



Citrus County Strategy Toward Economic Progress (STEP) Target Industries Analysis

June 6, 2018

Deliverable 1: Target Industry Analysis

Deliverable 2: Public Input

Deliverable 3: SWOT and Revised Complete Document

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The Tampa Bay Regional Planning Council is an association of local governments from Citrus, Hernando, Hillsborough, Manatee, Pasco and Pinellas Counties.

About the Economic Analysis Program

Since 1999, the Tampa Bay Regional Planning Council has been producing economic impact studies for a variety of public and private sector clients.

Using the most powerful analytical tools, including IMPLAN and REMI PI+, the Council's Economic Analysis Program has produced hundreds of reports covering topics such as job creation, land use, natural resources and energy, as well as a variety of public policy questions.

Acknowledgements

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EXECUTIVE SUMMARY OF THE CITRUS COUNTY STRATEGY TOWARD ECONOMIC PROGRESS

In 2013, Duke Energy closed CR-3, its nuclear power plant at the Crystal River Energy Complex. In a follow-up economic development plan, Citrus County identified a list of target industries, generic policies, and industrial sites.

In 2018, Citrus County was awarded a grant from the state Department of Economic Opportunity (DEO), to conduct a target industry analysis, including citizen input for a SWOT analysis and a report establishing goals, with the assistance of the Tampa Bay Regional Planning Council. A primary purpose was to develop agreement among the community for identifying the highest priority industries (“target industries”) that the County should pursue in developing its economy. This report is the culmination of those efforts, resulting in the Strategy Toward Economic Progress (STEP), which synthesizes the economic base analysis, citizen input and SWOT assessment regarding the economic characteristics of the community, into a consensus to strategically guide economic development forward in Citrus County.

Like many rural and ex-urban counties, Citrus does not have a strong manufacturing base and its economic strengths are oriented toward serving residential and recreational needs. Those are not necessarily weaknesses, as the County has a strongly developed healthcare industry that draws patients from other areas and a thriving tourism economy.

Looking toward the future, however, the County must face certain realities. Its labor force is small compared to its population, even accounting for its larger than average share of residents over the age of 65. Wages are low, out-commuting is high, and the few existing industries are concentrated in a small number of sectors.

Given these factors, TBRPC’s analysis shows that Citrus County’s best economic development strategies will be to focus on healthcare and tourism; expand its business support cluster including administrative services and management of companies and diversify into; light manufacturing; wholesale trade and transportation logistics; as well as information, professional and technical services.

This analysis was designed as an iterative process, to be progressively developed with citizen feedback, vetted and incorporated at critical junctures before moving forward to next steps. As such, following the kick off presentation of an economic base analysis at a community workshop held on April 3, 2018, citizen input was incorporated into the study to create the April 13, 2018 draft of a preliminary assessment. That preliminary assessment was presented at a subsequent follow up community meeting held on May 1, 2018, to gather additional perspectives and suggestions which have now been included in this report for the Board of County Commissioners’ consideration.

Despite all the issues identified in this complete report, the public workshops hosted by Citrus County have shown that there is a strong public interest in meeting these challenges. Working

together, Citrus County staff and workshop participants identified a list of target industries as well as concepts to support a vision statement and associated Goals that will be important as the County moves forward on its Economic Development efforts.

1. INTRODUCTION

1.1 About the Tampa Bay Regional Planning Council



Established as Florida's first regional planning council in 1962, the Tampa Bay Regional Planning Council (TBRPC) provides a forum to foster communication, coordination and collaboration among its member governments. Serving six counties (Citrus, Hernando, Hillsborough, Manatee, Pasco and Pinellas) and twenty-one municipalities therein, the Council provides a wide range of services, including:

- Economic Modeling and Analysis
- Economic Development District
- Community Visioning and Planning
- Spatial Growth Modeling
- Hurricane and Hazard Preparedness Planning
- The Official Disaster Planning Guide
- GIS Mapping Services
- LEPC: Hazardous Materials
- Technical Assistance to Local Governments
- Agency on Bay Management
- Bay Soundings Quarterly Environmental Journal
- Future of the Region Awards
- Regional Information Center

As one of the first Regional Economic Models (REMI) users in Florida, TBRPC has been providing economic analysis services to government agencies, non-profits and the private sector. Since 1999, TBRPC has conducted over 400 economic impact studies, covering topics such as transportation, environmental and natural resources management, land use decisions, business investment incentives, taxation, sports and other events and festivals. Many of these reports are available from the TBRPC website, http://www.tbrpc.org/eap/eap_projects.shtml.

1.2 About the Citrus County Strategy Toward Economic Progress

In February 2013, Duke Energy announced that it would decommission the nuclear power plant at the Crystal River Energy Complex, laying off about 600 workers. Not long after, Citrus County began work on “A Five Year Plan for Economic Development in Citrus County.” Completed in December 2013, the plan conducted a site inventory, identified target industries, and suggested planning activities around analyzing workforce readiness and a marketing plan.

The plan identified the following as target industries:

- Agriculture/Aquaculture
- Energy Generation
- Environmental/Marine Sciences
- Light Manufacturing
- Marine Trades
- Outdoor Recreational Equipment

Challenges to economic progress that predated the nuclear plant closing included the lack of interstate access, low labor participation rates and an undiversified economic base have been exacerbated by the immediate and lingering effects of the national recession. As the impacts of the recession fade and the economy in Citrus improves, it is important to refresh the target industry list and underlying strategy.

Working with the Tampa Bay Regional Planning Council, Citrus County submitted a grant application to the Department of Economic Opportunity to fund a follow-up target industry study. This study, the Strategy Toward Economic Progress (STEP), is the follow-up study, taking a closer look at potential target industries, with public input added to the process.

2. Citrus County in a Changing Global Economy

Located on the west coast of Florida at the northern end of the Tampa Bay Area, Citrus is a small residentially-focused exurban community. Exurban areas are communities on the urban fringe, close enough to commute, to shop and to take advantage of a wide range of services in a metropolitan setting, but far enough away that residents can also enjoy a rural lifestyle with all of the recreational assets that follows. As such, Citrus County has a lot to offer its residents.

Even with such positive attributes, challenges are evident to the long term economic prosperity for Citrus County. Data suggests, there are not enough well-paying jobs for county residents and it is difficult for the local economy to thrive when many vital services are already available to anyone capable of driving out of the County to access services.

As a result, Citrus County has many jobs in retail, food service and accommodation that typically have high turn-over rates. Many retail businesses are also struggling in an environment where online retailers are increasingly dominant. Moreover, County employment is concentrated in just a few industry sectors, making the entire community vulnerable to industry-specific problems. For Citrus County these characteristics add up to a high unemployment rate, perennially one of the highest in Florida, as shown in Table 1.

Table 1: Five Highest Unemployment Counties in Florida

County	2018 Rate	County	2015 Rate	County	2012 Rate	County	2010 Rate
Citrus County	6.0	Hendry County	9.5	Putnam County	12.5	Citrus County	14.8
Sumter County	5.9	Citrus County	8.5	Citrus County	11.8	Sumter County	14.5
Hendry County	5.6	Putnam County	8.5	Hernando County	11.7	Hernando County	14.4
Highlands County	5.6	Sumter County	8.4	Sumter County	11.7	Marion County	14.4
Putnam County	5.5	Gadsden County	8.0	Marion County	11.3	Saint Lucie County	14.0

Source: Department of Economic Opportunity, 2018

Citrus County faces significant challenges in lowering its unemployment and increasing the County’s prosperity. While there are many potential routes to developing its economy, Citrus is looking to broaden its economic base through targeting industry sectors with sufficient prospect for future growth and matched with community aspirations.

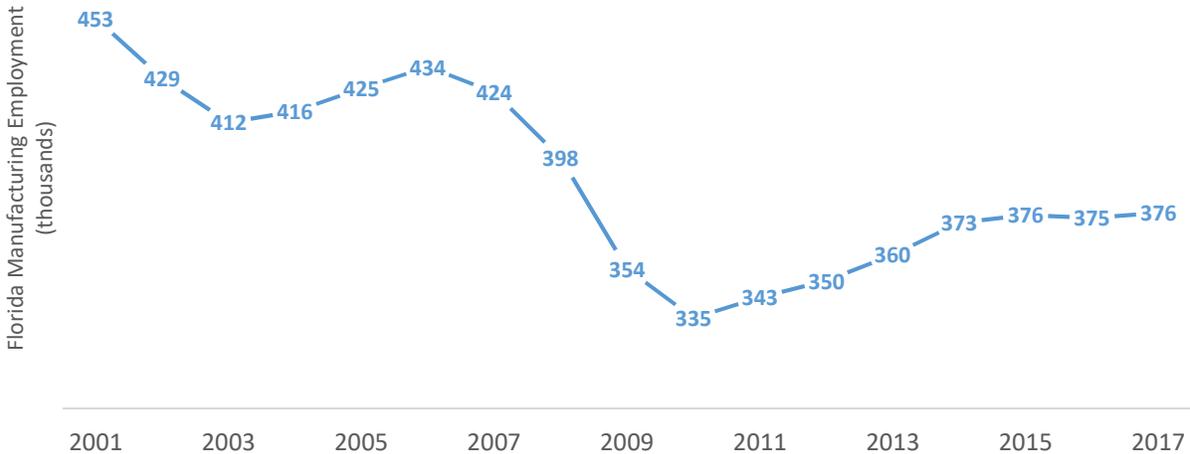
2.1 The Changing Landscape of Manufacturing

Selecting target industries is no easy task, especially when the community must balance job growth among other priorities, such as environmental concerns. Many community efforts target the most productive source of well-paying jobs with high economic multipliers (the ratio of one job to the other jobs created by economic activity). In many cases, that is manufacturing.

Besides the direct effects of high wage jobs, manufacturing firms often form economic clusters. Clusters, as discussed in Section 4.3, are geographic concentrations of related industrial sectors that share similar supply chains, workers or customers, and often attract new investment because there are locational advantages for firms to be near other firms in the same industry. If a manufacturing firm succeeds in Citrus County, others will eventually follow.

However, the manufacturing sector has undergone vast changes in recent decades. Manufacturing employment, for example, has been on the decline in the United States since the 1980s. In fact, since manufacturing’s employment peak of 1979, at 7.2 million jobs nationwide, manufacturing employment has fallen more than 37 percent¹. As Figure 1 depicts, manufacturing in Florida dropped in the aftermath of the 2008 recession and its short-term recovery appears to have leveled off in recent years.

