

Hendry County Community-Driven Economic Development Strategic Action Plan

July 2017



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We also want to show our gratitude for the funding and technical assistance that was received to produce this Community-Driven Economic Development Action Plan from the Florida Department of Economic Opportunity. We were very fortunate to be one of the only counties to have received this type of support and we are surely grateful for this opportunity to forge a path forward for our community.

The Hendry County Administrator, Charles Chapman, and his staff, Janet Papinaw and Margaret Emblidge, were integral in coordinating the development of this plan, along with Hendry Economic Development Director, Brent Kettler.

We also would like to acknowledge that Dr. Cindy Banyai was the lead on the community engagement sessions and of the writing of this plan.



1. Hendry County Vision

Hendry County is truly a place of valued assets according to its residents. Community members identify natural resources and the “small town feeling” as assets to leverage for future development.

The county’s vision statement, as adopted by the Board of County Commissioners is:

To be an outstanding rural community in which to live, work, raise a family and enjoy life by creating an economic environment where people can prosper.

Taking this a bit further, based on community discussions, a vision emerges with economic development as its engine. The vision is:

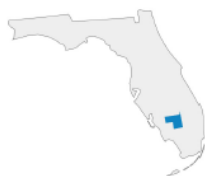
To make Hendry County a place where development and the physical infrastructure supports business, eco-tourism, and community, where the hometown feeling and connection between people is preserved.

This plan is presented to support and achieve this vision for the future of Hendry County. Before delving into the plan, let’s look at the current conditions in Hendry County overall.

1.1. County Scan

The median family income in 2015 was \$43,810 (US Census Bureau). This puts Hendry County in a good position for growth to meet or exceed the incomes around the Southwest Florida region and the state.

Figure 1 - Hendry County Economic Overview



Population (2016)	39,035
Jobs (2016)	14,334
Average Earnings (2016)	\$43.1K
COL Adjusted Average Earnings (2016)	\$45.8K
Unemployed (1/2017)	1,290
Completions (2015)	0
GRP (2016)	\$942.7M
Exports (2016)	\$1.6B
Imports (2016)	\$1.9B

Source: EMSI



Hendry County has a total population of 39,035 (EMSI, 2017)¹. Overall, Hendry County has a young population, with the largest proportion of the population at their prime working age and a strong cohort of young people to continue to support economic growth.

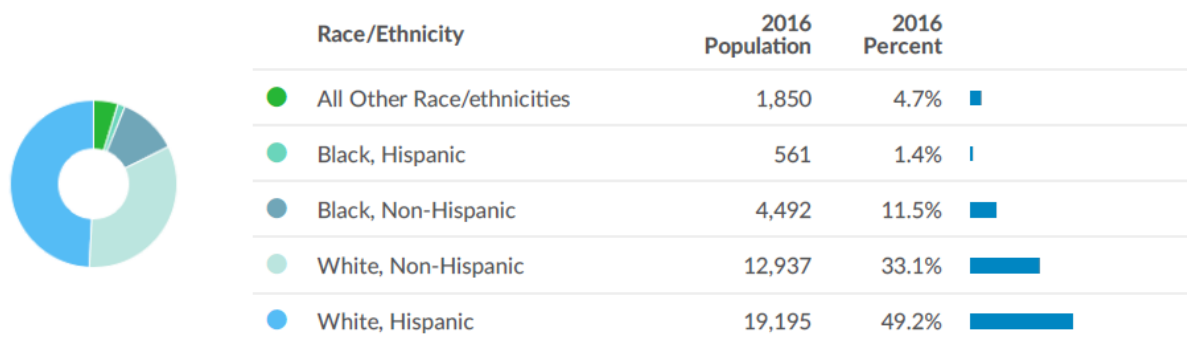
Figure 2 - Hendry County Age Demographics (2016)



Source: EMSI

Hendry County has a sizeable Hispanic/Latino population of 19,756, comprising 50.6% of the county's population.

Figure 3 - Hendry County Race/Ethnicity Demographics (2106)

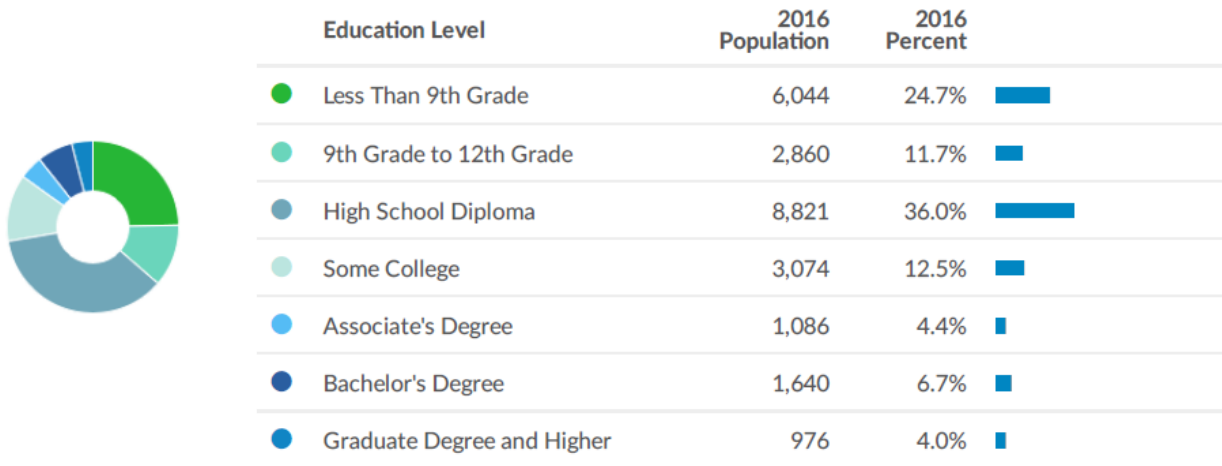


Source: EMSI

According to the Florida College Access Network, 16.6% of working adults in Hendry have at least a two-year degree (Florida College Access Network). This attainment rates are far behind the SWFL regional average post-secondary attainment rate of 32.8% (US Census Bureau) and even further behind the national average of 45.3% (OECD, 2015).

¹ EMSI is national research firm that provides data analysis and economic modeling in the areas higher education, economic development, workforce development and enterprise. Access to EMSI tools are provided to Florida county Economic Development Offices on behalf of Florida Power and Light (FPL).



Figure 4 - Hendry County Educational Attainment (2016)

Source: EMSI

The following charts and graphics provide a further glimpse into the current economic state of Hendry County, covering areas such as regional product and import. These figures set the baseline for gross economic development progress in the county.

Figure 5 - Hendry County Gross Regional Product (GRP)

\$675.5M Earnings (2016)	\$218.6M Property Income (2016)	\$48.5M Taxes on Production (2016)	\$942.7M Total GRP (2016)
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Source: EMSI

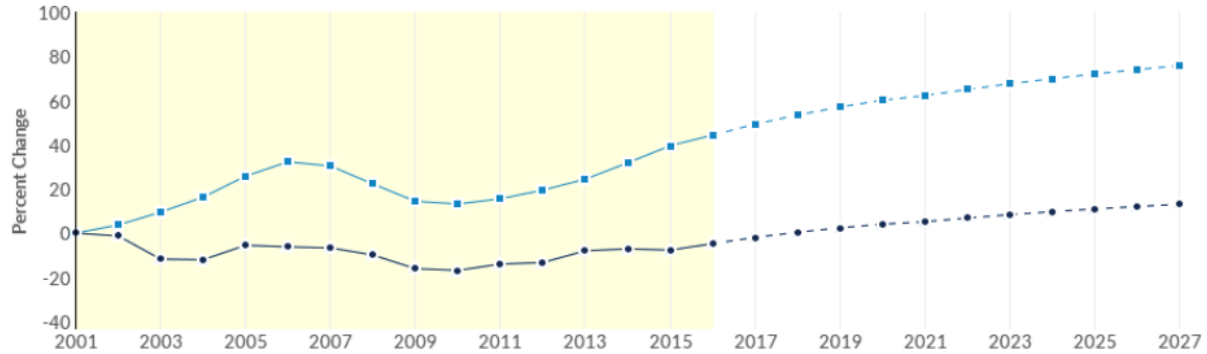
Figure 6 - Hendry County Imports

\$1.9B Imports (2016) 81% of Demand	\$430.2M Locally Produced & Consumed (2016) 19% of Demand
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Source: EMSI



Figure 7 - Hendry County Job Trends and Predictions



Region	2001 Jobs	2016 Jobs	Change	% Change
● Region	15,049	14,334	-715	-4.8%
■ Lee County, FL	189,341	273,334	83,993	44.4%
▲ Hendry County, FL	15,049	14,334	-715	-4.8%

Source: EMSI

Additionally, Hendry County's housing vacancy rate is 17.4% (US Census Bureau). Nationally, the vacancy rate is 12.5%, meaning Hendry County has significantly higher vacancy rates (US Census Bureau). In addition, the quality and location of these housing stock is not necessarily consistent with the development of robust communities and a vibrant economy.

2. Community-Driven Economic Development

Community-driven economic development focuses on leveraging local assets to fulfill a vision through engagement with community stakeholders (Banyai, 2017). The components outlined in this Strategic Action Plan were distilled through such a community engagement process. Through the activities in the kickoff of this project, to the community asset-mapping activity, to the stakeholder survey, this plan outlines the expressed vision of the community. Where applicable, strategies and activities suggested by the community were incorporated into this plan. Otherwise, this plan was written from the perspective of the Hendry County administration, including only things that are within their scope of work and influence.

The community engagement to support the development of this plan began in the fall of 2016 with the community kickoff, which included 30 stakeholders across Hendry County. During the kickoff, the concept of a community-driven economic development strategic action plan was introduced by county administrator Charles Chapman and Dr. Cindy Banyai led the stakeholders through an engagement process to better understand the community perspective on challenges and desired changes.

The community-based research as part of the kickoff was undertaken as an investment in understanding the perspective of community stakeholders around Hendry County to assist county leaders in developing



programs, projects, and initiatives linked to economic development. It provided information to lay the context of the community, helping to “take stock” consistent with the Getting to Outcomes (GTO) design model (Wiseman, et al., 2007).

Economic development strategies are a form of collective impact (Kania & Kramer, 2011). Collective impact is a way for communities to organize around and make progress toward shared goals. In fact, “the success of collective impact depends on genuine ownership by the larger community that starts with placing a value, not only on expert knowledge, but also on public knowledge that comes only from authentically engaging the community (Harwood, 2014).”

To assist Hendry County in gaining this knowledge, particularly to inform the development of the asset-based economic development strategy), facilitated community discussions on December 6th and 7th, 2016. These facilitated discussions are consistent with principles of participatory action research (Heron & Reason, 2006; Small, 1995). Each discussion followed a question guide that was developed based on suggestions for community engagement for collective impact from Richard Hardwood’s 2014 work for the Collective Impact Forum “Putting Community in Collective Impact.” The question guide can be found in Table 1

Table 1 - CRT Question Guide

Code	Question	Rationale
A	What story do you tell about our community?	To identify positive/negative community narratives
B	What’s going on in your community?	To gauge program’s “fit” with community; identify community context - issues/situations/conditions/assets that are not obvious to outsiders
C	What challenges do you face in your daily life?	To better understand the challenges people face in moving toward their aspirations; how people experience those challenges in their daily lives
D	What needs to change to make these challenges less difficult? (also referenced “ideal community)	To articulate community’s aspirations; identify community level outcomes
E	Who do you trust to make these changes?	To gauge enabling environment for program development/effectiveness
F	What role would you want to play in this change?	To engage group to become active; develop belief in collective impact potential

The resulting report from this process can be found in Appendix 2 and helped guide the development of outcomes and the community vision.

Further community engagement on the plan occurred in early 2017, where community meetings to develop promotional economic development videos were convened, in addition to a community survey on economic development goals. The discussions of the community meetings included 10 from Labelle and 12 Clewiston and helped formulate the community vision. The community survey garnered a



whopping 311 responses and provided a wealth of information on community priorities related to economic development. The survey report can be found in Appendix 3.

The community asset mapping provided by the Florida Department of Economic Opportunity was conducted in the spring of 2017. The asset mapping sessions included 25 stakeholders across Hendry County. This process helped to identify the valued assets within the community and craft potential strategies and activities to leverage those assets in this plan. The asset mapping report can be found in Appendix 1.

Once the draft community-driven economic development plan was crafted, county administrators went back to the community to confirm the overall structure of the plan and community vision. This was accomplished through a survey process to gather feedback on the vision statement and to encourage continued engagement in the process. 76 people participated in this survey, deriving 43 individual comments to improve the vision described here.

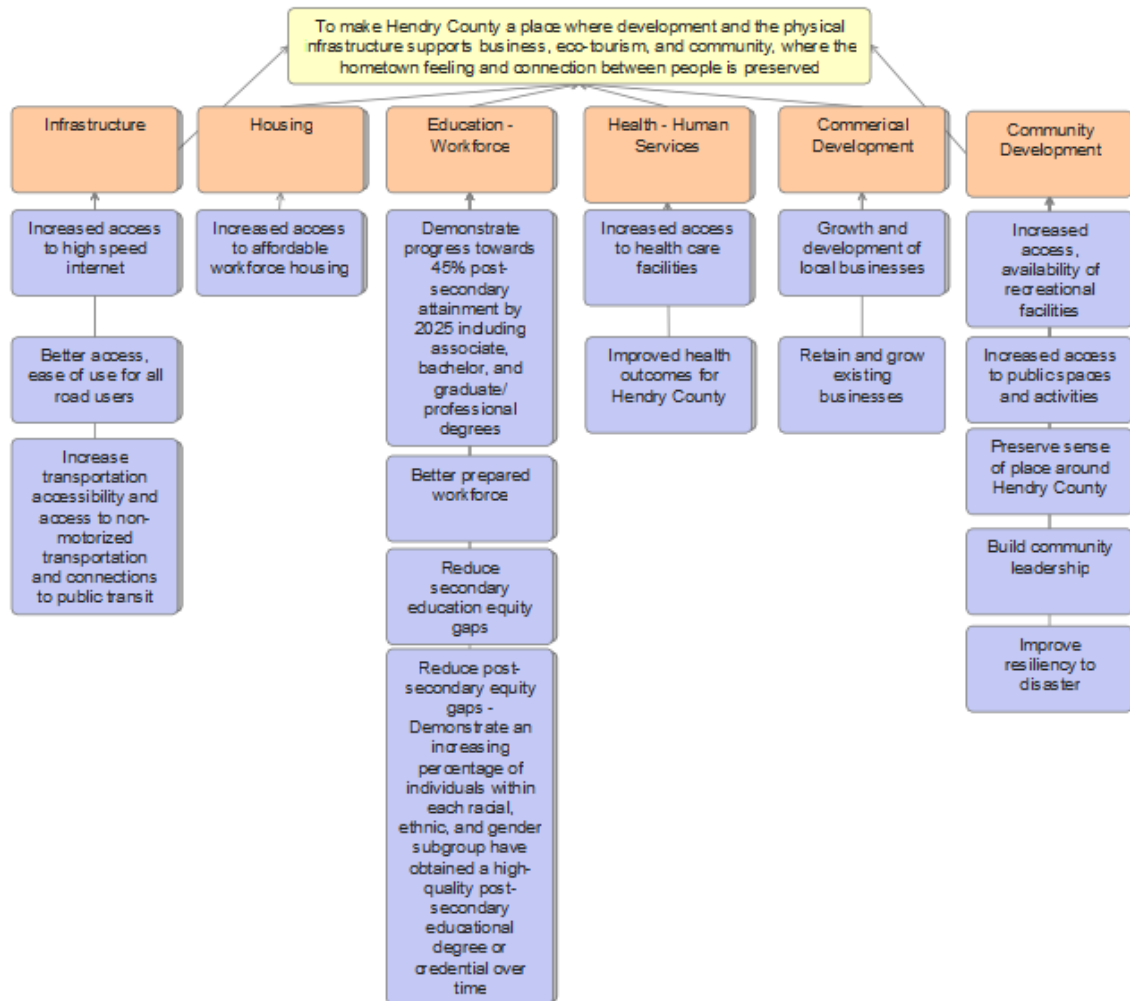
The draft final economic development plan was also shared with community stakeholders and feedback on the plan was gathered to further improve the plan for its final rendition. Sixteen community stakeholders participated in the plan feedback meeting and the results of that meeting are reflected in this plan.

3. Economic Development Outcomes and Strategies

In support of the community vision for economic development, six strategic areas emerge – infrastructure, housing, education-workforce, health-human services, commercial development, and community development. Within each of these strategic areas, county level outcomes were determined through the participatory process outlined here. The connectivity between the strategic areas and the county level outcomes can be seen in Figure 8. These connected outcomes represent the most desired changes of community and lead the development of county administrative programs and policies, as well as providing strategic guidance for county partners wishing to develop activities to further pursue the community vision.



Figure 8 - Economic Development Impact Areas



The following sections go into more detail on each of the strategic areas and the county level outcomes. Each section includes connected outcomes maps that link county level outcomes (collective impact areas) with more specific outcomes (program impacts) related to plan strategies and activities in the outcomes description section. Further discussion on the strategies and planned activities, and their localized program outcomes, connected to the focus areas outcomes follow the outcomes section under strategies.

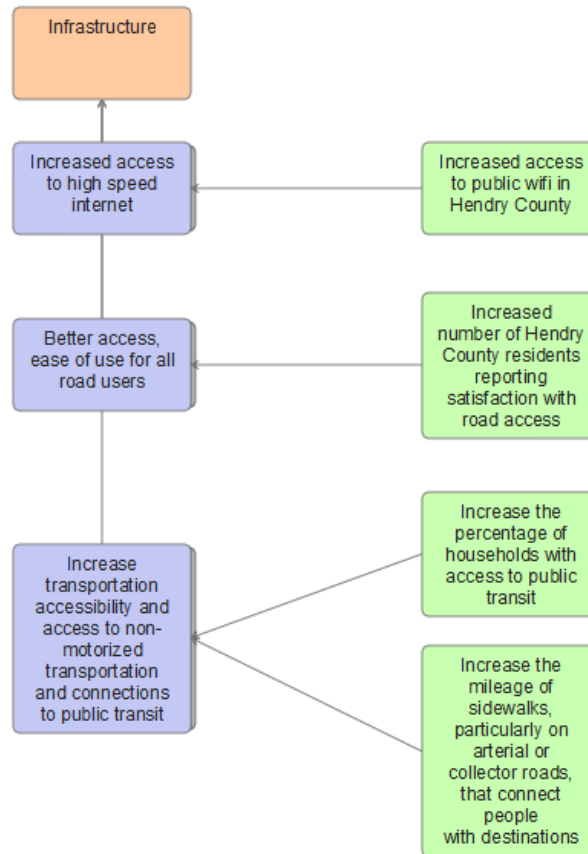
3.1. Infrastructure

Infrastructure development of Hendry County rose to the top as a focus area based on the demand from the community, as seen in the community engagement reports. It is well understood that a robust economy is built upon a well-functioning infrastructure that meets the needs of businesses and residents. Here are the prioritized changes in this focus area and the subsequent strategies and activities to achieve those desired changes.



3.1.1. Infrastructure Outcomes

Figure 9 - Infrastructure Outcomes



Prioritized outcomes in infrastructure have fallen into two main areas – internet and transportation. Figure 9 display the connectivity of the infrastructure outcomes, with the collective impact areas in blue and the programmatic outcomes in green.

The first impact area seeks to accomplish increased access to high speed internet. Although there are many roads to achieve this, from the scope of work of the Hendry County Administration, the connected area of focus related to this outcome is to increase access to public wifi in Hendry County.

The first transportation focused outcome is better access, ease of use for all road users. Progress toward this outcome will be understood through focusing on and tracking the increased number of Hendry County residents reporting satisfaction with road access.

The second focus in transportation is to increase transportation accessibility and access to non-motorized transportation and connections to public transit. To meet this end, programmatic focus from the county will look to increase the percentage of households with access to public transit, as well as increase the mileage of sidewalks, particularly on arterial or collector roads, that connect people with destinations.



