2018 REGIONAL COMPETITIVENESS REPORT

TAMPA BAY PARTNERSHIP

in collaboration with

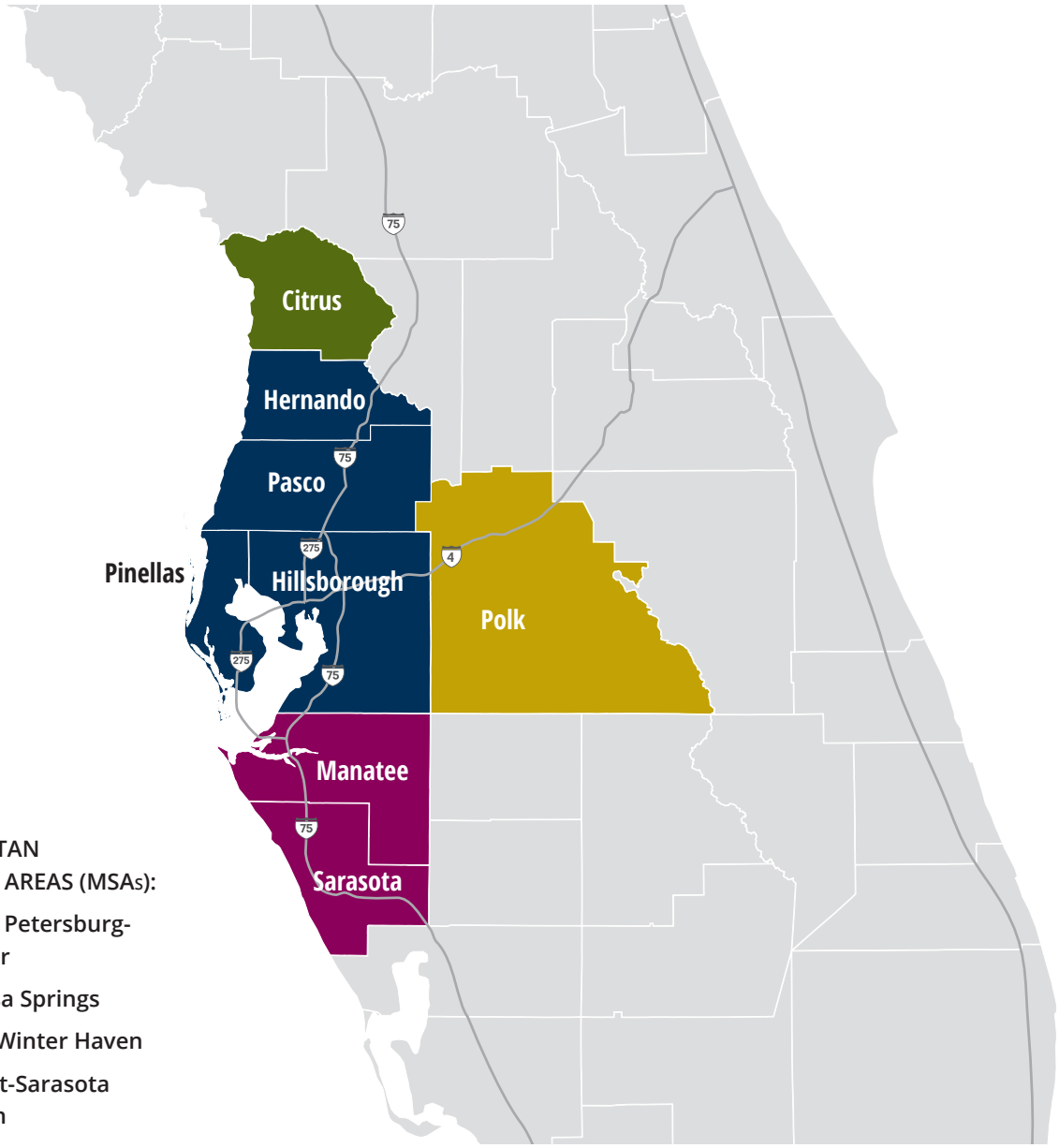
COMMUNITY FOUNDATION OF TAMPA BAY

United Way

United Way Suncoast

THE REGIONAL COMPETITIVENESS REPORT examines the Tampa Bay region's relative performance across a variety of economic competitiveness and prosperity indicators. What then, exactly, is the Tampa Bay region? The data presented in this report is for the eight counties of Citrus, Hernando, Hillsborough, Manatee, Pasco, Pinellas, Polk, and Sarasota. The region can also be described as the combination of four Metropolitan Statistical Areas (MSAs): Tampa-St. Petersburg-Clearwater (Hernando, Hillsborough, Pasco, Pinellas), Homosassa Springs (Citrus), Lakeland-Winter Haven (Polk) and North Port-Sarasota-Bradenton (Manatee, Sarasota). In instances where we combine county-level data, or MSA-level data, to create a regional value, we do so by weighting the component values by an appropriate factor – population, number of households, etc. – and it should be noted that, in most instances, the regional value remains close to the "core" value of the Tampa-St. Petersburg-Clearwater MSA.

A data appendix, detailing – as available – the indicator values at the county and MSA level is available at regionalcompetitiveness.org.



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WELCOME TO THE FIRST annual ***Regional Competitiveness Report.*** This project provides a data-based assessment of Tampa Bay's strengths and weaknesses across a diverse set of indicators that, together, serve as a framework for prosperity. Most importantly, the report benchmarks Tampa Bay against 19 other peer and/or aspirational areas in the US, selected because of generally similar attributes.

Before one starts to draw definitive conclusions from the data in this report, consider this caveat: ***good research asks more questions than it answers***. If this report is doing its job, it will provoke further discussion and analysis that will help develop strategies for improved performance.

Some highlights from the *Regional Competitiveness Report*:

- Tampa Bay performs very well in the following areas: job growth (2nd), net migration (3rd), levels of congestion (3rd), gross regional product growth (3rd), and the growth of our advanced industries as a share of our economy (3rd).
- In just about every other driver and indicator (exception noted below) Tampa Bay performs in the middle of the pack of 20.
- The indicators that define the quantity and quality of talent available in the market also mark the region's greatest challenge. In general, the labor force participation rate is very low, meaning the population base is here but not enough people are actively employed or seeking jobs. In addition, levels of educational attainment among the adult population are relatively low. If the region wants higher-wage, higher-skilled jobs, it will need a strategy to develop, retain and attract the educated workforce that these jobs demand — whether it's certificates or traditional academic credentials such as associate, bachelor, and advanced degrees.

The publishers of this report ask readers and users to understand that this is the FIRST edition of the *Regional Competitiveness Report.* As critical as we are, we have already identified many ways in which the report can and will be improved. We look forward to hearing directly from you how we can do a better job of presenting Tampa Bay by the numbers.

THE COMPETITIVE SPIRIT OF TAMPA BAY is on full display. Whether it's the cranes in the sky, new international flights or national conventions and Super Bowls, our community projects an undeniable optimism. Tampa Bay's core, represented by the Tampa-St. Pete-Clearwater MSA, is the 18th largest metro area in the United States; when one takes into account the greater Tampa Bay region, with its eight counties (see inside front cover), our national ranking becomes even more profound.

The more we aspire to greatness, the more we understand that we're competing — for people, companies, jobs and investment — with other metro areas across the nation. With any effort to improve and compete, we first need to identify what drives our competitive spirit, quantify where we stand and then develop a way to measure — and benchmark — our progress.

That, in a nutshell, is the purpose of this inaugural *Regional Competitiveness Report*, presented in collaboration with our partners at the Community Foundation of Tampa Bay and United Way Suncoast. The data begins to show us where we are doing well, and where there's room for improvement. We hope that this annual report helps to drive collaborative and collective action towards efforts to be the best we can be. Future editions will report our success in that regard.

Sincerely,

Rhea Law,
Chair, Florida Offices, Buchanan, Ingersoll & Rooney PC

Chair,Tampa Bay Partnership

Chuck Sykes,
President and CEO, Sykes Enterprises, Inc.

Chair, Regional Indicators Task Force

Rick Homans,
President & CEO, Tampa Bay Partnership

AS TWO OF THE CORNERSTONE PHILANTHROPIC organizations in the Tampa Bay region, we are steadily adopting the tenets of "collective impact," a collaborative approach allowing multiple organizations to coordinate efforts through a common agenda. By working together in this way, we can address complex issues of regional importance more effectively.

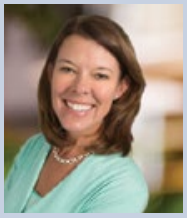
Though each of our organizations and our partners have different operating frameworks and missions, our common goal is regional prosperity.
The underlying principles of collective impact are:

- Choosing a common goal for change
- Collecting data and measuring results
- Mutually reinforcing activities
- Engaging in continuous communication
- Identifying a backbone organization to staff and coordinate the effort

The *Regional Competitiveness Report* is a real-life example of collective impact. It results from a collaborative effort with the Tampa Bay Partnership and conversations with more than 90 public, private and nonprofit organizations throughout the Tampa Bay region.

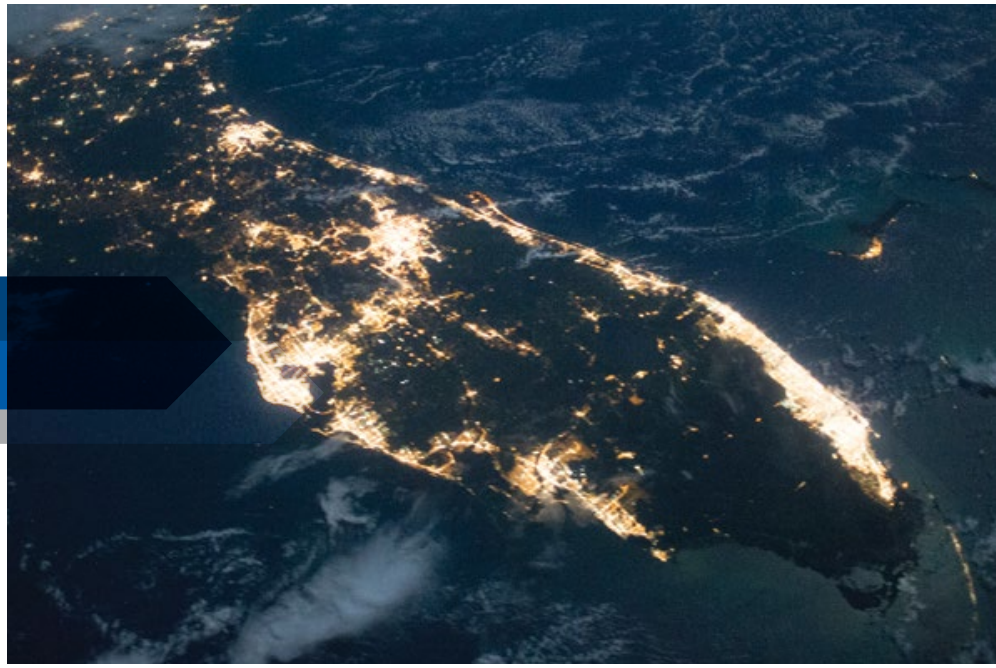
It identifies key metrics that matter to all of us, and it delivers data that benchmarks our community's performance against 19 other communities that we consider peer, or aspirational. This report provides a platform for us as we develop our common agenda and work collaboratively to solve the complex challenges our community faces. We look forward to continuing this partnership and achieving results that can only be achieved together.

Sincerely,



Suzanne McCormick,
President & CEO
United Way Suncoast

Marlene Spalten,
President & CEO
Community Foundation of Tampa Bay

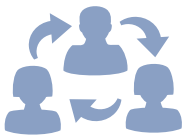


"If you can't measure it, you can't improve it."

So said management guru Peter Drucker.

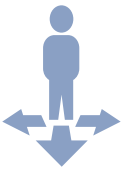
Whether the improvement effort is personal, a public or private organization or a community, best practices show that measuring key data plays a critical role in establishing strategies and achieving success.

From a review of the nation's top 20 metro areas, a Tampa Bay Partnership study found that each one has some kind of a "dashboard" or "peer review" or "economic indicator" project. Most of these efforts started at some time since 2000. Further analysis reveals common features among the projects:



COLLABORATIVE APPROACH

Identification of the metrics is the result of intensive community outreach and collaboration. The report, in the end, is "owned" by multiple stakeholders, groups and, in principle, the community at large. Leaders of the efforts are usually one or more business organizations, but in some cases it is the local newspaper or a government or quasi-government organization.



COMMON FRAMEWORK, DRIVERS

In general, each community uses a similar framework to drive prosperity. Each community customizes the titles, but common themes include: Economic Vitality, Talent, Quality of Life, Infrastructure, Innovation and Governance. Within these drivers there are specific indicators, and these are often customized depending on the specific issues and needs of the community. A relatively new development is the creation of the World Council on City Data (WCCD) which has created ISO 37120, a method for collecting, measuring and reporting on 100 indicators measuring a city's social, economic and environmental performance.

METRICS: PUBLIC, TRANSPARENT, ACCESSIBLE

The data sources are clearly identified, and the data itself is transparent and relatively accessible. It's important that the public has complete confidence in the metrics and results so the report has the highest level of integrity and credibility.

PEER AND ASPIRATIONAL MARKETS

Most reports compare the source community to peer and aspirational markets. Some communities pick a few economic development competitors for comparison purposes, while others (including Austin, Dallas, Atlanta, Charlotte, Phoenix, San Diego, Boston and Denver) compare themselves to 10 or more communities.

INDICATORS DRIVE STRATEGIC INITIATIVES

More and more, communities are tying strategic initiatives to the results of the indicator reports. Minneapolis/St. Paul is a leader in this regard, and a notable talent development initiative, "Make it MSP," resulted from identification of a looming and critical workforce shortage.

THE IDEA TO DEVELOP the *Regional Competitiveness Report* came out of the Tampa Bay Partnership's own benchmark efforts in 2015, as it shifted its organizational focus from a 20+ year history focused on business development and marketing to a new mission based on public policy and advocacy.

The Partnership staff researched peer organizations in Minneapolis/St. Paul, Columbus, Pittsburgh, Cleveland and Charlotte. They found that each of these communities — and many others — published a comprehensive dashboard of regional economic indicators. These indicators provided an important resource to determine the community's greatest needs, and served to prioritize the community's resources.

In 2016, the Partnership joined with the Community Foundation of Tampa Bay and United Way Suncoast to research, develop and publish the Regional Competitiveness Report.

The Council of Governors of the Partnership chartered the Regional Indicators Task Force in October 2016. With Chuck Sykes, CEO of Sykes Enterprises in Tampa, as Chairman, the task force began to meet regularly to provide support and advice to the project.

Sykes brought to the effort his passion and experience with organizational frameworks and community building. He became intimately involved with the process, questioning the indicators, challenging assumptions and presenting alternative viewpoints and fresh perspectives on the framework.

Bob Trigaux, business columnist and reporter for the Tampa Bay Times, embedded himself with the task force in an off-the-record capacity, and he was invited to attend all meetings related to the indicator effort.

In addition, the group developed a unique partnership with the USF Muma College of Business and its Center for Analytics and Creativity. The business school embarked on a parallel project - that had already been in development - to create an economic forecast, including a way to model the indicators in the competitiveness report to understand correlations.

The Partnership team, led by Director of Policy and Research Dave Sobush, proceeded to follow the best practices from other communities and reached out to 150+ public and private organizations and stakeholders in Tampa Bay to seek feedback. Sobush, along with University of Tampa intern Michael Hartman, proceeded to meet — in groups and individually — with over 80 of these organizations over a four-month period. In each meeting, participants offered definitions of their "customers" and they described the metrics they use to define success. They also offered their own ideas as to what metrics should be included in the report, and suggestions for which markets to benchmark against.

Hartman researched and produced a detailed study of 33 community indicator reports across the U.S., including best practices, common features and lessons learned. He documented all of the indicators that these communities study, and the cities with which they compare themselves.

Thanks to the dedication of the volunteers and staff of the Partnership, the Community Foundation of Tampa Bay and United Way Suncoast, the *Regional Competitiveness Report* came off the press and into the hands of the public and private leaders of Tampa Bay in November 2017.

PROJECT MILESTONES

OCTOBER 2016
Task Force chartered by Tampa Bay Partnership Council of Governors

DECEMBER 2016
Community Foundation of Tampa Bay and United Way Suncoast engage as primary collaborators

DECEMBER 2016
First Task Force meeting addresses the project objectives and customer needs focus

JANUARY 2017
Partnership and USF Muma College of Business agree to align respective Indicators and Economic Forecast projects; the second Task Force meeting: addresses the framework, indicators, and comparison cohort

FEBRUARY TO MAY 2017
Partnership researches more than three dozen community benchmarking reports for best practices in accessibility, independence, and indicator selection process

MARCH TO MAY 2017
Partnership engages more than 80 stakeholder organizations in over 20 meetings to gain a better understanding of customer needs and inform the indicator selection process

STAKEHOLDERS

To obtain diverse and comprehensive geographic perspective and subject area knowledge, we convened multiple gatherings of stakeholders – meeting as both residents and civic change agents – throughout Tampa Bay. We are indebted to the following organizations for their contributions of time and talent to this effort:

211 Tampa Bay Cares
Arts Council of Hillsborough County
Associated Builders and Contractors
BioFlorida Sarasota-Bradenton
BioFlorida Tampa Bay
Boys and Girls Club Sarasota
Boys and Girls Club Tampa
Bradenton Area EDC
CareerEdge Funders Collaborative
CareerSource Pasco/Hernando
CareerSource Suncoast
Catholic Charities, Diocese of St. Petersburg
Central Pinellas Chamber of Commerce
Children's Board of Hillsborough County
Citrus County Chamber of Commerce
City of Brooksville
City of Sarasota
Clearwater Regional Chamber of Commerce
Community Foundation of Sarasota County
Creative Pinellas
CREW Tampa Bay
Crisis Center of Tampa Bay
Daystar Life Center
Early Learning Coalition of Hillsborough County
Early Learning Coalition of Sarasota County
EDC of Sarasota County
Feeding Tampa Bay
Florida Blue Foundation
Florida Defense Contractors Association
Florida Department of Transportation - District 1
Florida Department of Transportation - District 7
Florida Healthy Kids
Florida Philanthropic Network
Florida SBDC at USF
Forward Pinellas
Foundation for a Healthy St. Petersburg
Greater Dade City Chamber of Commerce
Greater Hernando County Chamber of Commerce
Greater Plant City Chamber of Commerce
Greater Tampa Association of Realtors
Greater Tampa Chamber of Commerce
Gulf Coast Community Foundation
Hillsborough Area Regional Transit Authority
Helios Education Foundation
Hernando County Office of Business Development
Hillsborough Metropolitan Planning Organization
Junior Achievement
Juvenile Welfare Board
Manatee Chamber of Commerce
Metropolitan Ministries
NAIOP
Non Profit Leadership Center of Tampa Bay
Pasco EDC
Pinellas County Economic Development
Pinellas Realtor Organization
Pinellas Suncoast Transit Authority
Sarasota Manatee Manufacturers Association
Sarasota/Manatee Metropolitan Planning Organization
SMARTstart
South Tampa Chamber of Commerce
St. Petersburg Area Chamber of Commerce
St. Petersburg College
St. Petersburg/Clearwater International Airport
Tampa Bay Area Regional Transit Authority
Tampa Bay Network to End Hunger
Tampa Bay Regional Planning Council
Tampa Bay Technology Forum
Tampa Bay WaVE
Tampa Hillsborough EDC
Tampa Innovation Alliance /Innovation Place
Tampa International Airport
TEC Garage
United Way Central Florida
United Way Hernando
United Way Suncoast
University Area Community Development Corporation
University of South Florida
University of Tampa
Urban Land Institute
US Green Building Council
USF Research Foundation
Visit Tampa Bay
YMCA - Sarasota
YMCA - St. Petersburg
YMCA - Tampa

PROJECT MILESTONES

APRIL 2017
Marek Gootman of Brookings Institution emphasizes to regional leaders the importance of community measurement and attention to inclusive economic development and prosperity

JUNE 2017
Third Task Force meeting presents the recommended framework, indicators, and comparison communities that are discussed, calibrated, and forwarded to Partnership's Council of Governors for approval

JULY 2017
Council of Governors approves Task Force recommendations, including the framework, the indicators, and comparison communities

AUGUST 2017
Task Force receives and reviews data findings, and recommends publication format

OCTOBER 2017
Council of Governors formally accepts *Regional Competitiveness Report*

NOVEMBER 2017
Regional Competitiveness Report released at State of the Region luncheon

2018 AND BEYOND
Indicators drive community forums, leadership priorities, and collective impact initiatives

FRAMEWORK

THIS FRAMEWORK represents visually the complex system that is a regional economy. The outer ring lists the "drivers" or groups of leading indicators examined in this report. Working inward, the next ring lists citizens and companies as the two "customers" of a region, and the arrowheads depict the symbiotic relationship between these two groups. People need the jobs, goods and services provided by companies, and companies require both workers and markets for their goods and services. These customers make a choice to locate in a region, and meeting their needs - many of which are represented by the drivers - improves the likelihood a region will retain its existing customers, and attract new ones. At the center are the outcomes that indicate the extent to which a region's economy is growing, that the growth is enjoyed by all, and that a region is retaining and attracting customers.

ECONOMIC VITALITY (pg. 12) – measures the quantity and quality of jobs, the relative incomes that its residents earn, wealth they attain, and the economic opportunities seized by entrepreneurs.

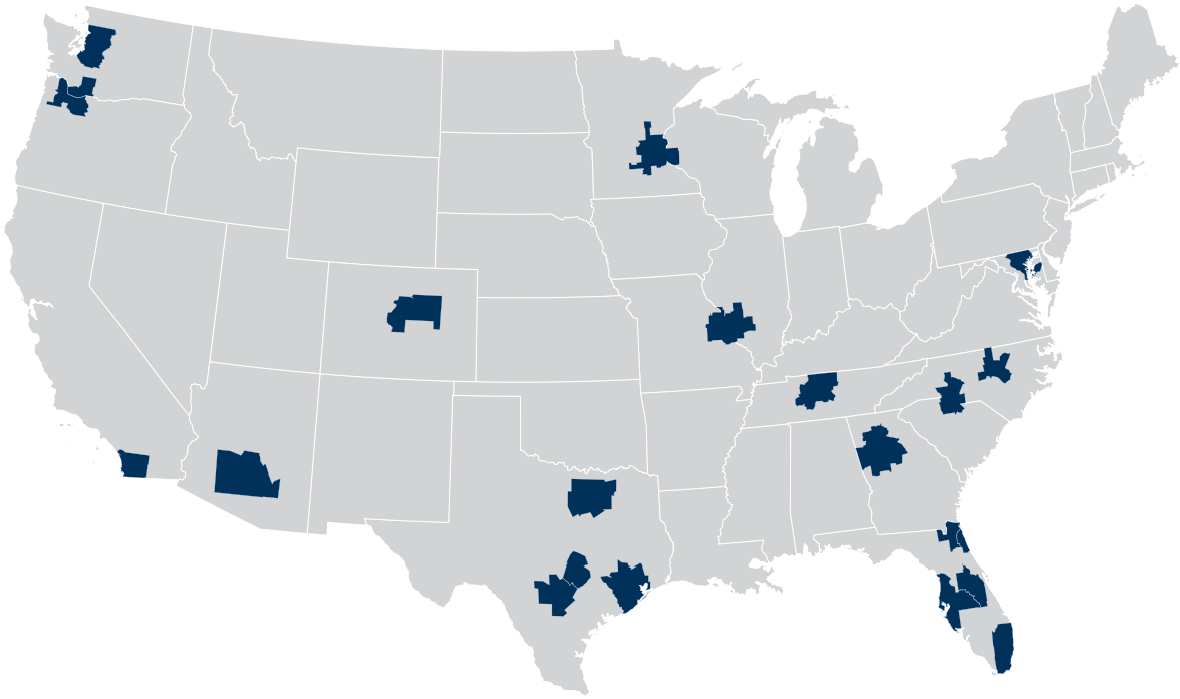
INNOVATION (pg. 22) – measures the extent to which a region and its institutions are generating new ideas, and the market's reception of these ideas.

INFRASTRUCTURE (pg. 26) – the level of infrastructure investment and quality of its performance communicates loud and clear the intent of the community to invest in its long-term future, and plays a critical role in the ability of the community to compete for new residents and jobs.

CIVIC QUALITY (pg. 44) – a healthy citizenry, safe and clean environment, and availability of recreational opportunities all impact the quality of life within a region.

TALENT (pg. 34) – building a strong pipeline of talent, from early childhood through advanced degrees, is arguably the most critical factor in regards to a community's ability to compete and prosper.

OUTCOMES (pg. 52) – represents lagging indicators of economic competitiveness and prosperity. They reflect the growth of the economy on the whole and on a per person basis, the extent to which economic growth is being enjoyed by everyone, and the attractiveness of an area for current and potential residents. How our community performs relative to these key data points will clearly signal the progress we are making towards our ultimate goal — to create a competitive and prosperous region.

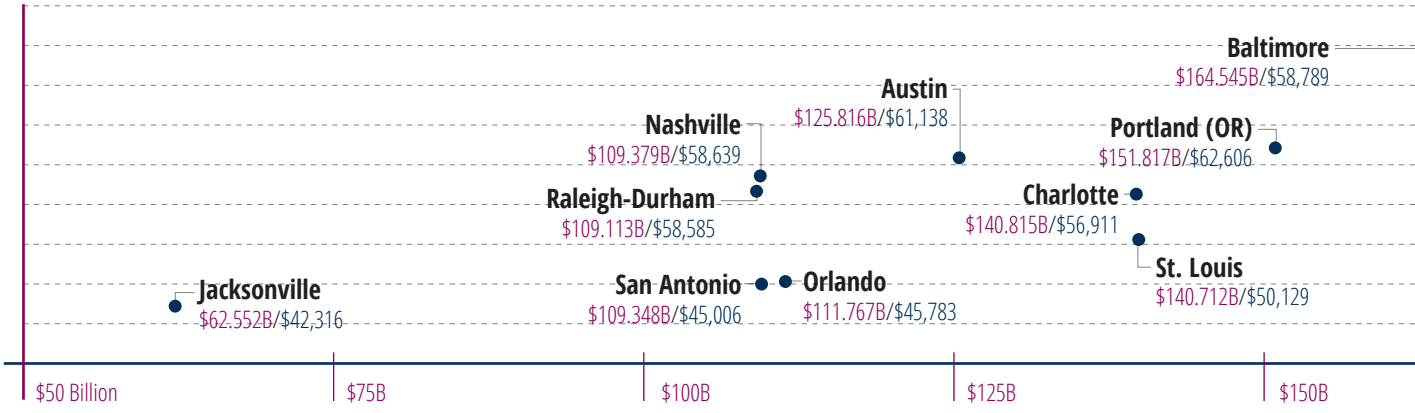


THROUGH AN ITERATIVE and collaborative process, our Task Force and participating stakeholders selected a group of communities with which to compare. Factors such as population and the size of the economy, regional assets such as ports and research universities - as well as our frequent competitors for economic development projects - were part of the decision process. The base geographic unit used in this report is the Metropolitan Statistical Area (MSA), which we refer to interchangeably as a market, region, or metro. MSAs can be a single county or a group of counties that demonstrate a high level of economic interdependence, as determined by commuting patterns. For brevity, and ease of reading, we generally refer to each MSA in its entirety by its principal city. Exceptions to this are the notable "duet" metros of Dallas-Ft. Worth and Minneapolis-St. Paul, and the Miami-Ft. Lauderdale-West Palm Beach area which we refer to as South Florida. Another exception is the combination of the Raleigh and Durham (NC) MSAs - the "Research Triangle" - into one comparison region, using the same methodology applied to the four Tampa Bay MSAs and described on page 2.

GROSS REGIONAL PRODUCT

Aggregate Output[1]/Relative Output[2]

[1] Real Gross Regional Product - Bureau of Economic Analysis
[2] Real Per Capita Gross Regional Product - Bureau of Economic Analysis

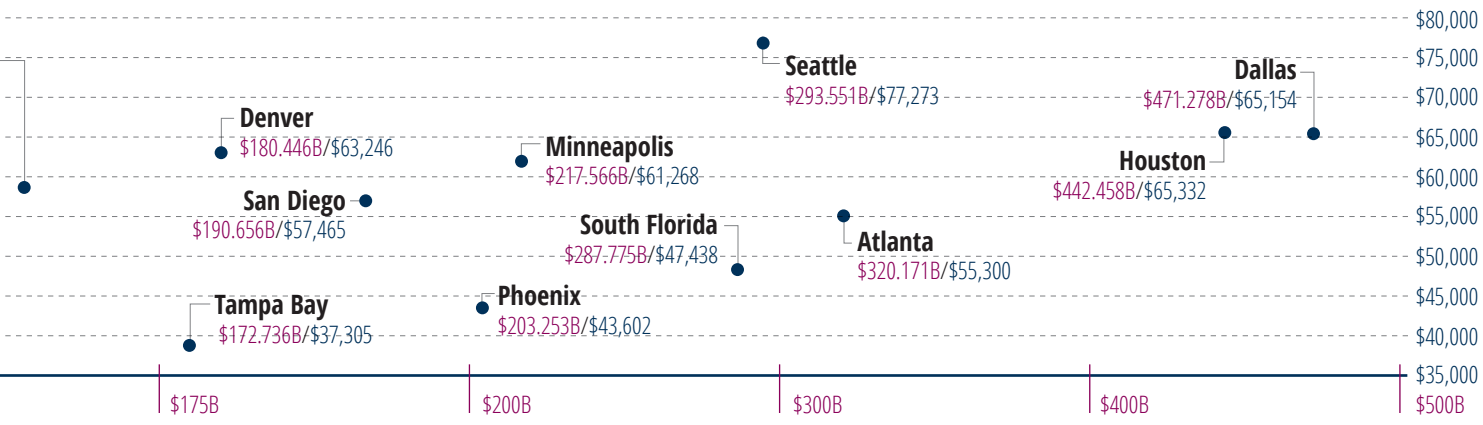


REGIONAL DATA AND ASSETS

	POPULATION[1] (Millions)	DEMOGRAPHY Median Age[2]	Diversity Index	SE US	Coastal	Climate[5]	Top 50 Research U[6]	Military	Tourism[7]	Seaport
Atlanta	5.8	36.1	68.4	●		●	●	●		
Austin	2.1	34.0	71.6			●	●		●	
Baltimore	2.8	39.1	60.8		●	●	●			●
Charlotte	2.5	37.4	60.6	●		●				
Dallas	7.2	34.6	75.3			●				
Denver	2.9	36.9	62.5							
Houston	6.8	34.3	80.4		●	●	●			●
Jacksonville	1.5	38.6	57.2	●	●	●		●	●	●
Minneapolis	3.6	37.3	44.5				●			
Nashville	1.9	37.2	48.6	●		●	●			
Orlando	2.4	37.2	72.2	●		●			●	
Phoenix	4.7	35.8	71.4				●		●	
Portland	2.4	38.0	51.0							●
Raleigh-Durham	1.9	36.2	63.7	●		●	●			
San Antonio	2.4	35.2	72.2			●		●	●	
San Diego	3.3	35.6	78.1		●	●	●	●	●	●
Seattle	3.8	37.9	60.4	●	●				●	●
South Florida	6.1	41.0	73.7				●			
St. Louis	2.8	39.3	43.3		●		●	●		●
Tampa Bay	4.6	44.5	56.5	●	●	●	●	●	●	●

[1] 2016 Population Estimates, U.S. Census Bureau
[2] ESRI Business Analyst, 2017 Estimates
[3] ESRI Business Analyst, 2017 Estimates. Value represents the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups.

