visits and Greater Naples' presence at large information technology conferences could broaden the region's appeal to professionals who may not know the career opportunities offered in Collier County.

## Corporate and Professional Operations

Greater Naples executive housing options, lifestyle amenities, valuable business networks, arts and culture offerings, and many other assets make the community an attractive location for leaders who are ultimately responsible for the location decisions of their businesses. Operating under the philosophy that "every visitor is a potential investor," efforts could be launched to communicate to area visitors the potential business and investment opportunities to be found in Greater Naples. Likewise, seasonal residents or retirees could be motivated to operate a professional services business in Collier County full-time or return to the working world. Research and discussions to identify local professional services development opportunities could support the growth of these nascent businesses.

In terms of corporate recruitment, while major relocations like Hertz are few and far between, Greater Naples could become an established destination for regional headquarters and corporate offices. Development of small businesses and sole proprietorships in financial, professional, and technical services is also a component of this target, although reliant upon different strategies than marketing for mid-size to large corporate relocations.

## TARGET PROFILE

**NATIONAL TRENDS:** Seeking cost and operational efficiencies for their clients, companies that support corporations are distinguishing themselves by investing in "shared services" and other co-located administrative functions. According to KPMG, investments in these functionalities are outpacing traditional outsourcing agreements. Professional services employment as a whole is finally returning to positive growth after the declines experienced during the Great Recession. Though cyclical, this employment is more sustainable in Greater Naples due to the presence of so many high-income retirees.





**LOCAL COMPANIES:** The following is a representative list of Corporate and Professional Operations businesses within Greater Naples: Roetzel and Andress, Coastal Engineering Consultants Inc., Cummings and Lockwood, and Fidelity Investments

## BUSINESS ACTIVITY AND SECTOR COMPOSITION

**EMPLOYMENT TRENDS:** The Great Recession adversely impacted the Corporate and Professional Operations sector nationally. Between 2007 and 2009, employment within the target sector declined by 1.4 million jobs, or -8.1 percent. However, by 2013, firms had reached their pre-recession employment levels.

- **The Greater Naples Corporate and Professional Operations sector was more vulnerable to the Great Recession than was the national sector.** Between 2007 and 2009, employment within the local target sector lost 3,539 jobs, or -27.1 percent of its total employment.
- Similar to the national sector, **58.0 percent of the total employment loss (3,539 jobs) was due to a single sub-sector: employment services.** This sector shed 2,052 jobs, or 77.3 percent of its total employment during the recession. Other Collier business sub-sectors hit during the recession included non-depository credit intermediation (-33.0 percent) and management of companies and enterprises (-25.9 percent).
- **In contrast to the national Corporate and Professional Operations sector, local employment services employment has not reached pre-recession employment levels.** During the recovery (2009–2013), employment services firms regained only 381 jobs of the 2,052 lost during the recession. Post-recession employment growth within the sectors that comprise Professional and Corporate Operations sector were fueled by other sectors locally. These growth sectors include activities related to real estate (298 jobs); legal services (211); accounting, tax preparation, bookkeeping, and payroll services (279), management, scientific, and technical consulting services (241), and management of companies and enterprises (252) which accounted for 71.3 percent of the 1,281 jobs gained after the recession.
- Even though the rate of Collier County's Corporate and Professional Operations sector (18.9 percent) outpaced job growth nationally (9.8 percent) post-recession, **total employment (9,151 jobs) is well below its peak employment in 2004 (12,367).**
- **Only a handful of business sub-sectors within the Corporate and Professional Operations target possess employment concentrations that would signify local specialization.** Collier County's strong real estate market greatly contributes to employment concentrations related to property management and appraisal covered within the activities related to real estate (LQ = 2.55) sub-sector. Other sectors within the local economy that demonstrate a degree of local specialization include securities and commodity contracts intermediation and brokerage (LQ = 1.32), legal services (LQ = 1.29), and specialized design services (LQ = 1.86).
- **Despite the lack of employment concentrations compared to the average community nationwide, Corporate and Professional Operations in Collier County is a source of high wage**

**employment.** Legal Services (\$90,782 average annual earnings); management, scientific, and technical consulting services (\$84,881), and management of companies and enterprises (\$222,391) paid far above the county's average earnings for all business sectors (\$48,054).

- While there are a healthy number of Corporate and Professional Operations businesses within the community, **the average establishment within the target sector is small employing just six employees.** This supports the notion that many Greater Naples firms are only servicing a handful of high-income clients. It also reinforces opportunities to leverage small business development assistance and entrepreneurial programs to fuel growth in this target sector.

#### CORPORATE AND PROFESSIONAL OPERATIONS: BUSINESS ACTIVITY, 2003 – 2013

NAICS	Description	LQ	2013 Emp.	2003 - 2013 Change			Earnings		
				#	%	U.S %	Average Earnings	% of U.S.	
<b>Professional, Technical, and Financial Services</b>									
5222	Nondepository Credit Intermediation	●	0.38	212	-58	-21.5%	-19.9%	\$73,269	72.7%
5231	Securities and Commodity Contracts Intermediation and Brokerage	●	1.32	556	-16	-2.8%	-8.1%	\$239,048	102.4%
5313	Activities Related to Real Estate	●	2.55	1,717	586	51.8%	18.4%	\$37,431	72.6%
5411	Legal Services	●	1.29	1,595	254	18.9%	-2.7%	\$90,782	96.9%
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	●	0.97	994	226	29.4%	11.2%	\$58,840	86.7%
5416	Management, Scientific, and Technical Consulting Services	●	0.83	1,138	409	56.1%	57.8%	\$84,881	96.8%
5419	Other Professional, Scientific, and Technical Services	●	0.75	507	74	17.1%	23.8%	\$45,587	94.1%
<b>Corporate and Regional Headquarters</b>									
5511	Management of Companies and Enterprises	●	0.45	842	299	55.1%	23.1%	\$222,391	172.5%
5611	Office Administrative Services	●	0.76	318	-75	-19.1%	44.0%	\$150,318	160.7%
5613	Employment Services	●	0.32	983	-3,674	-78.9%	2.3%	\$29,342	80.2%
5614	Business Support Services	●	0.34	289	-11	-3.7%	13.8%	\$39,688	93.8%
<b>Total, Target</b>		●	<b>0.75</b>	<b>9,151</b>	<b>-1,986</b>	<b>-17.8%</b>	<b>8.2%</b>	<b>\$88,630</b>	<b>113.0%</b>
<b>Total, All Sectors</b>		-	-	<b>139,007</b>	<b>7,983</b>	<b>6.1%</b>	<b>4.0%</b>	<b>\$48,054</b>	<b>83.9%</b>

Source: EMSI

**EXPORTS:** Export activity within the Corporate and Professional Operations sector is service-oriented. For example, a company in California that outsources its payroll services to a local Greater Naples company would be defined as a service export. Services represent 30 percent of the nation's total exports according to the Brookings Institution's Export Nation: 2013 study.

- **The Corporate and Professional Operations sector generated \$1.7 billion dollars in export activity within Collier County in 2012.** Notable local export activity was particularly predominant in the following sectors:



- Other Activities Related to Real Estate (\$278 million)
- Corporate, Subsidiary, and Regional Managing Offices (\$233 million)
- Residential Property Managers (\$197 million)
- Securities Brokerage (\$150 million)
- Offices of Lawyers (\$141 million)

**INTER-INDUSTRY LINKAGES:** Identifying inter-industry linkages is a first step in determining which sectors of the economy possess the most potential to locally source investments currently being made outside the region.

- **Corporate and Professional Operations within Collier County obtained \$820 million in goods and services from other business sectors throughout the nation in 2012.** More than half of these purchases (55.9 percent) were acquired from firms outside of Collier County, representing a \$459 million opportunity to recapture lost sales by promoting local Corporate and Professional Operations sourcing.

The following table lists ten sectors with the largest leakage (goods or services procured by Corporate and Professional Operations target outside of the region). Data in the table represent the potential impact on the local economy if only ten percent of this leakage was sourced locally.

**ECONOMIC IMPACT ANALYSIS: CORPORATE AND PROFESSIONAL OPERATIONS  
TOP SUBSECTORS WITH THE HIGHEST IMPORT SUBSTITUTION POTENTIAL**

NAICS Code	Industry	Leakage	Sales Change	Total Jobs	Total Earnings	Average Earnings Per Job
<b>Total</b>		<b>\$92,784,097</b>	<b>\$9,278,410</b>	<b>90</b>	<b>\$5,094,611</b>	<b>\$56,607</b>
522110	Corporate/Subsidiary/Regional Managing Offices	\$15,263,329	\$1,526,333	10	\$1,093,965	\$109,832
531120	Portfolio Management	\$10,376,002	\$1,037,600	13	\$688,722	\$51,618
551114	Offices of Lawyers	\$10,003,625	\$1,000,363	10	\$699,834	\$71,840
523120	Real Estate Credit	\$9,330,778	\$933,078	6	\$402,428	\$65,298
541110	Data Processing, Hosting, and Related Services	\$8,624,422	\$862,442	14	\$420,619	\$29,824
541611	Commercial Banking	\$8,365,672	\$836,567	5	\$321,113	\$63,518
517110	Computer Systems Design Services	\$8,167,620	\$816,762	11	\$644,548	\$61,120
523930	Investment Advice	\$7,825,146	\$782,515	13	\$519,306	\$40,076
531210	Lessors of Residential Buildings and Dwellings	\$7,777,803	\$777,780	7	\$235,202	\$34,759
523110	Lessors of Nonfinancial Intangible Assets	\$7,049,699	\$704,970	1	\$68,874	\$51,039

Source: EMSI

- **In total, recapturing ten percent of leaked Corporate and Professional Operations expenditures could yield \$10.7 million in new sales within the region and create 134 jobs in the local economy.** In addition, total county earnings would increase by \$6.7 million. It should be noted that the estimated economic impact includes the ripple effects that will occur from extra economic activity induced by new employees spending their earnings on goods and services within the local economy.



- **Business sub-sectors with the highest potential recapture impact include corporate, subsidiary, and regional managing offices (\$1.2 million in new earnings), temporary help services (\$1.2 million), offices of lawyers (\$765,618), and portfolio management (\$695,394).** Many of these high impact sub-sectors are within the Corporate and Professional Operations target. Thus, assisting Corporate and Professional Operations businesses to locally source will ultimately help facilitate growth and development of the target sector itself.
- **Import substitution strategies (i.e. locally sourcing goods and services) may also help diversify the local economy.** Currently, Corporate and Professional Operations businesses purchase \$8.2 million worth of Computer Systems Design Services outside of the region. If just ten percent of these lost purchases were acquired inside the region, the seven jobs within the Computer Systems Design Services sector would be directly created while one job would be created at local suppliers who serve local Computer Systems Design Services. Supporting local purchasing within this target sector would also assist in growing Collier County's Information Technology sector.

## WORKFORCE ATTRIBUTES AND OCCUPATIONAL COMPOSITION

**OCCUPATIONAL COMPOSITION:** Corporate and Professional Operations occupations afford opportunity for all educational attainment levels. Education requirements within the sector range from first professional degrees (Lawyers) to short-term on-the-job training (Office Clerks, General). The top employment sectors cover a wide range of skills from financial services and accounting to business management to legal services.

**OCCUPATION BY EMPLOYMENT: TOP 10 OCCUPATIONAL CATEGORIES, 2003 – 2013**

SOC	Occupation	Total Employment Sector			2003 - 2013		Average Annual Earnings	Education Level
		2003	2013	% of Total Sector (2013)	# Change (2003 - 2012)	% Change (2003 - 2012)		
13-2011	Accountants and Auditors	526	672	5.9%	146	28.0%	\$65,707	BA degree
23-1011	Lawyers	522	620	5.5%	98	19.0%	\$108,597	First prof.
13-1111	Management Analysts	358	469	4.2%	111	31.0%	\$105,123	BA, work exp.
41-9022	Real Estate Sales Agents	320	427	3.8%	107	33.0%	\$38,605	Non-degree
43-6014	Secretaries and Administrative Assistants	464	423	3.8%	-41	-9.0%	\$32,219	Short-term OJT
43-9061	Office Clerks, General	461	312	2.8%	-149	-32.0%	\$40,373	Short-term OJT
43-3031	Bookkeeping/Accounting/Auditing Clerks	280	300	2.7%	20	7.0%	\$35,506	Mod.-term OJT
43-6012	Legal Secretaries	243	283	2.5%	40	16.0%	\$28,122	Non-degree
49-9071	Maintenance and Repair Workers, General	199	269	2.4%	70	35.0%	\$33,842	Mod.-term OJT
23-2011	Paralegals and Legal Assistants	206	256	2.3%	50	24.0%	\$45,261	Associate's

Source: EMSI

- **Employment within the Corporate and Professional Operations sector is starkly divided into high and low wage opportunities.** At the top end, accountants and auditors (\$65,707), lawyers (\$108,597), and management analysts (\$105,123) represented nearly 15.6 percent of the sectors total

employment and paid well above the county average for all business sectors (\$48,054). Office Clerks, General (\$28,122), bookkeeping, accounting, and auditing clerks (\$35,506), and secretaries and administrative assistants (\$32,219) exist at the lower end of the earnings spectrum.

- **These disparities are best highlighted within a single Corporate and Professional Operations sub-sector:** Management of Companies and Enterprises (NAICS 5511). Compared to their national averages, management analysts (1.2 percent of total local Corporate and Professional Operations employment) and chief executives (0.3 percent) occupational employment is more concentrated in Greater Naples. The higher concentration could explain stakeholder concerns that there aren't enough "mid-level" professional opportunities within Greater Naples.

**AGE OF THE WORKFORCE:** Like many Collier County employment sectors, growth in Corporate and Professional Operations firms could be limited by a shrinking labor pool over the next 20 years.

- **In 2013, roughly 56.0 percent of the Corporate and Professional Operations workforce were aged 45 and over, slated to enter retirement age by at least 2033.** In comparison, only 42.0 percent of the national target sector's workforce was aged 45 and over. With only 37.0 percent of its workforce between the ages of 25 to 44, local businesses could face a deficit of 1,735 Corporate and Professional Operations workers over the next twenty years.
- **Certain occupations within the target sector will be more adversely impacted by retirements than others.** Workforce gaps can occur when the number of workers aged 45 and over exceed the number of workers aged 25 – 44 (i.e. those likely to fulfill vacancies caused by retirements over the next twenty years). Such gaps may result in future worker shortages. Occupations particularly vulnerable to retirements over the next twenty years include:
  - Accountants and Auditors (-223 workforce gap by 2033)
  - Management Analysts (-222)
  - Lawyers (-134)
  - Bookkeeping, accounting, and auditing clerks (-463)
  - Office Clerks, General (-414)
  - Maintenance and Repair Workers, General (-488)
- **Certain key occupations with projected labor deficits have longer training cycles.** Labor pools for lawyers (-30,644 workforce gap by 2033) and management analysts (-47,907) could cause a highly competitive environment for these positions nationally. The length of time to train a prospective lawyer (first professional degree) or management analysts (BA degree or higher, with work experience) could lengthen the time it takes for the labor market to adapt to the skill shortage.

**TALENT PIPELINE:** Southwest Florida regional higher education institutions demonstrate strong capacity to train workers with skill-sets appealing to Corporate and Professional Operations employers.



- **In 2012, regional higher education institutions conferred 1,099 corporate and professional operations-related degrees.** Adding to the region's capacity to sustain a Corporate and Professional Operations pipeline are the Master of Business Administration programs at Hodges University and Florida Gulf Coast University.
- **Florida Gulf Coast University (FGCU) was central to the region's capacity to train future Corporate and Professional Operations employers.** With all degree field and levels combined, FGCU accounted for 49.0 percent of the target sector's degrees conferred. Degrees offered at FGCU include business administration and management (270 degrees), legal assistant and paralegal (59), accounting (125), and finance (40).
- **Ave Maria is the community's only source of highly skilled legal training.** In 2012, the institution conferred 166 Juris Doctorate degrees. Capacity to training future lawyers could alleviate workforce sustainability concerns of local law firms provided they can retain these young graduates in the community. Offering mentorship, internship, or placement programs can assist local firms better connect these graduates to the local legal community.
  - Other important higher educational institutions include Hodges University (13.3 percent of all corporate and professional operations degrees conferred) and Edison State College (10.4 percent).<sup>1</sup>

## SITE CONSIDERATIONS AND REGIONAL ASSETS

**SOUTHWEST FLORIDA INTERNATIONAL AIRPORT:** Corporate and regional headquarters are dependent upon local airport capacity to sustain their business operations. Cost-competitive direct service to top markets is a key competitive factor for many medium- to large-sized corporations. Though Naples Municipal Airport does not offer passenger air service, access to Southwest Florida International Airport and its 45 non-stop locations is close enough to make Collier County competitive for business travelers.

Non-stop destinations include Atlanta, Boston, Chicago, Denver, Detroit, Dallas-Fort Worth, Houston, Kansas City, and New York. International non-stop connections include Dusseldorf, Germany and Montreal, Canada.

**EXECUTIVE HOUSING:** Relocating business executives often desire housing options that go well beyond those offered in normal markets. Access to high-end housing and high-end amenities is often a critical site location factor for many relocating executives. Greater Naples offers a wide selection of executive housing as well as the support and social structures that would be attractive to corporate executives. In fact, though the Hertz Corporation located its headquarters in Lee County, many in Southwest Florida believe that top Hertz executives will choose to live in Greater Naples.

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<sup>1</sup> Note that the Florida Senate passed a bill that would legally change Edison State College's name to Florida Southwestern State College. A companion measure still must pass the Florida House before going to the governor for approval.



**TAX AND REGULATORY ENVIRONMENT:** Business climate and tax considerations are paramount to relocating corporate and regional headquarters. Businesses incur certain costs by relocating their operations to a new location and typically seek abatements or incentives to allay many of these costs.

- The state of Florida's tax and business rankings are favorable. The Beacon Hill Institute ranked Florida 1<sup>st</sup> (out of fifty states) in Government and Fiscal Policy in the Beacon Hill Institutes' State Competitiveness Report (2012). The government and fiscal policy component of the report measures the tax climate along with a state's fiscal discipline judged by municipal bond ratings and budgetary balance.
- Tax rates in Collier County were not identified as a competitive concern during Competitive Assessment research, but comparatively high impact fees to other cities across the nation and perceived challenges in obtaining development permits in a timely and transparent manner were mentioned by multiple business people as negative elements of the local business climate.

**AVAILABLE SITES AND RURAL LAND STEWARDSHIP:** Research showed that there is a limited supply of available land for new commercial and office development, particularly in coastal Collier County.

However, a tool exists to potentially alleviate some of that shortage. Collier County Rural Land Stewardship (RLS) is a voluntary program that allows private land owners in eastern Collier County to obtain "stewardship credits" which can be used to create compact, mixed use developments that would otherwise be prohibited in environmentally sensitive areas. The RLS allows for the development of job centers within a designated area, including light industrial and commercial uses.

- The RLS could eventually free up 2,000 to 3,000 acres for "village style" development.
- Preliminary development plans must be approved for RLS projects in order to preclude these projects from requiring majority approval by the Collier County Board of Commissioners.
- Development of attractive eastern Collier County sites could reduce development pressure in coastal Collier County.

**CLASS A OFFICE SPACE:** Cost of Class A office space in Greater Naples could be a challenge in the future, especially for large headquarters relocations. According to Colliers International, Class A office space in the Naples market leased for \$25.60 per square foot, \$2.52 per square foot more than Charlotte County (\$23.08) the next highest Southwest Florida market. With one of the lowest Class A vacancy rates in the Southwest Florida region (20.1 percent), demand for office space in Greater Naples could outstrip supply, further driving prices higher.

## STRATEGIC IMPLICATIONS

Development of the Corporate and Professional Operations sector will best be served by implementing strategies focused on all three principal roles of economic development: business attraction; business retention and expansion; and entrepreneurship. Business attraction activities may be supported through established relationships with Enterprise Florida, capitalizing on potential investors visiting Greater Naples, inventorying and marketing existing office space, and building a strong economic development "product"



## Opportunity Naples: Target Business Analysis & Marketing Review

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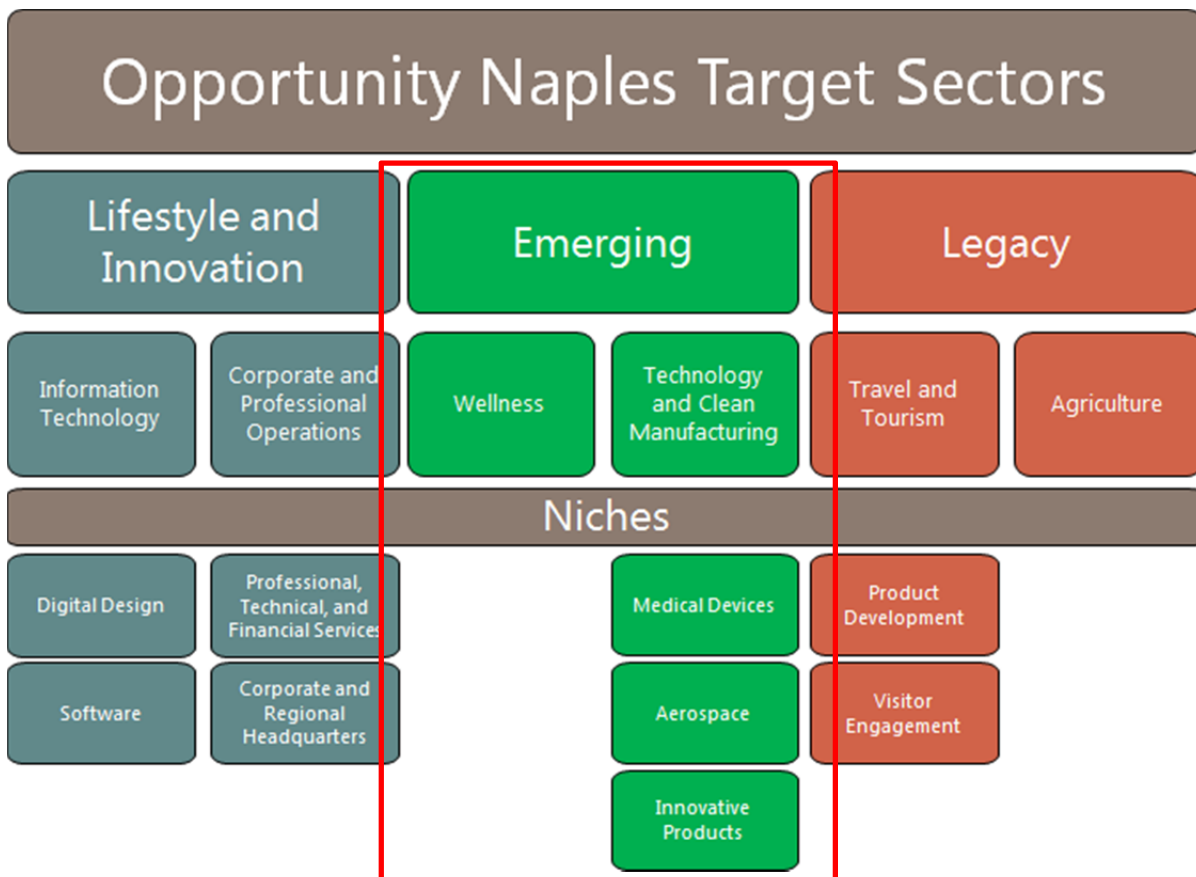
including Class A office space or business park enhancement. Likewise, understanding and resolving the needs, challenges, and opportunities of local Corporate and Professional Operations firms is central to business retention and expansion efforts within the target sector. Finally, entrepreneurship opportunities include linking small businesses and sole proprietors to potential corporate and individual clients, supporting development of business plans and marketing strategies, and assisting mid-level career professionals and retirees interested in starting businesses with these ambitions.

Growth in Corporate and Professional Operations could also benefit from strategies implemented in the Travel and Tourism sector related to capitalizing on the investment potential of visitors to Greater Naples. Some (or many) of these visitors, either mid-career or retired but potentially looking to reenter the business world, might be interested in spending more time in Collier or perhaps even locating in the County permanently to do business and take advantage of the Greater Naples lifestyle. Indeed, many Opportunity Naples public input respondents said their long-term association with the community began when they visited as leisure travelers.



## EMERGING SECTORS

In order to truly become a sustainable community that balances its tax digest and provides good job opportunities for residents at multiple skill-levels, Greater Naples must diversify its economy. This was the overwhelming theme of the quantitative and qualitative input from the Opportunity Naples Competitive Assessment. Thus, efforts to retain and expand Emerging sectors must be complemented by aggressive strategies to enhance growth in target sectors that have established a foothold in the regional economy and demonstrated they can become more impactful drivers of Greater Naples job and income growth.





## Wellness

As a long-time destination for retirees and seasonal residents, Collier County has a stalwart Wellness sector. The community is home to a diverse array of business operations that provide wellness services to resident, retiree, and visitor populations. As it relates to diversification potential, Senate Bill 1150 provides \$5 million in funding to Enterprise Florida and Visit Florida for the promotion of healthcare services in the state. This represents a significant opportunity for medical tourism within Collier County provided the community can develop complementary marketing efforts.<sup>2</sup> In addition to marketing efforts, providing distinct specialization practices and developing state of the art medical treatments can further support Greater Naples' attractiveness to medical tourists.

The Greater Naples Wellness sector extends far beyond the provision of healthcare services. Wellness also captures the Collier County's efforts to create a built environment that promotes an active lifestyle as well as the evolution of progressive, continuing retiree care.

### TARGET PROFILE

**NATIONAL TRENDS:** Relative to other business sectors, Wellness is in a dynamic but uncertain climate. With the passage of the Affordable Care Act (ACA), many hospitals are proactively addressing new requirements including investing in electronic medical records technology as well as other patient protection measures. Delays over implementation of the law and continuing votes to repeal or override key provisions engender an uncertain environment for industry. But with first-year enrollments meeting or exceeding targets it would appear that the future is more certain than an any time in the four years since the ACA was signed into law.

**LOCAL COMPANIES:** Top Wellness companies include NCH Healthcare System, Physicians Regional Healthcare System, Bascom Palmer Eye Institute, Moorings Park, the Arlington of Naples, and Moorings Park. One local headquarters firm, Health Management Associates (HMA), was recently purchased by Community Health Systems (CHS) of Nashville. The deal was finalized in January 2014. As a result of the merger, many corporate HMA positions may be eliminated. CHS filed a warning with the state of Florida estimating that 395 HMA workers could lose their jobs due to the merger. However, layoffs will only involve corporate positions; employees at the newly affiliated CHS hospitals will not be impacted.

### BUSINESS ACTIVITY AND SECTOR COMPOSITION

**EMPLOYMENT TRENDS:** The Wellness sector in Greater Naples displayed resiliency during the Great Recession. From 2007 to 2009, Wellness employers added 573 jobs within Collier County.

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<sup>2</sup> The News Service of Florida "Florida tourism committee wants to spend \$5 million to draw sick, ailing" news.press.com, accessed on March 20<sup>th</sup>, 2014 at: <http://www.news-press.com/viewart/20140318/NEWS01/303180031/Florida-tourism-committee-wants-spend-5-million-draw-sick-ailing>



- **Employment growth rates within Collier's Wellness sector largely mimicked national trends.** The local sector grew 4.1 percent during the recession while the national sector grew by 4.2 percent. Some local sub-sectors were negatively impacted by the Great recession, including: outpatient care centers (-10.4 percent), medical and diagnostic laboratories (-38.2 percent), general medical and surgical hospitals (-4.6 percent), and nursing care facilities (-4.4 percent). With the exception of nursing care facilities, much of this employment has been recovered during the post-recession recovery.
- **The Wellness sector ended the last decade (2003-2013) in a far stronger position than when it started.** Local Wellness firms and organizations added nearly 5,000 jobs to the local economy, growing from 11,309 to approximately 16,900 employees.
- **Wellness employment activity within Greater Naples is specialized in outpatient treatment centers, geriatric care, health services, and psychiatric and substance abuse treatment centers.** Employment within the community care facilities for the elderly (LQ = 3.34) was nearly three times as concentrated while employment in psychiatric and substance abuse hospitals (LQ = 2.55) was more than two and a half times as concentrated as their respective national averages.
- **Collier's Wellness sector is a source of high wage employment opportunity for local residents.** Overall, the average Wellness employee earned \$16,414 above the county average for all sectors. Particularly predominant high wage opportunities exist in medical, dental and hospital equipment and supplies wholesaler (\$130,137), offices of physicians (\$110,813), general medical and surgical hospitals (\$64,851). Moreover, average earnings within Greater Naples Wellness sector were nearly 5.2 percent above the national figure.