3.1.2. Infrastructure Strategies

Figure 10 - Strategies - Wifi

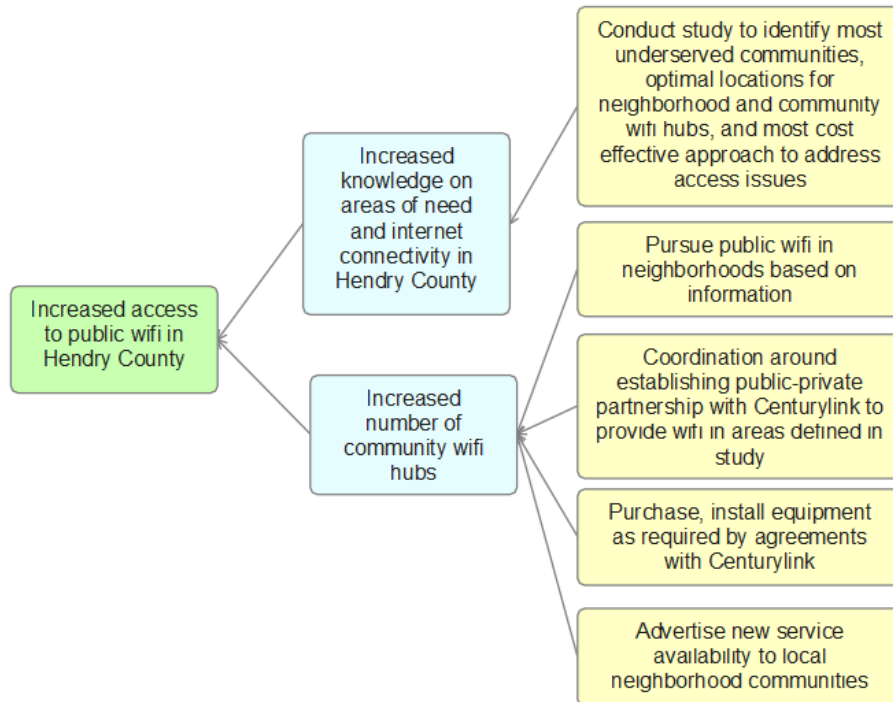


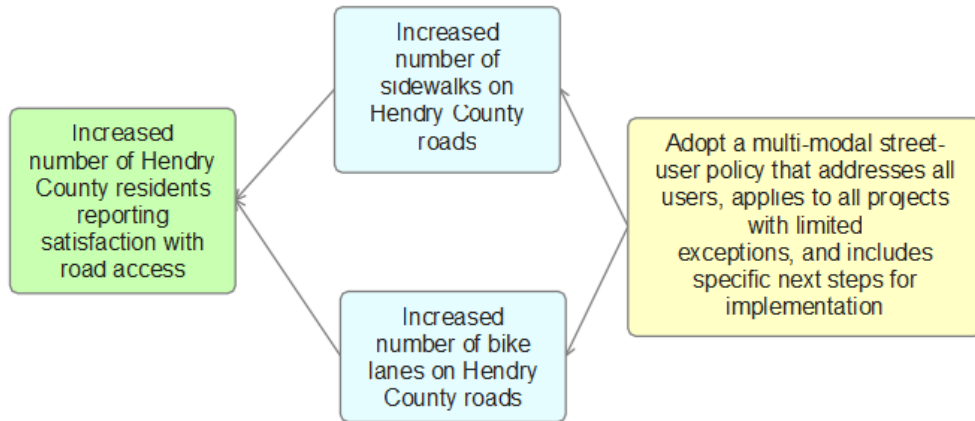
Figure 10 shows the theory of change for the wifi strategies. In order to broadly increase access to public wifi in Hendry County, work will be pursued to meet the goals of increasing knowledge on areas of need and internet connectivity in Hendry County and increasing the number of community wifi hubs in Hendry County neighborhoods. This will be accomplished through conducting a study to identify the most underserved communities and the optimal locations for neighborhood and community wifi hubs throughout the county. This study will also consider the most cost-effective approach to address access issues.

Once the study has been conducted the Hendry County administration, through a public-private partnership, will pursue public wifi in neighborhoods. This will be accomplished through coordination around establishing public-private partnership with an internet provider, to provide wifi in areas defined in study. Equipment and advertising of services will follow accordingly.

The Hendry County Administration is the champion of this strategy and work will commence in 2018. Projected need items for this strategy include funds for assessment design and implementation, staff coordination, equipment and installation, advertisements. This strategy leverages the existing assets of the Hendry Economic Development Tech & Hendry Board of County Commissioners IT - Business case for public wifi, the Innovation Task Force, the county and school district IT Staff, and existing Local ISPs.



Figure 11 - Strategies - Roads



When considering how to increase the number of Hendry County residents reporting satisfaction with road access, it will be necessary to focus on physical infrastructure of the roads. The two main goals of this strategy are to increase the number of sidewalks on Hendry County roads and to increase the number of bike lanes on Hendry County roads. These will be achieved through adoption of a multi-modal street-user policy that addresses all users and applies to all projects with limited exceptions, and includes specific next steps for implementation. Figure 11 demonstrates the strategy and outcomes connection related to roads.

Work on this strategy is slotted to begin in 2018 with the Hendry County Administration. Anticipated needed inputs include funding for a planning consultant to draft the policy.

Figure 12 - Strategies - Transportation

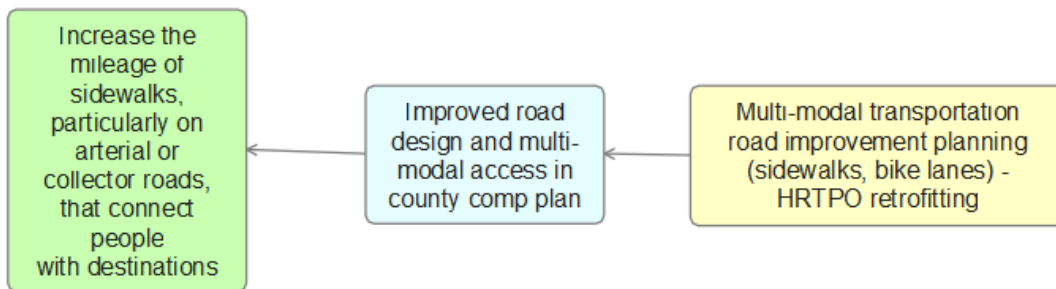


Figure 12 illustrates the strategy and outcomes related to transportation. Considering the outcome of increasing the mileage of sidewalks, particularly on arterial or collector roads that connect people with destinations, the goal of improved road design and multi-modal access in the county comp plan is established. This will be accomplished through multi-modal transportation road improvement planning (sidewalks, bike lanes) and Heartland Regional Transportation Planning Organization (HRTPO)



retrofitting. Work on this strategy will begin in 2017, as part of the comp plan work planned as part of the Airglades International project. This work is headed by the Hendry County Administration and is anticipated to need further resources related to funding for a planning consultant and leverages the assets of the FDOT bridge plan - LDRC planning and the Labelle connectivity planning.

Figure 13 - Strategies - Public Transit

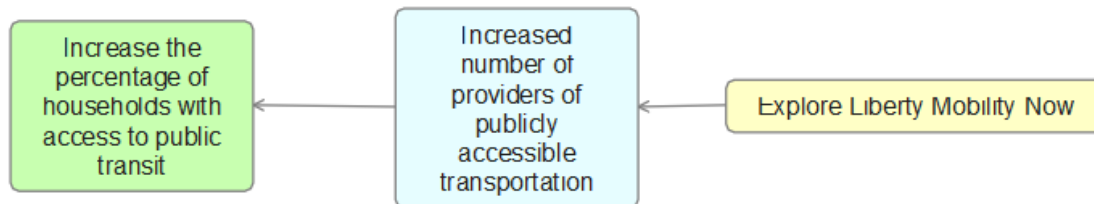


Figure 13 shows the connectivity between the desired outcome and strategy for public transit. To address the desire to increase the percentage of households with access to public transit that has been repeated expressed throughout the community engagement process, the Hendry County Administration has a strategy to explore Liberty Mobility Now in the hopes of increasing the number of providers of publicly accessible transportation in the county.

3.2. Housing

Housing is another priority area that resonates with the community in Hendry County. A strong desire for attainable, workforce housing was evident in the discussions during the participatory planning process. Many community stakeholders, including businesses, believe that a lack of affordable housing for mid-level employees and professionals, contributes to a hallowing of their economy overall and challenges in talent attraction and retention. Here the impact areas and county level outcomes are presented, followed by strategies to make progress toward those outcomes their connected goals.



3.2.1. Housing Outcomes

Figure 14 - Housing Outcomes

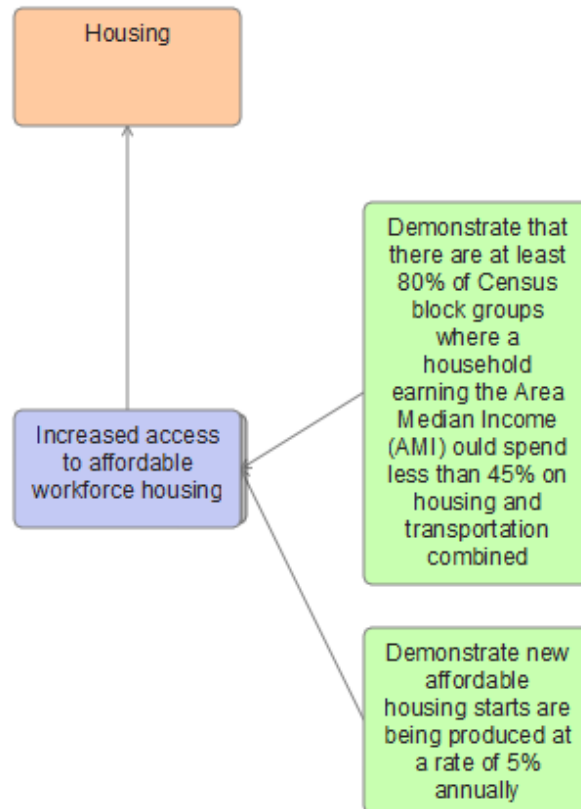
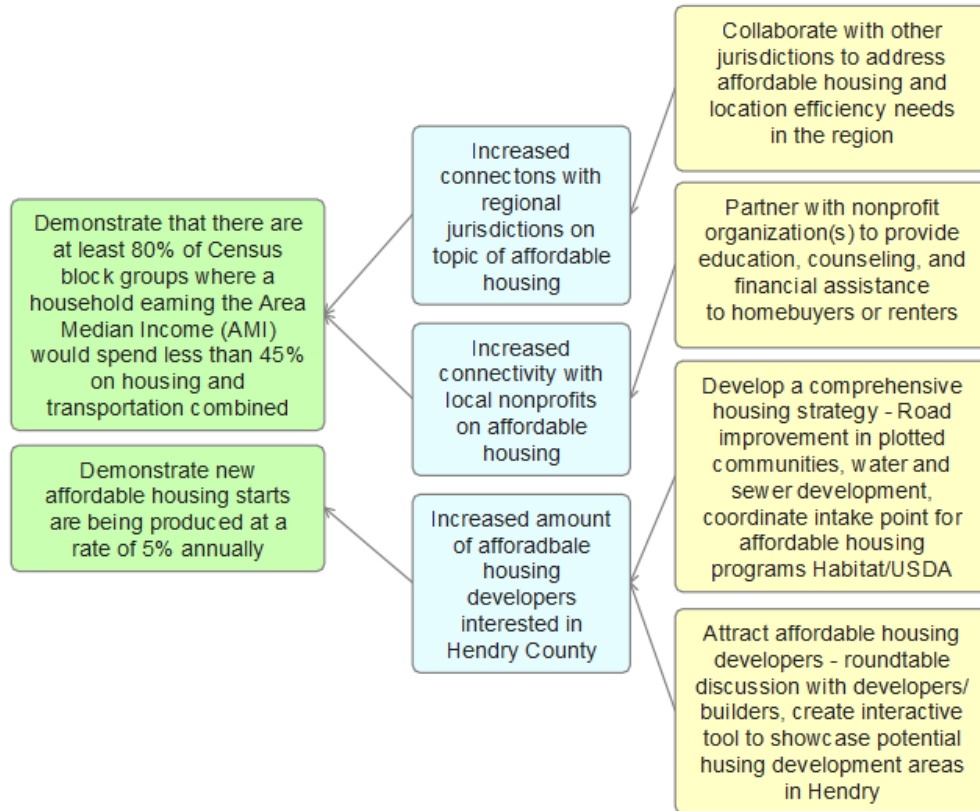


Figure 14 follows the same structure as Figure 9 to demonstrate the housing outcomes and their connectivity to community collective impact areas. Housing for employees was a consistent discussion of conversation throughout the community engagement pieces. This led to the focus of the housing impact to be on increasing access to affordable workforce housing. Further targeting progress toward this outcome, programmatic targets are to demonstrate that there are at least 80% of Census block groups where a household earning the Area Median Income (AMI) would spend less than 45% on housing and transportation combined and demonstrate new affordable housing starts are being produced at a rate of 5% annually.

3.2.2. Housing Strategies

Figure 15 - Strategies - Housing



The outcomes map connecting the housing strategies to their related outcomes is found in Figure 15. Connected to the impact area demonstrating that there are at least 80% of Census block groups where a household earning the AMI would spend less than 45% on housing and transportation combined are the county outcomes of increased connections with regional jurisdictions on topic of affordable housing and increased connectivity with local nonprofits on affordable housing. To make progress toward the goal of increased regional connectivity on the topic, the county will collaborate with other regional jurisdictions to address affordable housing and location efficiency needs. To address connectivity with nonprofits on the topic, the county will partner with local nonprofit organizations to provide education, counseling, and financial assistance to homebuyers or renters.

To meet the impact area of demonstrating new affordable housing starts are being produced at a rate of 5% annually, county administration will focus on increasing the amount of affordable housing developers interested in Hendry County. There are two strategies associated with these outcomes. The first strategy is to develop a comprehensive housing strategy, including road improvement in plotted communities, water and sewer development, coordination of an intake point for affordable housing programs such as those through Habitat for Humanity or the United States Department of Agriculture (USDA). The second strategy is to attract affordable housing developers through conducting roundtable discussions with developers and builders and creating an interactive tool to showcase potential housing development areas in Hendry.



Work related to these strategies will begin in 2017, championed by the Hendry County Administration. Inputs necessary to engage in this work funding to engage a housing and development consultant to create a plan to attract affordable housing developers. These strategies will also leverage existing housing assets such as the SHIP and SAIL programs (from the United States Department of Housing and Development (HUD)) currently being implemented by the county.

3.3. Education-Workforce

Much of the discussion in the community engagement sessions focused on better connecting education and workforce to align the supply and demand across the system to spur business and improve the quality of lives of individuals in Hendry County. Education may not always seem a natural fit when designing economic development plans; however, the connectivity of a well-trained individuals in fields and skills required by local businesses seemed like an obvious equation to Hendry County community stakeholders. This section outlines the impact areas and prioritized outcomes for Hendry County, then delves further into the connected strategies to achieve those outcomes.

3.3.1. Education-Workforce Outcomes

Figure 16 - Education - Workforce Outcomes

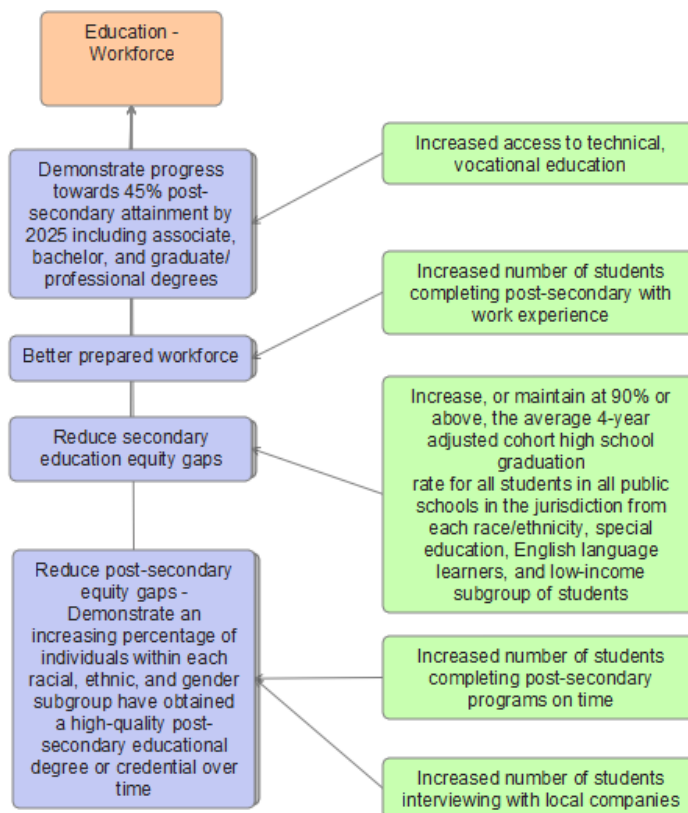


Figure 16 focuses on the high-level outcomes related to education and workforce. The first collective impact area is to demonstrate progress towards 45% post-secondary attainment by 2025, including high quality certificates and certifications, associate, bachelor, and graduate/professional degrees. Progress toward this outcome will be made through prioritizing first the increased access to technical, vocational education in Hendry County.

The next high-level outcome for this strategic economic development action plan is a better prepared workforce. To feed into this impact areas, Hendry County will prioritize increasing the number of students completing post-secondary with work experience.

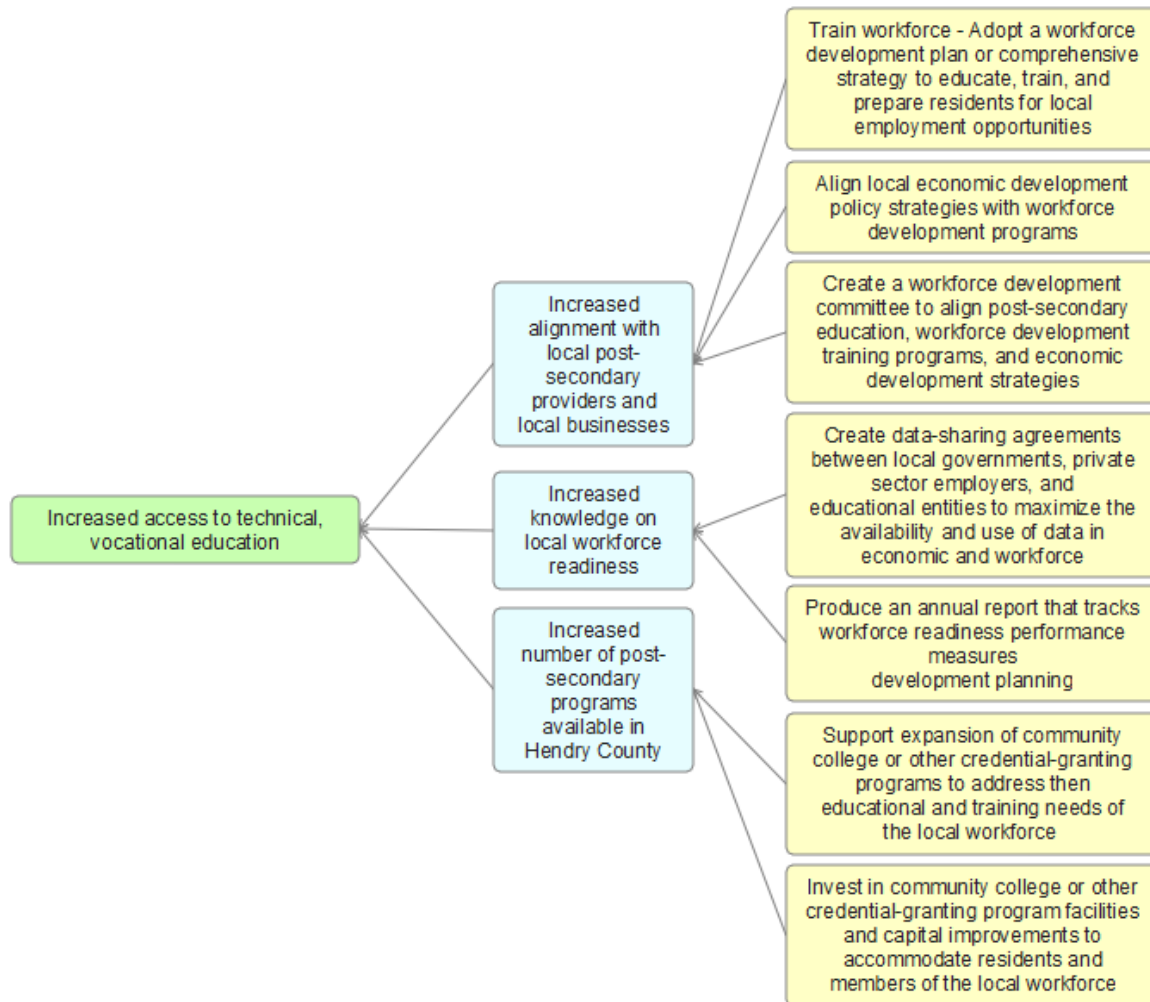
Reducing secondary education equity gaps will have a profound effect on the achievement and potential of Hendry County and is growing focus area for state and national education funders. Working toward impact in this area, Hendry County will look to increase, or maintain at 90% or above, the average 4-year adjusted cohort high school graduation rate for all students in all public schools in the jurisdiction from each race/ethnicity, special education, English language learners, and low-income subgroup of students.

To complement an equity focus on secondary education, the impact area of reducing post-secondary equity gaps is proposed. This impact area also includes demonstrating an increasing percentage of individuals within each racial, ethnic, and gender subgroup have obtained a high-quality post-secondary educational degree or credential over time. Breaking this further, Hendry County will prioritize increasing the number of students completing post-secondary programs on time and increasing the number of students interviewing with local companies.



3.3.2. Education-Workforce Strategies

Figure 17 - Strategies - Technical Education



Technical and vocational education was a common chorus from the participatory community sessions. This focused into the high-level outcome of increased access to technical and vocational education. Contributing to that outcome are three intermediate outcomes: 1) increased alignment with local post-secondary providers and local businesses, 2) increased knowledge on local workforce readiness, and 3) increased number of post-secondary programs available in Hendry County. The theoretical connections linking the outcomes to strategies related to technical and vocational education can be found in Figure 17.