[5] Based on Trewartha Climate Classification System
[6] Based on 2015 National Science Foundation data
[7] Based on location quotient of NAICS 721 (Accomodation) employment relative to all employment, comparing metro to U.S. Average



Economic Vitality

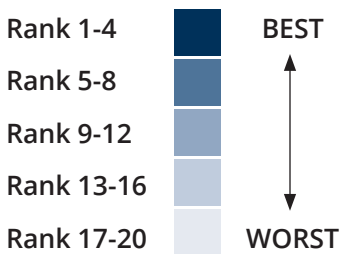
ONE CAN ASSESS THE ECONOMIC STRENGTH of a community by looking closely at the quantity and quality of jobs and the relative incomes that its residents earn and the wealth they attain. Together, these factors drive the demand for – and the ability of – government to provide key services and they create the disposable income for residents to enhance their quality of life.

While it's important to report these numbers at a high level, it's critical to dive deeper. For example, one should certainly monitor median household income, but this report also monitors this indicator for the poorest 20% of the population. Why? As the community creates new economic opportunities, leaders should ensure that the growth is inclusive and reaches all segments of the population. Likewise, as the community grows jobs, it should pay close attention to the types of jobs it is adding. If a community wants to increase its household incomes, and overall prosperity, then it has to ensure it increases jobs in the all-important and higher-wage "advanced industries," and that goal requires a very clear and deliberate strategy.

LIST OF INDICATORS

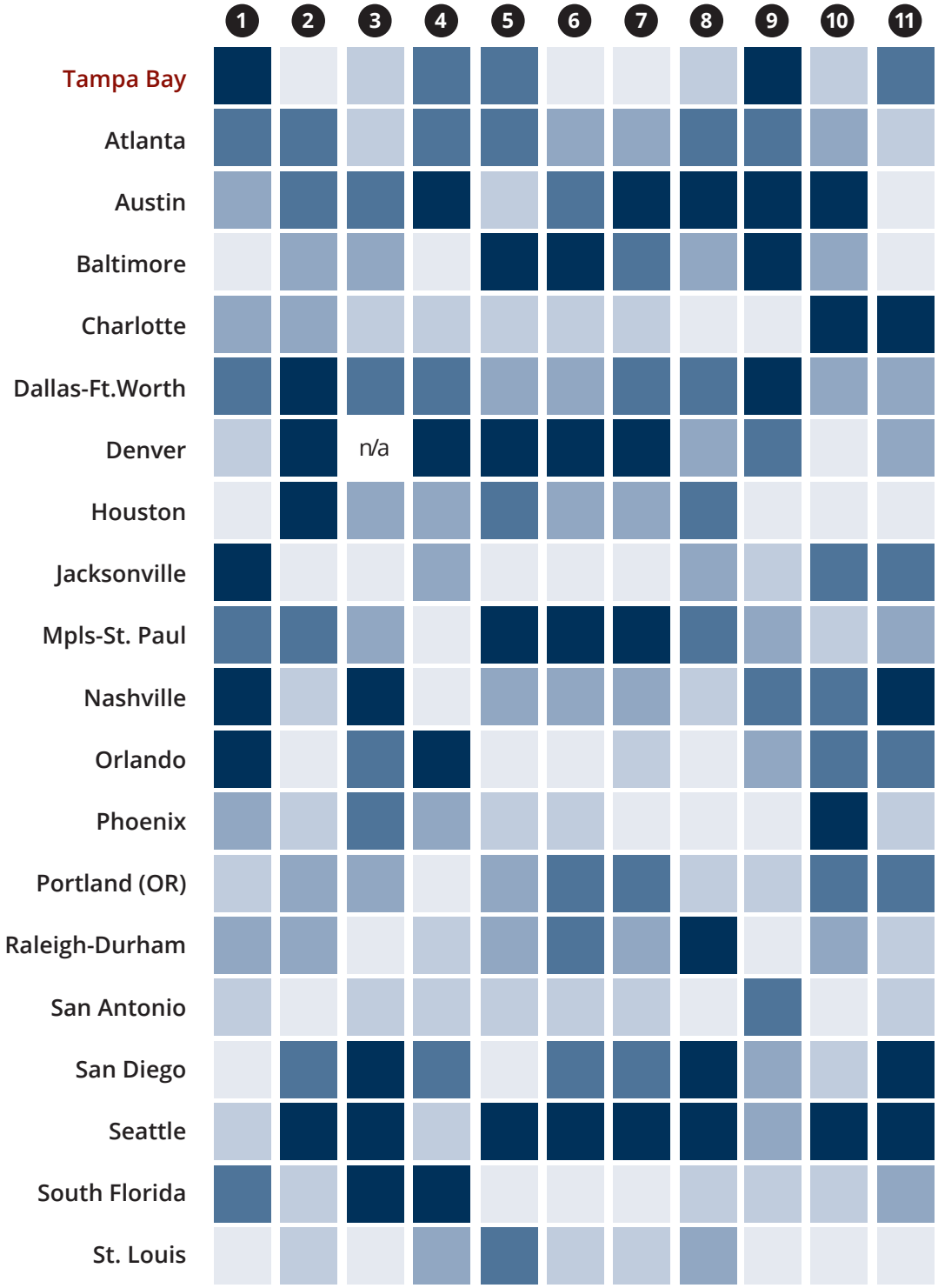
1. Job Growth Rate
2. Average Wage
3. Average Wage Service Sector
4. Business Establishment Start Rate
5. Median Household Net Worth
6. Median Household Income
7. Mean Household Income Lowest Quintile
8. Advanced Industry Jobs Share
9. Advanced Industry GRP Growth Rate
10. Merchandise Exports Growth Rate
11. Existing Home Sales Price Growth Rate

"Leaders should ensure that the growth is inclusive and reaches all segments of the population."



SUMMARY OF ECONOMIC VITALITY INDICATORS

INDICATORS (as listed on previous page)



JOB GROWTH RATE

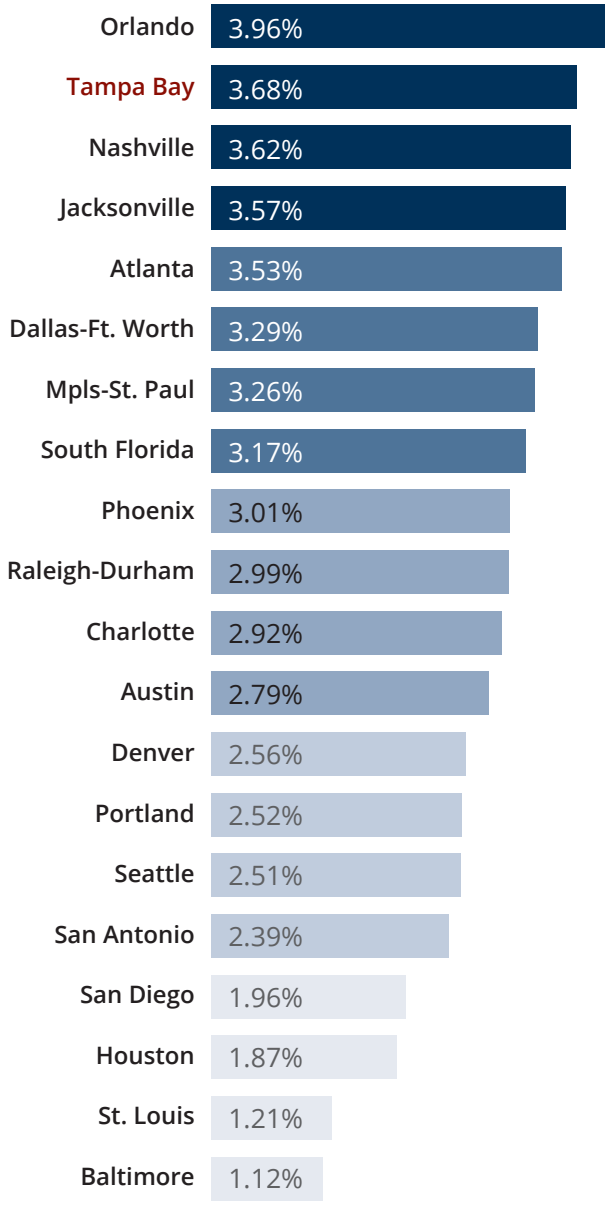
WHAT: The net number of payroll jobs created in a region in a one year period, divided by the number of jobs existing at the start of the period.

WHY: A critical component of economic growth and prosperity is the addition of new jobs. It's important to measure job growth relative to previous months and years to determine whether the economy is expanding or contracting.

OF NOTE: Orlando and Tampa Bay, Florida's Super Region, rank 1st and 2nd in this category, highlighting Florida's relatively strong performance in job creation.

Source: Bureau of Labor Statistics, Current Employment Survey, Total Non-Farm Employment June 2016-June 2017 (not seasonally adjusted)

	JOBS (000s)		CHANGE	
	Jun-16	Jun-17	#	%
Orlando	1,192	1,239	47,200	3.96%
Tampa Bay	1,816	1,882	66,900	3.68%
Nashville	941	975	34,100	3.62%
Jacksonville	662	685	23,600	3.57%
Atlanta	2,666	2,760	94,100	3.53%
Dallas-Ft. Worth	3,509	3,624	115,300	3.29%
Mpls-St. Paul	1,974	2,038	64,400	3.26%
South Florida	2,545	2,626	80,800	3.17%
Phoenix	1,927	1,985	58,000	3.01%
Raleigh-Durham	905	932	27,000	2.99%
Charlotte	1,149	1,182	33,500	2.92%
Austin	1,003	1,031	28,000	2.79%
Denver	1,442	1,479	36,900	2.56%
Portland	1,147	1,176	28,900	2.52%
Seattle	1,964	2,013	49,300	2.51%
San Antonio	1,017	1,041	24,300	2.39%
San Diego	1,422	1,449	27,800	1.96%
Houston	3,003	3,059	56,100	1.87%
St. Louis	1,374	1,391	16,600	1.21%
Baltimore	1,402	1,417	15,700	1.12%



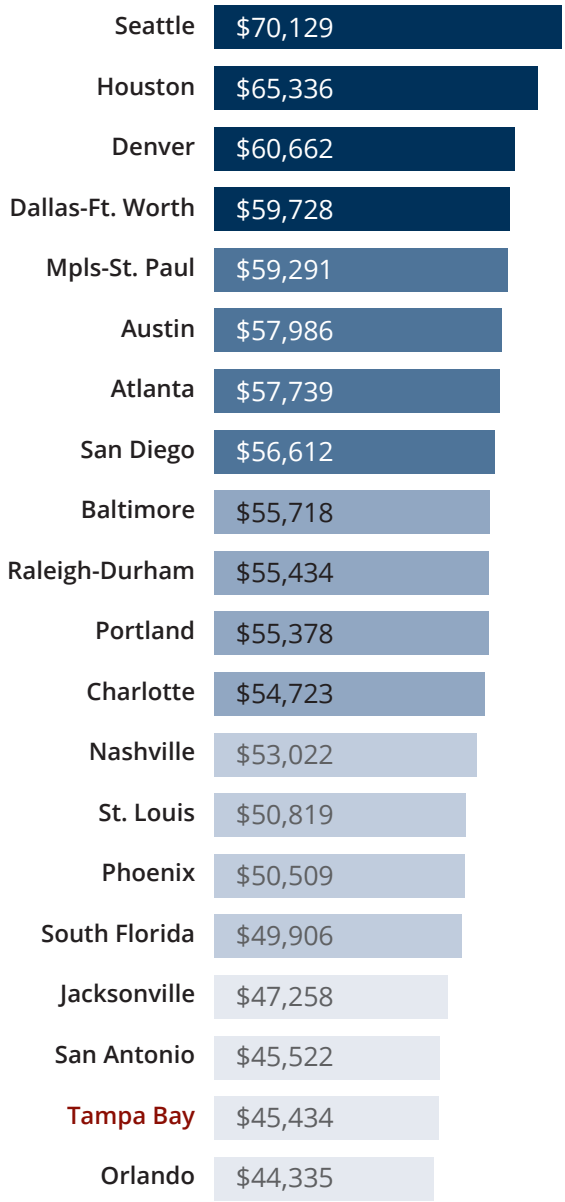
AVERAGE WAGE

WHAT: The average wage earned by non-farm employees in the region.

WHY: Lower wages may indicate a preponderance of retail, tourism and other service jobs. Wage growth may indicate industries are competing more for employees, or the economy may be adding new kinds of jobs paying higher wages, particularly in advanced industries.

OF NOTE: Despite strong job growth, average wages paid to Florida workers lag the other markets, taking four of the bottom five spots. The four Florida communities also have the distinction of also being among the five metros with sub-$50,000 average wages in the cohort.

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2016 Private Employer Annual Data



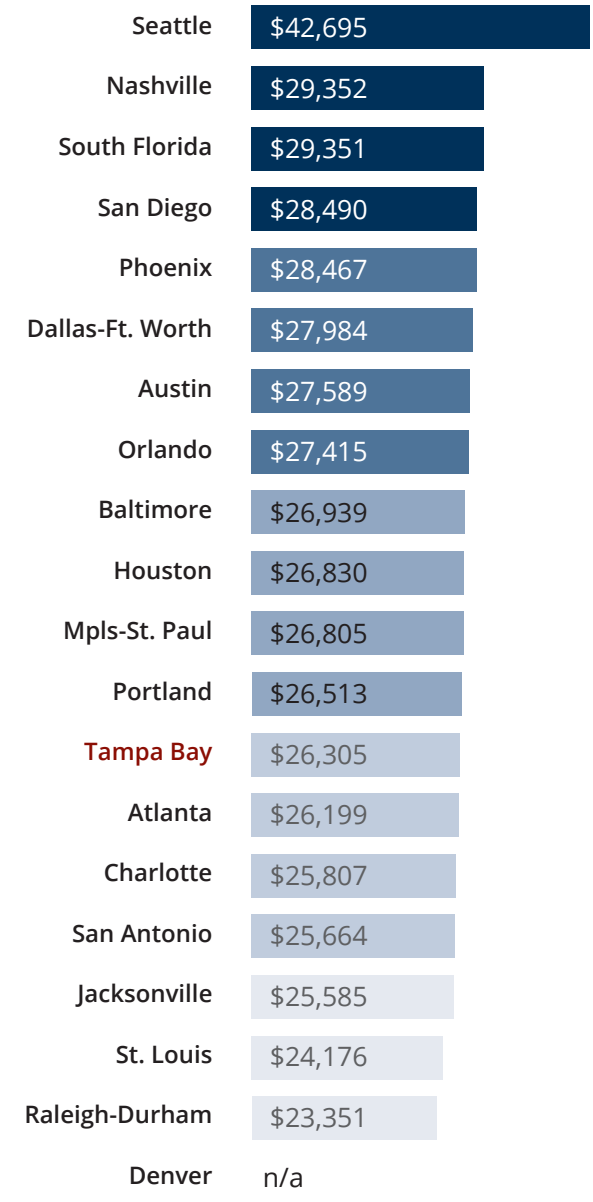
AVERAGE WAGE SERVICE SECTOR

WHAT: The average wage earned by "service" sector workers in the region, defined here as workers in the Leisure and Hospitality industry and Retail Trade industry.

WHY: Analysis of the average wage of "service" sector workers – a major sub-sector of the Tampa Bay economy – enables leaders to better understand, in context, the region's comparative economic performance.

OF NOTE: Tampa Bay's relative performance in service wages, which includes tip income, is more competitive than the overall average wage. Data not available for the Denver metro.

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2016 Private Employer Annual Data



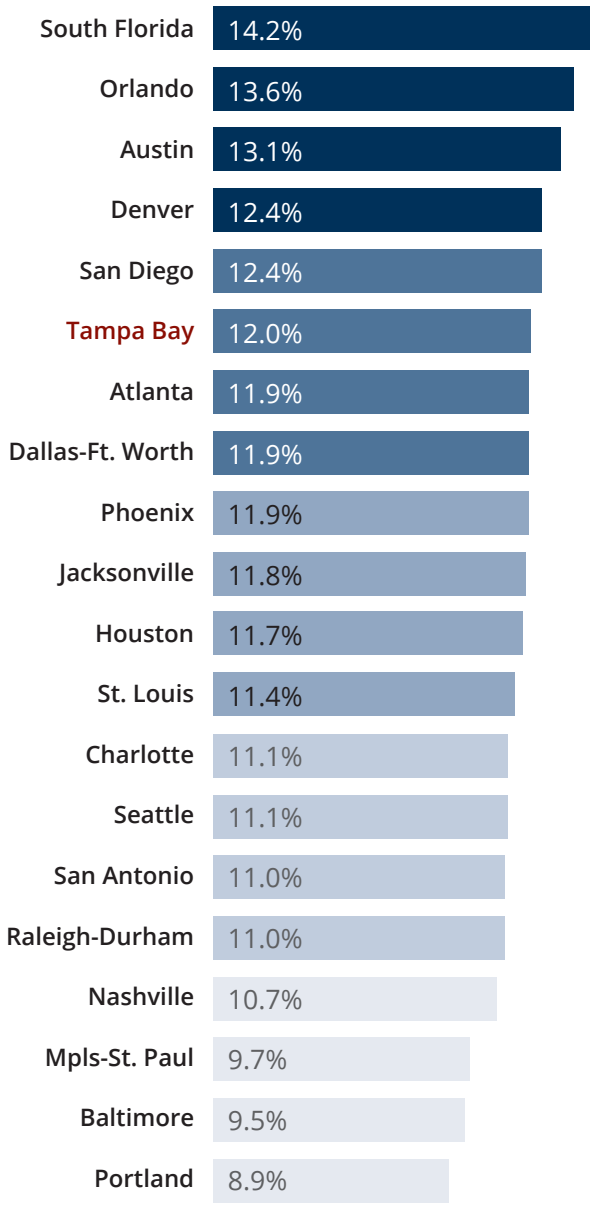
BUSINESS ESTABLISHMENT START RATE

WHAT: Measures the growth of businesses with employees from one year to the next, divided by the number of businesses with employees in the base year.

WHY: Small and medium size businesses account for a disproportionately large share of new jobs created, and tracking this indicator provides insight into a community's entrepreneurial environment, regulatory structures and availability of financing.

OF NOTE: The Florida regions rank in the top 10, with Orlando and South Florida taking the top two spots.

Source: Census Bureau, Business Dynamic Statistics, Establishment Characteristics Data Tables 2014

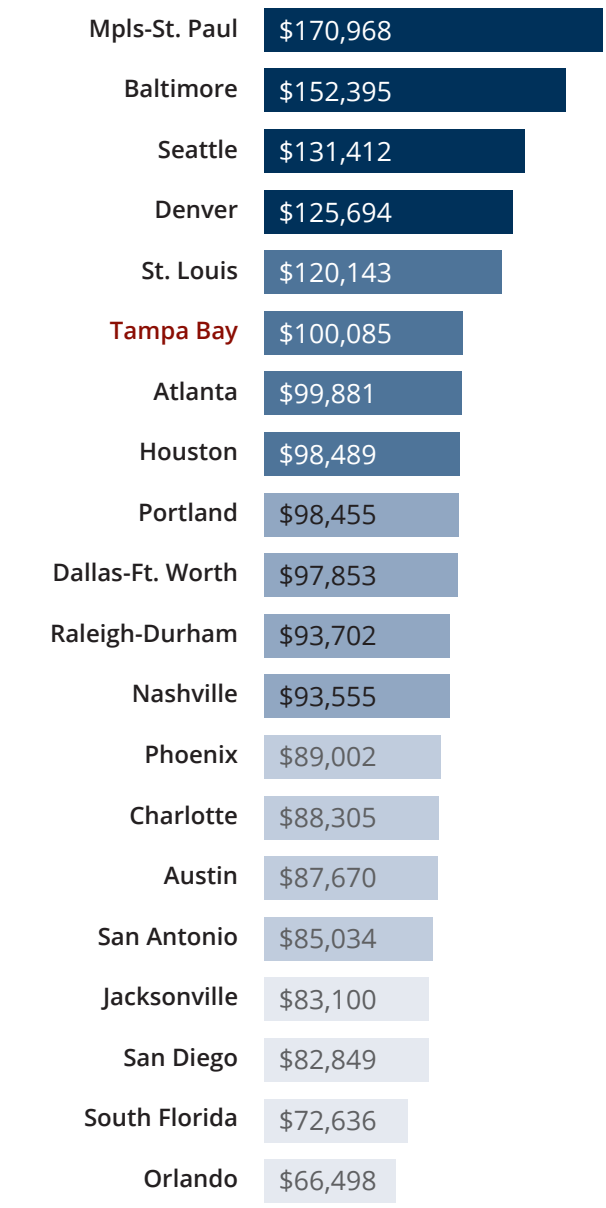


MEDIAN HOUSEHOLD NET WORTH

WHAT: Assets minus liabilities equals net worth. The median houshold net worth is the figure in the middle, meaning half the households have a higher net worth and the other half have a lower net worth.

WHY: This indicator provides another way to view the financial health of the population. The main factors that impact median net worth are the value of real estate, the amount of savings and the accumulation of debt. As the population ages, median net worth helps gauge retirement income available and/or the dependency on some level of government support.

Source: ESRI Business Analyst, 2016 Estimate



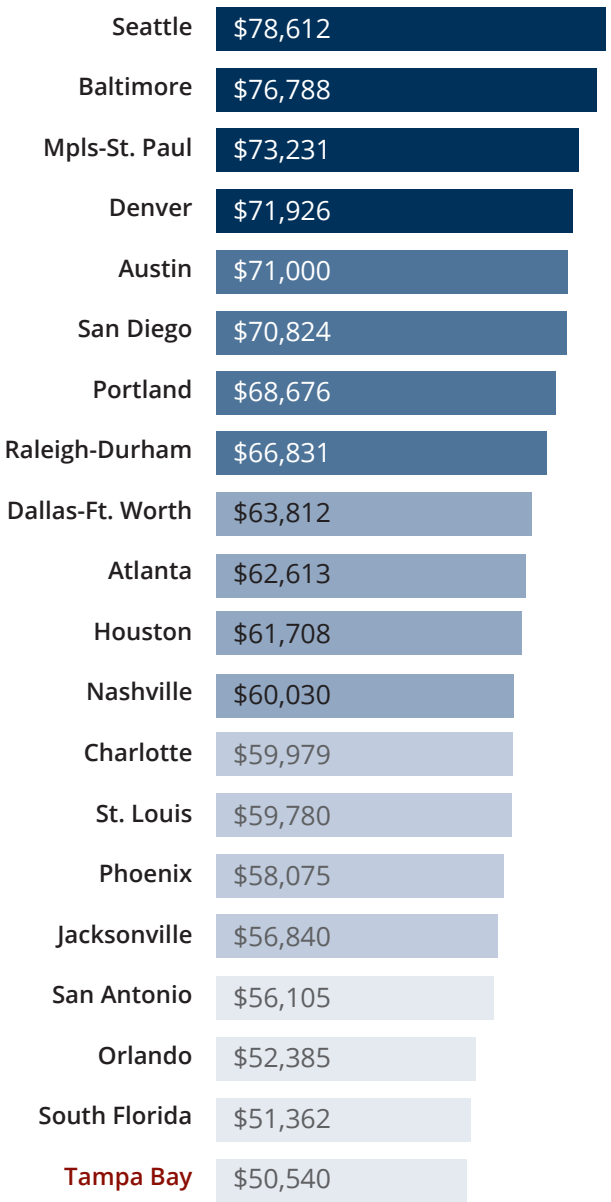
MEDIAN HOUSEHOLD INCOME

WHAT: This figure divides the household incomes in the region into two equal groups: half of the household incomes are above this amount, and the other half are below.

WHY: The level of household earnings is another indicator of the relative prosperity of a community, its buying power and reliance on the social safety net. Rising household incomes enable higher living standards. A change in this figure might indicate changes in household size, hours worked or wages being paid.

OF NOTE: The Florida regions take four of the bottom five spots in this indicator, with Tampa Bay ranked last.

Source: Census Bureau, American Community Survey, 2016 1-Year Estimates, Table S1903



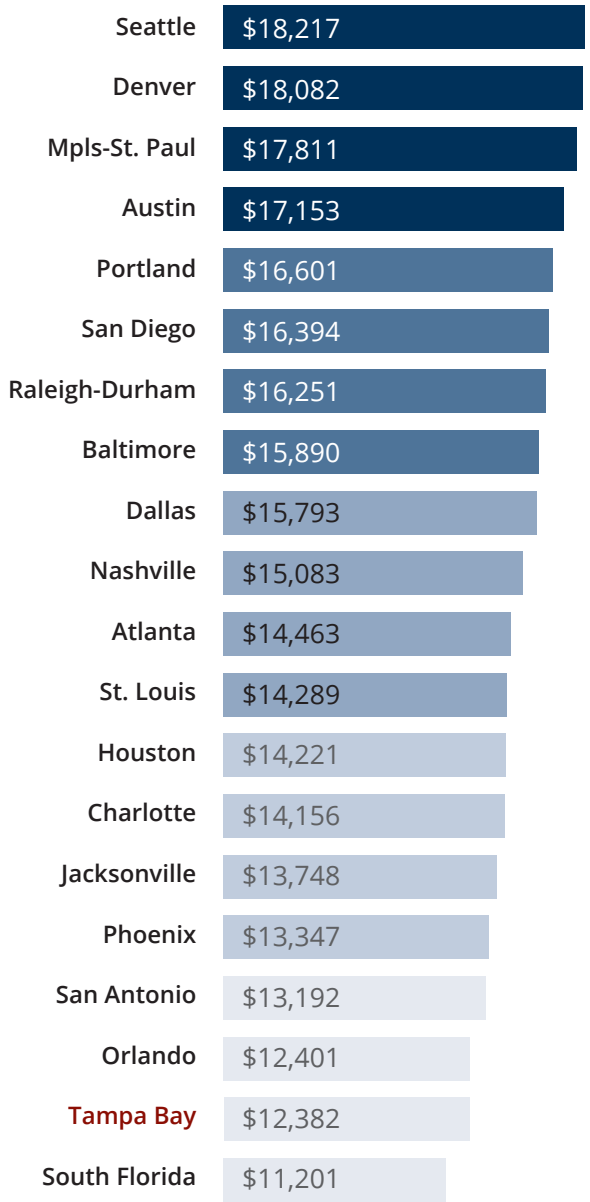
MEAN HOUSEHOLD INCOME LOWEST QUINTILE

WHAT: Measures the average household income for the households that have income in the lowest 20% of all households.

WHY: By tracking the lowest 20% of household incomes, one can see whether economic gains in the community are being spread across the spectrum of the population, including the poorest households in this bottom quintile.

OF NOTE: The Florida regions all rank in the bottom quarter, with Tampa Bay ranked 19th.

Source: Census Bureau, American Community Survey 2016 1-Year Estimates, Table B19081



ADVANCED INDUSTRY JOBS SHARE

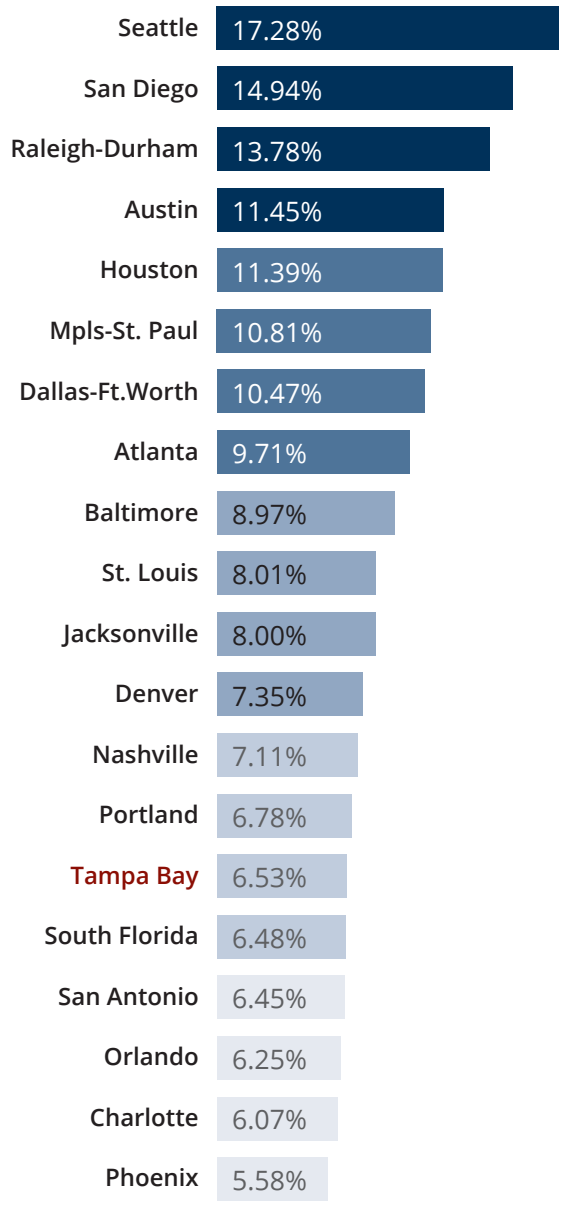
WHAT: The percentage of non-farm jobs that are in "advanced industries," characterized by high levels of technology research and development (R&D) and STEM (science, technology, engineering, and math) workers. According to the Brookings Institution, "the sector encompasses 50 industries ranging from manufacturing industries such as auto-making and aerospace to energy industries such as oil and gas extraction to high-tech services such as computer software and computer system design, including for health applications."