Figure 1: Change in Florida Manufacturing Employment 2001-2017 (in thousands)

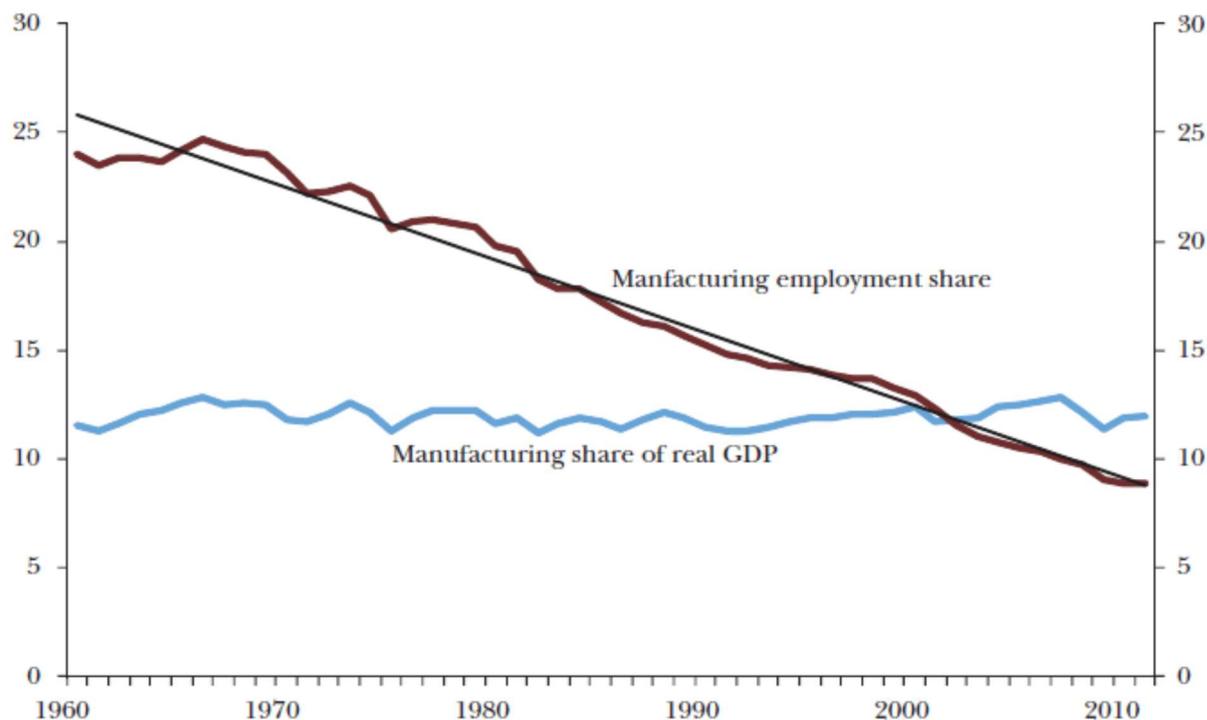


Source: Bureau of Labor Statistics; REMI PI+

Despite those recent trends, manufacturing employment is just one aspect of a complex industrial sector. Manufacturing productivity, for example, has not declined. As Figure 2 shows, even as manufacturing employment has declined steadily in recent decades, manufacturing’s share of real Gross Domestic Product (GDP) has remained relatively steady over the years, floating between 12 and 13 percent.

¹ <https://www.cnsnews.com/news/article/terence-p-jeffrey/7231000-lost-jobs-manufacturing-employment-down-37-1979-peak>

Figure 2: Manufacturing Value Added and Employment as Share of the Total US Economy (1960-2011)



Source: Martin Baily and Barry Bosworth, US Manufacturing: Understanding Its Past and Its Potential Future, *Journal of Economic Perspectives*—Volume 28, Number 1—Winter 2014—Pages 3–26

Rising productivity offsets the contemporaneous loss of manufacturing employment while manufacturing's share of the economy remains steady. Increased worker productivity, automation and technological advances mean that manufacturing firms need fewer workers, but it also means that capital equipment can be more compact, and firms more mobile in their location decisions.

The combination of smaller manufacturing footprints: building, land, employees, and Citrus County's lifestyle offerings may be appealing to private investors who choose where they want to live and play, and bring their investments with them. Bringing manufacturers to the region may attract jobs in wholesale and transportation.

Major shifts in how manufacturing products are delivered to customers are indicators of change across the economic landscape. Logistics industries such as wholesale trade and transportation of goods continue to be important but are also evolving into new patterns as more purchasing migrates to Web based platforms, local storefronts close or shift their emphasis to catering to tourism needs.

Some communities are maximizing probabilities of success by leveraging the industries they already have to further diversify their economies. As such, communities need to understand their strengths and weaknesses. There are many different ways of understanding a community's strengths and weaknesses. A clear starting point is understanding the key drivers of the local economy: demographics and employment.

3. Citrus County Demographics and Economy

The Citrus County economy is predominantly driven by consumer demand for goods and services. Building a picture of the County’s economic development potential can be supported by a profile of the market demographics, in particular population characteristics and economic indicators.

As shown in Table 1, Citrus County is ranked in among the highest unemployment counties in Florida every year. Table 2 provides some context for comparing Citrus to those counties as well as to all of its immediately neighboring counties.

Table 2 Comparing Citrus to the other high unemployment counties in Florida

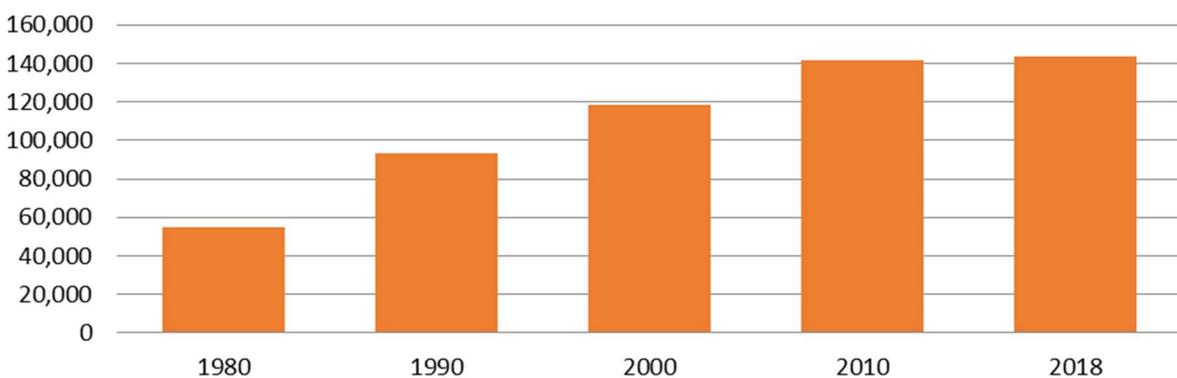
	Population	Labor Force	Employment	Average wage	Gross County Product (Billions of 2016 Dollars)
Citrus County	141,453	47,363	49,252	\$27,833	3.57
Hernando County	180,069	67,081	60,106	\$26,165	3.47
Highlands County	101,114	35,759	40,201	\$24,899	2.26
Indian River County	150,965	62,287	78,346	\$29,457	6.01
Levy County	40,406	14,411	14,468	\$20,504	0.76
Marion County	348,357	132,000	147,137	\$27,894	9.41
Putnam County	71,690	28,260	23,283	\$26,789	1.76
Sumter County	122,196	28,876	41,690	\$26,617	2.72

REMI PI+ v.2.1

With the exception of Levy County and Putnam County, most of the counties in Table 2 are mid-sized in population. Labor force sizes across most of the counties are also similar.

As shown in Figure 3, between 1980 and 2010 Citrus’s population grew rapidly. However the combined impacts of the recession and layoffs at Duke Energy’s nuclear power plant have played a role in slowing recent population growth.

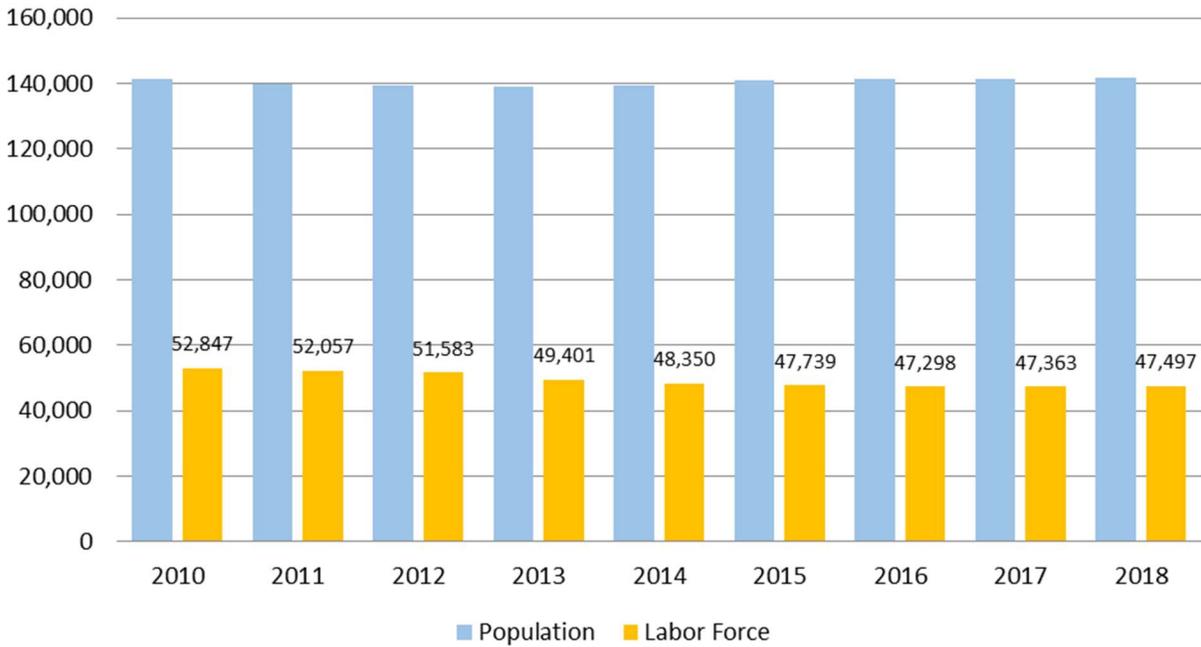
Figure 3: Citrus County Historical population and trend



Source: US Census

Just as population has remained steady in Citrus, so has its labor force. Declining after the sub-prime mortgage crisis of 2008, the labor force has steadied since 2015, at about 47 thousand.

