



**LOCAL PLANNING AGENCY
OLD LEE COUNTY COURTHOUSE
2120 MAIN STREET, FORT MYERS, FL 33901
BOARD CHAMBERS**

**MONDAY, MARCH 26, 2012
8:30 AM**

AGENDA

1. Call to Order/Review of Affidavit of Publication
2. Pledge of Allegiance
3. Public Forum
4. Approval of Minutes – February 27, 2012
5. New Horizon 2035: Plan Amendments
 - A. [CPA2011-00014 - Vision Statement](#)
 - B. [CPA2011-00017 - Community Safety and Wellbeing](#)
 - C. [CPA2011-00005 - Economic Element](#)
6. Discussion: Promoting Green Planning Initiatives
7. Other Business
8. Adjournment – Next Meeting Date: April 23, 2012

Any person appealing a decision made at this hearing must ensure a record of the proceedings is made. In accordance with the Americans with Disabilities Act, Reasonable Accommodations will be made upon request. If you are in need of a Reasonable Accommodation or would like additional information, please contact Janet Miller at 239-533-8583.

**CPA2011-05
LEE PLAN
ECONOMIC ELEMENT
BOCC SPONSORED
EAR BASED AMENDMENT
TO THE**

LEE COUNTY COMPREHENSIVE PLAN

THE LEE PLAN

Publically Sponsored Application and Staff Analysis

**LPA Public Hearing Document
for the
March 26th, 2012 Public Hearing**

*Lee County Planning Division
1500 Monroe Street
P.O. Box 398
Fort Myers, FL 33902-0398
(239) 533-8585*

March 15, 2012

**LEE COUNTY
DIVISION OF PLANNING
STAFF REPORT FOR
COMPREHENSIVE PLAN AMENDMENT
CPA2011-05**

Text Amendment

Map Amendment

This Document Contains the Following Reviews:	
<input checked="" type="checkbox"/>	Staff Review
	Local Planning Agency Review and Recommendation
	Board of County Commissioners Hearing for Transmittal
	Staff Response to the DEO Objections, Recommendations, and Comments (ORC) Report
	Board of County Commissioners Hearing for Adoption

STAFF REPORT PREPARATION DATE: March 15, 2012

PART I - BACKGROUND AND STAFF RECOMMENDATION

A. SUMMARY OF APPLICATION

1. APPLICANT/REPRESENTATIVES:

Lee County Board of County Commissioners/Represented by Lee County Division of Planning and Lee County's Economic Development Office.

2. REQUEST:

Amend the Economic Element to incorporate the recommendations of the March 1, 2011 Evaluation and Appraisal Report.

B. STAFF RECOMMENDATION AND FINDINGS OF FACT SUMMARY

1. RECOMMENDATION:

Planning staff recommends that the Board of County Commissioners *transmit* the proposed amendment to the Lee Plan as shown below. Proposed text has been depicted in strikethrough and underline format as it relates to the existing provisions of the Lee Plan.

2. RECOMMENDED TEXT AMENDMENT:

XI. Economic Element

The Economic Element establishes policies intended to foster a diversified and stable economy. These policies guide Lee County's efforts to enhance standards of living and quality of life through sustainable

and responsible economic growth. In particular, the Economic Element encourages the conservation of the County's natural and cultural resources; promotes the tourism industry as a vital component of our economy; prescribes land planning and development regulations that are flexible, streamlined, and designed to respect environmental integrity and build quality communities; prioritizes assistance for the retention, expansion and recruitment of high wage industries; facilitates the creation of education and workforce training programs that enhance employment opportunities for citizens and attract target industries; and supports regional cooperation on economic initiatives. (Added)

GOAL 158: Lee County will achieve and maintain a diversified and stable economy by providing a positive business climate that assures maximum employment opportunities while maintaining a high quality of life. (No Change)

OBJECTIVE 158.1: ~~Lee County will e~~Encourage the conservation and enhancement of those natural and cultural resources that represent the foundation of the county's existing retirement, recreation, and tourist oriented economy in order to place Lee County in a competitive position to enable the retention and expansion of these and other business opportunities. (Edited)

POLICY 158.1.1: ~~Lee County will e~~Encourage the development of diverse cultural facilities, through public, private, or public/private partnerships, that meet the needs of the residents and visitors of Lee County. (Edited)