WHY: As advanced industries grow as a share of the economy, research shows that the sector has the most consequential impact on regional competitiveness and prosperity. As Brookings noted, looking at the national impact of advanced industries, "their dynamism is going to be a central component of any future revitalized U.S. economy. As such, these industries encompass the country's best shot at supporting innovative, inclusive, and sustainable growth."

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2016 Private Employer Annual Data

EMPLOYMENT

	Advanced Industry	Total	Advanced Share
Seattle	282,035	1,631,878	17.28%
San Diego	175,913	1,177,782	14.94%
Raleigh-Durham	100,503	729,327	13.78%
Austin	90,251	788,455	11.45%
Houston	284,231	2,496,182	11.39%
Mpls-St. Paul	177,203	1,639,739	10.81%
Dallas-Ft. Worth	309,589	2,956,948	10.47%
Atlanta	212,152	2,185,783	9.71%
Baltimore	97,885	1,091,635	8.97%
St. Louis	92,085	1,149,242	8.01%
Jacksonville	44,888	561,120	8.00%
Denver	89,801	1,221,756	7.35%
Nashville	56,251	790,849	7.11%
Portland	66,669	982,664	6.78%
Tampa Bay	101,870	1,559,978	6.53%
South Florida	141,014	2,177,309	6.48%
San Antonio	52,399	812,811	6.45%
Orlando	65,190	1,042,387	6.25%
Charlotte	59,628	983,072	6.07%
Phoenix	95,479	1,709,715	5.58%



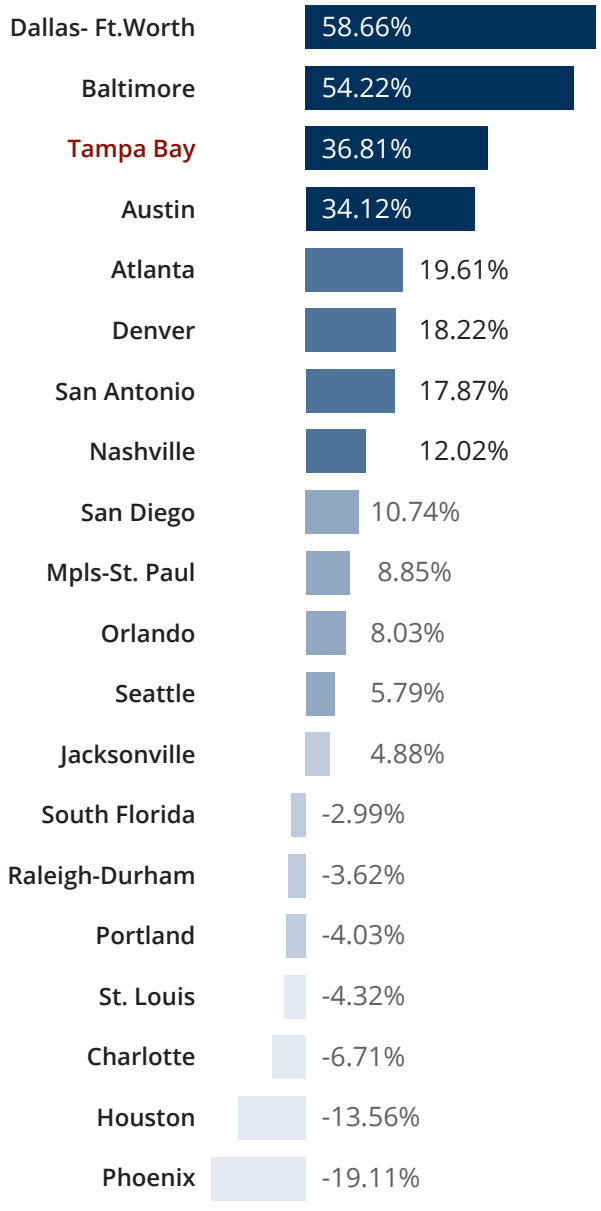
ADVANCED INDUSTRY GRP GROWTH RATE

WHAT: Measures the output of "advanced industries" by calculating the value of the goods and services produced in this important economic sector. According to the Brookings Institution, the advanced industry sector "encompasses 50 industries ranging from manufacturing industries such as auto-making and aerospace to energy industries such as oil and gas extraction to high-tech services such as computer software and computer system design, including for health applications."

WHY: As many advanced industries are more capital intensive versus labor intensive, measurement of the industry's output provides another lens with which to track performance of this sector, which is considered a vital component of any strategy for a region to be more competitive and prosperous.

Source: Bureau of Economic Analysis, Regional Data, Real GDP in Chained Dollars, 2013-2014

	ADVANCED INDUSTRY GRP (MILLIONS OF DOLLARS)		CHANGE	
	2013	2014	$	%
Dallas-Ft. Worth	$38,136	$60,508	$22,372	58.66%
Baltimore	$4,277	$6,596	$2,319	54.22%
Tampa Bay	$5,680	$7,771	$2,091	36.81%
Austin	$10,733	$14,395	$3,662	34.12%
Atlanta	$16,789	$20,082	$3,293	19.61%
Denver	$18,041	$21,328	$3,287	18.22%
San Antonio	$9,953	$11,732	$1,779	17.87%
Nashville	$8,861	$9,926	$1,065	12.02%
San Diego	$18,849	$20,874	$2,025	10.74%
Mpls-St. Paul	$25,744	$28,022	$2,278	8.85%
Orlando	$4,222	$4,561	$339	8.03%
Seattle	$36,015	$38,099	$2,084	5.79%
Jacksonville	$1,454	$1,525	$71	4.88%
South Florida	$9,572	$9,286	$(286)	-2.99%
Raleigh-Durham	$10,595	$10,211	$(384)	-3.62%
Portland	$35,857	$34,412	$(1,445)	-4.03%
St. Louis	$13,172	$12,603	$(569)	-4.32%
Charlotte	$7,693	$7,177	$(516)	-6.71%
Houston	$159,304	$137,701	$(21,603)	-13.56%
Phoenix	$7,278	$5,887	$(1,391)	-19.11%



MERCHANDISE EXPORTS GROWTH RATE

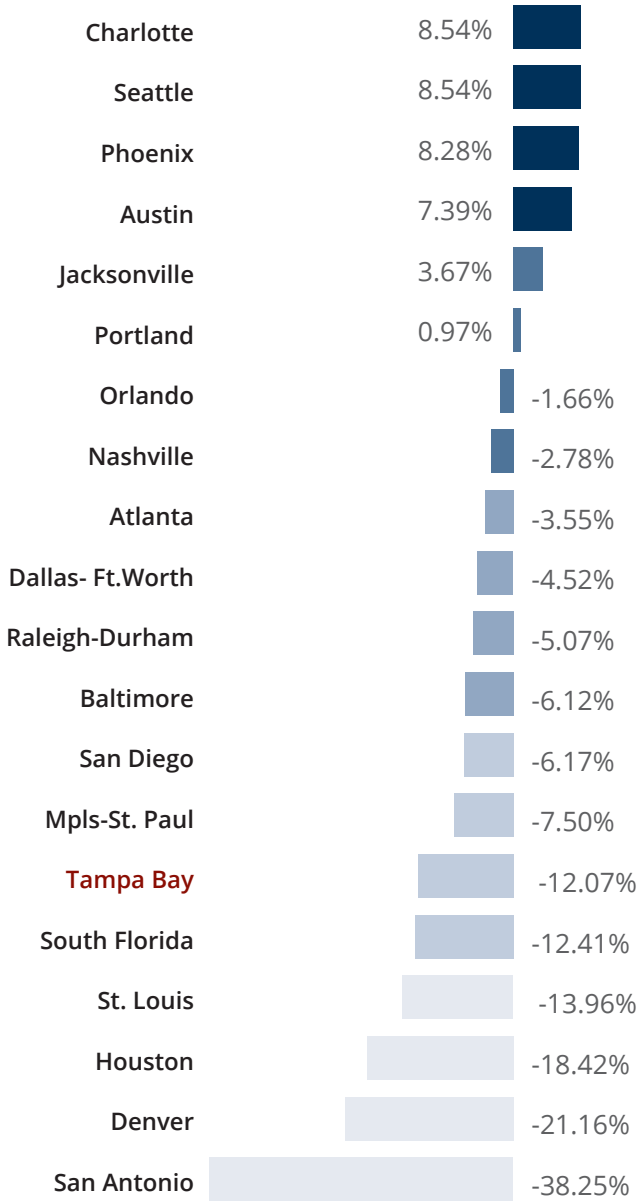
WHAT: Measures exports of goods produced within the region to foreign nations.

WHY: Manufacturing exports are an indicator of global competitiveness. Selling into global markets can add growth in revenues and employment. Research from the Institute for International Economics has determined that companies that export products generally have higher employment growth and last longer especially through down business cycles. Strong exports also exert positive economic impacts on key assets in Tampa Bay, including our ports and airports.

OF NOTE: The US dollar strengthened globally between 2014 and 2015, making US exports generally less attractive to world markets.

Source: Commerce Department, International Trade Administration, Metropolitan Export Series, 2014-2015

	MERCHANDISE EXPORTS (MILLIONS OF DOLLARS)		CHANGE	
	2014	2015	$M	%
Charlotte	$12,885.34	$13,985.77	$1,100.43	8.54%
Seattle	$61,938.43	$67,226.36	$5,287.93	8.54%
Phoenix	$12,764.44	$13,821.53	$1,057.09	8.28%
Austin	$9,400.02	$10,094.50	$694.48	7.39%
Jacksonville	$2,473.66	$2,564.42	$90.75	3.67%
Portland	$18,667.23	$18,847.80	$180.57	0.97%
Orlando	$3,134.81	$3,082.67	$(52.14)	-1.66%
Nashville	$9,620.89	$9,352.99	$(267.89)	-2.78%
Atlanta	$19,870.28	$19,163.94	$(706.34)	-3.55%
Dallas-Ft. Worth	$28,669.43	$27,372.90	$(1,296.54)	-4.52%
Raleigh-Durham	$5,647.07	$5,360.65	$(286.42)	-5.07%
Baltimore	$6,441.58	$6,047.17	$(394.41)	-6.12%
San Diego	$18,585.67	$17,439.73	$(1,145.93)	-6.17%
Mpls-St. Paul	$21,198.21	$19,608.61	$(1,589.60)	-7.50%
Tampa Bay	$8,821.11	$7,756.01	$(1,065.10)	-12.07%
South Florida	$37,969.45	$33,258.55	$(4,710.91)	-12.41%
St. Louis	$10,359.83	$8,913.71	$(1,446.12)	-13.96%
Houston	$118,965.99	$97,054.33	$(21,911.67)	-18.42%
Denver	$4,958.57	$3,909.54	$(1,049.03)	-21.16%
San Antonio	$25,781.76	$15,919.23	$(9,862.53)	-38.25%



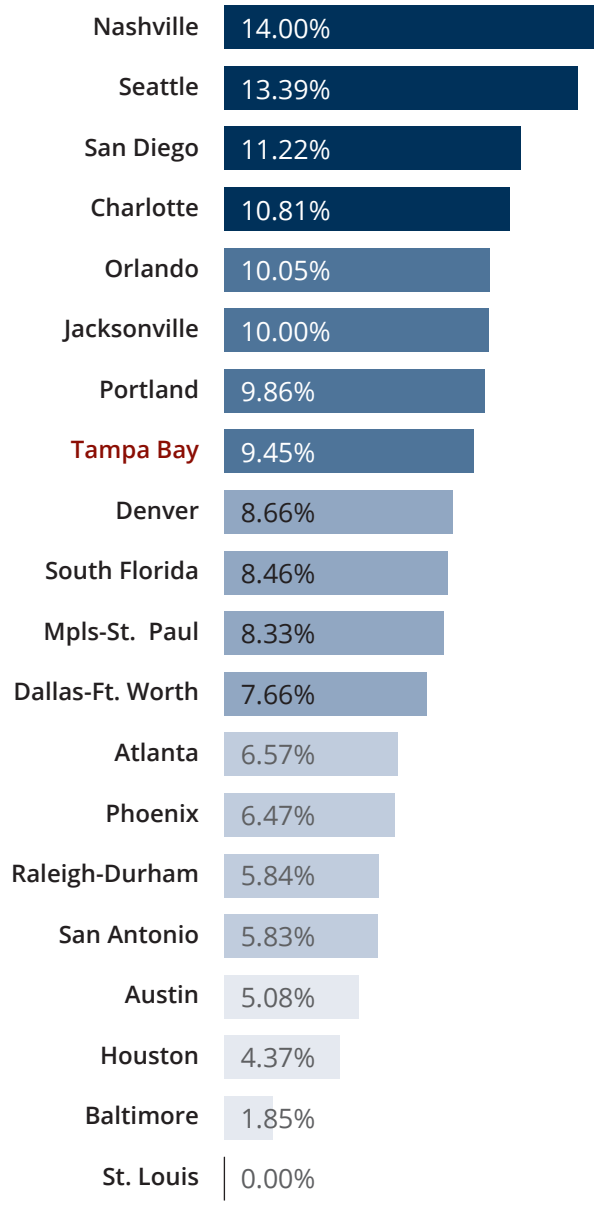
EXISTING HOME SALES PRICE GROWTH RATE

WHAT: Measures the annual percentage increase in the average sales price of a single-family home.

WHY: Rising home values increase prosperity for many citizens, and home equity is one of the primary drivers of household net worth — another important driver of regional prosperity. For the population at-large, changes in home sales prices play a major role in consumer sentiment. Most importantly, rising homes sales prices reflect a perceived increased value of the market and rising prices indicate increasing demand, a sign of economic and population growth.

Source: Redfin Research, 2016-2017

	MEDIAN SALES PRICE		CHANGE	
	June 2016	June 2017	$	%
Nashville	$250,000	$285,000	$35,000	14.00%
Seattle	$463,000	$525,000	$62,000	13.39%
San Diego	$499,000	$555,000	$56,000	11.22%
Charlotte	$222,000	$246,000	$24,000	10.81%
Orlando	$209,000	$230,000	$21,000	10.05%
Jacksonville	$200,000	$220,000	$20,000	10.00%
Portland	$345,000	$379,000	$34,000	9.86%
Tampa Bay	$201,000	$220,000	$19,000	9.45%
Denver	$358,000	$389,000	$31,000	8.66%
South Florida	$260,000	$282,000	$22,000	8.46%
Mpls-St. Paul	$240,000	$260,000	$20,000	8.33%
Dallas-Ft. Worth	$248,000	$267,000	$19,000	7.66%
Atlanta	$213,000	$227,000	$14,000	6.57%
Phoenix	$232,000	$247,000	$15,000	6.47%
Raleigh-Durham	$257,000	$272,000	$15,000	5.84%
San Antonio	$206,000	$218,000	$12,000	5.83%
Austin	$295,000	$310,000	$15,000	5.08%
Houston	$229,000	$239,000	$10,000	4.37%
Baltimore	$270,000	$275,000	$5,000	1.85%
St. Louis	$180,000	$180,000	$0	0.00%



Innovation

REGIONS ACROSS THE US, and the globe for that matter, are racing to innovate. Leaders view innovation as the foundation of their respective efforts to strengthen and sustain their economic prosperity. While certain industries, such as biopharma, are innovative in themselves, innovation also drives increased productivity in existing, legacy industries,such as logistics and distribution. Innovative economies support the creation and commercialization of new products, processes, and services. Innovation can be felt in the culture of a community and its openness to new ideas, ability to take risks and the availability of a support infrastructure to start new companies.

The innovation process involves key steps, most of which can be measured and tracked — research and development, development of intellectual property, technology commercialization, investment of capital at various stages and, ultimately, the number of companies that start-up, survive, prosper and stay in the community in which they were born.

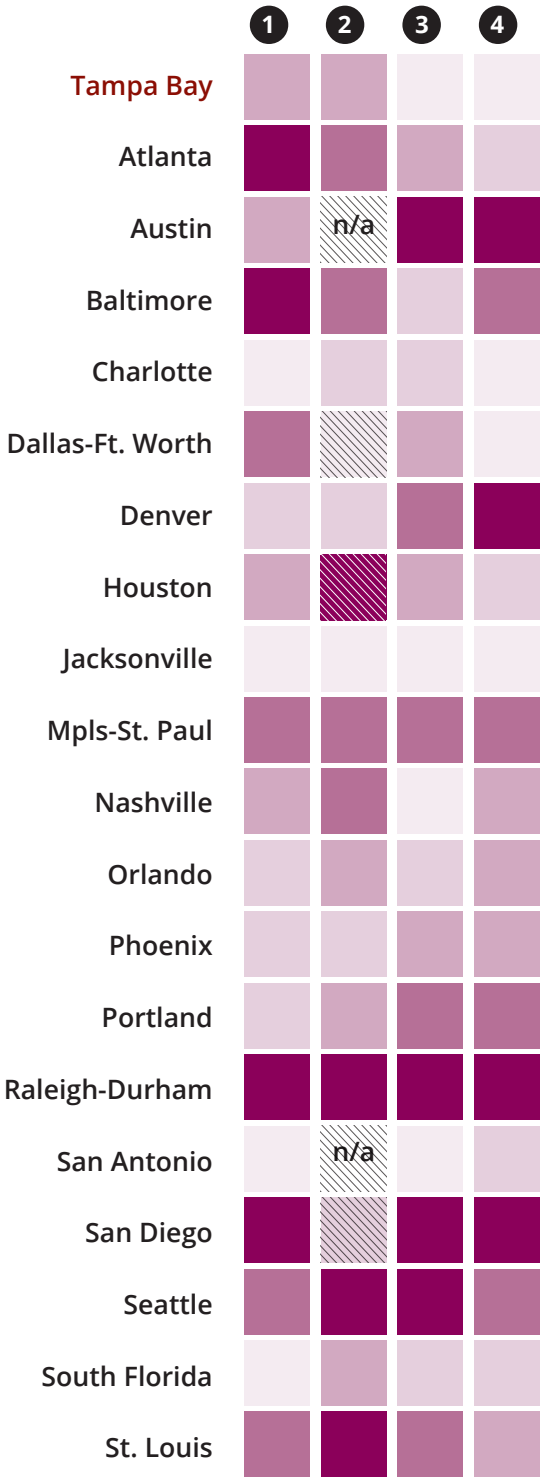
LIST OF INDICATORS

1. University R&D Expenditures
2. University Technology Licensing
3. Patents per 10,000 Residents
4. SBIR/STTR Awards per Capita

> "Innovative economies support the creation and commercialization of new products, processes, and services."

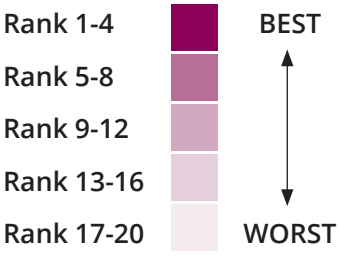
SUMMARY OF INNOVATION INDICATORS

INDICATORS (as listed on previous page)



One way in which we seek to improve future editions of the Regional Competitiveness Report is through an expanded set of innovation measurements, including attraction of venture and other capital, trademark registration, and start-up rate of technology-based companies.

For example, comprehensive and detailed venture capital data at the metro level - in terms of the number and value of deals - could not be obtained in a reliable, accurate, and cost-effective format. Other indicators reflecting the performance of business incubators were in development and not available at the time of publication.



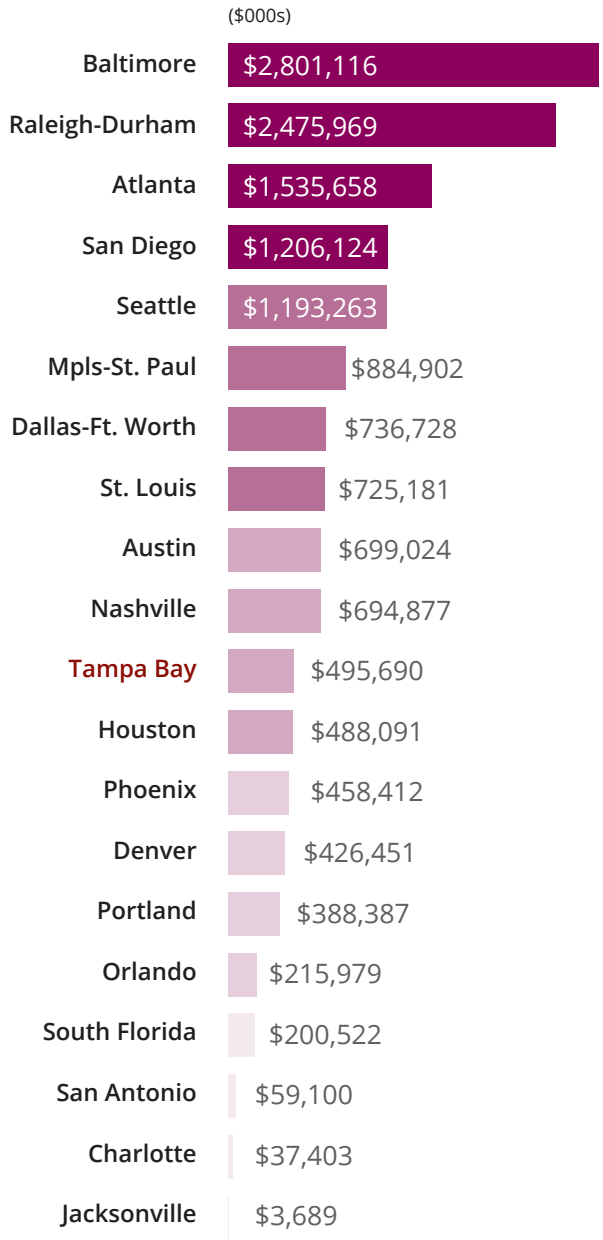
Many results reported by state university system; regional ranking/value may be understated

UNIVERSITY R&D EXPENDITURES

WHAT: The National Science Foundation (NSF) Survey of Research and Development Expenditures at Universities and Colleges is conducted annually. The survey collects information on R&D expenditures by academic field as well as by source of funds. The results of the survey are primarily used to assess trends in R&D expenditures across the fields of science and engineering.

WHY: There is a strong correlation between the presence of one or more successful research universities, and the proliferation of patents, trademarks and commercially viable technology and the resulting companies and jobs. Quantifying the collective and relative levels of R&D expenditures by universities in the market is an important gauge of the level of innovation in that market.

Source: National Science Foundation, Higher Education Research and Development Survey, FY 2015, Table 16



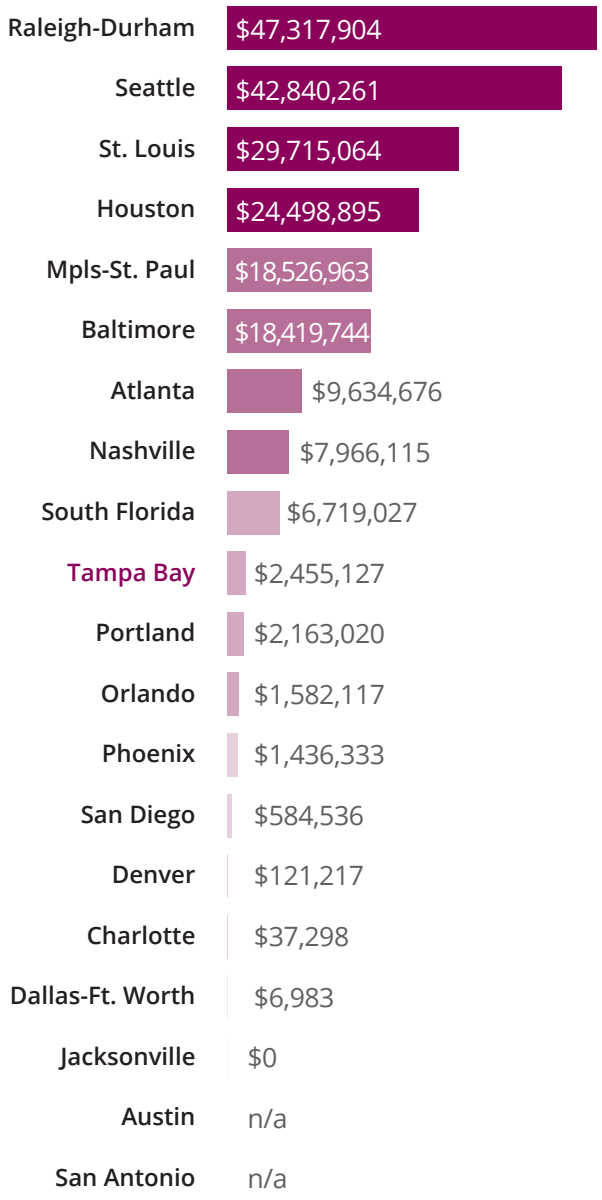
UNIVERSITY TECHNOLOGY LICENSING

WHAT: The annual Association of University Technology Managers (AUTM) U.S. Licensing Activity Survey collects information on technology licensing – monetary considerations provided to a university for the use of its intellectual property.

WHY: Licensing income reflects the market value, as opposed to the strict uniqueness, of intellectual property developed at research universities.

OF NOTE: Texas and California university systems provide a system-wide response to the survey. Figures listed for those communities include non-system institutions and represent the minimum value of licensing activity within a region.

Source: AUTM Licensing STATT (Statistics Access for Tech Transfer), 2015

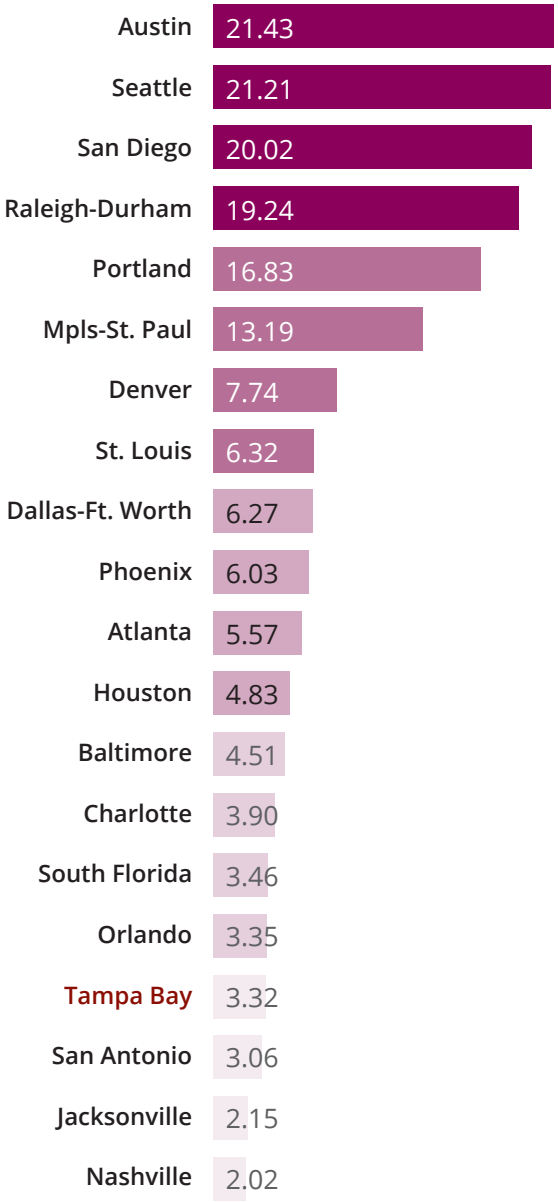


PATENTS PER 10,000 RESIDENTS

WHAT: The number of patents issued per 10,000 residents of the community.

WHY: Innovation is one of the keys to prosperity, and innovation can't happen without intellectual property, in the form of patents. This indicator helps to determine, on a relative basis, which communities are generating ideas which could be converted into commercial products and companies. The detail behind the data indicates which fields are most active and suggests a community's comparative strengths in knowledge creation.