Figure 4: Citrus County Labor Force Compared to Population (2010-2018)



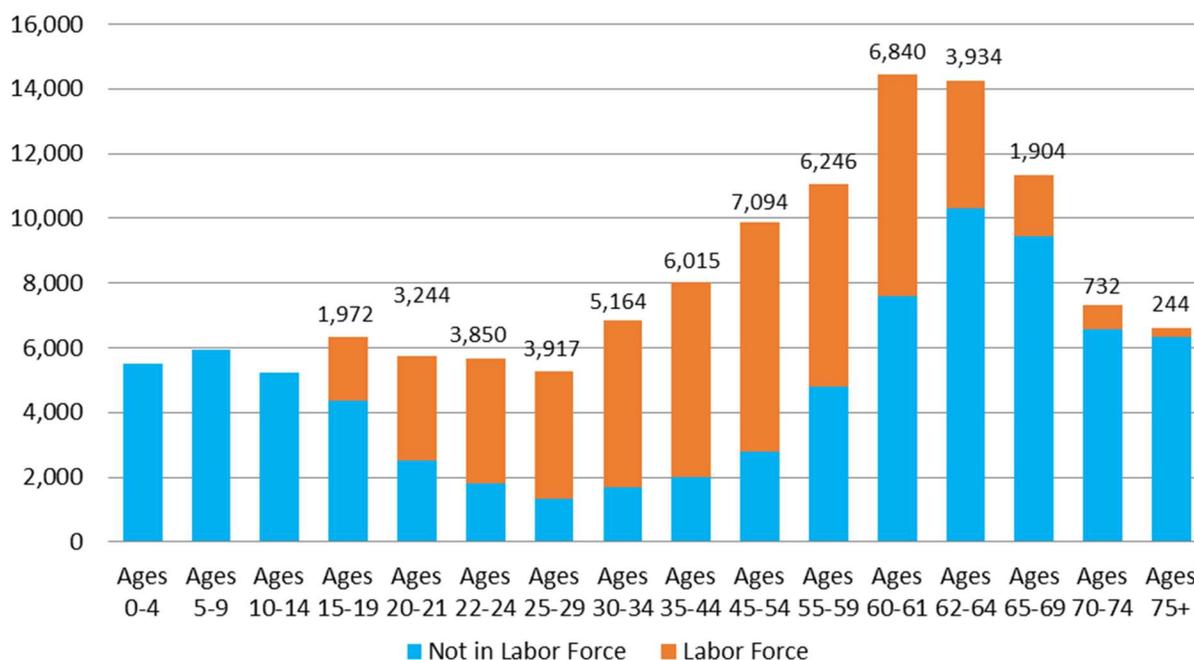
Source: REMI PI+

The substantial gap between the size of the population and the labor force points to one of the underlying characteristics of the Citrus County population, its age distribution. In the 2010 Census, the median age of the County population was 54, by 2012 it was already 55.2. In 2018, TBRPC's estimate is the median age has risen to 57.

A study by the Pew Research Center found that Citrus County has the fourth largest share of residents over the age of 65 among counties in the United States². Figure 5 depicts the age distribution of the population with the shaded area showing the share of each group that is participating in the labor force.

² http://www.pewresearch.org/fact-tank/2015/07/09/where-do-the-oldest-americans-live/ft_15-07-06_65plus_table/

Figure 5: Size of Citrus County Labor Force by Age Cohort



Source: REMI PI+

Grouping labor participation by broader age groups demonstrates that approximately 11,000 members of the labor force are in their twenties, 8,000 are in their thirties, 6,500 are in their forties, and 9,000 are in their fifties. The age distribution partly explains why the labor force is small in Citrus, compared to the rest of the county population.

In fact, labor force participation is low compared to the rest of the state. If the County’s labor force rate was the same as the rest of Florida, Citrus’ labor force under 65 would be about 54,000—almost 6,000 more people in the labor force than currently exists, even with the County’s high age profile. For example, Table 3 compares the Florida-wide labor participation rate by age group to the Citrus participation rate. If labor force trends in Citrus were more like the rest of the state in terms of participation, there would be 9 to 10% more workers between 20 and 24 engaged in the labor force.

Table 3: Citrus and Florida Labor Participation Rates

Age Cohort	Florida Participation rate	Citrus Participation rate	“Potential” Citrus labor force	Current Citrus Labor Force	Difference
Ages 16-19	0.319	0.315	1,277	1,261	16
Ages 20-21	0.625	0.568	1,158	1,053	106
Ages 22-24	0.749	0.688	2,052	1,884	167

Source: REMI PI+

Given that Citrus relies largely on a consumption driven economy and so much of the labor force is concentrated in younger age brackets, it is not surprising that retail sales and food serving occupations are a relatively high proportion of the work force, as shown in Table 4.

Distinguishing Occupations from Industry Employment

Table 4: Employment by Occupation

Citrus Top Occupations	2016 Jobs	Rank
Retail sales workers	4,052	1
Food and beverage serving workers	2,433	2
Construction trades workers	2,153	3
Information and record clerks	1,975	4
Health diagnosing and treating practitioners	1,799	5
Other personal care and service workers	1,761	6
Building cleaning and pest control workers	1,492	7
Secretaries and administrative assistants	1,384	8
Other office and administrative support workers	1,359	9
Other installation, maintenance, and repair	1,338	10
Motor vehicle operators	1,279	11
Financial clerks	1,257	12
Health technologists and technicians	1,225	13
Nursing, psychiatric, and home health aides	1,224	14
Business operations specialists	1,165	15
Material recording, scheduling, dispatching, and distributing workers	1,127	16
Cooks and food preparation workers	1,107	17
Material moving workers	1,069	18
Other management occupations	1,000	19
Preschool, primary, teachers	945	20

Source: REMI PI+

Table 5: Citrus Private and Non-Farm Employment by Industry

Industry	2010	2011	2012	2013	2014	2015	2016	2017
Forestry, Fishing	321	289	304	315	341	354	358	369
Mining	171	162	192	175	153	148	145	143
Utilities	1,214	1,369	1,398	1,165	1,057	937	935	922
Construction	3,450	3,354	3,312	3,138	3,277	3,638	3,681	3,646
Manufacturing	672	632	561	581	608	685	688	698
Wholesale Trade	900	713	676	673	660	662	675	691
Retail Trade	6,350	6,644	6,579	6,598	6,950	7,086	7,281	7,362
Transportation/Warehousing	974	715	764	877	908	1,007	1,013	1,027
Information	623	602	629	597	553	563	555	544
Finance and Insurance	1,962	2,074	2,015	2,025	1,883	1,823	1,832	1,818
Real Estate	2,222	2,252	2,191	2,194	2,279	2,380	2,415	2,420
Professional, and Technical Services	2,235	2,186	2,310	2,169	2,209	2,152	2,177	2,221
Admin & Business Services	3,184	3,214	3,336	3,338	3,247	3,448	3,529	3,585
Educational services;	336	332	297	320	320	335	343	347
Health Care/Social Assistance	8,572	8,747	8,736	8,866	8,753	8,588	8,943	9,181
Arts, Entertainment, and Recreation	1,177	1,193	1,128	1,182	1,205	1,290	1,321	1,335
Accommodation and Food Services	3,039	2,852	3,287	3,604	3,674	3,925	4,006	4,031
Other Services	3,477	3,553	3,612	3,579	3,641	3,727	3,837	3,888
Total	40,879	40,883	41,327	41,396	41,718	42,748	43,734	44,228

Source: REMI PI+

Occupations describe what people do within an industry; industry classifications may combine several kinds of occupations in delivering final demand goods and services. For example, in Table 4, retail sales workers accounted for only 4,052 employees in retail employment total of 7281 in 2016, as shown in Table 5. The rest of retail employment is comprised of workers involved in

transporting goods, warehousing those goods and managing the flow of goods and spending between consumers, wages, rent, future purchases and profit. As Table 5 indicates, Health Care and Social Assistance (9,181), retail (7,362), and accommodation (4,031) are the largest industries by employment as of 2017.

4. Economic Base Studies in Strategic Planning

Economic Base Studies are tools used for strategic planning for economic development. They provide data for setting the economy in both its local context and in its regional or metropolitan setting. They also provide information, baseline data and can be rigorous analytical tools. In this case, the base studies are instrumental to identifying target industries. Target industries are those priority industries that economic developers focus effort toward recruiting and retaining in the local economy.

Economic Base Studies have been evolving as a concept since the early 20th century. An essential common theme of these studies is that communities can better manage and then plan for future economic growth by understanding how employment and income divide into two camps: non-basic activities and basic activities. Non-basic jobs and income are those that are derived from local spending. A corner store whose clientele come exclusively from a nearby neighborhood provides non-basic employment. Basic employment, on the other hand, is based on money spent by visitors or by products made in the community and sold outside of it. Either way, *basic employment* is jobs that are sustained by customers from outside the community.

Non-basic income essentially circulates within a community. The total amount of wealth in the community can be redistributed, but it cannot grow according to economic base theory. Instead, basic income adds wealth to a community. As such, the pioneers of economic base studies believed, working to bring basic jobs into a community will raise the community's aggregate income. Economic Base Studies can be useful as roadmaps to plan economic development strategies.

Although informative, the base study approach is not entirely comprehensive and should be complemented with tools to broaden the analysis to include a regional context and other factors beyond consumption or demand.

TBRPC offers an Economic Analysis Program to its member governments to help economic developers think with greater depth about how Citrus County's economy interacts with neighboring county economies, including supply factors and addressing different investment scenarios. With these caveats in mind, TBRPC will use analysis tools for:

- identifying location-quotients
- Identifying employment multipliers
- Identifying clusters

4.1 Identifying Location-Quotients

Location Quotients (LQ) are a fundamental tool of economic base studies. Developed for the Regional Plan of New York (1928), location quotients are simple ratios that describe the relative concentration of an industry by employment in a locality compared to the nation's concentration.

As such, location quotients tell analysts whether the locality specializes in some industry or group of industries. An example would be that one out of ten employees in County X works in manufacturing widgets. Nationwide, only one out of twenty employees manufactures widgets. County X has a twice the concentration of employees manufacturing widgets that the nation has, and so its location quotient is 2.0.

Location-Quotients are generally used with employment data, but they may also be used to calculate local concentrations of higher wages in an industry, or firm concentration, or employment by occupation, depending on the need.