Three strategies are proposed to align post-secondary providers and businesses: 1) adopting a workforce development plan or comprehensive strategy to educate, train, and prepare residents for local employment opportunities, 2) aligning local economic development policy strategies with workforce development programs, and 3) creating a workforce development committee to align post-secondary education, workforce development training programs, and economic development strategies.



Focusing on increasing the knowledge of the local workforce, there are two strategies – 1) creation of a data-sharing agreements between local governments, private sector employers, and educational entities to maximize the availability and use of data in economic and workforce, and 2) the production of an annual report that tracks workforce readiness performance measures development planning.

Finally, in the impact area of technical and vocational education, there are another two strategies planned to support the development of additional technical programs in Hendry County. These strategies are: 1) supporting the expansion of community college or other credential-granting programs to address then educational and training needs of the local workforce, and 2) investing in community college or other credential-granting program facilities and capital improvements to accommodate residents and members of the local workforce.

Work in these strategy areas can begin in 2017, led by the Hendry County Administration in conjunction with the Hendry County School District. Projected needed inputs includes funding for new programs and for alignment facilitation. Local assets to build on include the Hendry County School District machining program and local businesses.

Figure 18 - Strategies - Work Experience

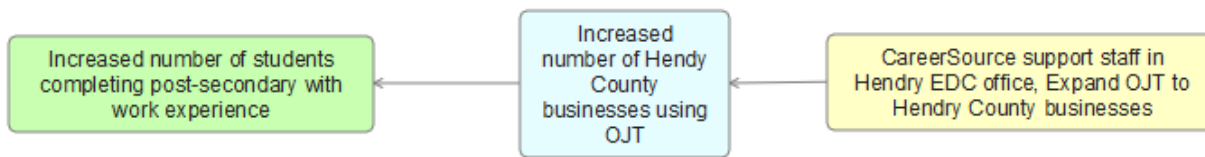


Figure 18 highlights the outcomes and strategies related to work experience. To increase the number of students completing post-secondary education with work experience, focus will be on increasing the number of Hendry County businesses using On-the-Job Training (OJT). CareerSource, the Southwest Florida Workforce Development Board, implements OJT and it is widely available across the region, although vastly under-used. To better utilize this resource, a CareerSource support staff will be placed in the Hendry County Economic Development Council (EDC) office to expand OJT to Hendry County businesses.

This strategy can begin in 2017 through Hendry EDC and CareerSource. Anticipated need items for this strategy include funds for OJT and the CareerSource staff. Inputs at the disposal of the county for this work area include the high school academies and Hendry County businesses.



Figure 19 - Strategies - Graduation

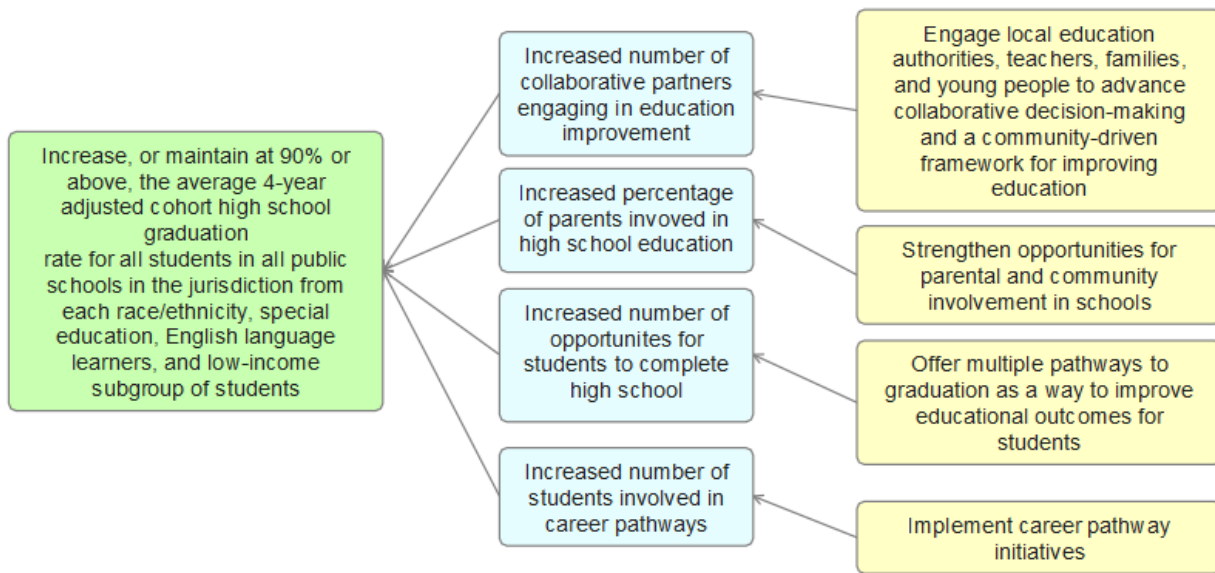
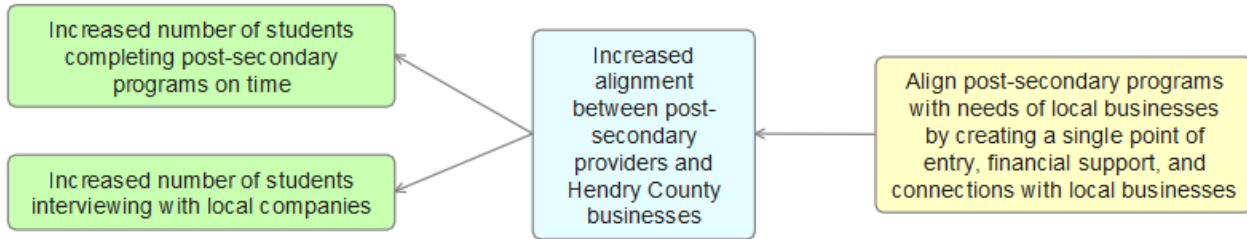


Figure 19 focuses on the outcomes and strategies and goals related to improving graduation rates in the county particularly focusing on equity. The impact area of increasing, or maintain at 90% or above, the average 4-year adjusted cohort high school graduation rate for all students in all public schools in the jurisdiction from each race/ethnicity, special education, English language learners, and low-income subgroup of students. Progress toward this outcome will be made by increasing the number of collaborative partners engaging in education improvement, increasing the percentage of parents involved in high school education, increasing the number of opportunities for students to complete high school, and increasing the number of students involved in career pathways.

Working to engage local education authorities, teachers, families, and young people to advance collaborative decision-making and a community-driven framework for improving education is connected to increasing the number of collaborative partners. Strengthening opportunities for parental and community involvement in schools will lead to increasing the percentage of parents involved in high school education. In order to increase the opportunities to complete high school an effort to offer multiple pathways to graduation as a way to improve educational outcomes for students. Implementing career pathway initiatives will increase the number of student involved in career pathways.

Work in this area is set to commence in 2018 with the Hendry County School District as its champion. Necessary items to implement the strategies outlined here include funds for an education consultant to help develop an education plan and parental involvement programs. These strategies build off the assets of the EDA grant on vocational training facility development.

Figure 20 - Strategies - Post-Secondary Completion



Post-secondary completion is the final focus in the education-workforce area. Impacts contributing to post-secondary completion are increasing the number of students completing programs on time and increasing the number of students interviewing with local companies. Contributing to these outcomes is the program-level outcome of increasing alignment between post-secondary providers and Hendry County businesses. The strategy supporting these outcomes is to align post-secondary programs with needs of local businesses by creating a single point of entry, financial support, and connections with local businesses. Figure 20 shows the connections between the outcomes and strategy.

Work in this area will commence in 2017 with the Hendry County School District and CareerSource as champions. Inputs needed to implement this strategy include funds for alignment facilitation. Assets supporting this work include Hendry County School District programs and local businesses.

3.4. Health-Human Service

Health-Human Service fills the space where people are supported and thrive. Based on community input, the focus is keenly on improving health care services in Hendry County. The following sections detail the desired changes needed to accomplish this and some strategies to make progress.



3.4.1. Health-Human Service Outcomes

Figure 21 - Health - Human Service Outcomes

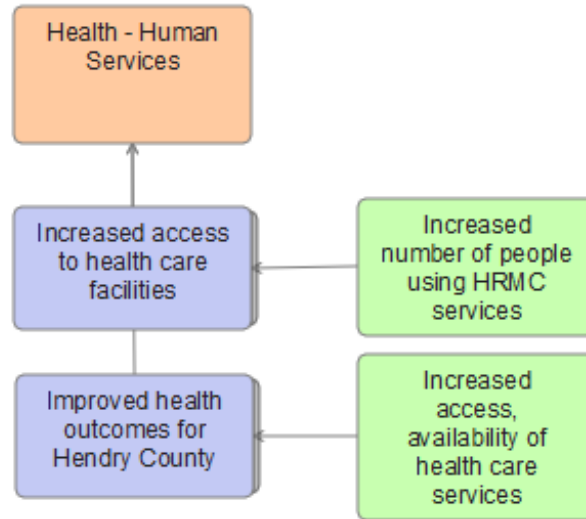
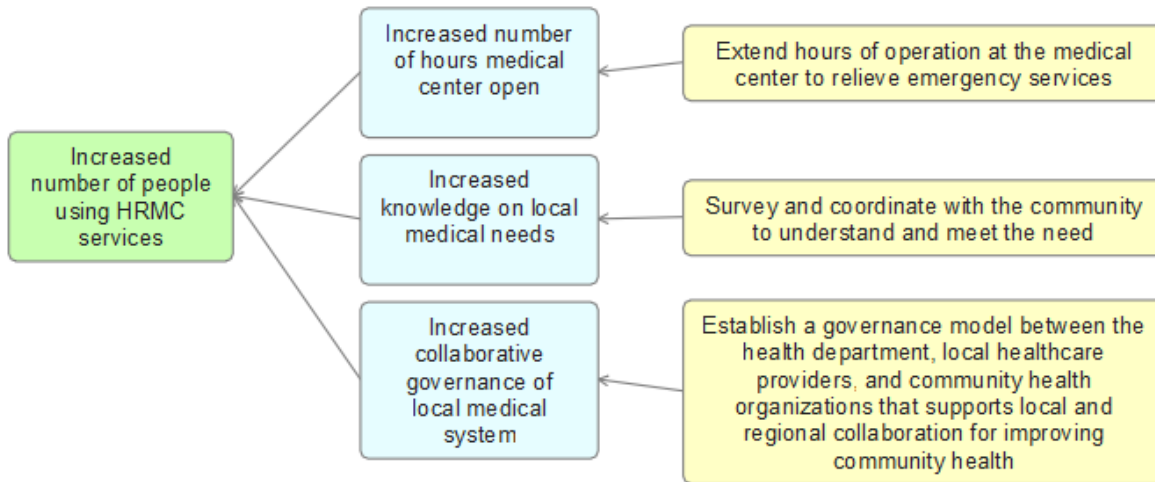


Figure 21 connects the impact areas with the county-level outcomes related to health. For the focus area of health and human services, the community in Hendry County is highly focused on health. The first collective impact areas here is to increase access to health care facilities, primarily through increasing the number of people using Clewiston Hospital services. The next impact area seeks to improve health outcomes for Hendry County through the increased access and availability of health care services in the county.

3.4.2. Health-Human Service Strategies

Figure 22 - Strategies - Hospital

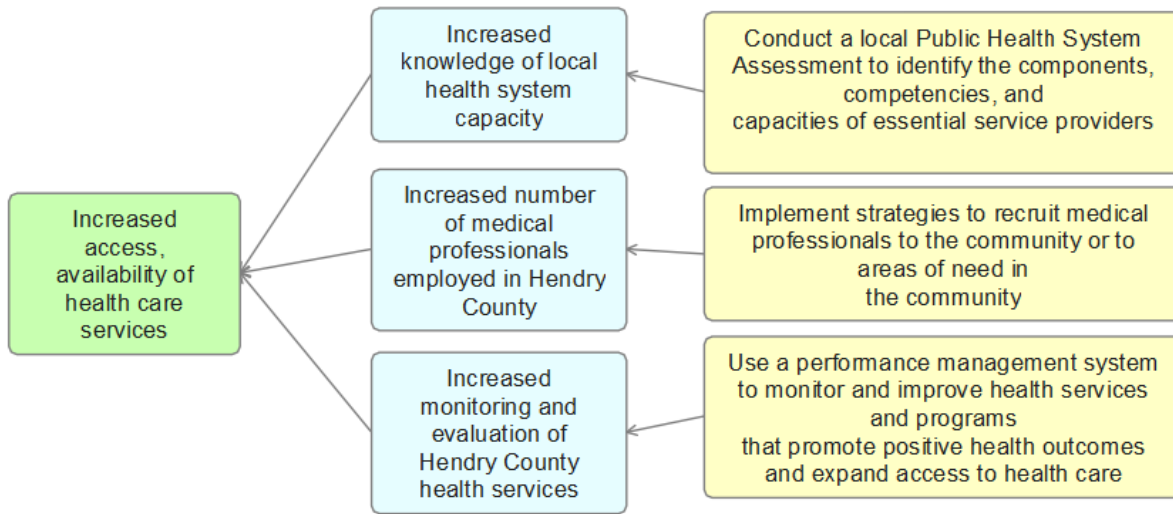


The first county-level outcome in Health-Human Service is to increase the number of people using Hendry Regional Medical Center (HRMC) and HRMC Convenient Care Center. This will be achieved by increasing the number of hours the medical center is open, increasing the knowledge available on local medical needs, and increasing the collaborative governance of the local medical system. These outcomes will be met through extending the hours of operation at the medical center to relieve emergency services, conducting a survey and coordinating with the community to understand and meet the need of the community, and establishing a governance model between the health department, local healthcare providers, and community health organizations that supports local and regional collaboration for improving community health. The connections between these outcomes and strategies is highlighted in Figure 22.

Work in this area will start in 2018. The Hendry County Administration is the champion for this strategy set. Items necessary to support these strategies include funding for collaboration facilitation and extending hospital operation hours. Assets available to support these strategies include the HRMC.



Figure 23 - Strategies - Health Care



When considering how to increase the access and availability of health care services in Hendry County, three outcomes are proposed: 1) increasing the knowledge of the local health system capacity, 2) increasing the number of medical professionals employed in Hendry County, and 3) increasing the monitoring and evaluation of Hendry County health services. Progress toward these outcomes will come through. The companion strategies to these outcomes are 1) conducting a local Public Health System Assessment to identify the components, competencies, and capacities of essential service providers, 2) implementing strategies to recruit medical professionals to the community or to areas of need in the community, and 3) using a performance management system to monitor and improve health services and programs that promote positive health outcomes and expand access to health care. Figure 23 is of the outcomes map for connecting these goals and strategies.

Work in this area will begin in 2018 and will be led by the Hendry County Administration. Needed inputs for these strategies include funding for assessment and development of the performance measurement system, and for medical professional recruitment. Assets to leverage toward these outcomes in the Clewiston Hospital and other Hendry County medical providers.

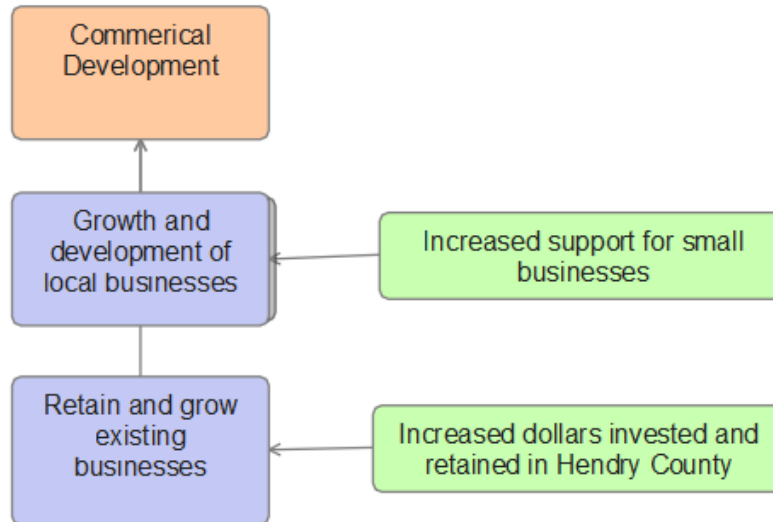
3.5. Commercial Development

Originally Commercial Development was paired with Community Development. However, after analyzing the community conversations, many outcomes in these areas rose to the top. During the final community check in ahead of producing the final plan, some stakeholders suggested separating the two to focus the discussion. With that in mind, this section focuses only on the outcomes and strategies related to Commercial Development in Hendry County, to better respond to the community voice related to business development and growth.



3.5.1. Commercial Development Outcomes

Figure 24 - Commercial Development Outcomes



There are two impact areas in Commercial Development, the growth and development of local businesses and the retention and growth of existing businesses. Progress toward these impacts will be made through efforts to increase support for small businesses and increase the dollars invested and retained in Hendry County. Figure 24 shows the high-level outcomes for Commercial Development.

3.5.2. Commercial Development Strategies

Figure 25 - Strategies - Small Business

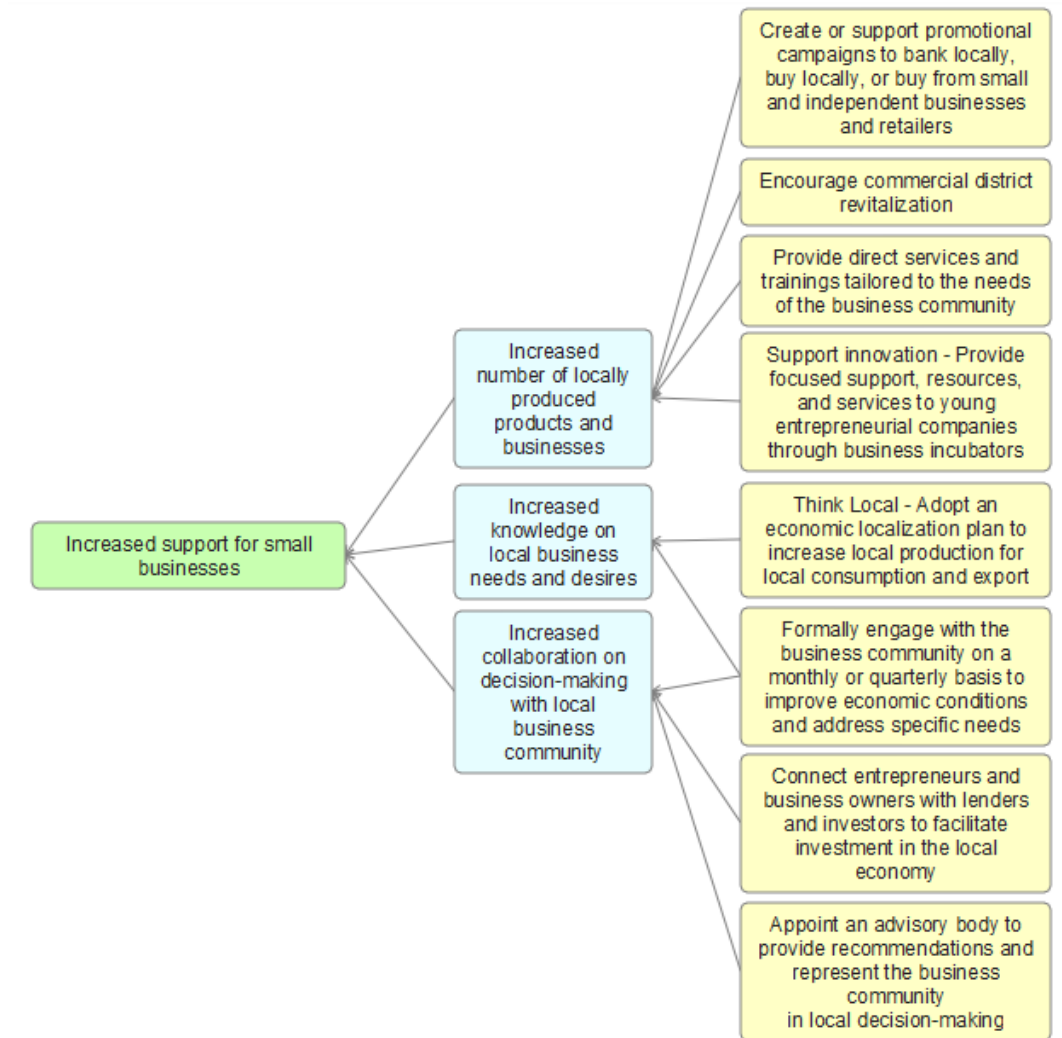


Figure 25 outlines the strategies and outcomes related to small business development. To better support small businesses, there are three outcomes foci 1) increase the number of locally produced products and businesses, 2) increase knowledge on local business needs and desires, and 3) increase collaboration on decision-making with local business community.

A robust set of strategies is proposed to make progress toward these intermediate outcomes. Focusing on local products, four strategies will be explored: 1) create or support promotional campaigns to bank locally, buy locally, or buy from small and independent businesses and retailers, 2) encourage commercial district revitalization, 3) provide direct services and trainings tailored to the needs of the business community, and 4) support innovation - provide focused support, resources, and services to young entrepreneurial companies through business incubators.