Source: US Patent and Trademark Office, Full-Text and Image Database, 2016

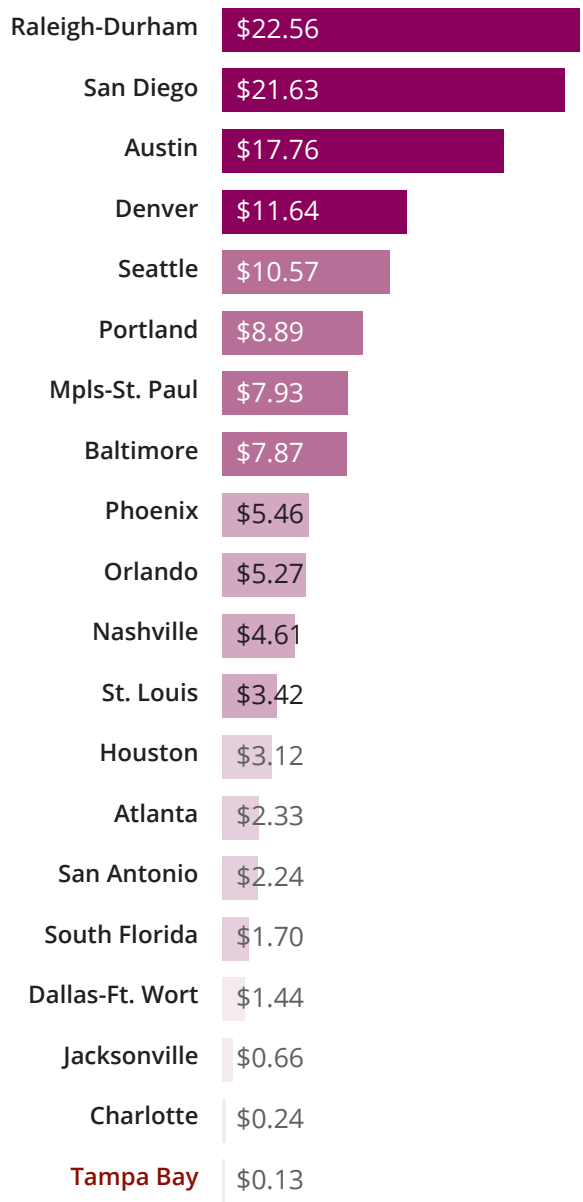


SBIR/STTR AWARDS PER CAPITA

WHAT: Small Business Innovation Research (SBIR) and the Small Business Technology Transfer (STTR) fund "proof-of-concept" research and development through a highly competitive grant program to companies with less than 500 employees. This measure reports the dollar value of a region's awards divided by the population.

WHY: Prevalence of these federal funding sources provides an indication of the level of commercial innovation within an economic market. These programs are intended to provide seed capital to support scientific excellence and technological innovation. A high amount of awards may signify a high level of innovation in a market. Participants in the SBIR and STTR program are often able to use this grant program to design commercial products and to attract strategic partners and investment capital.

Source: Small Business Administration, 2016 Award Information



Infrastructure

THE INFRASTRUCTURE OF A COMMUNITY provides the foundation for so much of its efforts to compete and prosper. Infrastructure is, literally, everywhere: water and sewer pipes, broadband, roads, public transit, sidewalks, ports, airports...the list goes on. Just to keep pace, the community must maintain this infrastructure — but that's not good enough in this day and age. A competitive community insists this infrastructure performs at a high level. For a community to grow, it must ensure an efficient, multi-modal transportation infrastructure, expand and modernize its ports and airports and ensure that its residents are able to walk and bike safely.

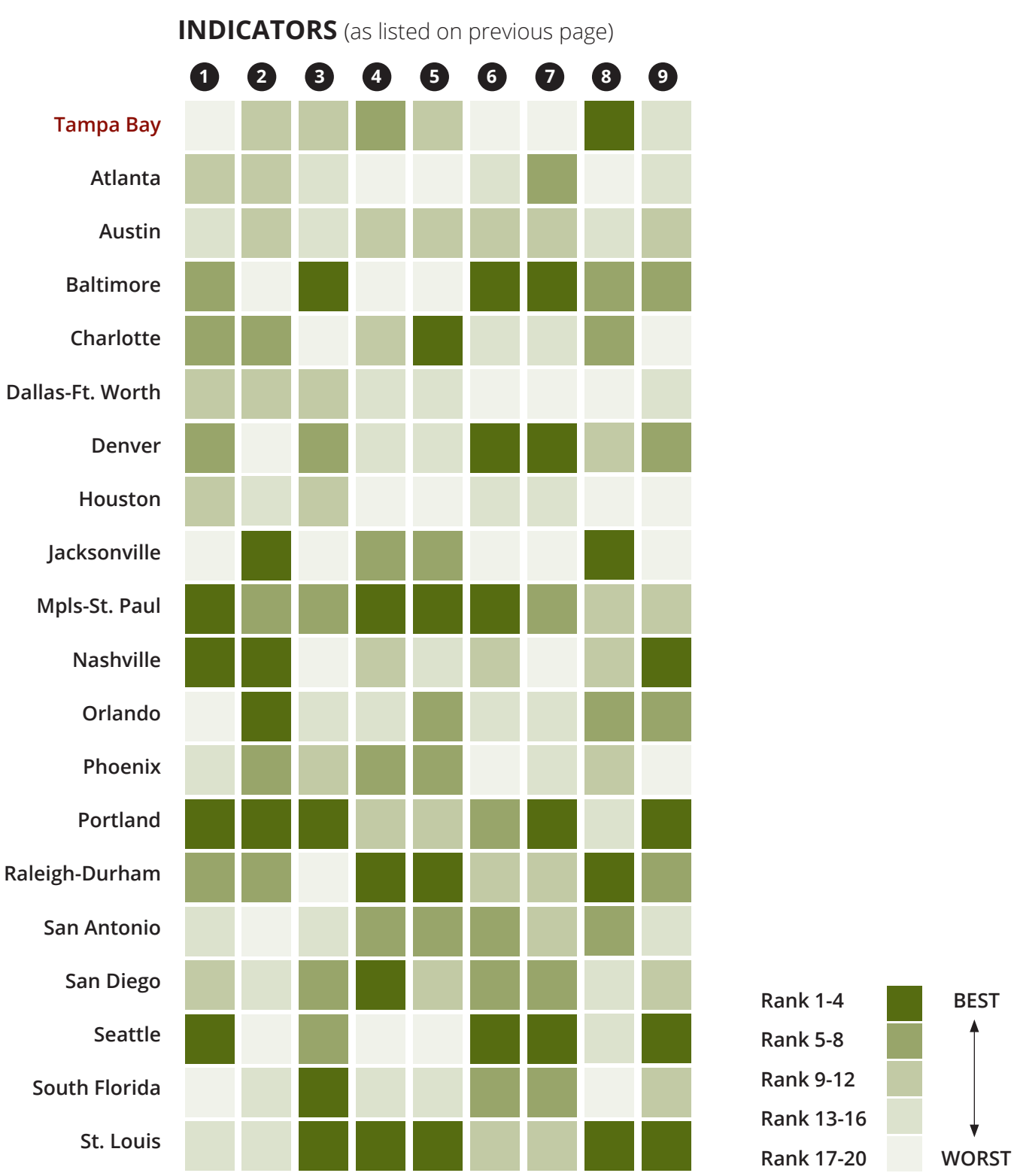
These infrastructure assets and improvements require substantial investments and coordinated commitment by local, state and federal agencies as well as the private sector. The level of infrastructure investment and quality of its performance communicates loud and clear the intent of the community to invest in its long-term future, and plays a critical role in the ability of the community to compete for new residents and jobs.

LIST OF INDICATORS

1. Bicycle and Pedestrian Safety
2. Pavement Condition
3. Walkability
4. Commute Time
5. Commuters with > 60 minute Commute
6. Transit Vehicle Revenue Miles Per Capita
7. Transit Ridership Per Capita
8. Driving Time Spent in Congestion
9. Airline Passenger Traffic Growth

"The level of infrastructure investment and quality of its performance communicates the community's intent to invest in its future."

SUMMARY OF INFRASTRUCTURE INDICATORS



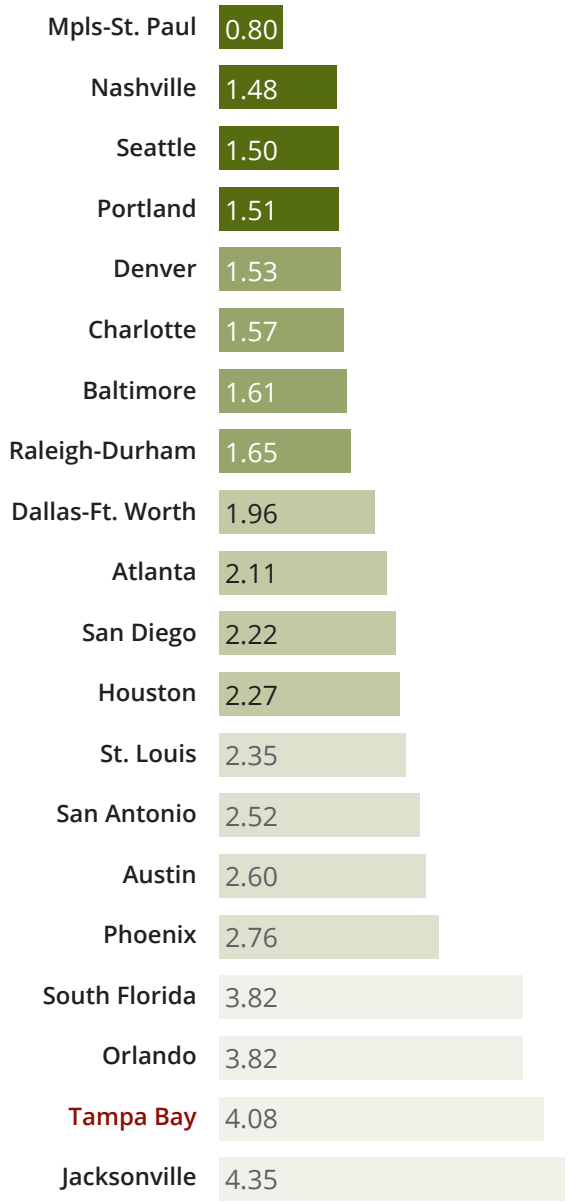
PEDESTRIAN AND CYCLIST FATALITIES PER 100,000 RESIDENTS

WHAT: Measures the number of pedestrian and cyclist fatalities per 100,000 population. A pedestrian is defined as any person on foot — i.e. walking, running, jogging, hiking — and a cyclist is defined as a person on a vehicle powered solely by pedals. Crashes that occurred on private property, including parking lots and driveways, are excluded.

WHY: Pedestrian deaths disproportionately impact low-income residents. They are generally viewed as a result of poor urban planning, lack of sidewalk infrastructure, and user behavior. Nearly half of these fatalities involve alcohol.

OF NOTE: Florida benchmark communities perform worst in this metric.

Source: National Highway Traffic Safety Administration, Fatality Analysis Reporting System, 2015

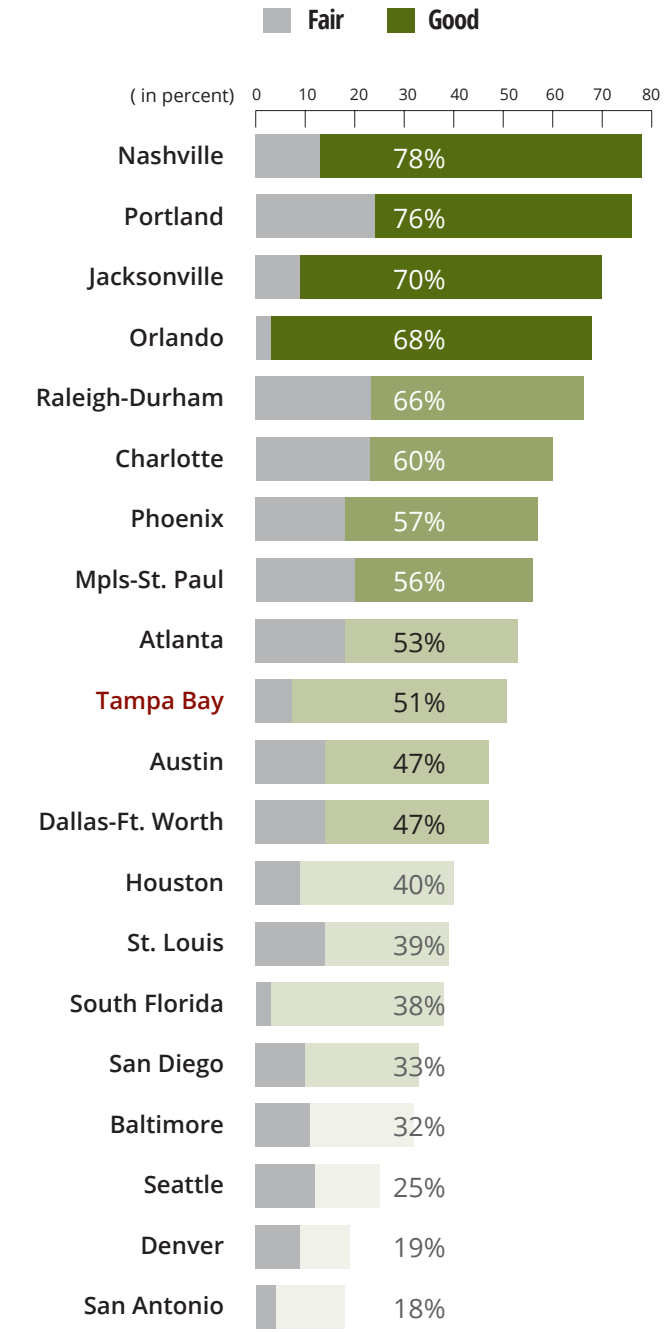


PAVEMENT CONDITION RATED FAIR OR GOOD

WHAT: A measurement of the quality of the roadway systems, performed by TRIP, a Washington D.C.-based national transportation research group.

WHY: The quality of roadways has a direct impact on household and business expenses and represents the safety, efficiency and desired state of repair of a community's transportation infrastructure.

Source: TRIP 2016 Urban Roads Report, Appendix A



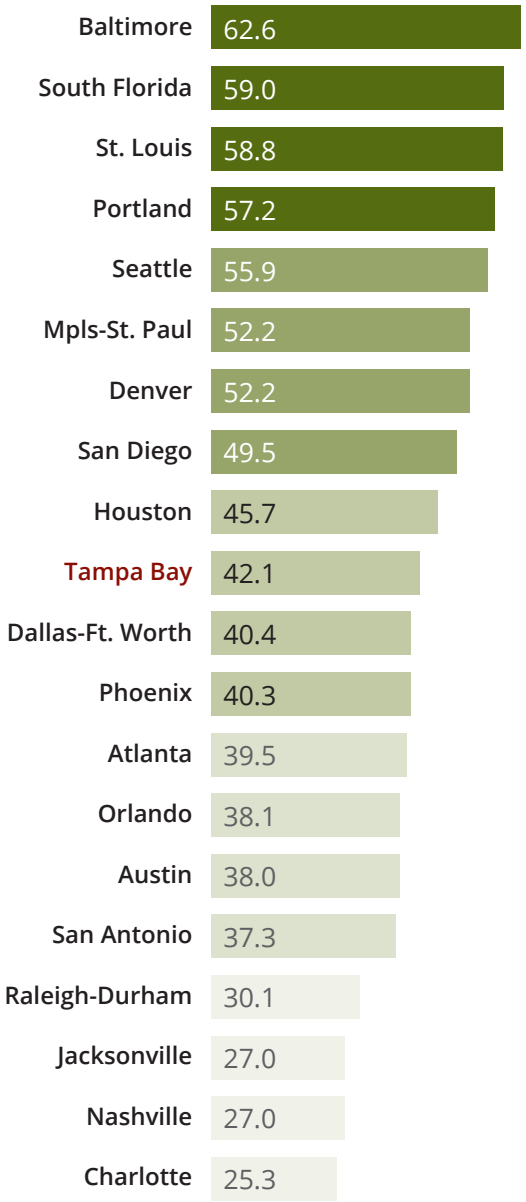
WALKABILITY

WHAT: Walk Score is a private company that has created a large-scale, publicly sourced walkability index that provides a numerical score to any address in the United States, Canada, and Australia. Walk Score accounts for the relative distance of amenities (groceries, services) and the physical characteristics (block length, intersection intensity) of the routes. Walk Score represents a widely adopted tool to test and promote urban design standards.

WHY: More and more, residents are assessing the walkability of a community as a key factor to measure the quality of life a community offers.

OF NOTE: The Walk Score, while available for MSAs, is more typically used for microlevel analysis, such as a neighborhood or district.

Source: Walk Score, Metro score is population-weighted average of principal cities' scores.

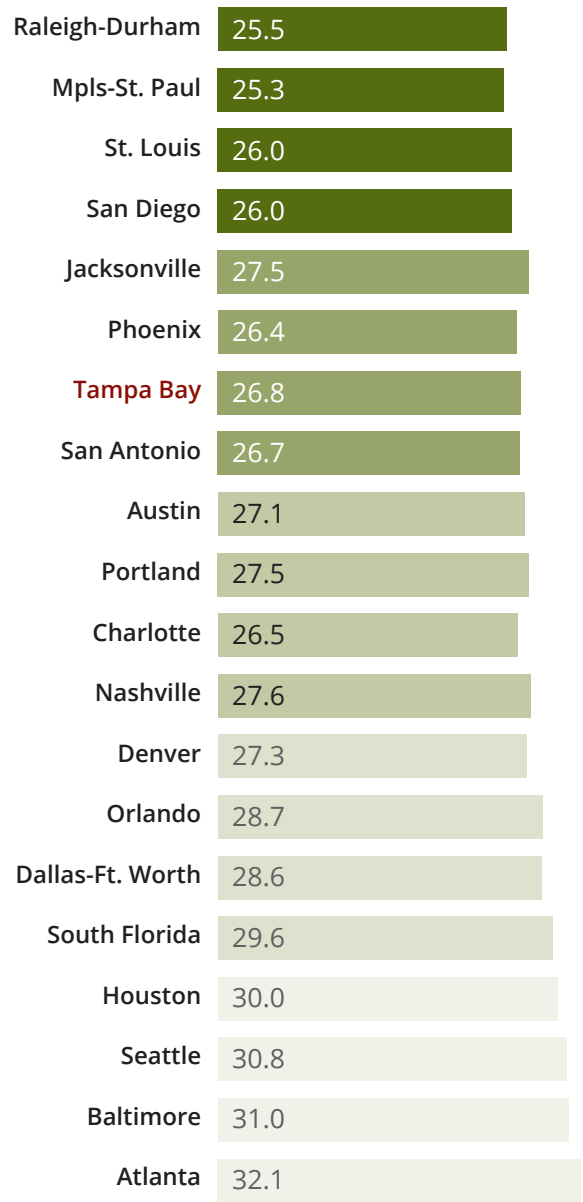


AVERAGE COMMUTE TIME

WHAT: Measures the one-way duration of a trip from home to work.

WHY: Lower average commute times enhance worker productivity and satisfaction, and may indicate improved air quality and urban planning. Factors that may impact commute times include traffic congestion, dual income families, availability of affordable housing and access to public transit.

Source: Census Bureau, American Community Survey, 2016 1-Year Estimates, Table S0801

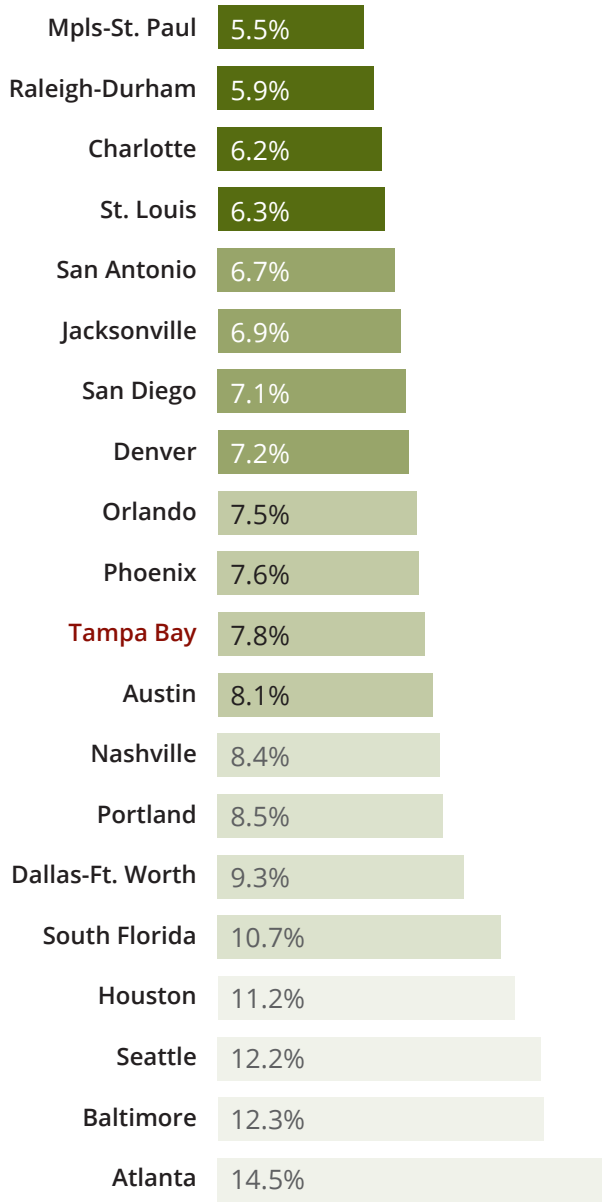


SHARE OF COMMUTERS WITH 1+ HOUR COMMUTES

WHAT: This figure represents the percentage of the population who has reported a travel time of more than one hour from home to work.

WHY: Long commutes reduce time with family and may decrease job satisfaction and productivity. A high percentage in this category may indicate long distances between affordable residential neighborhoods and job centers, and may also mean residents are seeking employment outside of the region.

Source: Census Bureau, American Community Survey, 2016 1-Year Estimates, Table S0801

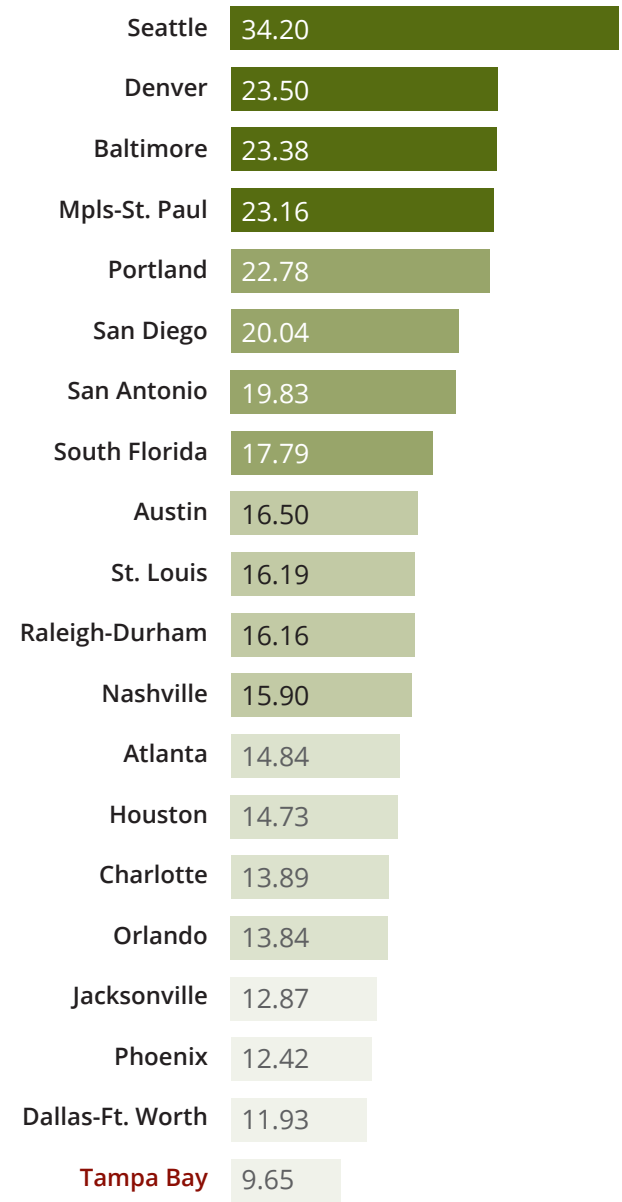


TRANSIT VEHICLE REVENUE MILES PER CAPITA

WHAT: Measures, on a per capita basis, the number of miles traveled by public transit vehicles during revenue service—meaning that the vehicle is transporting passengers while on the road.

WHY: This figure indicates the availability of public transit, the supply of which is both an input to and output of the demand for transit in a community. As an equity issue, the supply of transit affects access to jobs, healthcare, parental participation in school events and a host of other activities.

Source: Federal Transit Administration, National Transit Database, 2015 Annual UZA Sums

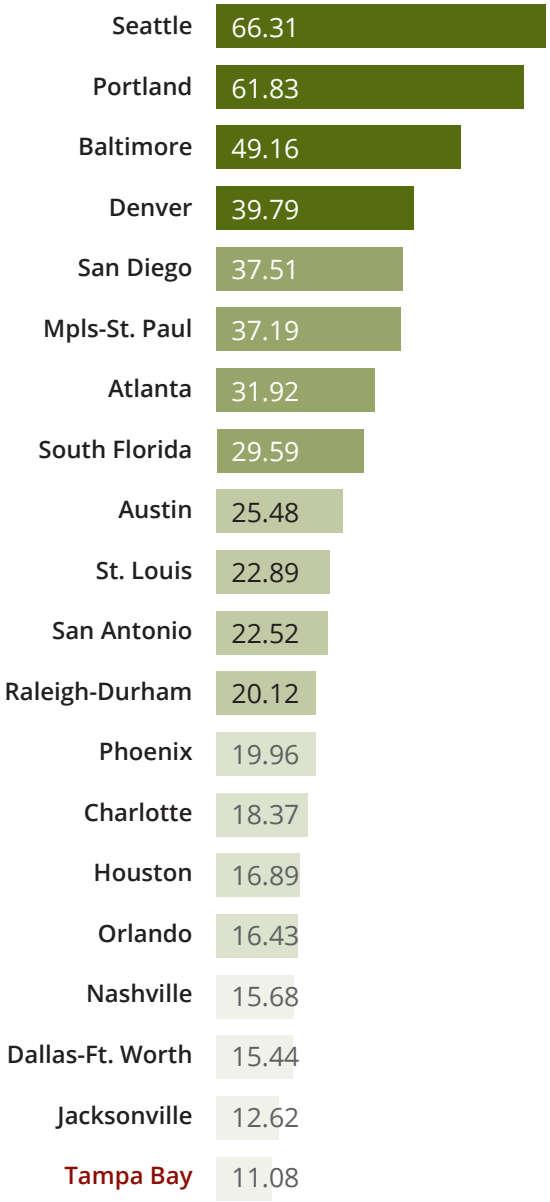


TRANSIT RIDERSHIP PER CAPITA

WHAT: Measures, on a per capita basis, the number of trips taken on public transit — meaning that the public has paid a fare to ride on a form of public transit including bus, rail or train or some other kind of public transit.

WHY: High transit ridership indicates the community has mobility options. According to the National Transit Database, "Owning and driving your own vehicle in a dense urbanized area can be both expensive and inconvenient. Choosing public transit over private cars, bicycles, motorcycles, or walking is called a "discretionary trip" and indicates a personal choice that is not out of necessity, medical or otherwise."

Source: Federal Transit Administration, National Transit Database, 2015 Annual UZA Sums

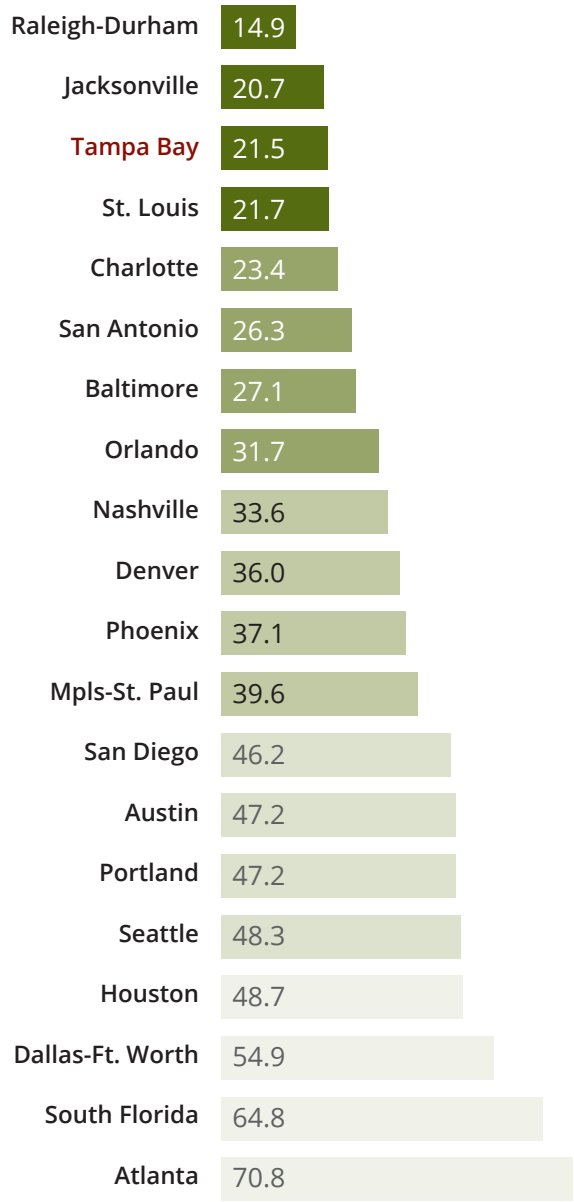


DRIVING TIME SPENT IN CONGESTION

WHAT: The INRIX Traffic Scorecard is a comprehensive study, using big data, which produces a congestion index, providing insights about the health of a transportation network. INRIX combines anonymous, real-time GPS probe data with traditional real-time traffic flow information and hundreds of market-specific criteria that affect traffic in select cities within our comparison markets.

WHY: An indicator of the efficiency of roadways at peak volume. Congestion, defined as the condition of road speeds less than 65% of free flow speeds, negatively affects commerce and the environment and it impacts quality of life by using personal time for commuting rather than spending time doing other more pleasant activities such as being with family and/or friends.