POLICY 158.1.2: ~~Lee County will p~~Promote the opportunityies for the development ~~and support~~ of hospitals, ~~nursing homes~~assisted living, and ~~additional medical~~ related medical facilities ~~in order to promote a~~ that establish a continuum of care to that enhances the quality of life throughout the county. (Edited)

POLICY 158.1.3: ~~Lee County will c~~Cooperate with state ~~entities~~ and other social service providers to encourage the establishment of programs and facilities that assist the elderly population of Lee County. (Edited)

POLICY 158.1.4: ~~Lee County will w~~Work with the sheriff, fire districts, municipalities, and other ~~appropriate~~ entities to provide a strong public safety program capable of protecting the citizens of Lee County and their property. (Edited)

POLICY 158.1.5: ~~Lee County will m~~Maintain a publicly sponsored recycling program as well as "Keep Lee County Clean," "Adopt a Road," and "Adopt a Beach" programs to ~~maintain~~ provide a positive public image. (Edited)

POLICY 158.1.6: ~~Lee County will p~~Protect the environment that sustains the commercial fishing and tourist industries by opposing the leasing of off-shore tracts for ~~the purpose of~~ oil exploration and drilling. Specifically, ~~the~~ county will oppose off-shore oil drilling in the region south of latitude 27 degrees north to the state waters north of the Florida Keys and west to longitude 867 degrees west. (Edited)

POLICY 158.1.7: ~~Lee County will e~~Encourage the preservation of sensitive natural resources, including beaches, wetlands, estuaries, clean air and water, historic resources, scenic vistas and other unique natural resources through public acquisition and/or regulatory protection. (Edited)

POLICY 158.1.8: Lee County will ~~ensure a continued~~ commitment of that a portion of the Tourist Development Tax ~~to~~ will be used for beach and shore-related improvements ~~such as~~ including restoration and erosion control, renourishment, future beach ~~acquisition~~ enhancements, fishing piers, and beach access points, beach parking facilities, and maintenance. (Edited)

POLICY 158.1.9: ~~Lee County, i~~In response to current and projected needs of ~~Lee County~~ residents, Lee County will encourage a diverse mix of housing types, sizes, prices, and rents by maintaining mixed use land use categories ~~in the Future Land Use Element.~~ **(Edited)**

POLICY 158.1.10: Evaluate the ~~current~~ land development regulatory and fiscal structure to ~~identify and remove where appropriate the~~ unwanted impediments to ensuring fiscally beneficial development is fiscally beneficial. **(Edited)**

POLICY 158.3.51.11: Lee County will ensure that adequate land is allocated in the comprehensive plan to meet future commercial, industrial, agricultural, residential, and recreational needs. **(Moved from Policy 158.3.5)**

OBJECTIVE 158.2: ~~Lee County will m~~Maintain and develop programs ~~which are~~ designed to ~~expand and~~ enhance the tourism industry. **(Edited)**

POLICY 158.2.1: ~~Lee County, i~~In coordination with the Tourist Development Council and other ~~appropriate~~ entities, Lee County will continue; to support the area's domestic and international tourism development program to ensure continuation and expansion of the tourism industry;.

POLICY 158.2.2: ~~Lee County, in coordination with the Tourist Development Council and other appropriate entities, will continue~~ to lead the local tourism industry and work with the community to position Lee County as a friendly and hospitable visitor destination. **(Combined 158.2.1 & 158.2.2)**

POLICY 158.2.32: ~~Lee County, i~~In coordination with the Tourist Development Council and other ~~appropriate~~ entities, and in conjunction with the Port Authority, Lee County will work toward positioning ~~Lee the~~ County as a major aviation international port of entry. **(Edited)**

POLICY 158.2.43: ~~Lee County, i~~In coordination with the Tourist Development Council and other ~~appropriate~~ entities, Lee County should continue ~~the~~ strong research efforts ~~that accurately measuring~~ the economic impact of tourism and ~~provide~~ disseminate that information for use by the public and private sectors in planning, marketing and management of tourism ~~for both the private and public sectors.~~ **(strategy)**

POLICY 158.2.54: ~~Lee County, i~~In coordination with the Tourist Development Council and other ~~appropriate~~ entities, Lee County will promote; the development of ecotourism ~~in Lee County.~~ **(Edited)**

POLICY 158.2.65: ~~Lee County, i~~In coordination with the Tourist Development Council and other ~~appropriate~~ entities, Lee County will promote the development of the sports market and sports facilities for future economic development. **(Edited)**

