

HORIZON COUNCIL

WORK PLAN

2018

Updated June 8, 2018

Horizon Council Work Plan

I. Advocate for business interests and drive progress through a unified strategic economic development roadmap:

A. Serve with a strong voice and vision as the economic development advisory body to the Lee County Board of County Commissioners (BOCC) *(Executive Committee and assigned Horizon Council Members)*

1. Focus on collaboration in its advisory role with the BOCC.
 - a. Members will meet regularly with BOCC to informally discuss economic development issues. **Subject to Florida Sunshine Laws*
 - b. The 2018 Horizon Council chair completed Work Plan and strategy update one-on-one meetings with each Commissioner on June 1, 2018.
2. Proactively engage BOCC's monthly Workshop sessions (formerly Management and Planning [M&P] sessions) for business related items.
 - a. Workshop items will be emailed to Horizon Council members for review (included with Horizon Council meeting Agenda if timing permits). Meetings are scheduled for the first and 3rd Tuesday each month. Initial Business Issues Taskforce meeting was held April 12, 2018 @ 3:00 pm. Monthly Workshop topics agenda submitted to members April 2nd, 2018.
 - b. Members will be asked to review any upcoming business issues and bring forth areas of concern at Horizon Council meetings for discussion.
 - c. If an official position is taken by the Horizon Council on an issue, it may be communicated directly to the BoCC Horizon Council representative during meetings or by using a Horizon Council drafted white paper.
3. Connect with other Lee County initiatives that may affect economic development progress.
 - a. Executive Committee will review the existing BOCC advisory groups, task forces and committees to determine whether or not Horizon Council participation can add value.
 - b. Where appropriate, the Chair of the Horizon Council will assign members to actively participate in relevant efforts on behalf of the Horizon Council.
 - c. Assigned members will commit to regularly attend meetings and report progress to the Horizon Council.
 - d. Schedule and hold the 2019 planning session with EDO NLT November 2018. Review all existing committees and task forces at that time for continuance or sun-setting. Establish going forward new committees based on priorities and feedback. Present officer slate of candidates for approval for 2019.

B. Unite community partners to achieve common goals for a better economic future

(Horizon Council Executive Committee and assigned Horizon Council Members)

1. Committed to developing a strategy to work with other organizations to achieve economic development goals and leverage resources – both planned and ad-hoc as new opportunities arise.
 - a. Identify the partner organizations and leadership (boards and management) that affect economic development to include (but not be limited to): medical, tourism, sports, existing business, workforce development, education and municipalities.
2. Develop an ongoing plan, strategy and/or future communication process based on the outcomes of the discussions.
 - a. This will include a review of the BOCC's plans, EDO plans and Horizon Council plans

and objectives (committees and task forces) – the synergies between the three groups and how they benefit the community and in particular the business goals and objectives of our members.

C. Bring together regional partners to define a regional economic development initiative

(Horizon Council Chair and Executive Committee assigned members)

The Horizon Council Chair and the assigned Executive Committee will actively participate in the Southwest Florida Economic Development Alliance and regularly communicate progress to the Horizon Council.

D. Communicate the economic development vision and issues to the local community

(Horizon Council Chair and Executive Committee)

1. Present the Horizon Council Strategic Roadmap to the Community
 - a. Present the Horizon Council Strategic Roadmap at the 2018 Annual Meeting
 - b. Make a request to present the Horizon Council Strategic Roadmap at a Lee County Commission or Workshop session during second quarter 2018
 - c. Identify at least three (3) other groups that may benefit from a Horizon Council Strategic Roadmap presentation and schedule as appropriate.
 - d. Identify, plan and schedule relevant topic speakers for President Circle events (see addendum).
 - e. Plan events at member locations whenever/where ever possible.
2. Engage with the municipalities on economic development issues. **Subject to BOCC approval*
 - a. Initiate discussions with the Horizon Council municipal representatives about strategies for a regular reporting process to their respective City Councils.
 - b. At least annually, offer to present an overview of economic development issues and activities before each of the six City Councils.
3. Develop a strategy to encourage communication of economic development issues by all members to their respective organizations on a regular basis.
 - a. Agenda the item for discussion at a first quarter Horizon Council meeting.
 - b. Develop tools to assist members in presenting key issues to their organization.
 - c. Annually offer to present an overview of economic development issues and activities before the membership or board of each Horizon Council organization.

E. Raise private sector funds to support economic development activities

(Horizon Foundation)

1. 2018 Private Fundraising Goal - \$400,000 plus \$50,000 IDA Contribution and \$5,000 YP:
 - a. Secure pledges for \$100,000 by the end of first quarter of 2018
 - b. Secure pledges for \$200,000 by the end of second quarter of 2018
 - c. Secure pledges for \$300,000 by the end of third quarter of 2018
 - d. Collect goal of \$400,000 by end of 2018
 - e. Increase the number of current investors by 10%.
 - f. Establish a Horizon Foundation Annual Reserve Fund
2. The Horizon Foundation Chair will report progress regularly at Horizon Council and Executive Committee meetings.