**WELLNESS: BUSINESS ACTIVITY, 2003 - 2013**

NAICS	Description	LQ	2013 Emp.	2003 - 2013 Change			Earnings	
				#	%	U.S %	Average Earnings	% of U.S.
6211	Offices of Physicians	● 1.40	3,232	1,420	78.4%	20.1%	\$110,813	112.1%
6212	Offices of Dentists	● 1.01	849	151	21.6%	14.0%	\$68,458	112.3%
6213	Offices of Other Health Practitioners	● 1.19	941	147	18.5%	38.1%	\$51,099	108.1%
6214	Outpatient Care Centers	● 1.55	1,026	180	21.3%	59.9%	\$59,582	87.7%
6215	Medical and Diagnostic Laboratories	● 0.99	235	-80	-25.4%	33.3%	\$63,962	91.3%
6216	Home Health Care Services	● 0.99	1,238	605	95.6%	74.2%	\$44,576	135.7%
6219	Other Ambulatory Health Care Services	● 0.42	118	73	162.2%	30.7%	\$54,635	114.0%
6221	General Medical and Surgical Hospitals (Private)	● 1.07	4,386	1,040	31.1%	12.1%	\$64,851	94.6%
6222	Psychiatric and Substance Abuse Hospitals (Private)	● 2.55	245	71	40.8%	16.7%	\$46,322	90.8%
6231	Nursing Care Facilities	● 0.65	1,002	-51	-4.8%	5.4%	\$38,286	104.7%
6232	Residential Mental Retardation, Mental Health and Substance Abuse Facilities	● 0.41	226	29	14.7%	21.3%	\$49,915	156.5%
6233	Community Care Facilities for the Elderly	● 3.34	2,506	862	52.4%	43.6%	\$34,009	114.8%
6239	Other Residential Care Facilities	● 0.38	57	-23	-28.8%	-2.1%	\$47,261	135.2%
4242	Drugs and Druggists' Sundries Merchant Wholesalers	● 0.27	48	-46	-48.9%	-11.1%	\$63,125	52.9%
42345	Medical, Dental, and Hospital Equipment and Supplies Whls.	● 4.14	735	548	293.0%	13.1%	\$130,137	131.9%
<b>Total, Target</b>		● 1.24	<b>16,844</b>	<b>4,926</b>	<b>41.3%</b>	<b>22.3%</b>	<b>\$64,468</b>	<b>105.2%</b>
<b>Total, All Sectors</b>		-	<b>139,007</b>	<b>7,983</b>	<b>6.1%</b>	<b>4.0%</b>	<b>\$48,054</b>	<b>83.9%</b>

Source: EMSI

**Exports:** Healthcare exports are generally thought of as service exports. A healthcare export can occur in many ways, the most basic of which is when a local visitor has an emergency and receives treatment at a Greater Naples emergency room. The purchase of the medical treatment by a visitor or non-resident, whether directly or through an insurance provider, is a healthcare export.

- **In 2012, the Wellness sector generated close to \$21 billion in healthcare services exports.** Export activity was particularly predominant in direct medical care (offices of physicians generated \$6.8 billion in exports) to wholesale trade (drugs and druggists' sundries generated \$2.6 billion in exports) within the state of Florida, along with home healthcare services (\$1.9 billion).
- Greater Naples largest Wellness exporting sub-sectors were comprised of:
  - Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers (\$312 million)
  - Offices of Physicians (\$243.4 million)
  - General Medical and Surgical Hospitals (\$138.2 million)



Opportunity Naples: Target Business Analysis & Marketing Review

- Continuing Care Retirement Communities (\$59.3 million)
- Home for the Elderly (\$53.5 million)
- **Combined, Wellness within Collier County generated almost \$1.1 billion in export activity in 2012.** For every twelve dollars brought into the county through export activity, one dollar was the result of a Health Services business. Per person, Collier County produced \$3,127 in wellness exports—significantly more than the state of Florida which produced \$1,076. Greater Naples Wellness represented 5.0 percent of the state’s total export activity within the sector.

**INTER-INDUSTRY LINKAGES:** Across the nation, Wellness businesses and organizations are utilizing their purchasing power to directly benefit the local economy. The most well-known example is the Cleveland-based Evergreen Cooperative. These purchasing agreements and arrangements, however, must make business sense for both parties.

- **Wellness businesses and organizations within Collier County acquired \$774 million in goods and services to sustain their operations.** Nearly 62.8 percent of this purchasing activity was acquired outside of the region, representing a \$486 million leakage.
- **If ten percent of leakage expenditures were captured in the top ten sub-sectors with the highest import potential, Collier County’s Wellness sector could generate \$14.7 million in additional local economic activity.** This increased sales activity could generate 96 new Wellness positions with 46 additional jobs created due to ripple effects that occur as workers spend their earnings or as Wellness suppliers hire more workers to handle order fulfillment.
  - Currently, Wellness businesses are sourcing 100 percent of their in-vitro diagnostic substance manufacturing (\$10.4 million) and electromedical and electrotherapeutic apparatus manufacturing (\$1.6 million) products outside of the county.

**ECONOMIC IMPACT ANALYSIS: WELLNESS  
TOP SUBSECTORS WITH THE HIGHEST IMPORT POTENTIAL**

NAICS Code	Industry	Leakage	Sales Change	Total Jobs	Total Earnings	Average Earnings Per Job
<b>Total</b>		<b>\$147,142,663</b>	<b>\$14,714,266</b>	<b>142</b>	<b>\$7,523,327</b>	<b>\$52,773</b>
551114	Corporate/Subsidiary/Regional Managing Offices	\$34,880,561	\$3,488,056	23	\$2,500,490	\$109,832
561320	Temporary Help Services	\$20,221,491	\$2,022,149	63	\$1,711,576	\$26,997
325412	Pharmaceutical Preparation Manufacturing	\$19,929,340	\$1,992,934	7	\$440,185	\$60,127
524126	Direct Property and Casualty Insurance Carriers	\$14,023,356	\$1,402,336	12	\$636,763	\$51,823
531110	Lessors of Residential Buildings and Dwellings	\$11,472,815	\$1,147,282	10	\$347,203	\$34,759
524114	Direct Health and Medical Insurance Carriers	\$10,752,578	\$1,075,258	6	\$488,472	\$83,977
325413	In-Vitro Diagnostic Substance Manufacturing	\$10,465,841	\$1,046,584	2	\$209,227	\$84,685
524113	Direct Life Insurance Carriers	\$9,917,695	\$991,770	6	\$450,800	\$75,005
531120	Lessors of Nonresidential Buildings	\$8,680,801	\$868,080	6	\$262,724	\$44,696
541110	Offices of Lawyers	\$6,798,185	\$679,819	7	\$475,887	\$71,840

Source: EMSI





## WORKFORCE ATTRIBUTES AND OCCUPATIONAL COMPOSITION

**OCCUPATIONAL COMPOSITION:** The Wellness sector is an attractive economic development target because it offers competitive wages at multiple entry-points along the skills spectrum.

- **Wellness occupations in Collier County are primarily composed of nursing positions, registered nurses, nursing assistants, and licensed practical and licensed vocational (LP/LV) nurses;** these occupations represented 26.5 percent of total Wellness employment in 2013. Nationally, these nursing positions represented just 25.4 percent of total Wellness employment, indicating that Greater Naples has a greater degree of specialization within nursing occupations.
- **Although the average earnings within the entire Wellness sector are high paying, eight of the highest employing occupational categories paid below the county average (\$48,054) for all industry sectors.** Nursing assistants (\$26,208), home health aides (\$24,024), and receptionists and information clerks (\$29,349) were particularly low earnings occupations within the Wellness sector.
- **Economic mobility within the sector eases concerns over low earnings.** For instance, a nursing assistant (\$26,208) could be viewed as the initial rung on the career ladder leading to a future position as a licensed practical and licensed vocational nurse (\$45,053). Growth in the LP/LV nursing (31.0 percent) and registered nursing (41.0 percent) occupations indicates that there are likely strong opportunities for advancement in these positions.

### OCCUPATION BY EMPLOYMENT: TOP 10 OCCUPATIONAL CATEGORIES, 2003 – 2013

SOC	Occupation	Total Employment Sector		% of Total Sector (2013)	2003 - 2013		Average Annual Earnings	Education Level
		2003	2013		# Change (2003 - 2012)	% Change (2003 - 2012)		
29-1141	Registered Nurses	1,617	2,355	14.0%	662	41.0%	\$64,626	Associate's
31-1014	Nursing Assistants	1,145	1,476	8.8%	261	23.0%	\$26,208	Postsecondary
43-4171	Receptionists and Information Clerks	462	767	4.6%	251	54.0%	\$29,349	Short-term OJT
29-2061	LP/LV Nurses	452	626	3.7%	138	31.0%	\$45,053	Postsecondary
31-1011	Home Health Aides	336	596	3.5%	215	64.0%	\$24,024	Short-term OJT
31-9092	Medical Assistants	340	541	3.2%	151	44.0%	\$35,339	Mod.-term OJT
43-6013	Medical Secretaries	300	473	2.8%	133	44.0%	\$30,992	Mod.-term OJT
43-6014	Secretaries and Administrative Assistants	276	356	2.1%	67	24.0%	\$32,219	Short-term OJT
43-9061	Office Clerks, General	235	319	1.9%	63	27.0%	\$28,122	Short-term OJT
37-2012	Maids and Housekeeping Cleaners	228	290	1.7%	51	22.0%	\$23,067	Short-term OJT

Source: EMSI

**AGE OF WORKFORCE:** Workforce sustainability concerns arise when there is a deficit of skilled workers capable of fulfilling growth demand or is in insufficient quantity to fulfill vacancies caused by retirements.

- **Registered Nurses represent 14.0 percent of the Collier sector's total workforce. By 2033, 1,549 registered nurses are expected to leave the labor force.** If the region can successfully retain all

graduates from RN programs at the current completion level (527 completions in 2012), there will be a sufficient pipeline to replace those retiring.

- However, registered nurses employment is projected to increase by 2.1 percent on a compound annual basis. If these growth trends persist, local Wellness business could require an additional 676 registered nurses to meet growth demands. In other words, Collier County would have to retain 2,255 registered nursing graduates, or 225 per year to meet future demand.
- **Availability of the most highly skilled Wellness occupations is also vulnerable to retirements.** Approximately 127 Collier physicians and surgeons will enter retirement age by 2023. While many doctors and surgeons choose to work long after retirement age, proactively planning for their eventual exit from the workforce is important due to the training duration for these professionals. Increasing the number of local residency slots could be one way to alleviate future concerns.
- **Retirements will not only impact positions critical to patient care but also administrative functions within the Wellness sector.** Secretaries and administrative assistants (-653 positions), general office clerks (-414), and first-line supervisors of office and administrative support workers (-191) labor pools are set to also decline locally as well as nationally.
  - Due to the low educational attainment requirements for these “front office” positions, workforce sustainability concerns could be partially addressed through training by Southwest Florida Works and other workforce development partners.

**TALENT PIPELINE:** Because the Wellness sector has long been a large, growing employment sector for Collier County, greater training capacity exists for many positions in this industry.

- **Higher education institutions within the region possess strong capacity to train Wellness employees at the sub-doctorate degree level.** In 2012, Edison State College and Florida Gulf Coast University conferred 423 registered nursing degrees at the master’s (25 degrees), bachelor’s (138), and associate’s degree (260) level. Training for other nursing professions was similarly strong.
  - Regional higher education institutions conferred 199 LP/LV nursing degrees with Lorenzo Walker Institute (55) and Immokalee Technical College (49 degrees) displaying significant local training capacity. Likewise, Lorenzo Walker Institute (107) and Immokalee Technical College (19) were contributed greatly to nursing assistant (315 degrees) training. The sustainability challenges cited in the previous section could be eased provided Greater Naples can retain these graduates.
- **Training capacity for administrative occupations is also robust and could alleviate many of the sustainability concerns within the Wellness sector.** Higher education institutions within the region conferred 422 business administration and management degrees and 203 business administration, management, and operations degrees in 2012. Other administration-related degrees include accounting (150 degrees); administrative assistant and secretarial science (4); health information, medical records technology, and technicians (191), and healthcare administration and management (71).

- **Higher education institutions within the Greater Naples offered a diverse set of Wellness training at the associate's degree level.** Specialty associate's degree offerings included pharmacy technician and assistant (76 degrees), medical radiologic technology and science (267), and cardiovascular technology and technologists (13). Other specialty programs at the bachelor's and master's degree levels included surgical technology and technologists (74 degrees), respirator care therapy and therapists (31), and nurse anesthetists (94 degrees).
- **Only two higher education institutions within the Greater Naples area conferred doctoral degrees:** Wolford College and Florida Gulf Coast University. Combined, these institutions conferred just six nurse anesthetist doctoral degrees and 19 physical therapy degrees in 2012. For the remaining Wellness positions requiring a doctoral degree (medical doctors are included), local employers could support increased provision of residency slots at local hospitals or attract post-residency professionals from existing practices.

## WELLNESS CONSIDERATIONS AND REGIONAL ASSETS

**TRAINED WORKFORCE:** The most critical factor for competitiveness in the Wellness sector is the presence of workers trained at all levels of the healthcare hierarchy, including specialty physicians. As occupational and degree completion data show, sustainability concerns are present in nearly every occupational category related to healthcare. Increased training capacity at higher education institutions in or proximate to Greater Naples could greatly reduce these sustainability concerns.

**PATIENT ACCESSIBILITY:** For Wellness to be an export sector, potential patients must be able to effectively access medical service providers in Greater Naples. Patients have a number of options to reach a Greater Naples medical service provider. Southwest Florida International Airport provides indirect air service to Greater Naples. Direct connectivity between Greater Naples and the Southwest Florida International Airport offers visiting patients the ability to easily access medical service providers in the county. For more affluent medical visitors, the Naples Municipal Airport is a direct connection point to downtown Naples and nearby medial hospitals.

**NATIONAL COMPETITION:** In order to sustain their revenue streams, many major health systems are investing millions to attract high-income national and international patients to their communities. For Greater Naples to successfully diversify its healthcare sector, it will have to compete with some of the most recognizable healthcare brands in the world, including Mayo Clinic and the Cleveland Clinic.

## STRATEGIC IMPLICATIONS

Typically, economic development practitioners can best support Wellness employers by assisting with the development of a qualified, high-capacity, and sustainable workforce. Efforts often focus on a holistic approach to workforce sustainability, including talent attraction, retention, and degree-program development. Workforce strategies may also include joint "talent attraction" trips to medical schools and college campuses for the purpose of recruiting young graduates. Locally, talent development efforts often entail up-skilling the community's incumbent workforce to higher paying opportunities within Health Care





Services as well as partnering with local higher education institutions to attract students into health care-related fields. Strategies to increase the number of medical residencies in Collier County can also be impactful.

Economic development can also assist from a policy perspective on securing “certificates of need” to enable new facility construction as well as serve as a bridge between leaders and facilities in the health care sector to encourage collaboration, cooperation, and capacity-building. The concept of promoting Wellness activities has been advanced by federal benefits under the ACA for related programs. Numerous Greater Naples companies, facilities, and institutions have existing Wellness programs in addition to related activities associated with pursuit of Blue Zone designation. Continuing to develop cutting-edge programs that support Wellness principals will be an important consideration for this target.

## Technology and Clean Manufacturing

Businesses within the Technology and Clean Manufacturing sector are involved in the construction, fabrication, assembly, and production of medical devices and technologies, aerospace products, and innovative materials such as LED lighting and manufactured telecommunications products. Collier County's Technology and Clean Manufacturing sector has seen tremendous growth over the last decade, indicating future employment growth potential. Medical device manufacturing activity is particularly buoyant locally. The rapid expansion of manufacturing activity within the community not only diversifies the local economic base, but is a source of highly compensated employment opportunities for workers with a high school education.

### TARGET PROFILE

**NATIONAL TRENDS:** Additive manufacturing and 3-D printing are transforming the production process—entrepreneurs throughout the nation are utilizing additive manufacturing production to shorten iterations between prototypes and individualize finished goods to customer specifications. UPS recently announced that a select number of its retail locations will provide customer access to 3-D printers. Additive manufacturing and 3-D printing production processes are also increasingly being used in the manufacture of medical devices. The MIT Technology Review reports that a team of researchers at Washington University, the University of Illinois at Urbana-Champaign, and Northwestern University are utilizing 3-D printing to model a patient's heart. Aerospace companies are further leveraging additive manufacturing for prototyping and testing composites. Sales of additive manufactured parts may reach \$6.5 billion by 2019 as a Wohlers Associates report shows.

**LOCAL COMPANIES:** Examples of local Technology and Clean Manufacturing businesses within Collier County include; Arthrex, Inovo, Inc.; Shaw Aero Devices, Inc.; Loos and Company, Inc.

## BUSINESS ACTIVITY AND SECTOR COMPOSITION

**EMPLOYMENT TRENDS:** Employment within the Technology and Clean Manufacturing sector is primarily focused on medical device manufacturing, with aerospace and innovative materials representing an increasingly larger share of total employment within the target sector.

### TECHNOLOGY AND CLEAN MANUFACTURING: BUSINESS ACTIVITY, 2003 – 2013

NAICS	Description	LQ	2013 Emp.	2003 - 2013 Change			Earnings	
				#	%	U.S %	Average Earnings	% of U.S.
<b>Medical Devices</b>								
339112	Surgical and Medical Instrument Manufacturing	● 5.01	556	475	586.4%	11.0%	\$70,587	64.9%
339113	Surgical Appliance and Supplies Manufacturing	● 1.99	183	146	394.6%	-2.0%	\$75,824	78.4%
423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	● 4.14	735	548	293.0%	24.0%	\$130,137	131.9%
541380	Testing Laboratories	● 0.5	76	-	-	15.0%	\$101,055	127.2%
541711	Research and Development in Biotechnology	-	6	-	-	22.0%	\$69,845	50.8%
541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	● 0.23	95	74	352.4%	27.0%	\$58,335	47.2%
<b>Aerospace</b>								
3364	Aerospace Product and Parts Manufacturing	● 0.65	294	-	-	-4.0%	\$88,678	78.1%
3323	Architectural and Structural Metals Manufacturing	● 0.35	114	-3	-2.6%	-17.0%	\$47,481	79.7%
3327	Machine Shops; Turned Product, and Screw, Nut, and Bolt Manufacturing	● 0.25	87	70	411.8%	5.0%	\$63,719	104.6%
3328	Coating, Engraving, Heat Treating, and Allied Activities	● 0.09	11	-	-	-17.0%	\$53,287	96.1%
3329	Other Fabricated Metal Product Manufacturing	● 0.07	18	-16	-47.1%	-15.0%	\$63,854	90.6%
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	● 0.14	50	15	42.9%	-17.0%	\$148,886	137.0%
<b>Innovative Materials</b>								
3351	Electric Lighting Equipment Manufacturing	-	<10	-	-	-43.0%	\$68,705	83.2%
33592	Communication and Energy Wire and Cable Manufacturing	● 6.01	115	-41	-26.3%	-39.0%	\$45,316	52.3%
4236	Electrical and Electronic Goods Merchant Wholesalers	● 0.2	60	-129	-68.3%	-20.0%	\$64,530	71.1%
<b>Total, Target</b>		● 0.72	<b>2,400</b>	<b>1,490</b>	<b>163.7%</b>	<b>-5.0%</b>	<b>\$90,667</b>	<b>96.4%</b>
<b>Total, All Sectors</b>		-	<b>139,007</b>	<b>7,983</b>	<b>6.1%</b>	<b>4.0%</b>	<b>\$48,054</b>	<b>83.9%</b>

Source: EMSI



- **In 2013, the Greater Naples Technology and Clean Manufacturing sector employed 2,400 workers representing 86.7 percent of Collier County's total manufacturing workforce.** Medical Devices composed a larger share of employment relative to the other niches within the target sector. Medical device businesses employed 1,651 workers representing 68.8 percent of total employment within the sector. Aerospace (23.9 percent of total target employment) and innovative materials (7.3 percent) represented smaller shares.
- **Over the last decade, Technology and Clean Manufacturing employment has increased nearly threefold in Greater Naples.** Much of this growth is due to the rapid expansion of the medical device niche. In 2003, the Greater Naples medical device niche consisted of just 326 employees. By 2013, the county's medical device niche workforce totaled 1,645.
- **Aerospace manufacturing activity is a recent addition to the local economy.** In 2006 (when significant aerospace activity came online), the Greater Naples aerospace manufacturing sector employed just 100 workers. By 2013, aerospace product and parts manufacturing nearly tripled. Today, the sub-sector boosts 294 employees.
- **Medical device employment is highly concentrated within Greater Naples, denoting a local competitive advantage relative to the average community nationwide.** Surgical and medical instrument manufacturing employment was more than five times as concentrated as the average community nationwide while surgical appliance and supplies manufacturing was nearly two times as concentrated. High concentrations of employment are attractive to new or relocating businesses as they indicate that the community has a healthy pool of skilled medical device employees on which to draw.
- **The average Technology and Clean Manufacturing employee earned nearly \$42,000 above the county's average annual earnings which was \$48,054 in 2013.** The Technology and Clean Manufacturing sector is a source of high wage employment opportunities, especially for workers with a high school diploma only. Surgical and medical instrument manufacturing (\$70,587), surgical appliance and supplies manufacturing (\$75,824), and aerospace product and parts manufacturing (\$88,678) were large employment sectors that also exhibited high average earnings.

**EXPORTS:** Compared to other business sectors, Technology and Clean Manufacturing firms are export-oriented. Manufacturing operations often rely upon national and international markets to fuel their businesses financial sustainability. Due to their dependence on national and international markets, manufacturing operations generate substantial economic impacts for the local economy, both through higher wages and procurement of manufacturing inputs.

- **Greater Naples' Technology and Clean Manufacturing operations exported \$672 million in exports during 2013.** A few select business sectors, however, accounted for the vast majority of Collier County's exports.



- **In 2013, seven out of every ten Technology and Clean Manufacturing export dollars were generated by medical device manufacturers.** Other business sub-sectors with large export activity include:
  - Aircraft Engine and Engine Parts Manufacturing (\$74.4 million)
  - Other Communication and Energy Wire Manufacturing (\$37.1 Million)
  - Metal Window and Door Manufacturing (\$13.6 million)
  - Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals (\$12.3 million)
  - Machine Shops (\$12.1 million)
- **Technology and Clean Manufacturing businesses generated \$17.6 billion in export activity during 2013.** Collier County's export activity represented 3.8 percent of the state's total Technology and Clean Manufacturing export market.

**INTER-INDUSTRY LINKAGES:** Manufacturing operations require a diverse array of raw materials and other business inputs provided by suppliers to sustain their business operations. Manufacturers utilizing just-in-time production require proximity to suppliers so that they can adjust production activity to better match customer demand. Simply put, opportunities to attract product suppliers and locally source raw materials abound in the manufacturing sector.

**ECONOMIC IMPACT ANALYSIS: TECHNOLOGY AND CLEAN MANUFACTURING  
TOP SUBSECTORS WITH THE HIGHEST IMPORT POTENTIAL**

NAICS Code	Industry	Leakage	Sales Change	Total Jobs	Total Earnings	Average Earnings Per Job
<b>Total</b>		<b>\$40,888,451</b>	<b>\$4,088,845</b>	<b>32</b>	<b>\$2,389,963</b>	<b>\$74,686</b>
551114	Corp/Subsidiary/Regional Managing Offices	\$15,026,142	\$1,502,614	10	\$1,076,759	\$109,832
339112	Surgical and Medical Instrument Manufacturing	\$3,996,137	\$399,614	3	\$186,374	\$63,170
425120	Wholesale Trade Agents and Brokers	\$3,921,379	\$392,138	3	\$208,338	\$67,022
493110	General Warehousing and Storage	\$3,619,461	\$361,946	6	\$253,371	\$39,016
541712	Research and Development**	\$3,478,213	\$347,821	4	\$233,742	\$57,823
326199	All Other Plastics Product Manufacturing	\$3,245,658	\$324,566	2	\$88,752	\$38,259
332710	Machine Shops	\$2,712,966	\$271,297	2	\$131,309	\$57,744
334413	Semiconductor and Related Device Manufacturing	\$2,444,735	\$244,474	1	\$122,037	\$99,585
339113	Surgical Appliance and Supplies Manufacturing	\$2,443,760	\$244,376	1	\$89,281	\$62,730

Source: EMSI

- Local technology and clean manufacturers purchased \$290 million in raw materials, intermediate goods, and other services in 2013. **Of the \$290 million of inputs purchased by local manufacturers, \$207 million were acquired outside of Collier County.** Recapturing this lost leakage (either through attracting suppliers into Collier County or through strengthening local supplying relationships) could increase economic activity and promote job growth.
- The above table displays the top ten business sector with the largest opportunity to recapture lost leakage. **In total, recapturing 10 percent of the \$40.9 million in leakage could increase**



**economic activity by \$4.1 million and support 32 high-wage jobs.** Projected average annual wages for the new positions (\$74,686) were well above the county's average annual wage for all business sectors.

## WORKFORCE ATTRIBUTES AND OCCUPATIONAL COMPOSITION

**OCCUPATIONAL COMPOSITION:** Without a local manufacturing legacy, Collier County's Technology and Clean Manufacturing companies had to internally train incoming workers in the basics of manufacturing operations or import labor from outside the county. As Arthrex, who recently announced a new "finishing facility" at Arthrex Manufacturing East (AMIE), and others continue to grow they will need support from local training institutions and workforce development organizations.

### OCCUPATION BY EMPLOYMENT: TOP 10 OCCUPATIONAL CATEGORIES, 2003 – 2013

SOC	Occupation	Total Employment Sector			2003 - 2013		Average Annual Earnings	Education Level
		2003	2013	% of Total Sector (2013)	# Change (2003 - 2012)	% Change (2003 - 2012)		
51-2092	Team Assemblers	84	262	10.9%	178	212%	\$23,525	Mod.-term OJT
41-4011	Sales Representatives*	50	166	6.9%	116	232%	\$80,891	BA Degree
41-4012	Sales Representatives**	64	119	4.9%	55	86%	\$79,248	Mod.-term OJT
51-4011	Computer-Controlled Machine Tool Ops.	17	90	3.7%	73	429%	\$36,962	Mod.-term OJT
51-9061	Inspectors/Testers/Sorters/Samplers^	17	75	3.1%	58	341%	\$33,738	Mod.-term OJT
43-4051	Customer Service Representatives	26	70	2.9%	44	169%	\$29,370	Short-term OJT
43-5071	Shipping, Receiving, and Traffic Clerks	28	61	2.6%	33	118%	\$25,376	Short-term OJT
51-1011	First-Line Supvr. of Production/Op. Workers	23	60	2.5%	37	161%	\$53,914	Work Exp.
43-6014	Secretaries and Administrative Assistants^^	15	46	1.9%	31	207%	\$32,219	Short-term OJT
43-9061	Office Clerks, General	16	41	1.7%	25	156%	\$28,122	Short-term OJT

Source: EMSI

\*Of Wholesale and Manufacturing, Technical and Scientific Products

\*\*Wholesale and Manufacturing, Except Technical and Scientific Products

^ Includes weighers

^^Except legal, medical, and executive secretaries

- Manufacturing occupations have experienced tremendous growth over the last decade.** Computer-controlled machine tool operators (429 percent); team assemblers (212 percent); and first-line supervisors of production and operation workers (161 percent) grew at a rapid pace. The recent expansion of manufacturing occupations within the county indicates strong demand for these positions in the future. Ensuring that Collier County is able to meet these growth demands, whether through internal talent development or external recruitment, will be crucial to the sector's future economic growth prospects.
- Occupational employment in the Greater Naples Technology and Clean Manufacturing sector is more tailored to production occupations relative to the national average.** For instance, team assemblers represented 10.9 percent of the sector's total workforce in Greater

Naples. In comparison, team assemblers only represented 3.9 percent of total Technology and Clean Manufacturing employment in 2013.

- Occupational concentrations of computer controlled machine tool operators, metal and plastic (3.7 percent of total Technology and Clean Manufacturing employment) were likewise more concentrated locally than in the national economy (1.7 percent). The higher concentration of production related employment indicates that Technology and Clean Manufacturing activity in Greater Naples is comparatively more focused on the assembly of intermediate and finished goods.
- **Technology and Clean Manufacturing occupations provide employment opportunity for individuals with less than a college level education.** Only one occupation (sales representatives of wholesale and manufacturing, technical and scientific products) required at least a bachelor's degree education. Eight of the top ten occupations required varying degrees of on-the-job (OJT) training.
  - Though many of the entry level positions paid below the average annual wage, opportunity does exist for career minded workers. First line supervisors of production and operations workers (\$53,914) paid well-above the county average for all business sectors (\$48,054).

**AGE OF WORKFORCE:** Especially because Greater Naples does not have a legacy of manufacturing skills development, new capacity will need to be developed to replace workers transitioning from their positions.

- **Technology and Clean Manufacturing companies within Greater Naples will be challenged by retirements** in the coming years.
  - Although core production occupations (team assemblers and computer-controlled machine tool operators) do have an adequate incoming workforce (aged 25 to 44) to meet retirement demand, it is questionable whether the young workforce is at a volume capable of addressing growth demands while also fulfilling retirement vacancies.
- Team assemblers represent 11.5 percent of the sector's total workforce. By 2033, 254 team assemblers are expected to leave the labor force. **If projected growth rates persist (2.8 percent on a compound annual basis), Technology and Clean Manufacturing companies will demand an additional 79 team assemblers by 2033.**
  - Given the low educational attainment requirements of team assemblers, local Technology and Clean Manufacturing companies will likely rely on internal training capacity, or company specific training programs at local higher education institutions such as Edison State.
- Sales, quality control, and supervisory positions stand to be more adversely impacted by retirements.



- Employment levels of sales representatives of wholesale and manufacturing businesses occupations could decline by 143 positions as the workforce begins to retire over the next 20 years. A national gap of 130,462 positions may further challenge local Technology and Clean manufacturing businesses' ability to fulfill sales specific positions.
- **First-line supervisors of production and operation workers could also decline by 46 positions.** Without a career pathway for up-and-coming team assemblers or production and operations workers, this retirement gap may impact local production operations.
  - Other occupations impacted by retirements include inspectors, testers, sorters, samplers, and weighers (-37 jobs due to retirements), secretaries and administrative assistants (-653 jobs), and office clerks, general (-414 jobs).

**TALENT PIPELINE:** Skill-sets and knowledge bases demanded by today's manufacturers are different than their historic requirements. Increasing automation of production lines requires production employees skilled in advanced mathematics who possess knowledge of computer programming and computer controlled equipment. Despite the relatively low educational requirements for Technology and Clean Manufacturing occupations (only one requires at least a bachelor's degree), a graduating high school student would potentially require further training to fill a production related position.