OBJECTIVE 158.3: ~~Lee County, in coordination with the Horizon Council and other appropriate entities, will establish, continue and maintain programs which are designed to promote and encourage the recruitment of new industries that will facilitate and~~ Formulate an economic development strategy and create complementary programs designed to foster the retention, expansion and attraction of targeted employers that diversify Lee the County's economic base. **(Modified)**

POLICY 158.3.1: ~~Lee County will, in coordination with the Horizon Council and other appropriate entities, formulate an economic development plan to assist local organizations in fostering the expansion and diversification of Lee County's economic base, and will set forth the intent, funding, and the means available for its implementation. (Amended by Ordinance No. 00-22)~~ **(Deleted)**

~~**POLICY 158.3.21:** Lee County, in coordination with the Horizon Council and other appropriate entities, will sustain a coordinated local, regional, national, and international marketing program that will identify and attract industrial, commercial, and office space users. (Edited, Moved from Policy 158.3.2))~~

~~**POLICY 158.3.32:** Lee County, in coordination with the Horizon Council and other appropriate entities, will Report annually report on the progress of existing business expansion and new company locations. (Edited, Moved from Policy 158.3.3)~~

~~**POLICY 158.3.4:** Lee County will, in coordination with the Horizon Council and other appropriate entities, develop a presentation packet to actively pursue and encourage businesses to relocate to Lee County. (Amended by Ordinance No. 00-22) (Deleted)~~

~~**POLICY 158.3.5:** Lee County will ensure that adequate land is allocated in the comprehensive plan to meet future commercial, industrial, agricultural, residential, and recreational needs. (Amended by Ordinance No. 00-22) (Moved to Policy 158.1.11)~~

~~**POLICY 158.3.63:** Lee County will study economic incentives utilized by various Florida cities and counties that may also be utilized by Lee County to place the county in a competitive position to attract new businesses. Conduct periodic competitive analyses to determine how the county's economic development assets, opportunities and programs compare to other similarly situated communities. (Edited, Moved from 158.3.6)~~

~~**POLICY 158.3.74:** Lee County will promote and Coordinate and administer the Lee County/Fort Myers Enterprise Zones. (Edited, Moved from 158.3.7)~~

~~**POLICY 158.3.8:** Lee County, in coordination with the Horizon Council and other appropriate entities, will encourage the expansion of international banking and finance to better accommodate the needs of international visitors to the area and that of local firms engaged in global markets. (Amended by Ordinance No. 00-22, Relocated by Ordinance No.07-09) (Deleted)~~

~~**POLICY 158.3.95:** Lee County, in coordination with the Horizon Council and other appropriate entities, will Promote the Foreign Trade Zones in Lee County No. 213 and any subzones thereof. (Edited, Moved from 158.3.9)~~

~~**POLICY 158.3.106:** Lee County will, in coordination with local, state, and federal representatives, dDevelop a strategy to increase foreign direct investment in Lee County conjunction with local, state and federal representatives. (Edited, Moved from Policy 158.3.10)~~

~~**POLICY 158.3.11:** Lee County, in coordination with the Horizon Council and other appropriate entities, will continue programs which encourage and assist in the location of new companies that diversify the economy and create higher wage jobs. (Amended by Ordinance No. 00-22, Amended and Relocated by Ordinance No. 07-09) (Deleted)~~

~~**POLICY 158.3.7:** Promote economic development opportunities available at the Southwest Florida International Airport and Page Field General Aviation Airport and strengthen the role of the Lee County Port Authority in Lee County's economic development. (Added)~~

~~**OBJECTIVE 158.4:** Lee County, in coordination with the Horizon Council and other appropriate entities, will maintain programs which are designed to encourage the retention and expansion of the county's existing economic base. (Deleted)~~

~~**POLICY 158.4.1:** Lee County, in coordination with the Horizon Council and other appropriate entities, will continue programs which assist existing companies in expansion efforts and new companies that desire to relocate to the County. (Deleted)~~

~~**POLICY 158.4.2:** Lee County, in coordination with the Horizon Council and other appropriate entities, will annually report on the progress of existing industry expansions. (Deleted)~~

~~**POLICY 158.4.3:** Lee County will protect and promote its existing water port developments. (Deleted)~~

~~**POLICY 158.4.4:** Lee County, in coordination with the Horizon Council and other appropriate entities, will promote economic opportunity through the utilization of the Southwest Florida International Airport and strengthen the role of the airport in Lee County's economic development. (Deleted)~~

