



**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2007-2012**

***IN MOTION***



**TREASURE COAST REGIONAL PLANNING COUNCIL**

# **TREASURE COAST ECONOMIC DEVELOPMENT DISTRICT**

**Comprehensive Economic  
Development Strategy  
2007-2012**

**September 2007**

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# PREFACE

**THE TREASURE COAST REGIONAL PLANNING COUNCIL** in partnership with its local government, business, nonprofit and community leadership has developed this Comprehensive Economic Development Strategy (CEDS) to help the Region achieve long-term economic sustainability and regional competitiveness.



This CEDS was developed in cooperation with a standing committee comprised of organizations, business leaders and individuals from throughout the Treasure Coast Region committed to helping develop a sustainable regional economy. The year-long CEDS strategy development process began with an in-depth economic analysis of the Region. This was followed by several months of meetings to identify the salient strengths and weaknesses in the Region’s economy and opportunities and threats that needed to be addressed to move forward. The net result of this planning process was not only the preparation of this regional economic development strategy but the creation of an important regional collaborative mechanism to engage the Region’s leadership.

The partners that have helped to create this strategy document recognize the Region’s ultimate economic viability and quality of life are tied into the larger global economy. This became evident as the community’s leadership recognized how the Region’s most dynamic industrial sectors – agriculture, tourism, construction and emerging life science and research and development clusters are affected not only by local economic conditions but national and international economic trends as well. Simply put, maintaining the status quo is no longer an option if the Region is to become economically competitive.

The year-long planning process that has produced this regional comprehensive economic development strategy is founded upon the following vision for the Region:

**THE TREASURE COAST REGION:**

- Is comprised of vibrant communities with a true quality of place;
- Is one of North America’s most dynamic economic Regions;
- Rewards innovation by starting, growing and attracting entrepreneurial firms;
- Is Florida’s leading center for scientific research and development;
- Provides economic opportunities to its residents;
- Values its open spaces and unique natural environments; and
- Has communities that are diverse, safe and prosperous.

***“We must act regionally if we are to accelerate the economy in ways that benefit each Treasure Coast community. This means working together to make our Region more competitive for national and international investments and promoting the Region through the Florida Research Coast Economic Development Coalition.”***

**Michael Mortell,  
CSTC Economic Prosperity  
Committee Member,  
and Vice Mayor,  
City of Stuart**



# PREFACE

## IMPLEMENTING THE VISION FOR THE REGION RESTS UPON TWO SETS OF STRATEGIC INITIATIVES:

### 1. STRATEGIC PRIORITIES:

*This refers to the on-going process of enhancing the Region's economic assets consistent with building its innovation-based economy.*

### 2. CLUSTER INDUSTRY FOCUS:

*To make the Region economically competitive the collective leadership needs to focus on the Region's economic drivers – its clusters.*

#### The Six Strategic Priorities Are:

##### **A. Innovation and Excellence**

- Encourage an entrepreneurial culture that welcomes and supports the creation of new firms. Focus on traded clusters that generate new and sustainable wealth for our communities.

##### **B. Committed Leadership**

- Business, political and community leaders working collaboratively to achieve a clear economic vision for the Treasure Coast Region.

##### **C. Excellent Human/Creative Capital**

- Ensure a highly skilled and motivated workforce. Provide economic opportunity for the Region's citizens.

##### **D. Quality Infrastructure**

- Build a high quality living environment for the Region's citizens.
- Provide a high level of physical infrastructure to connect businesses and people to markets and multiple destinations.

##### **E. Sustainable Development**

- Preserve and enhance the Region's natural resources that contribute to the quality of life for people and business. Focus on alternative energy resources as an economic driver for the Region.

##### **F. Positive Image**

- Create a strong economic identity for the Treasure Coast recognized outside of the Region.

An advanced economic development framework that focuses on innovation and high-quality job creation is cluster-based economic development. Dr. Michael Porter, a noted Harvard economist, in his book, *The Competitive Advantage of Nations* concludes that a nation's most successful industries are those that consist of related groups of firms rather than single, isolated companies. Nations (and Regions within nations) succeed not in isolated industries, however, but in clusters of industries connected through vertical and horizontal relationships. A nation's economy contains a mix of clusters, whose makeup and sources of competitive advantage (or disadvantage) reflect the state of the economy's development.

The National Governors Association publication, *Cluster-Based Strategies for Growing State Economies* describes the increasing importance of cluster strategies to help accelerate regional competitiveness.

***Cluster strategies take on new significance in today's global economy. Trade agreements and major advances in communications and transportation have reduced trade barriers and created an extremely competitive global economy. Although competition in this global economy is sometimes viewed as between nations, it really is between high-performing economic Regions. Exporting firms in Phoenix are as apt to be competing with firms in Bangalore, India; Guang Zhou, China; or Dublin, Ireland as with firms around Boston, Austin, or northern Virginia. These innovation hot spots with fast-growing, high-wage companies and strong regional assets – such as quality educational institutions and a robust R&D environment – are the catalysts for growth in the world economy. The relative competitiveness of a nation's innovative Regions that trade international goods and services will determine the relative wealth of that nation over time.***

**National Governors Association  
Cluster-Based Strategies for  
Growing State Economies**



## AT THE TIPPING POINT

Regions across the country and indeed the world are coming under increasing economic pressure as they face the challenge of globalization. Their economies must now adapt to changing global realities as their industries – once dominant players in manufacturing and technology are competing for talent and market share globally. America's communities are faced with the choice now of meeting globalization head on by investing in innovation and creativity or falling behind economically. Regions are becoming the locus of this challenge, more so than nations and individual states.

Regional competitiveness is the key to meet this global challenge. But competitiveness in a rapidly evolving global market does not mean a specific set of industries. It means a dynamic economy that is nimble and resourceful. One in which established businesses as well as entrepreneurs can adjust to global market challenges by quickly redirecting resources from sectors in decline to the growing sectors.

The Treasure Coast Region faces the same challenge – it needs to turn into a dynamic economy. The current economy – long focused on tourism, agriculture and construction must now respond to the global challenge and compete in an increasingly interconnected world. The Region's citrus industry, for example, must now compete with product from Brazil at the same time it opens up new markets for grapefruit juice in China. The current slowdown in the residential construction and tourism sectors, however temporary it may be, highlights the importance of a dynamic economy for the Region's economic sustainability. If the Region's leaders are truly concerned about economic sustainability and facilitating the required transformation of the Region's economy – into one that is entrepreneurial and innovative, that is dynamic– then collaboration is essential.

In their monograph, *Building Regional Competitiveness through Economic Innovation*, the Alliance of Regional Stewardship defines regional competitiveness as the product of economic, social, environmental and other place-based factors. It also requires competitive companies, creative talent and livable communities that provide a competitive environment, one that is attractive and supportive for people and commerce.

***Globalization has fundamentally transformed the American economy. Regions—defined by economic rather than political boundaries—are the new building blocks of prosperity.***

***In the 21st Century, America's communities will derive economic strength by acting regionally to compete globally. Innovation and entrepreneurship are the new engines of job creation, productivity, growth, economic prosperity and healthy communities.***

**Report of the Strengthening  
America's Communities  
Advisory Committee,  
July 2005**



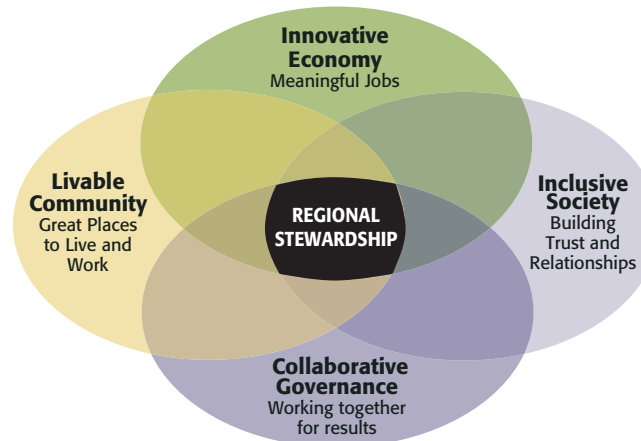
## AT THE TIPPING POINT

Regional competitiveness depends upon regional stewardship – its major components being an innovative economy, livable community, social inclusion and collaborative governance. Regional stewardship is the mechanism to connect and combine these components to achieve regional competitiveness.

The Treasure Coast Region has taken important initial steps to develop an innovative economy but much more needs to be done. The key to the transformation is to focus on entrepreneurship and innovation as the engine of regional competitiveness. It needs to re-energize its educational foundations to ensure its future workforce can compete in a networked world and find meaningful career opportunities and pathways. The Region's leadership must focus not only on smart growth but should adopt a new paradigm of regional competitiveness. Finally, the Region needs to form strong and sustainable networks to speed the process of innovation. Without these actions the Region's future is uncertain.

This CEDS was developed within the context of a changing regional environment – one that is undergoing significant transformation in its social, environmental and economic composition. The CEDS is informed by and builds upon national, state, regional and local economic development strategies and partnerships designed to enhance the prospects for long-term community sustainability including the State of Florida's Strategic plan for economic development, *Roadmap to Florida's Future 2007-2012*, *Palm Beach County's Strategic Economic Development Plan*, *Sustainable Treasure Coast: Final Report* and *Florida's Research Coast* economic development partnership. It is also intended to be complementary to ongoing economic development efforts within each of the Region's four distinct counties – Indian River, Martin, Palm Beach and St. Lucie.

By developing this CEDS, the Region's collective leadership has made a conscious choice to place the Treasure Coast on the path of regional competitiveness within an interconnected world.



Source: *Building Regional Competitiveness through Economic Innovation*.

***“The Treasure Coast’s economic prosperity depends on attracting higher wage jobs and more diverse, year-round employment opportunities that close the gap between residents earning higher incomes and the majority of the population earning less than \$30,000 annually.”***

**Gwenda Thompson, CSTC  
Economic Diversity and  
Prosperity Committee  
Chair, and President and  
CEO, Workforce  
Development Board of  
the Treasure Coast**



# EXECUTIVE SUMMARY

**THE TCRPC COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2007-2012 PLAN** serves as a framework of ideas and a broad-based program of action to promote the long-term economic sustainability of the Treasure Coast Region. It presents a comprehensive overview of our Region's economy illustrating significant trends in employment, wages, income and industry. The plan examines the Region's existing and emerging cluster industries, its economic assets and the internal and external forces affecting its economy.

**The CEDS suggests a comprehensive regional economic development strategy that is founded upon the following vision for the Region: The Treasure Coast Region...**

- Is comprised of vibrant communities with a true quality of place;
- Is one of North America's most dynamic economic Regions;
- Rewards innovation by starting, growing and attracting entrepreneurial firms;
- Is Florida's leading center for scientific research and development;
- Provides economic opportunities to its residents;
- Values its open spaces and unique natural environments; and
- Has communities that are diverse, safe and prosperous.

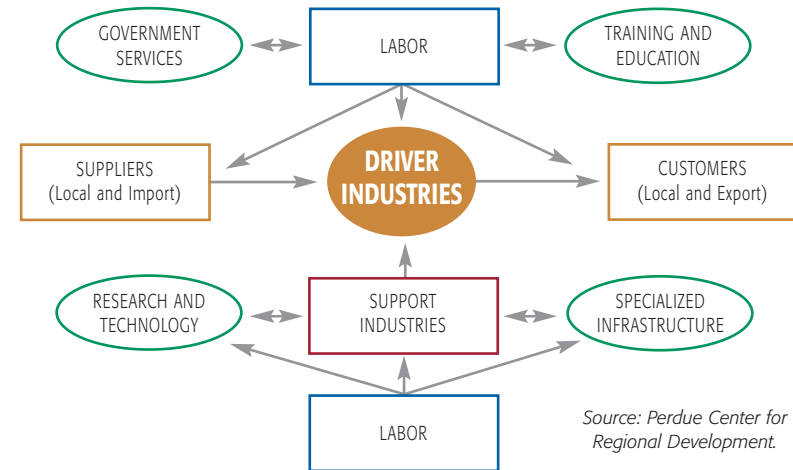
**Implementing the vision for the Region rests upon the commitment made by the community's leadership to the following strategic priorities and to support cluster-led economic development:**

- Innovation and Excellence
- Committed Leadership
- Excellent Human/Creative Capital
- Quality Infrastructure
- Sustainable Development
- Positive Image

## CLUSTER INDUSTRY FOCUS

Industry clusters are agglomerations of competing and collaborating industries in a Region networked into horizontal and vertical relationships, involving strong common buyer-supplier linkages, and relying on a shared foundation of specialized economic institutions. Because they are built around core export-oriented firms, industry clusters bring new wealth into a Region and help drive the Region's economic growth.

### Generalized Example of the Cluster Concept



Source: Perdue Center for Regional Development.

## BACKGROUND

The CEDS is designed to guide the economic growth of the Treasure Coast Region. It is the result of an ongoing, participatory planning process that addresses the economic problems and potential of the Region. The strategy reflects local economic development needs and priorities and recommends a regional approach to achieving sustainable economic development. Ultimately, the CEDS planning process helps create livable wage jobs, fosters the growth of a competitive regional economy and secures the Region's long-term sustainability.

A CEDS is required to qualify for U.S. Economic Development Administration (EDA) assistance under its public works, economic adjustment, and most planning programs, and is a prerequisite for designation by EDA as an Economic Development District (EDD). In December of 1998 Council prepared its first CEDS in order to obtain designation as an EDD. In 2000, The Treasure Coast Regional Planning Council produced its second planning strategy – "Treasure Coast 2010". In 2004, Council published "Go Treasure Coast 2004-2014". This document is the fourth rewrite of the CEDS which more directly focuses on regional competitiveness and cluster-based growth as the keys to transforming the Region's economy into one that is dynamic and innovative.



# EXECUTIVE SUMMARY

## PURPOSE OF THE REPORT

This CEDS highlights the Region's strengths, weaknesses, opportunities and challenges and provides a set of guiding principles for community leaders and decision-makers to set common economic development goals and priorities for action. It also provides a framework for residents, businesses and community leaders to better understand the dynamic relationship between economic prosperity and quality of life, which together create sustainable communities.

## OUTLINE OF REPORT

The CEDS plan is divided into the following six sections:

1. **Analysis of the Region** provides an overview of the District's economy, its overall performance and growth sectors and a highlight of the District's competitive advantage. The analysis consists of the following parts:

**Part I: Economic Profile** provides an overview of the Treasure Coast's demographic, employment and industry trends.

**Part II: Sustainability** discusses important issues with respect to infrastructure, climate change and energy considerations for the Region.

**Part III: Cluster Industry Profile** examines the future growth prospects of existing and emerging clusters and industries and the Region's strengths and challenges.

2. **Summary of Strategic Findings** highlights the Region's strengths, weaknesses, opportunities and challenges and compiles strategic findings.

3. **CEDS Goals and Objectives** outlines the goals and objectives designed to address the economic opportunities and challenges facing the Treasure Coast Region.

4. **Strategic Projects, Programs and Activities** outlines a series of programs and projects designed to implement the goals of the CEDS plan.

5. **Action Plan** describes programs and projects designed to reach the desired vision for the District's future.

6. **Performance Measures** introduces a set of metrics by which the Regional Planning Council can chart the successful implementation of the CEDS.



# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

## A. OVERVIEW

The Treasure Coast Region is well known for its beautiful Atlantic beaches and its high quality of life. From Boca Raton in the south, the Region stretches 100 miles north to the Sebastian Inlet, and from the Atlantic Ocean west to Lake Okeechobee. While recognized for its upscale communities along the ocean, the Region’s population is primarily located in historic mainland cities such as Boca Raton, Delray Beach, West Palm Beach, Riviera Beach, Stuart, Fort Pierce and Vero Beach, and in rapidly growing “suburban” communities such as Port St. Lucie, Jupiter, Palm Beach Gardens and Sebastian.

Although the Region houses a permanent population of 1.8 million and devotes over one million acres to agricultural uses, it also contains a significant number of important natural resources. Examples include the Loxahatchee National Wildlife Refuge, Lake Okeechobee, Loxahatchee National Wild and Scenic River, the J.W. Corbett Wildlife Management Area, Indian River Lagoon, Lake Worth Lagoon, St. Lucie River, Savannas (the largest remaining coastal freshwater wetland on the Atlantic Coast) and St. John’s Marsh.

The Region’s economy focuses heavily on tourism, agriculture and the development of new communities to meet the needs of a rapidly expanding population. With the recent establishment of the Scripps Research Institute, the Torrey Pines Institute for Molecular Studies, a new teaching hospital at Florida Atlantic University and other related operations, the Region is rapidly expanding its economy in the area of biotechnology and life sciences. At the same time, the majority of jobs are still in services, retail trade and government. The Region attracts tens of thousands of seasonal residents and tourists, primarily during the winter months. While tourism is a leading income producing sector of the Region’s economy, the health care and social assistance industry is rapidly growing.

Although employment in agriculture is declining, the Region maintains a primary role in agricultural production. Palm Beach County ranks first in the state in income from agricultural sales, and is of national prominence in the production of sugar cane and winter vegetables. St. Lucie County is the largest grapefruit producing county in the state, and the Region is Florida’s largest producer of citrus.

## B. DEMOGRAPHIC TRENDS

### POPULATION

In 2006, the Region’s population stood at more than 1.8 million, or about 10 percent of the state total. The respective county population totals for 2006 are illustrated in Figure 1.

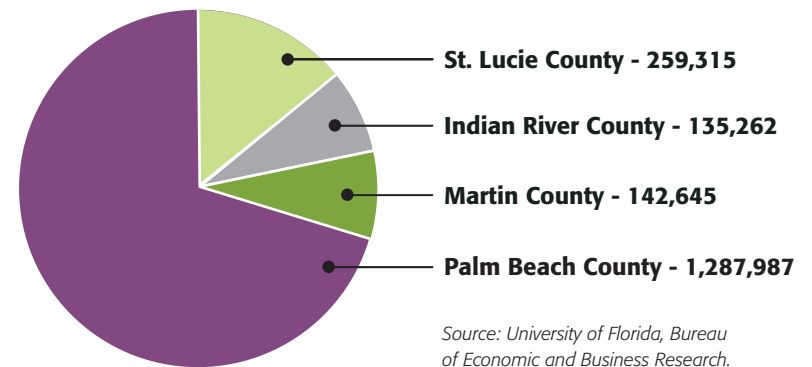


Figure 1: 2006 Population Distribution – Treasure Coast Region



# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

Over the last six years, (April 1, 2000 to April 1, 2006) the Treasure Coast population increased by over 261,000 people, an increase of 16.7 percent. Although Palm Beach County has by far the largest proportion of the Region’s population (70 percent), St. Lucie County has experienced the fastest growth over the period (5.1 percent yearly compounded growth). The average annual growth rate for the Region over this period was 2.6 percent. By 2015, the Treasure Coast population is expected to exceed 2.2 million.

**Trend Analysis:** The vast majority of this rapid population growth is attributable to a substantial and persistent in-migration. Over the period of 2006 to 2010 the Region is projected to grow by 2.4 percent annually. This rate of growth is expected to moderate slightly over the period from 2010 to 2015, dropping down to about 2.0 percent annually. The State of Florida by contrast will grow at a projected rate of 2.1 percent and 1.8 percent, respectively, over the same two time periods.

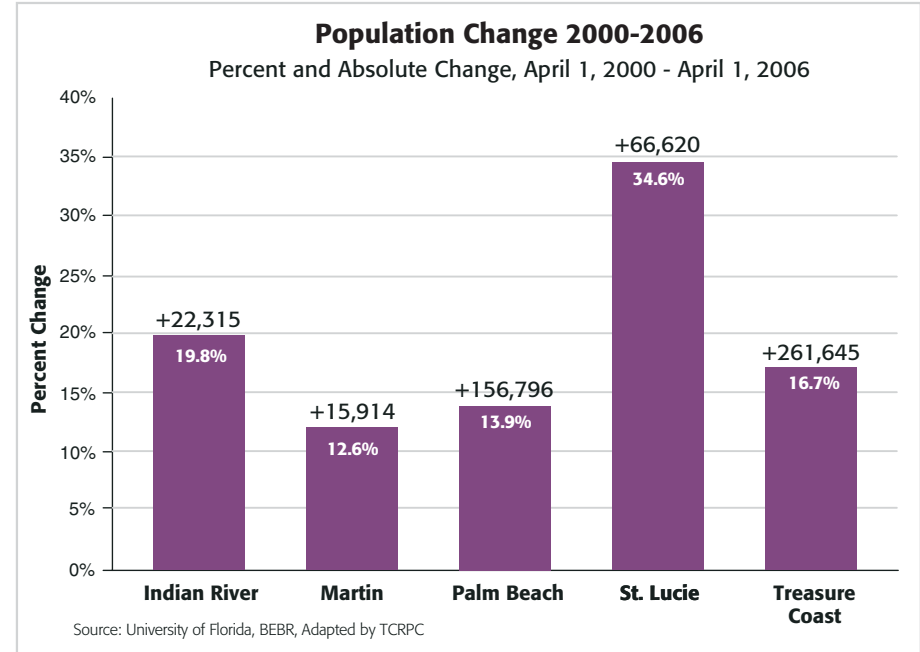


Figure 2: Population Change 2000-2006

Projected Average Annual Growth Trends 2006-2010	
County	2006-2010
Indian River	2.6%
Martin	1.9%
Palm Beach	2.2%
St. Lucie	3.6%
<b>Region</b>	<b>2.4%</b>
Florida	2.1%

Source: University of Florida, BEBR, Adapted by TCRPC

Figure 3: Projected Average Annual Growth Trends 2006-2010



# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

In 2005, net migration accounted for an increase of about 43,000 people into the Treasure Coast Region. Of this increase, domestic migration accounted for about 82 percent and international migration about 18 percent.

Palm Beach County received the largest number of net domestic immigrants, totaling over 15,000, and accounting for 6 percent of Florida’s statewide domestic migration. St. Lucie County had the second highest number of domestic migrants at over 13,000, accounting for 5 percent of Florida’s statewide domestic migration.

**Trend Analysis:** In-migration will likely be a strong and persistent trend for the Treasure Coast Region for the foreseeable future. Over the next eight years (2007 to 2015), the Region’s population is expected to reach 2.2 million, increasing by over 375,000 people. This projected increase will be fueled predominantly by net domestic migration.

## STRATEGIC FINDING

*At the current rate of population growth, approximately 43,000 persons per year will need to be accommodated somewhere within the Region. This equates to about 120 new residents per day. This level of population growth should translate into healthy growth in the Region’s local cluster industries such as retail trade, professional and business services and education and health services. However, infrastructure systems and resources, particularly water and transportation systems will be stretched by residential and economic growth.*

## AGE PROFILE

The Region’s population is older than that of the state or the nation but its pattern of aging appears to be stabilizing.

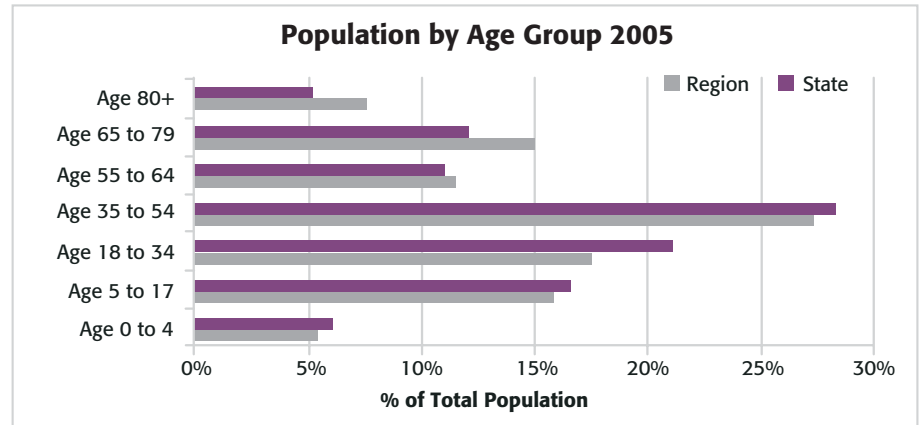
In 2005, 23 percent of the Region’s population was age 65 and over, compared to 17 percent of the State’s population and only 12 percent of the nation’s population. The Region’s school age population (5 to 17) at 16 percent compares with 17 percent for the State and 18 percent for the nation.



