

Action Item X
Information Only _____

BUSINESS ITEM 2

Zephyrhills Economic Development Coalition (ZDEC) Agreement

Issue and Background:

Since 2012-2017, the City has partnered with the Zephyrhills Chamber of Commerce on economic development issues and strategies. This year, Melonie Monson, Dr. Randy Stovall, Todd and I met to revise the agreement and come up with short and long term goals to benefit economic development in the Zephyrhills community.

Some of the changes include creating inventories of local businesses at the airport and in industrial capacities to gauge what is currently available and what types of businesses we may be able to attract to Zephyrhills. Another feature is creating citizen/business advocates to lobby the legislature, work with the MPO and help promote business and transportation concerns community-wide.

We also plan to develop a short term strategic plan, hold an annual economic development summit to provide community updates and work in developing and promoting the medical community.

Educational partnerships will also play a larger role in the economic development picture and we will expand our efforts to work with USF and Saint Leo in addition to PHSC and the Pasco County School District.

This agreement does not focus on normal duties of the Chamber nor does it break out financial requirements for different tasks. To fully implement some of the changes we hope to realize will take a multi-year commitment from both the City of Zephyrhills and Chamber of Commerce.

Attachments:

Proposed Scope of Work 2017-2020 for the Zephyrhills Economic Development Coalition.

Staff Recommendation:

This is a joint effort between Chamber representatives and city staff/Council. I recommend approval.

Clearly Zephyrhills

ZEDC Steering Committee

Greater Zephyrhills Chamber Board Committee Liaison

Skip Skairus, Center State Bank

City of Zephyrhills

Steve Spina, City Manager
Todd VandeBerg, Planning Director
Gail Hamilton, CRA Director

Greater Zephyrhills Chamber of Commerce

Melanie Monson, Executive Director

Main Street Zephyrhills, Inc.

Amanda Clark, Executive Director

Pasco Economic Development Council

Tom Ryan, Economic Development Manager

Zephyrhills Municipal Airport

Nathan Coleman, Airport Manager

ZEDC Advisory Council

Skip Skairus, Chair

CenterState Bank

Randy Surber, Vice Chair

Florida Hospital Zephyrhills

John Scott, Steering Comm. Chair

Gulf Coast Financial Strategies

Kevin Bahr

Bahr's Propane Gas & A/C

Craig Cornelison

Cornelison Engineering & Design

Paul Correia

Sun State Aluminum

Adam Grenville

EPAR President

Bob Hatfield

Office of US Representative Gus Bilirakis

Alex Hulbert

Dewberry

Melanie Kendrick & Kristen Hughes

Pasco County Planning

John Kinsman

Martin Electric

Tim Linville

E-Z Clean Car Wash

Brent Nye

Nye Commercial Advisors

Tim Pierson

CenterState Bank

Mike Prillman

Berkshire-Hathaway Florida Properties

Dr. Lisa Richardson

PHSC Provost

Carolyn Sentelik

Florida Hospital Zephyrhills Foundation

Dean Smith

Health Markets

Dr. Randall Stovall

PHSC Provost Emeritus

Tom Vanater

Nabers Jewelers, Retired

Jacqueline Waters, Will Adams

Nestle Waters America/ Zephyrhills Natural
Spring Water

David West

Signarama

June 30, 2017

Mayor Gene Whitfield, Council President Alan Knight,
Zephyrhills City Council
City of Zephyrhills
5344 9th Street
Zephyrhills, FL 33542

Subject: ZEDC Scope of Work FY17/18

Dear Mayor Whitfield, President and Council Members,

On behalf of the Zephyrhills Economic Development Coalition (ZEDC) Dr. Randy Stovall, Dr. Steve Spina and I would like to present our proposed 3-year scope of work to City Council on July 10, 2017 during regular council meeting.

The ZEDC's strength lies in its partnership between city and local leaders in business, government, education, and economic development who share a common goal to create a sustainable and vibrant business and economic climate in Zephyrhills. We are confident that this effort is changing the way we do business in Zephyrhills.