- **In 2012, higher education institutions within Collier and Lee counties graduated 962 students with degrees sought after by Technology and Clean Manufacturing employers.** However, only a handful of conferred degrees were for positions in production. For instance, the region graduated only 7 welding technology and welder students and 6 aircraft powerplant technology and technician students.
- **The same institutions demonstrated significantly more capacity to train workers capable of fulfilling sales and office administration functions** within Technology and Clean Manufacturing companies. In 2012, they graduated 422 business administration and management degrees and 197 accounting-related degrees. With knowledge or experience in a production environment, these students would potentially be attractive for sales and other front office positions.
- **Overall, the region's capacity to train tomorrow's research and development workforce remains insufficient.** Florida Gulf Coast University graduated just nine bioengineering and biomedical engineering students in 2012. Expansion of the program along with the addition of other research and development medical fields will likely be needed in order to expand the local area's capacity to produce cutting-edge medical devices. Greater Naples also graduated few professionals within engineering-related fields

## SITE CONSIDERATIONS AND REGIONAL ASSETS

**SITES AND BUILDINGS:** Manufacturing operations generally require large, highway and rail-served sites that can accommodate production buildings, parking areas, approach roads, retention ponds, and other necessary infrastructure. These sites may be up to several hundred acres or more in size. At the present



time, Greater Naples does not have a competitive supply of shovel-ready sites or “turnkey” buildings available to market. Highway and rail infrastructure is also not consistently provided across the county to support the logistics concerns of technology and clean manufacturers.

**WATER AND WASTEWATER TREATMENT CAPACITY:** Water is an important consideration for many manufacturers. Some producers require large quantities of water and place tremendous demands on wastewater treatment facilities. As part of the Rural Land Stewardship program, Stantec identified that “regionally integrated systems enable dual use of water retention systems, greater efficiency and potential mitigation values,” with water availability cited as “abundant ... to support future growth and economic development.” RLS properties are the most likely Collier destinations for future production facilities.

**TECHNICALLY SKILLED LABOR FORCE:** Greater Naples lacks the workforce and supplier network required to support manufacturing operations. Without a concentrated level of manufacturing operations, local Technology and Clean Manufacturing companies may find that basic manufacturing positions are hard to fill.

**PROXIMITY OF RESEARCH UNIVERSITIES:** The ability to partner with top research universities to develop and license new technologies is important to firms in the medical devices niche. Without a major medical research university within or proximate to Greater Naples, medical device companies may be deterred from locating within the county.

**CUSTOMIZED LABORATORY SPACE:** A corollary to the benefit of a research university is the presence of wet-lab facilities and other spaces tailored to the needs of biotech researchers and producers. Thus, Collier County development in this sector is further challenged by the lack of a major research center or biotech incubator that could provide lower-cost wet-lab space for new or growing firms. This adversely impacts the region’s ability to grow this sector through entrepreneurial efforts.

**NATIONAL AEROSPACE ENVIRONMENT:** Competition for large aerospace manufacturers and their suppliers is highly competitive nationally. In recruiting aerospace companies, Greater Naples will be up against long established Aerospace-oriented regions and budding Aerospace clusters in the southeast. New aerospace relocations will likely gravitate towards these areas.

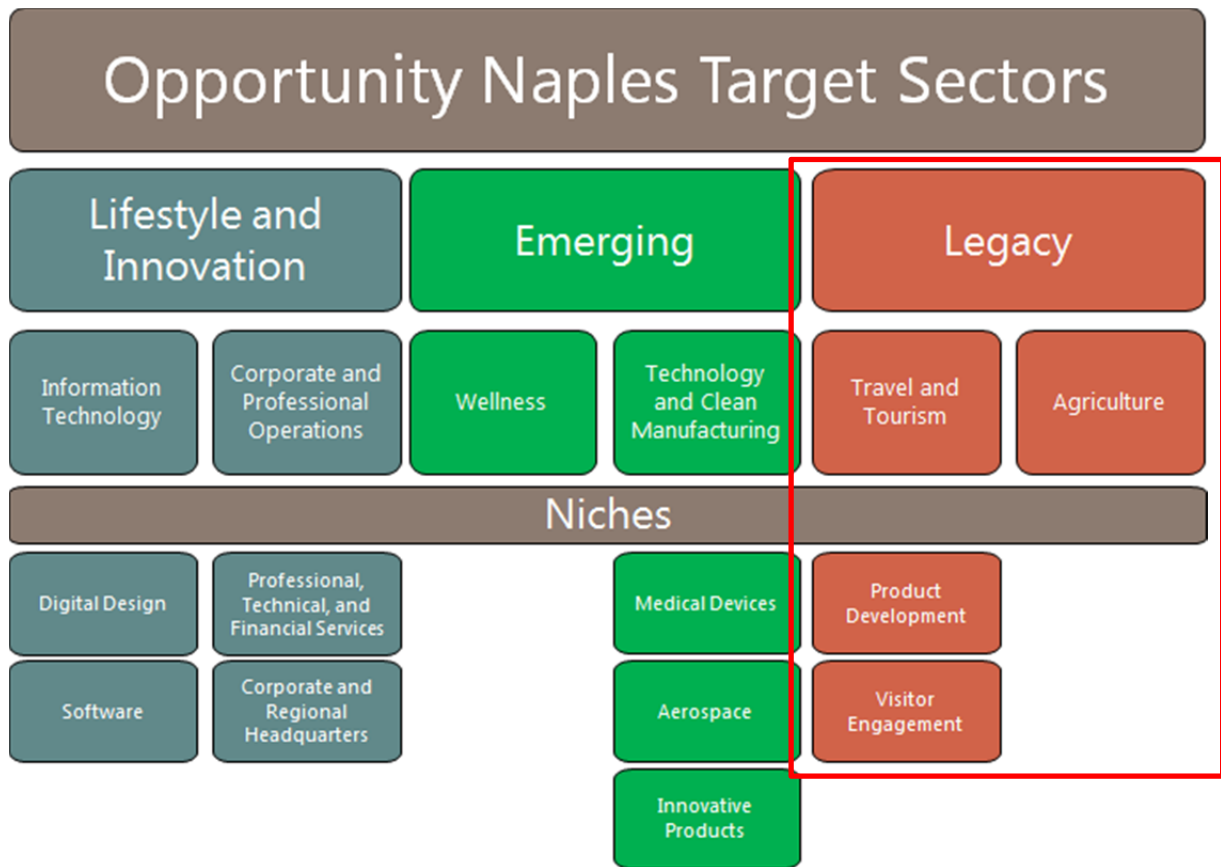
## STRATEGIC IMPLICATIONS

Promoting growth within Collier County’s Technology and Clean Manufacturing sector requires a three pronged approach. Business expansion and retention involves addressing existing business concerns and identifying “red flags” that impact their ability to grow. The issues may include workforce sustainability concerns, available industrial property to support expansion, facilitating that expansion through support with incentives and permitting processes, policy issues related to research and regulatory concerns, export assistance, and sourcing investment to drive growth in research and product-development capacity. An example of a policy issue is the passage of a 2.3 percent levy on the sale of taxable medical devices as a result of the Affordable Care Act. Import substitution strategies related to Collier County’s Technology and Clean Manufacturing sector will be centered on building increased local capacity, either through entrepreneurship or attracting trusted Technology and Clean Manufacturing companies into the county.



# LEGACY SECTORS

Legacy sectors are comprised of the businesses that have largely driven growth and development in Greater Naples throughout its history. Legacy sectors as described here differ from Lifestyle and Innovation and Emerging Sectors in that they offer comparatively lower earnings and fewer diversification opportunities. This does not lessen their importance to the local economy, but rather represents a reduced capacity to diversify the economic base or offer competitive wages to local residents.



# Travel and Tourism

Collier County is widely regarded as one of the nation's premier travel destinations. The community's quality of place leaves a lasting impression on travelers as demonstrated by the number of former vacationers who have selected Greater Naples as their part-time or year-round home. With a history of generous and ongoing support for creative businesses and institutions, Greater Naples has created a wealth of arts and cultural amenities, institutions, organizations, programs, and events likely unrivaled by any community of its size in America. It is no surprise that employment within the county's Travel and Tourism sector is highly concentrated, representing business sectors that range from traveler accommodation to scenic and sightseeing establishments. One benefit of strength in tourism is that many of the quality of life and place attractors that appeal to visitors also appeal to existing and potential residents. Greater Naples' Travel and Tourism sector provides traveler accommodation, recreation and entertainment opportunities, access to specialty retail options, performing arts, artistic and event promotion, and traveler support services including travel arrangement and reservation.

## TARGET PROFILE

**NATIONAL TRENDS:** The World Economic Forum's Travel and Tourism Competitiveness Report (2013) identified key competitiveness enablers that impact sustainable growth within the travel and tourism sector. Customer orientation, openness to foreign visitors, local stakeholder involvement, private and public sector cooperation, affordable touristic offerings and hotels, taxation levels, and purchasing power and exchange rates were cited as key factors driving competitiveness for Travel and Tourism markets in developed economies.<sup>3</sup> Other trends occurring in the Travel and Tourism sector include leveraging local assets to increase visitations, such as medical tourism.

**LOCAL COMPANIES:** Collier County has nearly 1,326 Travel and Tourism-related establishments within its borders. Top employers include: Artis—Naples, Hilton Naples, Ritz-Carlton-Naples, Naples Grande Beach Resort, Continental Transportation Services, the Naples Arts Association, and Naples Beach Hotel and Golf Club.

## BUSINESS ACTIVITY AND SECTOR COMPOSITION

**EMPLOYMENT TRENDS:** As a whole, the Travel and Tourism sector is one of the most concentrated clusters in the Greater Naples economy.

- **Travel and Tourism is specialized in accommodating, entertaining, and offering retail opportunities to the community's visitors.** Specific sub-sectors exhibiting local specialization, as noted by their local quotients, include traveler accommodation (LQ = 2.71), full-service restaurants (LQ = 1.99), amusement, gambling, and recreation industries (LQ = 4.73), scenic and sightseeing

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<sup>3</sup> Ringbeck, Jürgen; Timm Pietsch "How to Succeed as a Tourism Destination in a Volatile World" World Economic Forum, 2013.



transportation (LQ = 10.59), clothing stores (LQ = 1.82), and jewelry, luggage, and leather goods stores (LQ = 1.95), performing arts companies (LQ = 2.31), and arts dealers (LQ = 2.84).

- Travel arrangement and reservation services (LQ = 1.37), nonscheduled air transportation (LQ = 1.10), taxi and limousine service (LQ = 1.11), and service establishment equipment and supplies merchant wholesalers (LQ = 0.35) possessed employment concentrations near or below their respective national averages.

- **Local competitive advantages within the Travel and Tourism sector have translated to employment growth in Greater Naples.** From 2003 to 2013, Travel and Tourism employers added 5,780 employees to the local workforce, a gain of 30.6 percent. Of these 5,780 new jobs, 2,982 jobs can be attributed to local competitive advantages while the remaining 2,798 jobs are due to national industry and growth trends. Put another way, in the absence of a local competitive advantage, Greater Naples' Travel and Tourism sector would have only added 2,798 jobs over the last decade.
- **Growth within Collier County's Travel and Tourism sector is not equally distributed among its sub-sectors.** Business sectors enjoying particularly rapid growth rates over the last decade include full-service restaurants (58.1 percent), amusement, gambling, and recreation industries (40.9 percent), scenic and sightseeing transportation, water (29.8 percent), and promoters of performing arts, sports, and similar events (223.1 percent). Business sub-sectors that underperformed relative to the legacy sector's average include nonscheduled air transportation (-66.5 percent), performing arts (-37.8 percent), art dealers (-40.6 percent), and service establishment equipment and supplies merchant wholesalers (-17.2 percent).



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**TRAVEL AND TOURISM: BUSINESS ACTIVITY, 2003 – 2013**

NAICS	Description	LQ	2013 Emp.	2003 - 2013 Change			Earnings		
				#	%	U.S %	Average Earnings	% of U.S.	
<b>Product Development</b>									
7221	Full-Service Restaurants	●	1.99	9,039	3,322	58.1%	19.6%	\$25,896	125.9%
713	Amusement, Gambling, and Recreation Industries	●	4.73	6,816	1,978	40.9%	12.7%	\$35,878	149.5%
7224	Drinking Places (Alcoholic Beverages)	●	0.72	252	-36	-12.5%	-3.5%	\$23,035	131.8%
4871	Scenic and Sightseeing Transportation, Land	●	1.40	16	-13	-44.8%	28.8%	\$25,037	70.6%
4872	Scenic and Sightseeing Transportation, Water	●	10.59	161	37	29.8%	-7.1%	\$33,573	96.1%
7111	Performing Arts Companies	●	2.31	289	-176	-37.8%	0.0%	\$40,325	90.7%
7113	Promoters of Performing Arts, Sports, and Similar Events	●	0.38	42	29	223.1%	57.0%	\$81,523	206.2%
7114	Agents and Managers for Artists, Athletes, Entertainers, and Other	●	0.84	26	12	85.7%	24.0%	\$36,360	42.3%
7115	Independent Artists, Writers, and Performers	●	0.98	255	5	2.0%	12.0%	\$151,903	386.1%
7121	Museums, Historical Sites, and Similar Institutions	●	1.31	170	77	82.8%	20.0%	\$36,772	99.6%
45392	Art Dealers	●	2.84	60	-41	-40.6%	-30.0%	\$56,528	120.5%
7211	Traveler Accommodation	●	2.71	4,450	262	6.3%	2.8%	\$37,802	118.4%
4481	Clothing Stores	●	1.82	1,927	371	23.8%	14.4%	\$30,601	140.8%
4482	Shoe Stores	●	1.19	224	47	26.6%	12.3%	\$28,683	120.2%
4483	Jewelry, Luggage, and Leather Goods Stores	●	1.95	309	13	4.4%	-13.3%	\$48,776	127.9%
<b>Visitor Engagement</b>									
4855	Charter Bus Industry	--	--	<10	N/A	N/A	-6.0%	\$21,907	62.2%
4859	Other Transit and Ground Passenger Transportation	●	0.36	33	11	50.0%	62.9%	\$26,233	81.4%
4881	Support Activities for Air Transportation	●	0.19	29	-19	-39.6%	22.3%	\$68,580	125.3%
5615	Travel Arrangement and Reservation Services	●	1.37	269	-15	-5.3%	-17.7%	\$39,205	71.1%
4812	Nonscheduled Air Transportation	●	1.10	41	-80	-66.1%	-10.5%	\$62,107	63.5%
4853	Taxi and Limousine Service	●	1.11	150	52	53.1%	16.9%	\$23,988	92.1%
42385	Service Establishment Equipment and Supplies Merchant Whls.	●	0.35	18	-7	-28.0%	-17.2%	\$108,118	192.0%
42391	Sporting and Recreational Goods and Supplies Merchant Whls.	●	1.22	56	2	3.7%	0.8%	\$53,060	86.2%
42482	Wine and Distilled Alcoholic Beverage Merchant Wholesalers	●	0.14	10	N/A	N/A	45.4%	\$84,416	96.6%
<b>Total, Target</b>		●	<b>2.26</b>	<b>24,642</b>	<b>5,780</b>	<b>30.6%</b>	<b>13.2%</b>	<b>\$33,828</b>	<b>120.7%</b>
<b>Total, All Sectors</b>				<b>139,007</b>	<b>7,983</b>	<b>6.1%</b>	<b>4.0%</b>	<b>\$48,054</b>	<b>83.9%</b>

Source: EMSI

- **Average earnings within Greater Naples' Travel and Tourism sector (\$33,828) underperformed relative to the county average (\$48,054).** While high earnings employment opportunities do exist in the Travel and Tourism sector, the largest employment sectors tended to pay below the county average. Traveler accommodation (\$37,802), full-service restaurants (\$25,896), and amusement, gambling, and recreation industries (\$35,878) represented approximately 80 percent of the sectors' total employment. It should be noted, however, that many positions in this sector are part-time, which may artificially lower the average earnings of these jobs.

**EXPORTS:** Travel and Tourism exports occur when a visitor from outside the local economy spends money on goods (such as a retail purchase) or services (such as a hotel room) within the local economy.

- **Locally, Collier County's Travel and Tourism sector generated \$1.8 billion in export activity in 2012.** The most active exporting sub-sectors included:
  - Hotels (except Casino Hotels) and Motels (\$482 million)
  - Golf Courses and Country Clubs (\$433 million)
  - Full-Service Restaurants (\$405 million)
  - Independent Artists, Writers, and Performers (\$64.1 million)
  - Family Clothing Stores (\$46.4 million)
  - Musical Groups and Artists (\$37.0 million)
- **For every export dollar generated by Greater Naples Travel and Tourism sector, roughly 73 cents stemmed from businesses with its top three exporting sub-sectors.** In comparison, of every export dollar produced within the state of Florida's Travel and Tourism sector, approximately 52 cents was generated by businesses with the hotels and motels, golf courses and country clubs, or full-service restaurants sub-sectors.
- **Per person, Collier County's Travel and Tourism sector generated \$5,344 dollars of exports while the state of Florida generated \$1,900 dollars of exports.** The higher per capita export activity within Collier County is indicative of its position as a premier coastal destination community.

**INTER-INDUSTRY LINKAGES:** Accommodating each traveler's individualized tastes and preferences require connection to many different businesses sectors.

- **In 2012, Travel and Tourism sector businesses spent \$973 million dollars within the local economy.** Only \$315 million was spent locally, however. Total leakage (i.e. lost economic activity) within Collier County's Travel and Tourism sector totaled \$658 million.
  - Import substitution opportunities exist within advertising agencies (87.0 percent of expenditures sourced outside of the region), direct property and casualty insurance carriers (97 percent), and offices of lawyers (50 percent).
- As a whole, the \$13.3 million in extra economic activity gained through import substitution would create 122 jobs within the local economy.



Opportunity Naples: Target Business Analysis & Marketing Review

**ECONOMIC IMPACT ANALYSIS: TRAVEL AND TOURISM  
TOP SUBSECTORS WITH THE HIGHEST IMPORT POTENTIAL**

NAICS Code	Industry	Leakage	Sales Change	Total Jobs	Total Earnings	Average Earnings Per Job
<b>Total</b>		<b>\$126,996,546</b>	<b>\$12,699,655</b>	<b>92</b>	<b>\$6,727,049</b>	<b>\$72,791</b>
551114	Corporate/Subsidiary/Regional Managing Offices	\$49,732,863	\$4,973,286	32	\$3,565,063	\$109,832
524126	Direct Property and Casualty Insurance Carriers	\$11,205,325	\$1,120,532	10	\$509,138	\$51,823
541810	Advertising Agencies	\$10,926,722	\$1,092,672	18	\$721,962	\$39,596
524114	Direct Health and Medical Insurance Carriers	\$8,591,819	\$859,182	5	\$390,323	\$83,977
311513	Cheese Manufacturing	\$8,433,459	\$843,346	2	\$82,176	\$53,868
524113	Direct Life Insurance Carriers	\$7,924,707	\$792,471	5	\$359,913	\$75,005
533110	Lessors of Nonfinancial Intangible Assets	\$7,786,153	\$778,615	0	\$76,006	\$51,039
515120	Television Broadcasting	\$7,640,720	\$764,072	6	\$287,360	\$49,259
531110	Lessors of Residential Buildings and Dwellings	\$7,499,296	\$749,930	7	\$227,029	\$34,759
541110	Offices of Lawyers	\$7,255,484	\$725,548	7	\$508,079	\$71,840

Source: EMSI

**WORKFORCE ATTRIBUTES AND OCCUPATIONAL COMPOSITION**

**OCCUPATIONAL COMPOSITION:** The Travel and Tourism sector is largely composed of low wage, low skilled occupations.

- **Of the top ten employment categories within the Travel and Tourism sector, none offered an annual compensation above the county average (\$48,054).** The highest compensated occupation (retail salespersons) composed 8.5 percent of the total Travel and Tourism workforce, but the average retail salesperson earned nearly \$20,000 below the county median.

**OCCUPATIONAL EMPLOYMENT: TOP TEN CATEGORIES, 2003 – 2013**

SOC	Occupation	Total Employment Sector		% of Total Sector	2003 - 2013		Average Annual Earnings	Education Level
		2003	2013		# Change (2003 -	% Change (2003 -		
35-3031	Waiters and Waitresses*	3,241	4,858	18.6%	1,617	50.0%	\$19,323	Short-term OJT
41-2031	Retail Salespersons	1,842	2,187	8.4%	345	19.0%	\$23,650	Short-term OJT
35-2014	Cooks, Restaurant	1,358	2,114	8.1%	756	56.0%	\$22,672	Mod.-term OJT
37-2012	Maids and Housekeeping Cleaners	1,008	1,105	4.2%	97	10.0%	\$22,630	Short-term OJT
35-9021	Dishwashers	670	998	3.8%	328	49.0%	\$18,720	Short-term OJT
35-9011	Dining Room and Cafeteria Attendants and E	670	947	3.6%	277	41.0%	\$18,533	Short-term OJT
37-3011	Landscaping and Groundskeeping Workers	555	834	3.2%	279	50.0%	\$23,483	Short-term OJT
39-3091	Amusement and Recreation Attendants	583	832	3.2%	249	43.0%	\$19,240	Short-term OJT
35-2021	Food Preparation Workers	472	692	2.6%	220	47.0%	\$22,818	Short-term OJT
35-3011	Bartenders	521	662	2.5%	141	27.0%	\$19,011	Short-term OJT

Source: EMSI

\*Wages do not include unreported tip income

- **The low wages within the sector are a function of the tourism industry itself, and not local conditions in Collier County.** For example, despite paying nearly \$24,000 below the county average annual earnings, the average retail salesperson in Greater Naples earned \$2,350 above the national retail salespersons average (\$21,299). Similarly, local waiters and waitresses (\$19,323) earned \$770 above the national average (\$18,553).
- **Occupations related to food preparation and service incurred significant employment gains over the last decade** (2003 – 2013). Waiters and waitresses (50.0 percent), restaurant cooks (56.0 percent), dishwashers (49.0 percent), and food preparation workers (37.0 percent) enjoyed high employment growth relative to their respective national averages.

**AGE OF WORKFORCE:** Though Travel and Tourism positions do not pay high wages, they nevertheless serve as important entry points into the labor force for teenagers and adults. As such, the sustainability of the sector is important.

- **Although educational attainment requirements in many Travel and Tourism occupations are relatively low, workforce availability may be impacted as the current Travel and Tourism workforce enters retirement age.** This would endanger the growth of one of Greater Naples most active employment sectors. The increasing focus on career pathways and developing career ready skills may also curtail new Travel and Tourism applicants as they tailor their secondary and/or post-secondary education towards higher-earning fields.
- **Within the Travel and Tourism sector, future retirements of retail salespersons could drastically reduce the availability of skilled, experienced workers for retail-centric Travel and Tourism businesses.** Approximately 3,150 retail sales persons will enter retirement age by 2033; the labor pool of skilled workers within this occupation could decline by 1,314. As identified by the Workforce Now study, availability of retail salespersons will be in short supply over the next six years. Findings indicate that the supply of retail salespersons is -447 workers below demand through 2020.<sup>4</sup>
  - Other occupations with long-term sustainability concerns (2013 – 2033) include: maids and housekeeping cleaners (-332 workforce gap); dishwashers (-105); landscaping and groundskeeping workers (-129); amusement and recreation attendants (-304); and general maintenance and repair workers (-488).
- **Gaps between the retiring (age 45 and over) and incoming (age 25 to 44) workforce are particularly pronounced in musicians and singers (-40.0 percent).** In raw figures, retirements could result in 116 fewer local musicians and singers. With the occupational workforce shrinking at the national level, employers may encounter stiff competition for musician and singers as communities compete for the same talent pool. Nationally, the musician and singer labor force will shrink by -32,341 positions (-18.0 percent).

<sup>4</sup> Jackson, Gary; Meyer, John; Rubens, Arthur; Stugk, Anke; Timur, Aysegul "Workforce Now: A Regional Research Initiative, Workforce Overview Study 2013" Regional Economic Research Institute, accessed March 21st, 2014 at: [http://www.fgcu.edu/cob/reri/wfn/wfn\\_docs/workforce\\_now\\_overview201310.pdf](http://www.fgcu.edu/cob/reri/wfn/wfn_docs/workforce_now_overview201310.pdf)



**TALENT PIPELINE:** Training capacity at higher education institutions within Collier and Lee counties is predominately focused on preparing students to fulfill higher skilled occupations within the Travel and Tourism sector.

- **Travel and Tourism managerial training is well-covered by local higher education institutions.** Local training institutions conferred 730 degrees that would be attractive to Travel and Tourism businesses seeking qualified managers. Within Greater Naples, Hodges University and Edison State College conferred 70 business administration-related degrees and 168 business administration-related bachelor's degrees in 2012. Hodges University was the only Greater Naples higher education institution to confer business administration-related degrees at the master's level.
- **Capacity for non-managerial functions is limited.** Lorenzo Walker Institute of Technology (27 degrees) and Immokalee Technical (2 degrees) provided culinary arts training attractive to full-service restaurants. Other non-managerial degree programs include turf and turf grass management (6 degrees), building and property maintenance (2 degrees), and massage therapy (227 degrees).
- **While higher education institutions are capable of producing creative professionals, artistic training within local higher educational institutions is comparatively underdeveloped.** In 2012, the region produced 87 students with skills desired by arts-related employers (excluding business administration). Florida Gulf Coast University produced 18 general arts students and 13 music performance students while Ave Maria University conferred three general music degrees.
- **Only 6.0 percent of degrees conferred within the region were related to arts and art studies or music performance in 2012.** The relatively few degrees highlight that the region's capacity to train and develop young artistic talent is sub-optimal. However, organizations such as the Naples Art Association, through their recent partnership with Hodges University, could expand arts-related training in the future.

## TRAVEL CONSIDERATIONS AND REGIONAL ASSETS

**ARTS, CULTURE, AND RECREATION:** Travel and Tourism businesses depend on the presence of numerous arts and cultural offerings to satisfy one component of their visitor market. Many of these assets are found in the city of Naples, ranked one of America's best small towns by Smithsonian.com. Arts amenities like the Naples Players, the Naples Arts Association, and Artis—Naples rival those found in many major metropolitan areas and provide unique cultural experiences for visitors and local residents alike. Recreational assets include miles of beaches, over 90 golf courses, and numerous eco-tourism destinations.

**ACCOMMODATIONS:** The quality of Greater Naples accommodations reflects its global reputation as a premier travel destination. Visitors to Greater Naples are able to select from a diverse array of accommodation types to suit their individual preferences. For those who wish to experience Collier County's outdoor offerings, a number of campgrounds are available to travelers. Further enhancing the community's appeal to visitors are aesthetic programs such as median maintenance, beach regeneration, and building-design guidelines that help shape and cultivate Greater Naples' sense of place.



**AIRPORT CAPACITY AND CONNECTIVITY:** According to certain public input participants, the 30 minute drive to Greater Naples from the Southwest Florida International Airport presents logistical challenges many convention planners prefer to avoid. Equally challenging is the lack of a direct connection from the airport to Collier County, either via light or heavy rail or express bus. However, Greater Naples robust tourism economy indicates that the community's proximity to the international airport in Lee County is not a major disincentive to visit Collier.

**PHILANTHROPIC CAPACITY:** As described in the Competitive Assessment, the Greater Naples community demonstrates immense charitable capacity.

- In 2012, arts nonprofit organizations within Collier County reported revenues of \$1.3 billion, or \$4,114 per resident.
- Donations to arts-related nonprofit organizations within Greater Naples totaled \$41.9 million dollars, roughly 3.2 percent of total reported revenues. Stakeholders frequently described the community's cultural amenities as what you would expect to find in a large metropolitan area.

**NONPROFIT COORDINATION AND COLLABORATION:** It is typically not enough just to have strong capacity in philanthropic entities and initiatives. There must also be coordination and cooperation between these constituencies to maximize their local impact.

- Many stakeholders said that the arts-nonprofit scene—inclusive of organizations like Artis-Naples, the Naples Art Association, Opera Naples, and others—is strong, with local leaders often launching personal organizations to pursue individual interests. However, these individual pursuits have reportedly caused arts-related nonprofit stakeholders to worry about the fracturing of both resources and talent within the community because of siloed efforts.

**COST OF DOING BUSINESS:** Business costs are an important criterion when assessing the potential growth opportunities in a targeted sector. This is especially true for artists and creative professionals who are most often sole practitioners relying on seasonal or inconsistent employment and earnings.

- Artists within Greater Naples are challenged by two primary forces that deter their ability to live and do business in the area: 1) artists rely on a comparatively short time period during peak season to earn their living, and 2) the cost of living and creation space is high.
- A few entrepreneurial artists have selected to open up gallery space in an underutilized business park. To generate foot traffic they must host events to bring residents and vacationers to the space.
- Along with the cost of creation and display space, the cost of housing in Greater Naples is high. Median contract rent stood at \$903 dollars, \$157 dollars higher than the national average, and median home values within Collier County stood at \$233,500, or \$61,600 dollars higher than the national average.



## STRATEGIC IMPLICATIONS

Economic development strategies that support and enhance Greater Naples' sense of place are crucial in the Travel and Tourism target. While many of these actions will be coordinated and managed by the Naples, Marco Island, Everglades Convention and Visitors Bureau, the Greater Naples Chamber can play a role in supporting workforce development, improving the local business and regulatory climate, and ensuring that sufficient infrastructure is available to support growth.