Region/County	Total Net Migration	Net International Migration	Net Domestic Migration	Share of FL's Total Net Migration (%)	Share of FL's Net International Migration (%)	Share of FL's Net Domestic Migration (%)
Florida	349,733	87,222	262,511	100.0%	100.0%	100.0%
<b>Treasure Coast</b>	42,978	7,804	35,174	12.3%	8.9%	13.4%
Indian River County	4,356	260	4,096	1.2%	0.3%	1.6%
Martin County	2,512	296	2,216	0.7%	0.3%	0.8%
Palm Beach County	21,914	6,725	15,189	6.3%	7.7%	5.8%
St. Lucie County	14,196	523	13,673	4.1%	0.6%	5.2%

Source: U.S. Department of Commerce, Bureau of the Census

Figure 4: International and Domestic Migration 2005



Source: University of Florida, Bureau of Economic and Business Research, Adapted by TCRPC

Figure 5: Population by Age Group 2005

# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

**Trend Analysis:** The overall aging of the Region’s population appears to be slowing down. Over the period of 2005 to 2010, the proportion of elderly residents remains essentially static.

## STRATEGIC FINDING

*A fixed older population without an increase in the prime working age cohort will challenge the Region’s drive to change its industrial mix from population-serving industries such as education and health services and leisure and hospitality to traded cluster industries such as biopharmaceuticals, communications equipment and information technology as these industries need talented young professionals to grow and prosper.*

## RACIAL AND ETHNIC DIVERSITY

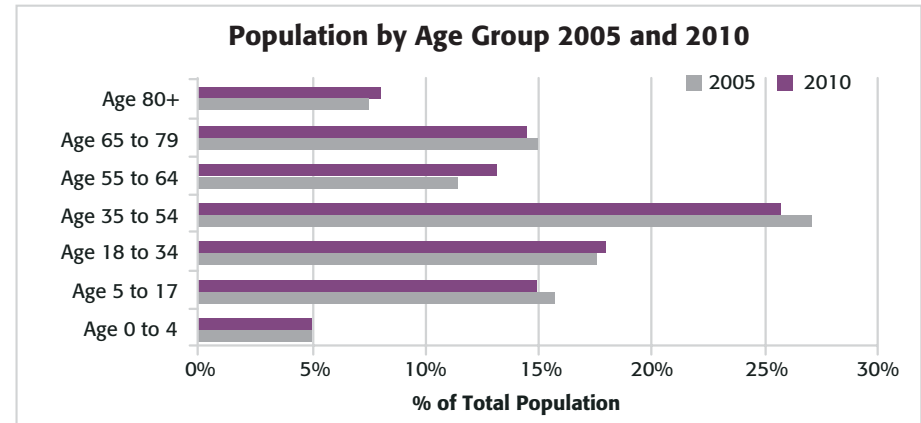
In line with state trends, the Treasure Coast Region’s racial and ethnic composition has become increasingly diverse over the last decade. From 2000 to 2005, the Non-Hispanic White share of the Region’s population decreased from 74 percent to 70 percent. During this period, the Region’s Hispanic population grew from 11 percent to 14 percent of the total population. The Region’s Non-Hispanic Black population has also continued to grow in size since 2000.

Palm Beach County experienced the largest rise in Hispanic population growth throughout the Region with an increase of 48,000.

**Trend Analysis:** Projections call for the Hispanic portion of the population to reach just over 15 percent and the proportion of Non-Hispanic White population to fall to 68 percent by 2010. The Non-Hispanic Black population is also projected to reach 15 percent of the Region’s population in 2010.

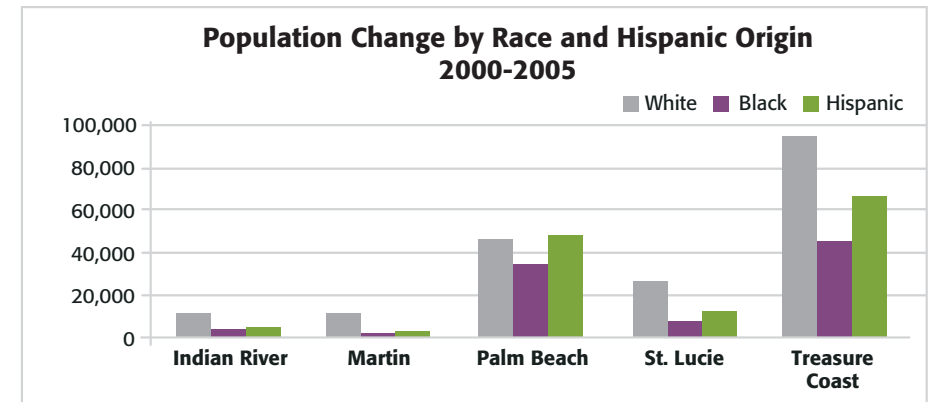
## STRATEGIC FINDING

*The increasing diversity of the Region’s population, as evidenced by the actual and projected rise of the Hispanic population from 11 percent in 2000 to just over 15 percent in 2010, will present new opportunities and challenges for the Region’s educational system. An increasingly diverse population will also provide fertile ground for new business opportunities.*



Source: University of Florida, Bureau of Economic and Business Research, Adapted by TCRPC

Figure 6: Population by Age Group 2005 and 2010



Source: University of Florida, Bureau of Economic and Business Research, Adapted by TCRPC

Figure 7: Population Change by Race and Hispanic Origin 2000-2005



# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

## EDUCATIONAL ATTAINMENT

In 2005, approximately 85.9 percent of the Region’s population 25 years and over had a high school degree or higher and 27.8 percent had earned a bachelor’s degree or higher. Nationally, 84.2 percent of the population had a high school degree or higher and 27.2 percent had earned a bachelor’s degree or higher. Within the Region, Palm Beach County had the highest proportion of its population earning a bachelor’s degree or higher at 30.0 percent and St. Lucie County had the lowest proportion of its population with a bachelor’s degree or higher at 18.8 percent.

### STRATEGIC FINDING

*The Treasure Coast Region has a slightly higher proportion of its population over 25 years of age that earned a bachelor’s degree or higher than the state or the nation. This should be considered an opportunity to expand upon. However, there are marked differences in educational attainment within the Region that need to be addressed. The Region needs to do what it can to recruit a four-year university with a robust research and development capability that is internationally acclaimed and recognized. This will help to attract talented young professionals to the Treasure Coast Region.*

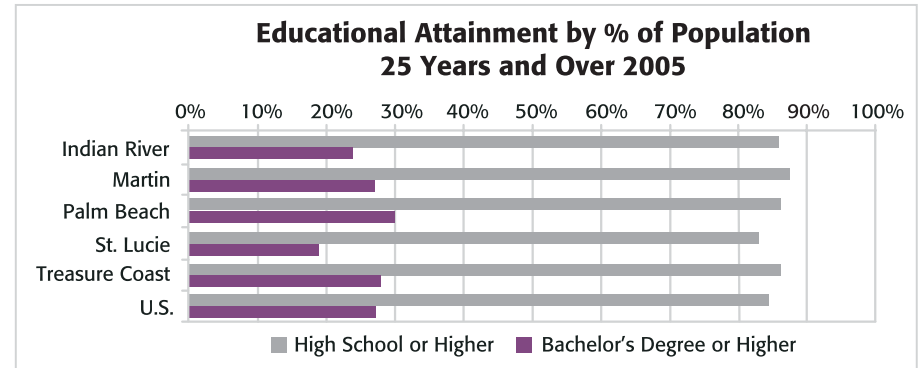
## C. EMPLOYMENT, INCOME AND WAGE TRENDS

### LABOR FORCE AND UNEMPLOYMENT

The Region’s labor force and employment stood at more than 871,480 and 839,358 respectively in 2006. The annual unemployment rate for the Region in 2006 was 3.7 percent, compared to 3.3 percent for the State and 4.6 percent for the nation. Within the Region, Martin County had the lowest unemployment rate for 2006 at 3.4 percent.

### STRATEGIC FINDING

*The Region’s labor force participation rate of 62 percent is lower than that for the State at 64 percent and markedly lower than the nation at 66 percent. The perception of the Treasure Coast Region held by many community leaders inside and outside of the Region is that its economy is based solely upon dividends, interest and rent income. Marketing the Region as a valuable location to establish high-paying industries is constrained in part by this perception of the Region as a tourist and retirement haven. The Region’s leadership needs to help change the perception of the Region.*



Source: U.S. Census Bureau, American Community Survey.

**Figure 8: Educational Attainment by % of Population 25 Years and Over 2005**

County/Region	Civilian Labor Force	Employment	Unemployment Rate (%)
Florida	8,989,000	8,693,000	3.3
Treasure Coast	871,480	839,358	3.7
Indian River	59,596	57,102	4.2
Martin	65,866	63,601	3.4
Palm Beach	631,038	608,515	3.6
St. Lucie	114,980	110,140	4.2

Source: Florida Research and Economic Database, Florida Agency for Workforce Innovation

**Figure 9: Labor Force and Unemployment 2006**

# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

## EMPLOYMENT

Over the past decade, the Region’s rate of employment growth has outperformed that of the state and the nation. Between 2000 and 2006, the Region’s average annual rate of growth of employment was 3.0 percent. Over this period the State experienced an average employment growth rate of 2.3 percent and the nation 0.9 percent.

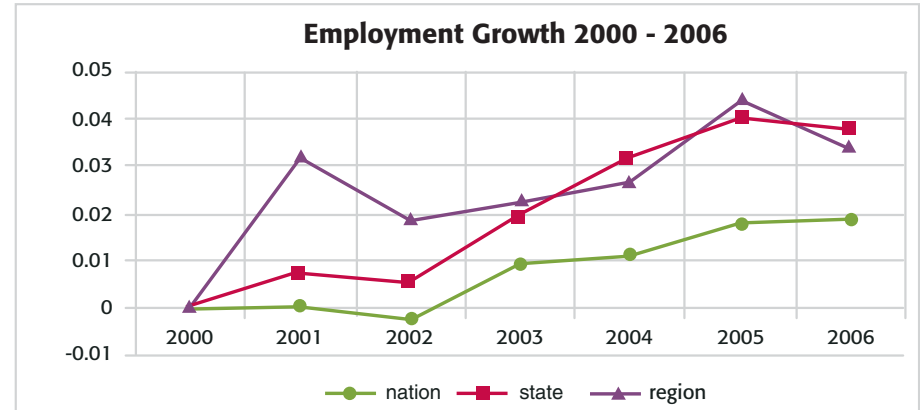
In 2006, the Treasure Coast Region employed over 830,000 people in the following industries (see Figure 11) and accounted for approximately 10 percent of the state’s total employment. This represents an increase of 3.5 percent, or about 28,000 employed persons, from the previous year.

The Trade, Transportation and Utilities sector accounted for the largest share of the Region’s 2006 non-farm employment followed by Education and Health Services and Professional and Business Services (see Figure 12). The industry sectors that pay an average annual wage higher than the Region’s average annual wage of \$37,850 include Education and Health Services, Professional and Business Services and Financial Activities. These industry sectors represent approximately 63 percent of the Region’s employment base.

**Trend Analysis:** Employment growth in the Treasure Coast Region has generally outpaced population growth. As population growth tends to slow over the next few years it is expected employment growth will moderate as well. Nevertheless, the Region’s employment growth rate should continue to exceed that of the nation and the state.

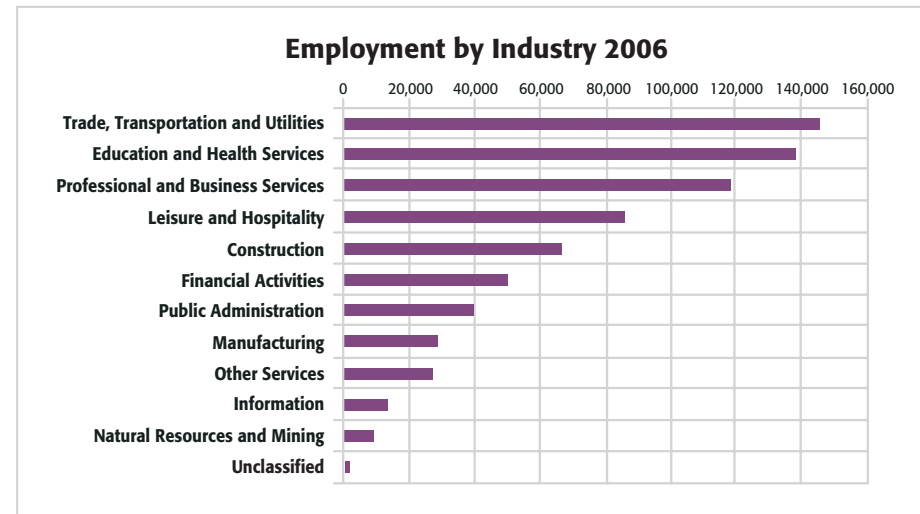
## STRATEGIC FINDING

*Fully one third of the Region’s employment base earns wages that are lower than the Region’s average annual wage of \$37,850. Continued growth in low wage industry sectors and a relative slowing down of job growth in the Manufacturing and Information industry sectors suggest the Region needs to continue to focus on high-wage, high-value added sectors and reshaping the educational system to produce more engineers, scientists and other skilled professionals.*



Source: U.S. Census Bureau of Economic Analysis.

Figure 10: Employment Growth 2000-2006



Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center, Quarterly Census of Employment and Wages Program (QCEW). Released March 14, 2007 and TCRPC adaptation.

Figure 11: Employment by Industry 2006

# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

Treasure Coast Region					State of Florida				
Industry	Number of Establishments	Total Employment	Employment Share (%)	Average Annual Wage	Industry	Number of Establishments	Total Employment	Employment Share (%)	Average Annual Wage
Natural Resources and Mining	663	8,520	1.2%	\$29,008	Natural Resources and Mining	5,251	71,713	0.9%	\$26,772
Construction	7,887	67,095	9.3%	\$39,089	Construction	646,679	74,369	8.2%	\$38,792
Manufacturing	1,627	28,571	3.9%	\$47,526	Manufacturing	16,758	401,802	5.1%	\$43,768
Trade, Transportation & Utilities	12,573	145,040	20.1%	\$34,056	Trade, Transportation & Utilities	129,724	1,637,325	20.8%	\$34,900
Information	959	13,573	1.9%	\$51,371	Information	9,781	168,737	2.1%	\$52,344
Financial Activities	8,158	49,611	6.9%	\$55,908	Financial Activities	71,082	545,115	6.9%	\$49,956
Professional and Business Services	14,451	118,910	16.4%	\$43,416	Professional and Business Services	121,469	1,350,654	17.2%	\$39,504
Education and Health Services	6,320	138,054	19.1%	\$38,171	Education and Health Services	52,363	1,413,624	18.0%	\$38,432
Leisure and Hospitality	4,694	85,847	11.9%	\$19,426	Leisure and Hospitality	43,846	903,075	11.5%	\$19,468
Other Services	6,426	27,234	3.8%	\$27,770	Other Services	48,095	246,872	3.1%	\$26,416
Public Administration	369	39,804	5.5%	\$46,460	Public Administration	4,745	462,253	5.9%	\$45,916
Unclassified	648	1,072	0.1%	\$32,265	Unclassified	7,019	9,882	0.1%	\$29,020
<b>Total All Industries</b>	<b>64,775</b>	<b>723,332</b>	<b>100.0%</b>	<b>\$37,850</b>	<b>Total All Industries</b>	<b>584,502</b>	<b>7,857,731</b>	<b>100.0%</b>	<b>\$37,048</b>

*Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center, Quarterly Census of Employment and Wages Program (QCEW). Released March 14, 2007 and TCRPC adaptation.*

**Figure 12: Employment by Wages and Industry 2006**



# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

## HIGH TECHNOLOGY EMPLOYMENT

Figure 13 shows shares of total employment for Professional, Scientific and Technical Services, Manufacturing, and Information sectors<sup>1</sup>. Although these sectors make up a relatively small part of the Region's total employment they are of interest because they represent recent evolution of industry mix. Regionally, Professional, Scientific, and Technical Services now employ more people than Manufacturing. Nationally, although Manufacturing still captures a larger share of employment than Professional, Scientific and Technical Services and Information, recent trends suggest that its share of total U.S. employment is declining.

## STRATEGIC FINDING

*Despite the Region's smaller share of Manufacturing employment compared to the nation, the Region does evidence strength in the high technology sectors noted above. The Region also possesses many essential economic resources that will drive the economy well into the new millennium. These resources include high technology industry and Internet infrastructure in Palm Beach County and advanced research and development facilities such as Harbor Branch Oceanographic Institution and the United States Department of Agriculture Research Lab located in St. Lucie County. It is hoped the advent of the Scripps Research Institute in Palm Beach County and the Torrey Pines Institute for Molecular Studies in Port St. Lucie will accelerate the trend towards a high wage, knowledge-based economy and provide opportunities for spin-off companies to relocate or develop in the Region.*

## GROSS REGIONAL PRODUCT (GRP)

Gross Regional Product (GRP) is the broadest measure of economic output, measuring the aggregate value of all goods and services produced within a Region over a certain period of time.

<sup>1</sup> Professional, Scientific, and Technical Services includes legal services, accounting, architectural and engineering services, computer systems design, and scientific R&D. Information includes publishing, broadcasting, telecommunications carriers and services, and data processing services.



High Tech Employment in Treasure Coast Region 2006					
	Indian River	St. Lucie	Martin	Palm Beach	U.S.
NAICS 54 , Professional Scientific and Tech Services	4.53%	3.86%	4.89%	6.39%	5.46%
NAICS 31-33 Manufacturing	4.84%	4.96%	4.97%	3.62%	10.48
NAICS 51 Information	1.30%	0.95%	1.77%	2.01%	2.25%
<b>Total</b>	<b>10.67%</b>	<b>9.77%</b>	<b>11.63%</b>	<b>12.02%</b>	<b>18.19%</b>
Source: U.S. Bureau of Labor Statistics and ES-202, 3rd quarter 2006.					

**Figure 13: High Tech Employment in Treasure Coast Region 2006**

In 2006, the Region's GRP stood at \$61.24 billion, representing almost 10 percent of Florida's total output (\$673.3 billion). At 3.9 percent, the Region's GRP grew faster than the nation as a whole (3.4 percent) in 2005, but it grew more slowly than the State of Florida (5.7 percent).

## WAGES AND COMPENSATION

In 2005, the average annual wage in the Treasure Coast Region was approximately \$38,000. Average annual wages for the Treasure Coast Region have continued to outpace the average wage levels for the State (Figure 14). However, average wages per job in the Region have been 6 to 7 percent below national wage levels. There are marked differences in wage levels within the Region with Palm Beach County experiencing the highest and St. Lucie the lowest average annual wages.

# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

The report, *State of Working Florida 2006* suggests the problem of low wages in Florida will be accentuated over time and its persistence owes much to Florida’s industrial mix. The report finds Florida continues to be a low wage state with a disproportionate number and percentage of low wage jobs. Generally, Florida is over-represented in most types of service, leisure and hospitality, retail trade and construction jobs. The State is under-represented in manufacturing and government jobs which generally pay high wages. Long-term, medium-term and short-term (15 year, 5 year and 1 year) state trends accentuate this pattern of disproportionate job growth in low wage industry jobs with a declining share of high wage jobs.

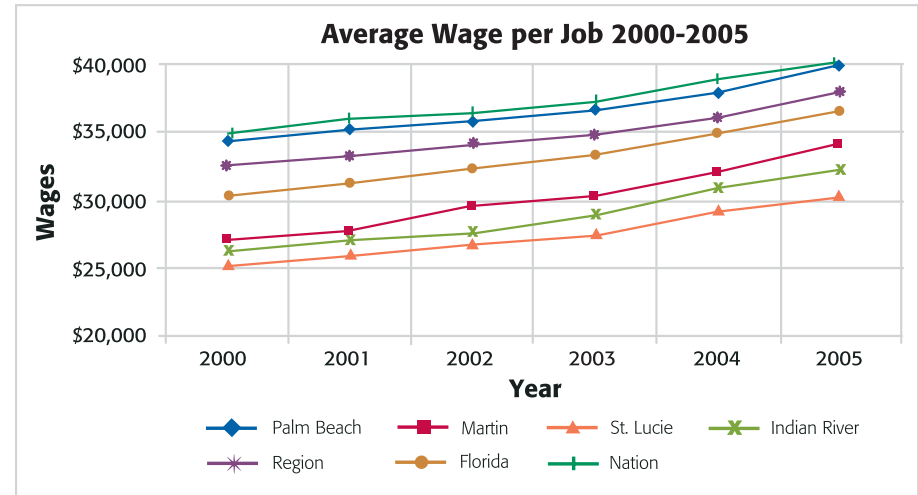
**Trend Analysis:** Interpolating from the trends illustrated in Figure 14 suggest that wage differences between the Region’s counties will likely exist for the foreseeable future.

## STRATEGIC FINDING

*The Treasure Coast Region continues to experience lower average wages per job as compared to the nation. Even as Palm Beach County’s average wage per job tracks that of the U.S. average wage (\$40,505), wages in Martin, Indian River and St. Lucie Counties in 2005 were 85 percent, 80 percent and 80 percent, respectively of the nation’s average wage.*

## POVERTY

In terms of average weekly wages, Palm Beach County has the highest wage in the Region at \$778 and St. Lucie County has the lowest average weekly wage at \$623. Indian River County has the highest incidence of absolute poverty at 12.2 percent and the highest percent of employed workers in poverty than any of the Region’s counties or the State.



Source: U.S. Bureau of Labor Statistics.

Figure 14: Average Wage per Job 2000-2005

Year	Geography Area	Average Weekly Wage*
2005	Indian River	\$627
2005	Martin	\$657
2005	St. Lucie	\$623
2005	Palm Beach	\$778
2005	Region	\$744

Note: \* Average Annual Wage divided by 52 weeks

Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center, Quarterly Census of Employment and Wages Program (QCEW), 2005, Prepared April 2007.

Figure 15: Treasure Coast Average Weekly Wage 2005



## ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

<b>Poverty Status in the Past 12 Months of Individuals by Sex by Employment Status</b> <b>Universe: Civilian Population for Whom Poverty Status is Determined</b>						
	<b>Florida</b>	<b>Indian River</b>	<b>Martin</b>	<b>Palm Beach</b>	<b>St. Lucie</b>	<b>Region</b>
Total:	13,760,258	104,598	113,312	1,002,822	193,041	1,413,773
Income in the past 12 months below poverty level:	1,580,566	12,718	10,777	98,038	18,829	140,362
Employed workers in poverty (Male & Female)	486,226	3,316	2,847	29,369	5,122	40,654
Percent of employed workers in poverty	6.2%	6.3%	5.1%	5.3%	5.1%	5.4%
Poverty rate for total population 16+	11.5%	12.2%	9.5%	9.8%	9.8%	9.9%
Poverty rate for total population, all ages	12.8%	13.2%	10.9%	11.1%	12.0%	11.4%
NOTE: Data are limited to the household population and exclude the population living in institutions, college dormitories, and other group quarters.						
<i>Prepared by: Florida Agency for Workforce Innovation, Labor Market Statistics Center, April 2007. Source: U.S. Census Bureau, 2005 American Community Survey</i>						

**Figure 16: Poverty Status in the Past 12 Months of Individuals by Sex by Employment Status**

Each of the Region's counties has areas of extreme poverty. The Glades Region in the western portion of Palm Beach County, that includes the cities of Belle Glade, Pahokee and South Bay and the surrounding unincorporated areas stands out. The Glades area is mostly rural with a total population of nearly 38,000. Poverty and long-term unemployment are significant challenges in the Region. The Glades area is a USDA Champion Community with some of the highest unemployment and poverty levels in Palm Beach County. The communities of Belle Glade, Pahokee and South Bay are

designated by the State of Florida as a Critical Rural Area of Economic Concern. Numerous community and economic development activities have targeted these communities, but their efforts have not resulted in the types or numbers of jobs necessary to bring stability and growth to the area. Job reductions in the agricultural economy from technology innovation and the lack of development have severely depressed the job market resulting in high rates of unemployment, low median household income and extreme poverty.

### STRATEGIC FINDING

*The incidence of poverty among employed workers in the Region is lower than that for the state as a whole. However, Indian River County has the highest incidence of poverty among employed workers and the total population of all the counties in the Region. Moreover, there are pockets of extreme poverty in areas throughout the Region. Strategic projects and programs should be developed to help build the job base and skill levels in the Region's most distressed communities.*



# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

## INCOME

The Treasure Coast Region had a total personal income of nearly \$82.7 billion in 2006. At \$45,312 the Treasure Coast Region’s 2006 average per capita income is above the state and the national averages of \$35,798 and \$31,794 respectively.

**Income Composition:** Total personal income (TPI) is defined as income received by persons from all sources. Personal income is the sum of net earnings by place of residence; dividends, interest and rental income (property income) of persons; and personal current transfer receipts.

In 2006, net earnings by place of residence accounted for 49.8 percent of TPI; dividends, interest and rent were 35.1 percent; and personal current transfer receipts were 15.1 percent. The share of personal income derived from wage compensation in the Region is smaller than that in the State (60 percent), and significantly lower than the share for the nation (69 percent).