There are two strategies that work toward increasing knowledge on local business needs. One is to think local - adopting an economic localization plan to increase local production for local consumption and export. The second is to formally engage with the business community on a monthly or quarterly basis to improve economic conditions and address specific needs. This strategy also connects to the outcomes on collaborative decision-making.

Other strategies to bring small businesses into decision-making include connecting entrepreneurs and business owners with lenders and investors to facilitate investment in the local economy appointing an advisory body to provide recommendations and represent the business community in local decision-making.

Work in these strategy areas will begin in 2018 stewarded by the Hendry County Administration and the Hendry Economic Development Council. Needed inputs for these strategies include funds for local business incentives and business engagement. These strategies build off local assets including existing Hendry County businesses, the Labelle downtown revitalization, and the Regional Planning Council (RPC) Clewiston downtown study.

Figure 26 - Strategies - Business Retention and Growth

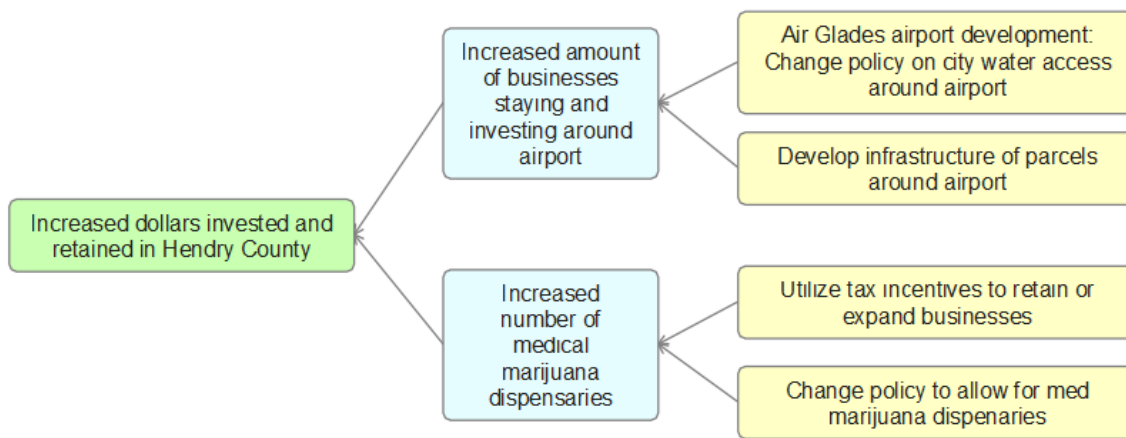


Figure 26 shows the plan for business retention and growth. There are two intermediate outcomes that will lead to increased dollars invest and retained in Hendry County. They are 1) increasing the number of businesses staying and investing around the airport and 2) increasing the number of medical marijuana dispensaries. Two strategies focus on the airport area 1) Air Glades airport development - change policy on city water access around airport, and 2) develop the infrastructure of parcels around airport. There are strategies connected to the dispensaries, 1) to utilize tax incentives to retain or expand businesses, and 2) change local policy to allow for medical marijuana dispensaries.

Work toward these outcomes will begin in 2017 with the Air Glades development project championed by Hendry County Administration. Inputs necessary for these strategies include funding for project planning and comp plan development (\$40,000) and the airport overlay (\$175,000). Existing assets that contribute to this work includes the SR80 corridor planning.

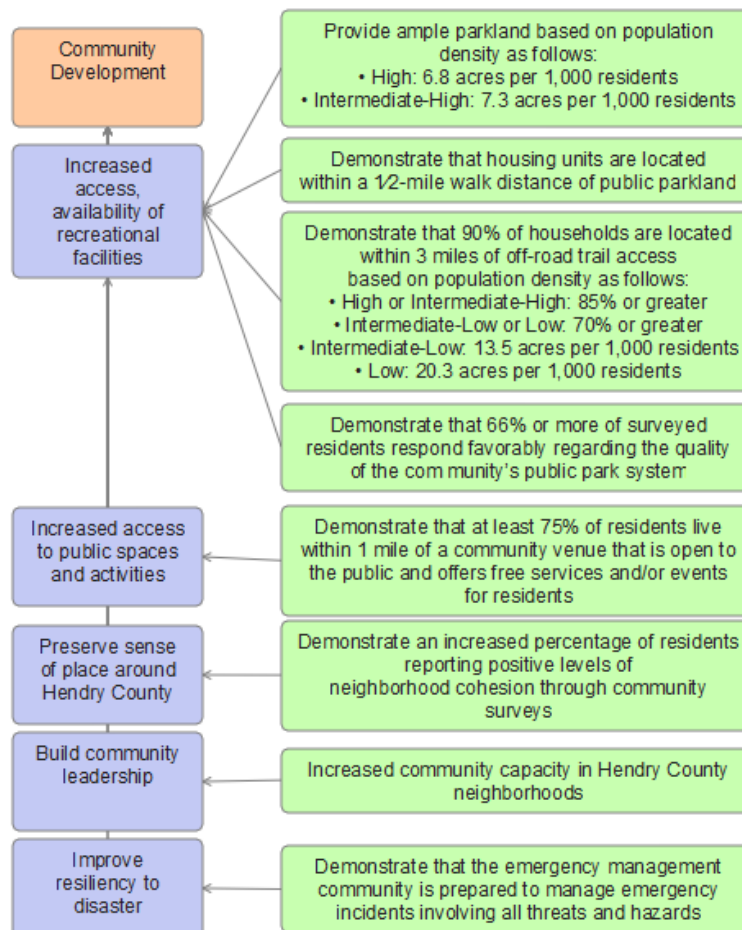


3.6. Community Development

Community Development has been separated from Commercial Development to better respond to the community's demand for better public spaces and sense of community. The following sections outline impacts and outcomes related to Community Development, as well as the strategies to reach them.

3.6.1. Community Development Outcomes

Figure 27 - Community Development Outcomes



This community-driven economic development strategic action plan has prioritized five impact areas related to community development. The first is to increase access and availability of recreational facilities. There are four community-level outcomes connected to this impact area. The first is to provide ample parkland based on population density as follows: High: 6.8 acres per 1,000 residents or Intermediate-High: 7.3 acres per 1,000 residents. The next outcome in this impact area is to demonstrate that housing units are located within a 1/2-mile walk distance of public parkland. Another outcome in this area is to

demonstrate that 90% of households are located within 3 miles of off-road trail access based on population density as follows:

- High or Intermediate-High: 85% or greater
- Intermediate-Low or Low: 70% or greater
- Intermediate-Low: 13.5 acres per 1,000 residents
- Low: 20.3 acres per 1,000 residents.

The final high-level outcome related to recreation areas is to demonstrate that 66% or more of surveyed residents respond favorably regarding the quality of the community's public park system.

The second impact area related to community development is to increase access to public spaces and activities. Contributing to this impact is the community outcome to demonstrate that at least 75% of residents live within 1 mile of a community venue that is open to the public and offers free services and/or events for residents.

The next impact area in community development is to preserve a sense of place around Hendry County. Related to this is the high-level outcome of demonstrating an increased percentage of residents reporting positive levels of neighborhood cohesion through community surveys.

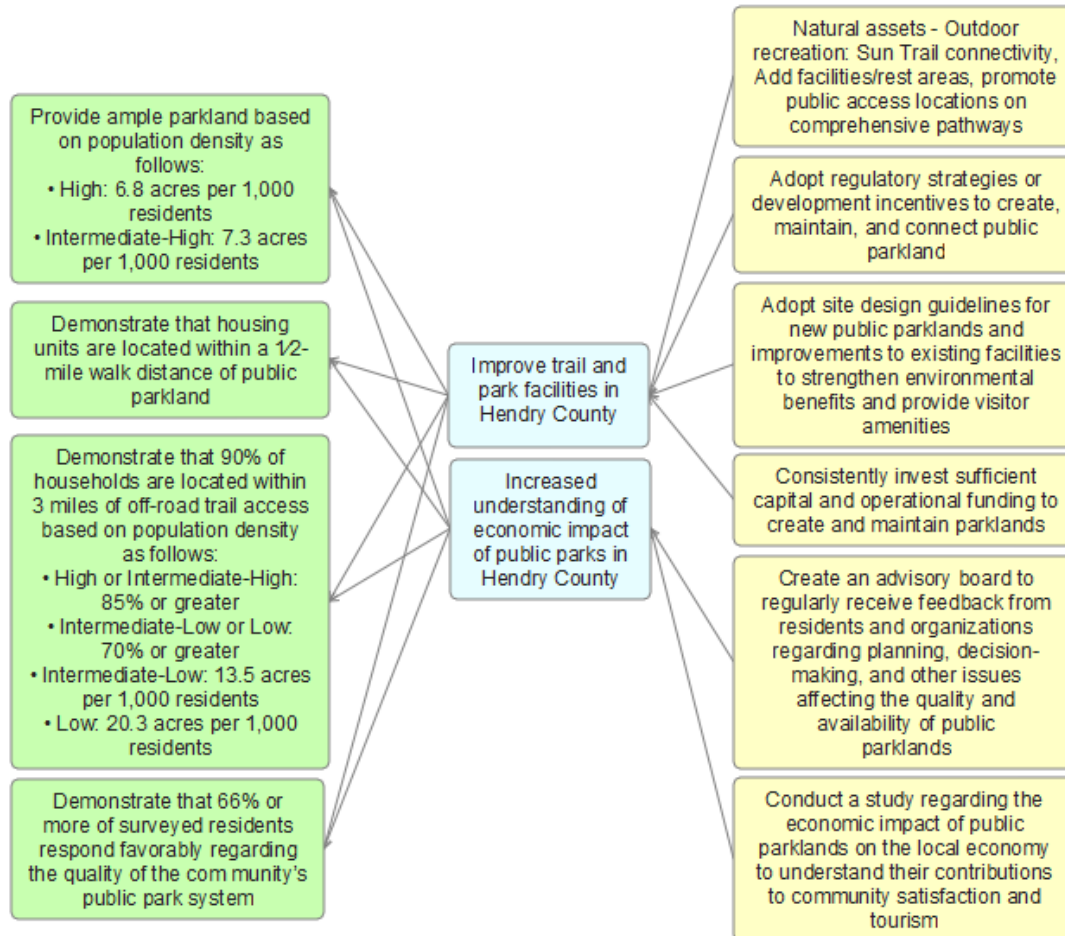
Another important impact area in community development is to build community leadership. Focus in this area will be on increasing community capacity in Hendry County neighborhoods.

The final collective impact area for community development in Hendry County is to improve resiliency to disaster. Progress in this area will be made through demonstrating that the emergency management community is prepared to manage emergency incidents involving all threats and hazards.



3.6.2. Community Development Strategies

Figure 28 - Strategies - Recreational Facilities



Two intermediate outcomes are connected to all the related community outcomes to address access and improvement to recreational facilities in Hendry County. These intermediate outcomes are to improve trail and park facilities in Hendry County and to increase the understanding of economic impact of public parks in Hendry County. Four strategies are offered to support the improvement of trail and park facilities: 1) focusing on natural assets - Outdoor recreation: Sun Trail connectivity, Add facilities/rest areas, promote public access locations on comprehensive pathways, 2) adopt regulatory strategies or development incentives to create, maintain, and connect public parkland, 3) adopt site design guidelines for new public parklands and improvements to existing facilities to strengthen environmental benefits and provide visitor amenities, and 4) consistently invest sufficient capital and operational funding to create and maintain parklands. Figure 28 shows the connectivity between the strategies and the outcomes.

To better understand the economic impact of public parks an advisory board to regularly receive feedback from residents and organizations regarding planning, decision-making, and other issues affecting the quality and availability of public parklands will be created, and a study regarding the economic impact of

public parklands on the local economy to understand their contributions to community satisfaction and tourism will be conducted.

These activities and strategies will begin in 2018 through the coordination of the Hendry County Administration. Anticipated needed inputs include funding for trail expansions and improvements, and for the study. These strategies leverage existing assets such as the Army Corps Trails around Lake Okeechobee and the comprehensive pathways plan.

Figure 29 - Strategies - Community Activities

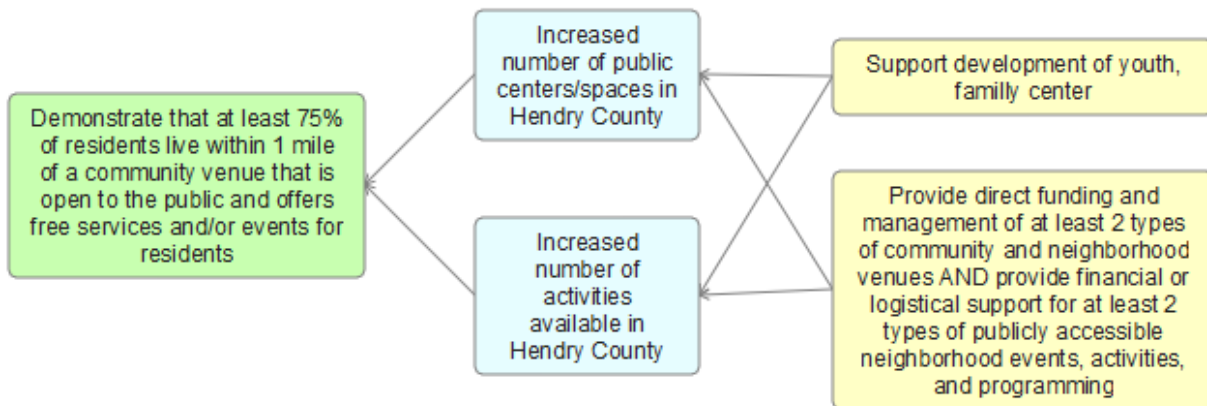
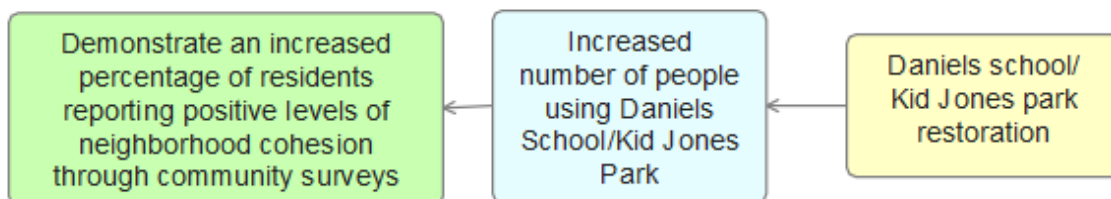


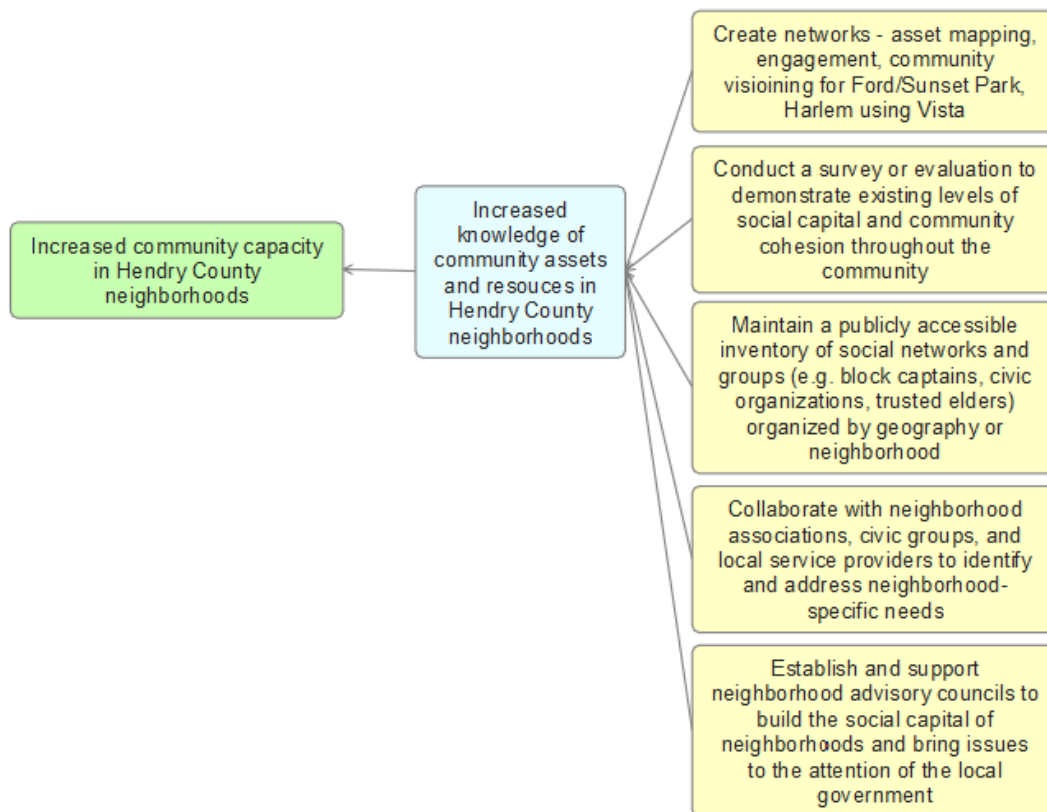
Figure 29 shows the connected strategies and outcomes related to community activities. The demand for community activities resonated across the community engagement sessions. To increase that access to public spaces and activities two intermediate outcomes are identified 1) increase the number of public centers/spaces in Hendry County, and 2) increase number of activities available in Hendry County. Contributing to these outcomes are two main strategies 1) support development of youth, family center, and 2) provide direct funding and management of at least 2 types of community and neighborhood venues and provide financial or logistical support for at least 2 types of publicly accessible neighborhood events, activities, and programming. These strategies will begin work in 2018 headed by the Hendry County Administration. Needed items for these strategies include funding for public centers/spaces and for public events. Assets that contribute to these outcomes include current Hendry County public parks and natural resources, as well as current undeveloped spaces.

Figure 30 - Strategies - Neighborhood Cohesion



The hometown feeling was a common asset highlighted by the community engagement sessions. To further develop that feeling increasing neighborhood cohesion was identified as a community-level outcome. Focusing in further on that the intermediate outcome of increasing the number of people using Daniels School/Kid Jones Park through specifically Daniels school/Kid Jones park restoration. Work in this area will start in 2018 led by the Hendry County Administration. Needed inputs for this include funds for park improvement, leveraging current assets such as the current public spaces. Figure 30 shows the program logic for this work.

Figure 31 - Strategies - Community Capacity



Like neighborhood cohesion, community capacity and that closeness between people has been continuously identified as an asset of Hendry County and an area of desired growth. Community capacity is the ability of a community to recognize and access resources, set and achieve objectives, through sense of community, commitment, and critical dialogue (Banyai, 2017).

Figure 31 outlines the connectivity between the strategies and outcomes related to community capacity building. Contributing to community capacity in Hendry County neighborhoods is the intermediate outcomes of increasing knowledge of community assets and resources in Hendry County neighborhoods. Several strategies are suggested to contribute to this outcome. These strategies are:

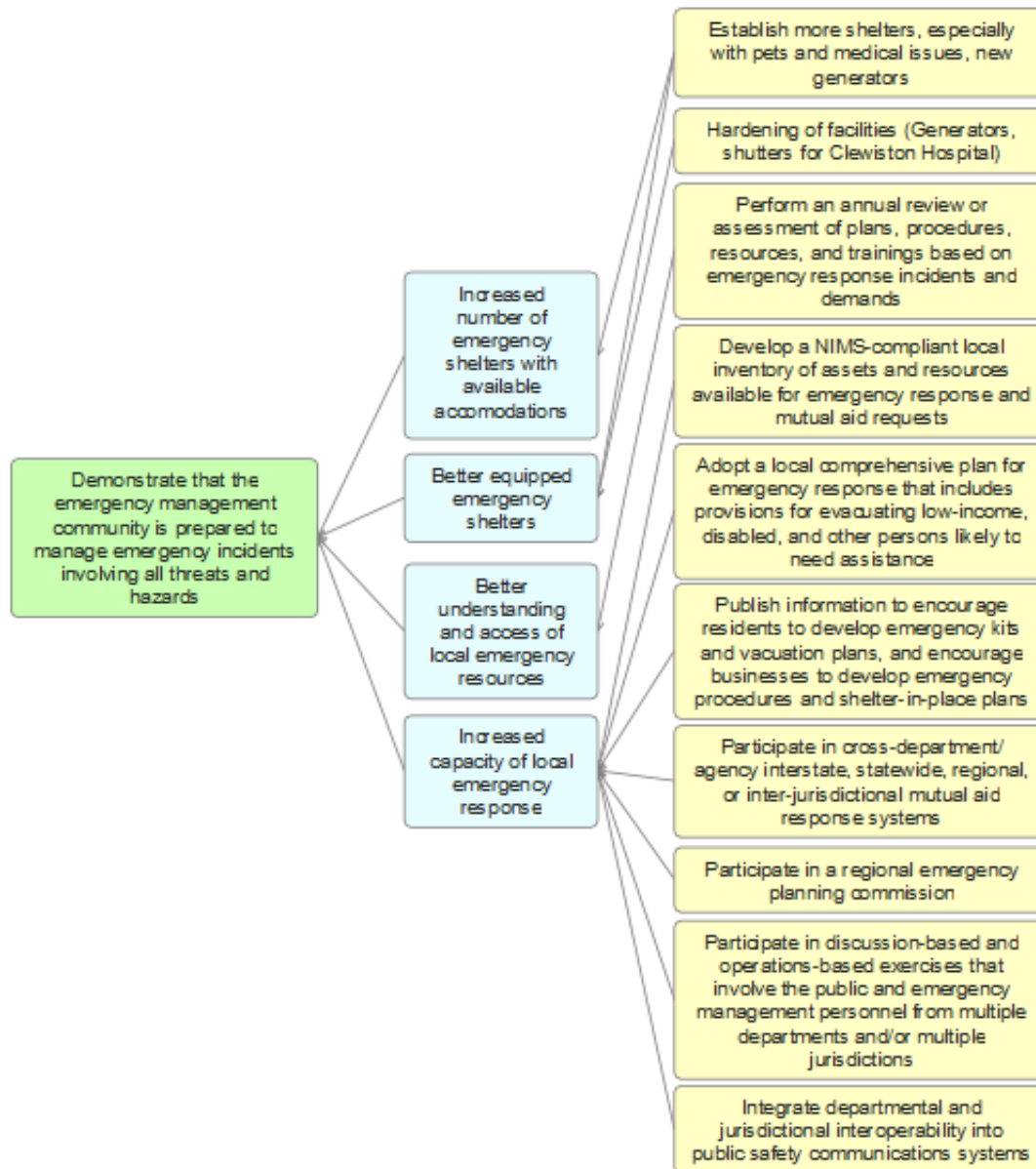


- Creating networks - asset mapping, engagement, community visioning for Ford/Sunset Park, Harlem using Vista,
- Conducting a survey or evaluation to demonstrate existing levels of social capital and community cohesion throughout the community,
- Maintaining a publicly accessible inventory of social networks and groups (e.g. block captains, civic organizations, trusted elders) organized by geography or neighborhood,
- Collaborating with neighborhood associations, civic groups, and local service providers to identify and address neighborhood-specific needs, and
- Establishing and supporting neighborhood advisory councils to build the social capital of neighborhoods and bring issues to the attention of the local government.