A related use of Location Quotients is the identification of **Basic employment** (employment driven by spending originating outside of Citrus County). That calculation is provided by the following formula:

$$\text{Basic Sector Employment} = ((\text{Citrus Employment in Industry } i) / \text{National Employment in Industry } i) - ((\text{Total Citrus Employment} / \text{Total National Employment}) \times \text{National Employment Industry } i)$$

Location quotients and basic employment for Citrus County are provided in Section 5 of this report.

4.2 Identifying employment multipliers

An output multiplier for a given industrial sector is the total value of sales by all sectors of the regional economy necessary to satisfy a dollar's worth of final demand for that sector's output³. An output multiplier of 1.66, for example, indicates that if a firm's sales in one region to buyers in another region increase by \$100 million, total sales throughout the region are expected to ultimately increase by \$166 million. That additional \$66 million in activity is generated by the initial sale, stimulating further sales. Employment multipliers are the employment consequences of that change in output (Coughlin and Mandelbaum, 1991).

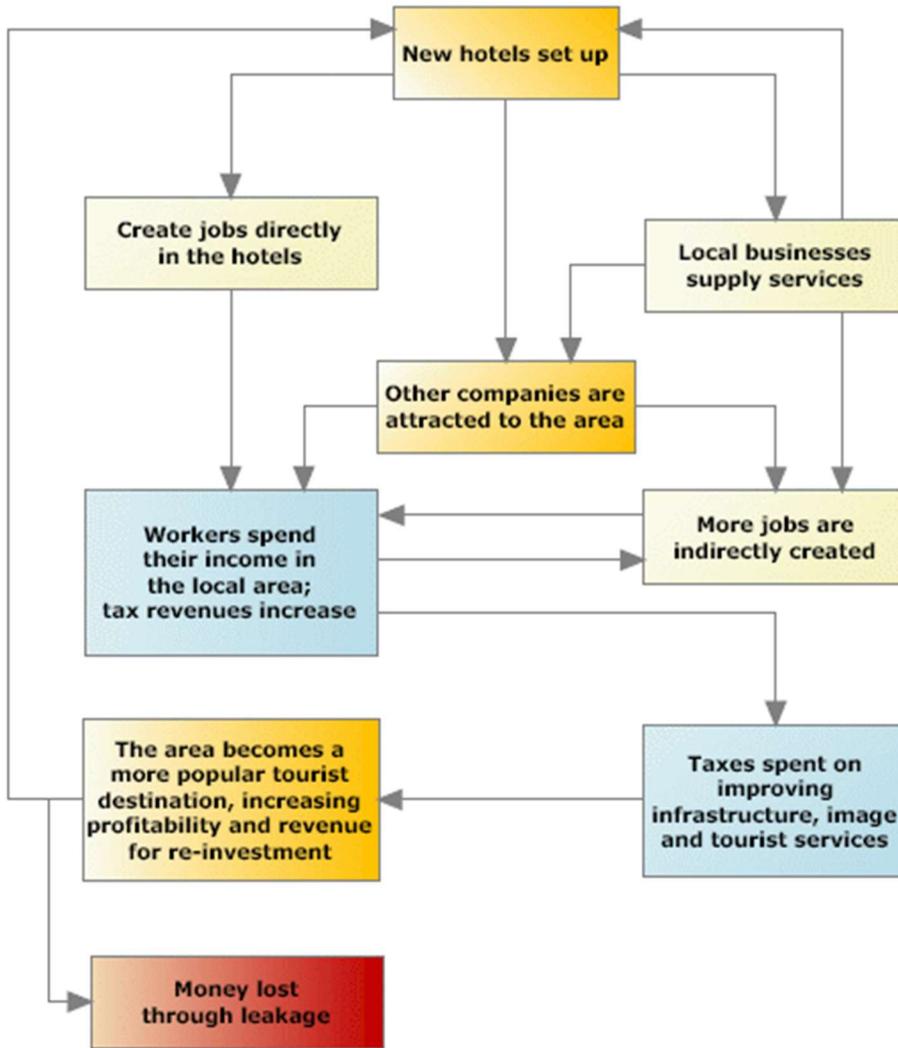
Location Quotient Formula

$$LQ = \frac{e_i/e}{E_i/E}$$

Where e_i is local employment in industry I and e is total employment; and where E_i is national employment in industry I and E is total employment

³ Coughlin and Mandelbaum, 1991. "A Consumer's Guide to Regional Economic Multipliers." St Louis Fed. https://files.stlouisfed.org/files/htdocs/publications/review/91/01/Consumer_Jan_Feb1991.pdf

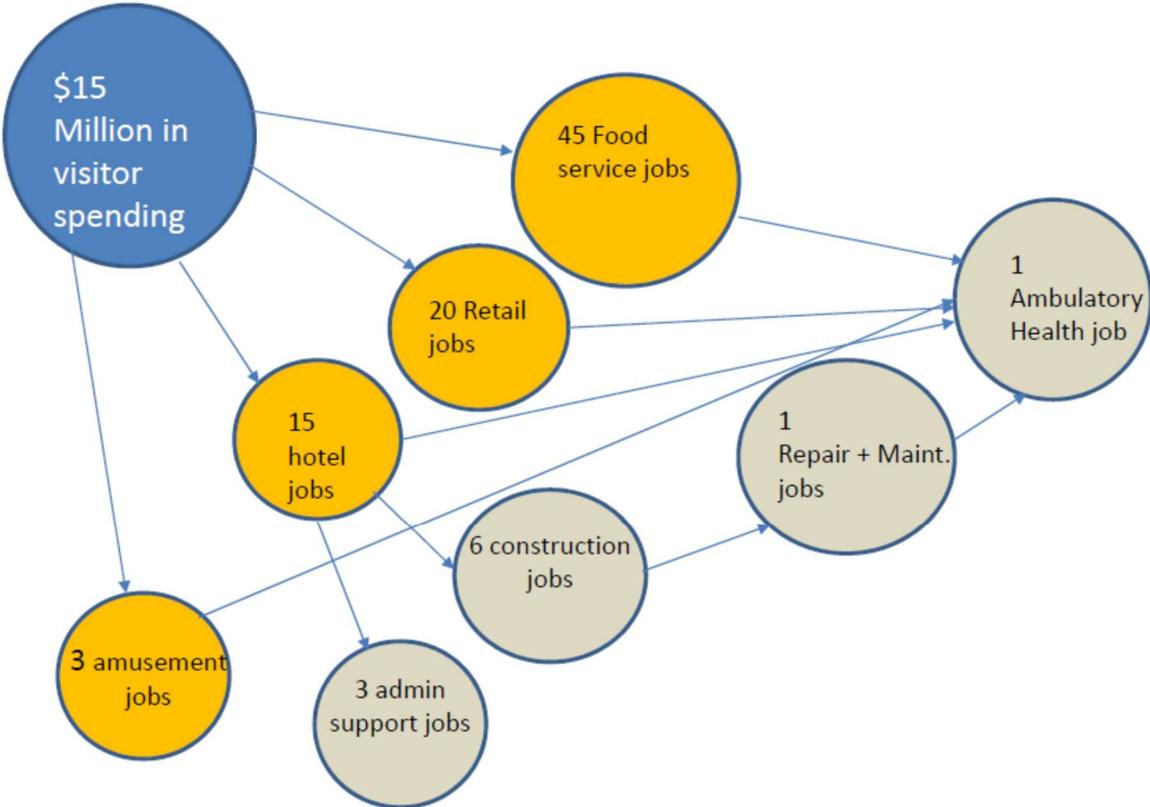
Figure 6: Multiplier Effects in the Accommodation Industry



Source: <https://geographyfieldwork.com/images/tmstatic.gif>

As an example of how multipliers work in Citrus County, let us say that in 2018 \$15 million are spent by visitors from outside the County. They stay in area hotels, they buy their meals at Citrus restaurants, see the sights and buy souvenirs from local retailers. Using REMI PI+, TBRPC traced the spending typically associated with overnight visitors to calculate how many jobs are created in a year due to tourism. Each bubble in Figure 7 shows how many jobs are created in each industry as the result of visitor spending.

Figure 7: Citrus County Job Creation as the Result of \$15 Million in Visitor Spending



Source: REMI PI+, TBRPC, 2018

4.3 Identifying clusters

Not all inter-industry relationships are driven by a chain of purchases from buyers to suppliers. Instead, some industries form clusters—economies of agglomeration, where firms related by similar production characteristics or shared workforce needs co-locate because they access the same markets. Unlike supply chain driven multipliers, which vertically organize economic relationships, some clusters are ‘horizontal’—they do not rely upon each other for inputs, necessarily, but their co-location with similar firms can drive sales.

There are many examples of this kind of agglomeration. For example, the clustering of gas stations or antique or fine arts dealers happens because customers will patronize the business because of small fluctuations in price or quality. Sometimes these concentrations take over entire urban districts, such as the specialization of Chicago's jewelry district or furniture stores along Magazine Street in New Orleans.

A common theme among industry clusters is that the workforce in different firms and across the industries within the cluster is comparable in terms of training, education and experience. When such clusters form, Silicon Valley is perhaps the best known example, economies of scale in workforce size emerge, making the entire valley workforce competitive for jobs in the high-tech cluster.

Using Input-Output matrices, industry groupings and industry-to-industry sales, TBRPC identifies industry clusters. In Citrus, there is evidence to support four such kinds of economic clusters. These are:

- Business Services (advertising, marketing, printing, sales, computer support)
- Tourism
- Environmental Services
- Utilities

5. Public Input into the Target Industry Study

Citrus County hosted two Community Workshops to gather public input on the Target Industry Study in April and May, 2018. While public input is summarized in **Appendix 2**, the results of these two vibrant discussions inform Section 6, the Target Industry Analysis, and Section 7, the Strengths, Weaknesses, Opportunities and Threats.

At the April 3rd meeting, the participants considered a number of questions, including what desired business features and characteristics would best serve Citrus County, which business classifications would serve that purpose and what policies or activities would help ensure those desired characteristics would materialize. The consolidated comments and ideas are represented below.

Desired Business Features & Characteristics

Desirable business characteristics include protecting the natural environment, providing for intergeneration retention—career longevity and activities that retain youth within the County. Jobs should come with high paying wages with benefits but respondents also wanted customer focused businesses, such as shopping and restaurants and niche businesses.