### STRATEGIC FINDING

*The proportion of income derived from earnings in the Treasure Coast Region is markedly lower than the experience in the state and the nation. This coupled with a declining prime working age population will add a growing tax burden to the existing and future working population.*

Treasure Coast Region: Key Economic Indicators	
Indicator	Treasure Coast
Population, 2006	1,825,209
Labor Force, 2006	871,480
Total Employment, 2006	839,358
Unemployment Rate, 2006	3.7%
Personal Income, 2006 (Billions)	\$82.70
Per Capita Personal Income, 2006	\$45,312
Gross Regional Product, 2006 (Bil Chained 2000\$)	\$61.24
Median Home Price, 2006:	
West Palm Beach – Boca Raton, MSA	\$384,700
Fort Pierce-Port St. Lucie, MSA	\$253,200

**Figure 17: Treasure Coast Region: Key Economic Indicators**



# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

## D. INDUSTRY TRENDS

### Fastest Growing Industries

Over the next eight years (2006-2014), the Florida Agency for Workforce Innovation projects an average annual growth of employment across all industries in the Treasure Coast Region of 2.25 percent. This rate of growth is slightly higher than the projected rate of growth of population (2.0 percent) over the same time period.

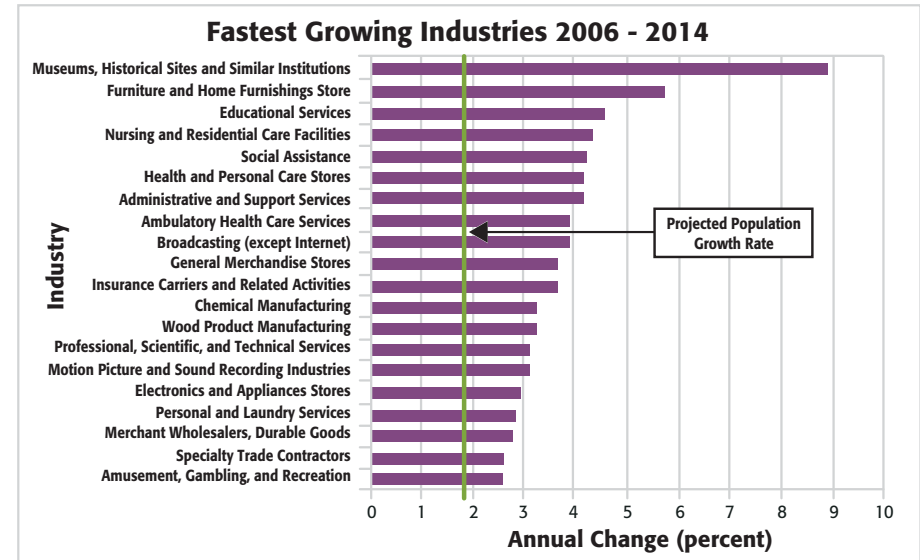
Two dominant features should be noted in the illustration of the Region’s fastest growing industries: they tend to be concentrated in the services and retail trade sectors of the economy and they are strongly correlated to population growth. Most of the industries represented in Figure 18 are also those with average wages lower than the average annual regional wage of \$37,850.

### STRATEGIC FINDING

*The fastest-growing industries in the Treasure Coast are those which are strongly correlated to projected population growth. This pattern underscores the prevailing tendency of the Treasure Coast Region to continue to experience high employment growth in relatively low wage industries. Except for Professional, Scientific and Technical Services and perhaps Specialty Trade Contractors, there is an over-representation of relatively low wage industries projected in the future.*

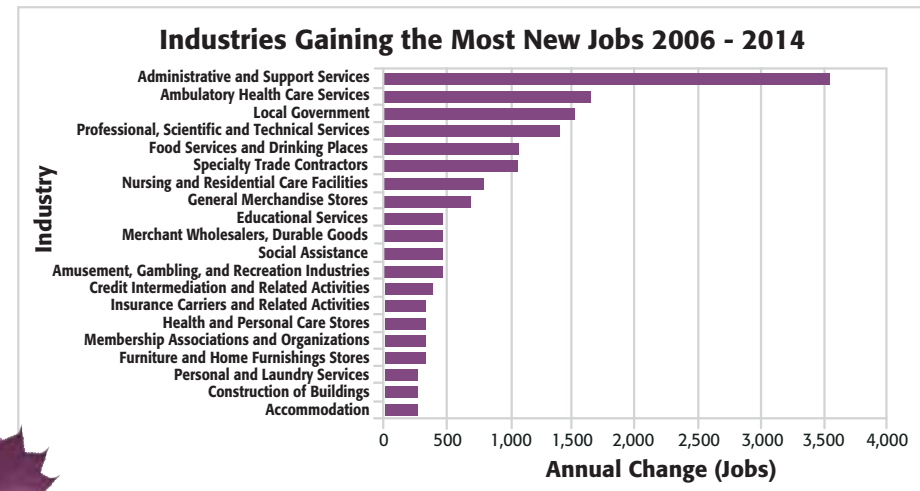
### Workforce Development Trends

One of the primary means of enhancing the innovative capacity of the Region is to ensure its workforce has the requisite skills and knowledge base to work in the various targeted industry clusters and to be adaptable to changing economic opportunities. The Region’s two workforce development boards – Workforce Alliance (Region 21) and Workforce Development Board of the Treasure Coast (Region 20) closely monitor the local economy and work closely with local economic development agencies to identify changes in industry growth and skill demands and make the necessary adjustments to programs and services to continue meeting the needs of employers and jobseekers.



Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center - May 2007.

Figure 18: Fastest Growing Industries 2006-2014



Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center - May 2007.

Figure 19: Industries Gaining the Most New Jobs 2006-2014

## ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

Through their partnerships with educational and economic development organizations, the workforce boards ensure that the workforce services provided are consistent with the economic development goals of the Region and workforce funding sources are used to support the recruitment and training needs outlined in local economic development projects. Their partnerships with education assist in developing a pipeline of future workers and to upgrade the skills of the shrinking workforce.

Recent surveys conducted by the Workforce Development Board of the Treasure Coast indicate that local employers (businesses) need assistance locating trained workers, upgrading the skills of their current workers, expanding their businesses and developing retention strategies that enable them to keep their trained employees. Local jobseekers need skills and employment opportunities paying living wages and offering upward mobility that enable them to significantly contribute to the local economy over a lifetime and across multiple industries. Employed workers need opportunities to upgrade their existing skills and to learn new emerging skills in order to keep pace with the rapidly growing high tech market place of today.

The Board is committed to supporting a business climate that is economically diverse and globally competitive. Access to a skilled and trainable workforce capable of supporting the Region’s current and emerging labor market needs is fundamental to diversifying the local economy. A competitive workforce ensures competitive business.

The Workforce Alliance serving Palm Beach County has embraced a similar partnership model - e3 — economic development, employment, and education—provides the foundation for the development of their goals and strategic direction. With their partners, Workforce Alliance is helping to create a workforce system that is responsive to the needs of a wide array of industries, including the emerging biotech and life sciences fields.

### Florida East Coast Life Sciences Consortium

A recently formed partnership between three workforce development boards (Figure 20) to submit a joint Workforce Innovation in Regional Economic Development (WIRED) grant proposal to the U.S. Department of Labor testifies to the commitment to enhance the development of the area’s emerging life sciences cluster. The Workforce Boards of Palm Beach and Brevard Counties and the Treasure Coast, serving a six-county area on the southeast coast of Florida, are leading a consortium of partners dedicated to improving and accelerating talent development in support of the vitality, growth, and global competitiveness of the Region’s flourishing life sciences industry.

The location of the Scripps Research Institute and the Torrey Pines Institute for Molecular Studies in this Region have helped to anchor a burgeoning cluster of private life sciences companies and research centers, attract established and new venture capital firms, and spawn new life sciences education initiatives within the K-12 and high education systems.

In this Region, the life sciences industry is extremely broad in scope and encompasses basic and applied research and development, agriculture, medical device design and manufacturing, medical testing and diagnostics, pharmaceutical research and manufacturing, marine science, environmental monitoring and testing, biohazard abatement, veterinary research and health care services. Workers with specific science-based skills sets are needed, as are support personnel with skills in marketing, finance, human resources, security, information technology and bioinformatics. The life sciences industry also requires services and suppliers of equipment, chemicals, contract research, business management and financial services.



**Figure 20: Florida East Coast Life Sciences Consortium**

### STRATEGIC FINDING

*Building a talented and creative regional workforce requires close cooperation between the business, education and economic development communities. These partnerships need to be strengthened and supported to enable the workforce development boards to develop a pipeline of future workers and to upgrade the skills of the existing workforce. Helping existing and future workers develop the skill sets required for future jobs, especially in the emerging life sciences and research and development clusters will help the Region develop its innovation economy.*



# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

## E. INTERNAL AND EXTERNAL FORCES

This section of the plan summarizes the problems and opportunities posed by external and internal forces affecting the regional economy.

### Population Growth

Local governments are currently faced with decisions regarding how to respond to population pressures. The population in the four county Region has grown to nearly 1.8 million in 2005, and current projections estimate that the population of this Region will increase by at least another 22 percent by 2015 and become more diverse. The Region's current population growth pressures are already challenging the carrying capacity of our infrastructure, schools, recreational services, water and wastewater facilities and disposal options, water resources and natural environment. Over the long term, increasing population will raise questions regarding whether to extend urban service boundaries. In addition, local governments will face the challenge of meeting the needs of the Region's increasingly diverse population.

### Hurricane Vulnerability

After the record setting 2004 hurricane season, residents of the Treasure Coast understand they live in an area that is subject to the impacts of major hurricanes and their destructive consequences. Another major hurricane is likely to cause significant beach erosion and property and environmental damage throughout the barrier islands and coastal lands, and may endanger the dikes surrounding Lake Okeechobee. Floodwaters caused by the storms can disrupt the delicate balance of the estuaries. Power outages can affect the entire mainland, disrupting homes and businesses for months. Insufficient shelters are available during these events, especially for special needs populations.

### Development and Loss of Agriculture

The Region is rapidly losing farmland and agricultural heritage to residential and commercial development. With agriculture income under duress, land values increasing, and a strong demand for additional development, farmers are confronted with very difficult decisions.



### Citrus Industry

In September 2004, the Treasure Coast was ground zero for two major hurricanes. Agriculture was not spared the storms' fury, and citrus farmers were particularly hard hit. Both storms seriously damaged the valuable citrus crops in Martin, St. Lucie and Indian River Counties, stripping trees of their fruit and destroying the physical infrastructure required to produce and ship the crops. Within weeks, local growers received a second blow: the appearance of citrus canker. The spread of this disease has left many growers unable to meet their financial obligations, forcing them to consider selling their land.

### Workforce Housing

Due to increasing property values, the Treasure Coast Region is losing housing that is accessible to the workforce, seniors, and underprivileged residents. In parts of the Treasure Coast, higher housing costs have created a large number of working homeless who cannot afford to maintain basic housing. In addition, existing workforce housing is not equitably distributed throughout the Region.

In 2006, the Region's highest median sales price for an existing home of \$384,700 was 55 percent higher than the state median sales price of \$248,300 and 73 percent higher than the nation's median sales price of \$221,900.



## ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

### INDUSTRIAL LAND SUPPLY

The Region has approximately 20,000 acres of existing industrial zoned land<sup>2</sup> and 100+ industrial parks (see Appendix A).

During the housing boom of the past few years, industrial land supply decreased across the Region to make way for residential development. The CB Richard Ellis Industrial Market Overview for the second quarter of 2007 noted industrial land in Palm Beach County is in short supply. "...Well located, affordable land is almost non-existent and there is nowhere for tenants to develop appropriate build-to suits." The report also indicated southern Palm Beach County has had a shortage of existing product for sale or lease, high construction costs and a strong backlog of demand over the last few years. The report suggests that during the housing boom industrial space shrunk countywide as cities sought increased revenues resulting from rezoning commercial areas for residential use.

***This trend has led many planners to examine the issue more closely and to consider a broad array of public policy approaches to stem the loss of industrial lands including:***

- policies to retain existing light industrial zoned land and the redevelopment of obsolete properties;
- mixed uses and flex-space;
- development of light industrial parks near airports and other public facilities;
- research on the desired amount of industrial land needed for a healthy economy;
- maintenance of an inventory of vacant lands.

<sup>2</sup>Enterprise Florida

### HIGH TECH CAPACITY

The Milken Institute Best Performing Cities Index ranks 379 U.S. metropolitan statistical areas (MSA) based on their economic performance and their ability to create, as well as keep, the greatest number of jobs in the nation.

***Specifically, the index measures where:***

- Jobs are being created
- Jobs are being maintained
- Wages and salaries are increasing
- Economies are growing
- Businesses are thriving

The top positions in the 2005 index are dominated by Florida metros, which hold not only the index's top three slots, but five of its top six and 12 of its top 30. Palm Bay-Melbourne-Titusville is No. 1, followed by 2004's top scorer, Cape Coral-Fort Myers—No. 2 and Naples-Marco Island—No. 3.

A key finding in its newly released 2005 Composite Index is that six of the top 10 best performing cities are located in Florida. An additional six Florida metros scored in the top 30. The metropolitan area that holds the distinction of being the best performing city in its 2005 index is Palm Bay-Melbourne-Titusville, Florida. This area, with roots in space exploration, has developed a robust and diversified economy with strong growth evidenced in business and professional services.



# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

The Port St. Lucie – Fort Pierce metropolitan area jumped to 12th in the new index, showing marked improvement from its 79th position in 2004. The West Palm Beach-Boca Raton-Boynton Beach metropolitan area ranked 27th in 2005. The top twenty best performing cities are illustrated in Figure 21. The detailed rankings for the Port St. Lucie and West Palm Beach MSAs are provided in Appendix B.

**According to the Milken Institute, the top 20 best performing cities share the following attributes:**

- Each has a strong services sector. Business and professional services, in which the nation demonstrates a high degree of productivity, have been key sources of strength for metropolitan areas.
- Most have experienced strong recovery in tourism that has driven job growth in leisure and hospitality services.
- Each has population growth that supports employment gains in home construction and related consumer industries.
- Many have a growing retiree population which in turn creates a demand for growth in the health care industry.

### STRATEGIC FINDING

*By all accounts the State of Florida, and the Treasure Coast Region display all of these attributes to a high degree. The problem, however, is one of sustainability. The report suggests the key to sustained growth is that the cities must move up the technology based research and development value chain. To remain competitive, Regions must focus on building a knowledge-based economy. Best performing cities may be unable to sustain their standings in the long run without a solid university research and development base and strong commercialization links with the private sector.*



Top 20 Best Performing Cities Composite Index 2005			
2005 Rank	Rank, Year Ago	Metro	Index
1	31	Palm Bay – Melbourne – Titusville, FL	100.00
2	1	Cape Coral – Fort Myers, FL	126.81
3	15	Naples – Marco Island, FL	137.05
4	18	McAllen – Edinburg – Mission, TX	150.55
5	5 <sup>1</sup>	Deltona – Daytona Beach – Ormond Beach, FL	161.87
6	29	Orlando – Kissimmee, FL	165.60
7	11 <sup>1</sup>	Washington – Arlington – Alexandria, DC – VA – MD - WV Metropolitan Division	166.97
8	7 <sup>1</sup>	Fayetteville – Springdale – Rogers, AR - MO	168.26
9	9	Fort Lauderdale – Pompano Beach – Deerfield Beach, FL Metropolitan Division	173.37
10	8	Riverside – San Bernardino – Ontario, CA	180.31
11	2 <sup>1</sup>	Las Vegas – Paradise, NV	187.57
12	79	Port St. Lucie – Fort Pierce, FL	194.24
13	98	Ocala, FL	202.34
14	17	Tucson, AZ	209.30
15	3	Phoenix – Mesa – Scottsdale, AZ	209.87
16	53	Santa Barbara – Santa Maria, CA	220.94
17	35	Santa Ana – Anaheim - Irvine, CA Metropolitan Division	235.87
18	122	Bremerton – Silverdale, WA	246.71
19	NA	Camden, NJ Metropolitan Division	263.31
20	46 <sup>2</sup>	Clarksville, TN-KY	268.29

<sup>1</sup> Added/Subtracted County(s)  
<sup>2</sup> Indicates this city's position on last year's 2004 smallest metros list  
 Source: Milken Institute

**Figure 21: Top 20 Best Performing Cities**

# ANALYSIS OF THE REGION: PART I – ECONOMIC PROFILE

## PROPERTY TAX REFORM

The 2007 Florida Legislature enacted two-part tax reform legislation (House Bill 1B and Senate Joint Resolution No. 4-B) that will have far-reaching implications for local government finances over the coming years. The first part of the overhaul requires local governments to roll back property tax rates to 2006-2007 levels and reduce spending by specific targets by October 1, 2007.

**The counties in the Region are required to reduce spending, and the counties are responding with the following proposed FY 08 budgets:**

County	FY 07 Millage Rate	FY 08 Millage Rate	FY 07 Budget <sup>3</sup>	FY 08 Budget	Budget Reduction*
Indian River	5.4088	5.1726	\$179 Million	\$170 Million	\$9 Million
Martin	7.518	6.834	\$153 Million	\$147 Million	\$6 Million
Palm Beach	5.8570	5.2560	\$942 Million	\$893 Million	\$49 Million
St. Lucie	7.8201	7.2577	\$191 Million	\$185 Million	\$6 Million
Region					\$70 Million

\* Does not include municipal budgets

**Figure 22: Treasure Coast Region Required Spending Reductions**

On January 29, 2008, Florida voters will decide whether to approve the second element of the tax overhaul. SRJ 4B includes an increase in the homestead exemption (“super exemption”) and other provisions. HB 1B limits the rate of increase of property tax levies in the event the constitutional amendment does not pass.

Should these budgets be adopted, the total projected revenue loss for the new fiscal year starting October 1, 2007 for the counties in the Region is approximately \$70 million.

## STRATEGIC FINDING

*Future local government revenue from property taxes is undetermined and uncertain. Under the proposed property tax reforms, future local government revenue can increase to accommodate new development but cannot grow at levels greater than the personal income of taxpayers. An unintended consequence of the State’s legislative action is that local governments now have a greater incentive to pursue economic development as a means of increasing local revenues.*



<sup>3</sup>Total Ad Valorem Taxing Funds.

# ANALYSIS OF THE REGION: PART II – SUSTAINABILITY

## A. OVERVIEW

Economic sustainability is closely tied to the concept of creating livable Regions. Livable Regions are comprised of vibrant communities that are diverse, safe and prosperous. A livable Region should offer its residents a wide variety of choices to live, work, play and visit. These choices will include urban, suburban and rural living options; a wide range of quality employment options and locations; high quality schooling, dynamic artistic, cultural and environmental amenities with a true quality of place. All of these assets should be supported by a strong foundation of high quality infrastructure and communications.

## B. INFRASTRUCTURE

The lifestyle enjoyed by a community and its ability to attract and sustain economic development is predicated on the quality of its public facilities and infrastructure. New public facilities will have to be built as the Region's population increases. Ideally, existing infrastructure will be used to its best and fullest capacity, given the cost and time required to build new facilities. A more cohesive link between land use planning and public facilities must be developed. Comprehensive growth management and fiscal policy should be used to channel new growth into areas where underutilized infrastructure capacity exists. This technique, exemplified by the concept of infill development, produces additional tax and usage fee revenues while limiting the expense

for public services provision. Infill development policies must encourage adaptive reuse of vacant and underutilized buildings as well as undeveloped properties in built-up areas.



The following section provides an overview of the strategic infrastructure resources that form the Region's economic development backbone including transportation systems, industrial parks, water and wastewater systems and electricity.

### The Importance of Linkages

The Region's ability to efficiently move people, goods and services is an important component of economic development. The Region has good transportation access to larger markets. The Florida East Coast (FEC) and CSX railroads traverse the entire Region as do the Florida Turnpike and Interstate I-95. The Treasure Coast Region is served by eight general aviation airports, one commercial service airport – Palm Beach International Airport and two deepwater ports – the Ports of Fort Pierce and Palm Beach. St. Lucie County International Airport has the potential to become another important commercial airport in the Region, increasing transportation linkages further.



## ANALYSIS OF THE REGION: PART II – SUSTAINABILITY












A state university and a number of community colleges and private and technical schools are located in the area. Still, the linkages of transportation within the Region to outside markets and to educational facilities can be improved.

### Transportation Systems

The *Roadmap to Florida's Future 2007-2012* presents some key findings about the role infrastructure plays in the economic diversification of the State and its Regions. The report maintains a multimodal transportation system that is efficient, affordable and reliable is crucial to a competitive economy that provides high-wage job growth.

The report cites the many challenges facing the State's multimodal transportation system, including severe capacity constraints across all modes, inadequate intermodal connectivity and lack of balance between transportation expansion needs and community livability. At its core, the Region's transportation facilities – ports, airports, roadways - must balance the needs of a fast-growing population and economy with its demands for mobility of both people and freight.

The Florida Department of Transportation (FDOT) has for the last few years been working to develop a seamless transportation system designed to enhance Florida's economic competitiveness. This system, known as the Strategic Intermodal System (SIS), comprises transportation facilities and services of statewide and interregional significance. In the Treasure Coast Region, the SIS includes commercial airports, deepwater ports, freight rail terminals, passenger rail, rail corridors, waterways and highways. FDOT has catalogued the SIS facilities in the Treasure Coast Region as part of an overall Southeast Florida economic Region. These designated facilities are highlighted in Figure 23.

Facility Type	SIS	Emerging SIS
 Commercial service airports <i>Percent of all Florida enplanements</i> <i>Percent of all Florida air cargo tonnage</i>	3 46% 82%	0 0% 0%
 Deepwater seaports <i>Percent of all Florida home-port cruise passengers</i> <i>Percent of all Florida waterborne freight tonnage</i> <i>Percent of all Florida waterborne containers (TEU)</i>	3 62% 31% 71%	0 0% 0% 0%
 Interregional or interstate passenger terminals <i>Percent of all interregional passengers</i>	18_ 54%	0 0%
 Spaceport	0	NA
 Intermodal freight-rail terminals	2	0
 Highways (centerline miles) Highways (lane miles) <i>Percent of all traffic on State Highway System</i> <i>Percent of all truck traffic on State Highway System</i>	750 3,622 16% 15%	51 110 <1% <1%
 Rail corridors (miles)	286	81
 Waterways (miles)	318	46
 Road connectors_ <i>Miles_</i> <i>Percent of mileage on State Highway System_</i>	31 32 59%	0 0 0%
 Rail connectors <i>Miles</i>	5 10	0 0
 Waterway connectors <i>Miles</i>	0 0	0 0

\_ Includes existing connectors and mileage only, except in cases where the planned connectors will not replace existing connectors once operational.  
\_ Includes one planned SIS terminal.

**Figure 23: Summary of Designated SIS and Emerging SIS Facilities**

## ANALYSIS OF THE REGION: PART II – SUSTAINABILITY

The following three regional transportation initiatives, among others currently underway, are designed to enhance regional mobility and freight movement and thereby enhance the SIS system. These are the *South Florida East Coast Corridor Transit Analysis Study*, the *Palm Beach Freight and Goods Movement Study* and the *South Florida Inland Port Feasibility Study*.

**South Florida East Coast Corridor Transit Analysis Study:** This regional study is examining how to relieve passenger roadway congestion along major roadways (I-95, U.S. 1/Federal Highway and Old Dixie Road) while providing for increased freight transportation movements into the area's ports and airports. Additional transit service is being proposed as one possible alternative.

**Palm Beach County Freight and Goods Movement Study:** This study addresses all modes of transport associated with freight and goods movement and considers both short-term and long-range needs. Based on the report findings, recommendations for needed improvements to facilitate freight and goods movement are made.

### ***The study's key findings include:***

- Preservation of industrial lands;
- Shortage of truck drivers;
- Lack of truck service facilities;
- Increasing and recurring congestion;
- Limited rail service constrains competitiveness;
- Constrained port expansion and ongoing access issues; and
- Limited air cargo service and access issues.