Sincerely,

Melanie Monson

Executive Director
Greater Zephyrhills Chamber of Commerce

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ZEPHYRHILLS ECONOMIC DEVELOPMENT COALITION (ZEDC) ORGANIZATION & SCOPE OF WORK 2017-2020

THE ZEPHYRHILLS ECONOMIC DEVELOPMENT COALITION (ZEDC) is a strategic partnership between the City of Zephyrhills, the Greater Zephyrhills Chamber of Commerce, Pasco Economic Development Council, and Main Street Zephyrhills, Inc.

The Zephyrhills Economic Development Coalition is housed in the Greater Zephyrhills Chamber of Commerce and is the chamber's lead committee to energize economic development initiatives and programs.

ZEDC has two components that together accomplish the overall objectives of the Coalition: the ZEDC Stakeholder's Advisory Council and the ZEDC Steering Committee.

THE STAKEHOLDERS ADVISORY COUNCIL

The Stakeholder's Advisory Council is a volunteer committee comprised of business and community leaders in the Zephyrhills area who share a common goal to create a sustainable and vibrant local business and economic climate. The members of the Stakeholder's Advisory Council serve at the invitation of the ZEDC and are given periodic opportunities to remain on or remove themselves from the Stakeholder's Council, but otherwise do not have fixed terms of service.

The Council will bring together resources, expertise, and wisdom to fulfill the community's need for the following:

- **Advisors:** Provide sound business counsel with respect to local economic plans, activities, initiatives, and strategies.
- **Stewards:** Help conserve precious community assets and utilize them in the most efficacious way.
- **Experts:** Utilize personal credibility to advance Council plans by validating, endorsing, and establishing their soundness.
- **Resources:** Provide resources or wherewithal to acquire them from others.
- **Champions:** Demonstrate leadership in the pursuit of community goals and continuously raise the bar with respect to its future and its capabilities.

Structure: The Advisory Council acts in an advisory capacity to the Zephyrhills Economic Development Coalition and Steering Committee. Members of the Advisory board are not appointed by elected officials and the Advisory does not report directly to any governing body or agency or have fiduciary responsibility over ZEDC funding. The ZEDC Advisory Council may hear from government and economic development practitioners on issues relevant to the area and provide input and feedback on such issues or initiatives. Formal recommendations will be made to the requesting agency's primary administrator, and not to the elected official or board unless the ZEDC is acting of its own accord or initiative and deems it imperative to directly address elected officials or government / agency representatives. The ZEDC Advisory Council will elect a Chair and Vice Chair from its members, as well as other leadership positions, as appropriate. The Chair and Vice Chair will serve for a minimum one year term beginning January 1st and ending December 31st of each calendar year. There is no term limit. At the last regularly scheduled meeting of the year, the Advisory Council will discuss and determine by simple majority of members present an individual deemed qualified and willing to serve as Chair and Vice Chair for the next calendar year. The Chair will be responsible for coordinating and leading meetings of the Advisory Council. In the Chair's absence, the Vice Chair will assume the role of Chair.

Meetings: As a result of its relationship to the Greater Zephyrhills Chamber of Commerce, the Zephyrhills Economic Development Coalition Advisory Council is a private entity and not subject to Florida Sunshine regulations and other constraints that inhibit public sector organizations. From time to time, at its discretion, the Advisory Council may schedule public meetings or presentations and, with proper notice, invite elected officials, members of the press, and citizens to attend.

Frequency: The Advisory will meet on the first Wednesday of every other month from 8am.

Agenda: The Advisory Council's meeting agenda will focus on high-level issues of relevance to Zephyrhills area business and economic development. The Advisory members will be asked to contribute their respective expertise to bring light to issues or opportunities that may be the subject of Council's interest. The objective for each meeting will be to formulate strategies and action plans, make formal recommendations, and offer resources or support for those recommended actions.

ZEDC STEERING COMMITTEE

The ZEDC Steering Committee is a working group of economic development practitioners that includes, at a minimum: City of Zephyrhills, Greater Zephyrhills Chamber of Commerce, Pasco Economic Development Council, and Main Street Zephyrhills, Inc.

The purpose of the Steering Committee is to provide coordinated implementation of local economic development plans and initiatives, to provide additional economic development expertise and administrative support with respect to the Stakeholders Advisory Council and the Zephyrhills Economic Development Coalition, and to provide propulsion and continuity between meetings of the volunteer committees.