Desirable Business Classifications

Participants wanted businesses that would support overall desirable characteristics, such as environmental services and information technology, health and fitness. Marine services and tourism were also important, as well as more traditional light manufacturing jobs.

What Policies would improve Economic Development in Citrus County?

Improved physical and broadband infrastructure, site readiness, reduce brain drain, business incentives, marketing, environmental stewardship, public messaging, economic development organizational focus, corridor aesthetic requirements, high quality education, and workforce housing.

Confirming the Strengths, Weaknesses, Opportunities, and Threats (SWOT) and Target Industry List

At the May 1st meeting, participants considered the Economic Base Analysis, draft SWOT Analysis and confirmed the Target Industry list. The SWOT analysis discussion confirmed those items on the SWOT list with several additions relating to agriculture, labor force and other opportunities. TBRPC has added those as additional considerations.

6. Target Industry Analysis: An Extension of Economic Base Theory

Target Industries are the preferred industries a community chooses to cultivate in developing the local economy. Since there are many potential criteria for selecting target industries, economic base studies are useful road maps to sorting those criteria. TBRPC has selected criteria that can be best described as a basket of public benefits, which can be repurposed as objectives.

In this section, TBRPC considers criteria for target industries that benefit Citrus County by:

- Providing Greatest Services to all Residents
- Minimizing Unemployment Rate
- Raising Median Income
- Increasing Basic-Sector Jobs
- Balancing Tax Impact

Using the tools identified in Section 4 and citizen input from Section 5, TBRPC has analyzed which industries and occupations best match the criteria above.

6.1 Providing Greatest Services to all Residents

“Provides greatest services to all residents” is a frequently articulated if vague desire to ensure that the quality of life of the county is maximized by having the most services available locally. This is not always possible in a semi-rural or exurban environment, when more specialized services are only available in other places. For example, certain kinds of medical treatment may not be available in Citrus but are available in Tampa or St. Petersburg. Table 6 lists the most demanded services in Citrus County in declining order of sales.

Table 6: Most Demanded Services in Citrus by Total Sales

Most Demanded Services	2016 Sales (\$ Millions)
Health Services	\$654.4
Retail	\$536.3
Food services	\$226.1
Residential services	\$146.4
Insurance	\$143.7

Source: REMI PI+

Advantages

As the result of increasing consumer demand, the variety and specializations of services is likely to expand with rising income and increasing population.

Disadvantages

With the exceptions of health and insurance industries, wages in these industries are generally low.

Take Away

Because growth and the specialization of these kinds of jobs are dependent on growing income and population, Citrus County may prefer to see these services grow as the result of the pursuit of more impactful industries.

6.2 Minimizing Unemployment Rate

There are several approaches to minimizing the unemployment rate. One such approach is to focus on companies that employ people with the greatest match to the local skill set. Another is to focus on employers industries with the greatest employment multipliers. Table 7 lists the top five occupations in order of number of Citrus County jobs.

Table 7 Citrus Occupations by Total Jobs

Citrus Top Occupations	2016 Jobs	Rank
Retail sales workers	4,052	1
Food and beverage serving workers	2,433	2
Construction trades workers	2,153	3
Information and record clerks	1,975	4
Health diagnosing and treating practitioners	1,799	5

Source: REMI PI+

Advantages

When the economy is strong, unemployment in these occupations is likely to drop if new firms enter the market or if existing firms expand services.

Disadvantages

Except for health diagnosing and treating practitioners, educational and experience barriers to entry in most of these occupations are fairly low. That means that as job opportunities increase, new workers will enter the labor force in these fields, reinforcing the low wages that are usually paid in those occupations.

Take Away

When the economy is weak or if “store-front” retail shops continue to lose sales to internet retailers, unemployment rates will remain high. Moreover, since these jobs are driven by household demand for services in the marketplace, these jobs may not necessarily be useful as target industries; they will come as demand rises for them.

Moreover, retail activities (as well as utilities, mining and activities regulated by the division of hotels and restaurants) are statutorily excluded from consideration in the state’s Qualified Target Industry tax refund program. As such, they make poor target industry candidates.

6.2.1 Greatest Employment Multipliers

While it is intuitive that an industry that has multiple supply chain relationships with other firms is likely to have higher employment multipliers than an industry that does not have those relationships, multipliers also vary across geographic areas and across time. This is because some areas have different resources available to provide products and those endowments change over time. TBRPC analyzed the industries with the highest employment multipliers in 2017. The results are presented in Table 8.

Table 8: Citrus Industries with the Highest Employment Multipliers

Highest Employment Multipliers	Multiplier	2017 Jobs	2017 Avg Wage
Utilities	5.5	918	\$121,926**
Primary Metal Manufacturing	2.2	*	\$52,092
Chemical Manufacturing	2.0	46	\$60,183
Wood Product Manufacturing	1.9	*	\$37,452
Computer Equipment Mfg	1.9	*	\$88,603
Non-metallic mineral Mfg	1.8	33	\$54,686
Machinery Mfg	1.7	54	\$60,817
Hospitals	1.7	967	\$59,541
Food Manufacturing	1.6	*	\$36,809
Insurance	1.6	220	\$60,713

*Less than 20 employees; REMI PI+, **Believed to reflect ongoing nuclear decommissioning

Multipliers are not difficult to interpret. For example with a multiplier of 5.5, we can say that for every 100 jobs in utilities, 450 additional jobs are created. For every 100 jobs in Machinery manufacturing with a multiplier of 1.7, 70 additional jobs are created.

Advantages

Manufacturing creates indirect jobs through demand for products. As demand for goods increases, manufacturers increase production and hire more employees. While this is true for many industries, that effect is most intense for manufacturing because there are significant increases to employment in other employment sectors as demand for inputs rise.

Disadvantages

There are disadvantages to pursuing these manufacturing industries. Manufacturers are often geographically concentrated (economies of agglomeration), the relatively few manufacturers who are looking to relocate will do because of improved access to markets, labor or an advantage in technology or the supply chain and those factors will be balanced against the high costs of new capital investment.

Take Away

Given the absence of a robust manufacturing industry in Citrus now, the opportunity for manufacturing will most likely to be limited to smaller but technologically advanced production operations or non-durable goods production.

6.3 Raising Median Income

Raising median income has several impacts. First, it is a measurable benchmark for comparing economic impacts and second, higher income occupations spend more money across the economy and tend to create more “induced” jobs (related to household consumption) than occupations with lower wages.

Table 9: Highest Income Occupations in Citrus County

Highest Income Occupations	<i>Location Quotient</i>	<i>2017 Jobs</i>	<i>2017 Avg Wage</i>
Physicians and Surgeons	1.49	110	245,680
Pharmacists	0.96	70	113,140
Nurse Practitioners Medical and Health Services Managers	**	**	96,720
Physical Therapists	0.72	50	89,070
Speech-Language Pathologists	2.83	140	85,720
Occupational Therapists	3.21	100	83,720
Financial Managers	4.17	110	83,070
Management Occupations	0.26	30	106,740
Architecture and Engineering	0.38	620	93,860
	0.24	140	83,300

Source: Bureau of Labor Statistics, 2018

Advantages

Jobs in the health industry, certain professional services and manufacturing will raise the average income of Citrus County workers. As a strategy, pursuing high paying jobs is a common

characteristic of all economic development plans and is consistent with many of the objectives identified by the citizen workshops. For some industry segments, such as therapists, Citrus County is already competitive among neighboring communities. Increasing healthcare employment may be of interest to existing providers if the market will support increasing medical specializations.

Disadvantages

Healthcare enjoys the distinction of not having perceivable disadvantages in the economic base of Citrus County.

Take Away

Healthcare has been and is likely to continue to be a strong contributor to growth in income for Citrus County.

6.4 Increasing Basic-Sector Jobs

Perhaps the most efficient concept is increasing basic sector employment which means attracting more employment that will be supported by spending from visitors and customers outside the County. The significance of economic benefit is directly related to the basic share of employment. In this case, the top industries with the strongest share of basic spending are:

Table 10: Citrus County Basic-Sector Jobs

Industry	Non-Basic Employment	Basic Employment	Total	Basic share of Total Emp.	Average Wages
Amusement	309	1,017	1,326	77%	\$12,085
Educational Services	179	278	457	61%	\$7,096
Hospitals	451	548	999	55%	\$59,090
Nursing/Residential Care	962	1,072	2,034	53%	\$30,307
Business Support Services	2,085	1,581	3,666	43%	\$25,002
Wholesale Trade	446	251	697	36%	\$32,431
Ambulatory Health Care	3,426	1,848	5,274	35%	\$46,546
Food Services	2,586	1,090	3,676	30%	\$16,436
Retail Trade	5,883	1,401	7,284	19%	\$24,605

Advantages

An economic development strategy based on increasing the share of basic employment can increase the total income of Citrus County. Clearly, Citrus County has recreational advantages that allow for growth in tourism related fields.

Disadvantages

With the exception of health care and business support businesses, wages are low and many jobs are part-time.

Take Away

The stability of tourism related spending helps support local services, such as retail and restaurants, enables Citrus with the opportunity to expand healthcare offerings and business support services., while pursuing efforts to diversify into higher wage basic sector industries.

6.5 Balance Tax Impact

While there are several potential goals in selecting target industries, one unavoidable consideration is the impact that the space allocated to different industries will have on the County's property tax revenue. For example, in a study of Fairfax County, Virginia, McKeeman found that a planned industrial park as well as different manufacturing uses generated about \$21,000 an acre in tax revenue, while department stores generated about \$26 thousand an acre (2012, 51). Low rise offices generated \$43,000 an acre in tax revenue while single family generated \$45,000 an acre⁴. Generally, residents are said to use \$1.39 in county services for every \$1.00 they generate in taxes while businesses use \$0.36 for every dollar they generate⁵.

Advantages

Economic Development means different things in different contexts. Considering the costs of development—the burden on sanitation services, emergency services, schools and other public sector outlays—against the revenues brought in by different development types, is a fiscally sound approach to economic development, especially when considering the balance between commercial and industrial uses.

Disadvantages

Land use decisions based on impacts on tax revenues and expenditures may help add nuance to any discussion of how Citrus County may pursue economic development, but it does not necessarily clarify difficult decisions. Generally, department stores may yield more in property taxes, but department stores are closing all over the country, and the wages they pay are generally low.

Take Away

Since most businesses pay for themselves, and even subsidize residents' use of county services, concern about fiscal impacts can be subordinated to more impactful decisions about which businesses contribute more growth for income, employment, economic diversity and quality of life in the community.