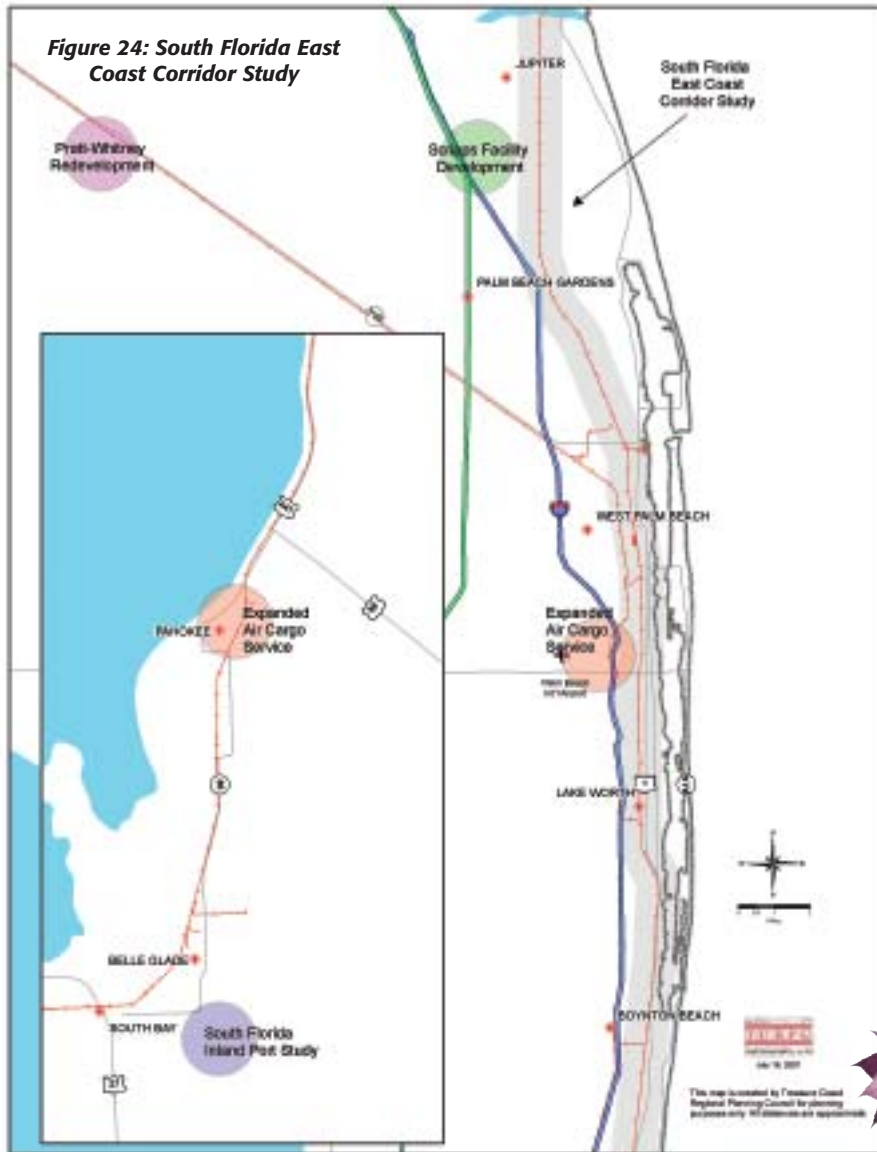
### ***Key regional developments, in progress or planned, designed to enhance the movement of goods and stimulate economic activity include:***

- Scripps Facility Development
- Pratt Whitney Redevelopment
- South Florida Inland Port
- South Florida East Coast Corridor Study



## ANALYSIS OF THE REGION: PART II – SUSTAINABILITY

The location of the key regional developments are illustrated in Figure 24.



**South Florida Inland Port Feasibility Study:** The Port of Palm Beach, located in the City of Riviera Beach, has taken a comprehensive look at its long term growth potential. Currently, the port is a landlocked facility without adequate physical expansion opportunities. To address this situation, the Port has developed the concept for an inland port facility in western Palm Beach County. The facility would serve the Port as a direct extension of its waterside terminal.

The Inland port would also help ease intermodal freight movement by shifting it westward from the increasingly congested South Florida highway and rail corridors. The project would also build additional rail connections to alleviate a good portion of the freight traffic to the west and create an inland cargo terminal to provide a distribution hub.

**The feasibility study examines five potential sites of some 3,500 acres near Lake Okeechobee in western Palm Beach County to serve as the inland port and related industrial development. These are:**

- Site Option #1: South Bay Area adjacent to US 27;
- Site Option #2: Pahokee Area near Bryant Mill;
- Site Option #3: Southwestern Martin County on SR 710;
- Site Option #4: Pratt-Whitney property on SR 710; and
- Site Option #5: Highlands County at intersection of US 27/SR 70.

The first four locations are entirely within the Treasure Coast Region. Site #5 lies within the Southwest Florida Regional Planning Council district.

## ANALYSIS OF THE REGION: PART II – SUSTAINABILITY

### **The expected regional benefits of the development of an inland port include:**

- Expanded existing seaport capacity;
- Enhanced freight system reliability;
- Improved intermodal connectivity;
- Improved congestion management activities;
- Enhanced local and regional distribution patterns;
- Creating new market opportunities; and
- Reinforcement of regional economic development.

The photos at right, extracted from the *South Florida Inland Port Feasibility Study* shows the areas of influence of the Region's two port facilities – Port of Palm Beach and Port of Fort Pierce defined by 50 and 100 mile radius areas. A summary of key characteristics is also provided.

### **STRATEGIC FINDING**

*Maintenance of the Region's existing roadway network and expansion of airside, waterside, rail and other mass transit opportunities are needed to increase the mobility of the population and the movement of goods. Continued improvement is needed in order to enhance the Region's attractiveness and competitive edge for economic development.*



#### **Port of Palm Beach**

- Ranked 7th in tonnage and 4th in TEUs.<sup>4</sup>
- Unavailability of on-port land for seaport expansion.
- Access to CSX and FEC rail.
- Vocal proponent of multimodal development in Western Palm Beach County, of which, it would be the primary beneficiary.
- Looking to expand bulk and break-bulk capacity.



#### **Port of Fort Pierce**

- Relatively low cargo volume (TEUs and Tonnage).
- General focus on preserving and expanding marine commercial, industrial and recreational uses.
- History of recruiting mega-yacht companies for development at/near port facilities.

<sup>4</sup> Refers to container capacity – twenty-foot equivalent unit.

# ANALYSIS OF THE REGION: PART II – SUSTAINABILITY

## WATER SYSTEMS

Florida’s population is expected to reach 25 million by 2025, a 40 percent increase. Increasing population and its related development will place increasing pressure on Florida’s water supply and distribution systems. Florida’s water management districts are charged with the goal of ensuring an adequate supply of water to protect natural systems and to meet all existing and projected reasonable beneficial uses, while sustaining water resources for future generations. Increasingly, considerable uncertainty has emerged concerning water availability from traditional water sources including the Surficial and Biscayne aquifers, fresh surface water, primarily from the Everglades and Lake Okeechobee. Water managers suggest that most future water needs will be met through development of alternative water sources including brackish water, reclaimed water and the storage of storm water.

**To meet the growing demand for potable water and ensure that resources are available, the State of Florida recently mandated changes to its growth management regulations to require all local governments to submit:**

- 10-year Water Supply Facilities Work Plan
- Proposed amendments to their Capital Improvement Element
- Updated Potable Water Element
- Updated Conservation Element

**The South Florida Water Management District (SFWMD) will play a central role in linking growth with water availability by ensuring local governments have:**

- Increased focus on alternative water supplies
- Improved communications between utilities and planning departments
- Strengthened link between water supply plans and land use planning

### Trends in Water Use Demands

*Palm Beach, Martin and St. Lucie Counties*

- Public Water Supply Increasing
- Agricultural Use Declining
- Thermoelectric Use Increasing

**SFWMD will review local government comprehensive plan amendments to ensure they have:**

- Identified water projects to be built
- Identified quantity of water to be produced
- Provide status of implementing projects

Potable water is supplied to the residents of the Region by a multitude of municipal and private utilities. Public Water Supply comprises all potable uses served by municipal and private utilities. Demand for public water supply is projected to grow from 276 MGD (in 2005) to 407 MGD by 2025, an increase of 47 percent. Public water demand is currently met through a combination of traditional groundwater supplies and brackish groundwater. As a result of the more robust water supply planning process, new public water supply capacity is expected to exceed year 2025 demands, according to SFWMD.

### STRATEGIC FINDING

*Existing demand and environmental constraints will continue to limit development of traditional water supply sources pushing the need for alternative water supplies or nontraditional sources including seawater or brackish water, surface water captured during wet-weather flows, new storage capacity and reclaimed water.*



# ANALYSIS OF THE REGION: PART II – SUSTAINABILITY

## ELECTRICITY

Electrical energy is supplied to Treasure Coast residents primarily by investor-owned private utilities and publicly-run utilities. Florida Power & Light Company (FPL), an investor-owned utility provides electricity to all of the Region’s four counties. FPL currently provides electricity to 4.4 million homes and businesses in Florida. Municipal electric utilities in the Region include facilities located in Vero Beach, Fort Pierce and Lake Worth – all members of the Florida Municipal Power Agency (FMPA).

Both public and private utilities use a mix of fuels to generate electricity. In FPL’s case, its electricity is generated by a fuel mix of 42 percent natural gas, 19 percent nuclear, 17 percent purchased power, 17 percent oil and 5 percent coal.

Each year every electric utility in the State of Florida produces a ten year site plan that includes an estimate of future electric power generating needs. The purpose of the ten year site plan is to disclose the general location of proposed power plant sites and facilitate coordinated planning efforts. The Florida Public Service Commission requests Council review of ten year site plans produced by both private and public utilities. Most recently, Council reviewed ten year site plans prepared by FMPA and FPL.

Both FPL and FMPA project increased load growth in their respective service areas over the next ten years. FMPA estimates demand for electricity to increase at an average annual growth rate of 2.0 to 2.4 percent. This is consistent with population growth rates for the Region. To help meet this demand, the FMPA plan describes several conservation programs that are currently being implemented to reduce the need to build additional power plants. In spite of these efforts, the FMPA will require additional capacity to meet the future demand.



FMPA Planned Expansion Resources		
Unit Description	Commercial Operation (MM/YY)	Summer Capacity (MW)
Southern Company Peaking Purchase	12/07	175
Treasure Coast Energy Center Unit 1	06/08	296
Peaking Units (or Power Purchase) <sup>1</sup>	06/10	90
Combined Cycle Unit (or Power Purchase) <sup>1</sup>	06/11	296
Taylor Energy Center Unit 1	06/12	293
Peaking Units	06/18	90
<b>Total</b>		<b>1,240</b>

<sup>1</sup> FMPA is currently undergoing an RFP evaluation regarding potential power supply purchases that may delay these resources.

**Figure 25: FMPA Planned Expansion Resources**

The plan indicates FMPA is proposing to obtain an additional 1,240 megawatts (MW) of summer capacity from purchasing power, expanding existing power generating facilities, and constructing the following new generating facilities shown in Figure 25.

## ANALYSIS OF THE REGION: PART II – SUSTAINABILITY

FPL's ten year site plan indicates it is proposing to add 5,557 MW of capacity to its system from 2007 to 2016. FPL plans to meet some of its needs through power purchases from utilities and other entities. In addition, FPL is planning to increase capacity through modifying existing power plants and developing new generating facilities.

### STRATEGIC FINDING

*Maintaining and growing a reliable and consistent supply of energy is critical to the Region's economic competitiveness and sustainability. To help meet this goal the Region needs to decrease its vulnerability to fuel price increases and supply interruptions related to the energy industry. Electrical utilities need to diversify their fuel types in order to accomplish this goal. The Region and State of Florida should focus on developing new programs to:*

- 1. Reduce the reliance on coal and oil as future energy sources;*
- 2. Increase conservation activities to offset the need to construct new power plants; and*
- 3. Increase the reliance of clean alternative energy systems to produce electricity.*

### C. CLIMATE CHANGE AND ENERGY

The regional economy and quality of life are highly dependent on tourism, recreation and agriculture. However, concern is growing that global climate change may significantly affect the Region's major industries. There is increasing scientific evidence indicating that global warming is occurring and is caused in part by high levels of carbon dioxide in the atmosphere. Carbon dioxide, which is a byproduct of burning of fossil fuels, is at the highest atmospheric levels in the past 400,000 years. Furthermore, the ten hottest average years on record have occurred since 1980.

The four coastal counties in the Region are extremely vulnerable to the affects of global climate change for several reasons. The first reason is sea level rise. The Region has about 100 miles of coastline along the Atlantic Ocean. Rising global temperatures are causing ice in polar Regions to melt, which is causing ocean levels to rise. Projections are that sea level will rise about 5 inches in the next 25 years, and about 20 inches by the year 2100. This has the potential to be very damaging to tourism, the number one industry in the state. The second reason for vulnerability is exposure to extreme weather conditions. Warm water in the oceans can lead to more intense hurricanes, and warmer air can lead to higher moisture levels, which can at times cause intense flooding. Higher temperatures can cause reduced soil moisture, which can lead to more severe droughts, water shortages, and increased frequency of wild fires. These extreme weather conditions could have a devastating impact on agriculture. The third reason Florida is vulnerable is due to changes in the ocean. An increased level of carbon dioxide absorbed in the ocean is causing acidification of the water, which is impacting the health of coral reefs. Many marine species are dependent on coral reefs for their survival. The impact on marine species could be very damaging to the marine industries, which is also very important to the economy of the Region.



## ANALYSIS OF THE REGION: PART II – SUSTAINABILITY

As part of an ongoing program evaluating global climate change, the US Environmental Protection Agency (EPA) initiated a nationwide project promoting planning for and awareness of sea level rise. Council participated in this program and in 2005 completed the report, *Sea Level Rise in the Treasure Coast Region*. The report contains maps of the Treasure Coast Region that distinguish the shores that are likely to be protected from erosion, inundation, and flooding, from those areas where natural shoreline retreat is likely to take place. The report is designed to support the EPA's national effort encouraging the long-term thinking required to deal with the issues associated with sea level rise. The ultimate goal of the project is to diminish losses to life and property from coastal hazards, such as erosion and inundation, and to ensure the long-term survival of coastal wetlands.

The study followed the general approach of other sea level rise planning studies sponsored by the EPA. The statewide approach for identifying likelihood of land use protection characterized all uplands from 0 to 10 feet in elevation and within 1000 feet of shoreline into the following four general categories: protection almost certain; protection reasonably likely; protection unlikely; and no protection. Application of the state-wide approach in the Region resulted in the identification of 119,157 acres (83.3%) of uplands and 23,927 acres (16.7%) of wetlands in the study area. Regionally, the "Protection Almost Certain" category accounted for 77.0% of the uplands in the study area. This was followed by "Protection Reasonably Likely" (6.7%), "Protection Unlikely" (10.7%), and "No Protection" (5.6%). A clear regional trend exists, reflecting an increase in the number of acres in the "Protection Almost Certain" category when moving north to south from Indian River County to Palm Beach County. A total of 34 municipalities in the four counties of the Treasure Coast Region are likely to be impacted by sea level rise in the future. The report encourages local government planners and citizens to consider the problem of sea level rise. This project represents the first step in planning for sea level rise in the Treasure Coast Region.

Florida Governor Charlie Crist has taken the position that the long-term economic well being of the State of Florida is dependent on strategies to address global climate change. The strategies to address climate change include increased reliance on clean and renewable energy, energy efficiency and conservation, efficient transportation and land use, and the need to reduce greenhouse gas emissions. On July 13, 2007, Governor Crist signed three Executive Orders initiating Florida's new energy policy:

- **Executive Order 07-126** - Leadership by Example: Immediate Actions to Reduce Greenhouse Gas Emissions from Florida State Government
- **Executive Order 07-127** - Immediate Actions to Reduce Greenhouse Gas Emissions within Florida
- **Executive Order 07-128** - Florida Governor's Action Team on Energy and Climate Change

The effect of these Executive Orders will be to achieve more conservation, greater energy efficiency, less use of fossil fuels, and more use renewable energy, including: bio-fuels, hydrogen, solar energy, and wind energy. New types of bio-fuels are on the horizon and Florida has a great capacity to produce bio-fuels because of the long growing season and abundant agricultural land. Also, Florida currently has a large potential for using sugar cane and citrus for ethanol. Regarding solar energy, photovoltaic energy is still not practical on a commercial scale for power companies, but is becoming more economically feasible as distributed energy on roof-top systems. The main potential for wind energy in Florida is along the coastline. Florida Power and Light Company is currently exploring a plan to produce electricity using windmills in St. Lucie County. The strategies to reduce greenhouse gasses will help to protect natural resources, provide cleaner air, increase economic opportunity, help to reduce dependence on foreign oil and contribute to national security.



## ANALYSIS OF THE REGION: PART II – SUSTAINABILITY

Council has long been an advocate of good energy planning. In 1999, Council adopted an energy planning guide, *Energy Planning in the Twenty-First Century, A Guide for Florida Communities*. The document, which was updated in 2003, includes major sections dealing with coordinated energy planning, energy efficiency and conservation, greater use of solar and other clean alternative energy resources, sustainable communities and patterns of development, energy efficient buildings and energy efficient transportation systems. The energy-planning guide includes a comprehensive set of energy-related goals, strategies and policies. The guide also encourages companies that produce renewable resource and energy efficient products, such as photovoltaic systems and solar water heaters, to establish manufacturing facilities in the Region. The guide is intended to enhance awareness of energy issues and lead to a cleaner environment, more sustainable forms and patterns of development and a higher quality of life.

### D. ENVIRONMENT

#### **Everglades Restoration Critical to Region's Future**

The Treasure Coast Region is a Region of abundant resources and a highly desirable quality of life. The quality of life enjoyed in the Region depends on the conservation of the natural environment and the countryside. While much of the Region still remains as countryside, at least 80 percent of the Region's natural environment has been altered or lost. The main threat to remaining natural systems and the countryside is not growth, but sprawling suburban growth which due to its inefficient development form has required ever-increasing acreage to deliver an acceptable quality of life. Therefore, the solution to environmental problems is found in part in the form of development. Public and private sectors need to encourage a more system-wide approach to protect complete natural systems and to address the inadequacies of existing land use planning and development strategies to protect complete natural systems. Efforts need to be made to promote patterns of development that preserve and manage complete natural systems as a network of greenways and wildlife corridors connecting natural preserves and prevent sprawl.

The quality of life and the Region's environment and economy also are intimately tied to the proper and prudent management of its water resources. Sectors competing for limited water resources within the Region include: natural systems; agriculture; and domestic, municipal, and industrial users. Future increases in needs of these users will cause competition to increase between all sectors for existing water supplies, and will necessitate more efficient use of water. The Region's water resources should be managed to provide for all recognized needs on a sustainable basis. The stakes involved in water management are huge: Florida Bay, the Everglades, Lake Okeechobee, the Region's estuaries and wildlife and the health of the Region's economy.

***The Indian River Lagoon provides between \$717 and \$730 million per year to the regional economy, attracting 5.9 million tourists and a half a million salt water anglers annually.***

**The Indian River Lagoon Comprehensive Conservation & Management Plan, 1996**

***The estimated first cost of the recommended Comprehensive Plan to restore the Everglades is \$7.8 billion, and the annual operation and maintenance costs are \$182 million. Implementation of plan is expected to occur over the next 20 years.***

**C&SF Comprehensive Review Study, 1999**



## ANALYSIS OF THE REGION: PART II – SUSTAINABILITY

The Everglades ecosystem requires special attention because of its large size, economic and environmental importance and the State's commitment to protect this system is part of creating a sustainable South Florida. The Everglades ecosystem is a massive watershed spreading over 9,000 square miles in southern Florida. This system includes a series of interconnected fresh water rivers, lakes, marshes, prairies, forests and estuaries that stretch from the Kissimmee River Basin, Lake Okeechobee, the Everglades, Big Cypress Swamp and the estuaries of Florida Bay and the Ten Thousand Islands. This system occurs in all or part of 16 counties. Within the Treasure Coast Region, portions of St. Lucie, Martin, and Palm Beach Counties are located within the Everglades ecosystem.

Both the economy and natural resources of South Florida depend on the health of the Everglades ecosystem. Approximately 6 million residents and 17 million visitors yearly depend on this system for domestic, agricultural and industrial water supply; as well as for income and recreation. Furthermore, thousands of plant and animal species, many of which are endangered and potentially endangered, depend on the clean, free-flowing water and expansive natural areas of the Everglades ecosystems for survival.

Historically, water flowed slowly through the Everglades ecosystem through the chain of lakes in the Kissimmee River Basin, into Lake Okeechobee, and then southward through the Everglades proper and into Florida Bay. The Everglades once covered about 4 million acres and was characterized as a slowly moving sheet of freshwater drifting southward.

During the last 100 years, drainage of lakes, swamps, and marshes and alteration of the flow of water has resulted in the permanent loss of over half the original Everglades. The drainage was primarily to make the area more suitable for urban and agricultural



development. Channelization of the Kissimmee River destroyed over 40,000 acres of wetlands, and diminished fish and wildlife habitat. Agricultural runoff and water diversion degraded Lake Okeechobee and the Everglades. Roads, canals, levees, and water control structures have disrupted water flow to the Everglades, Big Cypress Swamp, Florida Bay and Ten Thousand Islands estuaries. Within the Treasure Coast Region, much of what was originally Everglades wetlands south and southeast of Lake Okeechobee has been converted to the production of sugar cane.

In order to correct the problems with the existing water management system affecting the Everglades, the US Army Corps of Engineers (COE) and South Florida Water Management District (SFWMD) released the Central and Southern Florida (C&SF) Project Comprehensive Review Study in 1999. The primary goals of this project, known as the Restudy, were to restore natural ecosystems, increase regional water supplies, improve water quality and maintain flood protection in the project area. The resulting plan is known as the Comprehensive Everglades Restoration Plan (CERP). The plan contains more than 50 projects designed to work in concert with many other ongoing and planned environmental restoration projects of the Federal Government, State of Florida, and local partners. Major components of the plan include the creation of approximately 181,000 acres of new reservoirs, 35,600 acres of stormwater treatment areas and more than 300 underground water storage wells. These components will greatly increase water storage and greatly increase the water supply for natural systems, urban and



## ANALYSIS OF THE REGION: PART II – SUSTAINABILITY



agricultural needs. In addition, the components of the plan are designed to restore more natural flows to waterbodies, improve water quality and restore natural hydroperiods. The State of Florida has approved a plan to provide \$200 million a year to fund the CERP. However, full implementation of the

plan requires federal funding. The plan has been submitted to the US congress for funding as part of the Water Resources Development Act (WRDA) of 2007. At this time, approval of the legislation remains in question.

One of the first components of CERP to be implemented in the Treasure Coast Region is known as the Indian River Lagoon – South Feasibility Study. The purpose of this project is to investigate structural and operational changes to the C&SF project to improve the quality of the environment, protect the aquifer and help to conserve urban and agricultural water supplies. The study examines alternative surface water management options in the South Indian River Lagoon watershed in Martin and St. Lucie Counties. The report focuses on alternative plans that benefit the receiving bodies of water by improving water deliveries and water quality. The report also identifies an adaptive implementation strategy based on monitoring, evaluation, refinement and modeling. This strategy recognizes that after each component of the project is constructed and tested, feedback based on new insights gained on the response of the system may require that adjustments be made to the project.

In 2004, the Final Integrated Project Implementation Report and Environmental Impact Statement for the Indian River Lagoon – South project was released. The recommended plan includes building and operating approximately 12,000 acres of above ground storage reservoirs, 9,000 acres of manmade wetlands, restoring natural hydrology

on approximately 90,000 acres of natural areas including 53,000 acres of restored wetlands, and muck removal and habitat restoration inside the estuaries. The recommended plan is expected to provide significant restoration of degraded areas in the southern Indian River Lagoon and will have a positive impact on other water-related needs of the Region including increased water supplies, improved water quality, and the maintenance of flood protection. The total initial cost of the recommended plan for the Indian River Lagoon – South project is estimated to be \$1.3 billion.

The Indian River Lagoon - South project represents an opportunity to restore impacted natural systems, maintain a healthy environment, and balance the need to provide water



for natural systems and urban and agricultural uses in Martin and St. Lucie counties. Other parts of the Region eagerly await the completion of other CERP projects, including the Indian River Lagoon – North project, which includes parts of Indian River County, and the North Palm Beach County – Part 1 project,

which includes the Loxahatchee River watershed and northern Palm Beach County. Implementation of these plans will help to protect and restore the environment and build a strong economy in the Region.



# ANALYSIS OF THE REGION: PART III – CLUSTER INDUSTRY PROFILE

## A. OVERVIEW

Clusters are the economic drivers of a Region because they produce goods and services that are sold outside of the Region, generating income that fuels the rest of the regional economy. Economic developers recognize that without these economic drivers, a Region would only circulate money already in the local economy, losing economic momentum over time. By identifying industry clusters and focusing on meeting their needs, a Region can attract wealth and increase prosperity for all residents. Focus on the Region’s cluster industries can help a Region adapt to economic change. If regional leaders, planners, educational, financial and business institutions understand the issues facing key regional clusters, they will be in a better position to respond to cluster needs. The economic performance of the Treasure Coast Region is dependent, in large part on its industrial composition and its industry clusters.