Source: INRIX 2016 Global Traffic Scorecard



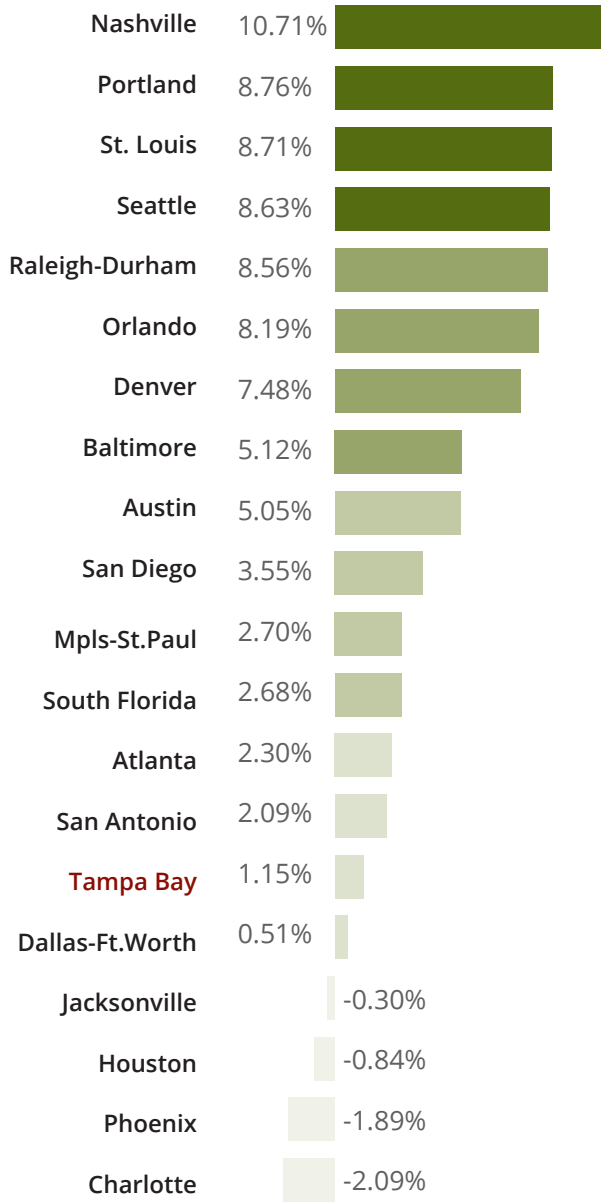
AIRLINE PASSENGER TRAFFIC GROWTH

WHAT: Measures the annual growth in the number of airline passengers at all commercial service airports in the region.

WHY: Passenger growth measures a change in the attractiveness of the region for business and leisure visitors, regional business activity and regional household fortunes. This statistic is monitored closely by multiple stakeholder airports as one of their key measurements of service delivery.

Source: Federal Aviation Administration, Air Carrier Activity Information System, 2016

	ENPLANEMENTS (BOARDINGS)		CHANGE	
	2015	2016	#	%
Nashville	5,715,205	6,327,048	611,843	10.71%
Portland	8,340,252	9,071,154	730,902	8.76%
St. Louis	6,239,248	6,782,911	543,663	8.71%
Seattle	20,148,980	21,887,110	1,738,130	8.63%
Raleigh-Durham	4,954,735	5,378,637	423,902	8.56%
Orlando	19,969,320	21,603,913	1,634,593	8.19%
Denver	26,280,043	28,246,269	1,966,226	7.48%
Baltimore	11,738,845	12,340,183	601,338	5.12%
Austin	5,797,562	6,090,078	292,516	5.05%
San Diego	9,985,763	10,340,164	354,401	3.55%
Mpls-St. Paul	17,634,273	18,109,982	475,709	2.70%
South Florida	37,161,572	38,157,924	996,352	2.68%
Atlanta	49,340,732	50,476,272	1,135,540	2.30%
San Antonio	4,091,434	4,177,076	85,642	2.09%
Tampa Bay	10,577,881	10,699,201	121,320	1.15%
Dallas-Ft. Worth	38,630,789	38,829,296	198,507	0.51%
Jacksonville	2,716,473	2,708,369	(8,104)	-0.30%
Houston	26,533,871	26,312,089	(221,782)	-0.84%
Phoenix	22,017,691	21,601,960	(415,731)	-1.89%
Charlotte	21,913,166	21,455,996	(457,170)	-2.09%




G5
A340 A380
A380
MD11

TALENT

BUILDING A STRONG PIPELINE OF TALENT — from early childhood through advanced degrees — is arguably the most critical factor in regards to a community's ability to compete and prosper. A skilled workforce will help to retain the employers who are here, and attract new jobs, companies and investment. Similarly, citizens equipped with the skills and credentials required by industry are more likely to enjoy prosperity for themselves and their families.

The talent pipeline is continuous, and if one part of it breaks down, the rest of it can suffer. Furthermore, as technology changes, the demand for talent is always evolving. For most industries, social skills and critical thinking are baseline attributes; other industries require ever-changing certifications; and other jobs require advanced degrees in specialized areas of study.

As a community targets higher wage industries to improve outcomes such as household incomes and gross regional product per capita, leaders must understand the skills that these target industries require. Working strategically to evolve the talent pipeline will be key to success.

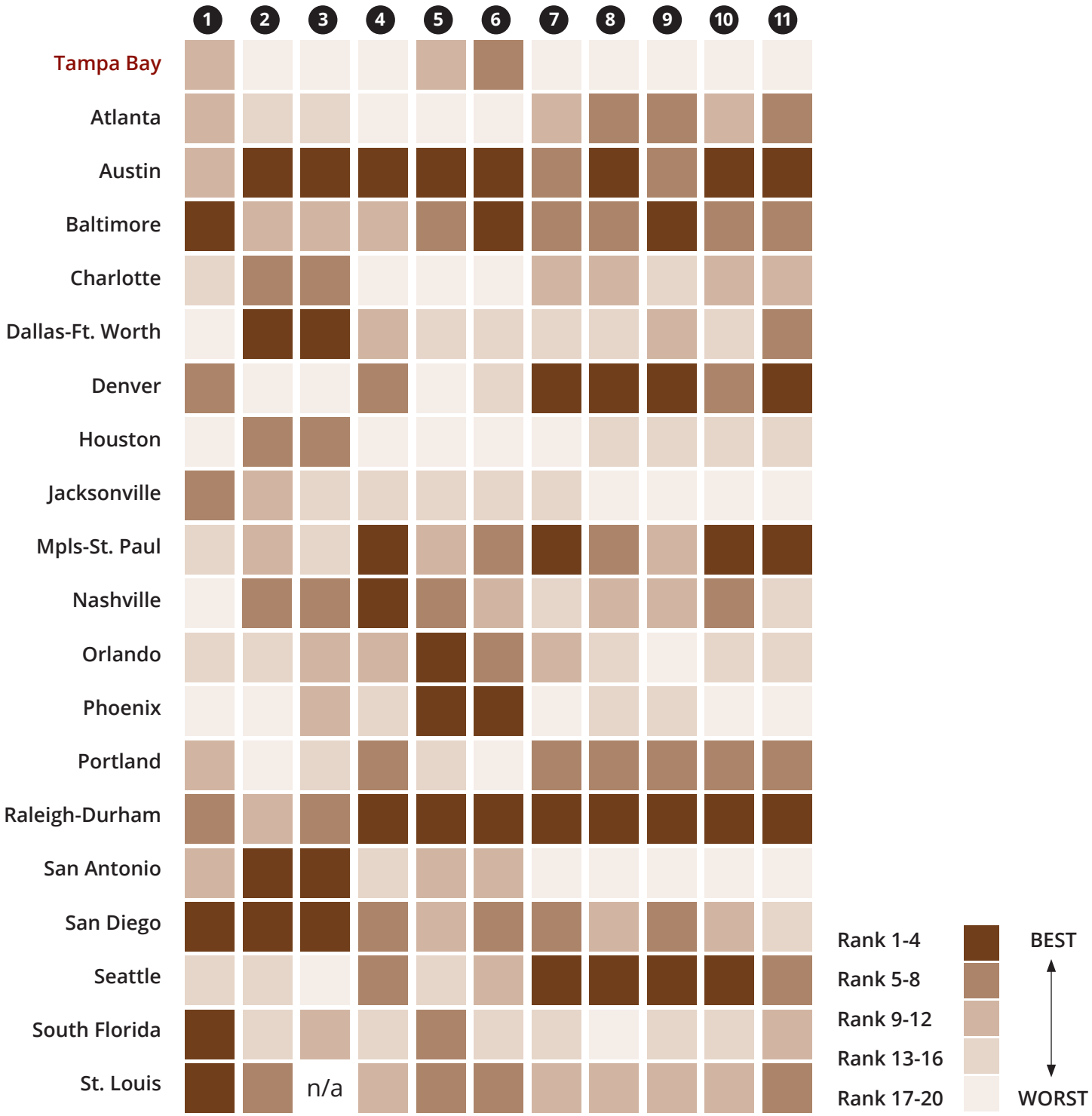
LIST OF INDICATORS

1. Share of 3 & 4 Year Olds Enrolled in School
2. High School Graduation Rate
3. High School Graduation Rate: Economically Disadvantaged
4. Share of Population Age 16-24 Neither Employed nor Enrolled in School
5. Degree Production per 10,000 Residents
6. TEM Degree Production per 10,000 Residents
7. Educational Attainment Rate: AA/AS+
8. Educational Attainment Rate: BA/BS+
9. Educational Attainment Rate: Graduate/Professional
10. Age 25-34 Educational Attainment Rate: BA/BS+
11. Labor Force Participation Rate Age 25-64

Also included in this section, following the full comparative data, is an examination of select "Florida-specific" talent indicators.

SUMMARY OF TALENT INDICATORS

INDICATORS (as listed on previous page)

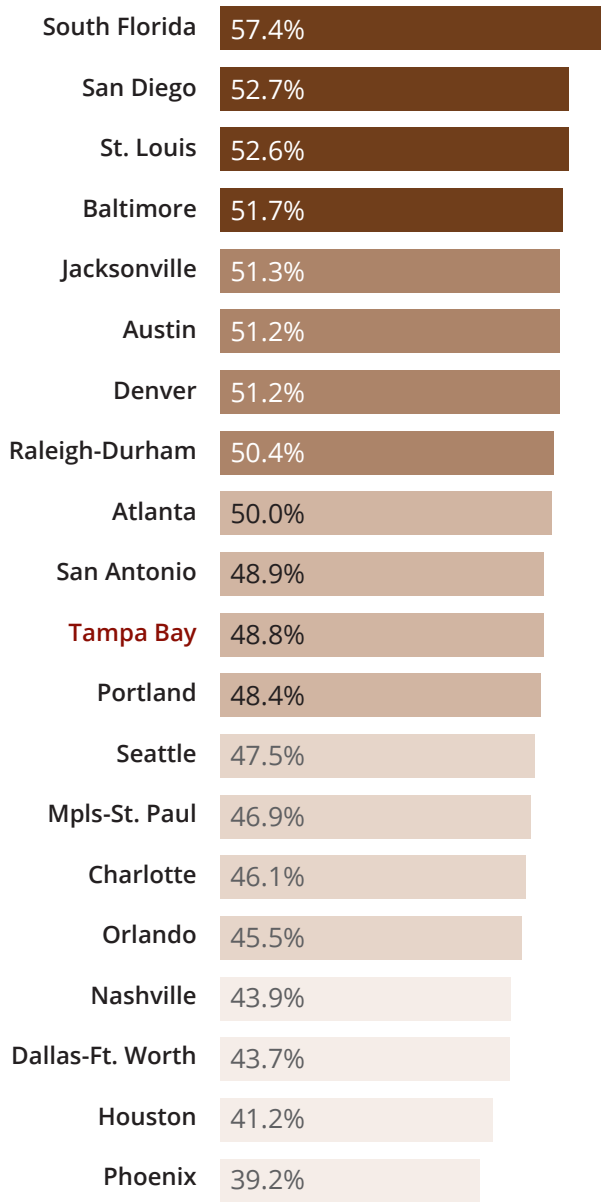


SHARE OF 3 & 4 YEAR OLDS ENROLLED IN SCHOOL

WHAT: This indicator includes data from the American Community Survey on school enrollment for children ages 3 & 4, including both public and private schools.

WHY: Early childhood education has been proven to be an early and predictable determinant of future educational and economic success. Lower enrollment in early childhood education may represent that challenges exist in terms of accessibility and affordability.

Source: Census Bureau, American Community Survey, 2016 1-Year Estimates, Table S1401



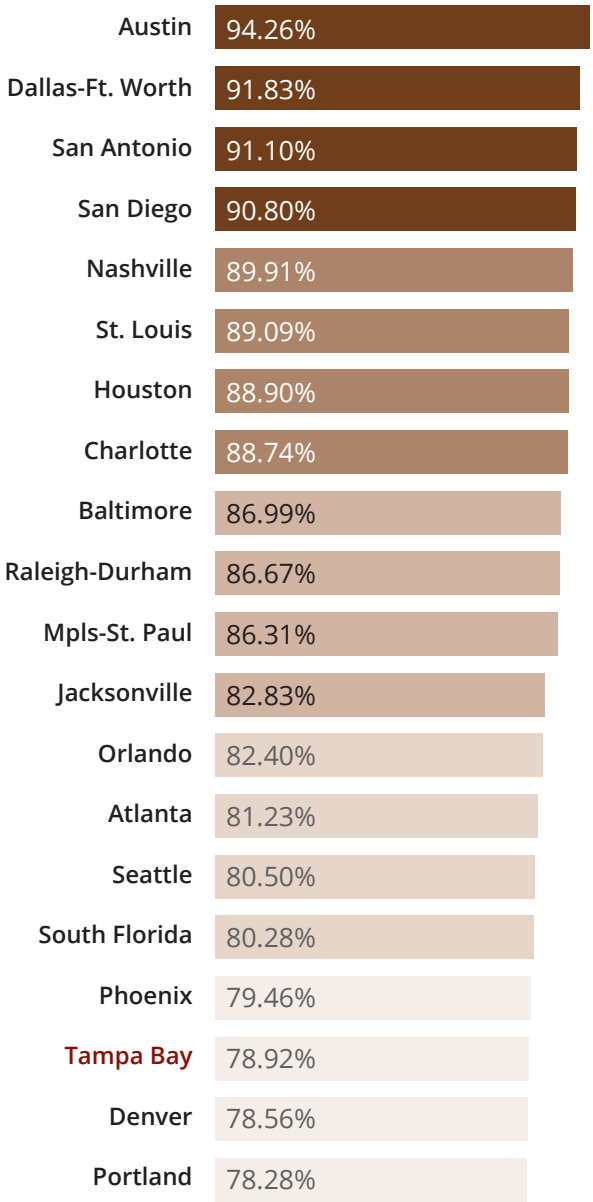
HIGH SCHOOL GRADUATION RATE

WHAT: This indicator reports the share of students earning a regular diploma divided by an "adjusted cohort" for the graduating class -- the number of ninth graders four years ago, plus students transferring in, minus those who transferred, emigrated or passed away during the four school years.

WHY: A high school diploma is a key credential for future study or to enter the workforce. Individuals lacking this most basic level of educational attainment also tend to have lower income potential, experience higher rates of incarceration, and are more likely to be dependent on public resources.

OF NOTE: Individual state requirements for a diploma vary, but the negative consequences associated with not graduating are similar across jurisdictions.

Source: Individual district graduation rates, 2015-2016 Academic Year

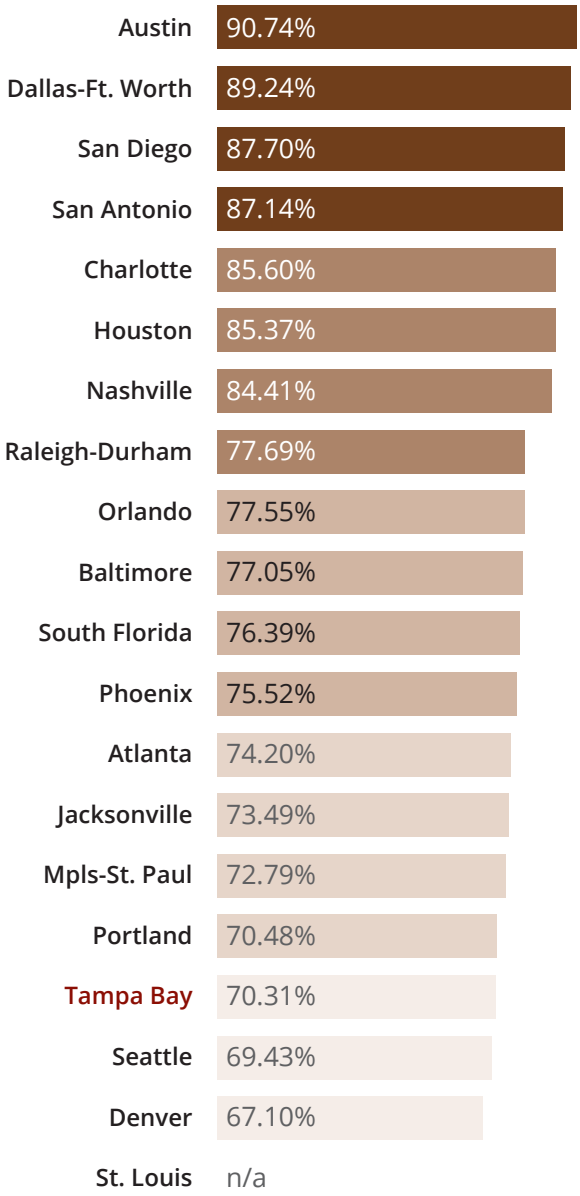


HIGH SCHOOL GRADUATION RATE: ECONOMICALLY DISADVANTAGED

WHAT: This indicator reports the share of economically disadvantaged students – those receiving free or reduced lunch, among other determinants - earning a regular diploma divided by an "adjusted cohort" for the graduating class -- the number of ninth graders four years ago, plus students transferring in, minus those who transferred, emigrated or passed away during the four school years.

WHY: The graduation rate of this group of students provides a more comprehensive view of a community's talent pipeline, and removes a barrier to economic mobility.

Source: Individual district graduation rates, 2015-2016 Academic Year

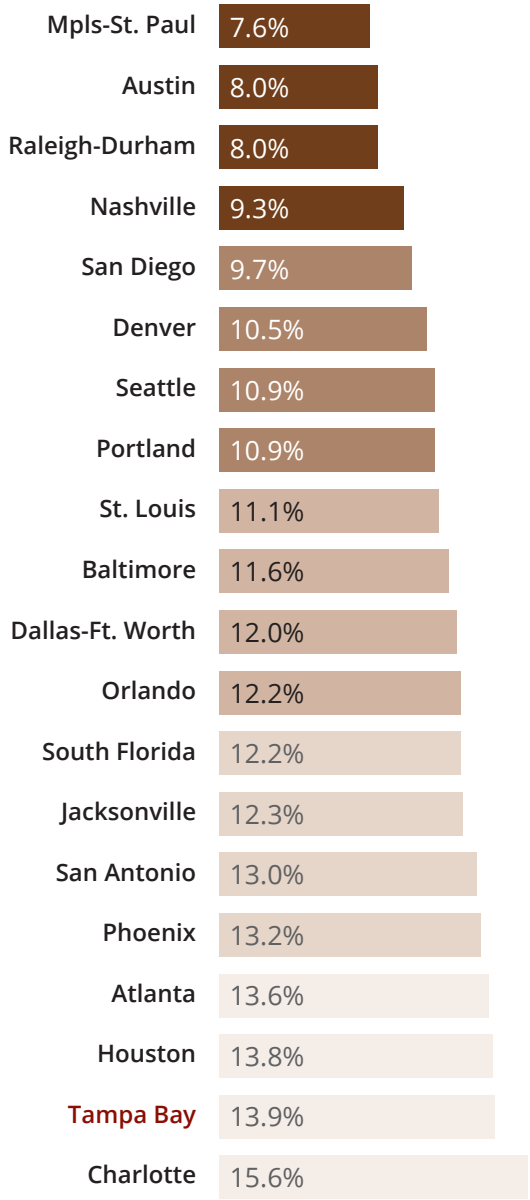


SHARE OF POPULATION AGE 16-24 NEITHER EMPLOYED NOR ENROLLED IN SCHOOL

WHAT: This measure reports, as a percentage of the entire population age 16-24, those individuals neither enrolled in school nor employed.

WHY: These "disconnected youth" are missing key educational and employment experiences and are at increased risk — according to researchers — for a host of negative outcomes, each with significant costs to society: long spells of unemployment, poverty, criminal behavior, substance abuse and incarceration.

Source: Census Bureau, American Community Survey, 2015 1-Year Estimates, Public Use Microdata Sample



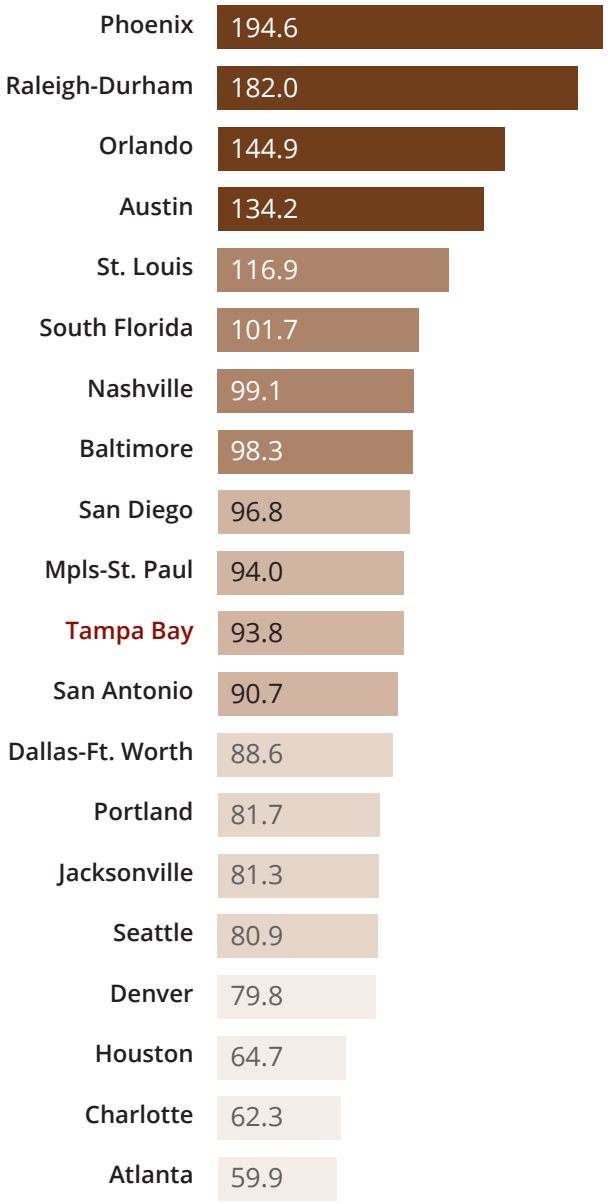
DEGREE PRODUCTION PER 10,000 RESIDENTS

WHAT: The measure reports the number of degrees (associates and above) awarded by institutes of higher education within a community, divided by population.

WHY: An indicator of a region's performance in producing a pipeline of workforce talent. Areas with a steady stream of college graduates are attractive to employers across an array of industries.

OF NOTE: Another way to examine degree production is in the aggregate, or total number of degrees. From that perspective, Tampa Bay would rank fifth with more than 43,000 degrees conferred.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System, 2015-2016 Academic Year Completions



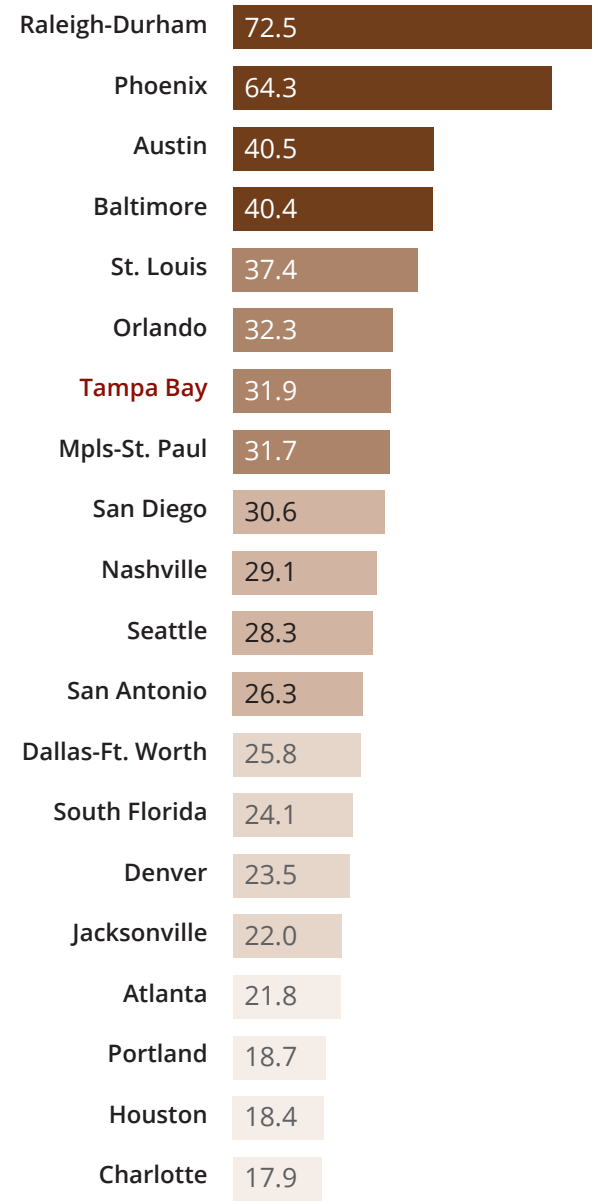
STEM DEGREE PRODUCTION PER 10,000 RESIDENTS

WHAT: The measure reports the number of STEM degrees (associates and above) awarded by institutes of higher education within a community, divided by population. STEM degrees are identified using program codes assigned by the US Departments of Education and Homeland Security.

WHY: Provides a closer look at the talent pipeline, focusing on Science, Technology, Engineering and Mathematics (STEM) competencies. STEM jobs have been identified at the national and state level as growing in number, paying higher than average wages, and lacking in available workforce.

OF NOTE: From the aggregate perspective, Tampa Bay's 14,700 STEM degrees would rank third.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System, 2015-2016 Academic Year Completions



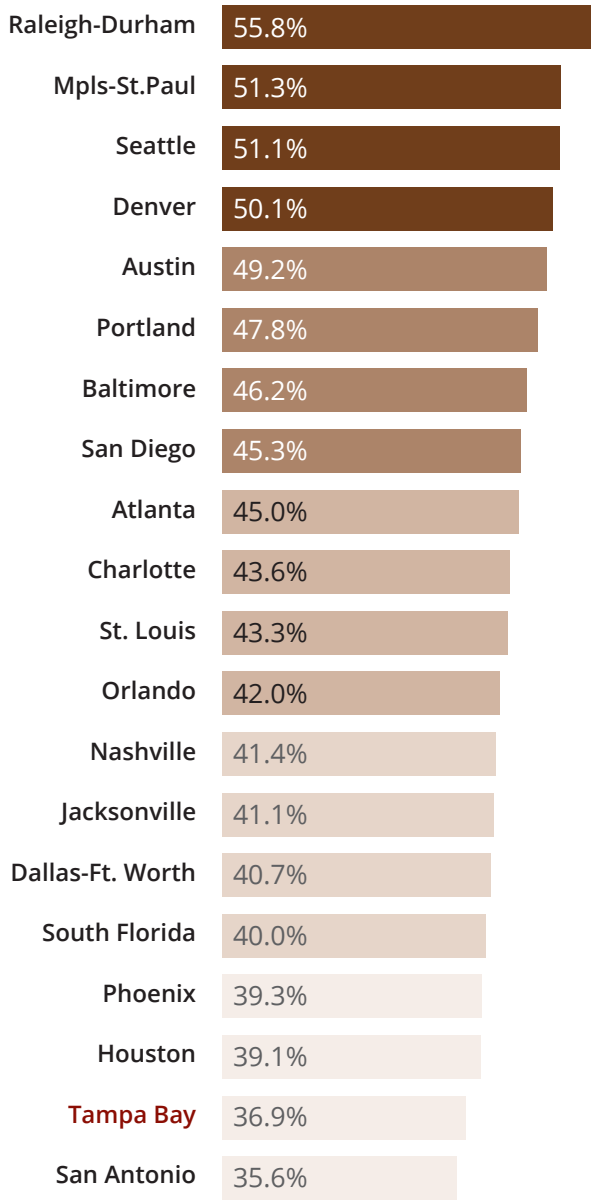
EDUCATIONAL ATTAINMENT RATE: AA/AS+

WHAT: Measures the percentage of the population, 25 years or older, who have attained an associate's degree or higher.

WHY: This indicator provides a broad-based view of the relative education level of the community. It takes into account that many jobs require the kind of training and educational support that is offered by community colleges and other institutions offering two-year degrees.

OF NOTE: The educational attainment rate of the population can be influenced by, but is not dependent upon, degree production within a region. Students earning a degree may choose to stay or leave, and migration of population - and their associated academic credentials - has a significant effect on this metric.