Work on these strategies will begin in 2018 under the leadership of the Hendry County Administration. Inputs needed for these strategies include funds for the community assessment and for the digital consultant to operationalize asset inventories and share on public website. Potential assets that can contribute to these strategies and outcomes include the Vista volunteer.



Figure 32 - Strategies - Emergency Management



Hendry County's emergency management and preparedness play not only an important role for the people in the county, but for the surrounding areas as well. This is because of its geography as a centrally located county. When a hurricane threatens either coast, evacuees pour in to the safe confines of the county. Figure 32 shows the outcomes and strategies planned to ensure that Hendry County is safe place for all during emergencies.

Four intermediate outcomes contribute to the preparedness of the emergency management community in Hendry County: 1) increasing the number of emergency shelters with available accommodations, 2) having better equipped emergency shelters, 3) having a better understanding and access of local emergency resources, and 4) increasing the capacity of the local emergency response.



To increase the number of shelters it is proposed to establish more shelters, especially those that can accommodate people with pets and medical issues, and have new generators. For better equipped shelters one strategy is to harden the facilities with items such as generators and shutters for Clewiston Hospital. Performing an annual review or assessment of plans, procedures, resources, and trainings based on emergency response incidents and demands will lead to a better understanding of the access to the shelters.

The remaining strategies contribute to increasing the capacity of the local emergency management. These strategies include:

- Developing an NIMS-compliant local inventory of assets and resources available for emergency response and mutual aid requests,
- Adopting a local comprehensive plan for emergency response that includes provisions for evacuating low-income, disabled, and other persons likely to need assistance, Integrate departmental and jurisdictional interoperability into public safety communications systems,
- Publishing information to encourage residents to develop emergency kits and evacuation plans, and encourage businesses to develop emergency procedures and shelter-in-place plans,
- Participating in cross-department/agency interstate, statewide, regional, or inter-jurisdictional mutual aid response systems,
- Participating in a regional emergency planning commission,
- Participating in discussion-based and operations-based exercises that involve the public and emergency management personnel from multiple departments and/or multiple jurisdictions, and
- Integrating departmental and jurisdictional interoperability into public safety communications systems.

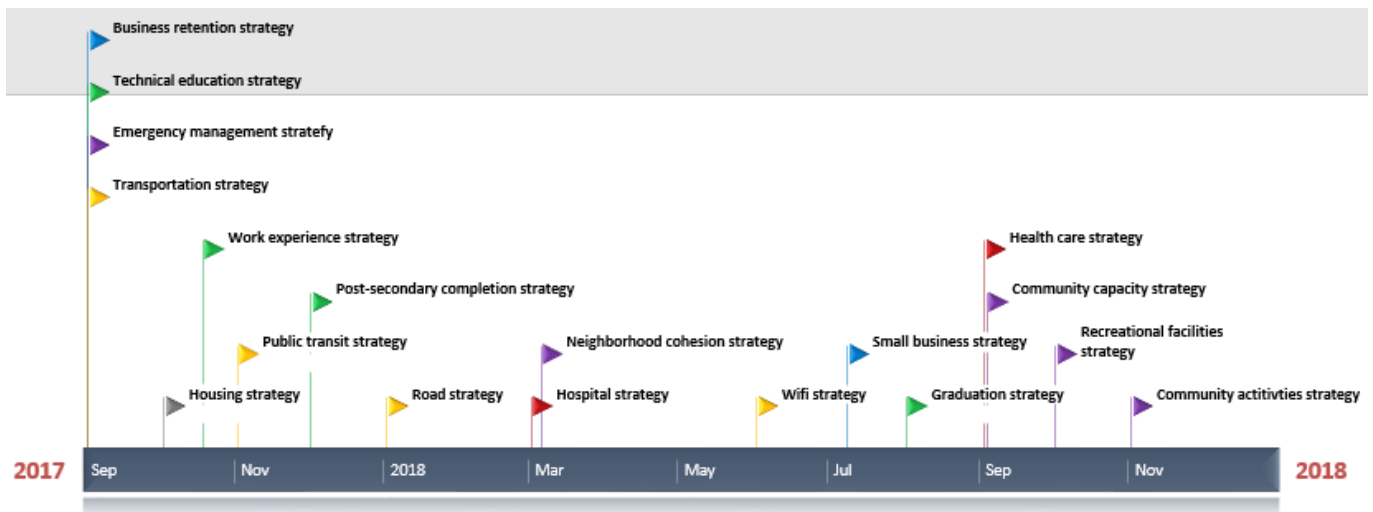
Work on these strategies will commence in 2017 through the efforts of the Hendry County Administration. Inputs to implement these strategies include identifying state funding because Hendry County is a priority area for coastal evacuations and assets such as the existing emergency operations center.

4. Timeline for Strategic Actions

Embedded within the logical frameworks of this plan and within narrative descriptions above, are the rough start time for each of the outcomes areas. Here is a graphic that helps to illustrate these timelines further.



Figure 33 - Action Plan Timeline



5. Regional Partnerships and Collaborations

The strategies outlined in this community-driven strategic action plan are Hendry County's contribution toward collective impact areas. Since Hendry County is part of the five-county (Charlotte, Collier, Glades, Hendry, Lee) region known as Southwest Florida there are opportunities to learn, connect, and contribute to the efforts of regional actors, networks, and initiatives. For the purpose of putting Hendry County's work into a regional context, three main areas of regional partnership and collaboration have been identified – the STAR Community Rating System, the FutureMakers Coalition, and the SW Florida Promise Zone. Each of these partnerships and collaborations include efforts to establish shared goals and activities at the Southwest Florida regional level, much of which Hendry County has already been active in contributing to. This section discusses each of these collaboration areas and shows how the Hendry County Community-Driven Economic Development Strategic Action Plan connects to this regional work.

5.1. The STAR Community Rating System

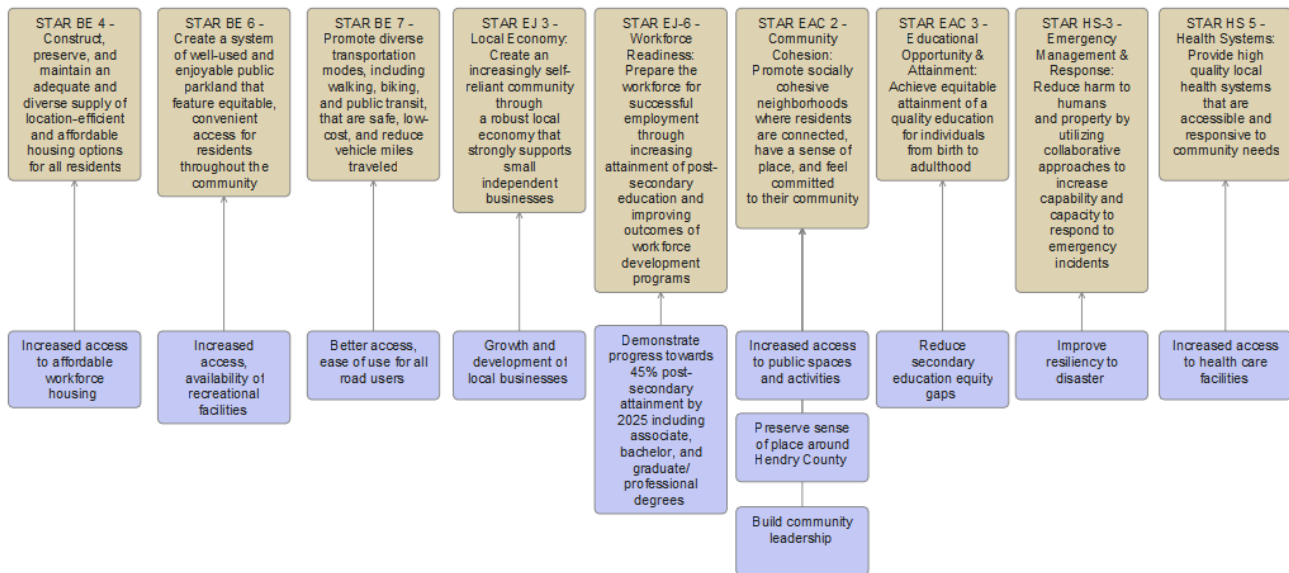
The STAR Community Rating System (STAR) is the nation's leading comprehensive framework and certification program for evaluating local sustainability, encompassing economic, environmental, and social performance measures. Local leaders use the rating system's evaluation measures to assess their current level of sustainability, set targets for moving ahead, and measure progress along the way.

STAR was developed for local governments by local governments. Released in October 2012, STAR represents a milestone in the national movement to create more livable communities for all. The rating system's evaluation measures collectively define community-scale sustainability, and present a vision of how communities can become more healthy, inclusive, and prosperous across seven goal areas. The system's goals and objectives provide a much-needed vocabulary that local governments and their communities can use to more effectively strategize and define their sustainability planning efforts.



The intent of the rating system is to help communities identify, validate, and support implementation of best practices to improve sustainable community conditions. STAR's indicators span many areas in community development including built environment (BE), climate and energy (CE), economy and jobs (EJ), education, arts and community (EAC), equity and empowerment (EE), health and safety (HS), natural systems (NS), and innovation and process (IP). These codes can be found as part of Figure 34 showing the connectivity to the impact areas identified as part of this plan.

Figure 34 - STAR-Hendry County Outcomes



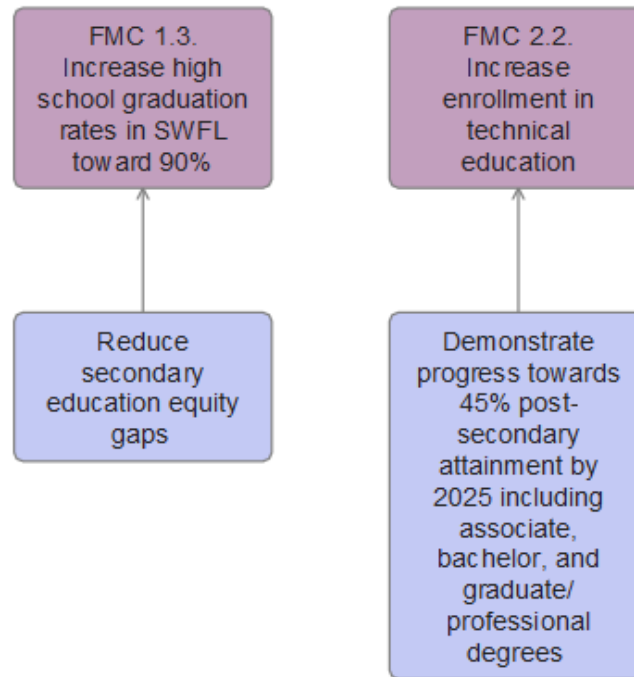
Neighboring Lee County developed a community development plan based on STAR, which is now stewarded collaboratively by the Southwest Florida Community Foundation. By focusing on areas identified by STAR not only is Hendry County building off their research of measurable outcomes and best practices, but aligning with regional working developing community development plans. This helps position Hendry County as a regional area of focus and attract the attention and potential of funding related to the impact areas.

5.2. The FutureMakers Coalition

The FutureMakers Coalition was formed in March 2015 as part of the Southwest Florida region's inclusion in Lumina Foundation's Community Partners for Attainment, a program of 75 community cohorts throughout the country dedicated to significantly increasing the percent of residents with college degrees and post-secondary certifications and credentials. Figure 35 demonstrates the connections between the Hendry County collective impact areas and those that have been prioritized by the FutureMakers Coalition.



Figure 35 - FutureMakers - Hendry County Outcomes



The regional initiative in Lee, Collier, Charlotte, Hendry and Glades counties is comprised of a growing number of educators, workforce developers, business leaders, economic development professionals, government officials, residents and students dedicated to finding solutions together. The FutureMakers Coalition is committed to transform the workforce by increasing the number of degrees, certifications, and other high-quality credentials to 55% by 2025. Many Hendry County stakeholders, including public and private entities have been a part of the FutureMakers Coalition since its inception making the alignment of this strategic action plan items natural.

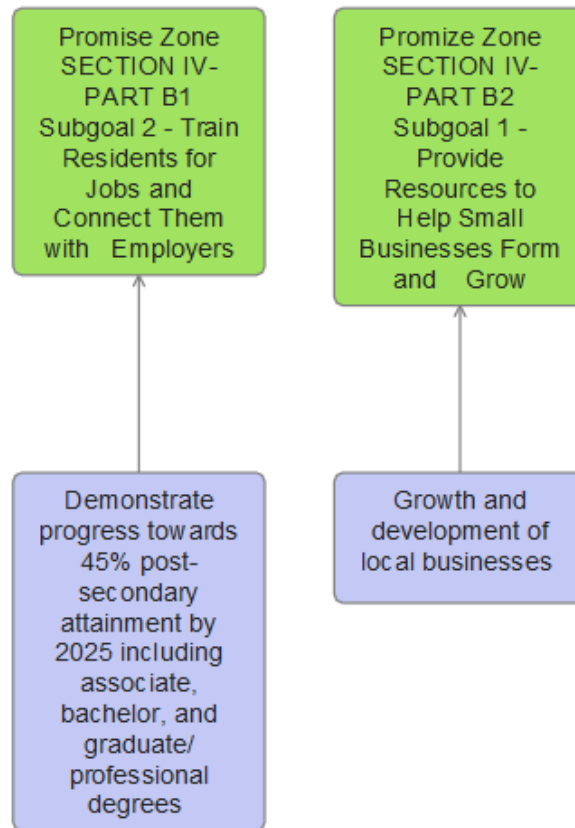
5.3. The SW Florida Promise Zone

The Southwest Florida Promise Zone (SFPZ) was one of two rural areas designated by President Obama on May 6, 2016 during the third and final round of Promise Zone designations. The SFPZ, which is the only Promise Zone in Florida, covers all of Glades and Hendry Counties as well as the Immokalee portion of Collier County. The Promise Zone is a partnership led by the Southwest Florida Regional Planning Council with goals of creating jobs, enhancing economic activity, improving educational opportunities, reducing crime and improving community infrastructure.

Promise Zones receive priority access to federal grant programs, federal staff on the ground to help implement their goals and full-time AmeriCorps VISTA members to the capacity of the Promise Zone initiatives. Promise Zone designations have a term of ten years and may be extended as necessary to capture the full term of availability of the Promise Zone tax incentives if enacted by Congress.



Figure 36 - SW Florida Promise Zone - Hendry County Outcomes



Hendry County stakeholders have been heavily involved in the strategic development of the SFPZ impact areas and alignment with those relevant areas is highlighted here.

6. Process for Plan Updating

Figure 37 - Plan Updating Process



This community-driven economic development plan is truly viewed as a living document to guide activities toward the shared visions. There must be a process in place for reporting and updating the plan in accordance with the local contextual reality and the will of the community to maintain that path. Under the direction of the Hendry County administration, an annual report will be produced in conjunction with the annual report presented to the County Commissioners. This report will update the progress on planning strategies and activities and their outputs, as well as data on related programmatic and community-level outcomes. This report will be presented to the County Commission, as well as published on the county website.

Additionally, an annual meeting of community stakeholders will be convened to review the report and suggest related changes to the community-driven economic strategic action plan. County staff will be responsible for taking the community feedback and incorporating any changes into the plan via its logical framework.



7. References

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8. Appendix 1 – Asset Mapping Report

About the report

The recommendations in this report are meant to provide a snapshot of the community from individuals with an outside perspective. Those who know Hendry County best may find some recommendations more feasible or appropriate for the community than others. The hope is to provide thoughts to help guide those closest to the community in the creation of a local economic development action plan.

Economic development planning can generally be defined as policymakers' actions that promote the economic and social well-being of a specific area. These are the plans and actions that a community can adopt to improve the well-being of its current and future residents and businesses. This report was prepared by The Florida Department of Economic Opportunity in collaboration with numerous partners involved with the economic development opportunities of the community.



Introduction

Hendry County is a partner community in DEO's Competitive Florida Partnership Program. Competitive Florida helps communities map their strengths and identify what makes them unique. Communities then target economic development opportunities and community improvements that fit within their character. The recommendations included in this report were developed through an asset mapping exercise, an integral part of the Competitive Florida Partnership. On April 26, 2017, a team of experts from state and regional agencies partnered with community leaders to visit the unique assets



Figure 1: LaBelle City Wharf

in Hendry County. In addition, the teams brainstormed potential opportunities to expand upon the assets in ways that may further economic and community development.

From ideas to action

This asset mapping report documents and builds off of ideas generated during the asset mapping exercise. Communities are encouraged to review the proposed ideas and decide whether they can become strategies in their economic development plan.

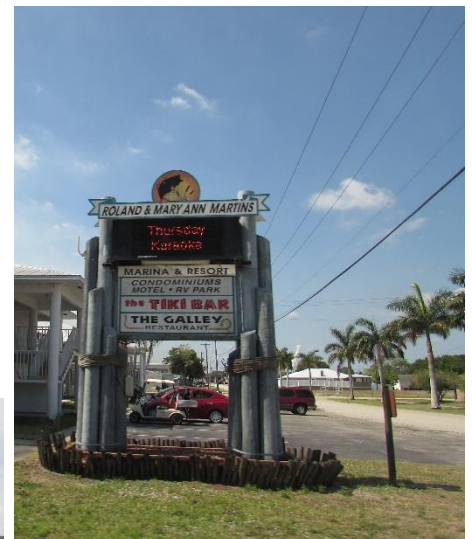


Figure 2: Various scenes of Asset Mapping, Hendry County

Hendry County - Assets and Ideas

Hendry County and its stakeholders identified 14 assets to highlight during the exercise. These assets were divided by two cities: LaBelle and Clewiston. The assets explored are as follows:

LaBelle

- Grandeur Oaks
- West LaBelle Development
- Industrial Park
- Downtown LaBelle Historic District | Old Hendry County Courthouse
- LaBelle Municipal Airport | Commerce Park | Helms Road
- Florida South Western State College
- Hendry County Public Schools – Administration (LaBelle)
- Dallas Townsend Agricultural Center

Clewiston

- Airglades International Airport
- Hendry County Public Schools – Votech Program (Clewiston)
- Harlem Neighborhood
- Clewiston Commerce Park
- Roland and Mary Ann Martin’s Marina
- Hendry Regional Medical Center

Ideas

The following section presents ideas that arose during the staff-facilitated brainstorming activities. The left column provides the asset(s) in question, the middle provides ideas generated by participants, and the right column provides other information that could assist in the idea’s implementation.