## B. CLUSTER IDENTIFICATION AND ANALYSIS

This section presents an identification of the Region’s portfolio of industry clusters based upon the work of Professor Michael E. Porter of the Harvard Business School, Institute for Strategy and Competitiveness. The Institute’s Cluster Mapping Project uses detailed county level data (excluding agriculture and government) and statistical techniques to profile regional economies with a special focus on clusters. All the industries in the economy are separated into “traded” and “local” clusters which have different patterns of spatial competition and locational drivers. Local clusters are those that sell their goods and services to the local market, or the Region in which the employment is located. Examples of local cluster industries include healthcare, local retail and utilities. Traded clusters, by contrast, sell their products and services across Regions and often to other countries. They tend to locate in a particular Region based not solely on resource considerations or population dynamics but on broader competitive considerations. Examples of traded clusters include aircraft engines, automotive parts, ship building and medical equipment. For the purposes of this analysis only traded clusters are considered.

**Traded Clusters:** Traded clusters are the economic drivers of a Region because they have the potential to grow beyond the size and needs of the local market. Their expansion in turn supports higher levels of innovation, greater productivity growth and higher wages. The Institute for Strategy and Competitiveness has identified 49 distinct traded clusters within the U.S. economy.

## WHAT IS A CLUSTER?

***The Council on Competitiveness defines an industry cluster as a group of firms, related economic actors, and institutions that are located near one another and that draw productive advantage from their mutual proximity and connections. Industry clusters are the key to understanding the performance of regional economies and the competitiveness of individual firms.***



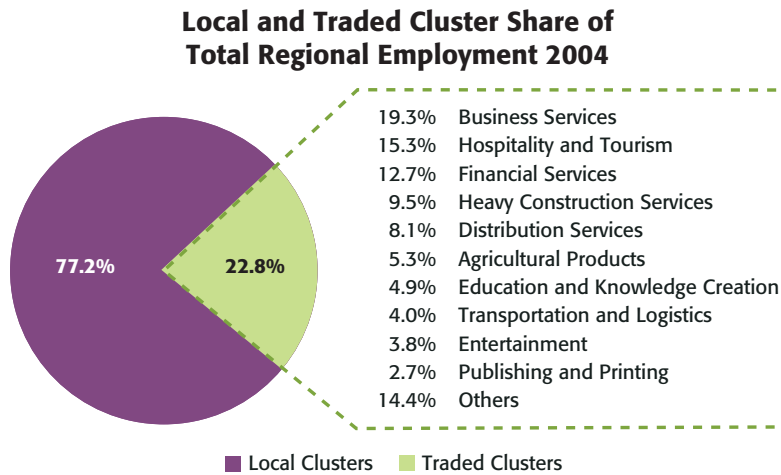
# ANALYSIS OF THE REGION: PART III – CLUSTER INDUSTRY PROFILE

All Regions have some employment in almost all of these traded clusters with smaller Regions having limited employment across all of the traded clusters. Generally, all employment in a Region can be captured within a traded or local cluster.

**Nationally, private, non-farm employment is captured among the three types of clusters as follows:**

- Traded Cluster – 30 percent
- Local Cluster – 70 percent
- Natural Resource Dependent – 1 percent

The Treasure Coast’s traded cluster portfolio (Figure 26) represents about 23 percent of regional employment, which is significantly lower than that for the nation.



Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School and TCRPC

**Figure 26: Local and Traded Cluster Share of Total Regional Employment 2004**

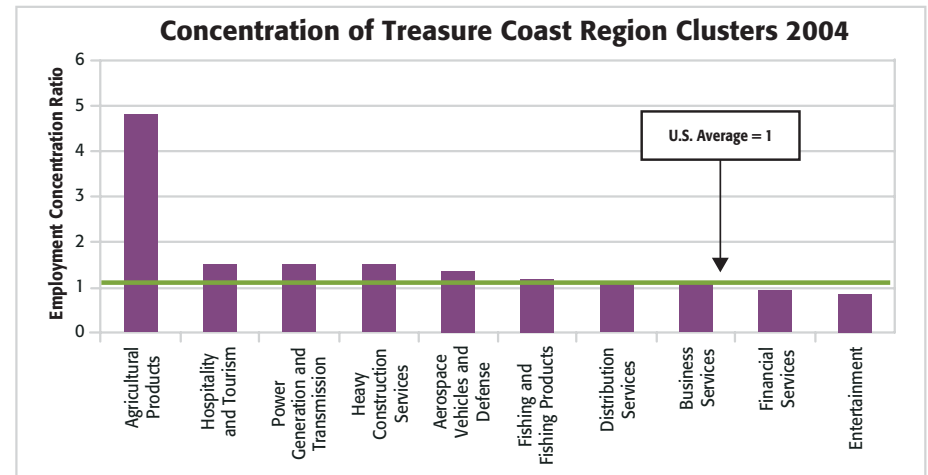
**Cluster Identification**

Based on the methodology described earlier, analysis reveals the Region has approximately eight established traded clusters <sup>5</sup>.

**They are:**

- |                                      |                                   |
|--------------------------------------|-----------------------------------|
| 1. Agricultural Products             | 5. Aerospace Vehicles and Defense |
| 2. Hospitality and Tourism           | 6. Distribution Services          |
| 3. Power Generation and Transmission | 7. Business Services              |
| 4. Heavy Construction Services       | 8. Financial Services             |

Figure 27 displays the employment concentration of the Treasure Coast Region’s dominant clusters relative to a typical U.S. region of similar size. An industry cluster that has a value of 1.00 on this chart, as Financial Services does, has the same concentration of people working in that cluster as a typical American region.



Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School and TCRPC Adaptation.

**Figure 27: Concentration of Treasure Coast Region Clusters 2004**

<sup>5</sup> As industry clusters are constantly responding to the market, the number of distinct clusters in a region typically varies over time.



## ANALYSIS OF THE REGION: PART III – CLUSTER INDUSTRY PROFILE

Agricultural Products' score of 4.82 means the Treasure Coast Region has nearly 5 times as many agricultural product workers as the U.S. average. Aerospace Vehicles and Defense at 1.34 means the Region is 34 percent more concentrated in these jobs than the average U.S. region.

A higher than average concentration of employment is a mark of regional competitive advantage and should be regarded as an opportunity for further enhancement. It suggests the presence of a good supply chain network and other resources which are critical to the success of that cluster.

The size, employment concentration ratio and average wages of the Region's traded clusters are summarized in Figure 28 on the next page.



# ANALYSIS OF THE REGION: PART III – CLUSTER INDUSTRY PROFILE



Average Annual Wages of the Region's Traded Clusters 2004											
Cluster Code	Cluster	Employment Concentration Ratio 2004	Employment 2004	Average Wages 2004	Change in Share of National Employment 1996-2004	Cluster Code	Cluster	Employment Concentration Ratio 2004	Employment 2004	Average Wages 2004	Change in Share of National Employment 1996-2004
1	Aerospace Engines	0.22	93	\$40,904	-97.16%	23	Information Technology	0.31	1,128	\$63,059	19.61%
2	<b>Aerospace Vehicles &amp; Defense</b>	1.34	2,260	n/a	14.35%	25	Jewelry & Precious Metals	0.61	357	\$54,742	-29.59 %
3	Analytical Instruments	0.30	983	\$41,992	-67.37%	26	Leather & Related Products	0.55	379	\$49,474	0.74%
4	Apparel	0.14	244	\$22,812	109.97%	27	Lighting & Electrical Equipment	0.06	79	n/a	-53.66%
5	Automotive	0.14	897	\$24,431	19.97%	30	Construction Materials	0.42	408	n/a	22.88%
6	Building Fixtures, Equipment, Services	0.68	2,437	\$30,466	16.20%	32	Medical Devices	0.31	624	\$34,491	11.89%
7	<b>Business Services</b>	1.09	27,003	\$53,453	38.49%	33	Metal Manufacturing	0.21	1,305	\$29,140	49.44%
8	Chemical Products	0.13	268	n/a	-9.47%	34	Motor Driven Products	0.09	159	\$65,600	190.72%
9	Communications Equipment	0.38	550	\$42,814	-78.49%	36	Oil and Gas Products & Services	0.09	187	\$43,765	38.81%
10	Processed Food	0.17	1,279	\$30,018	46.37%	39	Biopharmaceuticals	0.53	826	n/a	634.51%
11	<b>Agricultural Products</b>	4.82	7,346	\$17,595	12.19%	40	Plastics	0.12	493	\$34,813	-44.66%
12	<b>Distribution Services</b>	1.14	11,288	\$45,627	9.92%	41	<b>Power Generation &amp; Transmission</b>	1.46	2,125	n/a	10996.02%
13	Education & Knowledge Creation	0.46	6,890	\$33,574	68.73%	43	Prefabricated Enclosures	0.18	260	n/a	153.88%
14	Entertainment	0.84	5,335	\$30,073	43.67%	44	Production Technology	0.18	536	n/a	-9.47%
15	Heavy Machinery	0.29	536	\$45,666	12.74%	45	Publishing & Printing	0.73	3,711	\$59,833	52.18%
16	<b>Financial Services</b>	0.99	17,848	\$75,976	19.89%	46	Sporting, Recreational & Children's Goods	0.74	371	\$27,864	69.49%
17	Fishing and Fishing Products	1.16	293	n/a	244.47%	47	Textiles	0.07	106	\$22,812	-48.76%
18	Footwear	0.17	22	n/a	384.80%	48	Tobacco	0.28	53	n/a	4.88%
19	Forest Products	0.10	187	\$35,241	61.15%	49	Transportation & Logistics	0.65	5,640	\$35,440	7.55%
20	Furniture	0.44	723	\$22,899	23.89%	<b>Total Traded Cluster Employment</b>		<b>140,044</b>			
21	<b>Heavy Construction Services</b>	1.42	13,356	\$43,473	55.17%	<i>Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School &amp; TCRPC adaptation.</i>					
22	<b>Hospitality &amp; Tourism</b>	1.49	21,457	\$23,408	10.47%						

Figure 28: Average Annual Wages of the Region's Traded Clusters 2004\*

\* Latest available data

## ANALYSIS OF THE REGION: PART III – CLUSTER INDUSTRY PROFILE

The 2004 **Employment Concentration Ratio (ECR)** represents the relative specialization of that particular industry. It measures an industry's concentration in the Region relative to the country as a whole. A concentration ratio greater than one suggests the cluster is more concentrated locally than it is nationally.

The **Change in Share of National Employment** calculation provides a measure of the dynamism of the clusters in the Region. The metric measures the change (positive or negative) in the cluster's share of national employment over the period of 1996 to 2004. This provides an indication of whether the cluster strength is improving or declining regionally over time.

### Cluster Location by County

Figure 29 illustrates how the established clusters are dispersed throughout the Region.

The majority of traded cluster employment is located in Palm Beach County. Business Services, Hospitality and Tourism and Financial Services are the three largest traded clusters by employment.

<b>Cluster Employment by County 2004</b>					
<b>Traded Cluster</b>	<b>Indian River</b>	<b>Martin</b>	<b>Palm Beach</b>	<b>St. Lucie</b>	<b>Region</b>
Agricultural Products	1,451	242	3,651	2,003	7,346
Hospitality and Tourism	1,014	1,851	17,360	1,232	21,457
Power Generation and Transmission	0	97	1,730	298	2,125
Heavy Construction Services	696	850	10,583	1,227	13,356
Aerospace Vehicles and Defense	750	375	1,135	0	2,260
Distribution Services	961	403	7,446	2,478	11,288
Business Services	1,187	1,639	23,156	1,021	27,003
Financial Services	1,279	945	14,732	893	17,848
Other Clusters	2,333	2,692	29,199	3,135	37,359
<b>Total Cluster Employment</b>	<b>9,671</b>	<b>9,094</b>	<b>108,992</b>	<b>12,287</b>	<b>140,044</b>
<b>County Share of Cluster Employment</b>	<b>6.9%</b>	<b>6.5%</b>	<b>77.8%</b>	<b>8.7%</b>	<b>100.0%</b>

*Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School and TCRPC adaptation.*

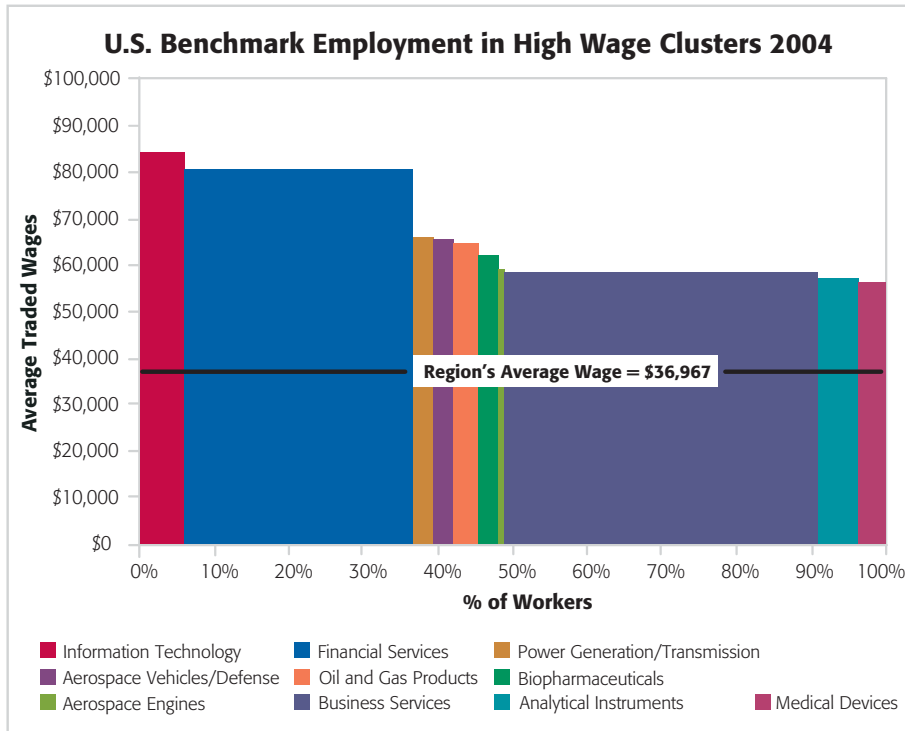
**Figure 29: Cluster Employment by County 2004**



# ANALYSIS OF THE REGION: PART III – CLUSTER INDUSTRY PROFILE

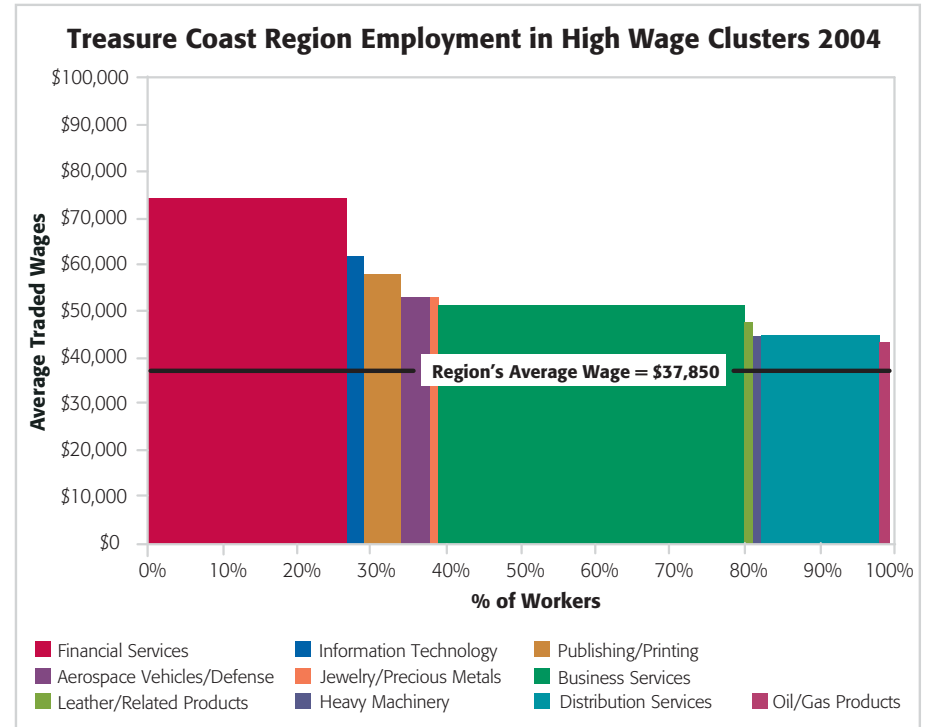
## Employment in High Wage Clusters

Another important way to analyze the Region’s clusters is to benchmark employment in its high wage clusters versus the national experience. The top ten clusters by wages in the nation and Region are illustrated in Figures 30 and 31.



Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School and TCRPC Adaptation.

**Figure 30: U.S. Benchmark Employment in High Wage Clusters 2004**



Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School and TCRPC Adaptation.

**Figure 31: Treasure Coast Region Employment in High Wage Clusters 2004**



# ANALYSIS OF THE REGION: PART III – CLUSTER INDUSTRY PROFILE

## C. CLUSTER PERFORMANCE

Besides understanding the makeup of the Region's economy by the proportion of employment in both traded and local clusters, it is important to discern how the traded clusters have grown over time. For this analysis, the Region's traded clusters' change in share of national employment over the period of 1996-2004 is used to gauge its growth potential. The analysis identifies the Region's "Star", "Mature", "Opportunity" and "Challenge" clusters. This time series analysis provides a good indication of potential growth trends in the traded clusters and helps to focus attention on key clusters worthy of further focus by the Region's leadership.

As illustrated in Figure 32, the Treasure Coast Region has some level of current employment in all of the clusters represented in the U.S. economy. Each bubble in Figure 32 represents one of the Region's traded clusters (on a relative basis) with its associated employment in 2004. Clusters above the horizontal line (1.0) are more highly concentrated in the Treasure Coast Region than in the nation. Clusters to the right of the vertical line are growing faster than the average cluster growth in the United States from 1996-2004; those to the left are declining. Clusters in the upper right quadrant such as Business Services and Distribution Services have the strongest competitive position in the Region.

### Star Clusters

The clusters located in the upper right-hand section of Figure 32 are "Star" clusters – the important clusters for the Region to focus on. These clusters have higher concentrations of employment than that of the nation and help to place the Region in a competitive position. These clusters have also shown strong growth over time. The star clusters identified in the Treasure Coast include Aerospace Vehicles and Defense, Business Services, Agricultural Products, Distribution Services, Financial Services, Heavy Construction Services, Hospitality and Tourism and Power Generation and Transmission.

**Aerospace Vehicles and Defense:** Between 1996 and 2004 this cluster's share of national employment increased by 14.35 percent. With a location quotient of 1.34, this industry is 34 percent more concentrated in the Treasure Coast Region than in a typical U.S. Region. Prospects for continued growth in this cluster are strong, with inroads evidenced with recent new business openings in Palm Beach and Martin Counties.

**Number of Employees: 2,260**

**Average Wage: \$54,810<sup>6</sup>**

**Business Services:** The Region's Business Services cluster includes management consulting, online information services, computer programming and engineering services. The Florida Agency for Workforce Innovation projects a high rate of growth for the industries in this cluster.

**Number of Employees: 27,003**

**Average Wage: \$53,453**

**Agricultural Products:** The Agricultural Products cluster is the cluster with the highest employment concentration of all the traded clusters in the Region. At 4.82, the Region has almost 5 times as many agricultural workers as the U.S. average. This is borne out by agriculture's long standing history. The Treasure Coast Region has historically been one of the largest producers of citrus products in the State of Florida. Palm Beach County, for example, is an important provider of winter vegetables. Almost two thirds of the employment in this cluster (63 percent) corresponds to activities related to farm management and related services. The remaining employment is distributed between milling and refining and agricultural products activities. This cluster has the lowest average wage of all the traded clusters.

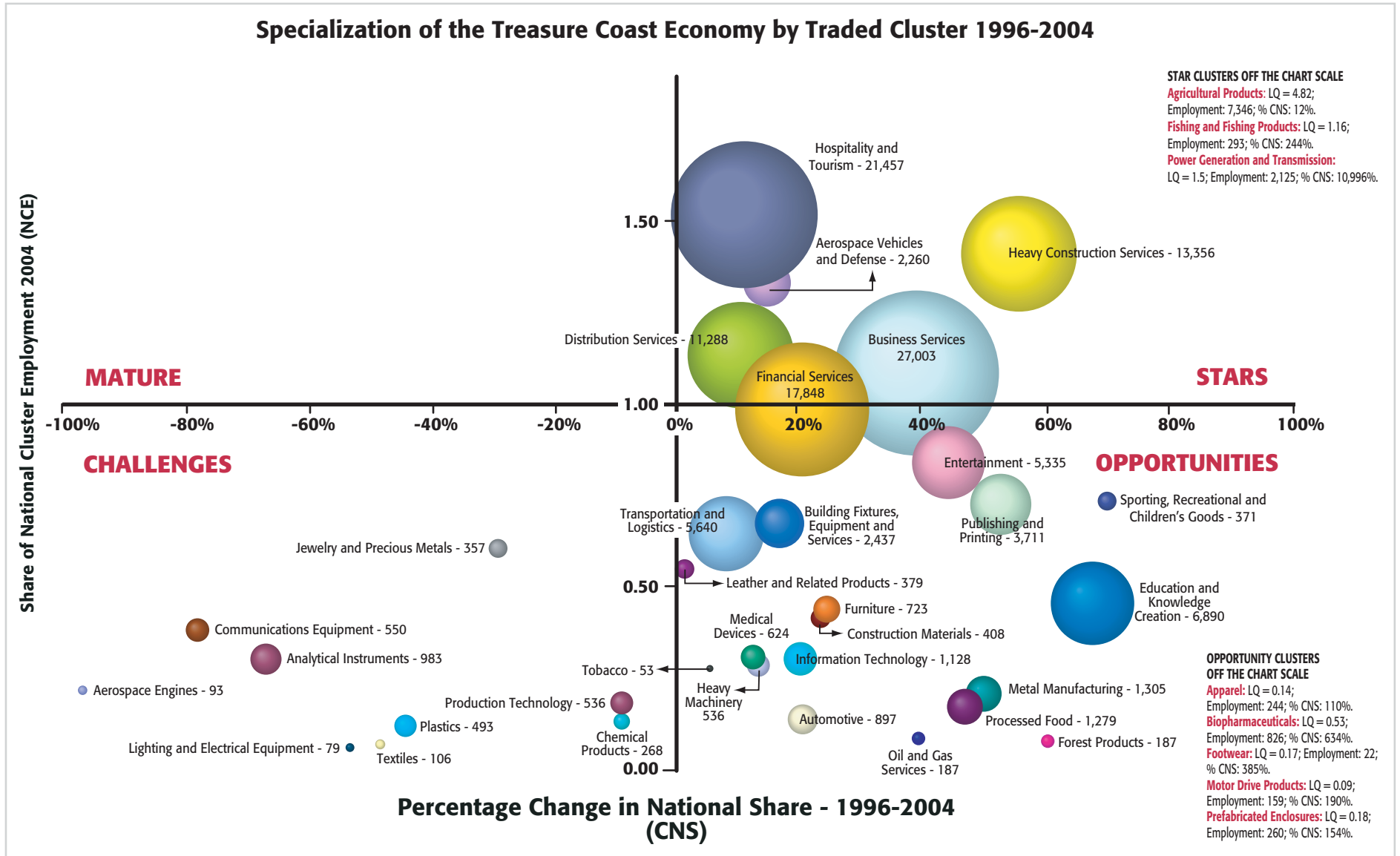
**Number of Employees: 7,346**

**Average Wage: \$17,595**

<sup>6</sup> This represents 2002 wage data from Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School.



# ANALYSIS OF THE REGION: PART III – CLUSTER INDUSTRY PROFILE



Source: Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School and TCRPC Adaptation.

Figure 32: Specialization of the Treasure Coast Economy by Traded Cluster 1996-2004

## ANALYSIS OF THE REGION: PART III – CLUSTER INDUSTRY PROFILE

### Star Clusters continued

**Distribution Services:** Employment in this industry cluster, which includes merchandise wholesaling, catalog and mail-order and transportation vehicle and equipment distribution has experienced a healthy growth over the last eight years from 1996 to 2004 of 24 percent. This cluster pays wages that are above the Regional average. The \$50 million Wal-Mart distribution center, which opened in 2004 in St. Lucie County, for example, employs over 1,100 people. The development of the proposed 3,500 regional inland port and distribution hub will add depth and reach to this cluster.

**Number of Employees: 11,288**

**Average Wage: \$45,627**

**Financial Services:** This cluster has the highest average annual salary of all of the Region's traded clusters. Component industries include depository institutions, securities brokers, investment funds and real estate investment trusts.