Source: Census Bureau, American Community Survey, 2016 1-Year Estimates, Table S1501



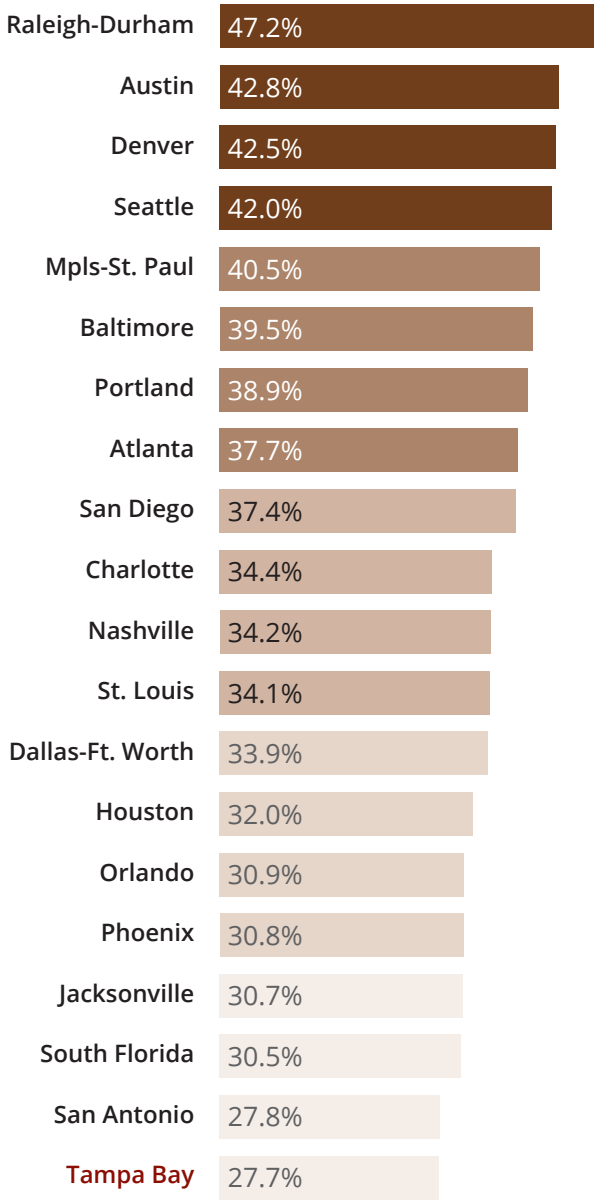
EDUCATIONAL ATTAINMENT RATE: BA/BS+

WHAT: Measures the percentage of the population, 25 years or older, who have attained a bachelor's degree or higher.

WHY: As many jobs in high-wage and high-skilled industry sectors require at least a bachelor's degree, this indicator measures the talent pool that is available in the region.

OF NOTE: The educational attainment rate of the population can be influenced by, but is not dependent upon, degree production within a region. Students earning a degree may choose to stay or leave, and migration of population - and their associated academic credentials - has a significant effect on this metric.

Source: Census Bureau, American Community Survey, 2016 1-Year Estimates, Table S1501



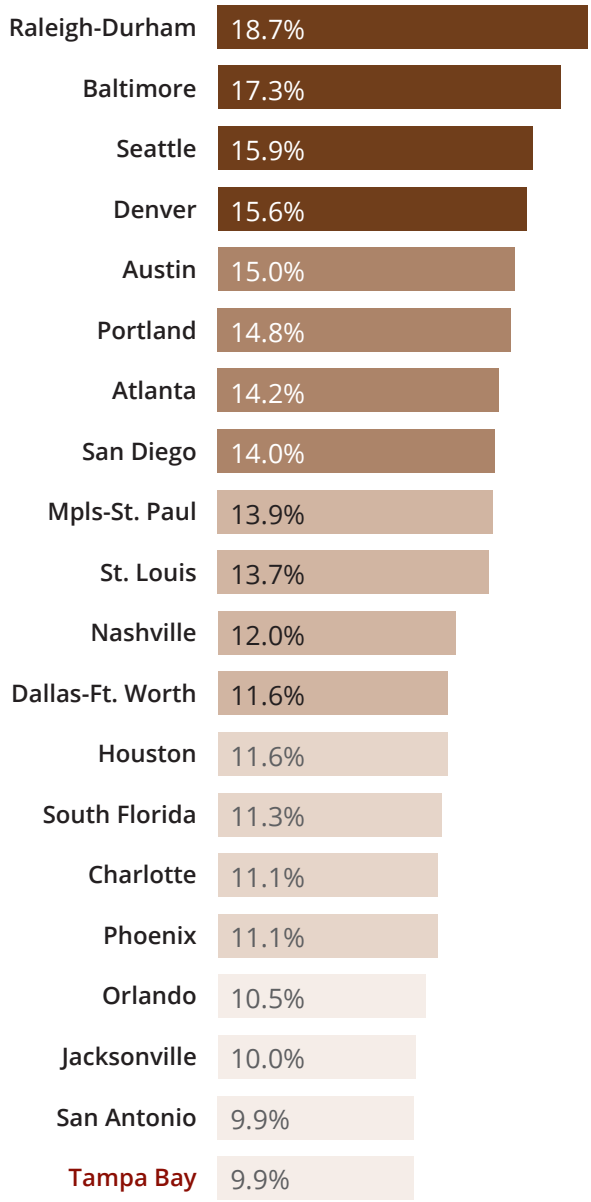
EDUCATIONAL ATTAINMENT RATE: GRADUATE/PROFESSIONAL

WHAT: Measures the percentage of the population, 25 years or older, who have attained a graduate or professional degree.

WHY: Many of the most technical and highly-compensated jobs in high-wage and high-skilled industry sectors require advanced degrees; this indicator measures the talent pool of the most-educated available in the region.

OF NOTE: The educational attainment rate of the population can be influenced by, but is not dependent upon, degree production within a region. Students earning a degree may choose to stay or leave, and migration of population - and their associated academic credentials - has a significant effect on this metric.

Source: Census Bureau, American Community Survey, 2016 1-Year Estimates, Table S1501



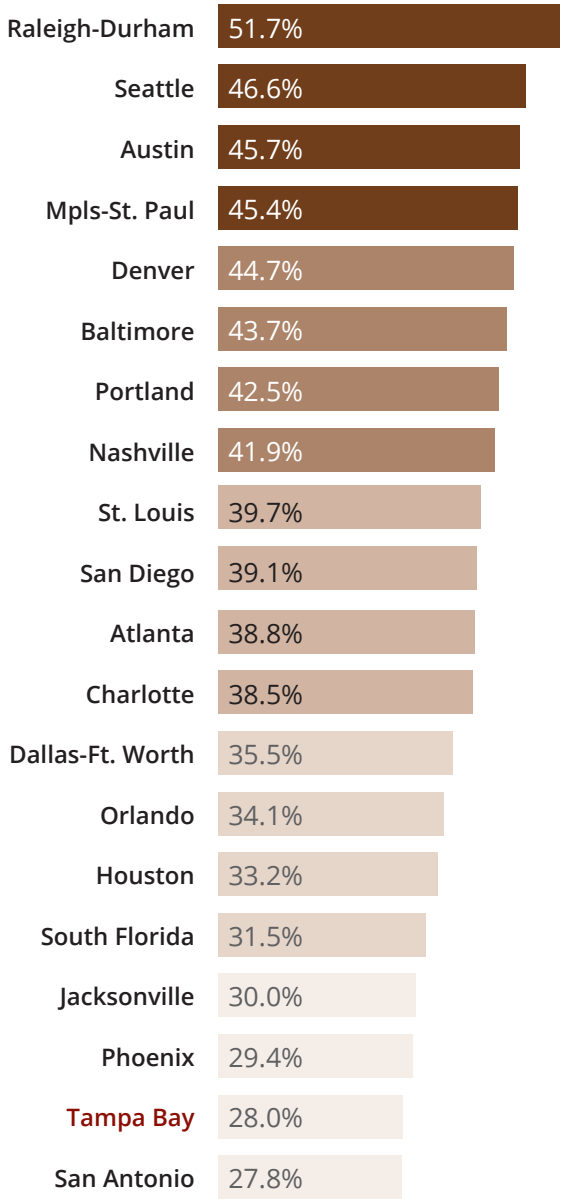
AGE 25-34 EDUCATIONAL ATTAINMENT RATE: BA/BS+

WHAT: This measure looks, specifically, at the 25-34 year old population and calculates the percentage of this population that has attained a bachelor's or higher advanced degree.

WHY: This indicator, measured by dozens of communities, is regarded as important because it shows how well a community is doing in its efforts to retain and attract the all-important millennial generation — particularly the most educated and talented ones. Having a high percentage of this population has been shown to have a direct correlation with other prosperity outcomes.

OF NOTE: The educational attainment rate of the population can be influenced by, but is not dependent upon, degree production within a region. Students earning a degree may choose to stay or leave, and migration of population - and their associated academic credentials - has a significant effect on this metric.

Source: Census Bureau, American Community Survey, 2016 1-Year Estimates, Public Use Microdata Sample



LABOR FORCE PARTICIPATION RATE: AGE 25-64

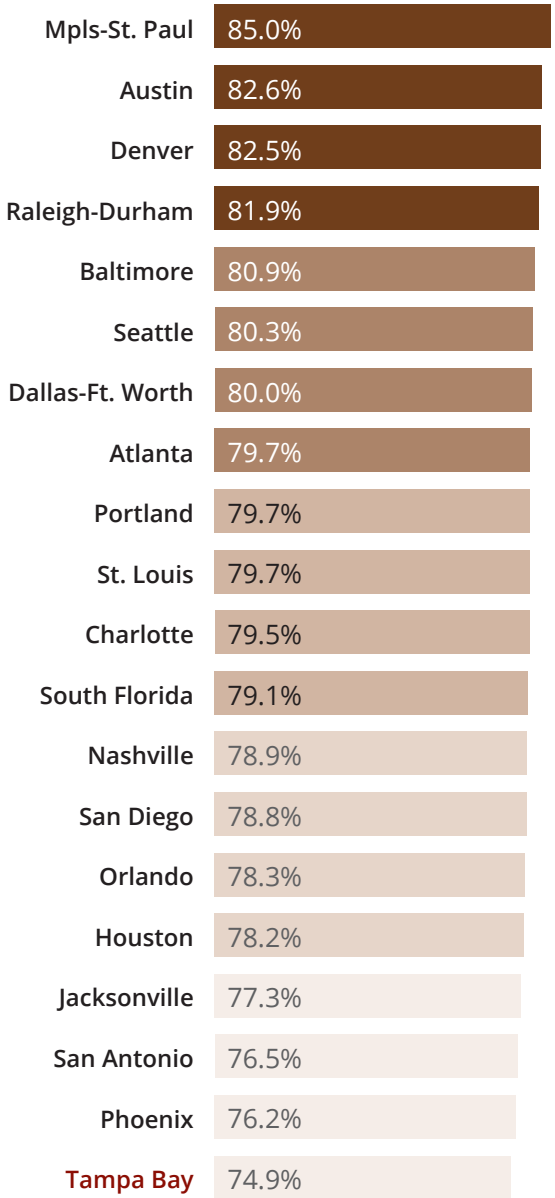
WHAT: Measures the percentage of the working-age population that is either employed, or unemployed but able to work and/or actively seeking a job.

WHY: This indicator provides a broad-based view of the relative availability of labor in a market. With workforce identified by industry as a key component of growth, availability of a pipeline of prospective talent is important. It is important to look deeper into the labor market, identifying more clearly levels of educational attainment and the percentage of the potential labor force that is currently unemployed.

OF NOTE: Moving Tampa Bay's performance in this indicator from 74.9% to to the median of the cohort, 79.6%, equates to an additional 110,000 labor force participants.

Source: Census Bureau, American Community Survey, 2016 1-Year Estimates, Table S2301

"The talent pipeline is continuous, and if one part of it breaks down, the rest of it can suffer. Furthermore, as technology changes, the demand for talent is always evolving."



FLORIDA TALENT INDICATORS

ONE OF THE TENETS of the Regional Competitiveness Report is that, to the extent possible, indicators are measured, between communities, on an apples-to-apples basis. For many key indicators of primary and secondary education, no national data is available at the metro level. However, due to the importance of regional talent for economic competitiveness and prosperity, and the frequency with which certain K-12 education metrics were cited as important by subject matter experts and stakeholders alike, we present select indicators – with a focus on STEM – of student performance for the Floridian markets within the comparison cohort. We look forward to reporting appropriate and meaningful K-12 education data for metros in different states, should it become available.

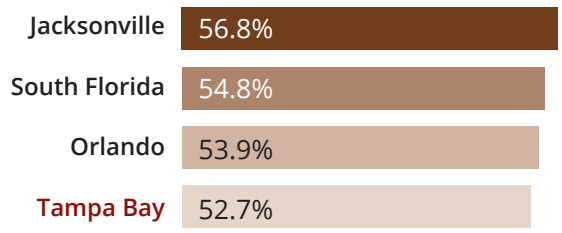
WHAT: The indicators measure a collection of capstone and other assessments generally viewed as markers of academic progress and content mastery.

WHY: Content mastery and passage of the relevant exams allows for progression through the education "pipeline." Conversely, failure to meet these standards may preclude student advancement, from one grade to the next, from secondary school to an institution of higher education, and from school into a job with family-sustaining wages.

Sources: All Data from Florida Department of Education; EDStats Portal (Florida Standards Assessment, and End Of Course exam), 2016-2017 Academic Year; Florida Department of Education, Office of Accountability and Policy Research (Advanced Placement and SAT Score Data), 2013-2014 Academic Year

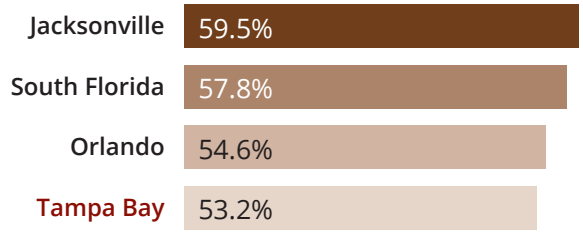
ENGLISH LANGUAGE ARTS FLORIDA STANDARDS ASSESSMENT: SCORE OF 3 OR BETTER

WHAT: Measures the weighted average share of 3rd, 8th, and 10th grade students with a passing score of 3 or better - maximum score is 5 - on the assessment. Data for 2016-2017 Academic Year.



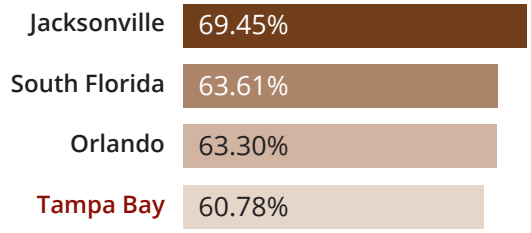
MATH FLORIDA STANDARDS ASSESSMENT: SCORE OF 3 OR BETTER

WHAT: Measures the weighted average share of 3rd and 8th grade students with a passing score of 3 or better - maximum score is 5 - on the assessment. Data for 2016-2017 Academic Year.



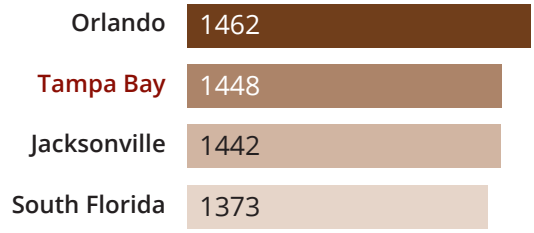
BIOLOGY 1 END OF COURSE EXAM: SCORE OF 3 OR BETTER

WHAT: Measures the share of Biology 1 students (they may be in any grade) with a passing score of 3 or better - maximum score is 5 - on the end of course exam. Data for 2016-2017 Academic Year.



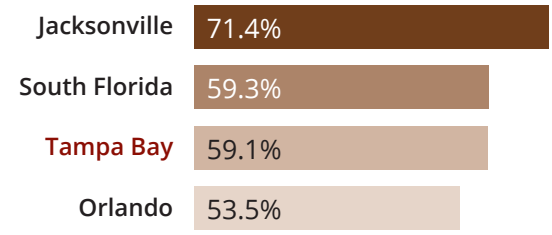
COMPOSITE SAT SCORES

WHAT: Measures the average score on the SAT college entrance examinations administered in 2014; maximum score 2400.



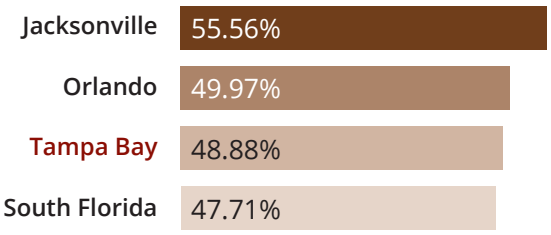
ALGEBRA 1 END OF COURSE EXAM: SCORE OF 3 OR BETTER

WHAT: Measures the share of Algebra 1 students (they may be in any grade) with a passing score of 3 or better - maximum score is 5 - on the end of course exam. Data for 2016-2017 Academic Year.



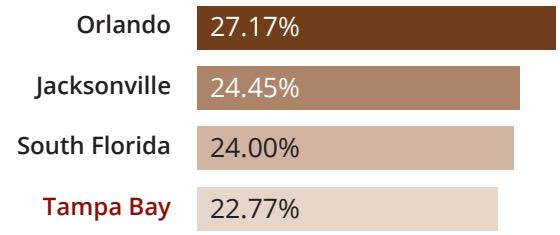
SCIENCE FLORIDA STANDARDS ASSESSMENT: SCORE OF 3 OR BETTER

WHAT: Measures the weighted average share of 5th and 8th grade students with a passing score of 3 or better - maximum score is 5 - on the assessment. Data for 2016-2017 Academic Year.



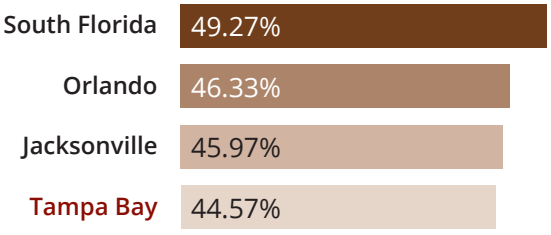
AP EXAMINATIONS: TESTING RATE

WHAT: Measures the share of high school students who took an Advanced Placement exam in 2014.



AP EXAMINATIONS: PASSING RATE

WHAT: Measures the share of passing scores (defined as a score of 3 or better out of 5 maximum) on Advanced Placement tests - students may take multiple tests in one year - as a percentage of examinations taken.



CIVIC QUALITY

A HEALTHY AND INVOLVED CITIZENRY, safe and clean environment and efficient support infrastructure all impact the quality of life within a region. Just about everybody who lives in a community has a choice — whether to stay or leave. As they reflect on their quality of life, and consider other communities in comparison, they each ask fundamental and personal questions:

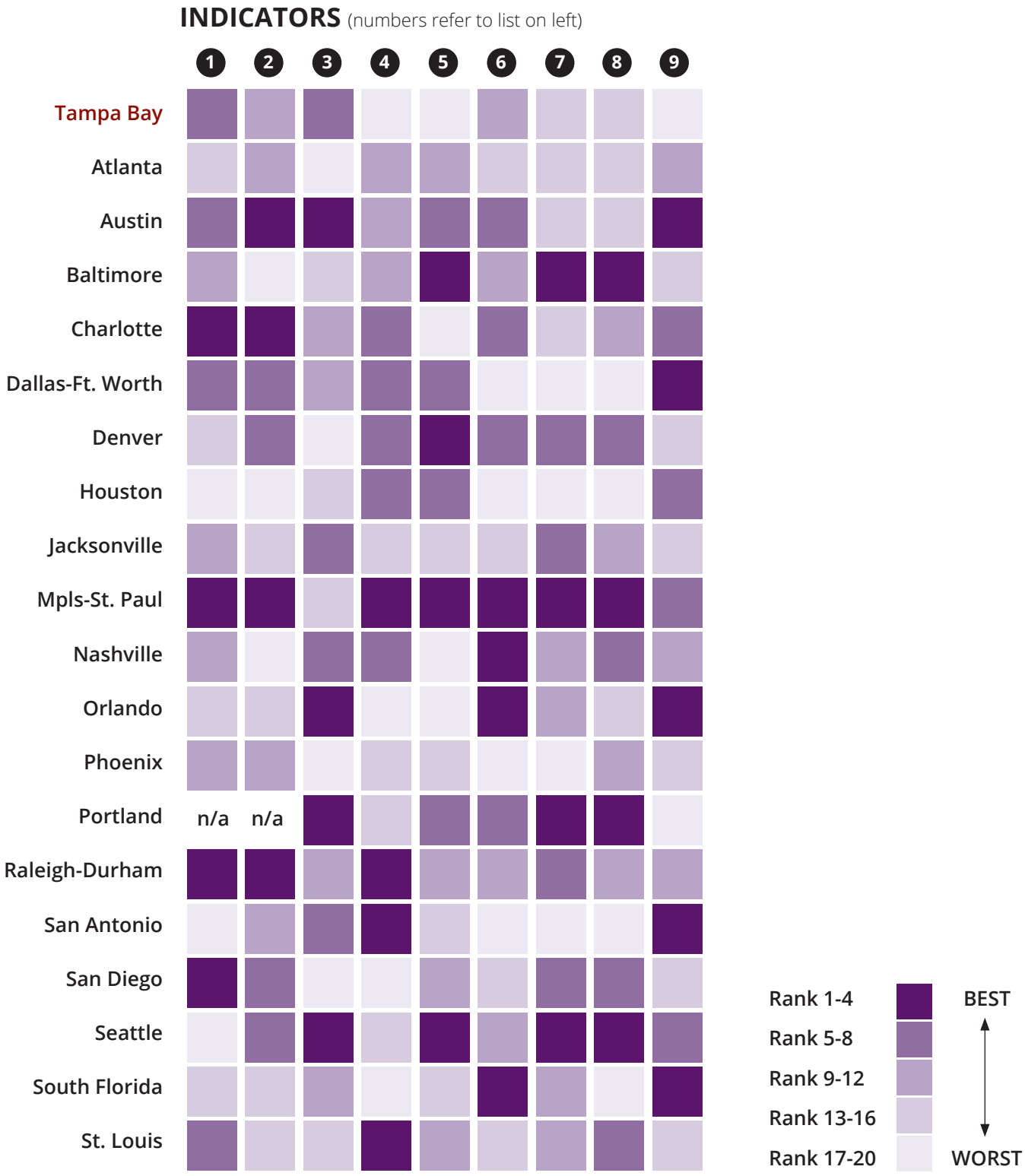
Do I feel safe here? Is the air I breathe clean? Are my housing and transportation costs in line with my income? Are people engaged in the community and its future? Is there enough to do here after work and on the weekends? What is the availability and affordability of healthcare?

Together, the indicators presented under "Civic Quality" help to drive a feeling of satisfaction and pride in the community. These indicators directly impact outputs such as "net migration," which measures the ability of a community to retain its existing population and attract new residents and, in turn, the companies relying on those citizens as a market, talent pool, or both.

LIST OF INDICATORS

1. Crime Rate per 100,000 Residents
2. Violent Crime Rate per 100,000 Residents
3. Median Daily Air Quality Index
4. Housing Affordability - Costs as a Percent of Income
5. Transportation Affordability - Costs as a Percent of Income
6. Cultural & Recreational Establishments per 10,000 Residents
7. Primary Care Physicians per capita
8. Health Insurance Coverage Rate
9. Share of Children in Foster Care

SUMMARY OF CIVIC QUALITY INDICATORS

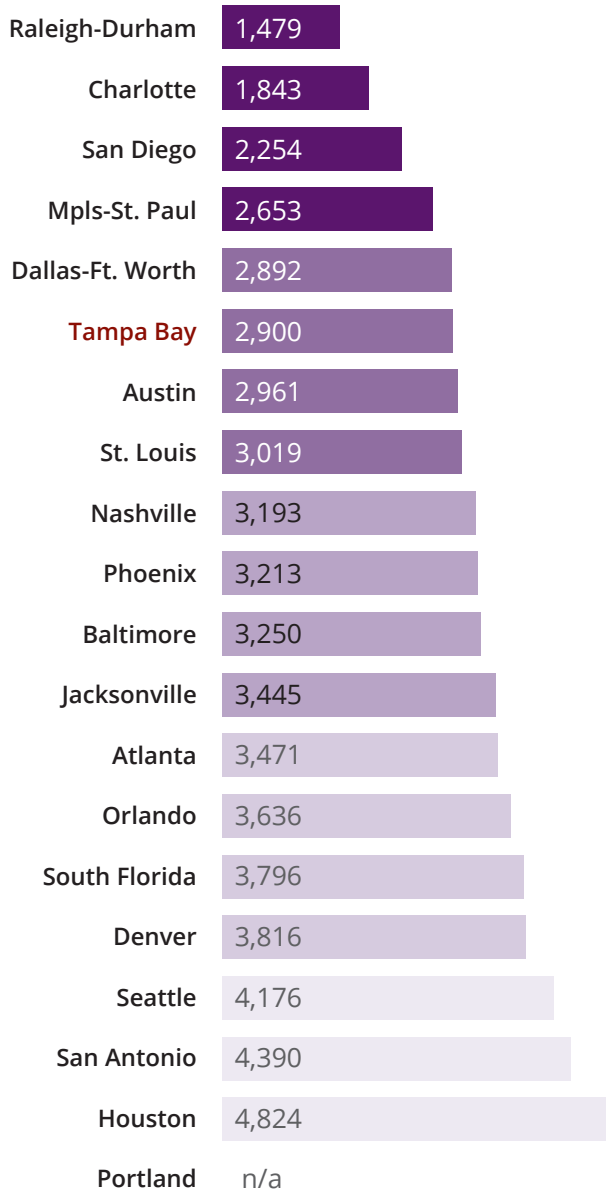


CRIME RATE PER 100,000 RESIDENTS

WHAT: Measures the rate of eight major crimes (including murder and nonnegligent manslaughter, rape, robbery, and aggravated assault, burglary, larceny-theft, and motor vehicle theft) against person and property per 100,000 residents.

WHY: Provides a broad measure of safety and security. According to the FBI, some of the factors that may influence crime rates include levels of urbanization, rates of divorce and single-parent households, population stability, poverty rates, law enforcement funding and the community's attitude towards crime.

Source: Federal Bureau of Investigation, Uniform Crime Report, Crime in the United States by Metropolitan Statistical Area, 2016

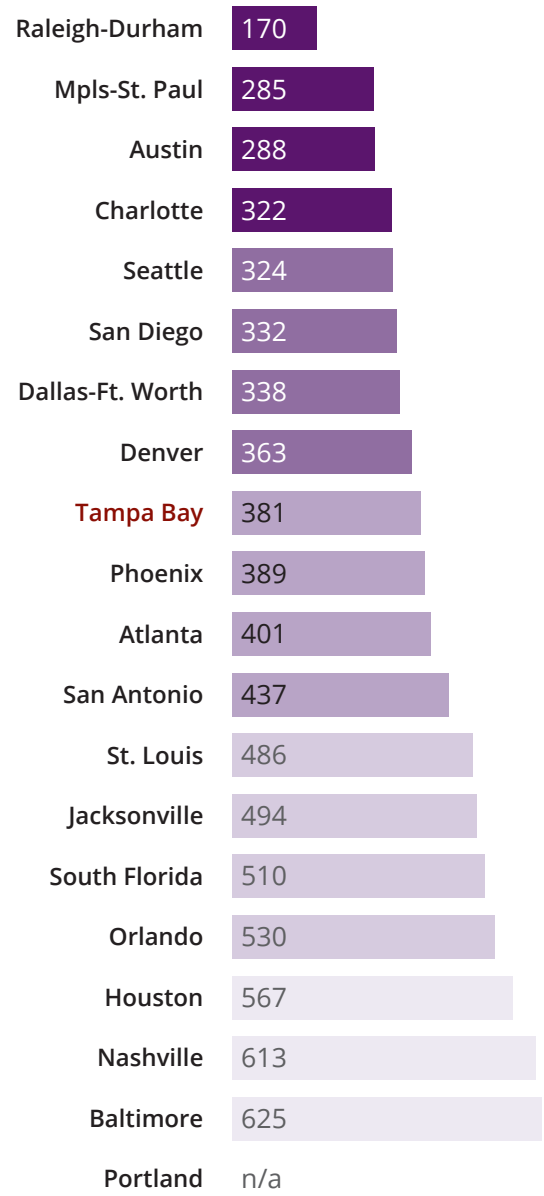


VIOLENT CRIME RATE PER 100,000 RESIDENTS

WHAT: Measures the rate of violent crime (including murder, forcible rape, robbery and aggravated assault) per 100,000 residents.

WHY: A high rate of violent crime generates many other consequences, including: a reduction in property values; increased costs of law enforcement and prosecution; and a negative impact on the image of the community and the ability to retain and attract new investment, jobs, and residents.

Source: Federal Bureau of Investigation, Uniform Crime Report, Crime in the United States by Metropolitan Statistical Area, 2016

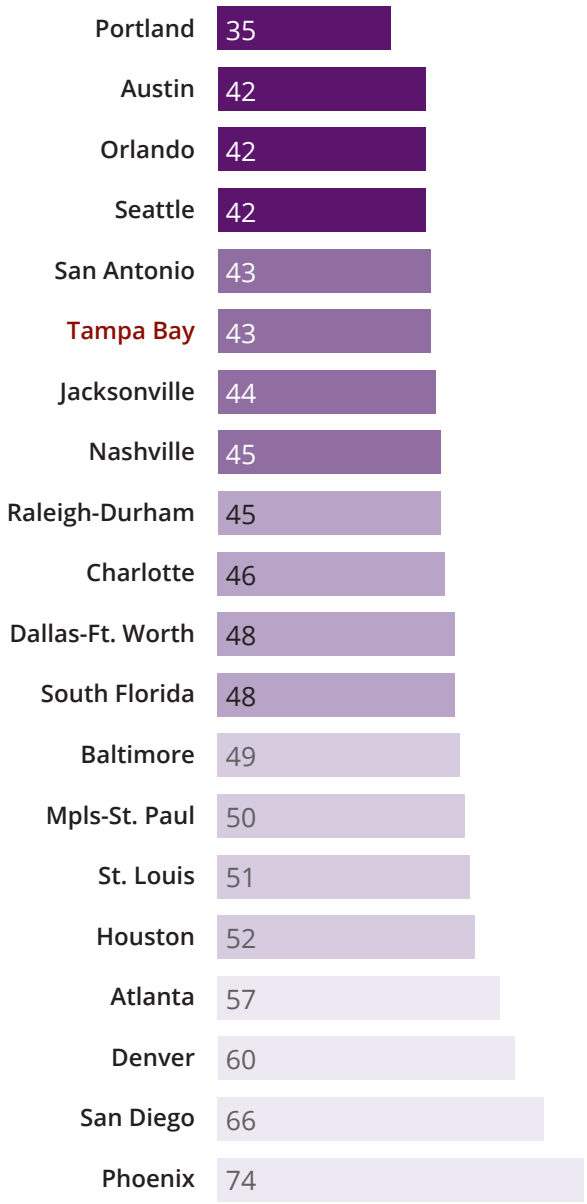


MEDIAN DAILY AIR QUALITY INDEX

WHAT: The EPA's Air Quality Index (AQI) measures five main pollutants and provides an indicator of overall air quality. The Median AQI means that half of daily AQI values during the year were less than or equal to the median value, and half equaled or exceeded it.