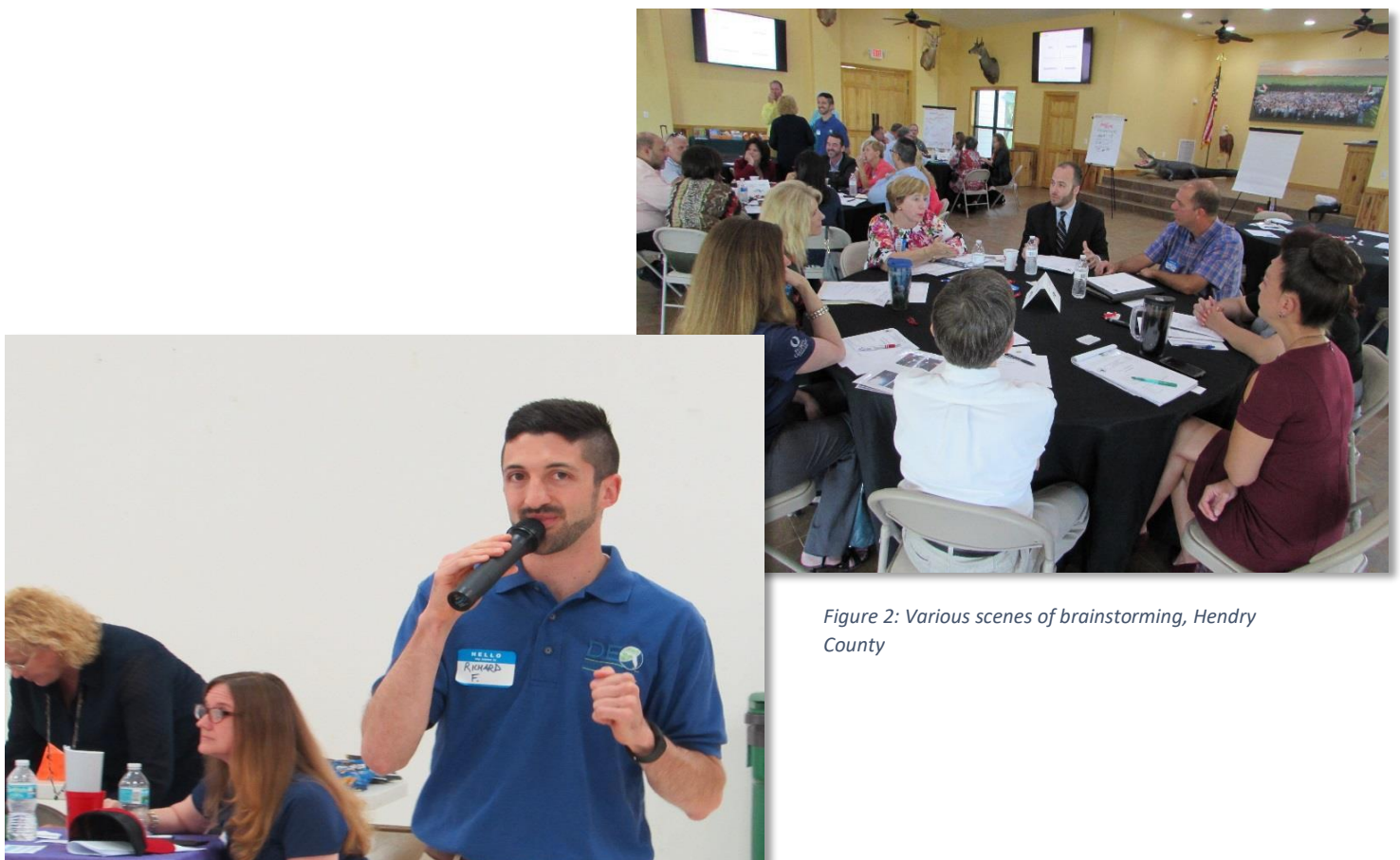


Figure 2: Various scenes of brainstorming, Hendry County

Asset or group of assets	Idea	Learn more / pursue
Higher education	<p>Establish a vocational college and offer programs in diesel technology, mechanics, welding and fabrication. Consider offering online courses to diversify available programs at Florida Southwestern State College. Consider establishing an internship program for training opportunities with local businesses.</p>	<p>Amanda Lehrian Florida Southwestern State College 863.674.0408 alehrian@fsw.edu</p>
Tourism	<p>Develop a craft brewery and host an annual food truck event in Hendry County to attract communities throughout the state. Host a cycling marathon around Lake Okeechobee. Promote ecotourism, lake fishing and other recreational activities such as boat tours, and kayak/canoe rental services. Attract a cruise service from Clewiston to Fort Myers, partner with Hendry-Glades Audubon Society to possibly conduct tours. Promote agritourism with organized tours of local farms and ranches and U-pick fruit and vegetable operations.</p>	<p>Margaret England Hendry-Glades Audubon Society 863.517.0202 Mleighthouse863@gmail.com</p> <p>Reach out to the City of Lakeland for more information on its outdoor, water activity options for residents and tourists.</p> <p>Pursue through a Florida Recreation Development Assistance Program Grant.</p> <p>DEP Office of Greenways and Trails contacts page</p> <p>Contact Florida Agritourism Association to receive a Florida Agritourism Toolkit:</p> <p>Lena Juarez Executive Director 850.254.5355</p> <p>Reach out to Visit Florida for tourism marketing.</p>
Lake Okeechobee	<p>Create more hiking and biking trails. Provide more signage to attract tourists to the lakes and waterfront areas. Construct an amphitheater, and an observation tower and host art and music festivals near the lake, to attract visitors.</p>	<p>Christine Small Coordinator, Greenways & Trails Christine.Small@dep.state.fl.us 850.245.2939</p> <p>DEP Greenways and Trails Page</p> <p>List festivals on Visit Florida website</p>
Airglades International Airport	<p>Attract more businesses in vicinity of the airport; restaurants/cafes and hotels. Ensure completion of airport improvement project. Coordinate the planning and operation of aviation facilities with truck transportation</p>	<p>Coordinate with FDOT regarding aviation, freight and logistics:</p> <p>Aaron Smith</p>

	<p>facilities, including the coordination of land use, transportation and capital improvements planning and implementation.</p>	<p>State Aviation Manager Aviation and Spaceports Office 850.414.4514</p> <p>Keith Robbins District Freight Coordinator FDOT District 1 863.519.2913</p> <p>Collaborate with the Heartland Regional Transportation Planning Organization (TPO) regarding short-term and long-term planning of aviation facilities:</p> <p>Benjamin Dunn Executive Director Heartland Regional TPO 863.402.6500 bdunn@hcbcc.org info@heartlandregionaltpo.org</p> <p>Coordinate with Hendry County regarding the Hendry County Comprehensive Plan and Land Development Code:</p> <p>Margaret Emblidge Planning and Community Development Director 863.675.5240 Margaret.Emblidge@hendryfla.net</p>
<p>Workforce development / High Schools</p>	<p>Provide on-the-job training. Begin teaching related courses at the high school level and offer internships to prepare students for the workforce.</p>	<p>Reach out to Kathy Suttles of Polk County to connect to Hendry County CareerSource representative: 863.508.1100 Kathy.Suttles@careersourcepolk.com</p> <p>CareerSource Southwest Florida</p>
<p>Affordable housing</p>	<p>Build affordable for families and young professionals. Extend infrastructure to areas of potential residential development. Construct higher density, but low-scale apartments to increase available housing, yet preserve the sense of place in Downtown LaBelle and Clewiston. Consider constructing in a CRA district to receive funding. Partner with the University of Florida for innovative solutions.</p>	<p>Reach out to Martha Kohen mkohen@ufl.edu or Nancy Clark nmclark@ufl.edu at the University of Florida.</p> <p>Carol Westmoreland Florida Redevelopment Association cwestmoreland@flcities.com 850.701.3608</p> <p>Roxanne Manning manages the Tallahassee CRA, which has attracted multi-family developers to the area.</p>

Downtown LaBelle	<p>Take advantage of vacant and available properties to establish a learning environment through class instruction and workshops. Beautify Downtown LaBelle, by landscaping and creating a streetscape. Expand the local arts community in LaBelle by inviting them to showcase their art along the streets and at locally organized/hosted art festivals. Host a local farmers' market each week to engage members of the community.</p>	<p>Ronni Wood Florida Main Street Coordinator Ronni.Wood@dos.myflorida.com 850.245.6345</p> <p>Main Street Florida Communities Page</p> <p>Florida DOT Complete Streets Implementation website</p> <p>Plan for a downtown complete street with a DEO Community Planning Technical Assistance Grant.</p>
Downtown Clewiston	<p>Revitalize the main street in Clewiston, extending the royal palm trees south of Hwy. 27 and widening sidewalks to attract small businesses and increase walkability. Develop a more defined downtown area where economic development efforts are focused.</p>	<p>Bureau of Community Planning and Growth Technical Assistance Grants could potentially support a downtown planning and redesign effort.</p> <p>Mary O'Brien Coordinator Mary.Obrien@dot.state.fl.us FDOT Statewide Bicycle Pedestrian</p>
Transportation	<p>Establish public transportation system to provide commute to and from work/school for those who do not own a vehicle. Consider providing transportation to the coastal regions for access to available amenities. Discuss with the transportation planning staff at the Southwest Florida Regional Planning Council to determine whether current routes can be expanded or new ones can be established to connect communities with destinations such as the Florida Southwestern State College and the Americas Gateway Logistics Center in Moore Haven.</p> <p>Welcome Uber or Lyft to Hendry County and provide a trolley service within central downtown areas.</p>	<p>Southwest Florida Regional Planning Council</p> <p>FDOT State Grants Program</p> <p>Florida DOT District 1 Contacts Page</p> <p>Reach out to City of Stuart to learn more about planning for a downtown tram/trolley service:</p> <p>Teresa Lamar-Sarno 772.283.2532 tsarno@ci.stuart.fl.us</p> <p>Downtown Stuart Tram webpage</p> <p>MySidewalk app can be utilized for data-driven decisions in a variety of topics, including transportation.</p>

		<p>The SWFRPC serves as the Designated Official Planning Agency for Hendry and Glades Counties, providing staff and resources to enable the joint Glades/Hendry Local Coordinating Board to fulfill its responsibilities under the Commission for the Transportation Disadvantaged.</p> <p>Good Wheels is the designated Community Transportation Coordinator for Hendry County, providing transportation to Medicaid clients and to individuals unable to provide their own transportation due to age, disability or income.</p> <p>The Heartland Regional Transportation Planning Organization (HRTPO) 2040 Cost Feasible Plan currently indicates capacity/widening improvements along State Road 80 west of Clewiston and sidewalk improvements within Clewiston, though the Plan does not indicate new public transportation or transit projects within Hendry. However, Lee County's LeeTran public transit system currently has routes extending east to points in Fort Myers Shores and Lehigh Acres proximate to SR 80 and 15 miles west of LaBelle and Good Wheels has recently expanded its service to include a new route between Labelle and iTech in Immokalee. Similarly and through coordination with the SWFRPC, there may be potential in establishing new routes between Clewiston, Moore Haven and LaBelle.</p>
<p>Large trucks / distribution</p>	<p>Establish safe, overnight truck parking to accommodate large truck traffic on US 27. Attract large travel centers such as Pilot Flying J or Love's Travel Stop to improve safety and provide an option for drivers to rest and service their vehicles. Consult with FDOT to determine how Hendry County can increase the region's supply of overnight truck parking, potentially near the interchange of US 27 and SR 80 and the Airglades International Airport. Efforts are already underway by Glades County Economic Development Council and others on the 770-acre Americas Gateway Logistics Center (AGLC) in the City of Moore Haven, approximately nine</p>	<p>Pilot Flying J website Love's Travel Stop website</p> <p>Keith Robbins Freight Coordinator 863.519.2913 Keith.Robbins@dot.state.fl.us FDOT District 1</p> <p>Coordinate with the Heartland Regional Transportation Planning (TPO) regarding short-term and long-term planning of truck transportation facilities:</p> <p>Benjamin Dunn Executive Director Heartland Regional TPO</p>

	<p>miles north, with Love's Travel Stops & Country Stores being AGLC's first tenant. The potential for Hendry County to increase the region's supply of overnight truck parking should also be coordinated with Airglades International Airport, where a plan is in place to import perishables and export items such as auto parts by 2020. With land along the SR 80 corridor owned by U.S. Sugar and Hilliard Brothers, both of which are reported to have expressed interest in the airport's plans for the future, there may be an opportunity to establish a logistics center much like that in Moore Haven with the help of these partners and others.</p>	<p>863.402.6500 bdunn@hcbcc.org info@heartlandregionaltpo.org</p>
<p>Youth</p>	<p>Establish a youth center in LaBelle and offer a mentorship program. Expand afterschool programs and provide curriculum on life skills. Incorporate academic resources and support for students who do not have these available to them at home. Create a local government-sponsored Youth Council. Fund a Boys and Girls Club in Clewiston and LaBelle.</p>	<p>Contact the Hendry County School District's LaBelle Youth Development Academy Boys and Girls Club of Hendry County</p>
<p>Harlem Neighborhood</p>	<p>Develop local fellowships and mentoring programs at Clewiston Commerce Park. Increase workforce training in the neighborhood and aim to provide one computer to each child; pursue grants to fund these initiatives. Contact Hendry County Workforce Development and Adult Education and Florida Southwestern State College, School of Business and Technology at the Hendry/Glades Curtis Center in LaBelle to determine what specific workforce needs exist and where curricula should be offered (e.g., at Clewiston Adult School, 475 East Osceola Avenue). Also, the Clewiston City Manager should also be contacted to</p>	<p>Hendry County Workforce Development and Adult Education Clewiston Commerce Park</p>

	<p>determine whether the Clewiston Commerce Park has the facilities or tenants in place to support these initiatives.</p>	
Communication	<p>Expand and increase Wi-Fi networks/broadband technology and access to these networks. Communication via social media and local advertisements in both English and Spanish. The Florida Rural Broadband Alliance was established as a regional cooperative of local governments, including Hendry County and others in south central Florida, to provide rural and underserved communities access to broadband service. The potential for the Florida Southwestern State College, School of Business and Technology involvement in these or new efforts to increase access to communication networks should be investigated.</p>	<p>Caroline Evans, USDA Caroline.Evans@fl.usda.gov 352.338.3444</p> <p>USDA-Rural facilities Grants</p> <p>USDA Community Connect Grants</p> <p>Consider contacting the USDA telecoms representative for Florida</p> <p>Contact the Information Use Management & Policy Institute of the Florida State University, College of Communication & Information, School of Library & Information Studies to determine the current status of the Florida Rural Broadband Alliance</p>
Local farming / Co-op	<p>Encourage local, organic farming and develop a local co-op. Create a community garden with space that is rented out to community members. Provide an opportunity for middle and high school students to get involved.</p>	<p>University of Florida Starting a Community Garden info page</p> <p>New Leaf Market Co-op of Tallahassee, FL</p> <p>Ever'man Cooperative of Pensacola, FL</p> <p>DEO provided a technical assistance grant in fiscal year 2014-2015 to Leon County for hosting a community engagement project spotlighting the economic development benefits of enhancing local food systems while at the same time furthering community vitality, health and sustainability. The project included a “meeting kit” that other communities could use as a framework to host their own, similar events, and included in this Food for Us report</p> <p>Contact the Leon County Office of Sustainability for more information and to obtain the materials resulting from its Food for Us – We’re All at the Table Together summit</p>

<p>Clewiston Inn / hotels</p>	<p>Rehabilitate and transform the Clewiston Inn into a city center. Establish the hotel as a main attraction and a core aspect of walking tours. Restore the 1938 National Register listing of Historic Clewiston Inn, using state historic preservation grants. Increase number of accommodations by promoting use of Airbnb, especially in the historic district.</p>	<p>Consider viability of a Department of State Historic Preservation Grant to bring the Clewiston Inn to life</p> <p>Alissa Slade-Lotane Florida Dept. of State Alissa.Lotane@dos.myflorida.com</p> <p>Contact Ruben Acosta, Florida Dept. of State for more information on historical listings: 850.245.6364 Ruben.Acosta@dos.myflorida.com</p> <p>Resident-driven accommodations through a regulated, vacation-rental-by-owner situation in the downtown area</p> <p>Airbnb website</p>
<p>Entrepreneurship / Small Business Development</p>	<p>Promote small business development through a comprehensive advertising campaign. Host entrepreneurship-focused events such as 1 Million Cups and Startup Weekend. Host a Business Bootcamp for Southwest Florida and partner with Florida Southwestern State College to get it off the ground. Develop a business incubator.</p>	<p>Michael Zaharius 386.310.8781 Michael.Zaharius@fivec.com Florida Virtual Entrepreneur Center</p> <p>Florida Gulf Coast University Small Business Development Council (SBDC) contact page</p> <p>DEO microfinance programs for entrepreneurs and small businesses</p> <p>Consider contacting SCORE Central Florida for additional resources</p>
<p>Jobs</p>	<p>Provide incentives for developers to invest in Hendry County, creating more jobs. Host a county-wide job fair. Increase jobs by promoting online business development and franchise opportunities.</p>	<p>Consult DEO Economic Development Incentives Portal for businesses and projects already established in target industries and relying on incentives available through DEO.</p> <p>Hendry County is located within the South Central Rural Area of Opportunity, a priority assignment for Rural and Economic Development Initiative (REDI) agencies and wherein the Governor is allowed to waive criteria of any economic development incentive.</p> <p>Florida Heartland Economic Region of Opportunity can help navigate among the various workforce training, target industry, infrastructure and special opportunity incentives available.</p>

<p>Medical marijuana</p>	<p>Develop a campaign to educate the public on the benefits of medical marijuana and integrate a treatment facility to help victims of opioid addiction break free. Prior to developing a campaign, look into the efforts of other local governments that have already begun addressing the passage of Amendment 2 (in November 2016, which inserted language to Florida's Constitution allowing those with cancer, HIV/AIDS, epilepsy and several other conditions to use marijuana if it is recommended by their doctor). Efforts range from North Miami Beach passing zoning laws that limit storefronts where marijuana products can be dispensed and purchased to Liberty County in rural north Florida proposing to amend its land development code with similar provisions based on proximity to a residential district, church, school or public playground.</p>	<p>Research the programs and services of the Florida Department of Health's Office of Compassionate Use, where several frequently asked questions have already been answered.</p> <p>Visit United For Care for more information on public engagement</p>
<p>Hendry Regional Medical Center</p>	<p>Extend hours of operation at the medical center to relieve emergency services. Survey and coordinate with the community to understand and meet the need. Advocate for a medical marijuana dispensary at the Hendry Regional Medical Center to address opioid epidemic.</p>	<p>Hendry County Health Department 863.674.4056</p>
<p>Hispanic community</p>	<p>Increase educational opportunities for Hispanic community members by providing English as a Second Language (ESL) classes and reduce or subsidize tuition/fees.</p>	<p>Contact COPE ESL in New York City for more information on how they have been providing free ESL classes for over 30 years.</p>

In addition to the connections provided via this section, Competitive Florida invites the community to explore the event participants section for potential contacts related to the above ideas.

Participants

This section features contact information for all participants, including reference to the numbered photo.