**Number of Employees: 17,848**

**Average Wage: \$75,976**

**Heavy Construction Services:** The Heavy Construction Services cluster is represented by over 1,000 firms with an average complement of 13 people. Industries that make up this cluster include final construction, subcontractors and equipment distribution and wholesaling. This cluster industry's growth generally parallels the population growth of the Region. In fact, over the period of 1996 to 2004, this cluster increased its share of national employment by over 55 percent.

**Number of Employees: 13,356**

**Average Wage: \$43,473**

**Hospitality and Tourism:** A mainstay of the Treasure Coast Region, this cluster includes tourism attractions, tourism related services and ground transportation. Almost all of the component industries of this cluster pay wages below the Region's average annual wage of \$38,000, with the exception of water passenger transportation.

**Number of Employees: 21,547**

**Average Wage: \$23,408**

**Power Generation and Transmission:** The bulk of employment in this cluster is related to electrical services. This cluster has grown tremendously over the study period. With a renewed focus on alternative energy, this cluster could be enhanced and expanded even further to provide high wage employment opportunities.

**Number of Employees: 2,125**

**Average Wage: n/a**



## ANALYSIS OF THE REGION: PART III – CLUSTER INDUSTRY PROFILE

### Opportunity Clusters

The clusters in this quadrant are important and warrant further attention because, while they have not reached a critical employment mass in the Region compared to the nation, they have experienced a significant amount of growth. The identified opportunity clusters include Biopharmaceuticals, Education and Knowledge Creation, Publishing and Printing and Transportation and Logistics.

**Biopharmaceuticals:** This is the fastest-growing Opportunity Cluster in the Region. From 1996 to 2004, this cluster's change in share of national employment grew by over 634 percent. With the addition of Scripps Research Institute and the Torrey Pines Institute for Molecular Studies in the Treasure Coast Region, the prospects for exponential growth in this cluster are very positive along with tremendous opportunities for the formation of spin-off companies in the life sciences and related fields. Dr. Richard Houghten, President of Torrey Pines, recently indicated to the Martin County Commission and the Economic Council of Martin County that he would like to see more venture capital in Florida. "The reality is, in simple terms, money is fuel." As important as incentives were to his institute's selection of Port St. Lucie as its new headquarters, private investment is the key for spin-off companies. "...but for spinoffs, they need venture capital." The Region's leadership should focus on enhancing access to capital and the creation of stronger industry-education networks to help the formation of new enterprises and speed the commercialization of technology.

**Number of Employees: 826**

**Average Wage: n/a**

**Scripps Florida Campus:** On March 9, 2007, the Scripps Research Institute officially dedicated its Scripps Florida campus in Jupiter to "increasing human knowledge, advancing biomedical science, educating the researchers of the future, and improving the health of humanity." Scripps Florida will specialize in research focused on basic biomedical science, drug discovery and technology development.



Source: Scripps Research Institute website.

Construction on the first phase of Scripps Florida—three buildings totaling 350,000 square feet of laboratory and administrative space is expected to be completed in early 2009. Scripps Florida will employ a minimum of 545 staff by the end of its state funding period.

### **Torrey Pines Institute for Molecular Studies:**

On March 2, 2007, a ceremony in Port St. Lucie announced the start of construction of a 100,000 square foot facility to house the Torrey Pines Institute for Molecular Studies. The biomedical research center, slated to open in 2009, will house \$9 million in equipment and is expected to create nearly 190 new high-value jobs. The presence of Torrey Pines is expected to also accelerate the potential for spin-off companies.



Source: City of Port St. Lucie

Torrey Pines Institute for Molecular Studies is a 501(c)(3) research center dedicated to conducting basic research to advance the understanding of human disease and the improvement of human health.



# ANALYSIS OF THE REGION: PART III – CLUSTER INDUSTRY PROFILE

## Opportunity Clusters continued

**Education and Knowledge Creation:** This cluster comprises educational institutions, research organizations, educational facilities and patent owners and lessors industries. This cluster should figure prominently in the Region’s transition to the “Research Coast” because the industries in this cluster will need to grow and expand to service the needs of spin off companies focused in the life sciences, agricultural research, marine and aviation industries.

**Number of Employees: 6,890**

**Average Wage: \$33,574**

**Publishing and Printing:** This cluster comprises the industries involved in all aspects of publishing and printing, including news syndicates and signs and advertising specialties.

**Number of Employees: 3,711**

**Average Wage: \$59,833**

**Transportation and Logistics:** The industries in this cluster include air and marine transportation, transportation arrangement and warehousing and airports. *The Roadmap to Florida’s Future* report maintains a multimodal transportation system that is efficient, affordable and reliable is crucial to a competitive economy that provides high-wage job growth. Enhancing transit opportunities close to employment centers, fostering the efficient movement of freight and people and providing more livable communities will help to enhance the growth and depth of this cluster.

**Number of Employees: 5,640**

**Average Wage: \$35,440**

## Mature Clusters

No mature clusters are identified in this analysis.

## Challenge Clusters

The clusters situated in the lower left-hand portion of Figure 32 are “Challenge” clusters. These clusters have relatively low employment concentration ratios meaning the Region does not show specialization in these industries. The clusters have also experienced a good deal of decline over time. The identified challenge clusters include Communications Equipment, Analytical Instruments, Plastics and Aerospace Engines. In 1991, for example, the Aerospace Engines cluster employed



**Pratt Whitney Rocketdyne in West Palm Beach.**





# SUMMARY OF STRATEGIC FINDINGS

This section presents a summary of the strategic findings of this CEDS plan. It is based upon the results of the preceding economic analysis of the Region and the Region's strengths, weaknesses, opportunities and threats as identified by the members of the regional CEDS Committee (see Appendix C).

The Treasure Coast Region has reached a crossroads on its path of economic development. Its economy, long dominated by lower-wage, population-serving industries such as tourism, agriculture, retail trade and construction has the opportunity to re-invent itself.

The industries that show promise for future growth in both employment and higher wage opportunities include aviation and aerospace, marine, business services, life sciences and distribution services. These opportunities are taking place in the context of a growing population which places a growing burden on the Region's aging infrastructure, especially transportation and water systems. Local governments faced with declining revenues from state-mandated property tax reforms will be challenged with maintaining a high quality of life to residents. Poverty is still a challenge for many of the Region's communities as they struggle to reinvent their economies.



## CEDS GOALS AND OBJECTIVES




This section of the CEDS plan outlines the goals, objectives and supporting strategies designed to address the economic opportunities and challenges facing the Treasure Coast Region. The goals are regional in scope and are formulated based upon an assessment of regional strengths and challenges – areas where regional competitiveness can be enhanced and a shared vision for the future. The goals are intended to provide specific direction for the formulation of strategic projects, programs and activities that follow in the Strategic Projects, Programs and Activities section of the CEDS plan.

### **Strategic Priority 1 Innovation and Excellence**

#### **GOAL ONE**

***Establish an entrepreneurial culture that fosters and supports the creation of new firms by focusing on economic drivers that generate new and sustainable wealth for our communities.***

The innovation capacity of a Region is the key to its long term, sustainable economic development potential. Regions that create and promote innovation and new technologies will outperform those that do not in the competitive global economy. Knowledge and the commercialization of new ideas as represented by fast-growing entrepreneurial companies are prime drivers of economic growth and job creation. The transformation of the Treasure Coast Region's economy depends on its ability to innovate, start, grow and attract new firms on a continual basis to enhance its economic diversity.

-  **Objective One:** Grow and support the development of one hundred (100) high-valued entrepreneurial businesses within the Region's targeted industry clusters by January 2012.
-  **Objective Two:** Gather and maintain baseline data on the key economic indicators of the Region's industry clusters by January 2009.
-  **Objective Three:** Recruit businesses in targeted industries to increase the number of high-skill, high-wage jobs to 15 percent of the Region's employment base by January 2012.

#### **Innovation Strategy One:**

Educate the public about entrepreneurship and its benefits to the Region.

#### **Innovation Strategy Two:**

Increase availability of financing to entrepreneurs and small and minority-owned businesses.

#### **Innovation Strategy Three:**

Better connect venture capital and angel capital networks across the Region with Treasure Coast entrepreneurs.

#### **Excellence Strategy One:**

Identify locations for and encourage the development of industry clusters in the Region.

#### **Excellence Strategy Two:**

Encourage and support industry cluster research and development activities.

#### **Excellence Strategy Three:**

Research, develop, and disseminate information that will facilitate economic development efforts.

### **Strategic Priority 2 Committed Leadership**

#### **GOAL TWO**

***Utilizing a strong economic identity brand for the Treasure Coast, business, political and community leaders would be committed to a clear economic vision for the Treasure Coast Region and would act collaboratively to achieve it.***

The long-term growth and economic sustainability of the Treasure Coast Region rests upon clear and committed leadership who understand the vision for the future of the Region and focus resources strategically to achieve the vision. Residents, business and community leaders need to understand the dynamic relationship between economic prosperity and quality of life, which together create sustainable communities.



# CEDS GOALS AND OBJECTIVES

Strategic resource investment decisions made by community leaders should be based upon access to the very best information and analysis readily available. Decision-makers need information that is timely, accurate and complete. The following strategies outline a potential framework by which the Region's decision-makers can access reliable information and data sources.

**Objective One:** Develop a regional marketing plan for the area known as Florida's Research Coast by January 2008.

### **Leadership Strategy:**

Provide local governments with high-quality research and information about economic development principles, especially their costs and benefits, to help them make the best-informed decisions possible.

### **Positive Image Strategy:**

Work with the Region's economic development organizations to develop a coordinated communications and marketing campaign that effectively promotes the Treasure Coast Region for business expansion and recruitment.

## **Strategic Priority 3 Excellent Human/Creative Capital**

### **GOAL THREE**

**Support a highly skilled and educated workforce, creating economic opportunity for the Region's citizens.**

*"...A Region's most important source of competitive advantage is the knowledge embedded in its people. The knowledge, skills, experience and innovative potential of talented individuals have greater value than capital or equipment... A successful metro will develop, nurture and support a growing knowledge-based economy..."*

Best Performing Cities, 2005, Milken Institute

**Objective One:** Create an additional 5,000 jobs in the target industries through business retention and expansion as measured by the data collection system by January 2012.

**Objective Two:** Raise the Region's average annual wage to that of the nation by January 2012.

**Objective Three:** Recruit 2,500 new jobs in the target industries by January 2012 at a sustainable annual wage.

### **Workforce Strategy One:**

Cultivate education/business partnerships to encourage and develop education/training support programs that will benefit existing and new businesses and employees.

### **Workforce Strategy Two:**

Coordinate with local school boards, community colleges, universities and workforce development boards on workforce development activities.

### **Workforce Strategy Three:**

Support and promote the development of a new four-year educational institution in the Treasure Coast District.

### **Workforce Strategy Four:**

Support local school boards, community colleges, universities, workforce development boards and non-profit organizations by forecasting regional educational needs.

### **Workforce Strategy Five:**

Promote the provision of adequate workforce housing throughout the Region to alleviate long commutes to industrial and commercial job sites.

### **Workforce Strategy Six:**

Assist businesses in the creation of pre and post disaster management planning and plans to help minimize job loss after natural and/or manmade disasters.

### **Economic Opportunity Strategy One:**

Support public and private efforts to diversify the Regional economy and to make the Region an effective competitor.



## CEDS GOALS AND OBJECTIVES

### ***Economic Opportunity Strategy Two:***

Encourage public/private partnerships to build the necessary infrastructure to support the expansion of clean industries and attract higher wage income industries to the Region.

### ***Strategic Priority 4 Quality Infrastructure***

Livable Regions are comprised of vibrant communities that are diverse, safe and prosperous. A livable Region should offer its residents a wide variety of choices to live, work, play and visit. These choices will include urban, suburban and rural living options; a wide range of quality employment options and locations; high quality schooling, dynamic artistic and cultural amenities and a true quality of place. All of these assets should be supported by a strong foundation of high quality infrastructure and communication.

#### **GOAL FOUR**

***Enhance physical infrastructure to encourage sustainable business growth.***

- Objective One:*** Annually, starting in 2008, complete a regional competitive assessment to monitor progress on economic development.
- Objective Two:*** Complete grant applications for strategic regional physical infrastructure improvements.

### ***Infrastructure Strategy One:***

Assist local governments in upgrading or expanding their infrastructure facilities by identifying potential funding sources and supporting funding applications.

### ***Infrastructure Strategy Two:***

Coordinate with local governments and local and regional utility providers in determining the need for advanced infrastructure facilities and identification of potential funding sources.

### ***Infrastructure Strategy Three:***

Identify industrial and commercial sites in the Region that have adequate infrastructure capacity for future development.

### ***Infrastructure Strategy Four:***

Coordinate with local economic development organizations to develop new inventory of commercial and industrial sites with the adequate infrastructure.

### ***Strategic Priority 5 Sustainable Development***

#### **GOAL FIVE**

***Encourage sustainable development that is energy efficient and conserves regional resources.***

- Objective One:*** Encourage more efficient water use, conservation, and reuse in the Region.
- Objective Two:*** Hold Green Conferences and promote Green Building standards with incentives.
- Objective Three:*** Promote alternative energy resources as an economic driver for the Region.
- Objective Four:*** Develop alternative energy industries as a new cluster industry for the Region.



## COMMUNITY AND PRIVATE SECTOR PARTICIPATION

This CEDS was developed by a standing committee comprised of public and private sector organizations, business leaders and individuals from throughout the Treasure Coast Region committed to helping develop a sustainable regional economy. The year-long CEDS strategy plan development process began with an in-depth economic analysis of the Region. This was followed by several months of meetings to identify the salient strengths and weaknesses in the Region's economy and opportunities and threats that needed to be addressed to move forward. In August 2007 the public was invited to review and submit comments on the draft CEDS. Local governments in the Region were also notified the CEDS was available for review and comment (see Appendix D).

Implementation of the CEDS over the next five years depends on the cooperation and collaboration of many public and private sectors partners (see Appendix E). The strategic projects, programs and activities that follow in the next section were selected for inclusion in this CEDS because they:

- Advance innovation and entrepreneurship;
- Have a high degree of public commitment;
- Help to diversify the regional economy;
- Support the development of existing and emerging traded clusters;
- Reshape the workforce to meet the needs of future industry clusters;
- Are identified as priority projects in local government economic development plans;
- Enhance long-term sustainability;
- Have regional economic impacts; and
- Address a critical need(s) to move the Region forward.



# STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

This section of the report outlines a series of programs and projects designed to implement the goals of the CEDS plan and ultimately, the desired vision for the Region’s future. The following regionally significant projects are , classified as either “Suggested or Vital Projects.” Vital projects address the Region’s greatest needs and/or enhance the Region’s competitiveness. Vital Projects are not priority ranked at this time. Suggested projects are longer-term economic development projects that may be initiated after implementation of the Vital projects.

## PROJECT - CANAL RESTORATION FOR MARINE INDUSTRY DEVELOPMENT

Applicant	Project/Program Location	Project/Program Cost	Anticipated Start Date
Palm Beach County Board of County Commissioners	Martin, Palm Beach, Broward and Dade Counties	\$35 Million	2008-2009

### Description

This regional canal system traverses Palm Beach, Martin, Broward and Miami-Dade counties. The economic revitalization of the canal system project will create two inland marinas on the underutilized Canals. The project will contribute significantly to the urban regeneration of downtowns in the Glades Region of Palm Beach County and create eco-tourism along the regional waterways of the county. There will be increases in tax base, high skilled marine jobs and eco-tourism opportunities, all providing the attraction for future business development. EDA funds would be used for architecture/engineering site design and pro-forma development and/or infrastructure improvements.

### Community Benefit

Significant expansion of the marine industries, tax base and job creation. Economic diversification. State designated “Rural Area of Critical Economic Concern.”

### Strategic Findings Addressed

**Employment** – Continued growth in low wage sectors must be counter-balanced by growth in high-wage, high value-added sectors.

**Infrastructure** – Expansion of waterside other mass transit opportunities are needed to increase the mobility of the population and the movement of goods. Continued improvement is needed in order to enhance the Region's attractiveness and competitive edge for economic development.

### Outcome

- Estimated number of jobs created or retained – 2,000
- Estimated amount of private sector investment generated - \$17 Million
- Estimated amount of public sector investment generated - \$16 Million
- Funding Sources – State, Local, EDA

### Goals and Objectives

**GOAL FOUR:** Enhance physical infrastructure to encourage sustainable business growth.

- Objective Two:** Complete grant applications for strategic regional physical infrastructure improvements.

### Strategic Priorities Addressed

- Quality Infrastructure
- Positive Image



# STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

## PROJECT - HOMELAND SECURITY TRAINING CENTER

Applicant	Project/Program Location	Project/Program Cost	Anticipated Start Date
Indian River Community College	Treasure Coast Region	\$27 Million	2008-2009

### Description

This Project envisions the development of a world class Homeland Security Training Center by Indian River Community College (IRCC). IRCC has already secured \$19 million of the total estimated project cost of \$27 million. EDA funding would facilitate the construction of necessary infrastructure for the project.

### Community Benefit

Support long-term, coordinated, collaborated economic regionalism.

### Strategic Findings Addressed

**Labor Force** – The Region’s labor force participation rate of 62 percent is lower than that for the State at 64 percent and markedly lower than the nation at 66 percent. The perception of the Treasure Coast Region held by many community leaders inside and outside of the Region is that its economy is based solely upon dividends, interest and rent income. Marketing the Region as a valuable location to establish high-paying industries is constrained in part by this perception of the Region as a tourist and retirement haven. The Region’s leadership needs to help change the perception of the Region.

### Outcome

- Estimated number of jobs created or retained - 150
- Estimated amount of private sector investment generated - TBD
- Estimated amount of public sector investment generated - \$26.5 Million
- Funding Sources - State, Local, EDA

### Goals and Objectives

**GOAL THREE:** Support a highly skilled and educated workforce, creating economic opportunity for the Region’s citizens.

### Strategic Priorities Addressed

- Innovation and Excellence
- Excellent Human/Creative Capital
- Quality Infrastructure
- Positive Image



# STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

## PROJECT - MAX PLANCK SOCIETY: MAX PLANCK FLORIDA INSTITUTE

Applicant	Project/Program Location	Project/Program Cost	Anticipated Start Date
Palm Beach County Board of County Commissioners	McArthur Campus Site, Jupiter, Florida	\$182 Million	2008-2012

### Description

This project encompasses infrastructure improvements needed for public access to the proposed site of an international research institute to be located in Palm Beach County. The development of an international bio-research institute will bolster the Region’s life sciences cluster by speeding up the discovery of drugs through close collaboration with Florida’s universities and other public/private research centers. The creation of spin-off companies will benefit the *Research Coast and Internet Coast of South Florida*. The institute will directly create 135 jobs for the Region. EDA funding would help provide the infrastructure improvements needed for public access to the property.

### Community Benefit

It will build critical mass for a bioscience cluster. Creation of spin-off companies targeting the distressed coastal and rural communities within Palm Beach County

### Strategic Findings Addressed

**Cluster Focus** - The Region’s leadership needs to identify and understand the needs of its traded industry clusters, particularly the Star and Opportunity clusters such as Aerospace Vehicles and Defense, Distribution Services and Biopharmaceuticals (Life Sciences) as previously identified in this report. By identifying industry clusters and

focusing on meeting their needs, the Region can move quickly towards building a competitive regional economy that is sustainable over the long-term.

**Employment** – Continued growth in low wage sectors must be counter-balanced by growth in high-wage, high value-added sectors.

### Outcome

- Estimated number of jobs created or retained - 135
- Estimated amount of private sector investment generated - \$500 Million (over 20 years)
- Estimated amount of public sector investment generated - \$182 Million
- Funding Sources - State, Local, Private, EDA

### Goals and Objectives

**GOAL ONE:** Establish an entrepreneurial culture that fosters and supports the creation of new firms by focusing on economic drivers that generate new and sustainable wealth for our communities.

### Strategic Priorities Addressed

- Innovation and Excellence
- Excellent Human/Creative Capital
- Quality Infrastructure
- Positive Image



# STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

## PROJECT - LAKE REGION WATER TREATMENT PLANT AND WATER TRANSMISSION AND DISTRIBUTION SYSTEM

Applicant	Project/Program Location	Project/Program Cost	Anticipated Start Date
Palm Beach County Board of County Commissioners	Plant located off State Road 80 on Hooker Hwy and the Glades Region	\$58 Million	2007-2009

### Description

Palm Beach County is constructing a new Lake Region Water Treatment Plant to replace the aging plants currently serving the cities of Belle Glade, Pahokee and South Bay and the surrounding unincorporated areas. The proposed plant will produce the highest quality of drinking water available utilizing brackish water from deep groundwater and eliminate the byproducts of water treatment, particularly Trihalomethanes (THMs), formed when decaying vegetation, commonly found in lakes and reservoirs, reacts with chlorine used to treat the water. The use of groundwater will also eliminate any conflicts between the use of Lake Okeechobee as a source of drinking water and the water needs for the Everglades restoration as well as help supply the demand for local water during the drought season. The cities of Belle Glade, Pahokee and South Bay will provide the infrastructure necessary to complete the distribution.

### Community Benefit

The new facility will wholesale water to each of the three cities so that each retains their distribution and retail responsibilities. Centralization of the plant will provide economies of scale resulting in reduced cost to the consumer. The socio-economic status of the Lake Region will not support the increase in utility rates that would be required to fund this new plant if grant assistance is not received. Having appropriate infrastructure

and clean water will encourage private investment and business expansion in the Glades area, which will provide local jobs and diversify the local economy. The Glades area has been designated by the state as a Rural Area of Critical Economic Concern.

### Strategic Findings Addressed

**Water Systems** - Existing demand and environmental constraints will continue to limit development of traditional water supply sources pushing the need for alternative water supplies or nontraditional sources including seawater or brackish water, surface water captured during wet-weather flows, new storage capacity and reclaimed water.

### Outcome

- Estimated number of jobs created or retained - TBD
- Estimated amount of private sector investment generated - \$100 Million
- Estimated amount of public sector investment generated - \$32 Million
- Funding Sources - TBD

### Goals and Objectives

**GOAL FOUR:** Enhance physical infrastructure to encourage sustainable business growth.

- Objective Two:** Complete grant applications for strategic regional physical infrastructure improvements.



# STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

## PROJECT - PAHOKEE SKILLS ACCELERATOR

Applicant	Project/Program Location	Project/Program Cost	Anticipated Start Date
City of Pahokee	Lake Okeechobee Southeastern area, surrounding 4 municipalities	\$2.5 Million	2008-2009

### Description

The project will develop a job skills training center that will provide a higher wage skill set to a Region currently typified by low skill set and high unemployment. Funding assistance will help provide water, sewer, roads and de-mucking as well as potential fencing. This is also a brownfields redevelopment project that may be eligible for U.S. Environmental Protection Agency (EPA) Assessment and site cleanup assistance funds provided through the Treasure Coast Regional Planning Council's Brownfields Program.

### Strategic Findings Addressed

**Workforce Development** - Building a talented and creative regional workforce requires close cooperation between the business, education and economic development communities. These partnerships need to be strengthened and supported to enable the workforce development boards to develop a pipeline of future workers and to upgrade the skills of the existing workforce. Helping existing and future workers develop the skill sets required for future jobs, especially in the emerging life sciences and research and development clusters will help the Region develop its innovation economy.

### Outcome

- Estimated number of jobs created or retained - 44
- Estimated amount of private sector investment generated - \$2.1 Million
- Estimated amount of public sector investment generated - TBD
- Funding Sources - Private, TCRPC (Brownfields Program), Local, EDA

### Goals and Objectives

**GOAL THREE:** Support a highly skilled and educated workforce, creating economic opportunity for the Region's citizens.

- Objective One:** *Create an additional 5,000 jobs in the target industries through business retention and expansion as measured by the data collection system by January 2012.*
- Objective Two:** *Raise the Region's average annual wage to that of the nation by January 2012.*

### Strategic Priorities Addressed

- Innovation and Excellence
- Excellent Human/Creative Capital
- Quality Infrastructure
- Positive Image



# STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

## PROJECT - PILOT PROJECT FOR SEA GOING PUBLIC FERRY SYSTEM

Applicant	Project/Program Location	Project/Program Cost	Anticipated Start Date
Palm Beach County Board of County Commissioners	Eastern Sea Board	\$30 Million	2008-2009

### Description

This Regional Sea Port ferry system will connect the Region's coastal waterways with a southeast public ferry system serving beyond Palm Beach County's 48-mile corridor along the Intracoastal. The Palm Beach coastal cities will link to Miami, Jacksonville, Savannah, Charleston and Caribbean cities at key locations. The project is modeled on the Puget Sound and London ferry systems. Local marine businesses would design, construct and maintain the ferry system. Ridership and private sector advertising will provide for cost recovery. EDA funds would be used to complete the transportation system design and initial ferry purchase and/or facility improvements.