Structure: The Steering Committee will be chaired by a prominent volunteer member of the business community who commands the respect of the four participating organizations. Formally speaking, he or she will be appointed or reappointed annually by the Chairman of the Board of the Greater Zephyrhills Chamber of Commerce.

Meetings: The Steering Committee will operate largely by consensus. A key purpose of the committee is to harness the energy of the member organizations toward a common set of goals and to build a more robust economic local economic development program.

Frequency: The Committee will meet monthly on the last Wednesday of each month at 11:00am.

Agenda: The Committee agenda will typically consist of the sharing of information on the initiatives and plans of the participating organizations, discussion of progress on joint initiatives and activities, consensus-building on new community issues and priorities to present to the Stakeholders Advisory Council, and coordination of work regarding economic development prospects and projects.

SCOPE OF WORK 2017-2020

The three-year plan of work presented below details the activities, goals and deliverables to be achieved by the ZEDC.

ENGAGE STAKEHOLDERS

Stakeholders Meetings

ZEDC Stakeholders Advisory Council meetings will continue to be held bi-monthly. Stakeholder meetings will review the various projects in progress, discuss upcoming issues and or opportunities for Zephyrhills. Membership will continue to represent large and small businesses, local government, and economic development organizations, including educational institutions. A critical review of Stakeholder membership shall be conducted annually with the end being recruitment of new, additional members representing important economic development partners: municipal, county, state legislators, chamber, non-profit and educational, and “heavyweights” to include representatives from Nestles, Morrow Steel, Skydive City, Florida Hospital and Florida Medical Clinic.

Activities: Coordination of ZEDC Stakeholders Advisory Council is an ongoing continuous activity requiring the services of the Executive Director, primarily, support staff and volunteers. Coordination involves a combination of telephone, email, committee work and networking. This activity is responsible for scheduling meetings, creating agendas, meeting minutes and supporting the work of ZEDC.

Deliverables: 1. Rosters of Advisory Council membership showing affiliations; 2. By-monthly meeting minutes.

ZEDC COORDINATION

Steering Committee

ZEDC Steering Committee consisting of, but not limited by, Chamber, Main Street, City, and Pasco Economic Development Council representatives will meet monthly to provide oversight and detail planning for projects described in the Scope of Work.

Activities: Coordination of the ZEDC overall falls to the Executive Director and the Steering Committee. This is an ongoing continuous activities involving monthly meetings and additional small group meetings periodically as required to advance the work of ZEDC.

Deliverables: 1. Roster of Steering Committee membership showing affiliations; 2. Monthly meeting minutes.

ECONOMIC DEVELOPMENT SUMMIT

An Economic Development Summit will be convened at least once annually to showcase economic development opportunities and successes in Zephyrhills. Summit will be open to the public and be held in a venue that allows for large group presentations and discussion of topics.

The Summits could serve as introductions or gateways to kick off City efforts to update ordinances and plans to enhance economic growth in the Zephyrhills. One priority effort already identified by the City is the updating of the Economic Development Ordinance which will require constituent input that could begin at a summit.

A potential format for the first Summit could be a meeting that convenes in a.m. has 2 75-minute sessions and ends with lunch. The first 75-minute session could be a primer on economic development that could include a list of recent successes and what it took to establish them in our town. The second 75-minute session on community advocacy, helping participants learn how to better tell the Clearly Zephyrhills story to important targeted decision makers.

Activities: Coordination of Economic Summits is a periodic activity typically involving intense activity in the two months leading up to the Summit and the month immediately following the Summit. This activity is responsible for securing venue, working collaborative with ZEDC volunteers and guests to create an agenda, producing minutes, and scheduling any follow up activities identified at the Summit. An Economic Development Summit will be held annually.

Deliverables: 1. Agenda; 2. Roster of attendees; 3. Report

MARKETING

Maintain Current Information on Website & Publications

A marketing approach, **Clearly Zephyrhills**, has been developed by ZEDC and has become a focus for future marketing efforts. The clearlyzephyrhills.com website was developed and launched in 2017 to enhance and advance the marketing theme. The website continues to be further developed and expanded to become a one-stop gateway to our community. Featured segments of the website include: ZEDC, Things to do in the community, local news, history, publications and resources.