The greatest impact economic development can have in this space is by identifying, outreaching to, and engaging wealthy and influential travelers in the workings of the local economy. This can be accomplished through investment in local startups or property, developing new amenities, or actually bringing or starting a company in Greater Naples. In fact, these types of outcomes are likely already occurring in Collier County as travelers fall in love with the community and determine how they can claim a stake there, either through purchasing or renting a home, buying property, investing in an existing or proposed business or development, or starting a business or development project themselves. The goal of Travel and Tourism's will be to not only capture and direct this existing activity, but also identify and implement strategies to proactively stimulate investment opportunities.

## Agriculture

Agriculture has historically played a central role in Greater Naples' economy. The local agricultural sector is aided by an extended growing season, mild weather, and ample water supply. As the county began to attract new residents, growth pressures converted agricultural lands to residential and commercial uses. With the implementation of the Rural Land Stewardship plan, approximately 40,000 acres of land will be preserved for agricultural production, ensuring that the industry remains an important piece of Collier County's local economy. Crop and animal production, farm supplies and grocery and related product wholesalers, and agricultural research and development comprise the scope of Collier's Agriculture sector.

## TARGET PROLILE

**NATIONAL TRENDS:** The national agricultural sector employed approximately 3.7 million workers in 2013. From 2003 to 2013, the nation's Agricultural sector grew by 5.1 percent, or 186,490 workers. However, not all agricultural sub-sectors have experienced rising employment. Production activities have been particularly hard hit over the Great Recession. Increased efficiency, harvesting mechanization, and GPS-enabled agricultural machinery have reduced the need for workers at many farms throughout the country. Farmers' use of non-traditional labor pools may also have a substantive effect on employment within production-related activities.

**LOCAL COMPANIES:** Local companies representative of the Agricultural sector include:

- Lipman Produce
- Gargiulo Produce, Inc.

- Syngenta Seeds

## BUSINESS ACTIVITY AND SECTOR COMPOSITION

**EMPLOYMENT TRENDS:** Over the last decade, the Greater Naples Agriculture sector encountered significant headwinds. From 2003 to 2013, employment in the the sector declined by 1,344 or 14.6 percent. In comparison, the national Agriculture sector grew by 5.1 percent, adding 186,490 jobs to the national economy.

- **Employment decline in a single sub-sector was responsible for the significant employment drop.** Crop production employed 9,236 workers within Greater Naples in 2003. By 2013, the sector employed 7,892 workers. Almost half of the decline over the last decade (2003 – 2013) occurred during the Great Recession.
  - Despite the employment decline, crop production (LQ = 5.34), support activities for crop production (LQ = 5.91), and water supply and irrigation systems (LQ = 1.79) remain concentrated in the local economy and signal a local competitive advantage.
  - In public input, local crop producers noted that many Collier County farmers had experienced financial duress during the recession, or chose to stop production because the economics no longer made sense. Rising input costs and increased regulatory burden were cited as a key factor.
- Growth of grocery and related product merchant wholesalers (72.4 percent) and research and development in the physical, engineering, and life sciences (352.4 percent) suggest that **the local Agriculture sector is diversifying** into research and development and value added agricultural products.

Opportunity Naples: Target Business Analysis & Marketing Review

**AGRICULTURE: BUSINESS ACTIVITY, 2003 – 2013**

NAICS	Description	LQ	2013 Emp.	2003 - 2013 Change			Earnings		
				#	%	U.S %	Average Earnings	% of U.S.	
<b>Production-Related</b>									
1110	Crop Production	●	5.34	3,957	-1,701	-30.1%	-7.7%	\$26,010	87.9%
1120	Animal Production	●	0.13	51	17	50.0%	-7.0%	\$27,875	89.6%
1141	Fishing	●	3.97	127	41	47.7%	0.9%	\$24,096	58.3%
1151	Support Activities for Crop Production	●	5.91	2,454	13	0.5%	19.2%	\$22,083	75.4%
1152	Support Activities for Animal Production	●	1.88	69	N/A	N/A	N/A	\$17,110	N/A
22131	Water Supply and Irrigation Systems	●	1.79	66	-50	-43.1%	9.6%	\$71,527	97.9%
<b>Distribution-Related</b>									
4244	Grocery and Related Product Merchant Wholesalers	●	1.08	748	314	72.4%	6.4%	\$65,140	110.8%
4842	Specialized Freight Trucking	●	0.31	130	-126	-49.2%	8.1%	\$35,041	63.6%
4884	Support Activities for Road Transportation	●	0.62	57	20	54.1%	22.8%	\$35,145	91.8%
4885	Freight Transportation Arrangement	●	0.24	46	10	27.8%	13.1%	\$78,406	116.6%
42491	Farm Supplies Merchant Wholesalers	●	0.88	92	-25	-21.4%	1.9%	\$114,893	179.8%
541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	●	0.06	95	74	352.4%	24.2%	\$58,335	47.2%
<b>Total, Target</b>		●	<b>2.21</b>	<b>7,892</b>	<b>-1,344</b>	<b>-14.6%</b>	<b>5.1%</b>	<b>\$30,701</b>	<b>57.5%</b>
<b>Total, All Sectors</b>				<b>139,007</b>	<b>7,983</b>	<b>6.1%</b>	<b>4.0%</b>	<b>\$48,054</b>	<b>83.9%</b>

Source: EMSI

**EXPORTS:** Agricultural export activity within the state of Florida is significant. Prep vegetables, fruit, nuts, or other plant parts (\$370 million) alone were the state's 28th largest export product in 2013. Export activity of prep vegetables, fruits, or other plant parts have grown by 5.3 percent since 2012.

- **Greater Naples agricultural exports totaled \$665 million in 2012, representing 5.5 percent of total local export activity.** The largest exporting agricultural sub-sectors include:
  - Crop Production (\$416 million)
  - Fresh Fruit and Vegetable Merchant Wholesalers (\$70.5 million)
  - Farm Labor Contractors and Crew Leaders (\$37.6 million)
  - Meat and Meat Product Merchant Wholesalers (\$33.4 million)
  - Farm Supplies Merchant Wholesalers (\$16.3 million)



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- Along with diversifying the agricultural sector to include up-stream (food wholesaling and preparation) employment and research and development activities, **identifying new export markets can also expand opportunity for Collier County’s Agriculture sector.**
  - The state of Florida’s largest trading partners feature many Latin American and Caribbean countries, including Brazil (\$20.5 billion), Colombia (\$10.0 billion), Costa Rica (\$8.2 billion), Chile (\$7.5 billion), and the Dominican Republic (\$5.3 billion) were among the state’s largest trading partners.

**INTER-INDUSTRY LINKAGES:** Collier County’s Agriculture sector is heavily tied to major production operations that provide growers with fertilizer, pesticide, and farm and equipment machinery. Due to their reliance on heavy manufacturing operations to supply local agricultural producers, much of the target sector’s inter-industry purchasing occurred outside of the region.

- **In 2012, the local Agriculture sector acquired \$348 million in goods or services;** nearly 70.0 percent of this purchasing was procured outside of the region. The reliance on external suppliers resulted in a \$242 million leakage (i.e. lost local economic activity) largely among these sub-sectors:
  - Petroleum Refineries (\$48.9 million)
  - Pesticide and Other Agricultural Chemical Manufacturing (\$15 million)
  - Crop Production (\$10 million)
  - Nitrogenous Fertilizer Manufacturing (\$6.5 million)
  - Phosphatic Fertilizer Manufacturing (\$6.3 million)
- **As a result of import substitution, Collier County could add 70 jobs to the local economy and generate \$4.0 million in extra economic activity.** Moreover, transitioning the agricultural sector into higher wage, value add and research and development endeavors could also support economic growth and activity within the Agriculture sector.

**ECONOMIC IMPACT ANALYSIS: AGRICULTURE  
TOP SUBSECTORS WITH THE HIGHEST IMPORT POTENTIAL**

NAICS Code	Industry	Leakage	Sales Change	Total Jobs	Total Earnings	Average Earnings Per Job
<b>Total</b>		<b>\$40,349,167</b>	<b>\$4,034,917</b>	<b>70</b>	<b>\$2,363,792</b>	<b>\$34,461</b>
111000	Crop Production	\$10,345,640	\$1,034,564	14	\$430,836	\$30,303
522110	Commercial Banking	\$5,419,416	\$541,942	5	\$256,298	\$54,925
425120	Wholesale Trade Agents and Brokers	\$4,903,091	\$490,309	5	\$307,805	\$60,845
115210	Support Activities for Animal Production	\$3,949,331	\$394,933	15	\$422,254	\$28,494
112000	Animal Production	\$3,727,352	\$372,735	4	\$108,183	\$27,963
493110	General Warehousing and Storage	\$3,161,754	\$316,175	6	\$246,886	\$41,499
484121	General Freight Trucking, Long-Dist./Truckload	\$2,688,282	\$268,828	4	\$147,403	\$36,866
522120	Savings Institutions	\$2,073,921	\$207,392	3	\$127,284	\$48,473
115115	Farm Labor Contractors and Crew Leaders	\$2,057,402	\$205,740	11	\$220,207	\$20,502
522130	Credit Unions	\$2,022,979	\$202,298	3	\$96,636	\$36,480

Source: EMSI





## WORKFORCE ATTRIBUTES AND OCCUPATIONAL COMPOSITION

**OCCUPATIONAL COMPOSITION:** The majority of Agriculture jobs involve fieldwork, processing, and product distribution. For the Agriculture sector to help diversify Greater Naples economy, growth in positions in food science, value-added product development, production, packaging, and exporting will be needed.

- **Agricultural production within Collier County is heavily focused on manual labor.** Farmworkers and laborers composed nearly 48.3 percent of the entire Agriculture sector’s workforce. In comparison, farmworkers and laborers only represented 18.1 percent of the national Agriculture workforce. The higher concentration is indicative of the community’s strength in the production and harvesting of crop products.
- **Farmers, ranchers, and other agricultural managers compose far less of the local Agriculture workforce compared to the national sector.** These workers represented just 6.1 percent of the local sector’s total workforce. At the national level, farmers, ranchers, and other agricultural managers represent 12.6 percent of the entire agricultural workforce. The presence of a handful of large growers rather than numerous small farms contributes to the reduced presence of local agricultural managers.
- **Of the top ten highest employing occupational categories, only one paid average annual earnings above the county average** for all industry sectors (\$48,054). Particularly low paying occupations include farmworkers and laborers (\$20,342), farmers, packers and packagers (\$20,155), graders and sorters of agricultural products (\$16,536), and laborers and freight, stock, and material movers (\$23,421).

### OCCUPATION BY EMPLOYMENT: TOP 10 OCCUPATIONAL CATEGORIES, 2003 – 2013

SOC	Occupation	Total Employment Sector		2003 - 2013		Average Annual Earnings	Education Level
		2003	2013	# Change (2003 - 2012)	% Change (2003 - 2012)		
45-2092	Farmworkers/Laborers	4,577	3,812	(765)	(17%)	\$20,342	Short-term OJT
11-9013	Farmers/Ranchers/Other Ag. Managers	791	481	(310)	(39%)	\$40,331	Work experience
45-2093	Farmworkers/Farm/Ranch/Aqua. Animals	325	241	(84)	(26%)	\$40,747	Short-term OJT
45-2091	Agricultural Equipment Operators	299	240	(59)	(20%)	\$23,275	Short-term OJT
45-2041	Graders/Sorters/Agricultural Products	244	237	(7)	(3%)	\$16,536	Short-term OJT
53-3032	Heavy and Tractor-Trailer Truck Drivers	301	230	(71)	(24%)	\$30,659	Short-term OJT
45-1011	First-Line Supvr. of Farm Workers**	192	168	(24)	(13%)	\$39,291	Work exp.
53-7064	Packers and Packagers, Hand	147	156	9	6%	\$20,155	Short-term OJT
41-4012	Sales Representatives^	123	152	29	24%	\$79,248	Mod.-term OJT
53-7062	Laborers/Freight/Stock/Material Movers	134	146	12	9%	\$23,421	Short-term OJT

Source: EMSI

**AGE OF WORKFORCE:** Because finding work in many Agriculture positions, especially fieldwork, is not encouraged by parents or schools, these workers typically are comprised by migrant labor. As such, issues

such as immigration reform and minimum wage increases more strongly affect ag companies than other businesses.

- **Agricultural producers in Collier County are finding it increasingly difficult to sustain their business operations, particularly in terms of manual labor occupations.** In public input, producers cited a number of reasons for these shortages, including heightened crackdowns on illegal immigration and a difficulty finding workers who can withstand the physical exertion of the job.
- Fieldworker occupations are not expected to be impacted by future retirements. Between 2003 and 2013, 1,410 farmworkers and laborers are set to enter retirement age while their replacement workforce (age 25 to 44) consists of 1,846 workers—a surplus of 436 positions. However, retirements could stand to impact a number of occupational categories within the sector. Those particularly hard hit include:
  - Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products (-143 positions)
  - Farmers, Ranchers, and Other Agricultural Managers (-146 positions)
  - Heavy and Tractor-Trailer Truck Drivers (-98 positions)
  - Graders and Sorters, Agricultural Products (-43 positions)
  - Packers and Packagers, Hand (-34 positions)
- **Other than farmers, ranchers, and other agricultural managers (work experience in related occupation), barriers to entry are low in these at-risk agricultural occupations.** Attracting new workers to agricultural positions will be a challenge, particularly given their relative low earnings potential.

**TALENT PIPELINE:** As noted earlier, many occupations in the Agriculture sector are typically not recommended for study by high schools or colleges. The exceptions are higher-paying fields like agronomy, agricultural engineering, and soil science. However, these sub-sectors are not prevalent in Collier County.

- **Higher education institutions within the Collier and Lee county region demonstrated negligible capacity to train agricultural production workers.** In 2012, higher education institutions conferred 26 degrees attractive to the Agricultural sector from a production point of view. Heavy equipment maintenance technology and technician (12 degrees conferred), medium and heavy vehicle and truck technology and technician (8 degrees) turf and turf grass management (6 degrees), and building and property maintenance (2 degrees) were the only degree fields related to agricultural production.
- Though not specifically directed towards Agriculture employment, **Southwest Florida higher educational institutions demonstrated significant capacity to train managerial and clerical workers** who could potentially be employed by Agriculture companies. Regional institutions conferred 911 degrees related to either accounting, business management, or marketing. Low earnings potential relative to other sectors could impact students choosing the Agriculture sector as a career path.



## SITE CONSIDERATIONS AND REGIONAL ASSETS

**UNIVERSITY PARTNERSHIPS:** Citrus greening, a bacterial infection that reduces citrus crop yield, stands to impact citrus producers. In 2012, a study by the University of Florida found that citrus greening had cost Florida's economy \$3.63 billion in lost revenues and reduced 6,611 jobs through the reduction of orange juice production. Often, farmers are unable to adjust production practices to adapt to new diseases or pests without the help of university partners. These partners can relay best practices as well as dedicate financial resources to study and address the problem. The University of Florida's Southwest Florida Research and Education center is a local asset and represents an avenue for local farmers to learn about best practices and influence future agricultural research.

**TRANSPORTATION CAPACITY:** A key challenge to increasing Collier's agricultural exports is the county's sub-optimal logistics infrastructure. Without a significant presence of Class I rail lines, no multi-modal distribution sites, only one major interstate, and the lack of a major cargo airport, Agriculture firms in Greater Naples will need to lobby for an increased capacity to get their products to market if they are to be successful.

**LAND AVAILABILITY AND ENCROACHMENT:** Greater Naples growth has pressured some agricultural producers into selling their land rather than maintaining their production operations. The economics of growth stand to further reduce agricultural production within the community if lands are not reserved or protected. However, the Rural Land Stewardship area and its 200,000 acres of preserved agricultural land helps ensure that that the impact of encroaching growth is minimized.

## STRATEGIC IMPLICATIONS

Economic development has a supporting role in the growth and development of existing agricultural production operations. While a new agricultural producer may choose to locate within Greater Naples, economic development efforts are more impactful through identifying and addressing the needs of existing agricultural producers, wholesalers, and transporters. Such efforts include assisting local producers in accessing state and federal resources, disseminating cutting-edge research activities occurring at the Southwest Florida Research and Education Center, and identifying new export markets for the county's agricultural products.

Ultimately, the highest-value results of economic development assistance will be the expansion of local Ag R&D, creation of value-added processes and products, and identification of and support with the expansion of export markets. This is especially true if the total acreage available for agricultural production decreases as farmers in eligible zones choose to sell off some or all of their land for residential or "village-style" development.





## MARKETING REVIEW

This analysis of local economic development marketing efforts complements the target business research by confirming the viability of existing programs and identifying potential enhancements to future efforts. *Market Street's* framework for assessing community and economic development marketing programs is based on our client communities' efforts and best practices from top chambers and economic development organizations, regions, institutions and companies. Coupled with the key findings of the Competitive Assessment and Target Business Analysis, *Market Street* will leverage the principal takeaways of the Marketing Review to directly inform development of key components of the Opportunity Naples Strategy.

Unlike most communities of its size, Greater Naples does not have an advanced, holistic, multi-channel, and well-resourced economic development marketing program. In fact, the entire extent of the external program at this point in time consists of web-based content and selected social media feeds. Chamber and Partnership leadership have been intentional about waiting for directives from the Opportunity Naples strategic process before investing heavily in the design and implementation of a new marketing initiative. Therefore, a key outcome of this Review and the Opportunity Naples strategy will be the recommendation of a best-in-class marketing program for implementation by the Chamber, Partnership, local government, and other key partners.

Because economic development marketing in Greater Naples is currently limited to a handful of specific websites and associated social media, analysis of these sites and feeds will comprise the entirety of the Opportunity Naples Marketing Review. Recommendations for development of a comprehensive program and the components that entails will be included in the forthcoming Opportunity Naples strategic plan.

## Economic Development Marketing Overview

While the existing Greater Naples marketing program is not comprehensive, it is nevertheless instructive to present the components of a typical, fully-invested program to highlight the extent to which communities promote a brand, message, and competitive profile to external investors and internal constituents. These core programmatic elements are applicable and adaptable across many communities and serve to highlight the competitive advantages and opportunities that differentiate the market from its peers. In addition to messaging, programs should focus on the relationship-building necessary to ensure that corporate and economic development "influencers" have the community on their radar as they consider locations for investment.

Best practice programs focus both on internal (key investors, existing businesses, entrepreneurs, government, institutions, organizations, and residents) and external (site selectors, prospective companies, future residents, and skilled workers) audiences. They are professionally staffed, sufficiently funded, and



targeted on sectors that provide the greatest opportunity for high-value growth. External marketing focuses on communicating to outside audiences the community's competitive assets and opportunities. Internal marketing addresses the need for local stakeholders to understand strategic development initiatives, efforts to enhance competitiveness, and be able to effectively tell the community's "story" to companies, talent, and visitors. Residents and businesses must be vocal champions for their community; not only is every visitor to a community a potential investor or resident, but companies and site consultants often seek out business leaders independent of visits with economic development officials in order to get unbiased and informed opinions about the local business climate.

The following sections describe the principal components of most professional economic development marketing programs.

## COMMUNITY BRAND

In marketing, a brand is often described as a "promise fulfilled." It is less about a cute tagline and more about presenting a value proposition that can be supported by results. The idea of a brand was historically synonymous with corporations and their logos and projected "personalities" that identify the company and its products to consumers. However, the understanding of branding now goes beyond a designed symbol for a product and reflects a broader set of characteristics, including expertise, consistency, and innovation. Apple Inc.'s products are desired throughout the world, not because of a picture of an apple, but because they have the widely-held perception of being cutting-edge, usable, and accessible.

So too must a community work to establish its own brand, a concept that must be consistently and easily represented through its logo, messaging, marketing outreach, materials, and actions. According to CEOs for Cities, a community brand "is a tool that can be used by cities to define themselves and attract positive attention in the midst of an international information glut." The community brand should be understood as the umbrella under which marketing activities occur. Successful marketing and messaging will be reflective of the values, competitive advantages, and opportunities that are inherent in the brand.

## DIRECT SALES

Direct sales are activities that place Economic Development Organizations (EDOs) face-to-face with their target audiences. These activities include trade show attendance, marketing missions, and in-bound events. Direct sales strategies are very important for relationship-building with key corporate and professional influencers and decision-makers. Consistency in direct sales is critical so that EDO staff and key local volunteers can leverage multiple meetings with prospect companies and site consultants to build relationships that can eventually bear fruit through new investments or relocations.

### *Marketing Missions*

Marketing missions are opportunities for EDO staff and key local public and private leaders to travel to domestic or international markets that can provide good opportunities to meet with and attract targeted companies to the community. These missions should entail detailed pre- and post-trip planning to ensure



that time spent in the market is maximized and future trips can be planned and programmed to provide the highest value possible.

### *Trade Shows and Real Estate Events*

Typically associated with industry sectors (e.g. aviation, biotechnology) or real estate associations (e.g. NAI, SIOR, CORENET), these shows and events can be ways to invest in marketing opportunities geared towards local target sectors or communicate to site consultants and real estate professionals the community's competitive strengths and targeted opportunities. While they can be useful, these trips are often cost-intensive (travel, booth display, marketing materials) and crowded, with hundreds or thousands of competing communities vying for attendee attention. Local communities should always try to piggyback trips with regional or state organizations that might shoulder more of a fiscal load. On the whole, marketing missions tend to provide more value than these industry events and should be prioritized as necessary.

### *In-Bound Marketing Events*

In-bound events are often planned around a major local festival or attraction (e.g. South-by-Southwest in Austin, the Jazz Festival in New Orleans, or a major sporting event like the Super Bowl or Final Four). The event must be compelling enough to secure commitments from corporate and site location professionals who often field multiple offers at one time. As with marketing missions, in-bound events should be carefully and strategically programmed to ensure face-time with decision-makers and site consultants is optimized.

## WEBSITE

A professional, consistently updated, user-friendly, and content-driven website is an absolute necessity in today's economic development climate. A chamber or economic development organization website is often the front door to the community—a first impression to site selectors, prospective companies, and future residents. The website can also help build, shape and support relationships with internal constituents. Simply stated, an EDO's website must be easily navigable, visually appealing, and contain complete, accurate and sought-after information. That is not a future goal. It is the standard by which the community will be judged.

## SOCIAL MEDIA

Leveraging social media as a tool for business and economic development marketing is a relatively new practice, but one that is expanding and evolving every year. Organizations able to capitalize on new and dynamic tools with flexibility, discretion, and targeted success are reaching new markets and building trust and communication among existing audiences. There are many reasons for economic development practitioners to utilize social media networks and tools; principal among them is being able to contribute to and guide online conversations that are shaping how communities are perceived and promoted.



## ONLINE AND TRADITIONAL MEDIA

The move to an 24-hour news cycle and constant online media coverage creates many opportunities for communities to gain publicity. However, not all coverage is created equal. Three types of media coverage—paid, owned, and earned—impact the authenticity and legitimacy of messaging. With so much information inundating consumers and clients, it is important that publicity be genuine and engaging.

- **Paid Media:** An organization pays for a story or advertisement. The credibility of this type of media is low as consumers are less inclined to take an organization's word for it. However, the organization has much more control over and closeness to the message, a level of influence that not replicated with other forms of coverage.
- **Owned Media:** This dissemination channel is owned by the EDO. Examples include organization newsletters (printed and electronic), websites, blogs, promotions, and press releases. This type of coverage can be closely controlled, and defined audiences can be targeted with specific messages. Some drawbacks include the trustworthiness of the message, but owned media can stimulate earned coverage.
- **Earned Media:** "Winning" coverage by reaching out to and interacting with a third-party channel. This type of coverage carries the most legitimacy and authenticity as it is part of an ongoing information flow. Of course, it can't be controlled and can, at times, be negative. The proverbial "buzz" is a type of earned media, and usually the result of a strategic media relations effort.

## PRINT COLLATERAL

The use of print collateral, including brochures, direct mail, print advertising, and handouts, still bears some importance to many economic development marketing campaigns. Much of this collateral is used to paint a picture of the competitive nature of a community's business climate and thus aimed at business prospects. The tangibility of print collateral and its ability to reach a specific audience increase its appeal; however, chambers are increasingly finding mail and print collateral to be less successful tools when compared to other marketing efforts.

Drawbacks to these kinds of marketing techniques include cost and staff time, homogenous messaging, competition with other mail, ease of discard, inability to directly track metrics, and rapidly changing data that can be obsolete in the time between designing the collateral and printing and distributing it.

Site selection professionals view direct mail and print advertising as among the least effective marketing techniques. A survey of economic development organizations' budgets found that 30 percent of EDOs cut budgets for direct mail and 52 percent of EDOs cut budgets for print advertising.<sup>5</sup> Organizations will need to think strategically about the role of print collateral in the marketing campaign, especially if it is deemed ineffective by the target audience.

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<sup>5</sup> Ubalde, Anatalio and Andrew Krueger. *Economic Development Online*. EconomicDevelopmentOnline.com. p. 114.



If print collateral is developed, all attempts must be made to keep it as current as possible. In addition, all pieces must be posted for download from the EDO's website and targeted microsities.

## Greater Naples Marketing

As was noted previously, the Greater Naples Chamber of Commerce, through its participation in the Partnership for Collier's Future Economy, has not in recent years invested in the types of multi-channel programs described in the previous pages. Economic development websites and social media constitute the only current marketing efforts for Greater Naples. However, monies have been appropriated by the Chamber for a broader range of activities in 2014, all on behalf of Collier County in conjunction with the Southwest Florida Economic Development Alliance (SWFEDA), a new regional marketing initiative. The 2014 plan is limited in scope and investment pending the recommendations in the Opportunity Naples strategy. Principal activities include:

- Attendance at the Medical Device Manufacturing Trade Show in New York City in June 2014
- Attendance at the Corenet Global Trade Show in Washington, D.C. in October 2014
- Attendance at site consultant events in Chicago and Atlanta; and
- Development of a series of targeted industry profiles and related collateral using the SWFEDA brand in addition to Collier County-specific materials

As these activities have yet to be implemented, *Market Street's* Marketing Review will focus on websites promoting Greater Naples to businesses and travelers and social media feeds.

### GREATER NAPLES WEBSITES

The following comprise websites that might be visited by different categories of "prospects," be they businesses, site selectors, or individuals looking at Greater Naples as a place to live, work, or visit.

#### *Greater Naples Chamber of Commerce*

<http://www.napleschamber.org/>

The following tables detail other critical components of the Greater Naples Chamber of Commerce website, the principal online economic development marketing tool for Collier County. Knowing what visitors are looking for in a chamber or economic development site can help to inform an assessment and eventual redesign of the site. Additionally, it is important that the Chamber tells the Greater Naples story in a functional but compelling way.

#### NAPLES CHAMBER WEBSITE: UTILITY AND DESIGN

<b>Overall Design and</b>	<ul style="list-style-type: none"> <li>• While there is good consistency between pages in terms of layout, color scheme, and design,</li> </ul>
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<b>layout</b>	<p>pages are fairly static and text-heavy; has the look of a basic web-design program</p> <ul style="list-style-type: none"> <li>• Smart to use Collier County in the tagline to connect the County with Greater Naples brand</li> <li>• Multiple large and colorful ads on every page somewhat distract from content</li> <li>• Appreciate the navigation banner loading with all pages</li> </ul>
<b>Home page</b>	<ul style="list-style-type: none"> <li>• The layout is clean and well designed; strong use of large image and content boxes in the home page's viewable area upon loading</li> <li>• Social media and navigation links are well positioned</li> <li>• Placement of current weather information at the top of the screen a nice touch, especially for visitors from cold-weather climates</li> <li>• Effective use of scrolling calendar feature</li> <li>• Prominent banner ad under photos a bit large and intrusive; detracts from content below</li> <li>• Bottom section of home page less effective; static and text-heavy with generic "welcome" paragraph and "what's happening" content box</li> </ul>
<b>Navigation</b>	<ul style="list-style-type: none"> <li>• Overall, fairly user-friendly and intuitive</li> <li>• "Promoting Business Growth" should be a tier 1 navigation option; Leadership Collier should also be considered as a tier 1 link</li> <li>• Population of secondary links upon placing cursor over banner buttons is effective, but tertiary links are difficult to align and access; also hard to determine which secondary links have tertiary content</li> <li>• "Quick Links" boxes on selected pages not well positioned and difficult to see</li> <li>• Appreciate the link hierarchy noticeably displaced on every secondary and tertiary page</li> </ul>
<b>Contact information</b>	<ul style="list-style-type: none"> <li>• Contact link displayed on top of every page</li> <li>• "Contact Us" page might include link to CVB to accompany Visitor Information photo</li> <li>• Chamber staff contacts a tertiary link; might consider providing access on "Contact Us" page – or at least link to Chamber staff page</li> <li>• Should consider placing contact photo and information on pages featuring staffed programs</li> </ul>
<b>Interactivity</b>	<ul style="list-style-type: none"> <li>• Only interactive tools are a site-wide search function, a search tool for the Business Directory, and a handful of downloadable documents</li> <li>• Contact page provides comment box for return communication from Chamber staff</li> </ul>



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	<ul style="list-style-type: none"> <li>No opportunities to post content, search data or mapping information, or sign up for email alerts or RSS feeds</li> </ul>
<b>Timeliness of information</b>	<ul style="list-style-type: none"> <li>Other than a 2014 business climate survey, no community data is present on the site</li> <li>Impossible to tell if partner information/links are current</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>(see following two tables)</li> </ul>

Adapted from the American Chamber of Commerce Executives Awards for Communications Excellence (ACE) scorecard and Southern Economic Development Council Communications Awards score sheet

The following table contains the list of the top 10 most-used pages on economic development websites according to a survey from Atlas Advertising. For each page, a "Y" or "N" denotes whether that page or sub-page is present on the Naples Chamber website.