### Community Benefit

Economic multiplier to marine villages, access to waterfront jobs and increase in tax base.

### Strategic Findings Addressed

**Infrastructure** – Expansion of waterside other mass transit opportunities are needed to increase the mobility of the population and the movement of goods. Continued improvement is needed in order to enhance the Region's attractiveness and competitive edge for economic development.

### Outcome

- Estimated number of jobs created or retained - 1,000
- Estimated amount of private sector investment generated - \$27 Million
- Estimated amount of public sector investment generated - \$500,000
- Funding Sources - State, Local, EDA

### Goals and Objectives

**GOAL TWO:** Utilizing a strong economic identity brand for the Treasure Coast, business, political and community leaders would be committed to a clear economic vision for the Treasure Coast Region and would act collaboratively to achieve it.

**GOAL FOUR:** Enhance physical infrastructure to encourage sustainable business growth.

**Objective Two:** *Complete grant applications for strategic regional physical infrastructure improvements.*

**GOAL FIVE:** Encourage sustainable development that is energy efficient and conserves regional resources.

### Strategic Priorities Addressed

- Innovation and Excellence
- Quality Infrastructure
- Sustainable Development
- Positive Image



# STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

## PROJECT - PIPER JET MANUFACTURING FACILITY (RETENTION)

Applicant	Project/Program Location	Project/Program Cost	Anticipated Start Date
Indian River County and City of Vero Beach	Brevard County to Palm Beach County	TBD	TBD

### Description

Indian River County, the City of Vero Beach and the State of Florida are actively working to retain the existing Piper Aircraft manufacturing facility within Indian River County and to facilitate the company's expansion into the business class jet market. Currently, Piper constructs propeller driven airplanes at its existing manufacturing facility in Vero Beach. The County is one of only three communities in the U.S. being considered for both the current Piper operations and the proposed new facility. An incentive package is being negotiated between Piper, the County and the City of Vero Beach to keep Piper in the County and the State. U.S. Economic Development Administration funds may be used for land assembly, infrastructure improvements, building construction, building purchase, impact fees and/or technical support. The new Piper Jet facility will be located adjacent to the existing Piper Aircraft facility in an economically distressed area designated by the State as an "Enterprise Zone".

### Community Benefit

A recently completed economic impact study indicates that the addition of the new Piper Jet facility will provide annual indirect, direct and induced economic benefits to the area economy of \$252 million and the total number of direct, indirect and induced jobs related to the expansion will be 1,038. When existing Piper Aircraft jobs are considered, the area economy would see an annual benefit of \$778 million and the number of indirect, direct and induced jobs would be 3,174. The total number of new and retained jobs at the Piper facility will be 1,529. The local economy is heavily dependent upon service industries. Retaining and gaining new high paying manufacturing jobs such as those provided by Piper is crucial to the overall economic health of the County. If Piper moves out of the County, unemployment will rise and quality of life will diminish. Keeping Piper within the County will allow the County, Region, and State to retain and expand on its efforts to attract suppliers for the aviation industry, a targeted industry for both the State of Florida and Indian River County. Economic benefits will be recognized throughout the Region in terms of increased employment opportunities and an increase in vendor relationships.

### Strategic Findings Addressed

**Cluster Focus** - The Region's leadership needs to identify and understand the needs of its traded industry clusters, particularly the Star and Opportunity clusters such as Aerospace Vehicles and Defense, Distribution Services and Biopharmaceuticals (Life Sciences) as previously identified in this report.

**Employment** – Continued growth in low wage sectors must be counter-balanced by growth in high-wage, high value-added sectors.

### Outcome

- Estimated number of jobs created or retained – 3,174 direct, indirect, and induced
- Estimated amount of private sector investment generated - \$40 Million
- Estimated amount of public sector investment generated - TBD
- Funding Sources - State, Local, EDA

### Goals and Objectives

**GOAL ONE:** Establish an entrepreneurial culture that fosters and supports the creation of new firms by focusing on economic drivers that generate new and sustainable wealth for our communities.

**Objective Three:** Recruit businesses in targeted industries to increase the number of high-skill, high-wage jobs to 15 percent of the Region's employment base by January 2012.

**GOAL THREE:** Support a highly skilled and educated workforce, creating economic opportunity for the Region's citizens.

**Objective One:** Create an additional 5,000 jobs in the target industries through business retention and expansion as measured by the data collection system by January 2012.

**Objective Two:** Raise the Region's average annual wage to that of the nation by January 2012.

### Strategic Priorities Addressed

- Innovation and Excellence
- Committed Leadership
- Excellent Human/Creative Capital
- Quality Infrastructure
- Positive Image



# STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

## PROJECT - REGIONAL INLAND PORT

Applicant	Project/Program Location	Project/Program Cost	Anticipated Start Date
Palm Beach County Board of County Commissioners	City of South Bay/ Glades Region	\$300 Million	2008 - 2010

### Description

The Port of Palm Beach is spearheading the development of an inland port complex to ease inter-modal freight movement by shifting westward from the increasingly congested South Florida highway and rail corridors. A freight system will be linked to the Region's seaports which are constrained with limited expansion opportunities. The development will consist of a new 3,500 acre freight Hub to be located in South Bay, Florida. Public-private partnerships to jointly develop and/or operate facilities have been the most successful. This project addresses a growth forecast of Florida international trade estimated to reach 2.5 million metric tons by 2025. The project partners are the Port of Palm Beach, FDOT/MPO, Palm Beach County Airports Department, Palm Beach County Economic Development Office, private railroad companies, Business Development Board of Palm Beach County, the City of Belle Glade, the City of South Bay, the City of Pahokee and regional public private stakeholders, including South Florida Sea Ports. The Inland Port feasibility study was completed in July 2007. EDA funds would be used for architecture/engineering site design, development pro-forma and/or infrastructure improvements.

### Community Benefit

This project will eliminate substantial poverty in the Glades Region communities and provide the Heartland and South Florida Region economic and job growth in the field of logistics and distribution.

### Strategic Findings Addressed

**Infrastructure** - Maintenance of the Region's existing roadway network and expansion of airside, waterside, rail and other mass transit opportunities are needed to increase the mobility of the population and the movement of goods. Continued improvement is needed in order to enhance the Region's attractiveness and competitive edge for economic development.

**Employment** - Continued growth in low wage sectors must be counter-balanced by growth in high-wage, high value-added sectors.

### Outcome

- Estimated number of jobs created or retained - 1,500
- Estimated amount of private sector investment generated - \$100 Million
- Estimated amount of public sector investment generated - \$198 Million
- Funding Sources

### Goals and Objectives

**GOAL ONE:** Establish an entrepreneurial culture that fosters and supports the creation of new firms by focusing on economic drivers that generate new and sustainable wealth for our communities.

- Objective One:** Grow and support the development of one hundred (100) high-valued entrepreneurial businesses within the Region's targeted industries by January 2012.

**GOAL THREE:** Support a highly skilled and educated workforce, creating economic opportunity for the Region's citizens.

- Objective One:** Create an additional 5,000 jobs in the target industries through business retention and expansion as measured by the data collection system by January 2012.
- Objective Two:** Raise the Region's average annual wage to that of the nation by January 2012.

**GOAL FOUR:** Enhance physical infrastructure to encourage sustainable business growth.

- Objective Two:** Complete grant applications for strategic regional physical infrastructure improvements.

### Strategic Priorities Addressed

- Innovation and Excellence
- Committed Leadership
- Excellent Human/Creative Capital
- Quality Infrastructure
- Positive Image



# STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

## PROJECT - REGIONAL STORM WATER DRAINAGE PROJECT

Applicant	Project/Program Location	Project/Program Cost	Anticipated Start Date
Palm Beach County Board of County Commissioners	Plant located in the central eastern portion of Palm Beach County	\$10 Million (preliminary start-up estimate)	2008-2009

### Description

This project comprises the acquisition of land for the creation of a regional storm water retention and drainage system in the Urban Redevelopment Area of central eastern Palm Beach County focusing on the planning corridors. The provision of upgraded storm water drainage will remove a significant obstacle to redevelopment, thereby allowing redevelopment and job creation to occur. Community benefits include job creation, provision of affordable housing, alleviation of flooding, and the creation of conditions for private sector investment to occur in an area otherwise predominantly typified by disinvestment.

### Strategic Findings Addressed

**Infrastructure** - Continued improvement is needed in order to enhance the Region's attractiveness and competitive edge for economic development.

### Outcome

- Estimated number of jobs created or retained - TBD
- Estimated amount of private sector investment generated - \$6 Million
- Estimated amount of public sector investment generated - TBD
- Funding Sources - Private, Local, EDA

### Goals and Objectives

**GOAL FOUR:** Enhance physical infrastructure to encourage sustainable business growth.

• **Objective Two:** Complete grant applications for strategic regional physical infrastructure improvements.

**GOAL FIVE:** Encourage sustainable development that is energy efficient and conserves regional resources.

• **Objective One:** Encourage more efficient water use, conservation, and reuse in the Region.

### Strategic Priorities Addressed

- Quality Infrastructure
- Positive Image



# STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

## PROJECT - PORT OF FORT PIERCE

Applicant	Project/Program Location	Project/Program Cost	Anticipated Start Date
St. Lucie County Port Authority	Treasure Coast Region	\$5 Million	2008-2009

### Description

This project involves the build-out of the Port of Fort Pierce into a mixed-use facility which will accommodate a mega yacht production facility. The total estimated project cost to redevelop the 80 acre port property is \$5,000,000.00. The Port Authority is seeking state funding for roads and sewer to accommodate the build-out from the Florida Ports Council. EDA grant funding would help to fund the roads and sewer installation.

### Community Benefit

Support innovation and competitiveness.

### Strategic Findings Addressed

**Infrastructure** - Maintenance of the Region's existing roadway network and expansion of airside, waterside, rail and other mass transit opportunities are needed to increase the mobility of the population and the movement of goods. Continued improvement is needed in order to enhance the Region's attractiveness and competitive edge for economic development.

**Employment** – Continued growth in low wage sectors must be counter-balanced by growth in high-wage, high value-added sectors.

### Outcome

- Estimated number of jobs created or retained - 750
- Estimated amount of private sector investment generated - \$40 Million
- Estimated amount of public sector investment generated - \$4 Million
- Funding Sources - State, local, EDA

### Goals and Objectives

**GOAL ONE:** Establish an entrepreneurial culture that fosters and supports the creation of new firms by focusing on economic drivers that generate new and sustainable wealth for our communities.

**Objective One:** *Grow and support the development of one hundred (100) high-valued entrepreneurial businesses within the Region's targeted industries by January 2012.*

**GOAL THREE:** Support a highly skilled and educated workforce, creating economic opportunity for the Region's citizens.

**Objective One:** *Create an additional 5,000 jobs in the target industries through business retention and expansion as measured by the data collection system by January 2012.*

**Objective Two:** *Raise the Region's average annual wage to that of the nation by January 2012.*

**GOAL FOUR:** Enhance physical infrastructure to encourage sustainable business growth.

**Objective Two:** *Complete grant applications for strategic regional physical infrastructure improvements.*

### Strategic Priorities Addressed

- Innovation and Excellence
- Committed Leadership
- Excellent Human/Creative Capital
- Quality Infrastructure
- Positive Image



# STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

## PROJECT - ST. LUCIE COUNTY RESEARCH AND EDUCATION PARK

Applicant	Project/Program Location	Project/Program Cost	Anticipated Start Date
Treasure Coast Education Research and Development Authority	Treasure Coast Region	\$7.5 Million	2008-2009

### Description

This regional project envisions the development of over 500,000 square feet of office and wet lab facilities at the 1,800 acre Research and Education Park in St. Lucie County. The total estimated project cost of \$7.5 million encompasses the construction of internal streets, water and sewer line and storm water line extensions and fiber optic cable. EDA grant funding would help to facilitate the provision of infrastructure to accommodate the project build-out. Importantly, this project will advance the development of the Region's biotech cluster.

### Community Benefit

Support innovation and competitiveness.

### Strategic Findings Addressed

**Cluster Focus** - The Region's leadership needs to identify and understand the needs of its traded industry clusters, particularly the Star and Opportunity clusters such as Aerospace Vehicles and Defense, Distribution Services and Biopharmaceuticals (Life Sciences) as previously identified in this report.

### Outcome

- Estimated number of jobs created or retained - 1,000
- Estimated amount of private sector investment generated - \$35 Million
- Estimated amount of public sector investment generated - \$6 Million
- Funding Sources - State, Local, EDA

### Goals and Objectives

**GOAL ONE:** Establish an entrepreneurial culture that fosters and supports the creation of new firms by focusing on economic drivers that generate new and sustainable wealth for our communities.

**Objective One:** *Grow and support the development of one hundred (100) high-valued entrepreneurial businesses within the Region's targeted industries by January 2012.*

**GOAL THREE:** Support a highly skilled and educated workforce, creating economic opportunity for the Region's citizens.

**Objective One:** *Create an additional 5,000 jobs in the target industries through business retention and expansion as measured by the data collection system by January 2012.*

**Objective Two:** *Raise the Region's average annual wage to that of the nation by January 2012.*

**GOAL FOUR:** Enhance physical infrastructure to encourage sustainable business growth.

**Objective Two:** *Complete grant applications for strategic regional physical infrastructure improvements.*

### Strategic Priorities Addressed

- Innovation and Excellence
- Committed Leadership
- Excellent Human/Creative Capital
- Quality Infrastructure
- Positive Image



# STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

## PROJECT - FELLSMERE CORPORATE RESEARCH PARK

Applicant	Project/Program Location	Project/Program Cost	Anticipated Start Date
City of Fellsmere	Brevard County to Palm Beach County	TBD	TBD

### Description

Approximately 3,500 acres of undeveloped property, referred to as the Ansin property, has been annexed into the City of Fellsmere. It is located in the southwest quadrant of I-95 and County Road 512. The property owner will set aside half the property for conservation, and 300-400 acres for industrial use. The property is being actively marketed to prospective users. An additional 18,000 acres was annexed into Fellsmere, referred to as the Fellsmere Joint Venture property. Located to the west and south of the current City limits, the proposed development will include 2,000 acres of commercial/industrial/mixed use space which can serve as an employment hub for the Region.

### Community Benefit

Support Development of Industrial Nodes to support high-wage jobs and economic diversification

### Strategic Findings Addressed

**Infrastructure** - Continued improvement is needed in order to enhance the Region's attractiveness and competitive edge for economic development.

**Employment** - Continued growth in low wage sectors must be counter-balanced by growth in high-wage, high value-added sectors.

### Outcome

- Estimated number of jobs created or retained – TBD
- Estimated amount of private sector investment generated - TBD
- Estimated amount of public sector investment generated - TBD
- Funding Sources –State, Local, EDA

### Goals and Objectives

**GOAL THREE:** Support a highly skilled and educated workforce, creating economic opportunity for the Region's citizens.

**Goal Four:** Enhance physical infrastructure to encourage sustainable business growth.

- Objective Two:** Complete grant applications for strategic regional physical infrastructure improvements.

### Strategic Priorities Addressed

- Excellent Human/Creative Capital
- Quality Infrastructure



# STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

## PROJECT - REGIONAL AVIATION PARK

Applicant	Project/Program Location	Project/Program Cost	Anticipated Start Date
City of Sebastian	Brevard County to Palm Beach County	TBD	TBD

### Description

Approximately 10 acres of undeveloped property on the eastern side of the Sebastian Municipal Airport is planned for corporate and industrial development - a Regional Aviation Park. The City of Sebastian has secured a grant from the Florida Department of Transportation in the amount of \$1.2 million for this project with requirements of a local 20% match. Once the infrastructure is in place, including corporate aircraft hangars, the property will be marketed to potential Fixed Base Operators, corporate headquarter locations, and other aviation entities, as a way to compliment the newly constructed airport administration facility. Potential workforce will be recruited from within the Region. These facilities could accommodate the retention and expansion opportunities for LoPresti Speed Merchants.

### Community Benefit

Support development of industrial nodes to support high-wage jobs and economic diversification.

### Strategic Findings Addressed

**Cluster Focus** - The Region's leadership needs to identify and understand the needs of its traded industry clusters, particularly the Star and Opportunity clusters such as Aerospace Vehicles and Defense, Distribution Services and Biopharmaceuticals (Life Sciences) as previously identified in this report.

**Infrastructure** - Continued improvement is needed in order to enhance the Region's attractiveness and competitive edge for economic development.

**Employment** - Continued growth in low wage sectors must be counter-balanced by growth in high-wage, high value-added sectors.

### Outcome

- Estimated number of jobs created or retained – 50-60
- Estimated amount of private sector investment generated - TBD
- Estimated amount of public sector investment generated - TBD
- Funding Sources –State, Local, EDA

### Goals and Objectives

**GOAL ONE:** Establish an entrepreneurial culture that fosters and supports the creation of new firms by focusing on economic drivers that generate new and sustainable wealth for our communities.

**GOAL THREE:** Support a highly skilled and educated workforce, creating economic opportunity for the Region's citizens.

**GOAL FOUR:** Enhance physical infrastructure to encourage sustainable business growth.

**OBJECTIVE TWO:** Complete grant applications for strategic regional physical infrastructure improvements.

### Strategic Priorities Addressed

- Innovation and Excellence
- Excellent Human/Creative Capital
- Quality Infrastructure



# VITAL PROJECTS ACTION PLAN MATRIX

This section illustrates in matrix form the implementation steps to be taken, the timeline and the lead parties that will help develop the Vital Projects identified previously in the Strategic Projects, Programs and Activities section of the CEDS.

Number	Project	Lead Organization	Tasks	Project Cost	Project Time Line				
					Year 1	Year 2	Year 3	Year 4	Year 5
1.0	Canal Restoration for Marine Industry Development	Palm Beach County Board of County Commissioners	Design, Pro-Forma and Infrastructure Improvements	\$35 Million - State/Local \$16 million - EDA \$2 million - Private \$17 million	■	■			
2.0	Homeland Security Training Center	Indian River Community College	Infrastructure Improvements	\$27 Million - State/Local \$26.5 million - EDA \$500,000	■	■			
3.0	Max Planck Florida Institute	Palm Beach County Board of County Commissioners	Infrastructure Improvements	\$182 Million - State/Local \$180 million - EDA \$2 million	■	■	■	■	■
4.0	Lake Region Water Treatment Plant and Water Transmission and Distribution System	Palm Beach County Board of County Commissioners	Infrastructure Improvements	\$58 Million - State/Local \$32 million - Private \$24 million - EDA \$2 million	■	■	■		
5.0	Pahokee Skills Accelerator	City of Pahokee	Brownfield site assessment and/or site remediation; Design, development and construction	\$2.5 Million - State/Local \$TBD - Private \$2.1 million - EDA \$200,000	■	■			
6.0	Pilot Project for Sea Going Public Ferry System	Palm Beach County Board of County Commissioners	System design and initial ferry purchase and/or improvements.	\$30 Million - State/Local \$500,000 - Private \$27 million - EDA \$2.5 million	■	■			
7.0	Piper Jet Manufacturing Facility (Retention)	Indian River County and the City of Vero Beach	Land assembly, infrastructure improvements, building construction, and other technical support activities.	\$ TBD					
8.0	Regional Inland Port	Palm Beach County Board of County Commissioners	Design, Pro-Forma and Infrastructure Improvements	\$300 Million - State/Local \$198 million - Private \$100 million - EDA \$2 million	■	■	■		
9.0	Regional Storm Water Drainage Project	Palm Beach County Board of County Commissioners	Land acquisition for regional storm water retention system.	\$10 Million - State/Local \$2 million - Private \$6 million - EDA \$2 million	■	■			
10.0	Port of Fort Pierce	St. Lucie County Port Authority	Roads and sewer installation.	\$5 Million - State/Local \$4 million - EDA \$1 million	■	■			
11.0	St. Lucie County Research and Education Park	Treasure Coast Education, Research and Development Authority	Infrastructure improvements.	\$7.5 Million - State/Local \$6 million - EDA \$1.5 million	■	■			
12.0	Fellsmere Corporate Research Park	City of Fellsmere	Infrastructure improvements.	\$TBD	■	■			
13.0	Regional Aviation Park	City of Sebastian	Infrastructure improvements.	\$TBD					



Figure 34: Action Plan Projects

## PERFORMANCE MEASURES

An important component in the successful implementation of this Comprehensive Economic Development Strategy is to measure progress towards achieving our Vision of regional economic sustainability. This requires a set of metrics by which the Regional Planning Council can chart the progress of the Region's economy. The following metrics can be used to measure progress in each of the five outcome areas of the Plan:

### Innovation and Excellence

- Net firm creation
- Venture capital inflows
- Angel capital inflows
- Investment in research and development infrastructure
- Membership in entrepreneurs associations
- Participation in business plan competitions

### Committed Leadership

- Adoption of REMI / fiscal impact analysis models by local governments
- Participation in regional economic development forums
- Participation in regional economic development organizations

### Human/Creative Capital

- Job growth in high technology industries
- Average wage growth
- Educational attainment
- Workforce housing policies integrated into local comprehensive plans
- Workforce housing
- Per capita income
- Poverty rate

### Quality Infrastructure

- Availability of permit-ready industrial parks
- Business incentives adopted to spur investment in downtown areas
- Provision of wireless infrastructure in redevelopment and downtown areas
- Improved transit and transportation options for residents

### Sustainable Development

- Adoption and use of brownfield redevelopment throughout the Region
- Alternative energy industries located in the Region

### Positive Image

- Establishment of Greenways
- Protection of natural communities
- Restoration of the Everglades
- Estuarine water quality



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## APPENDIX A: INDUSTRIAL PARKS

A summary list of the Region's industrial parks are provided below. This is not intended to represent all the industrial-zoned lands within the Region.