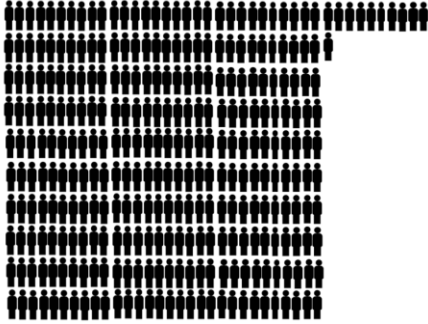


- 1) Margaret England, Hendry-Glades Audubon Society
- 2) Leny Human, Central FL Regional Planning Council (CFRPC)
- 3) Margaret Emblidge, Hendry Co. Director of Community Development
- 4) John Szkolnik, Recypoly Inc.
- 5) Amanda Lehrian, FL South Western State College
- 6) Nichole Gwinnett, SW Florida Regional Planning Council (SWFRPC)
- 7) Scott Rogers, Department of Economic Opportunity
- 8) Carol Westmoreland, FL League of Cities / FL Redevelopment Association
- 9) Nancy Clark, University of Florida, College of Construction, Design & Planning
- 10) Mark Yelland, Department of Economic Opportunity
- 11) Mike Harder, River Bend Motorcoach Resort
- 12) Michael Zaharios, FL Virtual Entrepreneur Center

- 13) Al Perry, City of Clewiston, City Manager
- 14) Martha Kohen, University of Florida, College of Construction, Design & Planning
- 15) Lillie Rodriguez, Airglades International Airport
- 16) Michael Swindle, Hendry County, District 4 Commissioner & BOCC Chairman
- 17) Brent Kettler, Hendry County Economic Development Council
- 18) Janet Papinaw, Hendry County, Director of Grants & Special Projects
- 19) Kenneth Esquilin, USDA, Rural Development
- 20) R.D. Williams, Hendry Regional Medical Center
- 21) Charles Chapman, Hendry County Administrator
- 22) Keith Robbins, Florida Department of Transportation
- 23) Emma Byrd, Hendry County, District 1 Commissioner
- 24) Suzanne Specht, FL Gulf Coast University, Small Business Development Council
- 25) Mike Jordan, FL Gulf Coast University, Small Business Development Council

9. Appendix 2 - Community Feedback Report

Hendry County Community Survey Summary



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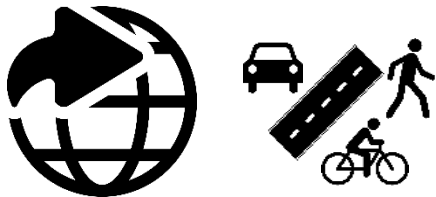
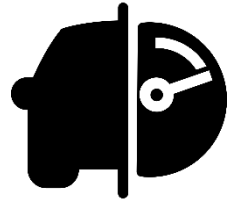
Hendry County stakeholder respondents



Need for more affordable housing for all was a top response

54.5%

Respondents who cite the commute time as Hendry's top amenity



Internet and improved roads are the top needed infrastructure



Vocational services are needed for youth and jobs

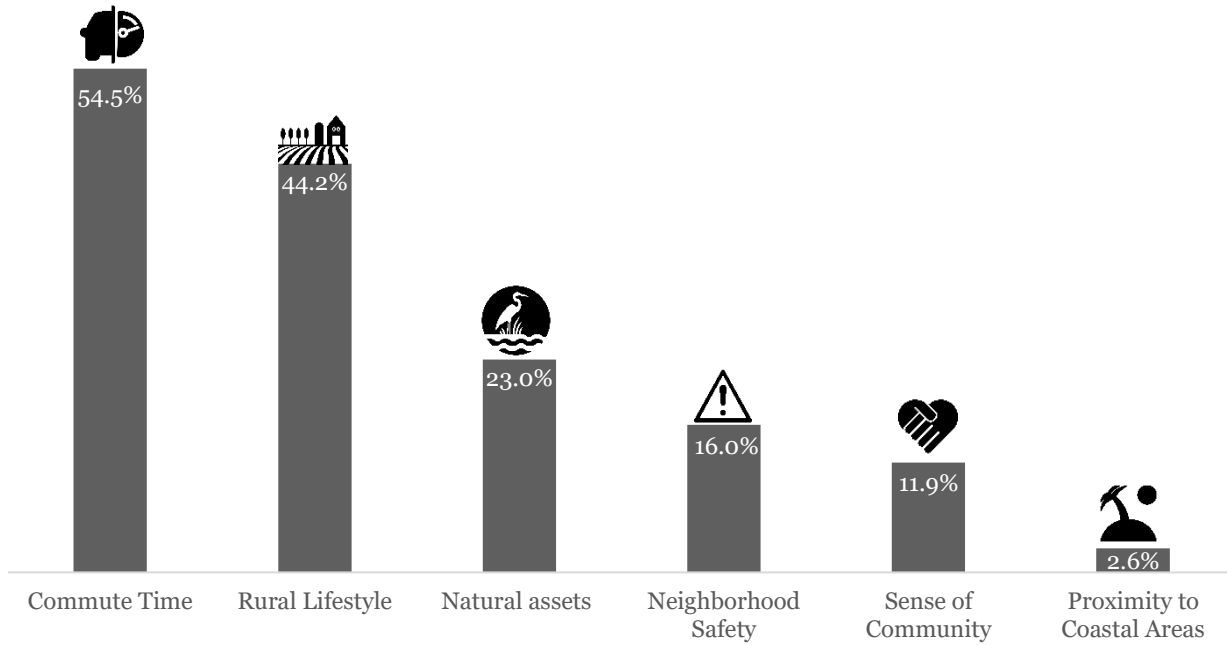


High demand for indoor and outdoor activities

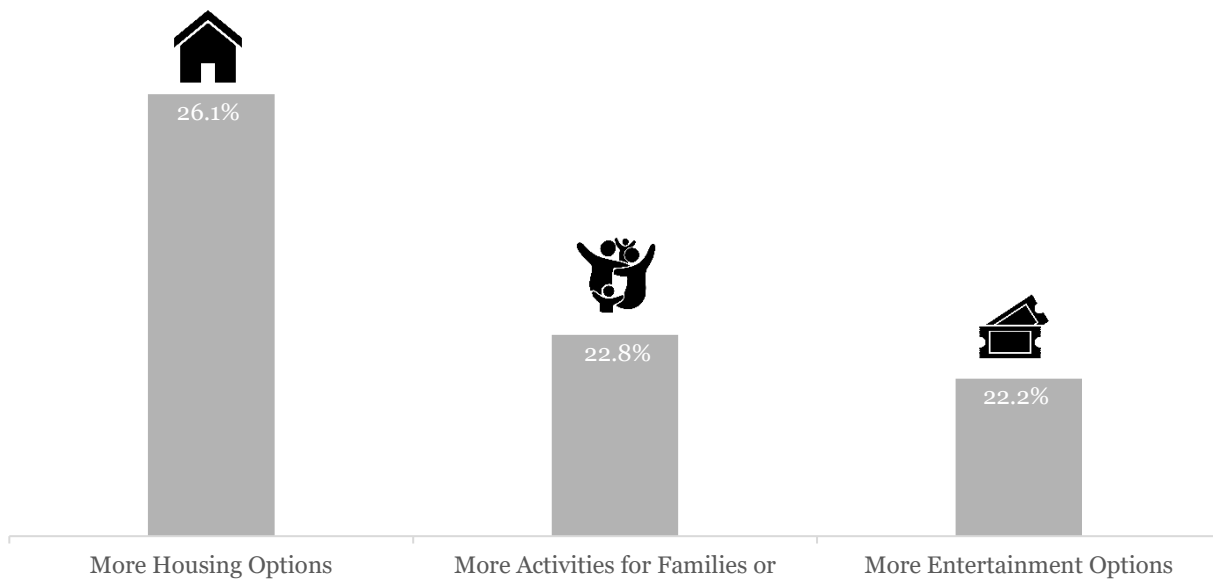


This survey, administered spring 2017, reports the perspective of a broad range of community stakeholders across Hendry County. This information will inform the development of the Hendry County Economic Development Strategic Plan.

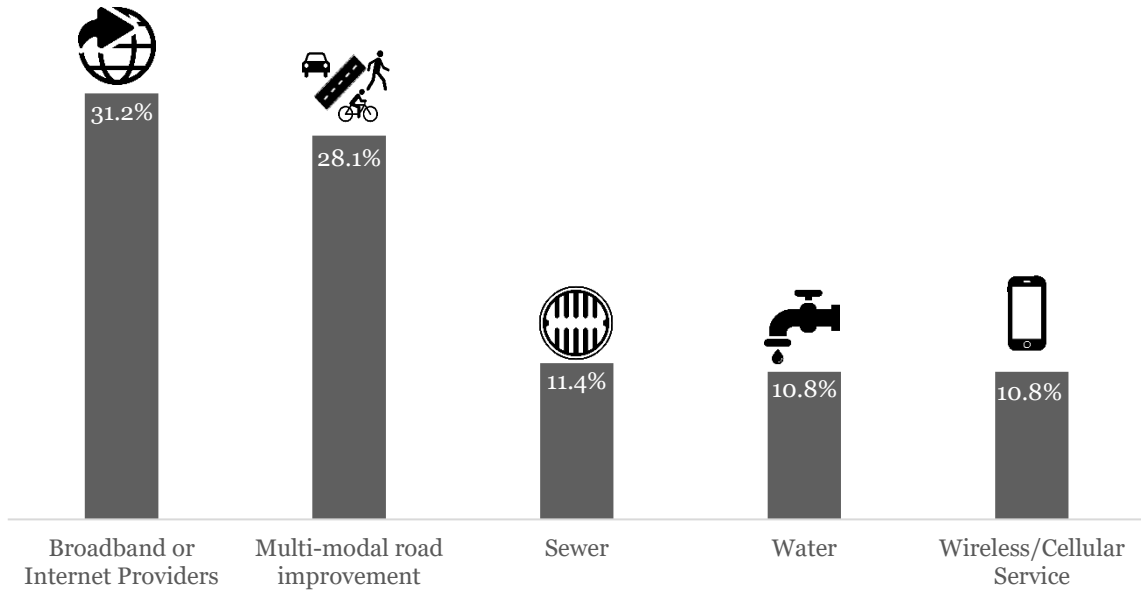
Best Amenities in Hendry County



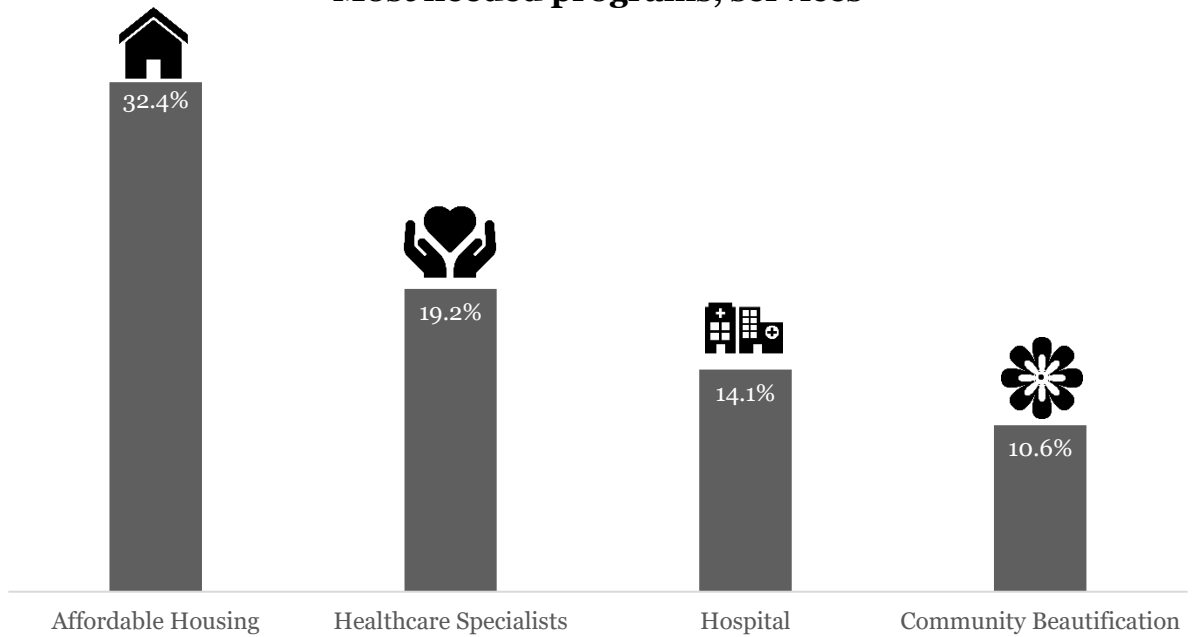
Amenities missing from Hendry County



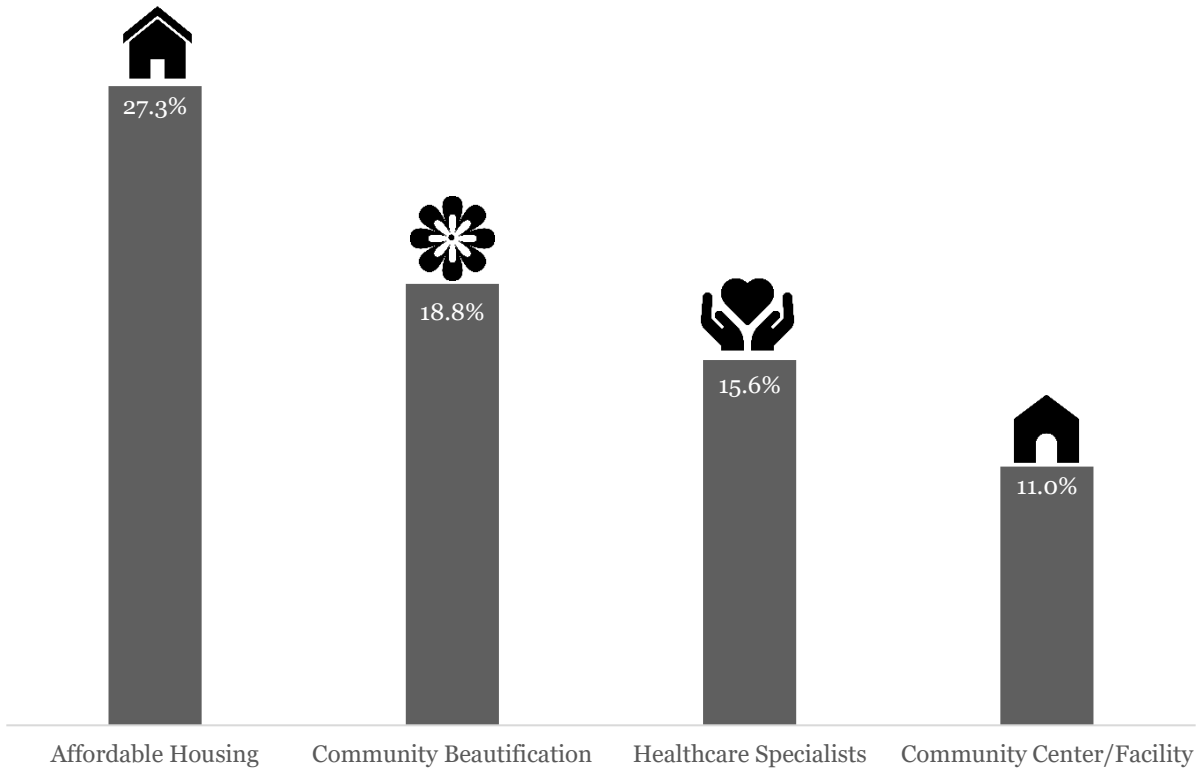
Needed infrastructure in Hendry County



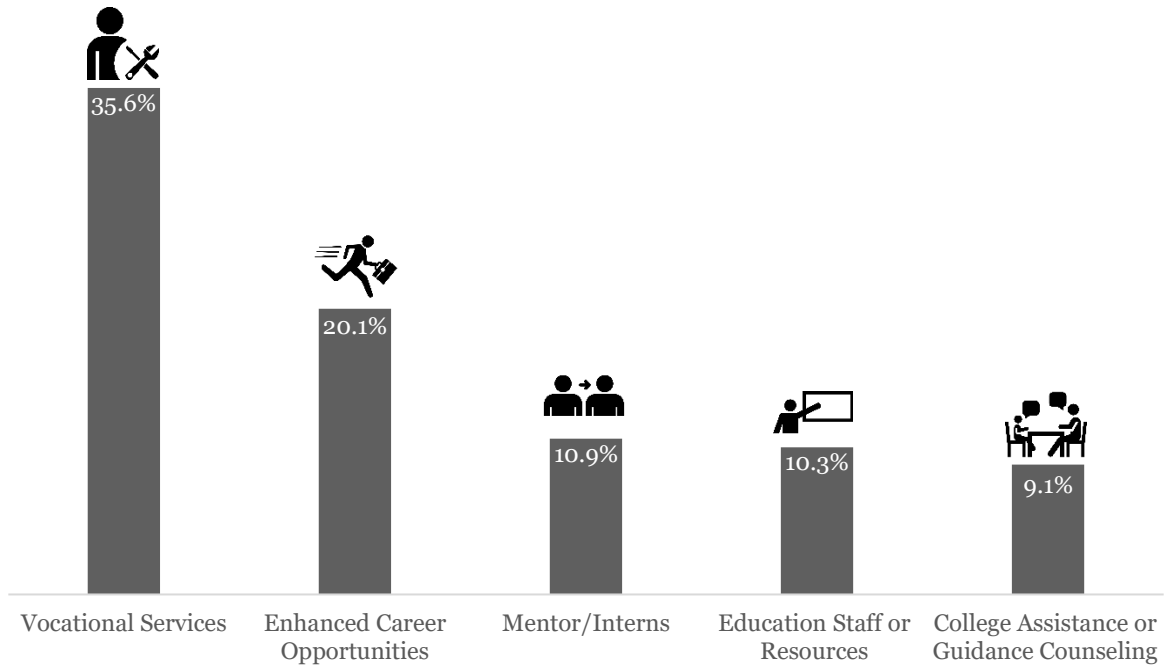
Most needed programs, services



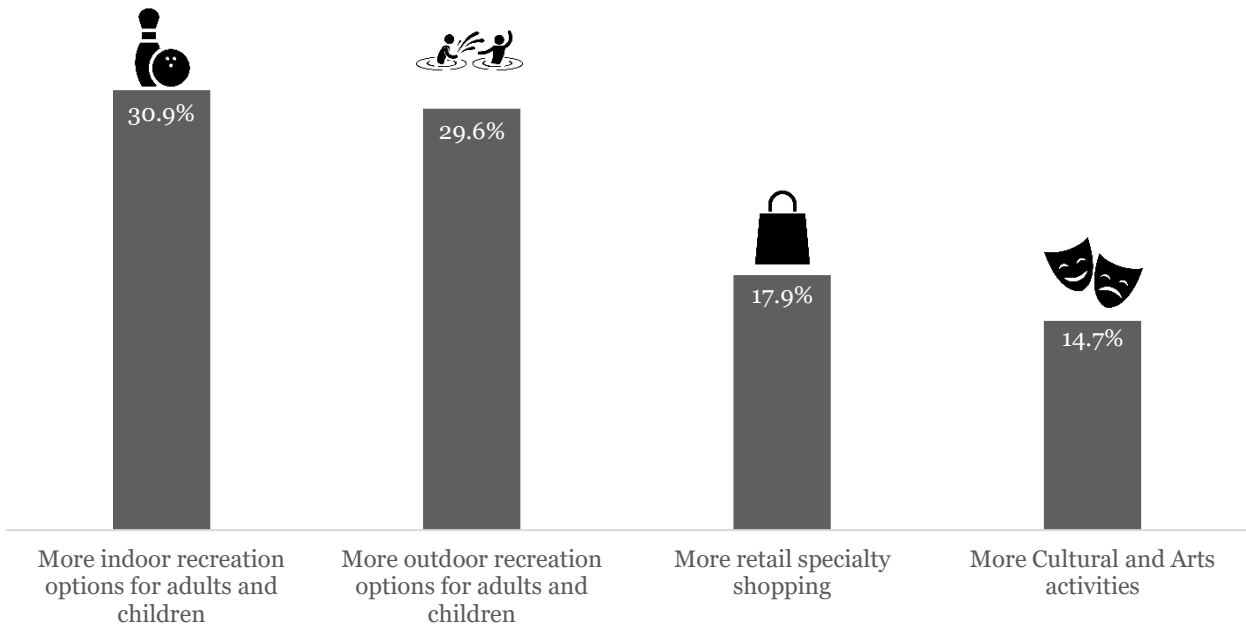
Best program, service for short term return



Most important for youth education



Most desired leisure activities



10. Appendix 3 – Kickoff Report

Hendry County Community Research Summary

Top Challenges

Top Desired Changes



Access to health care



Focus on technical education

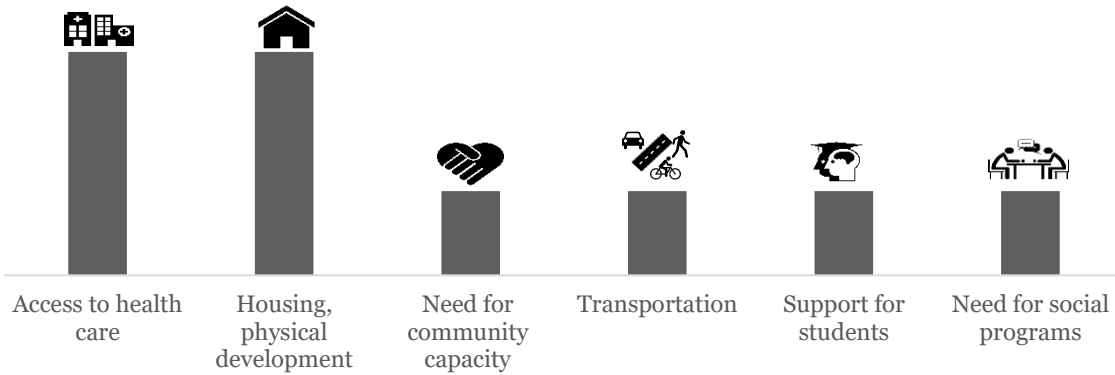
Affordable and workforce housing



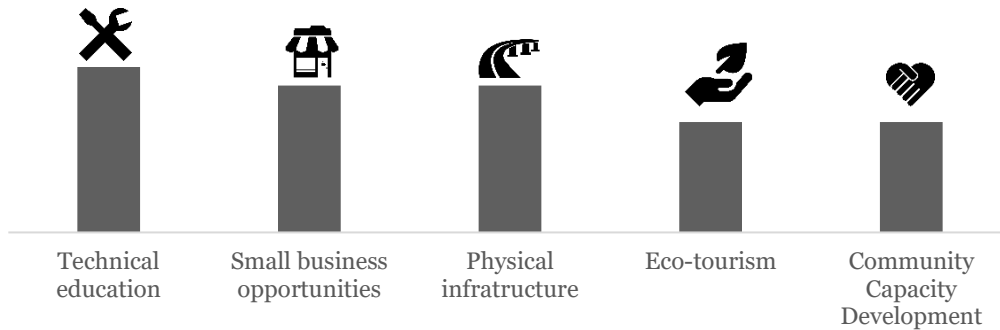
More small business opportunities and support



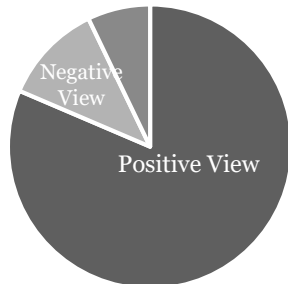
Most discussed challenges in Hendry County



Most discussed desired changes in Hendry County



What kind of community narrative exists?



Most respondents, 81.4%, attending the community engagement session had a generally positive view of their community. However, there were some who held mixed or negative views, focusing on a lack of collaboration and amenities. Most of the positive narratives focused on the small town feeling and environmental resources, indicating that these are widely valued aspects of Hendry County.

What is the current community context?

When asked “What’s really going on in your community” Hendry County stakeholders spoke most frequently about community events, local organizations, and environmental assets.