**TOP 10 MOST USED ECONOMIC DEVELOPMENT WEBSITE PAGES**

1	2	3	4	5	6	7	8	9	10
<i>About Us</i>	<i>Programs</i>	<i>Data Center</i>	<i>News</i>	<i>Relocate &amp; Expand</i>	<i>Find Property</i>	<i>Site Selection Services</i>	<i>Workforce Information</i>	<i>Large Employers</i>	<i>Maps</i>
Y	Y	N	Y	N	N	N	N	N	N

As can be seen, the Chamber webpage features content for just over 30 percent of the most frequently visited economic development web pages. This must be addressed through website enhancements coordinated with Opportunity Naples implementation. Surveys have also been conducted to determine how site-selection consultants utilize economic development websites. These professionals are often contracted by companies to assess communities as potential relocation sites; thus, providing the information they are looking for in an easy-to-use format is an important component of an effective online marketing program.

According to a 2011 survey by Development Counselors International (DCI) of corporate executives with site selection responsibilities, internet and website marketing was ranked as the second most effective technique behind planned visits to corporate professionals. Further, a 2012 site consultant survey from *Area Development* magazine found that 90 percent of those surveyed said they use the Internet as a site and facility planning resource. Of those, 87 percent are looking for data on specific locations and contact information for economic development organizations, and 67 percent are looking for listings of available sites and buildings. Chamber and EDO websites that are not optimized for site selector traffic are hurting their chances to attract and appeal to prospective businesses.



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The following table is adapted from the DCI report, "Winning Strategies: A View from Corporate America in Economic Development Marketing." Information most important to site consultants is listed as well as whether that information is present on the Greater Naples Chamber website.

**MOST USED INFORMATION BY SITE SELECTORS**

Contact Info	Incentive Programs	Tax Rates	Recent Announcements	Target Industry Info	Interactive Mapping Tool	Site & Building Inventory	Workforce Training Info
Y	N	N	Y	N	N	N	N

Again, significant content – consistently updated – will need to be incorporated into the Naples Chamber website to make it a useful tool for site-selection professionals and corporate prospects.

**Collier County, Florida – Business & Economic Development**

<http://www.colliergov.net/>

<http://www.colliergov.net/Index.aspx?page=2980>

Collier County's Business & Economic Development Department is a recently-created office focused on working with the Greater Naples Chamber in the marketing of the community through the Partnership for Collier's Future Economy and with regional entities through the Southwest Florida Economic Development Alliance. The Department's stated mission is to, "Implement a successful program of economic policies, strategies, and incentive programs that institutionalize a business-friendly environment through delivery of world-class customer service." In addition to overseeing incentives and business-climate issues, the Department also oversees a small-business incubator.

*For the purposes of this Marketing Review, the Collier County government website will be assessed for Utility and Design, while the Business & Economic Development office will be analyzed in the context of business prospect and site-selector-focused content.*

**COLLIER COUNTY WEBSITE: UTILITY AND DESIGN**

<b>Overall Design and layout</b>	<ul style="list-style-type: none"> <li>• Home page creates high expectations for use of images and graphical icons as links, but site's sub-pages consist solely of bulleted lists of links with no graphics or photos</li> <li>• Color scheme is consistent</li> <li>• Useful positioning of masthead banner and links on every page</li> <li>• Social media links are buried at the bottom of the home page and sub-pages</li> </ul>
<b>Home page</b>	<ul style="list-style-type: none"> <li>• Well-designed and visually appealing, with large, interesting photos of local scenes alternating every few seconds</li> <li>• Creative and effective use of icons to represent links on the bottom half of the page</li> </ul>





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	<ul style="list-style-type: none"> <li>• “Headlines” feature is potentially misnamed as content is annual reports and videos of government meetings, but content is nevertheless useful</li> <li>• Principal drawback is awkward “Highlights” dialogue box with clunky directional arrows superimposed over photos</li> </ul>
<b>Navigation</b>	<ul style="list-style-type: none"> <li>• User-friendly – especially appreciate that links stand out in white against a blue background</li> <li>• Secondary links with tertiary content clearly labeled with arrows</li> <li>• Placement of navigation bar on left of screen within sub-pages is effective</li> <li>• A frustration is that drop-down menus from navigation bar remain on screen even if a link is not clicked</li> </ul>
<b>Contact information</b>	<ul style="list-style-type: none"> <li>• Link positioned on the bottom half of the home page in the “Stay Connected” section; could be displayed more prominently</li> <li>• Lack of consistency in staff listings on departmental sub-pages; many not listed – if listed, contact information not always provided</li> </ul>
<b>Interactivity</b>	<ul style="list-style-type: none"> <li>• Overall, a number of useful interactive features</li> <li>• E-notification signup tool and Open Government links, available via the home page</li> <li>• Multiple forms and applications available to be filled out online and submitted electronically</li> <li>• Online payment of multiple County bills and license renewal available via the site</li> <li>• Ability to track development permits provided online, though opens up in a new window</li> </ul>
<b>Timeliness of information</b>	<ul style="list-style-type: none"> <li>• Commission Meeting Agendas are current</li> <li>• Minutes from Commissioner meetings and other County data/information available through separate Collier Clerk website that requires multiple logins</li> <li>• Calendar and Events are current</li> <li>• Video Archives are current</li> <li>• PDF data sheets from Business &amp; Economic Development sub-page are in need of updating; “Education Facts” sheet does not list a year for profiled data</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• <i>(see following two tables)</i></li> </ul>

Adapted from the American Chamber of Commerce Executives Awards for Communications Excellence (ACE) scorecard and Southern Economic Development Council Communications Awards score sheet

For the following two tables, it should be noted that, while the Collier County Business & Economic Development sub-page may contain workforce, business, and cost data, much of it is out of date and does



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not include a full complement of indicators found on best-in-class economic development websites. Some workforce information is provided – educational attainment and K-12 data specifically – but there is no information on two-year, four-year colleges or workforce development organizations other than just listing their names. In addition, the Commercial and Industrial Inventory Statistics and maps are from 2011 and also “hidden” on the Population and Demographics sub-page; it is doubtful that a site selector would know to look on this sub-page for this information.

**TOP 10 MOST USED ECONOMIC DEVELOPMENT WEBSITE PAGES**

1	2	3	4	5	6	7	8	9	10
<i>About Us</i>	<i>Programs</i>	<i>Data Center</i>	<i>News</i>	<i>Relocate &amp; Expand</i>	<i>Find Property</i>	<i>Site Selection Services</i>	<i>Workforce Information</i>	<i>Large Employers</i>	<i>Maps</i>
Y	Y	Y	N	N	Y	N	Y	N	Y

**MOST USED INFORMATION BY SITE SELECTORS**

<i>Contact Info</i>	<i>Incentive Programs</i>	<i>Tax Rates</i>	<i>Recent Announcements</i>	<i>Target Industry Info</i>	<i>Interactive Mapping Tool</i>	<i>Site &amp; Building Inventory</i>	<i>Workforce Training Info</i>
N*	Y	N	N	N	N	Y	Y**

\*The main office number is listed, but not individual staff contacts

\*\*Limited to just listing the names of local colleges and universities

While prospect and site consultant expectations for government economic development websites are often low and they seek out local/regional public-private economic development organization websites as a first step when doing community analysis, the Collier County Business & Economic Development page would nevertheless benefit from an enhanced provision of local business climate information, description of services provided, a more visible link to current site and building inventories, and updated economic and demographic data.



### Southwest Florida Economic Development Alliance

<http://swfleda.com/>

The Southwest Florida Economic Development Alliance is a new addition to the region's economic development marketing efforts. With the creation of a regionally branded website, the Southwest Florida Economic Development Alliance will likely serve as a gateway for businesses and site selectors looking to locate projects within the Southwest Florida region. The following details critical components of the Southwest Florida Economic Development Alliance with the understanding that it is a reinforcing tool, and potential future gateway, for Collier County's economic development marketing activity.

#### SOUTHWEST FLORIDA ECONOMIC DEVELOPMENT ALLIANCE WEBSITE: UTILITY AND DESIGN

<p><b>Overall Design and layout</b></p>	<ul style="list-style-type: none"> <li>• Website is clean and uncluttered. The simple color scheme is reinforced with few text heavy pages.</li> <li>• While the drop-down menu offers easy navigation, a few options have multiple drop-down options. These secondary drop-down menus are not readily apparent and offer a less than optimal navigation experience.</li> <li>• Lack of feedback mechanics for menu selection may confuse users on what option they are selecting. Adding a feedback response (highlighting drop-down menu choices when the cursor is over them) could improve the overall user experience.</li> </ul>
<p><b>Home page</b></p>	<ul style="list-style-type: none"> <li>• Home page copy contains useful information; however, the introductory paragraph could be more direct and focused on defining and "selling" Southwest Florida as a region.</li> <li>• Homepage is cluttered with key statistics that should be reserved for Regional Information pages.</li> <li>• Links or partner organization logos could better define the organizations involved in Southwest Florida Economic Development Alliance as well as promote cross-branding.</li> <li>• The map of the region is hidden below the fold. Increasing its predominance could reinforce the paragraph describing the region and its location within the state of Florida.</li> </ul>
<p><b>Navigation</b></p>	<ul style="list-style-type: none"> <li>• Search functionality allows for easy access to key pieces of information.</li> <li>• Secondary drop-down menus are not responsive and may be missed by users who are quickly scanning the site for information.</li> <li>• At the end of each page are a variety of links to other pages within the site, these links should be located in a side navigation menu or removed from the page.</li> </ul>
<p><b>Contact information</b></p>	<ul style="list-style-type: none"> <li>• Contact information is easily accessible from every page.</li> <li>• Southwest Florida Economic Development Alliance's main contact lacks an identified single point of contact. While listing partner organizations is helpful, it may reduce the Alliance's</li> </ul>



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	ability to act as a single point of entry.
<b>Interactivity</b>	<ul style="list-style-type: none"> <li>• Interactivity is limited with few opportunities to remain engaged via social media or newsletter sign-up.</li> <li>• The property locator functionality is a highly interactive feature that can inform potential location decisions. However, its integration into the website is not optimal for accessibility and ease of use.</li> </ul>
<b>Timeliness of information</b>	<ul style="list-style-type: none"> <li>• Data specifically related to demographic information are up-to-date within the region. County profile information, however, is out of date.</li> <li>• Employment, occupation, and wage information are also out-of-date.</li> </ul>
<b>Content</b>	<i>(see following two tables)</i>

Adapted from the American Chamber of Commerce Executives Awards for Communications Excellence (ACE) scorecard and Southern Economic Development Council Communications Awards score sheet

The Southwest Florida Economic Development Alliance’s website contains much of the content housed within a regional, best-practice organization’s websites. Compared to these best-practice websites, the SFEDA could improve its content organization and streamline its presentation. For instance, creating a single section with all the demographic, economic, and workforce data could better allow users to access these important data points. Moreover, reorganizing drop down menu options can better stress the importance of information. For instance, the region’s target sectors are the second to last option on the drop-down menu. This option could be more predominately located as it stresses the region’s competitive advantages relative to other communities.

**TOP 10 MOST USED ECONOMIC DEVELOPMENT WEBSITE PAGES**

1	2	3	4	5	6	7	8	9	10
<i>About Us</i>	<i>Programs</i>	<i>Data Center</i>	<i>News</i>	<i>Relocate &amp; Expand</i>	<i>Find Property</i>	<i>Site Selection Services</i>	<i>Workforce Information</i>	<i>Large Employers</i>	<i>Maps</i>
Y	Y	Y	N	N	Y	N	Y	Y	Y

As the above table displays, the SFEDA contains many of the most used economic development website pages. Due to SFEDA’s position as a relatively new organization, many of the site selection services offered by regional economic development organizations are not present.



**MOST USED INFORMATION BY SITE SELECTORS**

Contact Info	Incentive Programs	Tax Rates	Recent Announcements	Target Industry Info	Interactive Mapping Tool	Site & Building Inventory	Workforce Training Info
Y	Y	N	N	Y	Y	Y	Y

Information contained within the SFEDA’s website could be further optimized. The lack of a centrally located “data center” page that houses much of the data contained within the site impairs user accessibility. Presentation of charts and graphs can be more professionally formatted to fit within the website’s overall design along with including a download option so that relevant information can be uploaded to an excel spreadsheet. Finally, the absence of a single point of contact for the Southwest Florida region may confuse potential businesses or site selection consultants who are unsure which county is the best-fit for their project.

**City of Naples, Florida**

<http://www.naplesgov.com/>

The city of Naples does not have a true economic development function and it is unlikely that prospects or site consultants would consider the city’s website a principal destination for relocation information or data. However, because Naples is the most recognizable “brand” in Southwest Florida, it is still possible that decision-makers would search the site for information on business climate, tax rates, regulations, or some other indicator. Therefore, the general efficacy of the city’s website will be assessed, though not through an economic development-focused prism.

**CITY OF NAPLES WEBSITE: UTILITY AND DESIGN**

<b>Overall Design and layout</b>	<ul style="list-style-type: none"> <li>• Homepage is graphically interesting, classic, and tasteful; however, subpages are text-heavy and uninteresting; more attention should be paid to improving the visual appeal and user-interface of the entire site</li> <li>• Consistent color scheme and background graphic; banner consistently positioned on every page</li> <li>• Placement of mission statement on banner is a nice touch</li> <li>• Appreciate the principal navigation headings placement at the top of the website; very user-friendly</li> <li>• “Naples Connect” and “Naples Applications” are useful link categories, but placement at bottom of home page and sub-pages reduces utility</li> </ul>
<b>Home page</b>	<ul style="list-style-type: none"> <li>• Effective use of rotating images, banner fonts, and background image; supports perception of Naples as a sophisticated community</li> </ul>

	<ul style="list-style-type: none"> <li>• Some explanation of “Code Red” link should be provided; confusing and deters from rest of the home page</li> <li>• Nice use of icons for key links in the area shaded under the cursive “N”</li> <li>• “News” and “Events” tabs/content are useful but could be more visually interesting</li> </ul>
<b>Navigation</b>	<ul style="list-style-type: none"> <li>• Overall, navigation is sufficiently user-friendly; drop-down menus are easy to read and access; no tertiary links</li> <li>• Tertiary links only used under the “Departments” menu and no way to know they are there; very easy to miss</li> <li>• Lack of consistency in terms of which links open new browser windows can be frustrating</li> <li>• Some potentially unnecessary repeating of links (i.e., “online permits” linked from multiple icons and drop-down menus); important links should be prominent on the home page and not included in multiple locations</li> <li>• Effective placement of principal navigation icons on the left side of the screen on sub-pages</li> <li>• Clicking on “Current Topics” icon leads to a dead link</li> <li>• Got trapped in a closed circle of different information pages when clicked on certain Related Pages links; couldn’t get back to the home page</li> <li>• Prodigious amount of information found in multiple sub-links accessed from Related Pages links and other sources; however, poorly labeled and no way to know most of the information is there without happening upon it accidentally</li> </ul>
<b>Contact information</b>	<ul style="list-style-type: none"> <li>• “Contact Us” link difficult to find at the bottom of the screen under “Naples Connect”; should be moved to the top banner as a stand-alone tab</li> <li>• Clicking on “Contact Us” link does not lead to staff directory or even a link to elected official and/or staff directory</li> <li>• Clicking on “Departments” on masthead brings up links to departments but no contact information</li> <li>• Only link to “Staff Directory” at the very bottom of the “Departments” page; easy to miss and creates the impression that staff do not want to be contacted</li> <li>• “Meet the Council” can only be accessed through a hidden tertiary link under the Departments: City Manager and Mayor menu</li> </ul>
<b>Interactivity</b>	<ul style="list-style-type: none"> <li>• Prominent placement of “eServices” tab on banner menu is notable</li> <li>• Good selection of options for electronic communication and administrative activities</li> </ul>



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	<ul style="list-style-type: none"> <li>• “Naples Connect” menu provides an impressive number of interactive features, including mobile, subscription, and RSS feeds and social media links; however menu itself is hidden on the bottom of the site</li> </ul>
<b>Timeliness of information</b>	<ul style="list-style-type: none"> <li>• Calendar is current</li> <li>• Tremendous amount of downloadable online content city-wide and from multiple departments; all links accessed appeared to be current</li> <li>• Agendas, meeting minutes, and videos are current</li> <li>• PDF data sheets from Business &amp; Economic Development sub-page are in need of updating; “Education Facts” sheet does not list a year for profiled data</li> <li>• Link to City Council Meeting Agenda Packets does not list meeting dates; assumption is that agenda is for upcoming meeting; cannot access historical agendas from this page</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• As noted, more content provided on city of Naples website than the vast majority of municipal sites; but a great deal of it is “hidden” under links labeled for other topics or headings</li> <li>• Extremely comprehensive provision of information, data, maps, forms and documents, news and videos, and multiple other categories</li> </ul>

Adapted from the American Chamber of Commerce Executives Awards for Communications Excellence (ACE) scorecard and Southern Economic Development Council Communications Awards score sheet

**Florida’s Paradise Coast (Naples, Marco Island, Everglades)**

<http://www.paradisecoast.com/>

Greater Naples travel and tourism website is the principal online resource for business and recreational travelers. It is unlikely that a corporate prospect or site consultant would spend time on this website unless they were interested in quality of life-type amenities. However, the Paradise Coast site might be a frequent destination for talent interested in Greater Naples as a place to live and work. Because of this, thought might be given to providing more visible connections between the tourism site and NaplesWorks.com or its successor. However, because tourism sites are not considered to be primary tools for business development, the Paradise Coast site will be assessed on its own merits and not for an economic development function.

**FLORIDA’S PARADISE COAST WEBSITE: UTILITY AND DESIGN**

<b>Overall Design and layout</b>	<ul style="list-style-type: none"> <li>• Overall, the site is colorful and distinctive</li> <li>• The top-line menu (Weddings, Media, Film, etc.) could benefit from a more dynamic design</li> <li>• Large buttons for principal site categories are easy to see and access</li> </ul>
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	<ul style="list-style-type: none"> <li>• Translation feature into multiple languages is useful and well-placed</li> <li>• Layout and design of bottom banner less visually interesting than the top half of the page</li> <li>• Social media links could be more prominently displayed on homepage and certain sub-pages</li> <li>• Repeated links in the “Explore Interests” and “Find Listings” categories on the bottom banner; should be combined into one category</li> <li>• Sub-pages have nice use of icons and images, including the consistent placement of the main category buttons</li> </ul>
<b>Home page</b>	<ul style="list-style-type: none"> <li>• Images are distinctive and communicate the desirability of the Paradise Coast as a destination</li> <li>• “Top Features” design is effective</li> <li>• “Events” content box could be moved up on the page; Twitter feed could be made less prominent or moved down on the page</li> <li>• “Where is Florida’s Paradise Coast” map is a nice feature</li> <li>• Prominent information or links to the regional airport and directions from the airport to the Paradise Coast would be helpful</li> </ul>
<b>Navigation</b>	<ul style="list-style-type: none"> <li>• All in all, navigation is user-friendly; no dead links and good searchable content on sub-pages</li> <li>• Clicking on top-line content icons like “Beaches &amp; Outdoors,” “Dining &amp; Nightlife” and others does not take the user to a new page – instead have to click on one of the drop-down options; could be more user-friendly</li> <li>• Photos of restaurants, attractions, recreation amenities, etc., featured on the principal sub-pages could have links to the amenity/destination or at least contact listings or addresses</li> <li>• The “Narrow your search” option is helpful and well designed; can help lessen the challenge of scrolling through dozens of results pages</li> </ul>
<b>Contact information</b>	<ul style="list-style-type: none"> <li>• “Contact us” link is accessible by scrolling to the very bottom of the page, but a single click takes the user to the staff and contacts of the CVB and partners; this is an improvement from most tourism websites that make it very difficult to find staff contact information</li> </ul>
<b>Interactivity</b>	<ul style="list-style-type: none"> <li>• Placement of icons enabling users to post site content to social media, email, or print the information is an effective feature</li> <li>• E-news, a live chat function, videos, and access to social media feeds are useful features</li> <li>• A tool to enable user-created content or testimonials on the Paradise Coast could be useful</li> </ul>





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<b>Timeliness of information</b>	<ul style="list-style-type: none"> <li>• Assumption is that restaurant, arts, entertainment, lodging, retail, and other category content is current; would have to check each individual listing to confirm</li> <li>• Calendar is current</li> <li>• Events sub-page is current</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Content of the Paradise Coast site is strong and comprehensive; site issues are more with design, layout, and usability than with provision of quality content</li> <li>• Thousands of listings for all categories that would be expected on a tourism website, plus information on film production opportunities, weddings, and other content not always included on sites of this type</li> </ul>

Adapted from the American Chamber of Commerce Executives Awards for Communications Excellence (ACE) scorecard and Southern Economic Development Council Communications Awards score sheet

**Naplesarea.com**

<http://www.naplesarea.com/>

The Naples Area Board of Realtors and Association of Real Estate Professionals fashioned a website that assists new residents in finding a suitable property, or realtor to support their property search. To this end, the website is designed with the end user in mind. Information regarding Greater Naples and property search features is easily accessible from the website's home page. Although its audience extends beyond economic development professionals and site location consultants, property search services are critical for companies and their relocating employees.

**NAPLES AREA BOARD OF REALTORS: UTILITY AND DESIGN**

<b>Overall Design and layout</b>	<ul style="list-style-type: none"> <li>• The website is professionally designed with the end-user in mind. Property search functions, real estate market data, and community information are easily accessible.</li> </ul>
<b>Home page</b>	<ul style="list-style-type: none"> <li>• Homepage offers multiple avenues to search for a future property. Search options are further sub-divided into specific market segments below the fold.</li> <li>• Search functionality and My Home Finder login are easily accessible from the main page allowing returning users to more quickly obtain relevant information.</li> <li>• Although use of community image visually define quality of life within Greater Naples, additional images displaying Greater Naples' assets appealing to young professionals could further reinforce Greater Naples' image.</li> </ul>
<b>Navigation</b>	<ul style="list-style-type: none"> <li>• Webpage upload times are responsive.</li> <li>• The wealth of information regarding tax records, school location, and other community and economic information is relatively hidden compared to other pages.</li> </ul>



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<b>Contact information</b>	<ul style="list-style-type: none"> <li>• Contact information requires personal information which may deter some users.</li> <li>• Contact information contained within the Find a Realtor function is more readily available to the user.</li> </ul>
<b>Interactivity</b>	<ul style="list-style-type: none"> <li>• The website is highly interactive and offers a variety of opportunities to stay connected with specific properties of interest.</li> <li>• My home finder provides users with email notification when property information has changed. The website will keep track of the changes over time for the user.</li> <li>• Other interactive features include property search, a platform in which users can select customized options to narrow their search. An accompanying interactive feature maps selected properties within Greater Naples.</li> </ul>
<b>Timeliness of information</b>	<ul style="list-style-type: none"> <li>• Information related to residential and commercial real estate is up-to-date. The property information was last updated on May 6<sup>th</sup>, 2014 and published real estate market statistics include the first quarter of 2014.</li> <li>• However, some information regarding community dynamics and information are out-of-date. Naples and Collier Demographics page was last updated in November, 2011.</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Naplesarea.com contains valuable content relevant to prospective residents. The website is a one stop shop for prospective home buyers.</li> <li>• Content relevant to young professions is largely missing from the site. A young professional section or information regarding nightlife and other appealing quality of life amenities could further tailor the site towards this clientele.</li> </ul>

Adapted from the American Chamber of Commerce Executives Awards for Communications Excellence (ACE) scorecard and Southern Economic Development Council Communications Awards score sheet

**Naples Works**

<http://www.naplesworks.com/>

Naples Works is a website set up by the Naples, Marco Island, Everglades Convention & Visitors Bureau (CVB) under the auspices of the Paradise Coast brand, the Greater Naples Chamber, and the Collier County Business & Economic Development office. With a tagline of "Discover the potential of paradise," Naples Works is positioned as an information and attraction portal for businesses, talent, and visitors. Though currently more of a shell site than a robust economic development marketing platform, Naples Works has the brand, structure, design, and basic tools in place to potentially be leveraged as a much more impactful destination-marketing tool. With tabs for Work, Meet, Visit, Relocate, and News, Naples Works could serve as an omnibus site to convey the attractiveness and competitiveness of Collier County for a variety of constituencies. After all, companies, talent, and visitors would all likely be compelled by variations of the same message; namely, that Greater Naples is a great place to be.



As evidence of the fact that the site has not been updated for months (if not longer), under the “Relocate” tab the text still notes that the “Greater Naples Chamber of Commerce and the Economic Development Council of Collier County are here to help you with all of your business relocation needs.” The EDC has long been disbanded, replaced by the Partnership for Collier’s Future Economy. Under the “News” tab, Twitter posts have not been updated since October 2013, although the “Good News” list does link to current stories. YouTube and Twitter icons link to the CVB’s current feeds.

As the Opportunity Naples process continues, the decision will be made whether to activate and enhance Naples Works as a component of the community’s external marketing program, or sunset the site in favor of an existing or new online portal.

## SOCIAL MEDIA

Other than its website, the Greater Naples Chamber of Commerce’s only other current economic development marketing tool is social media. The Chamber produces content for Facebook, Twitter, LinkedIn, and YouTube accounts.

On its Twitter account, the Chamber sends out a tweet daily or every two days, with occasional multi-day gaps between account activity. Only one day in February and one in March (to date) featured more than a single tweet. Tweet content principally involves member profiles or calendar events. Since launching its account, the Chamber has tweeted over 7,000 times and amassed 3,150 followers, which is low for a regional economic development organization, but not terrible. A scan of recent tweets showed that Chamber tweets rarely elicit responses or comments from followers.

The Chamber is slightly less active on its Facebook account, with more days elapsing between posts and fewer multi-post days. However, more news content is posted to Facebook than to Twitter, and users seem to interact more with the Facebook account. The Chamber has 1,265 likes but receives few “likes” on its individual posts.

The Chamber’s LinkedIn page is less active than its other online networking tools. Though the Chamber account has 352 followers, posts to the account are less frequent.

The Chamber’s YouTube channel is the least active of its social media accounts. Videos are posted to the account about once or twice a month, with many months often passing between postings. Viewings typically number about 50 and never get above 100. A new video has not been posted to the channel for six months, making it fair to say that YouTube is not considered a current marketing tool by Chamber staff.



## CONCLUSION

The development of Collier County's target business sectors will be a critical component of Opportunity Naples implementation. Identifying the employment categories that have the greatest potential to diversify the local economy, make it more sustainable through national and global economic slowdowns, and increase community wealth is only the first step. Effectively developing these target sectors will take an increased level of fiscal investment as well as building a core team and network of partners to ensure that target-development efforts are coordinated, collaborative, and focused on the highest-value opportunities generated by external marketing, conversations with existing businesses, and entrepreneurial activity.

Targeted strategies will also seek to not only leverage Greater Naples Lifestyle and Innovation, Emerging, and Legacy sectors to support growth of Diversification sectors, but also focus on actions and investments to support greater diversification of Collier County's current employment strengths. Targeted opportunities and priorities will directly inform the development and implementation of Greater Naples' external marketing program and existing business activities. As noted in this report, the community's existing marketing activities are sub-optimal, partially because economic development partners are waiting for the results of the Opportunity Naples process to inform the creation of these strategies.

It must be noted that this Target Business Analysis and Marketing Review is a research report, not a strategic document. Detailed strategies to foster the growth of Greater Naples target sectors and develop its marketing program will be included in the Opportunity Naples plan. The Implementation Plan, formalized after the Opportunity Naples strategy has been approved, will operationalize the strategy through the inclusion of prioritized implementation schedules, lists of lead and support implementation partners, identification of resource and personnel needs and potential sources of investment, and launch dates and durations of key actions. Efforts will also be undertaken to integrate and leverage Greater Naples' target sectors into the broader regional framework of Southwest Florida Economic Development Alliance employment priorities and marketing efforts.



## APPENDIX: TARGET SECTOR SUMMARIES

This Appendix provides a high level overview of each individual target, describing what the target is (target definition), why it is selected as a target (local competitive advantages), and how it will be developed (strategic implications).

### INFORMATION TECHNOLOGY

**TARGET DEFINITION:** Businesses within the information technology sector are involved in the creation of mobile application and other software products, transmission and storage of data, and consulting services related to technology infrastructure.

**LOCAL COMPETITIVE ADVANTAGES:** A number of competitive advantages combine to foster a healthy business environment for Information Technology firms within Greater Naples. Presence of active angel investment network, access to retired technology CEOs, and a number of local entrepreneurial support services and spaces exist within Greater Naples. Venture X, a co-working space, Fusion Point program, Naples SCORE, and the Southwest Florida Regional Technology Partnership, Inc. are just a few of the entrepreneurial and technology support organizations that assist both fledgling and seasoned entrepreneurs.

**INFORMATION TECHNOLOGY: BUSINESS ACTIVITY, 2003 – 2013**

NAICS	Description	LQ	2013 Emp.	2003 - 2013 Change			Earnings		
				#	%	U.S %	Average Earnings	% of U.S.	
<b>Digital Design</b>									
5413	Architectural, Engineering, and Related Services	●	0.61	818	-466	-36.3%	6.0%	\$64,707	71.4%
5414	Specialized Design Services	●	1.86	424	-55	-11.5%	1.0%	\$48,331	105.9%
5415	Computer Systems Design and Related Services	●	0.36	611	282	85.7%	29.0%	\$70,823	62.7%
5418	Advertising, Public Relations, and Related Services	●	0.35	171	-49	-22.3%	-8.0%	\$45,498	55.7%
<b>Software</b>									
5112	Software Publishers	●	0.88	235	-82	-25.9%	6.0%	\$93,180	58.7%
5191	Other Information Services	●	0.79	140	121	636.8%	79.0%	\$79,404	58.6%
5171	Wired Telecommunications Carriers	●	0.89	477	-58	-10.8%	-38.0%	\$76,779	76.5%
5172	Wireless Telecommunications Carriers (except Satellite)	●	0.35	51	-8	-13.6%	-21.0%	\$52,078	57.5%
5182	Data Processing, Hosting, and Related Services	●	0.13	31	19	158.3%	-18.0%	\$65,637	63.2%
<b>Total, Target</b>		●	<b>0.52</b>	<b>2,958</b>	<b>-296</b>	<b>-9.1%</b>	<b>1.8%</b>	<b>\$67,208</b>	<b>66.0%</b>
<b>Total, All Sectors</b>		-	-	<b>139,007</b>	<b>7,983</b>	<b>6.1%</b>	<b>4.0%</b>	<b>\$48,054</b>	<b>83.9%</b>

Source: EMSI

**TARGET STRATEGIES:** The most valuable roles economic development can play in growing the Information Technology sector in Greater Naples is to facilitate interactions and information-sharing among diverse stakeholder groups, support expansion of entrepreneurial funding, incubation, marketing, and technology capacity, and partner with firms to address their talent attraction and development needs. Helping Information Technology firms to promote their products and services and build awareness of Greater Naples community and economy amongst national and international audiences are also potential strategies for economic developers to pursue.