### Industrial Land/Parks

Industrial Park Name	Acreeage	Foreign Trade Zone	County
Airport Industrial Park	153	FTZ	St. Lucie
Airport West Commerce Park	150	-	St. Lucie
Kings Highway Industrial Park	100	FTZ	St. Lucie
Crossroads Park of Commerce	200	FTZ	St. Lucie
Fort Pierce Business Park	20	-	St. Lucie
Reserve Commerce Center	110	-	St. Lucie
St. Lucie West Commerce Park	465	FTZ	St. Lucie
Midway Industrial Park	325	-	St. Lucie
LTC Ranch Commerce Park	247	-	St. Lucie
Venture Park	100	-	Martin
Indiantown Commerce & Technology Park	97	-	Martin
Treasure Coast Commerce Center	-	-	Martin
Tropical Business Park	-	-	Martin
Indian River Park of Commerce	150	-	Indian River
Indian River Industrial Center	-	-	Indian River

Figure 35: Industrial / Land Parks

# APPENDIX A: INDUSTRIAL PARKS

## Palm Beach County Business/Industrial Parks

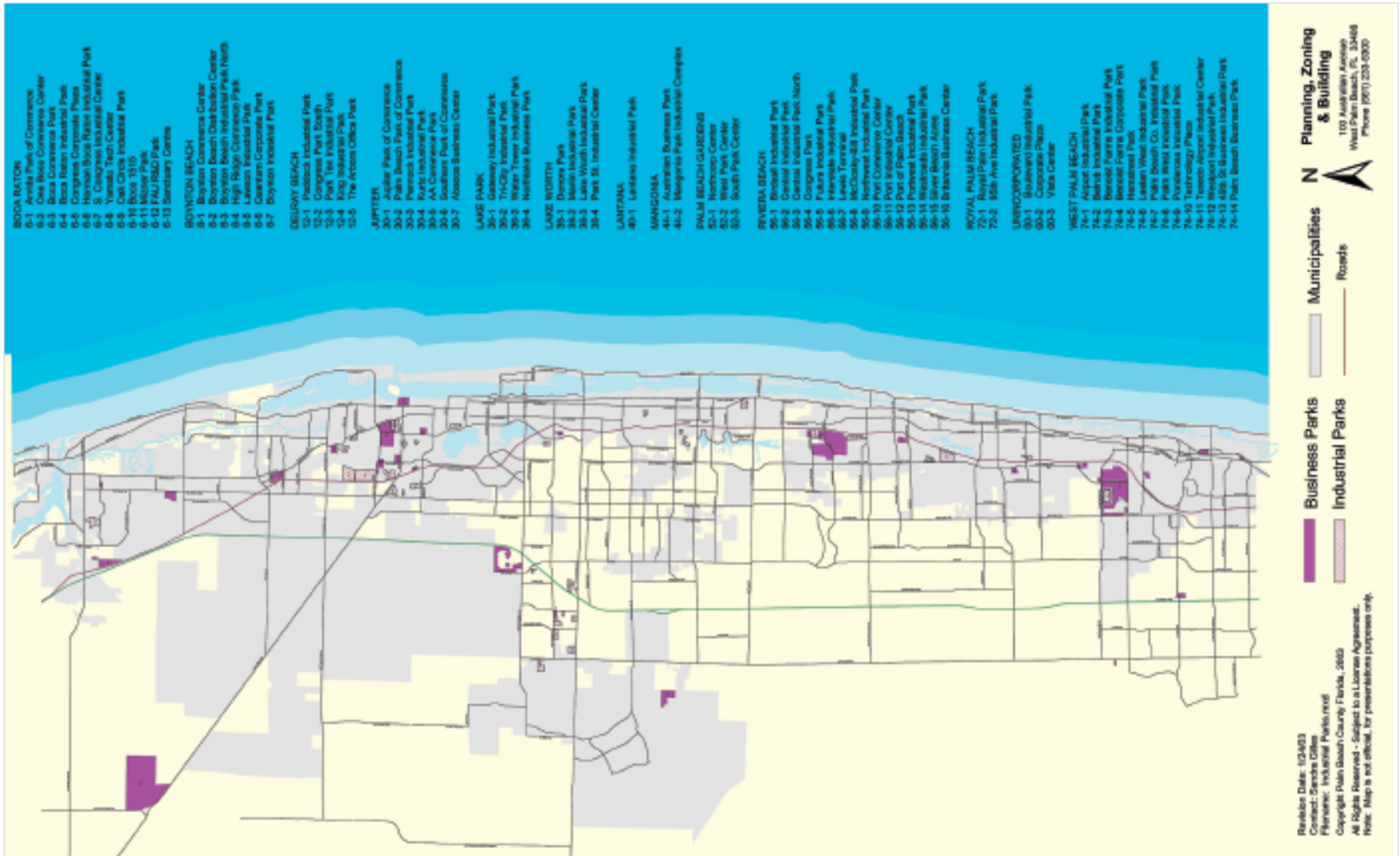


Figure 36: Palm Beach County Business/Industrial Parks

## APPENDIX B: MSA RANKINGS

The specific components used to calculate the rankings for the Port St. Lucie and West Palm Beach metropolitan areas are illustrated in Figures 36 and 37. The index includes measures of job, wage and salary and technology output growth over the past five years (1999-2004). Employment growth is given the greatest weight in the index because it is a critical factor in determining the vitality of a Region. Wage and salary growth measures the quality of jobs being created. The technology output growth measures are included because they help to determine a Region's economic vibrancy. Finally, the high tech location quotient measures show the concentration of the technology industry in a particular Region relative to the industry average across the nation. These last two measures provide an indication of a Region's participation in the knowledge-based economy.

<b>Port St. Lucie – Fort Pierce, FL</b>		
<b>Overall Rank: 12 – MSA Population: 365,000</b>		
5-yr Job Growth (1999-2004)	Score: 119.18	Rank: 6
1-yr Job Growth (2003-2004)	Score: 104.76	Rank: 4
5-yr Wages & Salaries Growth (1998-2003)	Score: 113.15	Rank: 12
1-yr Wages & Salaries Growth (2002-2003)	Score: 103.46	Rank: 13
Job Growth (July04 – July05)	Growth: 4.41%	Rank: 7
5-yr Relative HT GDP Growth (2003-2004)	Score: 118.99	Rank: 36
1-yr Relative HT GDP Growth (2003-2004)	Score: 104.36	Rank: 14
High-Tech GDP LQ - 2004	Score: 0.46	Rank: 175
# of HT GDP LQs Over 1 - 2004	Score: 3.0	Rank: 167

**Figure 37: Port St. Lucie - Fort Pierce Rankings**

<b>West Palm Beach-Boca Raton-Boynton Beach, FL</b>		
<b>Overall Rank: 27 – MSA Population: 1,243,000</b>		
5-yr Job Growth (1999-2004)	Score: 114.13	Rank: 8
1-yr Job Growth (2003-2004)	Score: 102.29	Rank: 20
5-yr Wages & Salaries Growth (1998-2003)	Score: 112.26	Rank: 13
1-yr Wages & Salaries Growth (2002-2003)	Score: 101.08	Rank: 67
Job Growth (July04 – July05)	Growth: 2.59%	Rank: 33
5-yr Relative HT GDP Growth (2003-2004)	Score: 91.91	Rank: 153
1-yr Relative HT GDP Growth (2003-2004)	Score: 100.39	Rank: 86
High-Tech GDP LQ – 2004	Score: 0.69	Rank: 117
# of HT GDP LQs Over 1 – 2004	Score: 5.0	Rank: 103

**Figure 38: West Palm Beach - Boca Raton - Boynton Beach Rankings**



## APPENDIX C: REGIONAL SWOT ANALYSIS

### Strengths

- Growing population
- Fast rate of job growth
- High regard for quality of life issues
- Ports and export capability, globalization
- Raw land availability

### Weaknesses

- Lack of economic diversity
- Lack of workforce housing
- Venture capital and entrepreneurial networks lacking
- Structure of property taxes and insurance costs
- Skills mismatch to industry needs
- Uneven spatial distribution of cultural venues
- Short supply of industrial zoned land for targeted cluster industries

### Opportunities

- Emerging research and development industry clusters
- Awareness of educational resources needed to align future workforce
- Regional partnerships emerging – workforce development, education, economic development, finance
- Growing culturally diverse population

### Threats

- Infrastructure systems and resources stretched by residential and economic growth
- Federal disinvestment for regional priorities
- Job growth concentrated in low-wage sectors
- Natural disasters – disruption to economy and migration (Without effective economic resiliency plan)
- Lack of Intergovernmental coordination on a regional level
- Lack of support for entrepreneurship and weak understanding of process



## APPENDIX D: PUBLIC NOTIFICATION PROCESS

**Indian River County**

**From:** Penny Myazkowski

**To:** Jason Nunemaker ; Maria Aguilar ; Robert Bradshaw ; Al Minner ; Joseph Baird

**Cc:** Liz Gulick

**Sent:** Tuesday, September 04, 2007 4:45 PM

**Subject:** Fw: Comprehensive Economic Development Strategy

**Comprehensive Economic Development Strategy  
Document Open for Public Review and Comments**

---

Treasure Coast Regional Planning Council (TCRPC) has developed its Comprehensive Economic Development Strategy (CEDS) Plan 2007-2012 as required by the U.S. Economic Development Administration. This CEDS Plan outlines the priority focus areas for regional economic development and strategic projects to enhance the region's economy. TCRPC is seeking public comment on this CEDS Plan. It is available for review and comment at: <http://www.tcrpc.org/announcements.html>. The 30 day comment period ends September 27, 2007.

If local governments are considering applying for EDA Economic Development grant funding please contact Greg Vaday.

Please submit comments to:

Gregory Vaday  
Treasure Coast Regional Planning Council  
301 East Ocean Boulevard, Suite 300  
Stuart, FL 34994  
772 221-4060  
[gvaday@tcrpc.org](mailto:gvaday@tcrpc.org)

**Figure 39: Public Notification - Indian River County**

**Martin County**

**From:** Penny Myazkowski

**To:** Robert Kellogg ; Terrance O'Neil ; Dan Hudson ; Joseph Connolly ; Duncan Balantyne

**Cc:** Liz Gulick

**Sent:** Tuesday, September 04, 2007 4:51 PM

**Subject:** Fw: Comprehensive Economic Development Strategy

**Comprehensive Economic Development Strategy  
Document Open for Public Review and Comments**

---

Treasure Coast Regional Planning Council (TCRPC) has developed its Comprehensive Economic Development Strategy (CEDS) Plan 2007-2012 as required by the U.S. Economic Development Administration. This CEDS Plan outlines the priority focus areas for regional economic development and strategic projects to enhance the region's economy. TCRPC is seeking public comment on this CEDS Plan. It is available for review and comment at: <http://www.tcrpc.org/announcements.html>. The 30 day comment period ends September 27, 2007.

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Stuart, FL 34994  
772 221-4060  
[gvaday@tcrpc.org](mailto:gvaday@tcrpc.org)

**Figure 40: Public Notification - Martin County**

## APPENDIX D: PUBLIC NOTIFICATION PROCESS

**Palm Beach County**

**From:** Penny Myszkowski

**To:** Cynthia Lindskoog ; Michael Bornstein ; Andrew Lukasek ; Barbara Searls-Ross ; Bob Weisman ; Carolyn Gangwer ; Carrie Parker Hill ; Charles Dobbins ; Charles Lynn ; City Mgr BelleGlade ; Kenneth Schenck ; Dale Sugarman ; Dave Holler ; David Farber ; David Henden ; Dorothy Gravelin ; Ed Mitchell ; Gregory Dunham ; Janice Rutan ; Jeff Nafel ; Jimm Knight ; Joann Halton ; Joann Mangankillo ; Karl Umberger ; Krista Simmons ; Kurt Brossner ; Laif Ahnell ; Maria Davis ; Michael Couzzo ; Mo Thomson ; Peter Elwell ; Rex Taylor ; Robert Baldwin ; Ron Ferris ; Tony Smith ; Wadie Alaliah ; William Thrasher ; William Underwood ; William Wilkins

**Cc:** Liz Gulick

**Sent:** Tuesday, September 04, 2007 4:52 PM

**Subject:** Fw: Comprehensive Economic Development Strategy

---

**Comprehensive Economic Development Strategy  
Document Open for Public Review and Comments**

---

Treasure Coast Regional Planning Council (TCRPC) has developed its Comprehensive Economic Development Strategy (CEDS) Plan 2007-2012 as required by the U.S. Economic Development Administration. This CEDS Plan outlines the priority focus areas for regional economic development and strategic projects to enhance the region's economy. TCRPC is seeking public comment on this CEDS Plan. It is available for review and comment at: <http://www.tcrpc.org/announcements.html>. The 30 day comment period ends September 27, 2007.

If local governments are considering applying for EDA Economic Development grant funding please contact Greg Vaday.

Please submit comments to:

Gregory Vaday  
Treasure Coast Regional Planning Council  
301 East Ocean Boulevard, Suite 300  
Stuart, FL 34994  
772 221-4060  
[gvaday@tcrpc.org](mailto:gvaday@tcrpc.org)

Figure 41: Public Notification - Palm Beach County

**St. Lucie County**

**From:** Penny Myszkowski

**To:** Douglas Anderson ; Dennis Beach ; Donald Cooper

**Cc:** Liz Gulick

**Sent:** Tuesday, September 04, 2007 4:51 PM

**Subject:** Fw: Comprehensive Economic Development Strategy

---

**Comprehensive Economic Development Strategy  
Document Open for Public Review and Comments**

---

Treasure Coast Regional Planning Council (TCRPC) has developed its Comprehensive Economic Development Strategy (CEDS) Plan 2007-2012 as required by the U.S. Economic Development Administration. This CEDS Plan outlines the priority focus areas for regional economic development and strategic projects to enhance the region's economy. TCRPC is seeking public comment on this CEDS Plan. It is available for review and comment at: <http://www.tcrpc.org/announcements.html>. The 30 day comment period ends September 27, 2007.

If local governments are considering applying for EDA Economic Development grant funding please contact Greg Vaday.

Please submit comments to:

Gregory Vaday  
Treasure Coast Regional Planning Council  
301 East Ocean Boulevard, Suite 300  
Stuart, FL 34994  
772 221-4060  
[gvaday@tcrpc.org](mailto:gvaday@tcrpc.org)

Figure 42: Public Notification - St. Lucie County

## APPENDIX D: PUBLIC NOTIFICATION PROCESS



**Announcements**

HOME | SITEMAP TREASURE COAST REGIONAL PLANNING COUNCIL

updated September 14, 2007

**Announcements**  
 Council Members  
 Departments  
 Council Meetings  
 Calendar  
 Special Projects  
 Publications  
 Staff  
 Orientation  
 Links  
 Resources  
 Search

**Comprehensive Economic Development Strategy  
 Document Open for Public Review and Comments**

The Treasure Coast Regional Planning Council (TCRPC) has developed its Comprehensive Economic Development Strategy (CEDS) Plan 2007-2012 as required by the U.S. Economic Development Administration. This CEDS Plan outlines the priority focus areas for regional economic development and strategic projects to enhance the region's economy. TCRPC is seeking public comment on this CEDS Plan.


Click here to view the document [CEDS DRAFT](#). The 30 day comment period ends September 26, 2007.

Please submit comments to:

Gregory Vaday  
 Treasure Coast Regional Planning Council  
 301 East Ocean Boulevard, Suite 300  
 Stuart, FL 34994  
 772 221-4060  
[gvaday@tcrpc.org](mailto:gvaday@tcrpc.org)

Figure 43: Public Notification - TCRPC Website Announcement

# APPENDIX D: PUBLIC NOTIFICATION PROCESS



**SCRIPPS TREASURE COAST  
NEWSPAPERS**  
The Stuart News  
The Port St. Lucie News  
1938 S. Federal Highway, Stuart, FL 34994

**AFFIDAVIT OF PUBLICATION**

Comprehensive Economic Development  
Strategic Investment Plan for  
Public Utilities and Commerce

Treasure Coast Regional Planning Council (TCRPC) has developed its Comprehensive Economic Development Strategy (CDES) Plan 07-12, 2011 as required by the U.S. Economic Stimulus Act Administration. This CDES plan outlines the strategic investment plan for regional economic development and strategic projects to enhance the region's economy. TCRPC is seeking public comment on the CDES Plan. It is available for review and comment at the following link: <http://www.tcrpc.com/development>. By 30 day comment period ends September 25, 2011. Please submit comments to: [TCRPC@tcrpc.com](mailto:TCRPC@tcrpc.com) or by mail to: [TCRPC@tcrpc.com](mailto:TCRPC@tcrpc.com), 1938 S. Federal Highway, Stuart, FL 34994. Tel: 888-879-0000. Fax: 888-879-0000. Pub: August 31, 2011. 188724

STATE OF FLORIDA  
COUNTY OF MARTIN, COUNTY OF ST. LUCIE  
Before the undersigned authority personally appeared, S. Darlene Braeg, whom each says to be a Classified Inside Sales Manager of the Stuart News and the Port St. Lucie News, a daily newspaper published at Stuart in Martin County, Florida, that the attached copy of advertisement was published in the Stuart News in the following/manner below. Affiant further says that the said Stuart News is a newspaper published in Stuart in said Martin County, Florida, and affiant and said circulation in Martin County and St. Lucie County, Florida, and that said newspapers have been/are continuously published in said Martin County, Florida, daily and distributed in Martin and St. Lucie County, Florida, for a period of one year and preceding the publication of the attached copy of advertisement; and affiant further says that she has neither paid or promised any person, firm or corporation any discount, rebate, commission or return for the purpose of securing the advertisement or publication in the said newspaper. The Stuart News has been entered as First-Class Matter at the Post Office at Stuart, Martin County, Florida and in the City of St. Lucie County, Florida and has been for a period of one year next preceding the publication of the attached copy of advertisement.

Customer	Ad Number	Pub Date	Copyline	PO #
TREASURE COAST REG. PL	188724	8/28/2007	PUBLIC NOTICE	CDES PLAN 07-12


**RECEIVED**  
AUG 31 2007  
TREASURE COAST  
REGIONAL PLANNING COUNCIL

Subscribed and sworn to me before this date:  
August 30, 2007

*S. Darlene Braeg*  
Notary Public

MARTIN COUNTY  
Notary Public - State of Florida  
My Commission Expires Aug 2, 2010  
Commission # 00344207  
Bonded By National Notary Assn.

Figure 44: Affidavit of Publication - The Port St. Lucie News



**SCRIPPS TREASURE COAST  
NEWSPAPERS**  
Vero Beach Press Journal  
1001 U.S. 1, Vero Beach, FL 32960

**AFFIDAVIT OF PUBLICATION**

Comprehensive Economic Development  
Strategic Investment Plan for  
Public Utilities and Commerce

Treasure Coast Regional Planning Council (TCRPC) has developed its Comprehensive Economic Development Strategy (CDES) Plan 07-12, 2011 as required by the U.S. Economic Stimulus Act Administration. This CDES Plan outlines the strategic investment plan for regional economic development and strategic projects to enhance the region's economy. TCRPC is seeking public comment on the CDES Plan. It is available for review and comment at the following link: <http://www.tcrpc.com/development>. By 30 day comment period ends September 25, 2011. Please submit comments to: [TCRPC@tcrpc.com](mailto:TCRPC@tcrpc.com) or by mail to: [TCRPC@tcrpc.com](mailto:TCRPC@tcrpc.com), 1938 S. Federal Highway, Stuart, FL 34994. Tel: 888-879-0000. Fax: 888-879-0000. Pub: August 31, 2011. 188725

STATE OF FLORIDA  
COUNTY OF INDIAN RIVER  
Before the undersigned authority personally appeared, S. Darlene Braeg, who says that she is Classified Inside Sales Manager of the Vero Beach Press Journal, a daily newspaper published at Vero Beach in Indian River County, Florida, that the attached copy of advertisement was published in the Vero Beach Press Journal in the following/manner below. Affiant further says that the said Vero Beach Press Journal is a newspaper published in Vero Beach in said Indian River County, Florida, and that said newspaper has been/are continuously published in said Indian River County, Florida, daily and distributed in Indian River County, Florida, for a period of one year next preceding the first publication of the attached copy of advertisement; and affiant further says that she has neither paid or promised any person, firm or corporation any discount, rebate, commission or return for the purpose of securing the advertisement or publication in the said newspaper. The Vero Beach Press Journal has been entered as Periodic Matter at the Post Office in Vero Beach, Indian River County, Florida, and has been for a period of one year next preceding the first publication of the attached copy of advertisement.

Customer	Ad Number	Pub Date	Copyline	PO #
TREASURE COAST REG. PL#188	188725	8/28/2007	PUBLIC NOTICE	CDES PLAN 07-12

**RECEIVED**  
AUG 31 2007  
TREASURE COAST  
REGIONAL PLANNING COUNCIL

Subscribed and sworn to me before this date:  
August 30, 2007

*S. Darlene Braeg*  
Notary Public

MARTIN COUNTY  
Notary Public - State of Florida  
My Commission Expires Aug 2, 2010  
Commission # 00344207  
Bonded By National Notary Assn.

Figure 45: Affidavit of Publication - Vero Beach Press Journal

# APPENDIX E: REGIONAL PARTNERSHIP NETWORK

<b>Life Sciences Leadership and Industry Organizations</b>	
BioFlorida	South Florida Manufacturers' Association
South Florida Bioscience Consortium Development Board of Palm Beach County	Life Sciences Cluster of the Business
<b>Economic and Business Development Organizations</b>	
Florida Research Coast Economic Development Coalition, a consortium of economic development organizations	
Local Chambers of Commerce	Business Development Board of Palm Beach County Business Development Board of Martin County Martin County Economic Council Economic Development Council of St. Lucie County Indian River Chamber Economic Development Division
<b>Workforce Development</b>	
Workforce Alliance	
Workforce Development Board of the Treasure Coast	
<b>Venture Capital and Resource Organizations</b>	
BioCatalyst International	Lee Munder Capital Group
Florida Venture Forum	Aventure Capital
Riverside Ventures	Inflexion Partners
Alexandria Real Estate Equities	Antares Capital Corporation
Crossbow Ventures	Treasure Coast Angel Investment Group
<b>Research Organizations</b>	
Scripps Research Institute of Florida	Indian River Research and Education Center
Torrey Pines Institute for Molecular Studies	Harbor Branch Oceanographic Institute
USDA Agricultural Research Service	Smithsonian Research Station
Everglades Research and Education Center	Treasure Coast Education, Research and Development Authority
<b>Educational Resources</b>	
Florida Atlantic University, with campuses with 6 campuses in 3 counties	Lynn University
University of Florida Institute of Food and Agricultural Sciences	Barry University
Everglades Research and Education Center	Northwood University
Indian River Research and Education Center	Palm Beach Community College, with 4 campuses
Palm Beach Atlantic University	Indian River Community College, with 6 campuses in 4 counties
Florida Institute of Technology	
University of Central Florida, Southern Region	
Keiser College	
<b>Entrepreneurial Resources</b>	
Junior Achievement	Treasure Coast Enterprise Fund
FAU Small Business Development Center	University of Florida Agriculture and Extension Education Division
IRCC Small Business Development Center	Florida Curriculum Frameworks for Entrepreneurial Education
Technology Research and Development Authority	Research Coast Business Financial Consortium

Figure 46: Regional Partnership Network

# APPENDIX F: STATE OF FLORIDA CONCURRENCE LETTER

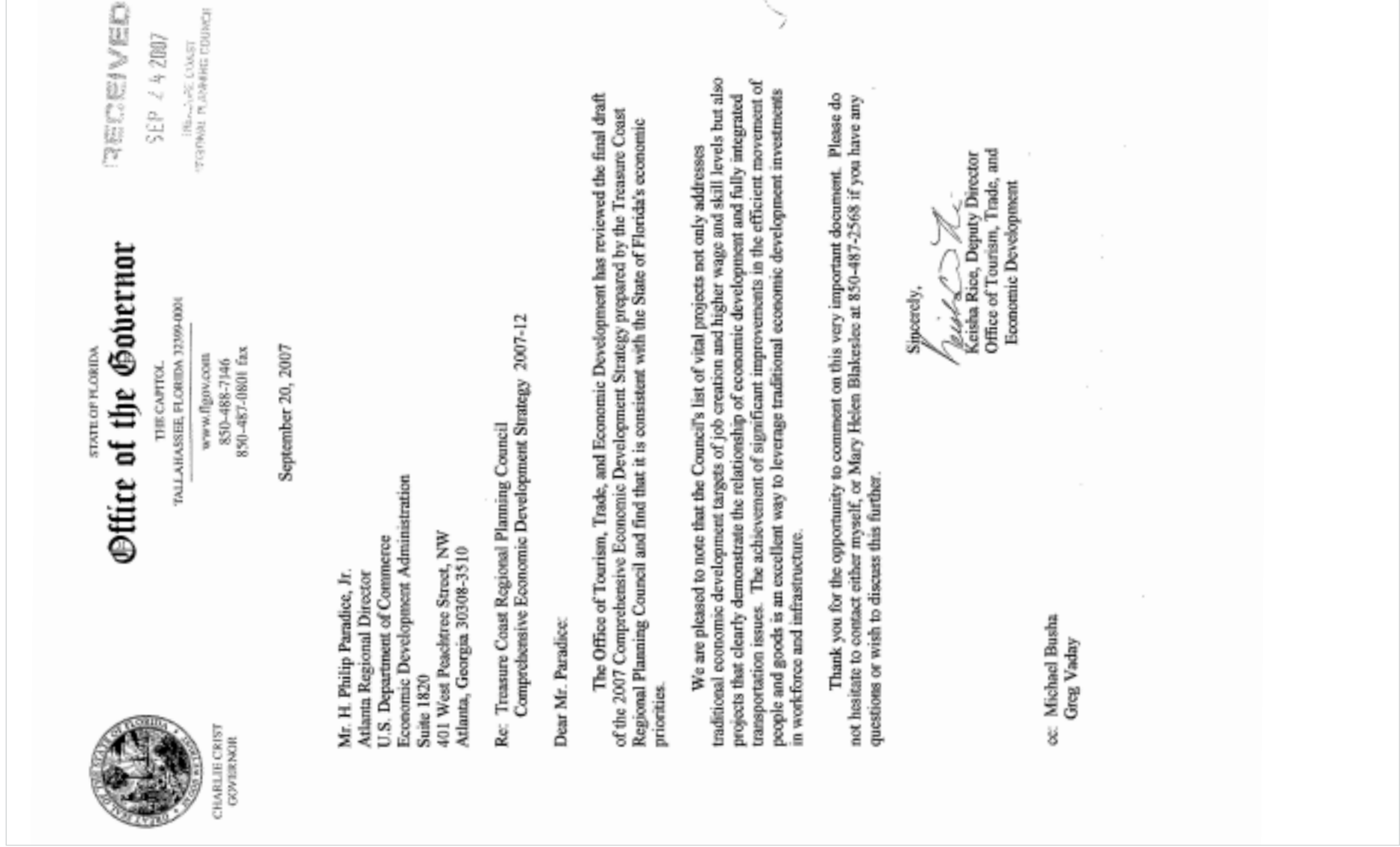


Figure 47: State of Florida Concurrence Letter

**TREASURE COAST REGIONAL PLANNING COUNCIL**

Indian River • Martin • Palm Beach • St. Lucie

[www.tcrpc.org](http://www.tcrpc.org)