⁴ "Land Use, Municipal Revenue Impacts and Land Consumption, 2012. Alanna McKeeman.

<http://www.baconsrebellion.com/archive/pdfs/2013/02/McKeeman.pdf>

⁵ http://www.communitypreservation.org/community_services.pdf

7. Strengths, Weaknesses, Opportunities and Threats

Strengths, Weaknesses, Opportunities and Threats (SWOT) is an asset mapping planning process that combines data analysis with qualitative input from experts and the public to “answer the question, ‘Where are we now?’ by using the relevant data and background information to help identify the critical internal and external factors that speak to the region’s unique assets and competitive positioning”⁶.

The four components of SWOT are defined as:

- Strengths (Positive, Internal): Positive attributes or assets currently present particularly in comparison to the region;
- Weaknesses (Negative, Internal): Local issues or characteristics that limit the current or future growth opportunities for Citrus County;
- Opportunities (Positive, Internal and External): Areas where the County can remedy its weaknesses (e.g. learning from others, strategic initiatives, aggressive marketing or promotion, targeted investment, etc.; and
- Threats (Negative, Internal and External): trends that threaten Citrus County’s future and attractiveness to new industry, from local weaknesses, global changes or shifts in consumer demand.

The following list is drawn from the Target Industry analysis and the first public STEP meeting on April 3, and was refined at the STEP meeting in Citrus County on May 1, 2018.

Strengths

- Strong tourism and healthcare sectors
- Developing business services cluster
- High quality of life
- Quality education system and technical college
- Water resources and marine activities

Weaknesses

- Relatively low labor force participation rate
- Lack of trained workforce
- Minimal manufacturing base
- Indirect interstate connectivity
- Closest Interstate is in Sumter County
- Lack of shovel ready sites with infrastructure
- Continued focus to speed up permitting

⁶ <https://eda.gov/ceds/content/swot-analysis.htm>

Opportunities

- Un-tapped labor force potential in seniors
- Active training programs at Withlacoochee Technical College
- Potential for growth in healthcare and business services
- Potential for developing “clean” industries
- Existing land for industrial sites
- Opportunity to expand agriculture/aquaculture
- Unified economic development effort with partners
- Nurture small businesses and retain existing businesses
- Leverage Airport Assets

Threats

- Aging population, loss of young residents and shrinking labor force
- International competition for production industries
- Employment base is very narrow, lack of diverse industry base
- High cost of infrastructure in geographically large county

7.1 SWOT Synthesis and Potential Target Industries for Marketing Efforts

TBRPC sees value in Citrus casting a “wide net” when it comes to marketing for economic development, but given the County’s limited resources, it is important to prioritize its efforts into two categories: Primary and Secondary Targets. The County clearly benefits from an active recreational and tourism sector, its future economy may be enhanced by focusing on Primary targets of back-office functions like those offered by Business Support services and by expanding the healthcare sector. An equally important strategy for long term prosperity, in effect leveraging current strengths toward diversifying the economy of Citrus County, will require attention and focus on the Secondary Targets listed here.

PRIMARY TARGETS

Business Support (a sub-group of administrative services)

Business Support Services are an existing industry cluster, the average pay is close to the County average wage (\$25,002 compared to \$27,522), there are relatively high multiplier effects (1.6 in insurance) and Business Support is already a basic industry sector, deriving 43% of its employment from Non-Citrus County customers. Some potential businesses that may be attractive to the County include:

- Management of companies

- Administrative services (e.g., tax accountants, preparers and bookkeeping)
- Advertising and marketing, and sales
- Printing services
- Computer support
- Document preparation services
- Telephone call centers
- Telemarketing bureaus
- Private mail and business centers
- Collection agencies and credit bureaus

Healthcare

Citrus is a regional center for healthcare and attracts patients from surrounding counties, making it a basic industry with 55% of employment generated by out-of-county patients. Wages are high (6 of the 9 highest wage occupations are in healthcare), it is the top ranked spending category in the County, there is a high multiplier effect with most health related businesses (1.7), and healthcare is likely to be a growing national industry.

- Offices of Physicians and Dentists
- Outpatient Care Centers
- Medical and Diagnostic Laboratories
- Home Health Care Services
- Other Ambulatory Health Care Services
- Medical research

With more than half of the industry's jobs generated by out-of-county demand, it may be feasible to attract an even higher share of basic industry employment if services continue to diversify. For this reason, building on existing industry strengths to attract secondary targets can become an important part of a strategy to further that diversification. By pursuing a multi-pronged but limited scope economic development strategy that include Secondary Targets, Citrus may experience greater gains to employment and economic progress than by limiting the County attention to its existing strengths.

SECONDARY TARGETS

Advanced Manufacturing, Food and Beverage Production

While manufacturing is not Citrus County's strongest industry sector, advanced manufacturing remains a highly desirable industry for communities with similar attributes to Citrus.

Businesses within this sector are involved in the fabrication, assembly, and production of devices using technologies and innovative materials to create products such as electronics, telecommunications products and construction materials. Citrus County manufacturing sector has seen changes over the last decade, particularly considering shifts in global trade and the recession, but nonetheless there is potential in future employment growth. Manufacturing opportunities provide highly compensated employment for workers with a high school education, enables growth in potential exports and diversifies the local economy.

Wholesale Trade and Logistics

The growth of superstores in metropolitan areas as well as the increasing prevalence of Web-based retail has led to strong growth in Distribution Centers as well as firms specializing in transportation logistics. While Citrus is not connected to the Interstate, there are major state roads and the Suncoast Parkway nearby that may support growth in wholesale trade.

Even though there are few employees (446) in this sector, there is potential for growth especially given the relatively high wages for wholesale trade workers. Logistics is also becoming increasingly specialized and it is feasible for Citrus to attract logistics firms, especially as information technology continues to decouple the need for proximity to urban areas in order to thrive in this sector.

Information and Professional/Technical Services

While it is a small sector, Citrus does have workforce in environmental services, in addition to architects, engineers and other design professionals. With increasing demand nationwide for both computer programming and professional/technical services there are ample opportunities for entrepreneurial skill building at Withlacoochee Technical College, along with technical training.

For more advanced skillsets, Citrus may attract business owners who prefer the rural setting of the County, even as they can take advantage of the 'footloose' characteristics of business that can be conducted over the Web.

Example subsectors include:

- Telecommunications
- Data processing, hosting and related services
- Legal Services
- Computer Systems design
- Technical consulting services

Summary

These are the recommended potential target industries presented to the public for feedback at two meetings at the Withlacoochee Technical College on April 3, 2018 and May 1, 2018, with the results integrated into this report.

8. Goals and Summary

The workshops conducted by Citrus County were successful in framing the public consensus about the County's economic development path going forward. This proposed path is supported by the data driven economic base study crafted with citizen input that forms the target industry strategy set forth in this report. Recommendations for establishing a guiding vision, along with goals and objectives to implement this strategy are essential.

Based on concepts and language derived from public input, the SWOT analysis and the underlying economic base study, TBRPC proposes Citrus County adopt the following Vision Statement.

“To nurture a desirable community that balances a welcoming business and job creating climate with environmentally sustainable growth and prosperity while preserving its core values, traditions of family stability, and stewardship of the natural habitat, for the benefit of Citrus County citizens of all ages.”

In Support of this Vision Statement TBRPC recommends the following Goals, which are realistic aspirations that can be achieved through focused strategy and objectives.

- Goal 1: Nurture a welcoming business and job creating environment
- Goal 2: Balance a job creating environment with sustainable growth and prosperity
- Goal 3: Pursue growth that preserves the County's core values and stewardship of the natural habitat
- Goal 4: Build economic development policies that benefit Citrus County citizens of all ages

While these Goals are broad, it is important that they reflect the values that informed the target industry selection. As is necessary when planning to achieve broad aspirational goals, strategic objectives are required to be established to track and measure progress. Both strategic objectives and the target industries can be aligned with the various indicators that are useful to benchmarking the County's success in pursuing economic development. Table 11 aligns the target industries with strategic objectives and specific indicators that could be useful to the County in achieving the recommended goals.

Table 11: Strategic Targets and Indicators

<i>Strategic Objective</i>	Indicator	Target Industries
<i>Greatest Services to All Residents</i>	Sales Tax Revenue Change	Retail, Accommodations, Restaurants
<i>Minimize Unemployment Rate</i>	Improve labor force and lower unemployment rate by 3 places in state rankings	All industries, especially business services
<i>Raise Median Income</i>	Increase 2% over previous year	Health, research and professional services; advanced manufacturing and food and beverage manufacturing
<i>Increase Basic Sector Employment</i>	Gross County Product, increases 2% above state average	Health and business services, wholesale, logistics
<i>Balance Tax Impact</i>	Real Property Tax Assessment (valuation) Change	Professional and information technology

TBRPC’s analysis shows that Citrus County’s best economic development strategies will be to focus on the addition of employment in healthcare and tourism, expand its business support cluster including administrative services, management of companies; light manufacturing; wholesale trade and transportation logistics; as well as information, professional and technical services.

Despite all the issues identified in this complete report, the public workshops hosted by Citrus County have shown that there is a strong public interest in meeting these challenges. Working together, Citrus County staff and workshop participants identified a list of target industries as well as features to drive development of a vision statement and associated Goals that will be important as the County moves forward on Economic Development.