## CORPORATE AND PROFESSIONAL OPERATIONS

**TARGET DEFINITION:** Businesses within the Corporate and Professional Operations sector offer a vast array of professional, technical, and financial services to local, national, and global enterprises. Services offered by Corporate and Professional Operations businesses include securities and commodity brokerages, credit card issuance, international trade financing, residential property management, legal services, and corporate and regional office management.

**LOCAL COMPETITIVE ADVANTAGES:** Local competitive advantages that enrich Collier County's attractiveness to prospective, and current, Corporate and Professional Operations firms include:

- ✓ Greater Naples' stock of executive housing is well supplied locally, providing prospective C-Level executives with attractive options to accommodate themselves and their families.

- ✓ The sheer number of vacationing or retiring CEOs to the Greater Naples area affords the region a distinct opportunity to influence location decisions of corporate and professional firms.
- ✓ The state of Florida's tax and business environment is competitive relative to other states. The Beacon Hill Institute ranked Florida 1<sup>st</sup> (out of fifty states) in Government and Fiscal Policy in its State Competitiveness Report (2013). The absence of a personal income tax is also a selling point for Corporate and Professional Operations firms attempting to recruit nationally.

**CORPORATE AND PROFESSIONAL OPERATIONS: BUSINESS ACTIVITY, 2003 – 2013**

NAICS	Description	LQ	2013 Emp.	2003 - 2013 Change			Earnings		
				#	%	U.S %	Average Earnings	% of U.S.	
<b>Professional, Technical, and Financial Services</b>									
5222	Nondepository Credit Intermediation	●	0.38	212	-58	-21.5%	-19.9%	\$73,269	72.7%
5231	Securities and Commodity Contracts Intermediation and Brokerage	●	1.32	556	-16	-2.8%	-8.1%	\$239,048	102.4%
5313	Activities Related to Real Estate	●	2.55	1,717	586	51.8%	18.4%	\$37,431	72.6%
5411	Legal Services	●	1.29	1,595	254	18.9%	-2.7%	\$90,782	96.9%
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	●	0.97	994	226	29.4%	11.2%	\$58,840	86.7%
5416	Management, Scientific, and Technical Consulting Services	●	0.83	1,138	409	56.1%	57.8%	\$84,881	96.8%
5419	Other Professional, Scientific, and Technical Services	●	0.75	507	74	17.1%	23.8%	\$45,587	94.1%
<b>Corporate and Regional Headquarters</b>									
5511	Management of Companies and Enterprises	●	0.45	842	299	55.1%	23.1%	\$222,391	172.5%
5611	Office Administrative Services	●	0.76	318	-75	-19.1%	44.0%	\$150,318	160.7%
5613	Employment Services	●	0.32	983	-3,674	-78.9%	2.3%	\$29,342	80.2%
5614	Business Support Services	●	0.34	289	-11	-3.7%	13.8%	\$39,688	93.8%
<b>Total, Target</b>		●	<b>0.75</b>	<b>9,151</b>	<b>-1,986</b>	<b>-17.8%</b>	<b>8.2%</b>	<b>\$88,630</b>	<b>113.0%</b>
<b>Total, All Sectors</b>		-	-	<b>139,007</b>	<b>7,983</b>	<b>6.1%</b>	<b>4.0%</b>	<b>\$48,054</b>	<b>83.9%</b>

Source: EMSI

**TARGET STRATEGIES:** Partnering with the Travel and Tourism sector could enhance the ability of Corporate and Professional Operations businesses to attract professionals and entrepreneurs to the community. Identifying professional services that are being purchased outside the region and determining if they can be provided locally will be important. So too will be the development of a strong economic development "product" via Class A office space or business park enhancement.



## TECHNOLOGY AND CLEAN MANUFACTURING

**TARGET DEFINITION:** The Technology and Clean Manufacturing sector is primarily engaged in the manufacture of aerospace products; medical, surgical, ophthalmic, and veterinary instruments, appliances, and supplies; and innovative products such as LED lighting. Along with manufacturing operations, medical product research and development activity is encompassed within the target sector.

**LOCAL COMPETITIVE ADVANTAGES:** Technology and Clean Manufacturing activity is a fairly recent addition to Greater Naples local economy. Arthrex is the centerpiece of the Greater Naples Technology and Clean Manufacturing target; the company is a world leader in new orthopedics product development and education. As a result of their operations, orthopedic surgeons regularly travel to Greater Naples to learn new procedures and patient treatments.

The level of growth within the sector suggests that local Technology and Clean Manufacturing companies are able to attract and train employees at a fast-pace. Lorenzo Walker Institute of Technology and Immokalee Technical Center are key higher education assets capable of training home grown talent.



**TECHNOLOGY AND CLEAN MANUFACTURING BUSINESS ACTIVITY, 2003 – 2013**

NAICS	Description		LQ	2013 Emp.	#	%	U.S %	Average Earnings	% of U.S.
<b>Medical Devices</b>									
339112	Surgical and Medical Instrument Manufacturing	●	5.01	556	475	586.4%	11.0%	\$70,587	64.9%
339113	Surgical Appliance and Supplies Manufacturing	●	1.99	183	146	394.6%	-2.0%	\$75,824	78.4%
423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers						24.0%	\$130,137	131.9%
541380	Testing Laboratories	●	4.14	735	548	293.0%			
541711	Research and Development in Biotechnology	●	0.5	76	-	-	15.0%	\$101,055	127.2%
541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	●	-	6	-	-	22.0%	\$69,845	50.8%
			0.23	95	74	352.4%	27.0%	\$58,335	47.2%
<b>Aerospace</b>									
3364	Aerospace Product and Parts Manufacturing	●	0.65	294	-	-	-4.0%	\$88,678	78.1%
3323	Architectural and Structural Metals Manufacturing	●	0.35	114	-3	-2.6%	-17.0%	\$47,481	79.7%
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	●	0.25	87	70	411.8%	5.0%	\$63,719	104.6%
3328	Coating, Engraving, Heat Treating, and Allied Activities	●	0.09	11	-	-	-17.0%	\$53,287	96.1%
3329	Other Fabricated Metal Product Manufacturing	●	0.07	18	-16	-47.1%	-15.0%	\$63,854	90.6%
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	●	0.14	50	15	42.9%	-17.0%	\$148,886	137.0%
<b>Innovative Materials</b>									
3351	Electric Lighting Equipment Manufacturing		-	<10	-	-	-43.0%	\$68,705	83.2%
33592	Communication and Energy Wire and Cable Manufacturing	●	6.01	115	-41	-26.3%	-39.0%	\$45,316	52.3%
4236	Electrical and Electronic Goods Merchant Wholesalers	●	0.2	60	-129	-68.3%	-20.0%	\$64,530	71.1%
	<b>Total, Target</b>	●	<b>0.72</b>	<b>2,400</b>	<b>1,490</b>	<b>163.7%</b>	<b>-5.0%</b>	<b>\$90,667</b>	<b>96.4%</b>
	<b>Total, All Sectors</b>		<b>-</b>	<b>139,007</b>	<b>7,983</b>	<b>6.1%</b>	<b>4.0%</b>	<b>\$48,054</b>	<b>83.9%</b>

Source: EMSI

**TARGET STRATEGIES:** Identifying new markets, attracting new firms, retaining and expanding existing business, and attracting and retaining talent are key strategies for the Technology and Clean Manufacturing sector. Supporting, leveraging, and promoting innovation capacity can capture the highest value-added opportunities in the sector related to new product development.



## WELLNESS

**TARGET DEFINITION:** Wellness activity within Collier County covers a broad array of medical care services including mental health and substance abuse treatment, individualized healthcare, and geriatric patient care. Hospitals, physicians offices, medical laboratories, continuing care retirement communities, and nursing care facilities represent the types of businesses covered within the target.

**Local Competitive Advantages:** Wellness businesses and organizations are strengthened by the following local competitive advantages:

- ✓ Greater Naples is home to a diverse array of business operations tailored to the provision of Wellness.
- ✓ If passed, Senate Bill 1150 will provide \$5 million in funding and compel Enterprise Florida and Visit Florida to promote the state as a healthcare destination. Such funding could further enhance and support Collier County's medical tourism marketing efforts.
- ✓ One of the few sectors to see notable job growth during the Great Recession (2007 – 2009), local Wellness employers added 573 jobs during the Great Recession, an increase of 4.1 percent. Job growth during this challenging economic period does indicate that the Wellness sector is less susceptible to economic downturns.
- ✓ Many high wage employment opportunities exist within Wellness signaling that sector can not only diversify the local economic base but will also raise standards of living for local residents.



Opportunity Naples: Target Business Analysis & Marketing Review

**WELLNESS: BUSINESS ACTIVITY, 2003 – 2013**

NAICS	Description	LQ	2013 Emp.	2003 - 2013 Change			Earnings	
				#	%	U.S %	Average Earnings	% of U.S.
6211	Offices of Physicians	● 1.40	3,232	1,420	78.4%	20.1%	\$110,813	112.1%
6212	Offices of Dentists	● 1.01	849	151	21.6%	14.0%	\$68,458	112.3%
6213	Offices of Other Health Practitioners	● 1.19	941	147	18.5%	38.1%	\$51,099	108.1%
6214	Outpatient Care Centers	● 1.55	1,026	180	21.3%	59.9%	\$59,582	87.7%
6215	Medical and Diagnostic Laboratories	● 0.99	235	-80	-25.4%	33.3%	\$63,962	91.3%
6216	Home Health Care Services	● 0.99	1,238	605	95.6%	74.2%	\$44,576	135.7%
6219	Other Ambulatory Health Care Services	● 0.42	118	73	162.2%	30.7%	\$54,635	114.0%
6221	General Medical and Surgical Hospitals (Private)	● 1.07	4,386	1,040	31.1%	12.1%	\$64,851	94.6%
6222	Psychiatric and Substance Abuse Hospitals (Private)	● 2.55	245	71	40.8%	16.7%	\$46,322	90.8%
6231	Nursing Care Facilities	● 0.65	1,002	-51	-4.8%	5.4%	\$38,286	104.7%
6232	Residential Mental Retardation, Mental Health and Substance Abuse Facilities	● 0.41	226	29	14.7%	21.3%	\$49,915	156.5%
6233	Community Care Facilities for the Elderly	● 3.34	2,506	862	52.4%	43.6%	\$34,009	114.8%
6239	Other Residential Care Facilities	● 0.38	57	-23	-28.8%	-2.1%	\$47,261	135.2%
4242	Drugs and Druggists' Sundries Merchant Wholesalers	● 0.27	48	-46	-48.9%	-11.1%	\$63,125	52.9%
42345	Medical, Dental, and Hospital Equipment and Supplies Whls.	● 4.14	735	548	293.0%	13.1%	\$130,137	131.9%
<b>Total, Target</b>		● 1.24	<b>16,844</b>	<b>4,926</b>	<b>41.3%</b>	<b>22.3%</b>	<b>\$64,468</b>	<b>105.2%</b>
<b>Total, All Sectors</b>		-	<b>139,007</b>	<b>7,983</b>	<b>6.1%</b>	<b>4.0%</b>	<b>\$48,054</b>	<b>83.9%</b>

Source: EMSI

**TARGET STRATEGIES:** Avenues to support and sustain growth consist of identifying and addressing existing business concerns and impediments to growth, ensuring a sustainable pipeline of Wellness talent, building innovation and research capacity, securing “certificates of need” to enable new facility construction, and focusing marketing efforts on branding Greater Naples as a healthcare “destination.” Supporting Wellness talent attraction efforts, particularly those targeting specialty practices, can further differentiate Greater Naples as a medical hub.



## AGRICULTURE

**TARGET DEFINITION:** Agriculture has historically held a central role in Greater Naples economic development. Collier County's agricultural sector is aided by an extended growing season, mild weather, and ample water supply to support agricultural production. Crop and animal production, farm supplies and grocery and related product wholesalers, and agricultural research and development fall within the scope of Collier County's Agriculture sector.

**LOCAL COMPETITIVE ADVANTAGES:** Local agricultural producers and product distributors are aided by the following local advantages:

- ✓ Crop production and supporting activities are highly specialized within Greater Naples.
- ✓ High earnings opportunities exist within sub-sectors related to wholesaling, crop irrigation, and research and development.
- ✓ The Southwest Florida Research and Education Center is a key local asset that not only seeks to resolve agricultural producers' most pressing issues but also offers internationally recognized research, extension, and teaching programs.
- ✓ The Rural Land Stewardship (RLS) area will preserve over 200,000 acres of agricultural land within eastern Collier County. Preservation of these lands is crucial to ensuring that the Agriculture economy can withstand development and growth pressures within the county.
- ✓ Proximity to major ports such as the Port of Miami and Port Tampa Bay affords agricultural producers within the county access to Florida's closest trading partners. The state of Florida's largest trading partners includes many Latin American and Caribbean countries.



Opportunity Naples: Target Business Analysis & Marketing Review

**AGRICULTURE: BUSINESS ACTIVITY, 2003 - 2013**

NAICS	Description	LQ	2013 Emp.	2003 - 2013 Change			Earnings		
				#	%	U.S %	Average Earnings	% of U.S.	
<b>Production-Related</b>									
1110	Crop Production	●	5.34	3,957	-1,701	-30.1%	-7.7%	\$26,010	87.9%
1120	Animal Production	●	0.13	51	17	50.0%	-7.0%	\$27,875	89.6%
1141	Fishing	●	3.97	127	41	47.7%	0.9%	\$24,096	58.3%
1151	Support Activities for Crop Production	●	5.91	2,454	13	0.5%	19.2%	\$22,083	75.4%
1152	Support Activities for Animal Production	●	1.88	69	N/A	N/A	N/A	\$17,110	N/A
22131	Water Supply and Irrigation Systems	●	1.79	66	-50	-43.1%	9.6%	\$71,527	97.9%
<b>Distribution-Related</b>									
4244	Grocery and Related Product Merchant Wholesalers	●	1.08	748	314	72.4%	6.4%	\$65,140	110.8%
4842	Specialized Freight Trucking	●	0.31	130	-126	-49.2%	8.1%	\$35,041	63.6%
4884	Support Activities for Road Transportation	●	0.62	57	20	54.1%	22.8%	\$35,145	91.8%
4885	Freight Transportation Arrangement	●	0.24	46	10	27.8%	13.1%	\$78,406	116.6%
42491	Farm Supplies Merchant Wholesalers	●	0.88	92	-25	-21.4%	1.9%	\$114,893	179.8%
541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	●	0.06	95	74	352.4%	24.2%	\$58,335	47.2%
<b>Total, Target</b>		●	<b>2.21</b>	<b>7,892</b>	<b>-1,344</b>	<b>-14.6%</b>	<b>5.1%</b>	<b>\$30,701</b>	<b>57.5%</b>
<b>Total, All Sectors</b>				<b>139,007</b>	<b>7,983</b>	<b>6.1%</b>	<b>4.0%</b>	<b>\$48,054</b>	<b>83.9%</b>

Source: EMSI

**TARGET STRATEGIES:** Diversification opportunities within Greater Naples legacy Agriculture sector consist of identifying new export markets, pursuing value-add food processing opportunities, and expanding research and development capacity. These diversification opportunities allow Collier County to build upon existing strengths by developing new products to satisfy regional and national demand.



## TRAVEL AND TOURISM

**TARGET DEFINITION:** The Greater Naples Travel and Tourism sector is focused on ensuring visitors have a world-class travel experience during their stay. The sector includes traveler accommodation, recreation and entertainment opportunities, access to specialty retail options, performing arts, artistic and event promotion, and traveler support services including travel arrangement and reservation.

### **LOCAL COMPETITIVE ADVANTAGES:**

- ✓ Greater Naples is regarded as a world-class premier travel destination with dynamic arts and culture, recreation, shopping, dining, and accommodation amenities.
- ✓ Greater Naples demonstrates a high degree of specialization across numerous sub-sectors, indicating a competitive advantage in these categories.
- ✓ In 2009, the Convention and Visitors Bureau estimated that the county's tourism sector had a \$1.13 billion dollar economic impact in Collier County. In total, the average tourist spent \$122.84 per day in expenditures and stayed in the Greater Naples area for an average of 6.2 days.

Opportunity Naples: Target Business Analysis & Marketing Review

**TRAVEL AND TOURISM: BUSINESS ACTIVITY, 2003 – 2013**

NAICS	Description	LQ	2013 Emp.	2003 - 2013 Change			Earnings		
				#	%	U.S %	Average Earnings	% of U.S.	
<b>Product Development</b>									
7221	Full-Service Restaurants	●	1.99	9,039	3,322	58.1%	19.6%	\$25,896	125.9%
713	Amusement, Gambling, and Recreation Industries	●	4.73	6,816	1,978	40.9%	12.7%	\$35,878	149.5%
7224	Drinking Places (Alcoholic Beverages)	●	0.72	252	-36	-12.5%	-3.5%	\$23,035	131.8%
4871	Scenic and Sightseeing Transportation, Land	●	1.40	16	-13	-44.8%	28.8%	\$25,037	70.6%
4872	Scenic and Sightseeing Transportation, Water	●	10.59	161	37	29.8%	-7.1%	\$33,573	96.1%
7111	Performing Arts Companies	●	2.31	289	-176	-37.8%	0.0%	\$40,325	90.7%
7113	Promoters of Performing Arts, Sports, and Similar Events	●	0.38	42	29	223.1%	57.0%	\$81,523	206.2%
7114	Agents and Managers for Artists, Athletes, Entertainers, and Other	●	0.84	26	12	85.7%	24.0%	\$36,360	42.3%
7115	Independent Artists, Writers, and Performers	●	0.98	255	5	2.0%	12.0%	\$151,903	386.1%
7121	Museums, Historical Sites, and Similar Institutions	●	1.31	170	77	82.8%	20.0%	\$36,772	99.6%
45392	Art Dealers	●	2.84	60	-41	-40.6%	-30.0%	\$56,528	120.5%
7211	Traveler Accommodation	●	2.71	4,450	262	6.3%	2.8%	\$37,802	118.4%
4481	Clothing Stores	●	1.82	1,927	371	23.8%	14.4%	\$30,601	140.8%
4482	Shoe Stores	●	1.19	224	47	26.6%	12.3%	\$28,683	120.2%
4483	Jewelry, Luggage, and Leather Goods Stores	●	1.95	309	13	4.4%	-13.3%	\$48,776	127.9%
<b>Visitor Engagement</b>									
4855	Charter Bus Industry	--	--	<10	N/A	N/A	-6.0%	\$21,907	62.2%
4859	Other Transit and Ground Passenger Transportation	●	0.36	33	11	50.0%	62.9%	\$26,233	81.4%
4881	Support Activities for Air Transportation	●	0.19	29	-19	-39.6%	22.3%	\$68,580	125.3%
5615	Travel Arrangement and Reservation Services	●	1.37	269	-15	-5.3%	-17.7%	\$39,205	71.1%
4812	Nonscheduled Air Transportation	●	1.10	41	-80	-66.1%	-10.5%	\$62,107	63.5%
4853	Taxi and Limousine Service	●	1.11	150	52	53.1%	16.9%	\$23,988	92.1%
42385	Service Establishment Equipment and Supplies Merchant Whls.	●	0.35	18	-7	-28.0%	-17.2%	\$108,118	192.0%
42391	Sporting and Recreational Goods and Supplies Merchant Whls.	●	1.22	56	2	3.7%	0.8%	\$53,060	86.2%
42482	Wine and Distilled Alcoholic Beverage Merchant Wholesalers	●	0.14	10	N/A	N/A	45.4%	\$84,416	96.6%
<b>Total, Target</b>		●	<b>2.26</b>	<b>24,642</b>	<b>5,780</b>	<b>30.6%</b>	<b>13.2%</b>	<b>\$33,828</b>	<b>120.7%</b>
<b>Total, All Sectors</b>				<b>139,007</b>	<b>7,983</b>	<b>6.1%</b>	<b>4.0%</b>	<b>\$48,054</b>	<b>83.9%</b>

Source: EMSI



**TARGET STRATEGIES:** Sustaining and enhancing Greater Naples tourism-serving amenities and infrastructure will continue to position the community as a top destination for travelers, second-home owners, and retirees. Enhanced economic diversification can be generated through identifying and connecting with high-worth visitors and introducing them to potential investment and business-development opportunities in the area. Collier County's Travel and Tourism sector provides for more quality and diversity of restaurants, entertainment, and retail opportunities than would normally exist in a county of its size and wealth. Moreover, the county's Travel and Tourism sector generates invaluable word of mouth marketing. Strategies to further develop Collier County's tourism-product could ensure Collier County continues to benefit from earned media.





## OPPORTUNITY NAPLES IMPLEMENTATION PLAN

Submitted by Market Street Services Inc.  
[www.marketstreetservices.com](http://www.marketstreetservices.com)

September 25, 2014

**MARKET ST**



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# INTRODUCTION

The Opportunity Naples Strategy represents “what” Collier County must do to be more competitive for the employers and talent that will better diversify its economy and ensure that public services and other elements that support Greater Naples renowned quality of life are sustainable. This Implementation Plan seeks to make the Opportunity Naples Strategy actionable by proposing operational and governance structures, staffing, implementation phasing, lead and support implementation entities, and other components of turning the strategy into a working program.

Greater Naples has never developed a holistic, regional, community and economic development strategy before, so in many ways implementation will be a learning experience and opportunity to forge new partnerships and build new capacity. More resources will be required from a host of partners and sources, including government, non-profit, and philanthropic grants. *Market Street* has never seen a comprehensive strategy succeed that was not a public-private partnership, so both companies and governments in Collier County will need to invest in the personnel and programs necessary for Greater Naples to compete in the modern marketplace.

In addition to its comprehensive and varied activities, the Opportunity Naples Strategy is structured as an iterative hierarchy; in other words, certain actions are dependent on the successful implementation of core strategies and enhancements. This Opportunity Naples hierarchy emerged from the process’ research and stakeholder feedback. Creating good, well-paying jobs in the Collier County economy will require a three-tiered strategic approach, including: Leadership Advocacy, Competitive Position, and Economic Diversification. The following graphic represents the proposed Opportunity Naples strategic hierarchy:



The concept of a strategic hierarchy for Greater Naples is intended to communicate a purposeful progression from the top tier to the bottom. Without strong Leadership Advocacy from public and private

sectors, Naples-Collier County will not be able to implement a comprehensive community and economic development program, invest the needed resources in talent development, fund and construct competitive infrastructure, and make its development climate more “business-friendly.” In turn, if its Competitive Position is not improved, Greater Naples will not be able to take full advantage of its target sector opportunities to enhance Economic Diversification.

## Key Initiatives

The following priority actions were identified and confirmed by the Opportunity Naples Steering Committee through group discussion and participation on an online comment survey. They represent the most impactful activities that the Opportunity Naples implementation team should focus on during the initial months after strategic launch. The Key Initiatives are:

- *Ensure public and private leadership coalesces around the need for implementing a comprehensive community and quality job development initiative. (Action 1.1.1)*
- *Develop a comprehensive internal marketing campaign stating the specific benefits of quality development and job creation. (1.1.2)*
- *Work with existing Collier County businesses to ensure they are competitive in the marketplace and creating quality jobs. (2.1.1)*
- *Market Greater Naples as a competitive location for business to state and national decision-makers. (2.1.2)*
- *Optimize the Pre-K to 20 training pipeline in Collier County. (2.2.1)*
- *More effectively communicate the dynamics of Collier County's business climate. (2.3.3)*
- *Identify, assess, promote, and enhance Collier County's supply of development sites. (2.4.2)*

The importance of these Key Initiatives is reflected in the First Year Action Plan in this Implementation Plan.

## IMPLEMENTATION PLAN

One of the principal reasons that Opportunity Naples is a three-year strategic plan is to acknowledge that the Partnership for Collier's Future Economy is still essentially a startup operation. Significant additional resources in the form of personnel and programs will be necessary to bring the Partnership to a level where it can start to be competitive in the marketplace for today's top companies and talent. Therefore, this draft Implementation Plan includes a lot of "blocking and tackling" related to promotion of the plan, engagement of leadership and the public, resource and organizational development, partnership and relationship-building, and other core activities that must be successfully initiated and completed before implementation of significant programmatic capacity can be accomplished.

Other than front-loading implementation of marketing programs, the Implementation Plan is heavy on so-called "pre-implementation activities," or the outreach, conversations, communications, and resource capacity-building necessary to ensure the Opportunity Naples program is successfully launched. Once the groundwork has been laid to initiate more comprehensive strategic activity, it is very likely that new programs and partnerships will be launched in the three-year implementation timeframe but not taken completely to scale until the next iteration of Opportunity Naples. This should not be seen as a sign that the strategy has not effectively progressed, but rather an acknowledgement of the underlying work necessary to reach a capacity level sufficient to proceed with more ambitious activities.

The following sections of this report will detail the components of "how" Greater Naples will put its strategic plan into motion. Elements will focus on how implementation is coordinated and structured, the phasing of implementation activities, which entity will lead specific actions and which will provide support, potential staffing issues and opportunities, and a first pass at the metrics the Partnership will utilize to track implementation progress and success.

## Operations

Successful implementation of the Opportunity Naples Strategy will require public and private partners to continue to work together while also forging new relationships. The entity that serves as the lead coordinator for strategic implementation will not be able to activate every strategic activity by itself. It will rely on a network of volunteer leaders and public, private, and civic partners to effectively activate the strategy and achieve sustained results. Community and economic development is a "team sport" and relies on coordinated and collaborative participation from multiple local entities in order to be successful.

## VOLUNTEER STRUCTURE

The strength of the Opportunity Naples Strategy can be attributed directly to the quality and commitment of the project Steering Committee. The public and private leaders who agreed to serve this critical role have been active and engaged in every meeting and responsive to online surveys and comment periods for project deliverables. Continued dedication to the implementation of the plan by these leaders and others

in the community will ensure that all the hard work and input that went into plan development will bear fruit through implementation in the months and years ahead.

### *Coordinating Entity*

*Market Street* feels that the Partnership for Collier's Future Economy is the most appropriate entity to serve as "Implementation Coordinator" of the Opportunity Naples Strategy. In this role, the organization will oversee the appointment and management of the Implementation Committee (see below).

### *Opportunity Naples Implementation Committee*

At its June 19, 2014 meeting, the Steering Committee almost unanimously voted to stay together as the **Opportunity Naples Implementation Committee**. Thus, the leaders that comprised the Steering Committee will stay together, with potentially adjusted membership, to shepherd and oversee the initial implementation of the strategy. While the Committee will have no organizational governance authority over the Partnership for Collier's Future Economy, the Greater Naples Chamber, the Collier County Business and Economic Development office, or other implementation partners, it will nevertheless serve a critical coordination function, ensuring that the key partners engaged in implementation are represented around the table. This will enable the Committee members to assist staff with ensuring that implementation is collaborative, effectively networked, and free of any programmatic redundancies.

The Implementation Committee will be kept apprised of all strategic investments and programming and receive reports from Partnership staff and other local implementation partners. The length of time the Implementation Committee is in existence—as well as the frequency of its meetings—will be determined as implementation progresses.

### *Work Groups*

The Steering (soon to be Implementation) Committee also voted at its June 19 meeting in support of the development of implementation Work Groups. Each Work Group will be charged with advancing a key Opportunity Naples strategy or groups of strategies. The assembly of these volunteer Work Groups allows those entities currently involved in various implementation activities to meet and discuss how to integrate (and, potentially, expand) their programs and responsibilities to best move implementation forward.

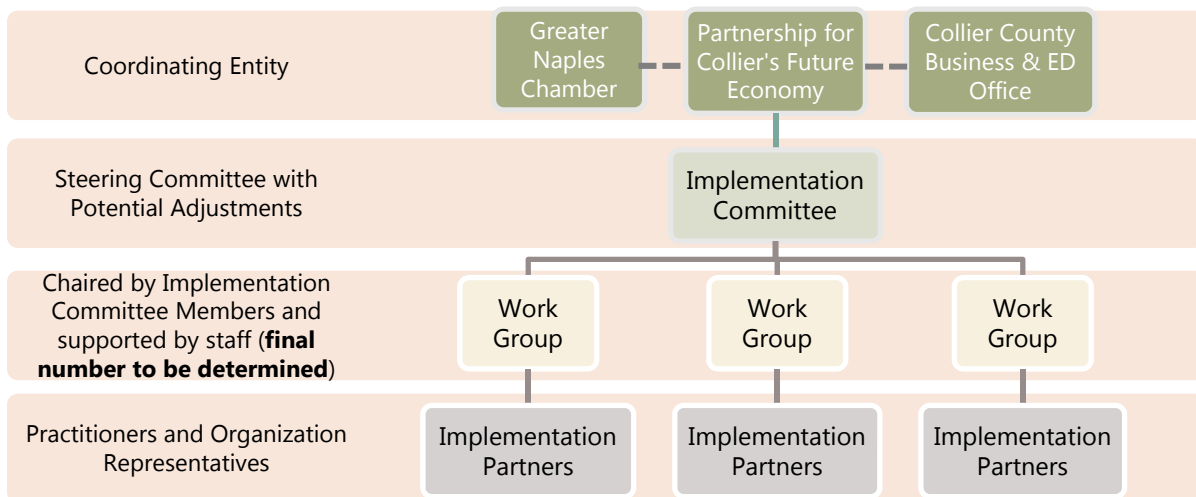
As subsets of the Implementation Committee, each Work Group will be chaired by a member of the Implementation Committee. The membership of each Work Group will include practitioners and representatives of entities that have implementation roles for that strategy. Supported by staff of the Implementation Coordinator and other partners, the Work Groups will be charged with integrating the Opportunity Naples Strategy into their own programs of work, identifying gaps between what is taking place and what is proposed in the plan, and working to close those gaps. The number and composition of the Work Groups will be determined by the Implementation Committee, staff, and partners moving forward.