WHY: The AQI is an indicator of environmental health and population health outcomes, particularly for children and seniors. Ground-level ozone, or smog, and particle pollution pose a significant health risk to humans. Poor air quality can harm a community's image and impact population migration and the retention and attraction of new companies and jobs.

Source: Environmental Protection Agency, Air Quality Index Report, 2016



"A healthy and involved citizenry, safe and clean environment and efficient support infrastructure all impact the quality of life within a region."

AFFORDABILITY: COSTS AS A PERCENT OF INCOME

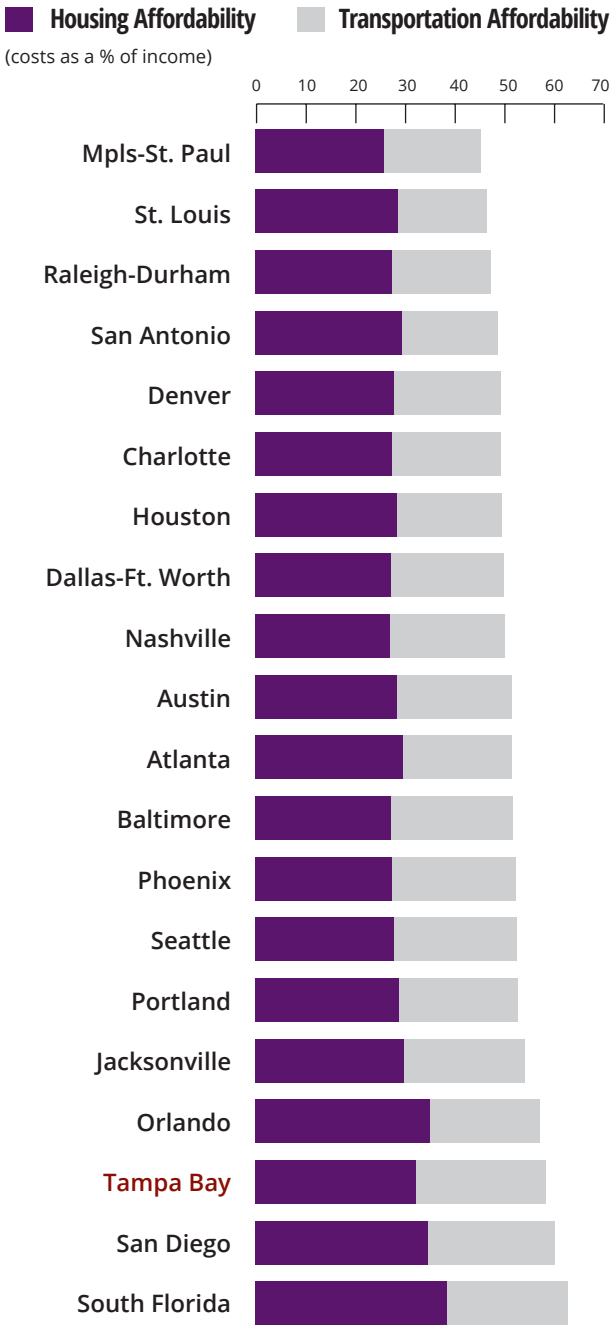
WHAT: The Center for Neighborhood Technology calculates housing and transportation costs as a percentage of income, taking into account regional demographic and socio-economic data.

WHY: The "affordability" of a community cannot be assessed by just looking at the cost of housing or transportation. Those costs must be viewed in the context of the income that can be earned in the community.

OF NOTE: In both Housing and Transportation Affordability, it is low household income, rather than high costs, that result in Tampa Bay's relatively low ranking.

Source: Center for Neighborhood Technology, Housing + Transportation Affordability Index

	MEDIAN HOUSEHOLD INCOME	ANNUAL COSTS	
		Housing	Transportation
Mpls-St. Paul	$68,778	$17,796	$13,430
St. Louis	$55,066	$14,952	$12,721
Raleigh-Durham	$59,032	$16,124	$13,476
San Antonio	$53,112	$14,508	$13,042
Denver	$65,614	$17,976	$13,140
Charlotte	$53,076	$14,580	$13,241
Houston	$59,649	$16,452	$13,064
Dallas-Ft.Worth	$59,946	$16,716	$12,896
Nashville	$54,047	$15,108	$13,292
Austin	$63,437	$18,024	$13,477
Atlanta	$57,000	$16,236	$13,227
Baltimore	$70,936	$20,364	$12,782
Phoenix	$53,723	$15,480	$12,915
Seattle	$70,475	$20,808	$13,589
Portland	$60,286	$17,856	$13,349
Jacksonville	$51,998	$15,576	$12,657
Orlando	$48,768	$15,756	$12,796
Tampa Bay	$46,165	$16,005	$11,820
San Diego	$64,309	$22,632	$14,250
South Florida	$48,745	$18,828	$11,834

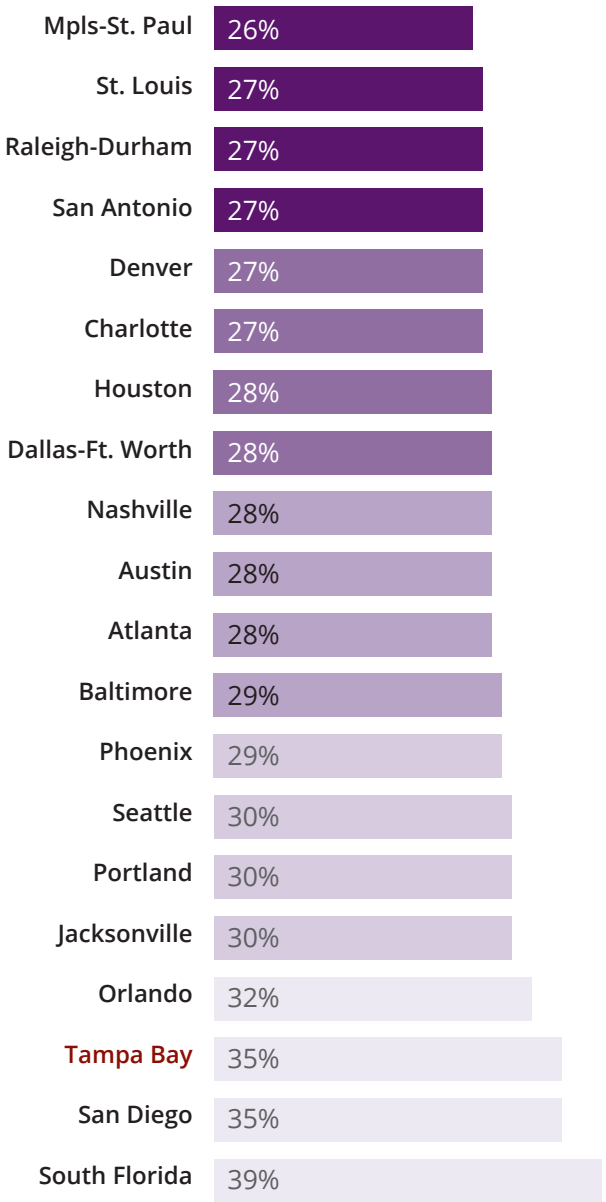


HOUSING AFFORDABILITY

WHAT: Housing costs include: mortgage payments, real estate taxes, property insurance, utilities, fuels, mobile home costs and condominium fees.

WHY: By the general rule-of-thumb, housing costs should not exceed 30 percent of a household's total income. However, in many cities across the country, families spend a sizable share of income on rent, mortgage payments, utilities and other housing-related expenses. As housing costs climb in some areas, wages have failed to keep pace and this discrepancy may put a large segment of the population at risk.

Source: Center for Neighborhood Technology, Housing + Transportation Affordability Index

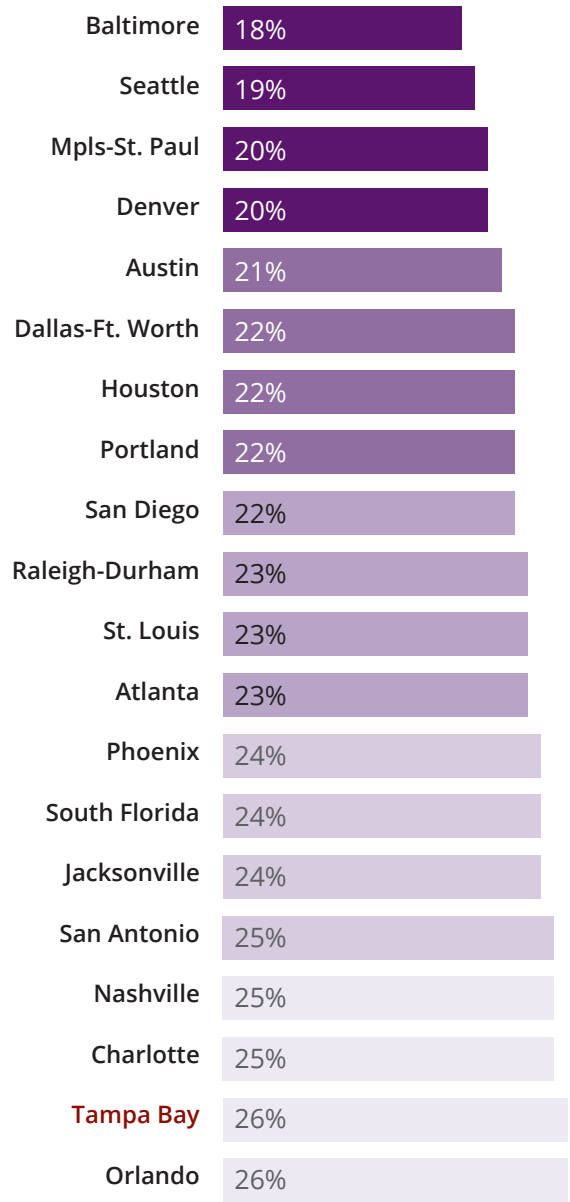


TRANSPORTATION AFFORDABILITY

WHAT: Transportation costs include: automobile ownership, automobile usage and transit usage.

WHY: The cost of transportation must be viewed in the context of the income that can be earned in the community. Transportation costs are, generally, a family's second highest expense, behind housing. As transportation costs rise, due to congestion and access to jobs, it's important to be aware of how this key household expense is increasing or decreasing relative to other cities in the U.S.

Source: Center for Neighborhood Technology, Housing + Transportation Affordability Index

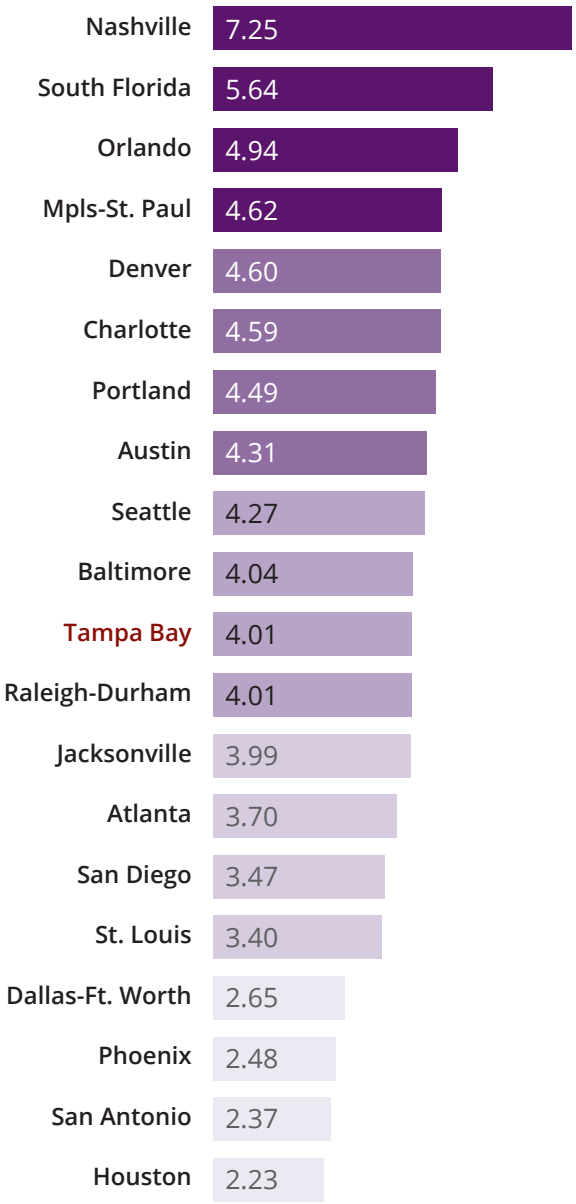


CULTURAL & RECREATIONAL ESTABLISHMENTS PER 10,000 RESIDENTS

WHAT: Bureau of Labor Statistics documenting the number of "arts, entertainment and recreation" businesses (NAICS 71) in a region.

WHY: An indicator of the availability of enrichment activities within a community. This is a key quality of life metric and important to retain and attract a younger generation of talent.

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2016 Private Employer Annual Data

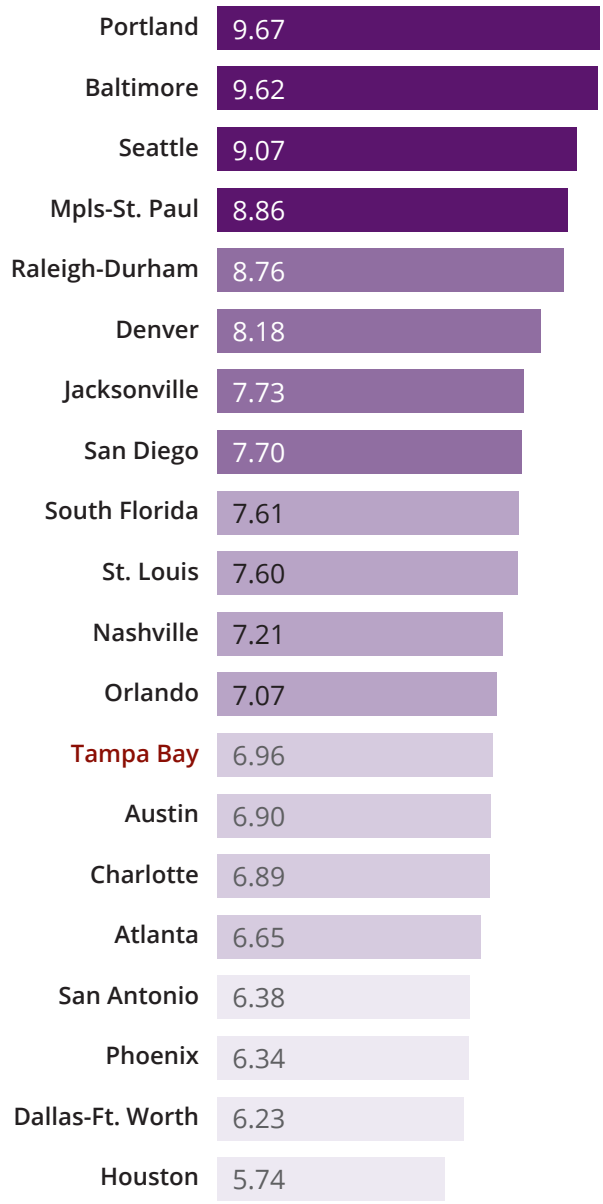


PRIMARY CARE PHYSICIANS PER CAPITA

WHAT: This indicator represents the ratio of primary care physicians to the population, according to data collected by the University of Wisconsin Population Health Institute and the Robert Wood Johnson Foundation. Primary care physicians include practicing non-federal physicians (MDs and DOs) under age 75 specializing in general practice medicine, family medicine, internal medicine, and pediatrics. The ratio represents the number of individuals served by one physician in a county, if the population was equally dispersed across physicians.

WHY: Provides a high-level indicator to track access to healthcare in the community.

Source: County Health Rankings, 2017 Data

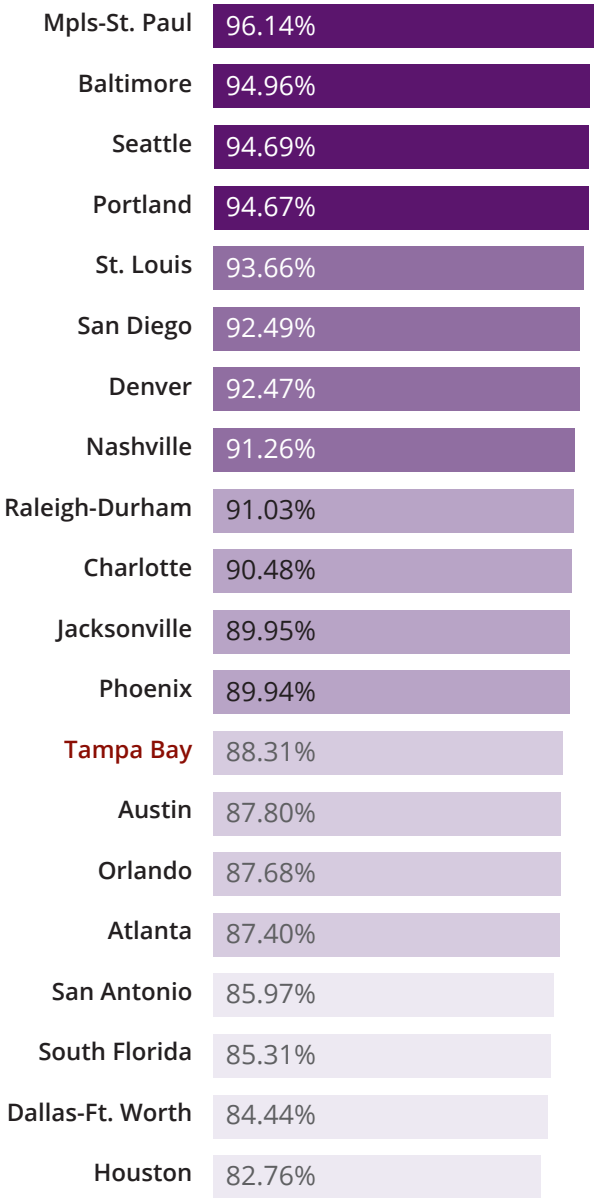


HEALTH INSURANCE COVERAGE RATE

WHAT: Measures the share of the population with health insurance – either private or public – within a region.

WHY: A measurement of general health care access. A higher share of insurance coverage within a community can manifest in better health care outcomes and potentially reduce reliance on urgent-care facilities for non-emergency medical issues. The share of residents with health insurance may also be an indirect indicator of job quality within a region.

Source: Census Bureau, American Community Survey, 2016 1-Year Estimates, Table S2701

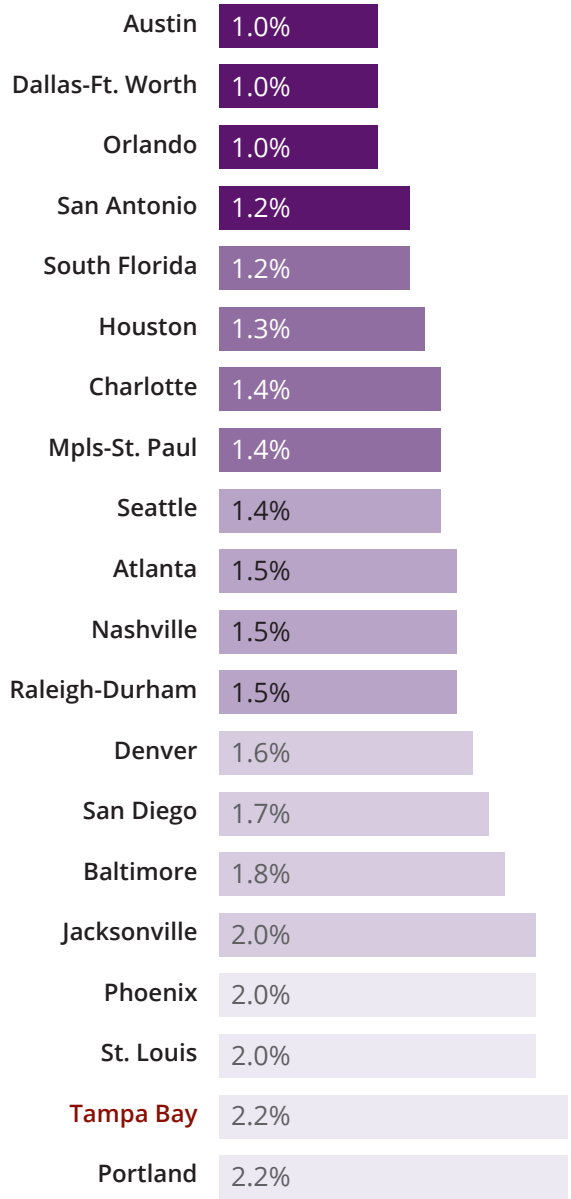


SHARE OF CHILDREN IN FOSTER CARE

WHAT: This metric indicates the number of children living in non-related (not with parents or other relatives, for example) households divided by the number of all children residing within households.

WHY: Monitoring the number of children in foster care is a barometer of societal issues that may be developing in a community. According to research by the American Academy of Pediatrics, most foster children have been victims of repeated abuse and prolonged neglect. Beyond serving as an indicator of potentially chronic societal problems, foster children may require intensive assistance and support from public and private people and institutions.

Source: Census Bureau, American Community Survey, 2016 1-Year Estimates, Table S0901



OUTCOMES

THE OUTCOMES PRESENTED HERE provide a high-level dashboard to assess the progress the community is making to compete and prosper. These are all "lagging" indicators, meaning they are the result of many factors represented in part by the dozens of indicators presented in this report.

Also, the outcomes seek to reveal the underpinnings of a competitive and prosperous community. For example, the report assesses the ***overall*** poverty rate, but it also views the level of ***childhood*** poverty. The report documents the ***unemployment*** rate, but it also looks at the ***"working poor,"*** people who have full time jobs but are not earning enough to meet basic needs. It looks at ***gross regional product***, but more importantly at gross regional product ***per capita*** — to measure our community's performance relative to the peer and aspirational communities we've selected for comparison.

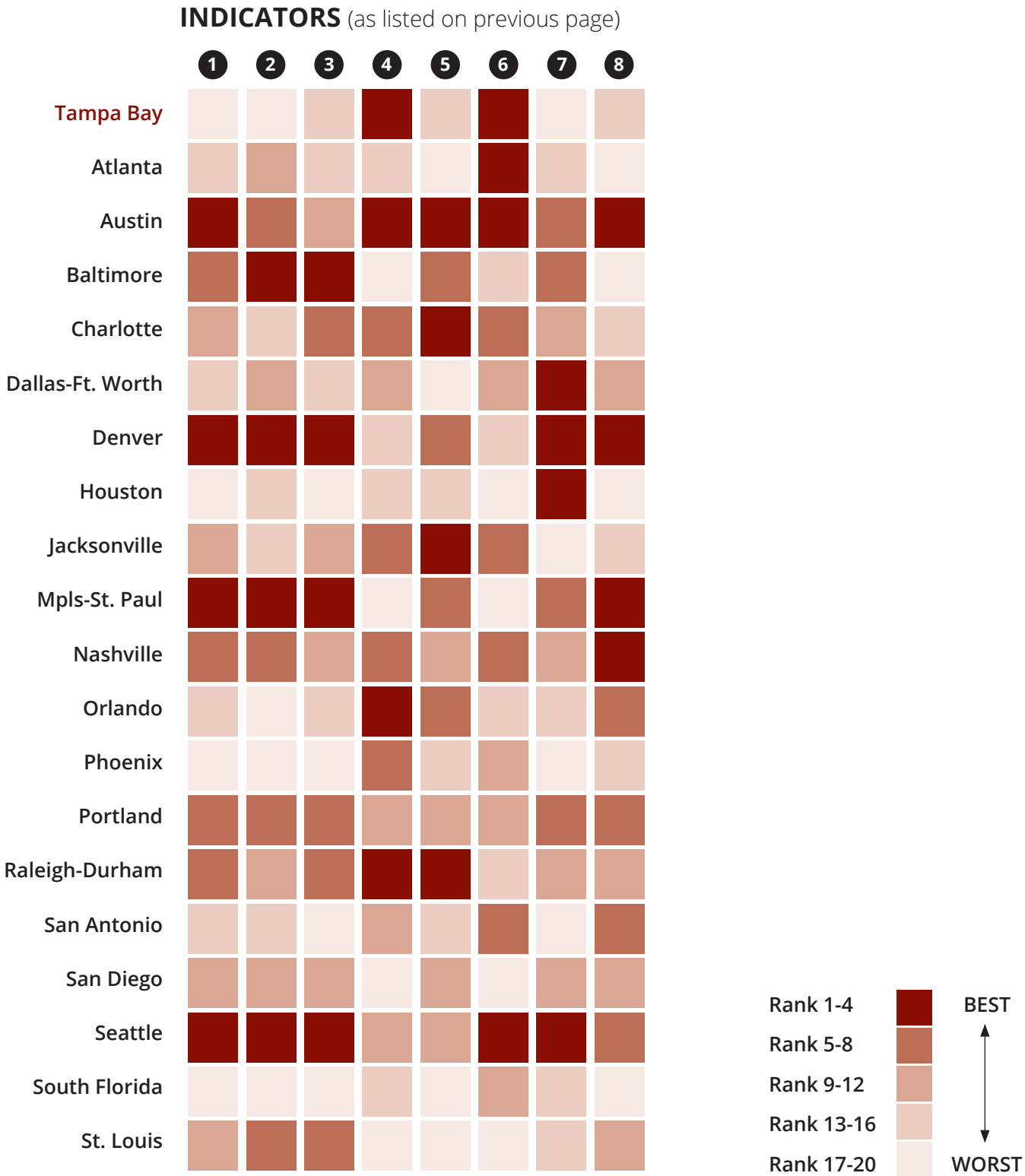
How our community performs relative to these key data points will clearly signal the progress we are making towards our ultimate goal — to create a competitive and prosperous region.

LIST OF INDICATORS

1. Youth Poverty Rate
2. Poverty Rate
3. Full-Time Worker Poverty Rate
4. Net Migration
5. Millennial In-Migration
6. Annual GRP Growth
7. Per Capita GRP
8. Unemployment Rate

"How our community performs relative to these key data points will clearly signal the progress we are making towards our ultimate goal ultimate goal — to create a competitive and prosperous region."

SUMMARY OF OUTCOME INDICATORS

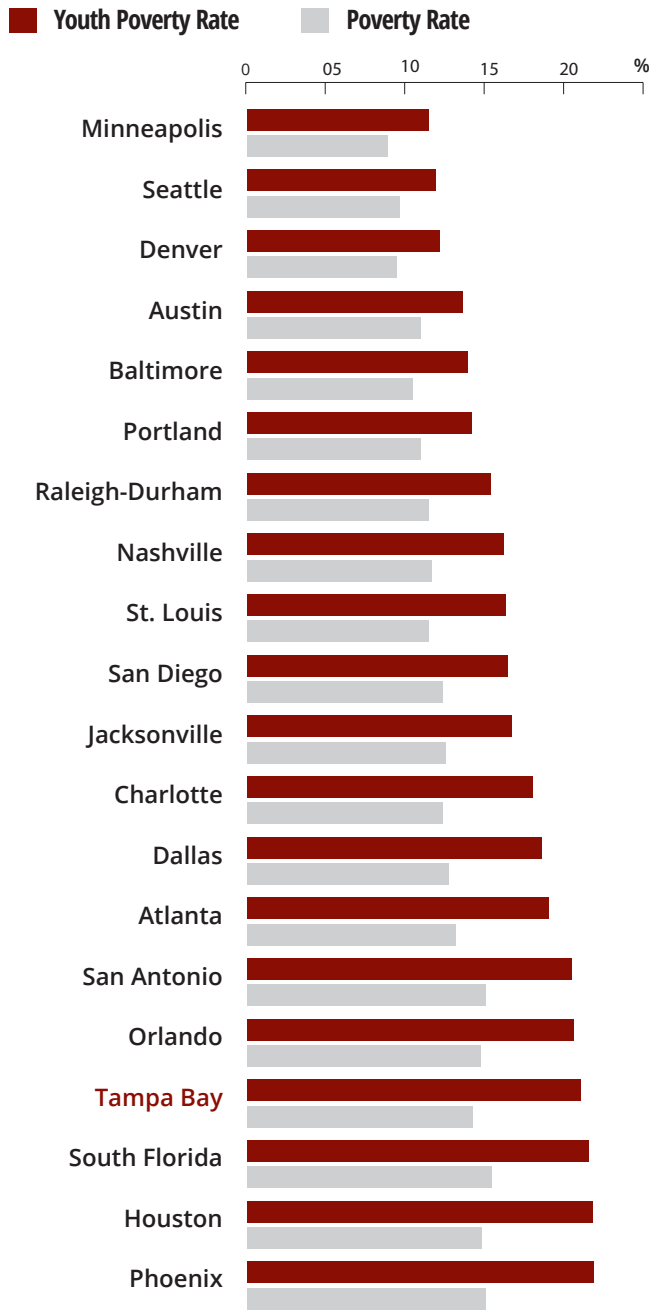


YOUTH POVERTY RATE & POVERTY RATE

WHAT: Measures two closely related outcomes: youth poverty and poverty. Poverty measures the percentage of the population that is living below the federal poverty level, as defined by the U.S. Census Bureau (income thresholds vary by family size). Youth poverty measures the share of the population, below 18-years-old, living in a household with income below the federal poverty level. The combination table below presents both indicators, ranked by youth poverty rate.

WHY: High levels of overall poverty may translate into homelessness, crime, illiteracy and poor health. High levels of youth poverty may translate into lower education and job achievement and a host of negative behavioral issues.