Publications have also been developed to support ZEDC efforts and include the Clearly Zephyrhills Guide to Starting Your Business, a Zephyrhills Community Profile, and Economic Impact of the Zephyrhills Municipal Airport (ZPH). These publications will be updated periodically, as needed, to maintain relevance.

Activities: Coordination and maintenance of the Clearly Zephyrhills website and marketing publications is a continuous activity requiring primary support from Chamber staff. A refreshment schedule will be developed for publications to assure that information on the website and published in marketing materials is relevant and compelling.

Deliverables:

1. Fully functional and current clearlyzephyrhills.com website; 2. Clearly Zephyrhills Guide to Starting Your Business updated as needed; 3. Zephyrhills Community Profile updated as needed; 4. Economic Impact of the Zephyrhills Municipal Airport (ZPH) updated as needed; 5. Publication refreshment schedule.

BUSINESS ENGAGEMENT

Research

ZEDC will periodically conduct business surveys using a variety of methods which may include written/electronic surveys, interviews (e.g. **BizWalks**), and/or records research. The goal is to better understand current business activities and needs in the community. Different business sectors will be addressed in a rotating basis, with manufacturing being surveyed in 2015, medical to be surveyed in 2017 and so on.

Inventories of existing business by sector will be developed to facilitate better understanding of workforce and infrastructure needs in the community with the airport as the initial focus. Data developed from the inventories and surveys will assist the City and other partners in better planning and prioritizing infrastructure improvements.

A particular focus of the research efforts will be to assist the City in development of a “what we want our airport to be” growth plan.

Educational opportunities are discussed in the following section of this document, but research is needed to support ZEDC efforts to assure appropriate career training and enhancement programs are available locally. A research component designed to complement the business surveys just described will focus on Zephyrhills High School students. Post-secondary aspirations of high school seniors will be reviewed in an effort to identify career areas beyond aviation and health care.

Collaborate with partners to develop a targeted list of types of jobs and businesses that would enhance Zephyrhills. The target list would be expanded to identify appropriate means of reaching out to and/or recruiting based on priorities identified on the list. As the target list is refined a companion piece would be developed that would show deficits or potential barriers that would need to be addressed to successfully recruit the business. The prioritized targeted jobs list would also be used to inform efforts with education partners the goal being to tailor job training with job opportunities. The targeted jobs list and barriers to winning those jobs would also help inform the advocacy efforts described below.

Activities: Medical industry profile report development, dissemination, and development of action steps will be accomplished by a combination of an external consultant, the Executive Director, and ZEDC volunteers. Primary work on the medical industry profile will occur summer of 2017.

Airport business survey, report development, dissemination and development of action steps will be accomplished primarily by the Executive director and ZEDC volunteers. Primary work on the airport business survey will extend over a four to six-month period during spring and summer of 2018.

Airport growth and expansion vision document development, dissemination and development of action steps will be accomplished by a combination of an external consultant, the Executive Director and ZEDC volunteers. Primary work on this activity will extend over a four to six-month period including the 2018 Economic Development Summit.

Zephyrhills High School seniors post-secondary preferences report will be developed via survey and involve the Executive Director, ZEDC volunteers and Zephyrhills High School staff. Along with report dissemination and next steps planning, the high school senior career preference development will take three to four months in Spring 2019.

Development of a targeted jobs and barriers report will be coordinated by the Executive Director and ZEDC leadership and take place over a four to six-month period including the 2019 Economic Development Summit.

Deliverables: 1. Medical industry profile report; 2. Inventory of business sectors; 3. Airport growth/expansion vision; 4. Zephyrhills High School seniors post-secondary preferences report; 5. Targeted jobs and barriers list.

DIRECT BUSINESS SUPPORT

The chamber supports and collaborates with the Pasco Economic Development Council (PEDC) to offer annual sessions of Co-Starters, or equivalent, the 10-week new business owner or small business owner who wants to gain some new perspective and tools to be successful. An entire 10-week cohort is co-hosted by the chamber and the chamber's Executive Director is a trained Co-Starters facilitator. Additionally, the chamber provides marketing assistance to member businesses through both direct support and through the chamber's several marketing initiatives including its webpage, ribbon cuttings, mixers, and one-on-one tutorial assistance.