As soon as their members are determined, the Work Groups will begin implementation of their strategic areas and action steps as written. Priorities can be reordered if necessary, but it is important that the Work Groups respect the comprehensive, consensus process that resulted in the determination of the

Opportunity Naples Strategy. In partnership with the implementation organizations, Work Groups will initially be charged with identifying the current and anticipated capacity needs in terms of programs, personnel, and funding to effectively implement key strategic recommendations.

It is also possible that there is an **existing group or committee** that could serve the role of strategic Work Group, potentially with enhanced membership.

The following graphic represents the potential volunteer structure for the Opportunity Naples Strategy:



## Organizational Structure

It is critical that the entity responsible for direct coordination of strategic implementation has the capacity and connections necessary to manage a comprehensive network of partners and programs. Implementation of Opportunity Naples will entail the creation and launch of certain efforts and initiatives, but also “jumping on a moving train” of existing and planned activities. Ensuring that all the moving parts of the implementation process are coordinated, connected, collaborative, and complementary requires a sufficient amount of administrative oversight and outreach. Failing to provide the personnel capacity necessary to manage the process creates the risk that strategic implementation will fall short of its full potential.

### IMPLEMENTATION COORDINATOR

At its July 24 meeting, the Opportunity Naples Steering Committee voted for the Partnership for Collier’s Future Economy to serve as the coordinator of strategic implementation. This role provides the opportunity to potentially rethink the staffing and operations of the Partnership to ensure it is optimally configured to implement the region’s strategy. Because “form follows function,” the organization must conform its mission, programs, and structures to best fit its operational responsibilities related to Opportunity Naples implementation.

### *About the Partnership*

The genesis of the Partnership for Collier's Future Economy came after the voluntary disbandment of the Economic Development Council (EDC) of Collier County. Leaders of the Council initiated discussions with the Greater Naples Chamber about the potential to absorb certain EDC programs and potentially create new capacity based on identified strategic need. Not even a year after the Council disbanded, the basic framework of the Partnership was announced to a group of local business leaders. The stated mission of the Partnership was to assist existing businesses to support their growth for the benefit of all Collier County citizens. Education, information, and recognition of entrepreneurs were also components of the mission.

Collier County had also determined that it was beneficial to develop internal capacity to foster job growth in the community. It thus funded and launched its Business and Economic Development office with the intent of creating a competitive climate for business in the county. The office manages and oversees public incentive programs and is an intermediary between county government and economic development prospects. Recently, the office has also assumed oversight over two new small-business incubator/accelerators funding jointly by the state and Collier County.

The Chamber and County have formalized an agreement for how they will partner on Collier County economic development activities. All relocation leads generated by Enterprise Florida are distributed to the Partnership, which leverages the county office to provide the information and support the prospect needs to make an informed decision about Collier County as a location for investment.

## STAFFING AND STRUCTURE

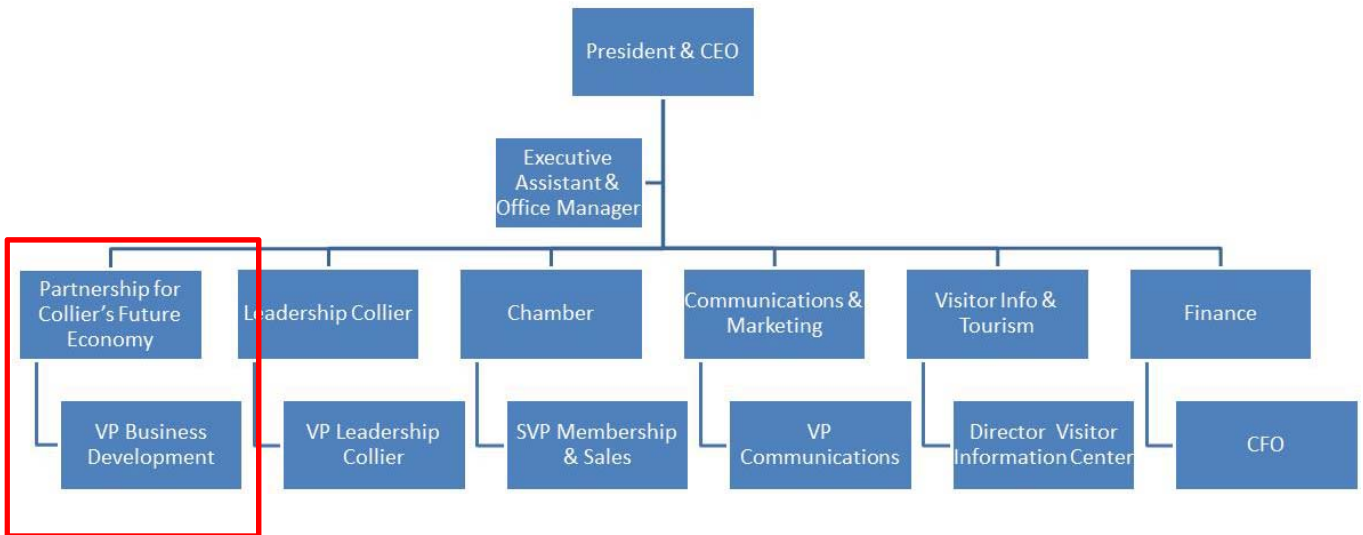
Based on the breadth and depth of the new economic development programs in the approved Opportunity Naples Strategy, the Partnership for Collier's Future Economy will require additional capacity to effectively implement and coordinate the plan over its initial three-year cycle and beyond. While it will not do everything, it will have ownership over economic development and certain components of workforce development, entrepreneurship, and public policy.

### *Current Organizational Structures*

The following chart represents the existing organizational structure of the **Greater Naples Chamber of Commerce**, which is the parent organization of the **Partnership for Collier's Future Economy**. The Chamber is encompassed by three corporations: the Greater Naples Chamber™, the Leadership Collier Foundation™ and the Partnership for Collier's Future Economy; Leadership Collier and the Partnership (highlighted in a red box) are direct affiliates of the Chamber. The financials are consolidated for all three entities and audited as such. The Chamber President and CEO serves the same role for all three corporations, while all staff are employees of the Chamber. The **Collier County Business and Economic Development** office is inclusive of a Director, one Administrative Assistant, and a recently hired Research Analyst.



**GREATER NAPLES CHAMBER OF COMMERCE (AS OF JULY 2014)**



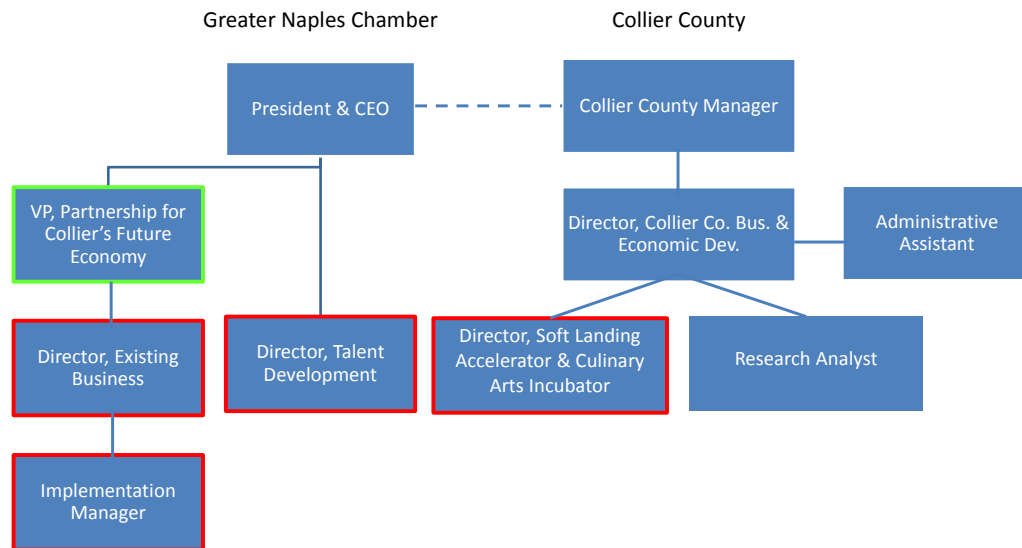
***Proposed Organizational Structures***

Because *Market Street* is proposing that the Partnership for Collier's Future Economy become the implementation coordinator for Opportunity Naples, it will be important that the organization's structure and staffing reflect the functions of the plan. Thus, based on current capacity and the need to ensure future staffing and structure corresponds with implementation responsibilities for the Opportunity Naples Strategy, *Market Street* recommends that the following organizational structure be considered for the Partnership. It should be noted that the Partnership, as an affiliate of the Chamber, will take advantage of certain existing and anticipated Chamber functions. These include:

- Communications and Marketing (existing): Will develop electronic and printed marketing collateral, design and maintain the Partnership website, and manage Partnership social media.
- Public Policy (anticipated): The Chamber will lobby for policies and legislation supportive of Greater Naples priorities and outreach to city and county government in support of more streamlined and business-friendly regulatory and development processes. The Partnership will not lobby, but rather advocate for key issues germane to Opportunity Naples priorities. Importantly, the Chamber's Public Policy staff person will serve as the liaison between the business community and the elected and appointed officials at the city and county level working to make Greater Naples a competitive location for business.
- Finance (existing): Will oversee the Partnership's budgetary receipts and expenditures and ensure transparency between Opportunity Naples investments and Chamber and Leadership Collier operations and budgets.
- Events (anticipated): Will coordinate Partnership events in Southwestern Florida and assist with coordination of inbound marketing events for site consultants and key relocation prospects.

Though the Greater Naples Chamber will definitely need additional staff to manage responsibilities associated with Partnership and Opportunity Naples, this Implementation Plan will focus on the structure and staffing of the Partnership for Collier's Future Economy as the proposed Implementation Coordinator for Opportunity Naples.

### PARTNERSHIP FOR COLLIER'S FUTURE ECONOMY (PROPOSED)



#### *New and Repositioned Staff*

In the preceding table, one **expanded** position is indicated by a box with a **GREEN** border, while **new** positions are indicated by boxes with a **RED** border. The following are descriptions of new and expanded Partnership positions: Opportunities for increased revenue to fund new and existing positions could be pursued through grants, initiating a capital campaign for economic development, and/or by enrolling additional investors.

#### **GREATER NAPLES CHAMBER**

##### **Vice President, Partnership for Collier's Future Economy (expanded)**

The primary role of the VP of the Partnership for Collier's Future Economy is to advance the mission of the Chamber, the Leadership Collier Foundation, and the Partnership by developing, marketing and implementing all the economic development programs and initiatives of the Partnership including business retention and expansion, attraction, domestic and international marketing, managing the Enterprise Florida relationship, client management and working in conjunction with Collier County and any other groups with which the Partnership may enter into agreements or memorandums of understanding regarding economic and community development. The VP will also assess the local environment and determine strategies for the Partnership to engage in using its relationship network, membership, and alumni resources to extol a vision and cast a wider net in the areas of thought leadership, collective impact, civic involvement, and public policy. While there is no staff currently assigned to this position, the Partnership intends to fill the VP

role in fall 2014. Per the Greater Naples Chamber, the current VP of Business Development's title will change to that of the VP of the Partnership for Collier's Future Economy; the incumbent for the position will be current VP of Business Development, Kristi Bartlett.

**Director, Existing Business (new)**

This new position would oversee all Partnership programming focused on existing business retention and expansion (BRE). The Director will assume responsibility for the Partnership's business retention and expansion program, including the identification of businesses to visit, the frequency of visitation, and the survey instrument used for the sessions. Working with the Research Coordinator, the Director will maintain the database of BRE-related information gleaned from the visits and communicate/coordinate with workforce development, advocacy, and marketing staff to ensure that the concerns, needs, and growth opportunities of existing businesses are addressed and advanced. The Director will also be charged with overseeing the development, coordination, management, and leveraging of the proposed Target Councils comprised of representatives from Greater Naples priority business sectors. This will entail much coordination and will result in numerous opportunities to leverage Council discussions to inform workforce development, policy, and marketing/attraction programs.

**Director, Talent Development (new)**

The Director will oversee Opportunity Naples talent attraction and retention programs and serve as a key business community liaison with the proposed Collier County Schools cradle-to-career education and training coalition. Developing, implementing, and managing an aggressive talent-retention program will require outreach and coordination with existing businesses, high schools, colleges, and universities, as well as workforce development and social service agencies. Likewise, the development and management of a best-in-class talent-attraction program is a time-intensive role. Finally, the Director will help coordinate the development of a workforce housing study and support partners working to implement its key recommendations.

**Implementation Manager (new)**

This new position will be charged with coordinating the partners, programs, and processes associated with Opportunity Naples implementation. The Manager will be the Partnership's liaison to local entities leading and supporting strategic programs and processes, and ensure that the activities related to Opportunity Naples are effectively planned, integrated, networked, and collaborative. The Manager will attend, record, and communicate the results of the meetings of the Implementation Committee, Work Groups, and any sub-groups that may form from the established Work Groups. He or she will identify areas of overlap and synergy in implementation actions and work to bring partners together more effectively to advance Opportunity Naples. The Manager will also be a valuable information resource on Opportunity Naples for individuals, organizations, or media looking to know more about the initiative.

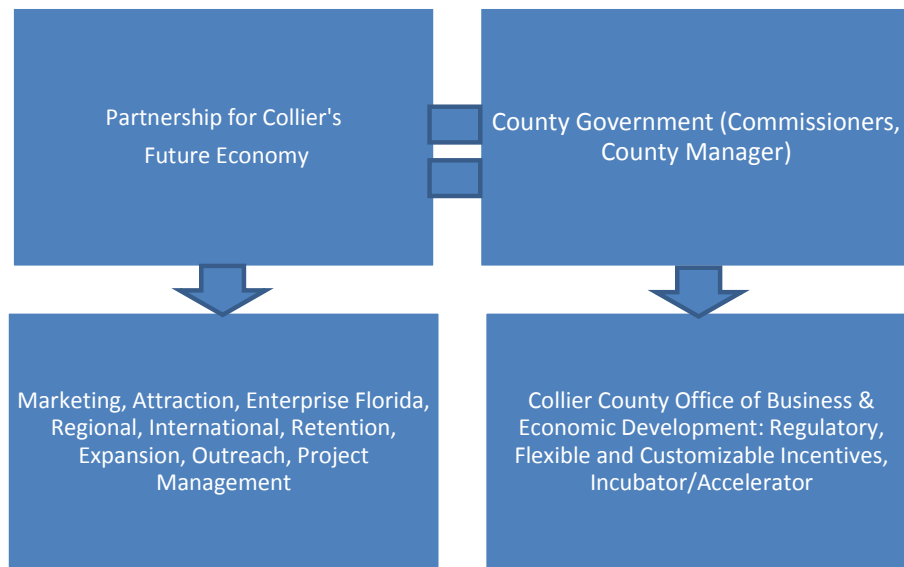
**COLLIER COUNTY OFFICE OF BUSINESS AND ECONOMIC DEVELOPMENT**

**Director, Soft Landing Accelerator and Culinary Arts Incubator (new)**

This new position will manage the day to day operations of the Soft Landing Accelerator and Culinary Arts Incubator. In this role, the Director will support international prospects locating in Collier County with taking advantage of the Accelerator’s space and services. The Director will work with other Partnership staff to ensure that international companies in the Accelerator are connected with potential Collier County business opportunities to pave the way for the international firm establishing a permanent presence in the community. The Director will liaison with entities like the Tamiami Angels, Venture X, and Fusion Pointe to ensure international firms are connected to mentorship and capital opportunities in Greater Naples. As Director of the Culinary Arts Incubator, the new staff person will support culinary entrepreneurs in their development of viable businesses and also facilitate connections between incubator companies and local food producers and other potential partners.

*Work Flow*

It is also critical that the division of labor in the Partnership is clearly defined and applied to the core strategies in Opportunity Naples and management of retention, expansion, and relocation prospects. The following chart displays the breakdown of responsibility between the organization’s entities as determined by their partnership agreement.



These responsibilities capitalize on the core strengths of each organization to ensure that the Partnership for Collier’s Future Economy is able to perform its responsibilities effectively and sustainably.

## Action Timelines

The following pages detail the steps that should occur prior to and during Opportunity Naples' first year of implementation. Initial months should focus on outreaching to community partners and stakeholders to explain the dynamics and benefits of the Opportunity Naples Strategy, securing of approval and buy-in for the strategy, capacity building among the principal implementation entities, formalization of the Implementation Committee and Work Groups, and launch of strategic fundraising. At their August 26 meeting, the Steering Committee also discussed the need to more aggressively pursue the development of an Opportunity Naples marketing plan, potentially outsourcing its implementation to a contracted organization for the short term.

It is important to note that a key Opportunity Naples partner organization, the Southwest Florida Economic Development Alliance, is ramping up its operations. A website is near completion and the Alliance's leaders are in discussions about developing an organizational brand. In the near-term future, the Alliance will be greatly expanding its marketing component. As Opportunity Naples builds capacity and ramps up, its partnership with the Alliance and willingness to leverage its programs will be a great benefit to the Naples-Collier County strategy.

First-year implementation after the official strategic launch will principally focus on strategies in the Leadership Advocacy goal and Communications and Outreach Strategies. The initial 12 months will also see new personnel hired at the Partnership and the continuation and launch of programs deemed Key Initiatives by the Opportunity Naples Steering Committee.

The Implementation Coordinator and key partners will determine the official launch date of Opportunity Naples implementation. In the interim before implementation officially begins, the Partnership and its allies should strive to complete the following pre-implementation activities:

### PRE-IMPLEMENTATION ACTIVITIES

Action		Launch & Duration	Lead Entity(ies)	Notes
1	Design the Opportunity Naples communications strategy	Months 1 to 3	Greater Naples Chamber	Strategy for optimal and sustained promotion of strategy and its implementation, potentially including development of a Speaker's Bureau and corresponding Power Point presentation.
2	Formalize Implementation Committee membership	Months 1 to 3	Partnership	Confirm with Steering Committee members their intention to serve on the Implementation Committee and determine additional leaders who could potentially be asked to serve; set first meeting date

<b>Action</b>		<b>Launch &amp; Duration</b>	<b>Lead Entity(ies)</b>	<b>Notes</b>
<b>3</b>	Assess implementation fiscal and staffing needs	Months 1 to 2	Partnership and Greater Naples Chamber	Assess fiscal and personnel resources for implementation and determine the need for capacity enhancements; integrate assessment into organizational budgetary planning
<b>4</b>	Develop fundraising target and strategy	Months 2 to 3	Partnership and Greater Naples Chamber	Based on fiscal needs for the three-year Opportunity Naples cycle, estimate a fundraising goal and design a resource-development strategy  Consider contracting with a fundraising firm to resource Opportunity Naples investments
<b>5</b>	Launch Opportunity Naples fundraising	Months 3 to 12	Partnership and allies	Implement resource-development plan for raising strategic implementation funds from public, private, institutional, and philanthropic partners  Leverage either local leaders or a contracted fundraising firm
<b>6</b>	Design and incorporate an Opportunity Naples 501(c)3 corporation	Months 3-6	Greater Naples Chamber	Incorporate a new non-profit under the Greater Naples Chamber or create an Opportunity Naples fund at an existing entity such as the Community Foundation of Collier County
<b>7</b>	Hold initial Implementation Committee meeting	Month 3	Partnership	Brief the Committee on pre-implementation activities and introduce new members to the Opportunity Naples process and strategy  Facilitate Committee in the discussion and determination of implementation Work Group categories
<b>8</b>	Outreach to all key partner entities	Months 4 to 12	Partnership and allies	In alignment with communications strategy and outreach (i.e., Speaker's Bureau), present Opportunity Naples to all requisite local and statewide partners and seek commitments to assist with implementation, potentially as members of Work Groups

<b>Action</b>		<b>Launch &amp; Duration</b>	<b>Lead Entity(ies)</b>	<b>Notes</b>
<b>9</b>	Hire initial new staff	Months 6 to 12	Partnership	Staff positions for VP PCFE and the Director of Existing Business should be filled, leveraging early funding commitments
<b>10</b>	Hold second Implementation Committee meeting	Month 6	Partnership	Prepare Committee for strategic launch and population of Work Groups – update committee on fundraising progress and process of hiring new staff
<b>11</b>	Populate strategic implementation Work Groups	Months 6 to 9	Partnership and allies	Follow up on initial outreach to confirm membership in implementation Work Groups
<b>12</b>	Hold third Implementation Committee meeting	Month 9	Partnership	Bring Committee up to date on activities since its last meeting and discuss the Committee members' roles in the forthcoming rollout of Opportunity Naples
<b>13</b>	Hold high-profile rollout event for Opportunity Naples	Month 9	Partnership and allies	Promote and host the official rollout event for Opportunity Naples as a celebration of the strategy and a call-to-action to advance its implementation
<b>14</b>	Hold initial Work Group meetings	Month 9	Partnership	Hold the initial meetings of each strategic Work Group, briefing them on the Opportunity Naples process and having them vet their programs against Opportunity Naples recommendations

## IMPLEMENTATION PARTNERS

The following entities will be listed in the First Year Action Timeline and the full three-year implementation timelines included in the final Implementation Plan. It would be very difficult to accurately list every single supporting entity that could contribute to each implementation effort. Implied in the listing of supporting organizations is the fact that outreach will be made to all key Greater Naples entities that can assist with implementation of specific efforts.

<b>ABBREVIATION</b>	<b>ORGANIZATION</b>
<b>AN</b>	Artis-Naples, Inc.
<b>AM</b>	Ave Maria University
<b>BCC</b>	Barron Collier Companies
<b>BBBS</b>	Big Brothers Big Sisters of the Sun Coast
<b>CFL</b>	Champions for Learning (The Education Foundation of Collier County)
<b>CEV</b>	City of Everglades
<b>CMI</b>	City of Marco Island
<b>CN</b>	City of Naples
<b>CRA</b>	City of Naples Community Redevelopment Agency
<b>CBIA</b>	Collier Building Industry Association
<b>CCG</b>	Collier County Government
<b>CCHLA</b>	Collier County Hotel and Lodging Association
<b>CCHA</b>	Collier County Housing Authority
<b>CCLTA</b>	Collier County Lodging and Tourism Alliance
<b>CCPS</b>	Collier County Public Schools
<b>CCSO</b>	Collier County Sheriff's Office
<b>CE</b>	Collier Enterprises
<b>MPO</b>	Collier Metropolitan Planning Organization
<b>CFCC</b>	Community Foundation of Collier County
<b>CCN</b>	Connect Now
<b>CHBP</b>	Council of Hispanic Business Professionals
<b>ENCA</b>	East Naples Civic Association
<b>EFI</b>	Enterprise Florida
<b>EACC</b>	Everglades Area Chamber of Commerce
<b>EWRP</b>	Everglades Wetland Research Park (FGCU)
<b>FASBI</b>	Fifth Avenue South Business Improvement District, Inc.
<b>FDOE</b>	Florida Department of Education





<b>ABBREVIATION</b>	<b>ORGANIZATION</b>
<b>FDOT</b>	Florida Department of Transportation
<b>FGCU</b>	Florida Gulf Coast University
<b>FPL</b>	Florida Power and Light Company
<b>FSWSC</b>	Florida SouthWestern State College
<b>FP</b>	Fusion Pointe
<b>GGACA</b>	Golden Gate Area Civic Association
<b>GGEACA</b>	Golden Gate Estates Area Civic Association
<b>GNCC</b>	Greater Naples Chamber of Commerce
<b>GNL</b>	Greater Naples Leadership, Inc.
<b>GCI</b>	Guadalupe Center of Immokalee
<b>GSA</b>	Gulf Shore Association
<b>HN</b>	Healthcare Network of SWFL
<b>HU</b>	Hodges University
<b>ICC</b>	Immokalee Chamber of Commerce
<b>ICA</b>	Immokalee Civic Association
<b>iTECH</b>	Immokalee Technical Center
<b>LCF</b>	Leadership Collier Foundation
<b>LWV</b>	League of Women Voters of Collier County
<b>LMHS</b>	Lee Memorial Health System
<b>LWIT</b>	Lorenzo Walker Institute of Technology
<b>MICC</b>	Marco Island Area Chamber of Commerce
<b>MICA</b>	Marco Island Civic Association
<b>NAACP</b>	NAACP of Collier County
<b>NAA</b>	Naples Airport Authority
<b>NABOR</b>	Naples Area Board of Realtors and Association of Real Estate Profs.
<b>NPAA</b>	Naples Art Association
<b>NAPA</b>	Naples Asian Professionals Association
<b>SCORE</b>	Naples SCORE Chamber
<b>CVB</b>	Naples, Marco Island, Everglades Convention and Visitors Bureau
<b>NCH</b>	NCH Healthcare System
<b>PSA</b>	Park Shore Association
<b>PCFE</b>	Partnership for Collier's Future Economy
<b>PBF</b>	Pelican Bay Foundation

ABBREVIATION	ORGANIZATION
<b>PBPOA</b>	Pelican Bay Property Owners Association
<b>PRMC</b>	Physicians Regional Medical Center
<b>PRPOA</b>	Port Royal Property Owners Association
<b>RHA</b>	Royal Harbor Association
<b>SFDC</b>	Southwest Florida Diversity Council
<b>EDA</b>	Southwest Florida Economic Development Alliance
<b>HCC</b>	Southwest Florida Hispanic Chamber of Commerce
<b>RTP</b>	Southwest Florida Regional Technology Partnership
<b>REC</b>	Southwest Florida Research and Education Center (U. of Florida)
<b>TA</b>	Tamiami Angels
<b>CCAA</b>	The Collier County Airport Authority
<b>EVF</b>	The Everglades Foundation
<b>IF</b>	The Immokalee Foundation
<b>TSSA</b>	Third Street South Association
<b>UAC</b>	United Arts Council of Collier County
<b>UW</b>	United Way of Collier County
<b>VX</b>	Venture X
<b>VF</b>	Visit Florida
<b>WN</b>	Workforce Now
<b>YPN</b>	Young Professionals of Naples
<b>YLC</b>	Youth Leadership Collier

## ACTION TIMELINES KEY

The following key corresponds to cells in the First Year Action Timeline matrix on the following pages.

Implementation partners should **always** refer to the Opportunity Naples Strategy for full descriptions of sub-actions and strategic activities. For the sake of brevity, certain sub-actions are or will be removed, consolidated, or reworded for the implementation timelines.

- ⇒ Strategic Action **NUMBERS** correspond to their placement in the Opportunity Naples Strategy.
- ⇒ **LEAD** corresponds to the lead entity(ies) guiding implementation of that action and tasks.
- ⇒ **SUPPORT** corresponds to the key entities that will assist/influence implementation of that action and tasks.

⇒ **STATUS** refers to the existing dynamics of the action and tasks.

- **O** = Ongoing action(s)
- **E** = Expanded/enhanced action(s)
- **N** = New action

⇒ **COST** refers to the potential COST RANGE for implementation of that particular action item.

1. \$0 to \$10,000
2. \$10,000 - \$25,000
3. \$25,000 - \$50,000
4. \$50,000 - \$75,000
5. \$75,000 - \$100,000
6. \$100,000 - \$150,000
7. \$150,000 - \$200,000
8. \$200,000+

- n/a = cost that is beyond the purview of the Opportunity Naples Strategy

⇒ Calendar **YEARS** and **QUARTERS** refer to the estimated period of initiation and duration of the action and tasks. The task durations are indicated by the **COLOR-FILLED BOXES** in the matrices.

Because the official launch date of Opportunity Naples has yet to be confirmed, the First Year Action Timeline will not utilize a specific year/quarter to represent initiation of strategic implementation. Instead, commencement of Opportunity Naples will simply be labeled Year 1.

At the beginning of each new year of the campaign, *Market Street* recommends that the Partnership for Collier's Future Economy and its allies review past year success and challenges prior to finalizing the current year's action plan. A variety of factors may require that individual action items be adjusted, particularly in the latter years of the campaign.

*As implementation proceeds, it is appropriate to make changes to strategic activities as long as action items continue to support the key tenets of Greater Naples' strategic plan.*

## FIRST YEAR ACTION PLAN

Per the Opportunity Naples Steering Committee's belief that the timing of the development and implementation of the plan's marketing program should be more aggressive, it has been MOVED on the schedule PRIOR to the official launch of Opportunity Naples. All other actions begin AFTER strategic launch.