What challenges do people in Hendry County face related to economic development?

The most commonly cited issues Hendry County people discussed are access to health care, access to affordable and workforce housing, a lack of community cohesiveness and collaboration, transportation and complete streets, support for students, and the need for more social welfare programs. One kickoff participant from Clewiston noted particularly “Our ability to bring everyone to the table to get things done will benefit the community our govt and our students. I feel we all have the same goals. We just have to understand that it's not about leadership it's about our citizens.”

What changes do community members want to see?

The top changes Hendry County community stakeholders want to see include more emphasis and support on technical education, small business support and opportunities, development of the physical infrastructure to support business development, eco-tourism, and continued development of community capacity including better collaboration and stakeholder engagement. One participant from LaBelle stated “Education: enlighten leaders to benefits of change, alternative education for students that aren't going to college.” When it comes to community capacity development, a participant from Clewiston noted “Our leadership has to come together and see the need of our people. Emotions, feelings and this is the way we always did it must be checked at the door. The people must be at the forefront. The people are not looking for handouts...”

Who is trusted to make change?

Hendry County community stakeholders trust local leaders and the local government to make the changes they want to see in their community. However, it should be noted that there is a significant wave of distrust of local leaders and government, as well. This further indicates a need for broader community stakeholder engagement and focused communication efforts. Local organizations are also well trusted.



How willing are community members to take a role in the changes they want to see?

All community stakeholders involved in this process thus far want to take an engaged role to make the changes they want to see in their communities. Advocacy for favored policies and personal leadership were most often cited.



11. Appendix 4 - – Banyai Bio

Dr. Cindy Banyai is the founder and Principal Consultant of Banyai Evaluation and Consulting, LLC. She also teaches in the Department of Political Science and Public Administration at Florida Gulf Coast University. Dr. Banyai received her Master's and Ph.D. from Ritsumeikan Asia Pacific University in Japan where her research focused on community development, public administration, evaluation, and governance. Her works have been published in peer-reviewed journals such as Rural Society and Asia Pacific World. She also edited and contributed to the books The Public Administration Handbook of Japan and Global Movements of the Asia Pacific. Dr. Banyai's first solo book, Community Capacity and Development - New Approaches to Governance and Evaluation, was published in 2011. Her latest publication, focusing on her work in Southwest Florida, was published in 2016 in the Journal of Community Development. S

Dr. Banyai has worked in the field of community development since 2000, including 2 years with Michigan State University Community Outreach and 11 years as a consultant (clients such as JICA, IREX, and the Southwest Florida Community Foundation). Through her work she has exercised skills such as facilitation, research and reporting, and participatory engagement practices.

In 2012, she joined the start-up nonprofit, Around the Clock Caring, as its first Executive Director to develop the organization's infrastructure and practice to provide housing and services to homeless families. She gained valuable insights about poverty, housing, and homelessness, while conducting research and evaluation for the organization and participating in local resource networks and advocacy groups.

She received the Donald W. Littrell New Professional Award in 2015 from the Community Development Society for her work on regional initiatives at the Southwest Florida Community Foundation and for her commitment to community-based advocacy organizations such as BikeWalkLee.



12. Appendix 5 - Plan Logical Framework



Regional Aligned Outcomes	End Outcomes	Intermediate Outcomes	Program/ project outcomes	Strategies/ Activities	Time-frame	Champion	Inputs - needed	Inputs - assets
	Increased access to high speed internet	Increased access to public wifi in Hendry County	Increased knowledge on areas of need and internet connectivity in Hendry County Increased number of community wifi hubs	Wifi Strategy Conduct study to identify most underserved communities, optimal locations for neighborhood and community wifi hubs, and most cost effective approach to address access issues Pursue public wifi in neighborhoods based on information	2018	Hendry County Administration	Funds for assessment design and implementation Funds for staff coordination Funds for equipment, install Funds for advertisements	Hendry Economic Development Tech & Hendry BOCC IT - Business case for public wifi Innovation Task Force schools IT Staff Local ISPs
STAR BE 7 - Promote diverse transportation modes, including walking, biking, and public transit, that are safe, low-cost, and	Better access, ease of use for all road users	Increased number of Hendry County residents reporting satisfaction with road access	Increased number of sidewalks on Hendry County roads Increased number of bike lanes on Hendry County roads	Road strategy Adopt a multi-modal street-user policy that addresses all users, applies to all projects with limited exceptions, and includes specific next steps for implementation	2018	Hendry County Administration	Funding for planning consultant	



<p>reduce vehicle miles traveled</p>	<p>Increase transportation accessibility and access to non-motorized transportation and connections to public transit</p>	<p>Increase the percentage of households with access to public transit Increase the mileage of sidewalks, particularly on arterial or collector roads, that connect people with destinations</p>	<p>Improved road design and multi-modal access in county comp plan</p>	<p>Transit strategy Explore Liberty Mobility Now Multi-modal transportation road improvement planning (sidewalks, bike lanes)</p>	<p>2017</p>	<p>Hendry County Administration</p>	<p>Funding for planning consultant</p>	<p>FDOT bridge plan - LDRC planning, Labelle connectivity planning, HRTPO retrofitting</p>
<p>STAR BE 4 - Construct, preserve, and maintain an adequate and diverse supply of location-efficient and affordable housing</p>	<p>Increased access to affordable workforce housing</p>	<p>Demonstrate that there are at least 80% of Census block groups where a household earning the Area Median Income (AMI) would spend less</p>	<p>Increased number of affordable housing developers interested in Hendry County</p>	<p>Housing strategy Develop a comprehensive housing strategy - Road improvement in plotted communities, water and sewer development, coordinate intake point for affordable housing programs Habitat/USDA, Attract affordable housing developers - roundtable discussion with</p>	<p>2017</p>	<p>Hendry County Administration</p>	<p>Funds for engage consultant to create plan to attract affordable housing developers</p>	<p>SHIP/SAIL</p>



<p>options for all residents</p>		<p>than 45% on housing and transportation combined</p> <p>Demonstrate new affordable housing starts are being produced at a rate of 5% annually</p>	<p>Increased connections with regional jurisdictions on topic of affordable housing</p> <p>Increased connectivity with local nonprofits on affordable housing</p>	<p>developers/builders, create interactive tool to showcase potential housing development areas in Hendry,</p> <p>Collaborate with other jurisdictions to address affordable housing and location efficiency needs in the region</p> <p>Partner with nonprofit organization(s) to provide education, counseling, and financial assistance to homebuyers or renters</p> <p>Technical education strategy</p>				
<p>Promise Zone SECTION IV- PART B1 Subgoal 2 - Train Residents for Jobs and Connect Them with Employers</p> <p>FMC 2.2. Increase</p>	<p>Demonstrate progress towards 45% post-secondary attainment by 2025 including associate, bachelor, and graduate/professional degrees</p>	<p>Increased access to technical, vocational education</p>	<p>Increased alignment with local post-secondary providers and local businesses</p>	<p>Train workforce - Adopt a workforce development plan or comprehensive strategy to educate, train, and prepare residents for local employment opportunities</p> <p>Align local economic development policy strategies with workforce development programs</p>	<p>2017</p>	<p>Hendry County Administration</p> <p>Hendry County School District</p>	<p>Funding for new programs</p> <p>Funding for alignment facilitation</p>	<p>HCSD machining program</p> <p>local businesses</p>



<p>enrollment in technical education</p> <p>STAR EJ-6 - Workforce Readiness: Prepare the workforce for successful employment through increasing attainment of post-secondary education and improving outcomes of workforce development programs</p>			<p>Increased knowledge on local workforce readiness</p> <p>Increased number of post-secondary programs available in Hendry County</p>	<p>Create a workforce development committee to align post-secondary education, workforce development training programs, and economic development strategies</p> <p>Create data-sharing agreements between local governments, private sector employers, and educational entities to maximize the availability and use of data in economic and workforce</p> <p>Produce an annual report that tracks workforce readiness performance measures development planning</p> <p>Support expansion of community college or other credential-granting programs to address then educational and training needs of the local workforce</p> <p>Invest in community college or other credential-granting program facilities and capital improvements to accommodate residents and members of the local workforce</p>				
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<p>FMC 1.3. Increase high school graduation rates in SWFL toward 90%</p> <p>STAR EAC 3 - Educational Opportunity & Attainment: Achieve equitable attainment of a quality education for individuals from birth to adulthood</p>	<p>Better prepared workforce</p> <p>Reduce secondary education equity gaps</p>	<p>Increased number of students completing post-secondary with work experience</p> <p>Increase, or maintain at 90% or above, the average 4-year adjusted cohort high school graduation rate for all students in all public schools in the jurisdiction from each race/ethnicity, special education, English language learners, and low-income subgroup of students</p>	<p>Increased number of Hendry County businesses using OJT</p> <p>Increased number of collaborative partners engaging in education improvement</p> <p>Increased percentage of parents involved in high school education</p> <p>Increased number of opportunities for students to complete high school</p>	<p>Work experience strategy</p> <p>CareerSource support staff in Hendry EDC office, Expand OJT to Hendry County businesses</p> <p>Graduation strategy</p> <p>Engage local education authorities, teachers, families, and young people to advance collaborative decision-making and a community-driven framework for improving education</p> <p>Strengthen opportunities for parental and community involvement in schools</p> <p>Offer multiple pathways to graduation as a way to improve educational outcomes for students</p> <p>Implement career pathway initiatives</p>	<p>2017</p> <p>2018</p>	<p>Hendry County Administration</p> <p>CareerSource</p> <p>Hendry County School District</p>	<p>Funds for OJT</p> <p>Funds for education consultant to help develop education plan</p> <p>Fund for parental involvement programs</p>	<p>Academies</p> <p>Hendry County businesses</p> <p>EDA grant on vocational training facility development</p>
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			Increased number of students involved in career pathways					
	Reduce post-secondary equity gaps - Demonstrate an increasing percentage of individuals within each racial, ethnic, and gender subgroup have obtained a high-quality post-secondary educational degree or credential over time	Increased number of students completing post-secondary programs on time Increased number of students interviewing with local companies	Increased alignment between post-secondary providers and Hendry County businesses	Post-secondary strategy Align post-secondary programs with needs of local businesses by creating a single point of entry, financial support, and connections with local businesses	2017	Hendry County School District CareerSource	Funds for alignment facilitation	Hendry County School District programs local businesses
STAR HS 5 - Health Systems: Provide high quality local health	Increased access to health care facilities	Increased number of people using HRMC services	Increased number of hours medical center open, increased	Hospital strategy Extend hours of operation at the medical center to relieve emergency services. Survey and coordinate with the community to	2018	Hendry County Administration	Funding for collaboration facilitation	Clewiston Hospital HRMC Convenient Care



<p>systems that are accessible and responsive to community needs</p>	<p>Improved health outcomes for Hendry County</p>	<p>Increased access, availability of health care services</p>	<p>knowledge on local medical needs</p> <p>Increased collaborative governance of local medical system</p> <p>Increased knowledge of local health system capacity</p> <p>Increased number of medical professionals employed in Hendry County</p> <p>Increased monitoring and evaluation of</p>	<p>understand and meet the need</p> <p>Establish a governance model between the health department, local healthcare providers, and community health organizations that supports local and regional collaboration for improving community health</p> <p>Public Health Strategy</p> <p>Conduct a local Public Health System Assessment to identify the components, competencies, and capacities of essential service providers</p> <p>Implement strategies to recruit medical professionals to the community or to areas of need in the community</p> <p>Use a performance management system to monitor and improve</p>	<p>2018</p>	<p>Hendry County Administration</p>	<p>Funding for assessment</p> <p>Funding for development of performance measurement system</p> <p>Funding for medical professional recruitment</p>	<p>Clewiston Hospital, other Hendry County medical providers</p>
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<p>STAR BE 6 - Create a system of well-used and enjoyable public parkland that feature equitable, convenient access for residents throughout the community</p>	<p>Increased access, availability of recreational facilities</p>	<p>Provide ample parkland based on population density as follows:</p> <ul style="list-style-type: none"> • High: 6.8 acres per 1,000 residents • Intermediate-High: 7.3 acres per 1,000 residents <p>Demonstrate that housing units are located within a 1/2-mile walk distance of</p>	<p>Hendry County health services</p> <p>Improve trail and park facilities in Hendry County</p> <p>Increased understanding of economic impact of public parks in Hendry County</p>	<p>health services and programs that promote positive health outcomes and expand access to health care</p> <p>Outdoor Recreation Strategy</p> <p>Sun Trail connectivity, Add facilities/rest areas, promote public access locations on comprehensive pathways</p> <p>Conduct a study regarding the economic impact of public parklands on the local economy to understand their contributions to community satisfaction and tourism</p> <p>Adopt regulatory strategies or development incentives to create, maintain, and connect public parkland</p> <p>Adopt site design guidelines for new public parklands and improvements to existing facilities to strengthen</p>	<p>2018</p>	<p>Hendry County Administration</p>	<p>Funding for trail expansions, improvement</p> <p>Funding for study</p>	<p>Army Corps Trails around Lake O</p> <p>Comprehensive pathways plan</p>
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		<p>public parkland</p> <p>Demonstrate that 90% of households are located within 3 miles of off-road trail access based on population density as follows:</p> <ul style="list-style-type: none"> • High or Intermediate -High: 85% or greater • Intermediate -Low or Low: 70% or greater • Intermediate -Low: 13.5 acres per 1,000 residents • Low: 20.3 acres per 1,000 residents <p>Demonstrate that 66% or more of</p>		<p>environmental benefits and provide visitor amenities</p> <p>Create an advisory board to regularly receive feedback from residents and organizations regarding planning, decision-making, and other issues affecting the quality and availability of public parklands</p> <p>Consistently invest sufficient capital and operational funding to create and maintain parklands</p>				
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<p>STAR EAC 2 - Community Cohesion: Promote socially cohesive neighborhoods where residents are connected, have a sense of place, and feel committed to their community</p>	<p>Increased access to public spaces and activities</p>	<p>surveyed residents respond favorably regarding the quality of the community's public park system</p> <p>Demonstrate that at least 75% of residents live within 1 mile of a community venue that is open to the public and offers free services and/or events for residents</p>	<p>Increased number of public centers/spaces in Hendry County</p> <p>Increased number of activities available in Hendry County</p>	<p>Community activities strategy</p> <p>Support development of youth, family center</p> <p>Provide direct funding and management of at least 2 types of community and neighborhood venues AND provide financial or logistical support for at least 2 types of publicly accessible neighborhood events, activities, and programming</p>	<p>2018</p>	<p>Hendry County Administration</p>	<p>Funding for public centers/spaces</p> <p>Funding for public events</p>	<p>Current Hendry County public parks, natural resources and undeveloped spaces</p>
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<p>Promise Zone SECTION IV- PART B2 Subgoal 1 - Provide Resources to Help Small Businesses Form and Grow</p> <p>STAR EJ 3 - Local Economy: Create an increasingly self-reliant community through a robust local economy that strongly supports small independent businesses</p>	<p>Growth and development of local businesses</p>	<p>Increased support for small businesses</p>	<p>Increased number of locally produced products and businesses</p> <p>Increased knowledge on local business needs and desires</p> <p>Increased collaboration on decision-making with local business community</p>	<p>Think Local Strategy</p> <p>Adopt an economic localization plan to increase local production for local consumption and export</p> <p>Formally engage with the business community on a monthly or quarterly basis to improve economic conditions and address specific needs</p> <p>Appoint an advisory body to provide recommendations and represent the business community in local decision-making</p> <p>Provide direct services and trainings tailored to the needs of the business community</p> <p>Support innovation - Provide focused support, resources, and services to young entrepreneurial companies through business incubators</p> <p>Create or support promotional campaigns to bank locally, buy locally, or</p>	<p>2018</p>	<p>Hendry County Administration</p>	<p>Funds for local business incentives</p> <p>Funds for business engagement</p>	<p>Hendry County businesses</p> <p>Labelle downtown revitalization</p> <p>RPC Clewiston downtown study</p>
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<p>STAR EAC 2 - Community Cohesion: Promote socially cohesive neighborhoods where residents are connected, have a sense of place, and feel committed to their community</p>	<p>Preserve sense of place around Hendry County</p>	<p>Demonstrate an increased percentage of residents reporting positive levels of neighborhood cohesion through community surveys</p>	<p>Increased number of people using Daniels School/Kid Jones Park</p>	<p>buy from small and independent businesses and retailers</p> <p>Connect entrepreneurs and business owners with lenders and investors to facilitate investment in the local economy</p> <p>Encourage commercial district revitalization</p> <p>Park restoration strategy</p> <p>Daniels school/Kid Jones park restoration</p>	<p>2018</p>	<p>Hendry County Administration</p>	<p>Funds for park improvement</p>	<p>Current public spaces</p>
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<p>STAR EAC 2 - Community Cohesion: Promote socially cohesive neighborhoods where residents are connected, have a sense of place, and feel committed to their community</p>	<p>Build community leadership</p>	<p>Increased community capacity in Hendry County neighborhoods</p>	<p>Increased knowledge of community assets and resources in Hendry County neighborhoods</p>	<p>Networks strategy</p> <p>Asset mapping, engagement, community visioning for Ford/Sunset Park, Harlem using Vista</p> <p>Conduct a survey or evaluation to demonstrate existing levels of social capital and community cohesion throughout the community</p> <p>Maintain a publicly accessible inventory of social networks and groups (e.g. block captains, civic organizations, trusted elders) organized by geography or neighborhood</p> <p>Collaborate with neighborhood associations, civic groups, and local service providers to identify and address neighborhood-specific needs</p> <p>Establish and support neighborhood advisory councils to build the social capital of neighborhoods and bring issues to the</p>	<p>2018</p>	<p>Hendry County Administration</p>	<p>Funds for community assessment, digital consultant to operationalize asset inventories and share on public website</p>	<p>Vista volunteer</p>
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<p>STAR HS-3 - Emergency Management & Response: Reduce harm to humans and property by utilizing collaborative</p>	<p>Improve resiliency to disaster</p>	<p>Demonstrate that the emergency management community is prepared to manage emergency incidents</p>	<p>Increased number of emergency shelters with available accommodations</p>	<p>attention of the local government</p> <p>Adopt a local comprehensive plan for emergency response that includes provisions for evacuating low-income, disabled, and other persons likely to need assistance</p> <p>Integrate departmental and jurisdictional interoperability into public safety communications systems</p> <p>Perform an annual review or assessment of plans, procedures, resources, and trainings based on emergency response incidents and demands</p> <p>Emergency management strategy</p> <p>Establish more shelters, especially with pets and medical issues, new generators, Hardening of facilities (Generators, shutters for Clewiston Hospital)</p>	<p>2017</p>	<p>Hendry County Administration</p>	<p>Funding for priority area for coastal evacuations</p>	<p>Emergency operations center - expanding emergency communications ability, growing volunteers</p>
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<p>approaches to increase capability and capacity to respond to emergency incidents</p>		<p>involving all threats and hazards</p>	<p>Better equipped emergency shelters</p> <p>Better understanding and access of local emergency resources</p> <p>Increased capacity of local emergency response</p>	<p>Develop a NIMS-compliant local inventory of assets and resources available for emergency response and mutual aid requests</p> <p>Publish information to encourage residents to develop emergency kits and evacuation plans, and encourage businesses to develop emergency procedures and shelter-in-place plans</p> <p>Participate in cross-department/agency interstate, statewide, regional, or inter-jurisdictional mutual aid response systems</p> <p>Participate in a regional emergency planning commission</p> <p>Participate in discussion-based and operations-based exercises that involve the public and emergency management personnel from multiple departments and/or multiple jurisdictions</p>				
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<p>Promise Zone SECTION IV- PART B1 Subgoal 1 - Attract New Businesses</p> <p>STAR EJ-1 - Business Retention & Development : Foster equitable economic prosperity and stability by retaining and expanding businesses in all neighborhoo ds with support from the business community</p>	<p>Attract new business</p>	<p>Demonstrate an increased number of business establishmen ts in the jurisdiction over time</p>		<p><i>New business strategy</i></p> <p>Provide direct financial assistance to businesses</p> <p>Attract more businesses in vicinity of the airport: Coordinate with FDOT regarding aviation, freight and logistics, Coordinate with Hendry County regarding the Hendry County Comprehensive Plan and Land Development Code</p> <p>Collaborate with the Heartland Regional Transportation Planning Organization (HRTPO) regarding short-term and long-term planning of aviation facilities</p>	<p>2017</p>	<p>Hendry County Administra tion</p>	<p>Funds for consultant to do corridor plan (\$150,000)</p> <p>CDBG - economic development</p>	<p>No impact fees</p> <p>Strategic site assessment</p>
	<p>Retain and grow existing businesses</p>	<p>Increased dollars invested and retained in Hendry County</p>	<p>Increased amount of businesses staying and investing</p>	<p><i>AirGlades strategy</i></p> <p>Air Glades airport development: Change policy on city water access around airport</p>	<p>2017</p>	<p>Hendry County Adminis- tration</p>	<p>airport overlay (\$175,000) - EDA</p>	<p>SR80 corridor planning</p>



			around airport Increased number of medical marijuana dispensaries	Develop infrastructure of parcels around airport Utilize tax incentives to retain or expand businesses, change policy to allow for med marijuana dispensary				
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