Activities: A minimum of one Co-Starters cohort, or equivalent training program, will be offered or co-hosted by the chamber annually in collaboration with PEDC and other partners. As a trained Co-Starters facilitator, this activity will be the primary responsibility of the Executive Director. Co-Starters business training will involve a minimum of two month pre-course marketing and a 10-week Co-Starters course duration.

Direct business support activities for new businesses in Zephyrhills may take place at the Chamber, the place of business, or other suitable locations. Direct support activities will be coordinated by the Executive Director and supported by the most appropriate Chamber staff members and/or ZEDC volunteers. Direct support will occur periodically as new business activity dictates over the three-year period.

Deliverables: 1. A minimum of one Co-Starters cohort, or equivalent, co-hosted by the chamber annually; 2. Meeting summaries and marketing materials developed via one-on-one tutorials for at least 2 businesses annually.

EDUCATIONAL OPPORTUNITIES

Educational opportunities are vital to maintain a vibrant Zephyrhills. The ZEDC strives to maintain a focus on career development including educational and employment participation through the Stakeholders Council and throughout its other activities. Recognition of the significance of the Zephyrhills Airport and aviation to the community several initiatives involving the airport and aviation were made including a focus on airport businesses as part of the 2016 BizWalk program, coordinating airport tours for PHSC leaders get to know the airport's potential as part of new college degree programs. As a result of these efforts PHSC has created new degrees in Aviation Technology and is actively engaged in forging education partnership with airport businesses that will bring aviation education directly to the airport in coming months.

Zephyrhills is not immune to the national shortage of nurses. To partially address the need for qualified nurses, PHSC and Florida Hospital Zephyrhills have enhanced a long-term collaboration in which student nurses complete the clinical portions of their training at Florida Hospital Zephyrhills. More recently, the Hospital began providing scholarships to second year nursing students and offers employment at the hospital upon complete of the registered nursing degree program. As the Medical BizWalk surveys are completed additional strategies will be devised to address issues identified by health care providers in Zephyrhills.

ZEDC also recognizes that two major career paths with special emphasis at Zephyrhills High School are the Academy of Aeronautics/Aviation and the Academy of Health. As described under the Business Engagement section (above), ZEDC has focused on both these significant career fields as evidenced by membership of the Stakeholders Council. Additional direct engagement with high school career academies and ZEDC is planned for coming months. ZEDC will continue to facilitate and encourage development of aviation educational opportunities at the airport and health care education in the community.

ZEDC will continue to seek educational opportunities in career fields beyond aviation and health care as a regular part of Stakeholders discussions and, particularly, through engagement with area colleges, PEDC, and Zephyrhills High School.

Activities: Meeting summaries for aviation and health careers meetings facilitated by ZEDC will be developed as a result of coordination by the Executive Director in collaboration with ZEDC partners. Aviation and health careers meetings will take place annually.

An annual education report including brochures and/or course descriptions scheduled to be offered in Zephyrhills and the airport will be produced each summer beginning in 2018.

Deliverables:

1. Meeting summaries for aviation and health careers meetings facilitated by ZEDC; 2. Annual education report including summary of higher education courses offered in Zephyrhills and career matching activities.

ADVOCACY

Advocacy is a vital way to help tell the Clearly Zephyrhills story to important decision makers in both private and public sectors. When faced with many options ZEDC can help make it easier for the decision to go our way by providing key information and contacts on projects of interest. Examples may include assisting the City in working with county and state decision makers on topics like transportation (including roads and bike trails), site development, and community development.

Examples of effective advocacy activities include attendance/participation at county meetings like the Metropolitan Planning Organization and its supporting committees, Tourism Development Council, Florida Department of Transportation forums, political town hall meetings and Pasco Economic Development Council functions. ZEDC members will partner with City efforts in annual meetings to the Florida Legislative Action Days.

Activities: Annual review of advocacy best practices beginning in Spring 2018. Advocacy opportunities will be identified by ZEDC partners and may result in letter writing, phone calls, and/or personal visits as most appropriate to the specific issue. This activity will be coordinated primarily by the Executive Director.

Deliverables:

1. Annotated list of meeting attended and decision makers contacted or impacted.