### 2.0 Competitive Position

Strategic Actions	Implementation Entity		Status	Cost	PRE-LAUNCH	
	Lead	Support			3-6	6-9
Contract with a marketing firm to develop a marketing plan for the Partnership for Collier's Future Economy	PCFE	BCC, CCG, CE, EFI, EWRP, FGCU, FPL, FSWSC, HU, LWIT, NAA, CVB, EDA, REC, CCAA	N	5		
Contract with a provider to implement the Partnership's marketing plan for its initial months			N	6		

### 1.0 Leadership Advocacy

Strategic Actions	Implementation Entity		Status	Cost	Year 1			
	Lead	Support			Q1	Q2	Q3	Q4
<b>Action 1.1.1 Ensure public and private leadership coalesces around the need for implementing a comprehensive community and quality job development initiative</b>								
Determine roster of leaders to approach as signatories of the Statement of Commitment	PCFE	CCG & Multiple Partners	N	1				
Develop and approve Statement language								
Secure signatures								

### 2.0 Competitive Position

Strategic Actions	Implementation Entity		Status	Cost	Year 1			
	Lead	Support			Q1	Q2	Q3	Q4
<b>2.1.1 Work with existing Collier County business to ensure they are competitive in the marketplace and creating quality jobs</b>								
Design and implement a best-in-class business retention and expansion (BRE) program	PCFE	Multiple Partners across public and private sectors	E	2				
Develop rosters and conduct initial outreach for Target Councils aligned with Greater Naples target sectors			N					
<b>ACTION 2.1.3: Expand Collier County's entrepreneurial capacity.</b>								
Program and staff the Soft-Landing Business Accelerator and Culinary Arts Incubator	CCG	CCHLA, CCPS, CE, CHBP, CVB, EFI, FGCU, FSWSC, GNCC,	N	n/a				

Strategic Actions	Implementation Entity		Status	Cost	Year 1			
	Lead	Support			Q1	Q2	Q3	Q4
Launch the Soft-Landing Business Accelerator and Culinary Arts Incubator		GCI, HU, ICC, iTECH, LWIT, PCFE, EDA, HCC, RTP, REC, IF, WN	N					
<b>2.2.1 Optimize the Pre-K to 20 training pipeline in Collier County</b>								
Hold conversations and conduct outreach to secure participation in the cradle-to-career education and training coalition	CFL, CCPS, CFCC, PCFE, UW	AM, BBBS, CCG, FGCU, FSWSC, GNL, HU, iTECH, LCF, LWIT, RTP, IF, WN, YLC	N					
Begin designing the structure, operations, brand, staffing, budget, and metrics for the C2C coalition								
<b>2.2.2 Develop a comprehensive talent retention and attraction program</b>								
Outreach to college and university job placement programs to discuss the potential for a formalized retention program	PCFE	AM, CFL, CCPS, CFCC, FGCU, FSWSC, GNL, HU, iTECH, LCF, LWIT, RTP, WN, YPN	N					
Establish the parameters of the retention program, including internships, a job search portal, and other potential components								
<b>2.3.2 Build additional capacity in Greater Naples' systems and support for job expansion and attraction</b>								
Solicit feedback from top site selectors to assess Collier County's existing retention/expansion and attraction incentives	PCFE, CCG	CBIA, EFI, EACC, FPL, ICC, MICC, NAA, EDA, RTP, CCAA	E					
Based on this feedback, begin discussions on enhancing local incentive tools (if necessary)								
<b>2.3.3 More effectively communicate the dynamics of Collier County's business climate</b>								
Design a cross-platform messaging campaign to counter-balance negative perceptions of the local business climate, including descriptions of recent efforts to become more responsive to business	CCG	BCC, CEV, CMI, CN, CRA, CBIA, CE, MPO, FPL, ICC, MICC, PCFE	N	2				
Secure commitments from local/regional partners to incorporate the campaign into their websites, communications programs, and social media								
<b>2.4.2 Identify, assess, promote, and enhance Collier County's supply of development sites</b>								
Continue conducting a comprehensive inventory of all potential Collier County development sites and associated specs	CCG	BCC, CEV, CMI, CN, CRA, CBIA, CE, EFI, MPO, FPL, PCFE	E	1				
Publish the inventory on all applicable websites								

# Opportunity Naples Implementation Framework

The implementation of a strategy as comprehensive as Opportunity Naples by necessity requires that a team of partners come together to develop, advance, and coordinate a number of activities associated with the plan's strategic recommendations. While the Partnership for Collier's Future Economy, as the Strategy's Implementation Coordinator, will oversee the management of the Implementation Committee and Work Groups, other partners will need to step up to assume initial – and potential long-term – staffing and funding responsibilities for a host of other actions. Even when the Greater Naples Chamber and Collier County Office of Business and Economic Development have "staffed up" to accommodate their expanded programmatic mandates, there will still be activities associated with Opportunity Naples that will be beyond their operational purview. Therefore, if partner organizations, institutions, agencies, and individuals in Collier County do not step up and assume personnel and fiscal responsibilities, these actions will simply not be implemented. This would compromise the overall vision of Opportunity Naples and potentially diminish its full impact.

It is *Market Street's* experience that, once outreach has been made to local and regional implementation partners and the Work Groups have been confirmed, the very first step practitioners and volunteers take at their initial meetings is to review the strategy and implementation plan, the proposed prioritization and phasing of activities, estimated costs, and lead and support entities, and conform them to their perspectives and preferences. Using the strategic reports as guides and templates, the Work Groups formalize an implementation timeline and structure based on, 1) their reprioritizations, 2) existing staffing and fiscal capacity, 3) application to their organizational missions, 4) relationship to their existing/future programs, and 5) potential impact.

In recognition of the realities of how comprehensive economic, workforce, and community development strategies are implemented, *Market Street* has prepared the following framework for the Partnership to utilize as a resource for the Implementation Committee and Work Groups during their initial and future meetings and discussions. The framework reflects the following elements:

- Strategic actions **numbered and color-coded** by Theme area corresponding to the Opportunity Naples Strategy;
- The estimated **Launch Year** of the action based on Steering Committee prioritization and existing/ongoing activities;
- A **Cost Estimate** reflective of potential one-time and ongoing fiscal requirements for implementing the components of that action (note: cost of existing and new staff salaries are not factored into estimates):
  - Figures in *italics* are ongoing costs; certain program-specific expenditures may increase in later years of implementation – these will be reflected in the budget tables included later in this report.

- Cost estimates only apply to monies that could be resourced for the Partnership's strategic implementation roles. Costs incurred by other implementation entities are not included in estimates.
- Costs beyond the purview of PFCE resource development may also be noted as "n/a."
- **First Cycle Implementation** dynamics reflect the need for staffing, ownership, and funding of implementation activities during Opportunity Naples three-year timeframe. In some cases, these responsibilities, staff assignments, and governance could be temporary as 1) funds are being raised, 2) another entity assumes a staffing/ownership role over the action(s) based on their own organizational philosophy or programs, or 3) a more appropriate governance entity is charged with overseeing implementation of the action(s).
- **Long-Term Implementation** dynamics reflect the projected governance, staffing, and funding realities for each action on a sustained, long-term basis.
  - Actions that were either one-time activities or assumed to be completed during the first Opportunity Naples implementation cycle are noted by cells blocked out in gray.

As the Implementation Coordinator, the Partnership will maintain a framework that reflects the ongoing governance, staffing, and funding dynamics of Opportunity Naples.



## IMPLEMENTATION FRAMEWORK

Action	Year	Cost Estimate	First-Cycle Implementation (Y1-3)			Long-Term Implementation		
			Oversight	Staffing	Funding	Oversight	Staffing	Funding
<b>ACTION 1.1.1: Coalescing Public &amp; Private Leadership</b>	1	\$1,000 - meetings	PCEF Board  Impl. Committee	PCEF (expanded)  GNCC (existing)  CCG (existing)	Existing budget			
<b>ACTION 1.1.2: Internal Marketing Campaign</b>	2	\$50,000	PCEF Board  Impl Committee	PCEF (expanded)  GNCC (existing)	Resource campaign (early commitment)			
<b>ACTION 2.1.1: Existing Business Program (BRE &amp; Target Councils)</b>	1-2	<u>BRE (Y1)</u> \$16,000- software \$3,500 – license (Y2-3) <u>Councils (Y2)</u> \$2,500	PCEF Board  Impl Committee	PCEF (new)	PCFE resource campaign (early commitment)	PCEF Board	PCEF	PCFE program budget
<b>ACTION 2.1.2: Market Greater Naples</b>	1-2	<u>Website (Y1)</u> \$20,000 <u>Travel (Y1)</u> \$27,500 <u>Local (Y1)</u> \$25,000 <u>Ads (Y3)</u> \$15,000 <u>PR (Y3)</u> \$75,000	PCEF Board  Impl Committee	PCEF (expanded)  GNCC (existing)	PCFE resource campaign	PCEF Board	PCEF  GNCC	PCFE program budget





Opportunity Naples: Implementation Plan

Action	Year	Cost Estimate	First-Cycle Implementation (Y1-3)			Long-Term Implementation		
			Oversight	Staffing	Funding	Oversight	Staffing	Funding
<b>ACTION 2.1.3: Expand entrepreneurial capacity</b>	1-2	<u>Incubators (Y1)</u> \$250,000	County Commission (incubators)  Work Group (potential)	CCG (new) – incubators  VX - (coworking)  FP / TA - (capital)	County + private (incubators)	County Commission (incubators)  Work Group (potential)	CCG (incubators)  VX (coworking)  FP / TA (capital)	County + Private
<b>ACTION 2.2.1: Pre-K to 20 training pipeline</b>	1-2	<u>C2C coalition (Y2)</u> \$50,000	Impl Committee  Work Group (potential)	Y1 - GNCC (existing) / Y2 – PCFE (new)  CFL  UW	PCFE resource campaign (early commitment) + Non-profit budgets + Philanthropy	C2C coalition Board	C2C coalition	C2C coalition budget
<b>ACTION 2.2.2: Student-support services</b>	2	<u>C2C coalition</u> (see previous)	Impl Committee  Work Group (potential)	PCFE (new)  CFL  UW	(see previous)	C2C coalition Board	C2C coalition	C2C coalition budget
<b>ACTION 2.2.3: Talent retention and attraction program.</b>	1-2	<u>Retention (Y2)</u> \$25,000 <u>Attraction (Y3)</u> \$50,000	Impl Committee  Work Group (potential)	Y1 – GNCC (existing) / Y2 – PCFE (new)	PCFE resource campaign (early commitment)	PCFE Board	PCFE	PCFE program budget
<b>ACTION 2.2.4: Workforce housing</b>	3	<u>Study (Y3)</u> \$35,000	Impl Committee  Work Group (potential)	CCG	County budget	County Commission	CCG	County budget



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Action	Year	Cost Estimate	First-Cycle Implementation (Y1-3)			Long-Term Implementation		
			Oversight	Staffing	Funding	Oversight	Staffing	Funding
<b>ACTION 2.3.1: Regulatory processes</b>	2-3	n/a	County Commission	CCG (existing)	County budget	County Commission	CCG	County budget
<b>ACTION 2.3.2: Systems and support</b>	1-2	<u>Tool assessment (Y1)</u> \$1,000	County Commission PCFE Board	CCG (existing)	County budget	County Commission	CCG	County budget
<b>ACTION 2.3.3: Communicate dynamics of business climate</b>	1	<u>Messaging campaign (Y1)</u> \$25,000	County Commission	CCG (existing)	County budget			
<b>ACTION 2.4.1: Redevelopment policies and projects</b>	2		County Commission Naples City Council	CCG (existing) CN	County budget + City of Naples budget			
<b>ACTION 2.4.2: Development sites</b>	1-2	<u>Marketing sites (Y2)</u> \$12,500	County Commission PCFE Board	CCG (existing) PCFE (expanded) GNCC (existing)	PCFE resource campaign (early commitment)	County Commission PCFE Board	CCG PCFE GNCC	County budget PCFE program budget
<b>ACTION 2.4.3: Development in eastern Collier County</b>	2-3	<u>E. Collier Development Plan (Y2)</u> \$100,000	County Commission	CCG (existing)	County budget (potential PCFE contribution)	County Commission	CCG	County budget



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Action	Year	Cost Estimate	First-Cycle Implementation (Y1-3)			Long-Term Implementation		
			Oversight	Staffing	Funding	Oversight	Staffing	Funding
<b>ACTION 2.4.4: Better coordinate planning &amp; growth mgmt</b>	2-3		County Commission	MPO  CCG (existing)	County budget	County Commission	CCG	County budget
<b>ACTION 3.1.1: Strategic actions in Information Technology</b>	1-3 (BRE + MKT Y1)	(Marketing, BRE, and C2C budgets)  <u>Events (Y2)</u> n/a	PCFE Board  Target Council	PCFE (expanded & new) – marketing  RTP – coordination  VX - events	Venture-X budget with potential PCFE contributions	PCFE Board  Target Council	PCFE  RTP  VX	Assorted
<b>ACTION 3.1.2: Strategic actions in Corporate and Professional Operations</b>	1-3 (BRE + MKT in Y1)	(Marketing, BRE, and C2C budgets)	PCFE Board  Target Council	PCFE (expanded & new)  GNCC (existing)	PCFE resource campaign (early commitment)	PCFE Board  Target Council	PCFE  GNCC	PCFE program budget
<b>ACTION 3.1.3: Strategic actions in Wellness</b>	1-3 (BRE + MKT in Y1)	(Marketing, BRE, and C2C budgets)  <u>Medical Tourism strategy (Y3)</u> \$50,000	PCFE Board  Target Council	PCFE (expanded & new)  GNCC (existing)	PCFE resource campaign (early commitment)	PCFE Board  Target Council	PCFE  GNCC	PCFE program budget



Opportunity Naples: Implementation Plan

Action	Year	Cost Estimate	First-Cycle Implementation (Y1-3)			Long-Term Implementation		
			Oversight	Staffing	Funding	Oversight	Staffing	Funding
<b>ACTION 3.1.4: Strategic actions in Technology and Clean Manufacturing</b>	1-3 (BRE + MKT in Y1)	(Marketing, BRE, and C2C budgets)  <u>Fab lab (Y3)</u> n/a	PCFE Board  Target Council	PCFE (expanded & new)  GNCC (existing)  TBD (fab lab)	PCFE resource campaign (early commitment)  TBD (fab lab)	PCFE Board  Target Council	PCFE  GNCC	PCFE program budget
<b>ACTION 3.1.5: Strategic actions in Travel and Tourism</b>	1-3 (BRE + MKT in Y1)	(Marketing, BRE, and C2C budgets)  <u>Eco-tourism strategy (Y2)</u> \$75,000  <u>Sports tournament strategy (Y3)</u> \$50,000	PCFE Board  CVB Board	PCFE (expanded & new)  CVB	PCFE resource campaign (early commitment)	PCFE Board  CVB Board	PCFE  GNCC  CVB	PCFE program budget
<b>ACTION 3.1.6: Strategic actions in Agriculture</b>	1-3 (BRE + MKT in Y1)	(Marketing, BRE, and C2C budgets)  Locally grown food initiative (Y3) \$25,000	PCFE  Target Council	PCFE (Expanded & new)  GNCC (existing)  REC (research center)	PCFE resource campaign (early commitment)  Research Center (TBD)	PCFE Board  Target Council  REC	PCFE  GNCC  REC	PCFE program budget  Research Center (TBD)



Opportunity Naples: Implementation Plan

Action	Year	Cost Estimate	First-Cycle Implementation (Y1-3)			Long-Term Implementation		
			Oversight	Staffing	Funding	Oversight	Staffing	Funding
		Ag Export Strategy (Y3) \$75,000						
		Citrus greening research center (Y3) n/a						

## Budget

As has been discussed, effectively implementing the Opportunity Naples Strategy will require additional fiscal and personnel resources. Staffing at the Partnership and County must be augmented if they are to have the capacity to effectively coordinate the network of implementation partners that will be charged with supporting activation and advancement of the Opportunity Naples initiative.

Resources to support implementation should be directed towards a non-profit 501(c)3 foundation or dedicated fund. Economic development has been determined to be a “public-serving” activity and is thus eligible for tax-deductible donations from corporate foundations and other philanthropic entities as well as government funds at all levels. *Market Street* recommends that resources raised for Opportunity Naples implementation be directed to either a new Greater Naples Chamber-affiliated 501(c)3 Opportunity Naples Corporation or as a dedicated fund of an existing non-profit corporation such as the Community Foundation of Collier County. Opportunity Naples investors should have no doubt about how their donated monies are being spent.

The following tables represent *Market Street's* initial estimates of strategic implementation costs based on the phasing of strategic activities and proposed new/enhanced staff positions at the Partnership and County. It is important to note that Opportunity Naples implementation costs represent **NEW SPENDING**. As the Partnership fully vets implementation costs versus existing and proposed budgets, these totals could change. The organization may also decide to redirect or repurpose current programmatic funding based on strategic implementation needs.

Public monies applied to launch, staff and implement Collier County's Soft Landing Accelerator and Culinary Arts Incubator have already been budgeted through the year 2020. However, Collier County must raise private dollars to supplement public funding per state dictates.

### OPPORTUNITY NAPLES STAFF BUDGET

Staff	Year 1		Year 2		Year 3		TOTAL	
	Salary	Benefits	Salary	Benefits	Salary	Benefits	Salary	Benefits
<b>Partnership for Collier's Future Economy</b>								
VP, PCFE (salary reflects net increase)	\$25,000	\$4,000	\$25,750	\$4,120	\$26,523	\$4,244	\$77,273	\$12,364
Director, Existing Business	\$60,000	\$8,500	\$61,800	\$8,755	\$63,654	\$9,018	\$185,454	\$26,273
Director, Talent Development			\$50,000	\$7,250	\$51,500	\$7,468	\$101,500	\$14,718
Implementation Manager			\$45,000	\$6,500	\$46,350	\$6,695	\$91,350	\$13,195
<b>Total</b>	<b>\$85,000</b>	<b>\$12,500</b>	<b>\$182,550</b>	<b>\$26,625</b>	<b>\$188,027</b>	<b>\$27,424</b>	<b>\$455,577</b>	<b>\$66,549</b>
<b>Collier County Office of Business and Economic Development</b>								
Director, Accelerator/Incubator	Salary to be determined by Collier County							
<b>TOTAL NEW STAFF</b>	<b>\$85,000</b>	<b>\$12,500</b>	<b>\$182,550</b>	<b>\$26,625</b>	<b>\$188,027</b>	<b>\$27,424</b>	<b>\$455,577</b>	<b>\$66,549</b>
<b>OPPORTUNITY NAPLES STAFF BUDGET \$522,125</b>								

### OPPORTUNITY NAPLES PROGRAM BUDGET

Goal	Action	Year 1	Year 2	Year 3	TOTAL
Leadership Advocacy	1.1.1 Coalescing Public & Private Leadership	\$1,000			\$1,000
	1.1.2 Internal Marketing Campaign		\$50,000		\$50,000
	<b>TOTAL</b>	\$1,000	\$50,000	\$0	\$51,000
Competitive Position	2.1.1 Existing Business Program (BRE & Target Councils)	\$16,000	\$6,000	\$6,000	\$28,000
	2.1.2 Market Greater Naples	\$250,000	\$150,000	\$165,000	\$565,000
	2.1.3 Expand entrepreneurial capacity*	\$250,000	\$250,000	\$100,000	\$600,000
	2.2.1 Pre-K to 20 training pipeline		\$50,000	\$50,000	\$100,000
	2.2.3 Talent retention and attraction program		\$25,000	\$75,000	\$100,000
	2.2.4 Workforce housing			\$35,000	\$35,000
	2.3.2 Systems and support	\$1,000			\$1,000
	2.3.3 Communicate dynamics of business climate		\$25,000		\$25,000
	2.4.2 Development sites		\$12,500	\$12,500	\$25,000
	2.4.3 Development in eastern Collier County		\$100,000		\$100,000
<b>TOTAL</b>	\$517,000	\$618,500	\$443,500	\$1,579,000	
Economic Diversification	3.1.3 Strategic actions in Wellness			\$50,000	\$50,000
	3.1.5 Strategic actions in Travel and Tourism		\$75,000	\$50,000	\$125,000
	3.1.6 Strategic actions in Agriculture			\$100,000	\$100,000
	<b>TOTAL</b>	\$0	\$75,000	\$200,000	\$275,000
<b>PROGRAM TOTAL</b>		<b>\$518,000</b>	<b>\$743,500</b>	<b>\$643,500</b>	<b>\$1,905,000</b>

\*Incubators already funded by state and county budgets; private money yet to be raised

**OPPORTUNITY NAPLES TOTAL BUDGET**

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>TOTAL</b>
<b>Leadership Advocacy</b>	\$1,000	\$50,000	\$0	\$51,000
<b>Competitive Position</b>	\$517,000	\$618,500	\$443,500	\$1,316,500
<b>Economic Diversification</b>	\$0	\$75,000	\$200,000	\$275,000
Programs Total	\$518,000	\$743,500	\$643,500	\$1,905,000
<b>Staff</b>	\$97,500	\$209,175	\$215,450	\$522,125
<b>TOTAL</b>	<b>\$615,500</b>	<b>\$952,675</b>	<b>\$858,950</b>	<b>\$2,427,125</b>

**Annual Implementation Cost= \$809,042**

Based on projected programmatic and personnel costs to implement Opportunity Naples, the total budget – representative of new spending – is **\$2,427,125** over a three-year cycle. This averages out to **\$809,042** per year. Because Naples-Collier County must “catch up” to communities that have been building economic and workforce development capacity for decades, initial implementation costs are likely higher than for a region with more established staff and programs.



## CONCLUSION

The Opportunity Naples Strategy and its implementation represent a new era for Greater Naples and its public and private leadership. Launching a comprehensive community and economic development initiative to make Collier County more competitive for the jobs and talent that will ensure its economy is better diversified, that wealth will be more equally distributed across all local populations, and that the community's cherished quality of life and place will be fiscally sustainable, is by far the most aggressive statement ever made by Greater Naples' leaders that the status quo is not acceptable. The Great Recession more clearly demonstrated than any other event how vulnerable the Collier County economy is to national and international economic downturns.

However, because Greater Naples has never taken on a strategy of this breadth, depth, and scope, there will be a ramp up period as the plan is communicated to potential partners and funders and capacity is built to move the program forward. New partnerships will have to be formed and new sources of community and economic development investment identified and secured. The Partnership for Collier's Future Economy, the organization *Market Street* recommends become the coordinator of Opportunity Naples implementation, currently has only two staff. As it slowly builds the personnel, fiscal, and programmatic capacity necessary to coordinate strategic implementation and run its own new programs, the Partnership will rely on a network of local, regional, and statewide partners to ensure that key components of Opportunity Naples are advanced in the interim.

It is absolutely critical that Opportunity Naples gains traction and moves the community towards a more diverse, equitable, and sustainable future. Collier County will likely not have a second chance to design and implement a strategic initiative of this kind if the first effort falls short of expectations or is not embraced by all necessary public and private partners. Communities that take their success for granted are often the ones that find themselves in decline and without a plan when their fortunes inevitably turn.

## APPENDIX: PERFORMANCE METRICS

With a resource development campaign a likely component of Opportunity Naples, it will be important that the plan's investors know what the potential – and actual – return is on their investment. As said, many economic development organizations (EDOs) consider the public and private funders of their strategic programming to be the equivalent of investors in a corporation, providing them with quarterly and annual reports and hosting them at annual investors' meetings. This type of outreach to program investors always includes metrics detailing how the EDO's region has performed against projected benchmarks over defined implementation periods. Tracking these performance measures will help the Partnership for Collier's Future Economy demonstrate to the public, elected officials, and program investors the added value that will be accrued in the region based on effective implementation of Opportunity Naples.

Certainly, there are a handful of tracking measures that provide a better perspective on the impact of Opportunity Naples implementation than others. Because of Collier County issues related to the need for economic diversification, an aging population with projected workforce gaps, and the growing gap between rich and poor, *Market Street* feels that per capita income, total and child poverty rates, performance of target sector employment, educational attainment rates, and population ages 25 to 34 are useful measures to prioritize.

In a vote at their August 26 meeting, the Opportunity Naples Steering Committee largely concurred with these priorities, voting the following metrics as their most impactful measures for implementation tracking:

1. Per capita income (tie)
1. Percentage of the population ages 25 to 34 (tie)
2. Net employment growth
3. Target sector-specific growth
4. Poverty rates (total and youth)

As a three-year plan, Opportunity Naples metrics are measured from an anticipated launch date of 2015 through 2018. Though slightly longer than three-years, it will nevertheless take a bit of momentum for Opportunity Naples to move the needle on certain of these indicators.

Metric	Latest Figure	Annualized Avg. (% Term)		Projected 2015 Figure	Trend	Goal	Goal v. Trend		Source
					2015 - 2018		#	%	
<b>Population</b>	332,427 (2012)	1.1%	5 Yr.	343,711	355,379	359,412	4,033	1.1%	U.S. Census Bureau
<b>Per Capita Income</b>	\$60,391 (2012)	-	1.3%	5 Yr. \$58,138	\$55,969	\$60,793	\$4,825	8.6%	BEA

Metric	Latest Figure	Annualized Avg. (% Term)		Projecte d 2015 Figure	Trend	Goal	Goal v. Trend		Source
					2015 - 2018		#	%	
<b>Wages % of Per Capita Income</b>	33.3% (2012)	- 0.2%	5 Yr.	33.1%	32.7%	34.7%	2.0%		BLS
<b>Average Annual Wage</b>	\$41,756 (2013)	1.6%	5 Yr.	\$44,643	\$49,227	\$52,688	\$3,461	7.0%	BEA
<b>Total Poverty Rate</b>	14.2% (2012)	7.5%	5 Yr.	15.3%	16.5%	15.8%	-0.7%	n/a	U.S. Census Bureau
<b>Child Poverty Rate</b>	24.4% (2012)	7.8%	5 Yr.	26.9%	29.6%	28.6%	-0.9%	n/a	U.S. Census Bureau
<b>Total Employment</b>	137,534 (2012)	2.3%	5 Yr.	140,762	150,909	160,909	23,375	17.0%	EMSI
<b>Net Jobs Expanded</b>	Data to be collected								PCFE/ CCG
<b>Net Jobs Attracted</b>	Data to be collected								PCFE/ CCG
<b>% of +100 empl firms seen via BRE</b>	n/a					95.0%	n/a		PCFE/ CCG
<b>Unemployment Rate</b>	6.2% (2013)	0.0%	5 Yr.	6.2%	6.2%	5.5%	-0.7%	n/a	BLS
<b>High School Graduation Rate</b>	78.4% (2011-2012)	2.4%	10 Yr.	84.9%	90.1%	90.5%	0.4%	n/a	Florida Depart. Of ED.
<b>% Self-Employed</b>	7.7% (2012)	- 1.7%	5 Yr.	7.3%	6.7%	7.4%	0.7%	n/a	U.S. Census Bureau
<b>% Employment (Firms Aged 0 - 5 Years)</b>	18.4% (3Q2012)	- 4.3%	5 Yr.	17.6%	16.8%	18.1%	1.3%	n/a	U.S. Census Bureau
<b>% Professional Services Employment Growth*</b>	13,864 (2013)	- 0.4%	5 Yr.	14,283	14,935	15,494	559	3.7%	BLS
<b>% Healthcare Employment Growth**</b>	16,534 (2013)	2.0%	5 Yr.	17,540	19,167	20,017	850	4.4%	BLS
<b>% Tech and Clean Mfg. Employment Growth***</b>	3022 (2013)	0.7%	5 Yr.	3,083	3,176	3,247	71	2.2%	BLS
<b>Patents per capita</b>	0.47 (2011)	0.6%	5 Yr.	0.48	0.49	0.51	0.04	3.0%	USPTO



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Metric	Latest Figure	Annualized Avg. (% Term)		Projecte d 2015 Figure	Trend	Goal	Goal v. Trend		Source
					2015 - 2018		#	%	
<b>% of Adults with a BA or Higher</b>	31.5% (2012)	1.0%	5 Yr.	32.4%	33.4%	33.9%	0.5%	n/a	U.S. Census Bureau
<b>Population Ages 25 to 34</b>	10.1% (2012)	- 2.9%	5 Yr.	9.4%	8.8%	9.3%	0.5%	n/a	U.S. Census Bureau

\*Defined as NAICS 54 - 55, for more exact definitions please see the Opportunity Naples Target Business Analysis

\*\*Defined as NAICS 62, for more exact definitions please see the Opportunity Naples Target Business Analysis

\*\*\*Defined as NAICS 31-33, for more exact definitions please see the Opportunity Naples Target Business Analysis

The following are potential additional metrics by goal area for Opportunity Naples partners to track, both performance (goal-based) and activity (accomplishment) measures.

Ultimately, implementation partners will determine the metrics that make the most sense for the Partnership and its allies to track.

<b>Strategic Approach 1: Leadership Advocacy</b>
Number of Statement of Commitment Signatories
Number of Opportunity Naples Community Forums Held
Number of Opportunity Naples Social Media Followers
<b>Strategic Approach 2: Competitive Position</b>
Business Retention and Expansion (BRE) Calls Completed
Economic Development Website Visits (Monthly)
Number of Projects Delivered from Site Selector Fam Tour Attendees
Total Collier County Venture Capital Investment
Collier County Higher Education Graduates Retained
Workforce Housing Square Footage
Average Length of Collier County Permit Delivery
Jobs and Income Generated from Companies Receiving Public Incentives
Acreage of Certified Shovel Ready Sites



Strategic Approach 3: Economic Diversification

Coding Academy Attendance

Number of Information Technology Networking Events

Obtain Blue Zone Designation

Total Off-Street Bicycle Trail Mileage

Park Acreage

Average Monthly Usage of "Fab Lab"

Adult and Youth Sports Tournaments Held (Yearly)

Per Capita Arts Businesses

Agricultural Exports Process Through the Immokalee Regional Airport Foreign Trade Zone