II. Improve the business climate to become a more globally competitive location:

A. Advocate for government permitting and approval process streamlining

(Business Issues Task Force)

1. Work through the Business Issues Task Force to improve Lee County government permitting and approval timeline processes.
 - a. Work directly with Lee County Administration and Community Development staff to find ways to simplify and reduce the approval process and timelines, and address substantive issues impacting the business community.
 - b. Initiate discussions with each Commissioner about his or her perspective on modifying the regulations that inhibit a simplification of the process.
2. Initiate discussions with each City about the level of interest in simplifying their permitting and approval processes and timelines, and/or in becoming more consistent across jurisdictions.
3. *Identify the level of interest and costs of engaging an outside consultant to facilitate a consensus building conversation (with end users, consultants, developers, environmental interests, approval authorities and other interested parties) about how Lee County can become more business friendly while maintaining the oversight protections of good planning and environmental sustainability.*

B. Strengthen workforce talent and skills availability (Workforce Task Force)

1. Establish priorities/mission and potential overlap with the SWFL Community Foundation's Future Makers initiative. The date of the Workforce/FutureMakers mission meeting was May 17, 2018.
 - a. Document by survey the currently available Lee County jobs that businesses cannot find candidates to fill
 - b. Partner with the *Alliance of Educational Leaders and Workforce Board* to develop strategies to fill available positions.
2. Evaluate the need and the cost of a new Workforce Study to assess workforce needs three (3), five (5) and ten (10) years forward to guide education and training programs.
 - a. Evaluate the need for a professional regional workforce study and skills assessment to address current, future and changing talent needs for existing and expanding employers.
 - b. Explore funding opportunities through the Workforce Board, grant opportunities and local support. If a study is deemed of value, prepare a Request for Proposal (RFP) for potential implementation the following year.
3. Partner with the Alliance of Educational Leaders to evaluate progress in school-to-work career path initiatives for local jobs.
4. Partner with and support regional higher education in the expansion of apprenticeships, vocational training and other job preparation initiatives.

C. Champion community 'wellbeing' as a competitive business issue: (Health Care Task Force)

1. Liaison with Lee Health (Christin Collins), Chamber Executive Directors and the Healthy Lee Executive Committee (Gary Griffin)
2. Provide community workshops/education sessions for employers regarding health care options
3. 'Wellbeing' now includes mental health and financial health in addition to physical health
4. The Health Care Taskforce liaison meeting with Lee Health and Healthy Lee took place on May 3, 2018.

III. Identify wealth creating business prospects and provide guidance to the EDO in defining new initiatives and target marketing strategies:

A. Evaluate what industries are successful in Lee County (existing and emerging clusters) (Prospect Development Task Force)

1. Survey for existing businesses to uncover what unique Lee County attributes contribute to business success and expansion potential.
 - a. Prepare a summary of key attributes and the benefit to businesses.
2. Prepare a strategy for outreach by Horizon Council members to 50 businesses to determine interest in locating in Lee County.

B. Support existing employers to retain and expand jobs

1. Assist EDO 's work with local employers to identify opportunities for growth, help increase the number of jobs—particularly middle income jobs—and foster a diverse and sustainable economy
 - a. Help identify local companies with business retention & expansion opportunities in high-value growth sectors

C. Cultivate next generation of startups, entrepreneurs and Council members

1. Assist EDO to develop and strengthen its business assistance programs that support innovation, create an entrepreneurial business climate that promotes Lee County
2. Encourage members to identify the next generation of leaders and engage them in Horizon Council and Horizon Foundation activities

D. Assist the EDO in defining its focus, targets and marketing initiative

(Executive Committee)

1. Support role to the EDO by reviewing plans, budgets, strategies and providing guidance for new initiatives.

E. Tap into existing businesses and regional CEOs for prospects and/or connections. (Additional role for the Chief Fund Raiser Consultant)

1. Identify 50 new highest-value growth companies prospect introductions based on Horizon Council member suppliers and other business and personal contacts.
 - a. Each member will be asked to identify three (3) potential prospects within the year. Follow up to be done by the Chief Fund Raiser Consultant
 - b. Chief Fund Raiser to provide feedback to membership based on interactions with members
 - c. Report progress regularly (not less than quarterly) to the Horizon Council.

ADDENDUM

Member suggested topics for General Membership/President's Circle/Other

- Tax Reform Act Impact on Employers (completed)
- Attainable Housing (completed)
- Education
- Healthcare/Wellbeing
- Permitting
- Workforce
- Apprenticeships
- ATRA-Florida's #1 Judicial Hellhole designation (June 15th Mid-Year Update) Speaker Traci Mckee, Henderson Franklin and Speaker Kevin Jursinski, the Law Offices of Kevin F. Jursinski & Assoc.
- National Flood Insurance Program
- Alternative Funding
- Medical Marijuana
- Unfunded Mandates
- Bitcoin
- Apprenticeships
- Employee Retention
- Venture Capital