Appendix 1: Employment in Comparison Counties (All Tables Sources: REMI PI+)

- Employment in construction 2010-2017
- Employment in manufacturing 2010-2017
- Employment in retail trade 2010-2017
- Employment in financial services 2010-2017
- Employment in professional services 2010-2017

Table A1: Employment in construction 2010-2017

County	Industry	2010	2011	2012	2013	2014	2015	2016	2017
Citrus County	Construction	3,450	3,354	3,312	3,138	3,277	3,638	3,681	3,646
Hernando County	Construction	2,993	3,017	3,280	3,428	3,617	3,825	3,950	3,977
Highlands County	Construction	1,547	1,442	1,434	1,438	1,439	1,623	1,669	1,685
Indian River County	Construction	3,866	3,939	4,081	4,168	4,389	4,572	4,697	4,853
Levy County	Construction	1,109	1,120	1,113	1,160	1,170	1,332	1,367	1,380
Marion County	Construction	8,567	7,881	7,575	8,121	8,719	8,939	9,267	9,431
Putnam County	Construction	1,326	1,269	1,202	1,170	1,196	1,244	1,234	1,198
Sumter County	Construction	2,747	3,119	3,124	3,719	3,730	3,363	3,544	3,683

Table A2: Employment in manufacturing 2010-2017

County	Industry	2010	2011	2012	2013	2014	2015	2016	2017
Citrus County	Manufacturing	672	632	561	581	608	685	688	698
Hernando County	Manufacturing	1,428	1,557	1,659	1,702	1,929	2,247	2,254	2,262
Highlands County	Manufacturing	657	775	784	775	778	791	791	794
Indian River County	Manufacturing	1,960	2,050	1,964	2,061	2,393	2,242	2,186	2,215
Levy County	Manufacturing	464	481	580	672	720	747	750	762
Marion County	Manufacturing	6,800	6,855	7,209	7,504	7,796	8,165	8,181	8,258
Putnam County	Manufacturing	2,301	2,128	1,800	1,709	1,710	1,661	1,646	1,640
Sumter County	Manufacturing	1,026	1,014	1,044	1,201	1,233	1,299	1,304	1,312

Table A3: Employment in retail trade 2010-2017

County	Industry	2010	2011	2012	2013	2014	2015	2016	2017
Citrus County	Retail Trade	6,350	6,644	6,579	6,598	6,950	7,086	7,281	7,362
Hernando County	Retail Trade	7,885	8,082	8,131	8,397	8,626	8,956	9,267	9,408
Highlands County	Retail Trade	4,761	4,897	4,889	4,925	5,088	5,339	5,513	5,604
Indian River County	Retail Trade	8,852	9,037	9,149	9,454	9,768	10,070	10,297	10,502
Levy County	Retail Trade	1,756	1,764	1,707	1,696	1,765	1,886	1,964	1,996
Marion County	Retail Trade	16,846	17,421	17,533	18,108	18,717	19,280	20,020	20,383
Putnam County	Retail Trade	3,089	3,046	3,006	3,026	3,079	3,181	3,265	3,304
Sumter County	Retail Trade	3,811	4,030	4,253	4,541	4,842	5,092	5,270	5,360

Table A4: Employment in financial services 2010-2017

County	Industry	2010	2011	2012	2013	2014	2015	2016	2017
Citrus County	Finance and Insurance	1,962	2,074	2,015	2,025	1,883	1,823	1,832	1,818
Hernando County	Finance and Insurance	2,200	2,370	2,381	2,212	2,190	2,149	2,162	2,146
Highlands County	Finance and Insurance	1,283	1,289	1,299	1,287	1,320	1,301	1,301	1,287
Indian River County	Finance and Insurance	4,008	4,513	4,480	4,631	4,576	4,612	4,654	4,666
Levy County	Finance and Insurance	454	482	480	422	414	412	413	410
Marion County	Finance and Insurance	5,839	6,225	6,239	6,182	6,071	5,988	6,034	5,995
Putnam County	Finance and Insurance	906	906	655	578	599	582	584	580
Sumter County	Finance and Insurance	1,630	1,986	1,999	2,206	2,260	2,244	2,282	2,289

Table A5: Employment in professional services 2010-2017

County	Industry	2010	2011	2012	2013	2014	2015	2016	2017
Citrus County	Professional, Scientific, and Technical Services	2,150	2,106	2,215	2,071	2,129	2,066	2,089	2,132
Hernando County	Professional, Scientific, and Technical Services	2,424	2,352	2,291	2,336	2,395	2,791	2,875	2,934
Highlands County	Professional, Scientific, and Technical Services	1,324	1,296	1,267	1,273	1,433	1,355	1,399	1,428
Indian River County	Professional, Scientific, and Technical Services	4,365	4,366	4,493	4,661	4,933	4,913	5,005	5,117
Levy County	Professional, Scientific, and Technical Services	412	406	398	405	427	431	455	463
Marion County	Professional, Scientific, and Technical Services	5,487	5,536	5,647	5,945	6,518	6,505	6,757	6,935
Putnam County	Professional, Scientific, and Technical Services	601	681	693	595	677	698	708	719
Sumter County	Professional, Scientific, and Technical Services	1,423	1,579	1,476	1,237	1,704	2,173	2,195	2,244

Appendix 2: Public Input

Deliverable 2 of the Citrus County STEP (Strategy Toward Economic Progress) report is a file on public outreach efforts. Completion of the deliverable is evidenced by the submission of the following documentation: attendance records and invitations for meetings, as well as reported results from meetings and meeting minutes.

As such, Deliverable 2 is organized into the following sections.

1.0 Invitations and Attendance Records

1.1 Invitations

1.2 Attendance Records

2.0 Agendas

3.0 Citizen Input

3.1 April 3

3.1.1 Minutes

3.1.2 Actions

3.2 Online Survey

3.3 May 1

3.3.1 Minutes

3.3.2 Actions

1.0 Invitations and Attendance Records

1.1.1 Invitation to April 3 Meeting



Office of the County Administrator

Board of County Commissioners

Public Information Office

3600 W. Sovereign Path, Lecanto, FL 34461

Phone: 352-527-5484 Fax: 352-527-5204

"We are a user-friendly and common sense organization dedicated to responsive citizen services."

For immediate release

Wednesday, March 21, 2018

4:01pm

Contact: Cynthia Oswald, Public Information Officer
352-527-5484
cynthia.oswald@citrusbocc.com

Economic Development Office to host two Community Workshops

The Citrus County Economic Development Office will be hosting two Community Workshops at Withlacoochee Technical College (WTC) on Tuesday, April 3, 2018 and Tuesday, May 1, 2018, both are from 9:30am – 11:00am. The public is invited and encouraged to attend both workshops and participate in the discussion.

April 3, 2018, Workshop 1, will be the initial public meeting to highlight data gathered in a draft community assessment to frame a discussion on economic development approaches and objectives.

May 1, 2018, Workshop 2, will be a presentation of the work product of the initial public meeting and incorporate additional perspectives and suggestions into a report for the Board of County Commissioners' review and consideration.

For more information on these two public workshops call Citrus County Economic Development Director Bruce Register at 352-527-5527.

#

1.1.2 Attendance Records for April 3 Meeting

First page

NAME	EMAIL Please Print Clearly
GEORGE BENDTSEN	
DAW Hilliard	
ED YOUNGBLOOD	
Sarah Ellis	
Maxine Connor	
Amy McLaughlin	
Brenda Chrisman	
Ardatu Frensdorff	
Feldis Rusnak	

Second page

NAME	EMAIL Please Print Clearly
Randy Messer	
EARLE KIRCOFF	
Jeanne DeFelice	
Gloria Bishop	
Rebecca Martini	
Pat Wade	
Ruthie Schlabach	
Donna Brilack (CCBA)	
Cellynn Rife	

Third page

NAME	EMAIL Please Print Clearly
Mark Green	[REDACTED]
Bob Madeiros	[REDACTED]
Rox LUNDBERG	[REDACTED]
Jim Green	[REDACTED]
STEPHAN ARBYANS	[REDACTED]
Dave Powell	[REDACTED]
Bob Oswald	[REDACTED]
Bruce Day	[REDACTED]
Bud Osborn	[REDACTED]

Fourth page

NAME	EMAIL Please Print Clearly	Check to receive newsletter
Thomas Mullins	[REDACTED]	<input checked="" type="checkbox"/>
	[REDACTED]	

1.2.1 Invitation to May 1 Meeting



Office of the County Administrator

Board of County Commissioners

Public Information Office

3600 W. Sovereign Path, Lecanto, FL 34461

Phone: 352-527-5484 Fax: 352-527-5204

"We are a user-friendly and common sense organization dedicated to responsive citizen services."

For immediate release

Tuesday, April 17, 2018

4:56pm

Contact: Cynthia Oswald, Public Information Officer
352-527-5484
cynthia.oswald@citrusbocc.com

Economic Development Office to host second Community Workshop

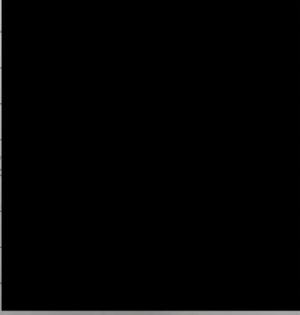
The Citrus County Economic Development Office will be hosting their second Community Workshop at Withlacoochee Technical College (WTC) on Tuesday, May 1, 2018, from 9:30am – 11:00am. The public is invited and encouraged to attend the workshop and participate in the discussion.

May 1, 2018, Workshop, will be a presentation of the work product of the initial public meeting, which was held April 3, 2018, and incorporate additional perspectives and suggestions into a report for the Board of County Commissioners' review and consideration.

For more information on this public workshop, call Citrus County Economic Development Director Bruce Register at 352-527-5527.

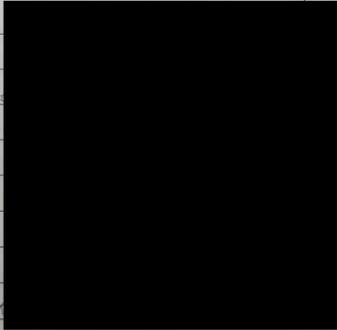
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1.2.2 Attendance Records for May 1 Meeting
First Page

NAME	EMAIL Please Print Clearly	Check to receive newsletter
Josh West		
Don Taylor		
Debbie Selvaage		
Ed Youngblood		
Dana Cottrell		
Bud Osborn		

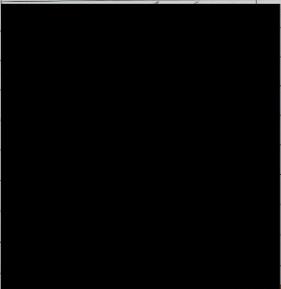
05/01/2018 10:00

Second Page

NAME	EMAIL Please Print Clearly	Check to receive newsletter
CHUCK KIRCOFF		<input checked="" type="checkbox"/>
STEPHEN ABRAMS		<input checked="" type="checkbox"/>
Theodora C. Karamit		<input checked="" type="checkbox"/>
Rebecca Martin		<input checked="" type="checkbox"/>
Donna Bellack		<input checked="" type="checkbox"/>
Joe Pully		<input checked="" type="checkbox"/>
Rosy Swinner		<input checked="" type="checkbox"/>
Jeff Kinnard, DC		<input checked="" type="checkbox"/>
Pot Wada		<input checked="" type="checkbox"/>