Source: Census Bureau, American Community Survey, 2016 1-Year Estimates, Table B17001



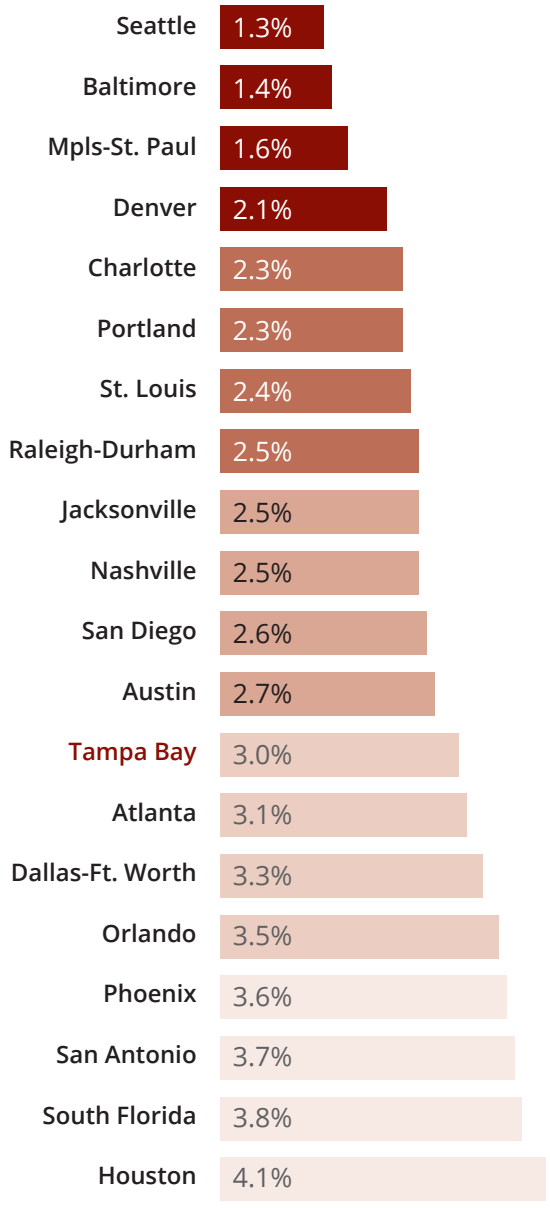
FULL-TIME WORKER POVERTY RATE

WHAT: Measures the share of individuals who work full-time during the year who are at less than 100 percent of the federal poverty rate.

WHY: Despite participating in the economy as workers, some individuals, and the households they support, have difficulty escaping poverty.

OF NOTE: The federal poverty standard is considered to be the bare-minimum "survival" income required by a household. Studies have shown this working population lives paycheck to paycheck, and an unexpected financial hardship can turn their lives into chaos, including bankruptcy and homelessness.

Source: Census Bureau, American Community Survey, 2016 1-Year Estimates, Table S1703

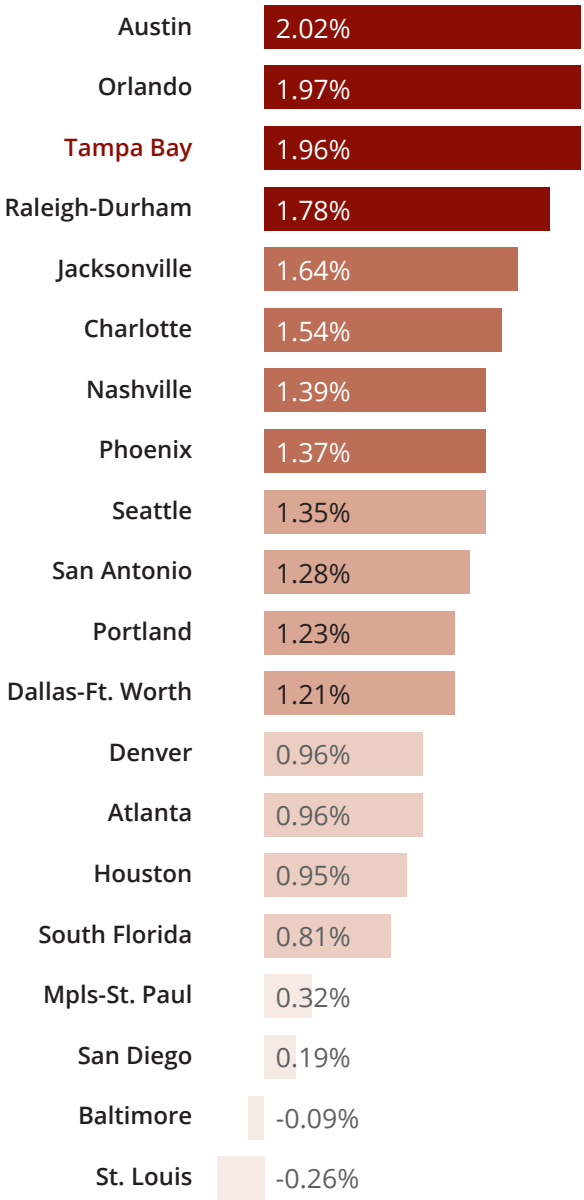


NET MIGRATION

WHAT: Calculated as population change, less the net effect of natural increase (births minus deaths), relative to the population as a whole.

WHY: Population growth attributable to migration indicates that people are moving to a community because of its attributes and assets. In-migration of well-educated individuals supports innovative industries by supplying diverse and in-demand skill sets. Employers view population growth as positive because it generally means the labor pool is expanding. Along with population growth, however, comes the demand for increased government services, including social services, transportation and other infrastructure needs.

Source: Census Bureau, Estimates of the Components of Resident Population Change: July 1, 2015 to July 1, 2016

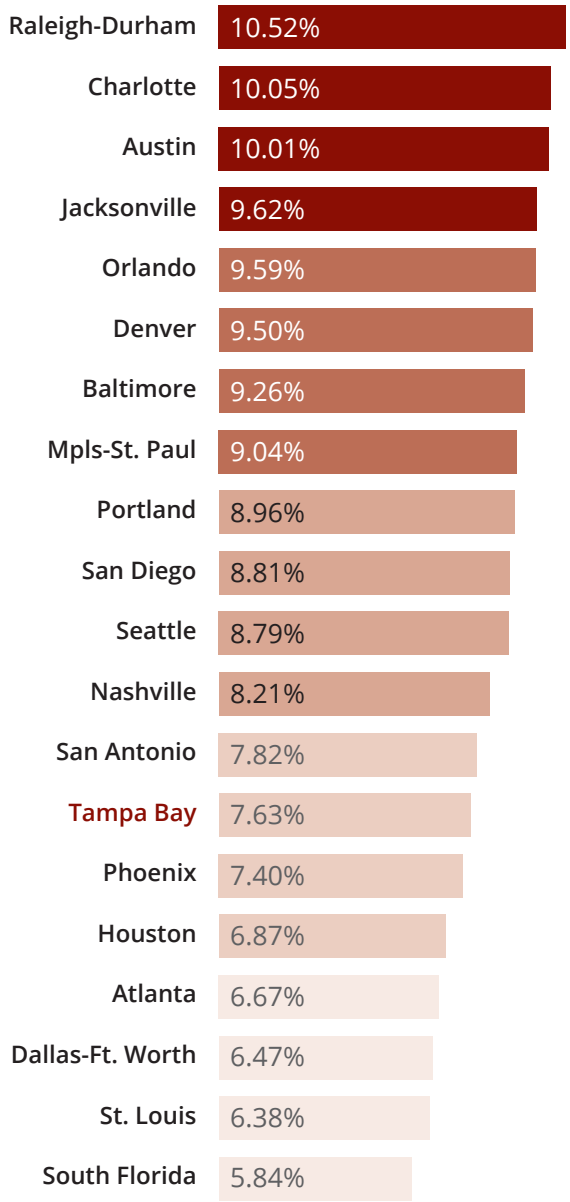


MILLENNIAL IN-MIGRATION

WHAT: The figure represents the share of the population age 25-34 that did not live in the region the year before.

WHY: The population age 25-34 currently makes up the core of the Millennial generation, roughly defined as those born between the early 1980s and the mid-1990s and among the largest population groups in the country. This age cohort, generally young workers starting and accelerating their careers, is a key input to regional economic performance and sought after by many employers, economic developers, and civic and business organizations.

Source: American Community Survey, 2016 1-Year Estimates, Public Use Microdata Sample



ANNUAL GROSS REGIONAL PRODUCT (GRP) GROWTH RATE

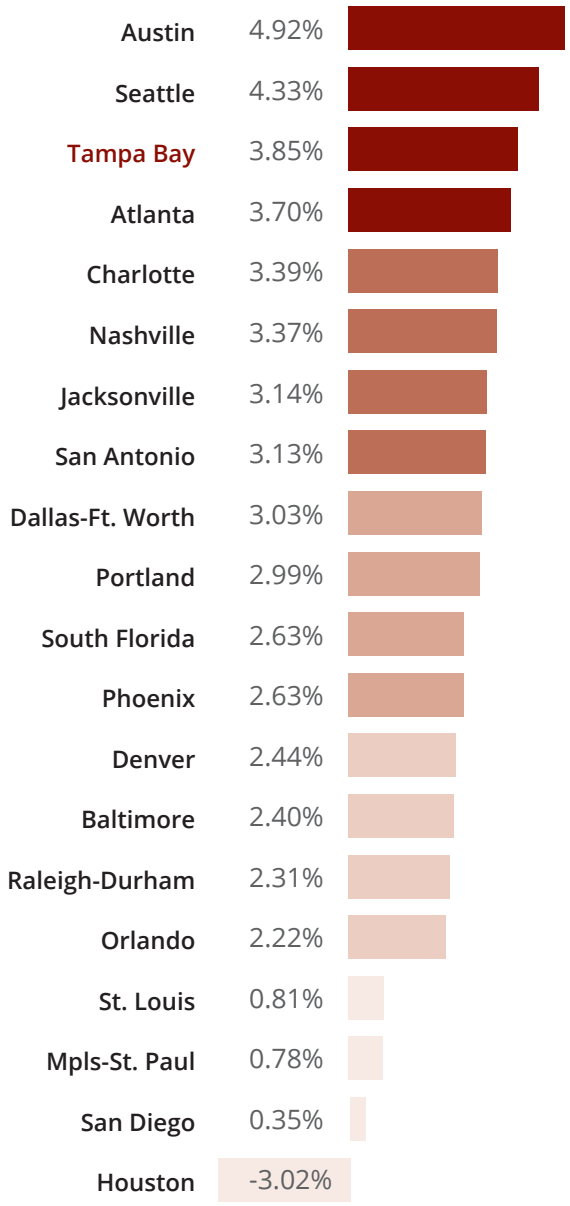
WHAT: Measures the year-to-year change, in real terms, in the value of all goods and services produced in a region.

WHY: Regarded as a comprehensive, high-level measure of the overall output and growth of the regional economy. Nearly universally utilized in the benchmarking reports examined in our research.

OF NOTE: At 3.85%, Tampa Bay's GRP grew roughly 42% faster in the 2015-2016 period vis-à-vis the 2014-2015 period.

Source: Bureau of Economic Analysis, Regional Data, Real GDP in Chained Dollars, 2015-2016

	GROSS REGIONAL PRODUCT (MILLIONS OF DOLLARS)		ANNUAL GRP GROWTH	
	2015	2016	$M	%
Austin	$119,914	$125,816	$5,902	4.92%
Seattle	$281,373	$293,551	$12,178	4.33%
Tampa Bay	$166,331	$172,736	$6,405	3.85%
Atlanta	$308,761	$320,171	$11,410	3.70%
Charlotte	$136,196	$140,815	$4,619	3.39%
Nashville	$105,809	$109,379	$3,570	3.37%
Jacksonville	$60,646	$62,552	$1,906	3.14%
San Antonio	$106,032	$109,348	$3,316	3.13%
Dallas-Ft. Worth	$457,409	$471,278	$13,869	3.03%
Portland	$147,412	$151,817	$4,405	2.99%
South Florida	$280,390	$287,775	$7,385	2.63%
Phoenix	$198,049	$203,253	$5,204	2.63%
Denver	$176,148	$180,446	$4,298	2.44%
Baltimore	$160,687	$164,545	$3,858	2.40%
Raleigh-Durham	$106,648	$109,113	$2,465	2.31%
Orlando	$109,345	$111,767	$2,422	2.22%
St. Louis	$139,580	$140,712	$1,132	0.81%
Mpls-St. Paul	$215,881	$217,566	$1,685	0.78%
San Diego	$189,998	$190,656	$658	0.35%
Houston	$456,245	$442,458	$(13,787)	-3.02%

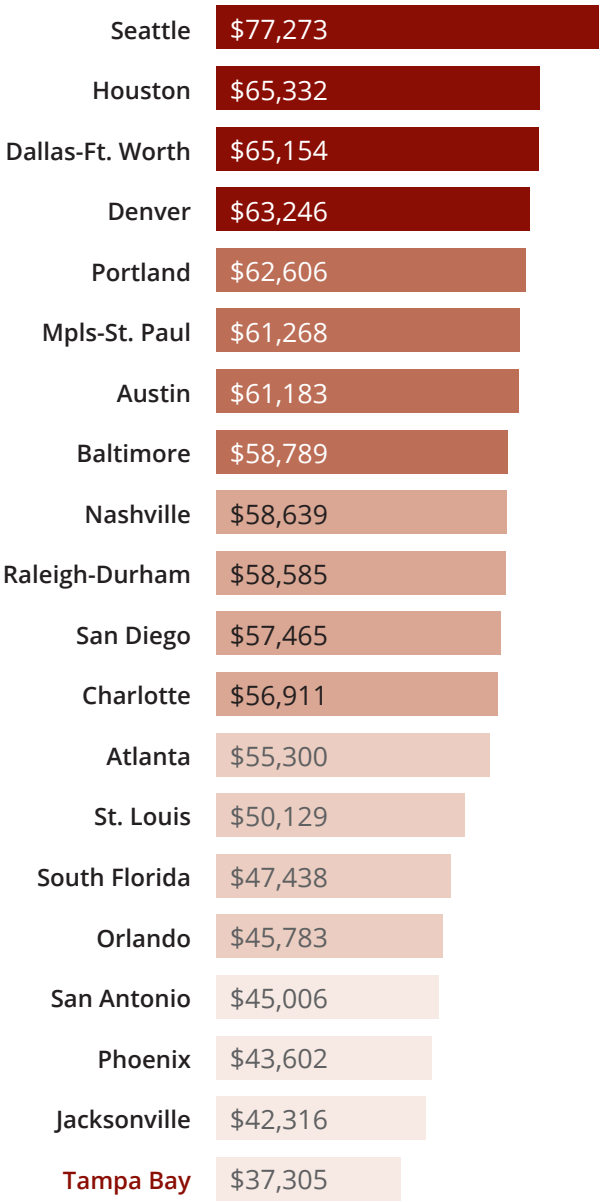


PER CAPITA GROSS REGIONAL PRODUCT

WHAT: This measurement divides the Gross Regional Product, the value of all goods and services produced in the region by the population of the region.

WHY: Measuring the GRP on a per capita basis provides another way to measure the performance of one region relative to other regions. An increase in this measurement indicates economic growth, not directly related to population growth, and increased prosperity and productivity.

Source: Bureau of Economic Analysis, Regional Data, Per Capita Real GDP 2016

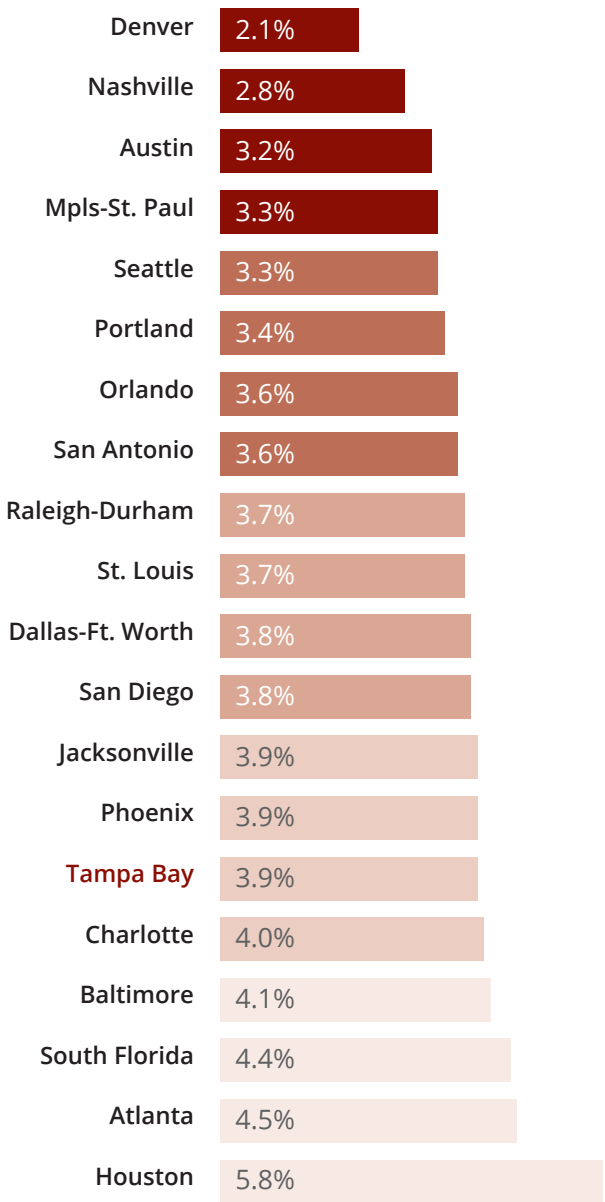


UNEMPLOYMENT RATE

WHAT: Measures the share of the labor force that is jobless. Generally, an individual is considered unemployed if he or she is willing and able to work, but unable to find a job.

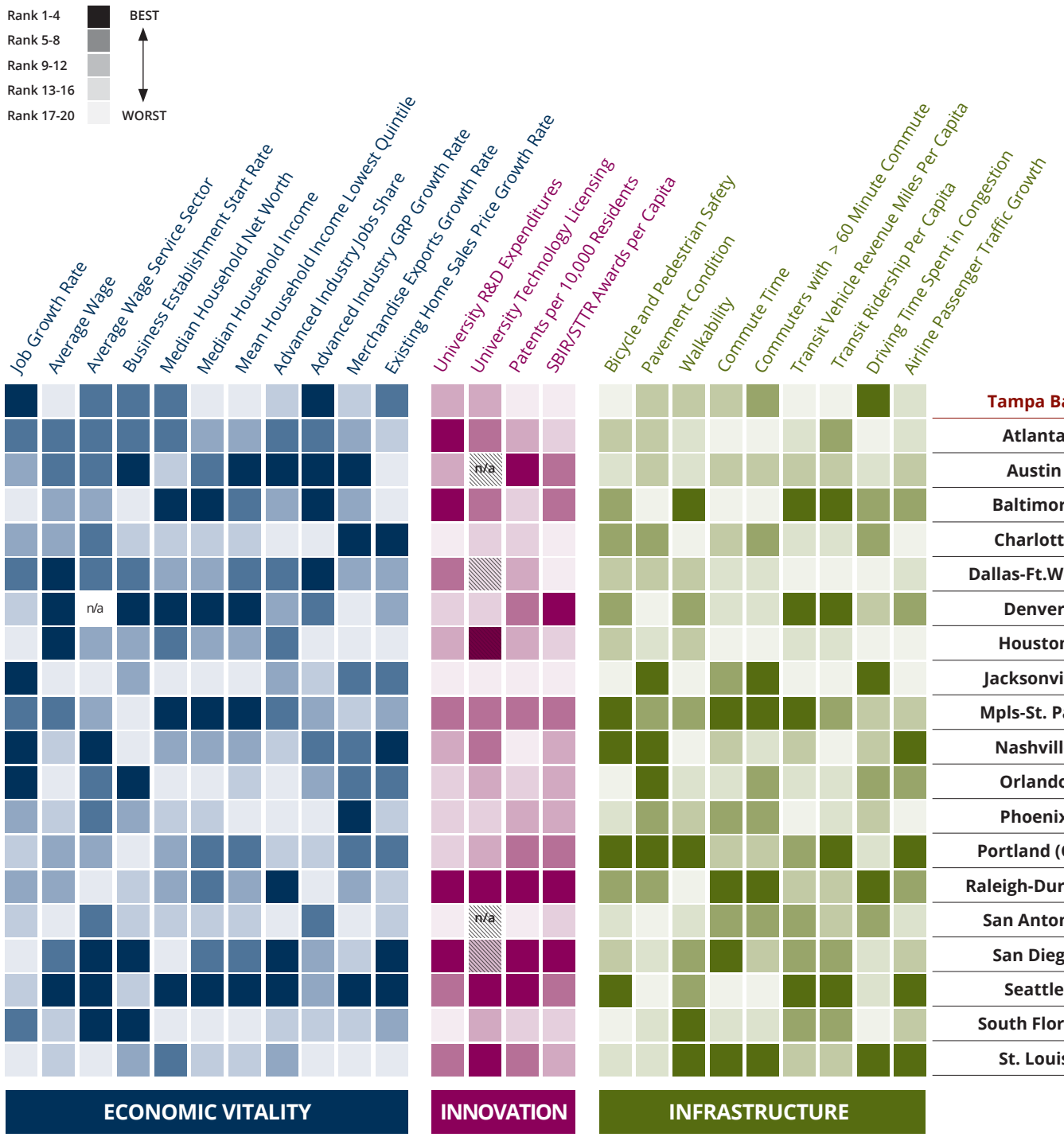
WHY: The unemployment rate provides a measure of the overall growth or contraction of the economy, and the level of opportunity available to its citizens. Rising unemployment indicates a weakening of the economy, with correspondingly lower levels of confidence and spending. A decrease in unemployment has the opposite impact.

Source: Bureau of Labor Statistics, Local Area Unemployment Statistics, April 2017



THIS CHART PRESENTS THE QUINTILE (five equal groups) rankings of each indicator for each community in an "at a glance" fashion. While we discourage the reader from drawing an "overall" ranking, or "score," darker shades of each color indicate a more competitive position relative to the comparison markets.

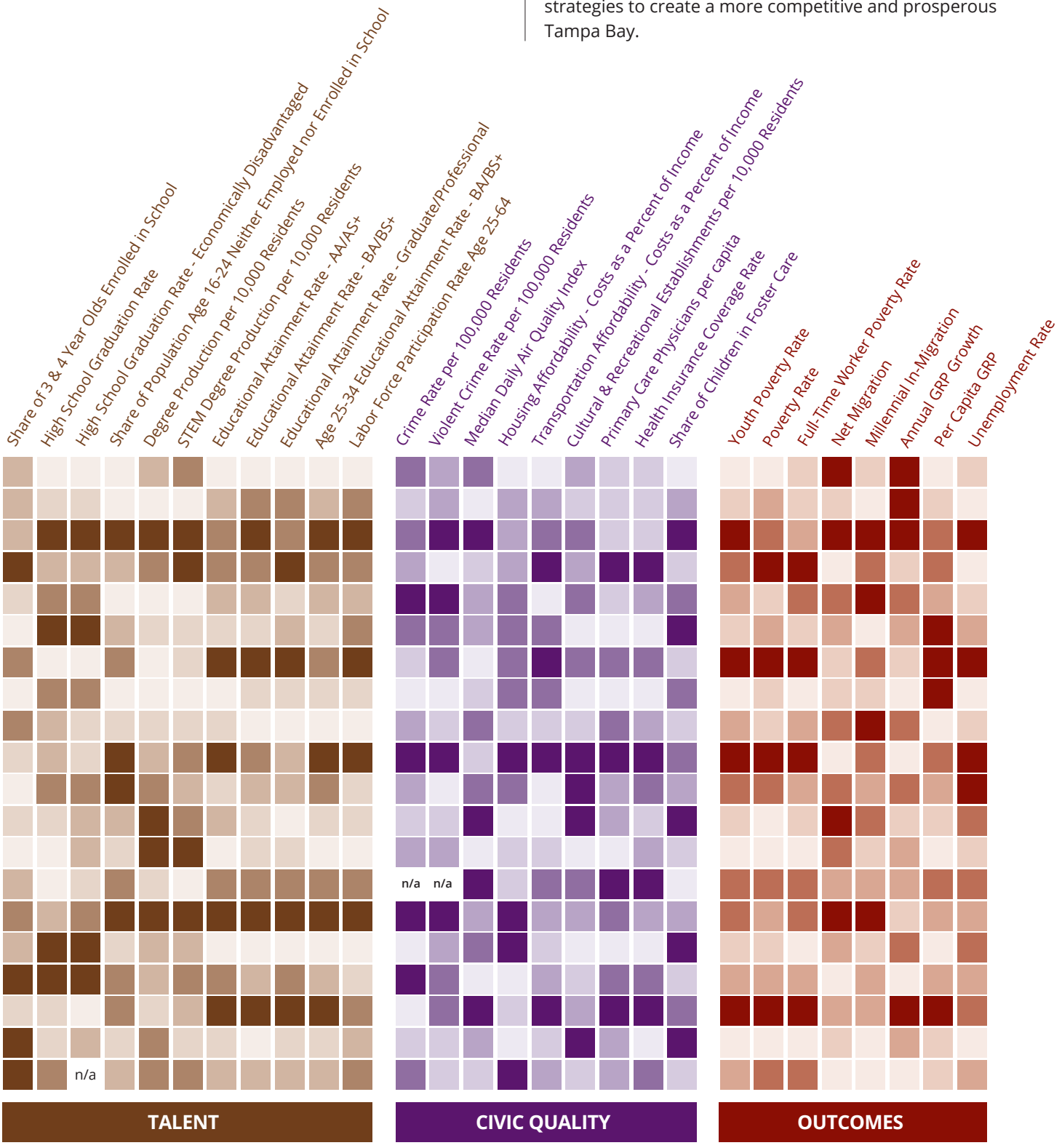
Generally, Tampa Bay is most competitive within the indicators of Economic Vitality, and the university-led Innovation indicators. Select indicators of Infrastructure (Congestion, Share of Commuters with >60 minute Commute) and Civic Quality (Crime, Violent Crime, Air Quality) also reflect relatively strong performance.



In terms of opportunity for growth and improvement, the Talent driver shows no shortage of areas in which the community might choose to examine, understand, and engage. Wages, Incomes, and Transit metrics also lag the comparison markets, and deserve priority attention.

In terms of Outcomes, Tampa Bay performs well in the aggregate measures - migration, GRP growth - yet lags significantly in more individual metrics of poverty and per capita GRP.

We look forward to collectively digging into these rankings, analyzing the supporting data, and engaging in strategies to create a more competitive and prosperous Tampa Bay.



Where Are We Going?

With the inaugural *Regional Competitiveness Report* finalized, we turn our attention to the future of the project, and the improvements and impacts we strive to achieve.

Continued Collaboration for Collective Impact

The Community Foundation of Tampa Bay, Tampa Bay Partnership, and United Way Suncoast began this journey in 2016 to develop not just a report, but a tool for community leaders and others to identify the critical opportunities for our region's improvement and to prioritize resources to that end. With a shared understanding of our community's strengths and weaknesses, these three organizations, along with others that will join along the way, commit to working together on specific issues to achieve common goals.

Refine Community Benchmarking Processes

As we move into implementation, we will continue to identify potential new indicators and improve the quality of existing indicators. In addition to continued engagement with our stakeholders, we look forward to convening a diverse, community-based indicators working group to aid in this effort.

Delve Deeply Into Data

The parallel effort of the University of South Florida's Muma College of Business and its Center for Analytics and Creativity represent a major advancement in the field of community benchmarking: pairing a common-data correlation analysis and forecast to the snapshot presented in this document. We look forward to a thorough analysis of the correlations between the leading indicators represented in our drivers and the lagging indicators represented in our outcomes in order to best understand where collective impact will have its highest returns.

Develop an Enhanced User Experience

We will seek ways to make the data more accessible, and customizable, for civic leaders and policy makers. Potential enhancements include user-defined drill-downs on the data, to include benchmarking across smaller geographies, multi-media vignettes showcasing local and national best practices in "moving the needle" on the key metrics, and a portal for the community change agents and others to submit suggestions for indicators and highlight the work they do and the results they achieve in the driver categories of Economic Vitality, Innovation, Infrastructure, Talent, and Civic Quality.

ACKNOWLEDGEMENTS

THE DEVELOPMENT AND RELEASE of the *Regional Competitiveness Report* built upon earlier efforts and could not have occurred without the engaged support of community leaders.

This project and report expands and advances previous Tampa Bay efforts such as the *Economic Market Report* and *Regional Economic Scorecard*. Very sincerely, we thank and acknowledge the work of previous volunteer leaders and staff of both the Tampa Bay Partnership and the former University of South Florida Center for Economic Development Research (CEDR).

The strategic vision and leadership of Chuck Sykes, President & CEO of Sykes Enterprises, and chair of the Regional Indicators Task Force, cannot be acknowledged enough. Therefore, we'll quite simply say that we can't imagine this project happening without him.

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We offer extra recognition to the executive leadership and senior staff of our primary collaborating partners. From the Community Foundation of Tampa Bay, Marlene Spalten and Matt Spence; From United Way Suncoast, Suzanne McCormick and Gina Gallo. Thank you for your significant contributions of time, talent, and financial resources.

The Tampa Bay Partnership, with the support of all listed above, led the development of this report. Rick Homans, President and CEO, leads a team that was "all-in" to execute the project all saw as critical to establishing the Partnership as the premier CEO-driven, regional public policy and advocacy organization. Thank you to: Jennifer Mikosky, VP of Strategic Communications and Outreach; Kelly Kavanaugh, CFO; Alexandra Ojeda, Manager of Public Policy and Advocacy Programs; Zach Thorn, Director of Advocacy; Kara Kissinger, Executive Assistant. Dave Sobush is the Partnership's Director of Policy and Research and served as project manager for this initiative.

Graphic Design and Production: estudio-5 | www.estudio-5.com

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