05/01/2018 10:01

Third Page

NAME	EMAIL Please Print Clearly	Check to receive newsletter
David Lowell		<input checked="" type="checkbox"/>
Bob Madeiros		<input checked="" type="checkbox"/>
Brian Ellis		<input type="checkbox"/>
Sean Sullivan		<input type="checkbox"/>
Kristin Demers		<input type="checkbox"/>
Randy Messer		<input checked="" type="checkbox"/>
Shelly Fortin		<input checked="" type="checkbox"/>
Hayden Foke		<input type="checkbox"/>
Max Schulman		<input checked="" type="checkbox"/>

05/01/2018 10:01

Fourth Page

NAME	EMAIL Please Print Clearly	Check to receive newsletter
Michael Rubin		<input type="checkbox"/>
Arthur Reuterger		<input type="checkbox"/>
Chris Lloyd		<input type="checkbox"/>
Gloria Bishop (Chuck Dixon)		<input type="checkbox"/>
David Willard		<input type="checkbox"/>
James Auer		<input type="checkbox"/>
Ray Schmitt		<input type="checkbox"/>
Arvic Day		<input type="checkbox"/>

05/01/2018 10:01

2.0 Agendas

2.1 April 3, 2018 Meeting



**Citrus County Economic Development and
Tampa Bay Economic Development District
Present**

Citrus County Strategy Toward Economic Progress (STEP)
April 3, 2018

9:30-11:30 AM

Withlacoochee Technical College
1201 W Main St
Inverness FL 34450

Room 115

Drinks and snacks will be provided

Agenda

9:30	Welcome and Introductions
9:45-10:15	Presentation
10:15-10:30	Questions and short break
10:30-10:50	First Discussion Break Out Group
10:50-11:00	Report Back, Discuss Consensus
11:00-11:20	Second Discussion Break Out Group
11:20-11:30	Report Back, Discuss Consensus
11:30	Conclusion

2.2 May 1, 2018 Meeting



**Citrus County Economic Development
&
Tampa Bay Economic Development District**

Strategy Toward Economic Progress (STEP)

9:30-11:30 AM

Withlacoochee Technical College
1201 W Main St
Inverness FL 34450
Room 115

Agenda

- | | |
|-------------|-------------------------------------|
| 9:30 | Welcome and Introductions |
| 9:40-10:15 | Presentation |
| 10:15-10:25 | Questions and short break |
| 10:25-11:30 | Break Out Group & Report Discussion |
| | Concluding Remarks |

Refreshments Courtesy of:



3.0 Citrus County Citizen Input

3.1 April 3, 2018 Workshop

On April 3, 2018, with assistance from the Tampa Bay Regional Planning Council staff, the Citrus County Economic Development Office hosted the first Community Workshop at Withlacoochee Technical College (WTC), from 9:30am – 11:00am.

Approximately 40 citizens participated in a presentation prepared by the TBRPC. TBRPC's presentation focused on existing demographic and economic factors prevalent in Citrus County, statistical analysis of Citrus County's employment profile and a summary of the County's Strengths, Weaknesses, Opportunities and Threats. That information is presented in Deliverable 1.

The attendees then separated into four small work groups, each with a community facilitator to record the discussion and ideas generated on the features, characteristics and policies associated with desirable economic development in Citrus County. The consolidated comments and ideas are represented below with editing for brevity and clarity.

3.1.1 April 3, 2018 Workshop Minutes

Citrus County Economic Development Director, Mr. Bruce Register, introduced Citrus County staff and Mr. Randy Deshazo, TBRPC Director of Research. Deshazo presented data on Citrus County demographics and economic conditions.

Members of the public posed several questions to staff. One question related to how accurate employment numbers were, as there was a belief that unemployment was undercounted. Deshazo replied that there were constraints on the data, and that unemployment statistics did not count the long-term unemployed or underemployed, but there were estimates of those figures.

After the presentation and a ten minute break, Mr. Register counted off groups of participants and assigned the groups to different parts of the workshop room. Each group responded to a set of questions. These questions were:

- 1) What business characteristics and features are desirable to Citrus County residents
- 2) What business classifications meet those same desired characteristics and are feasible for Citrus County?
- 3) If economic development is important to Citrus County, why?
- 4) Ranked 1 to 10 what degree of prioritization should economic development be in Citrus County?
- 5) To fit those priorities, what policies should Citrus County engage to fulfill economic development?

Since the prioritization questions tended to result in more qualitative responses—generally economic development should be either the highest priority or second only to environmental conditions—responses to that question are not summarized below. The others are, as follows:

Desired Business Features & Characteristics

- Clean and preserves the environment
- Intelligent growth with control standards
- Sustainability that conserves resources
- Forward thinking, attractive to youth
- Yields career longevity, multi-generational
- Jobs offering high wages and benefits
- Assurance of high level of quality
- Promotes high level of health care
- Good shopping/ restaurants
- Work/recreation balance
- Activities for young people
- Customer focused experience
- Value added activities
- Niche businesses

Desirable Business Classifications

- Environmental Sciences
- Information Technology
- Quality aging in place, end of life industry
- Geriatric, dementia medical research
- Health & Organic Farming
- Marine, tourism, research
- Fitness life style industries
- Medical Cannabis/Hemp Industry
- Health Care Industry in general & mental
- Big Box retail and rental real estate
- Light industrial & manufacturing
- Pharmaceutical preparation industry
- Call center back office (financial services)
- Sports Facilities

Why is Economic Development Important?

- Economy drives community identity
- Cultural opportunities are enhanced
- Construction jobs

- More affordable housing
- Better balance of the tax base
- Retention of workforce is supported
- Quality of life is supported
- Better recreation opportunities
- Enhanced school quality
- After hour entertainment

What Policies would improve Economic Development in Citrus County?

- Higher wage incentives for businesses
- Better access to broadband and fiber
- Support road and other infrastructure
- Ready & prepared to welcome businesses
- Keep expanding a good school system
- First responder enhancement, training
- Coordinating force/focus for econ. dev.
- Youth and adult education training
- Marketing enhancements
- High aesthetical standards in corridors
- Reduce drain of educated, qualified citizens
- Better infrastructure for land and sites
- Better workforce housing
- Expand business parks & airport site
- Hold environmental values high
- Keep public informed

These citizen comments have introduced a context for this economic base analysis and allowed for additional insight for drafting this preliminary discussion of industries to target and assuring those targets are aligned with citizen inspired economic development objectives.

3.1.2 April 3 Meeting Actions

Feedback from meeting participants elaborated on the various challenges facing Citrus County and supportive comments on the initial list of target industries.

Staff announced that a follow up community workshop would be held on May 1, 2108 to present these findings and gather additional perspectives and suggestions to be included in a report for the Board of County Commissioners in the near future.

3.2 Online Survey

Using the same questions posed by Citrus County staff at the April 3 meeting, the Citrus County Chronicle opened an online survey to the public, where the same questions were posed to the

general public. Submitted comments echoed the public sentiment expressed at the April 3 workshop. As such, generally there was support for:

- Smart Growth and Environmental Stewardship
- Encourage wealth building industries (as in Base industries) that contribute to career longevity and not a drain on dollars leaving the community
- Enhancing community amenities and convenience
- And a desire that Citrus should remain rural

3.3 May 1st, 2018 Workshop

Tampa Bay Regional Planning Council staff held the second of two public workshops with Citrus County residents and Citrus County staff to discuss potential target industries to spur economic development in the County. This workshop discussion focused on confirming identification of potential target industries as well as confirming that the SWOT analysis accurately represents the characteristics of Citrus County. Approximately 33 citizens actively participated in the discussion and input received has been incorporated into this report.

3.3.1 May 1st, 2018 Workshop Minutes

Once the meeting was called to order and introductions made, TBRPC and Citrus County staff re-capped points raised at the April 3 meeting, emphasizing the need for the county to identify industries that attract business, create jobs and meet community standards.

The presentation sparked several participants to comment on the need for younger residents of the County to remain local and contribute to vibrancy of the community opening a business or working at a local employer. Challenges discussed included the fact that the population of Citrus County is aging and economic development outreach is critical for the future success of the County. Comments were also raised about the current accuracy of location quotients, and Mr. Register explained that while data collection may lag, the trend information location quotients convey is important to thinking about existing conditions.

Meeting participants broke down into sub-groups to discuss three specific questions related to the draft document. The small groups reconvened into one large discussion group, and provided feedback to TBRPC staff and County Economic Development Director for consideration.

With regard to the economic analysis, there was a consensus that the report was 'data based' and helpful to identify trends. Others added that the report was accurate and combined citizen input with reliable data. Some felt that the report should emphasize the health industry, medical research, clinical trials and cannabis. Others felt that agriculture should be more represented.

The SWOT analysis discussion confirmed those items on the SWOT list with the addition of the need to list water and marine aquaculture as a strength with more emphasis needed on this component of the economy. Participants indicated that focus should include those industries that use water as resource since water is readily available in the County. Repeated discussion included the potential economic benefit of hemp as a potential economic resource since local, state and federal regulations are constantly changing on this topic.

With respect to the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis: Strengths need to emphasize high quality of life. Opportunities needs to include unified economic development effort with partners, more attention should be paid to having land suitable for job creation. Opportunities should be more specific, including retaining existing businesses, nurturing small business and agriculture should be more prominent.

In terms of weaknesses—there should be more shovel ready sites, Inverness airport park needs to be readied, permitting needs to be smoother. The county needs to be unified and there are concerns about older residents rejecting growth. Threats need to include the risks of losing young people combined with slow population growth. Also, threats include the need for water infrastructure with new development.

In sum, by concurring with the refined elements of the economic base analysis and SWOT, participants confirmed that the target industries list does in fact accurately reflect a consensus to guide the economic development strategy of the County.

In terms of a path for economic development, medical tourism can be emphasized, as well as the need to look at tourists as future citizens and business owners. Some felt that all sectors are important while others felt that we should focus on value added sectors. Some called out specific areas, such as the medical field, eco-tourism, digital age telecommuting and enhancing the smart living ethos. Other more generally called for marketing, promotion, stress the low cost of Citrus as advantages, and focus on sectors that add value and wealth generation.

Other comments emphasized the importance of recruiting manufacturing and technical capabilities and enhancing vocational skills, linking education to target industries. High wage jobs are important. Agriculture and aquaculture are important, while balancing development with environmental protection.

In terms of infrastructure and development, there was repeated emphasis put on making industrial sites available, on broadband or fiber optic infrastructure, expedited permitting,

A third area of emphasis related to disseminating the overall message and county brand to potential business investment, while supporting entrepreneurship.

The meeting concluded at noon on May 1, 2018.