POLICY 158.4.53.8: Lee County will ~~will a~~Actively pursue state and federal funding for transportation infrastructure improvements to the local, region, state, and national highway system in Lee County. (Modified, Moved from Policy 158.4.5)

POLICY 158.4.63.9: All Lee County Departments and Divisions will ~~communicate and coordinate with the Division of Economic Development (or its successor) to a~~Assure interdepartmental coordination of industry and business attraction retention, expansion and retention in Lee County recruitment efforts by directing all Lee County Departments and Divisions to communicate and collaborate with the Economic Development Office (or its successor) on such matters. (Edited, Moved from Policy 158.4.6)

POLICY 158.4.73.10: Lee County will ~~e~~Encourage the retention of the agricultural and commercial fishing industries as described in Goals 8, 9, 121, 122, 128, and their associated objectives and policies of the Lee Plan. (Edited, Moved from Policy 158.4.7)

POLICY 158.4.83.11: Lee County, in coordination with the Horizon Council and other appropriate entities, may establish an "Ambassador Team", consisting of volunteer representatives from such sources as government, banking/finance, utilities, marketing, chambers of commerce, education, and labor market sectors, in order to assist in the retention of targeted industries and businesses. The function of the team will be to increase communication between county and municipal governments; the Horizon Council, and the business community in Lee County. Establish teams of volunteers, private industry representatives to assist in the retention and recruitment of targeted business sectors. (Edited, Moved from Policy 158.4.8)

POLICY 158.4.93.12: Lee County, in coordination with other appropriate entities, will ~~w~~Work to establish and retain small businesses throughout Lee County. (Edited, Moved from Policy 158.4.9)

~~**POLICY 158.4.10:** Lee County will encourage agriculture industry programs to maintain or improve its economic viability, provide necessary support and promote Lee County produce. (Deleted)~~

POLICY 158.3.13: Support regional economic development initiatives in coordination with adjacent governments and other appropriate public and private entities. (Added)

OBJECTIVE 158.54: Lee County will encourage Support the expansion and development of educational institutions, facilities and programs that complement economic development and diversification. (Edited, Moved from Objective 158.5)

~~**POLICY 158.5.1:** Lee County will continue to coordinate with and assist the Lee County School Board in the orderly and rational expansion of educational facilities that enhance economic growth and a desired quality of life. (Deleted)~~

~~**POLICY 158.5.2:** Lee County will promote the development of programs and facilities thru the Lee County School District, Edison State College, Florida Gulf Coast University, and any existing and/or future institutions of higher learning, including business and commerce, health services, technologies, and education careers. (Deleted)~~

~~**POLICY 158.5.34.1:** Lee County will encourage the Lee County School District, Edison State College, Florida Gulf Coast University, and any future other academic institutions of higher learning, to develop cooperative and integrated curricula that enhance and increase the productivity of the local work force and attract industries and skilled workers prepare citizens for target industry related careers. (Edited, Moved from Policy 158.5.3)~~

POLICY 158.4.2: Facilitate interaction between local education/training providers and employers in an effort to develop workforce resources that better serve industry needs. (Added)

~~**OBJECTIVE 158.65:** Lee County will maintain a system of development regulations that will promote the accomplishment of the goals, objectives, and policies of consistent with this element and will expedite the development review process for projects identified by the Economic Development Office as “economic projects.” (Edited, Moved from Objective 158.6)~~

~~**POLICY 158.65.1:** Before adopting any new regulation which potentially imposes new costs to taxpayers and private business, Lee County first will generally assess the potential impacts of that regulation upon the local economy and will adopt such regulations only in cases of compelling public need. (Edited, Moved from Policy 158.6.1)~~

~~**POLICY 158.65.2:** Lee County will continue to utilize Lee County staff and private citizen committees to recommend revisions that will streamline development regulations. (Edited, Moved from Policy 158.6.2)~~

~~**POLICY 158.65.3:** Lee County will expedite the processing of rezoning and development permitting for projects identified by the Economic Development Office as “economic projects.” (Edited, Moved from Policy 158.6.3)~~

~~**POLICY 158.65.4:** Lee County will appoint a zoning and development permitting ombudsman within the Economic Development Office. The ombudsman who will have the authority to coordinate and facilitate the rezoning and development permitting processes for “economic projects” pursuant to Policy 158.6.3, so as to reduce requests for additional information, identify issue resolutions, and reduce the amount of time spent in rezoning and permitting for such projects decrease application processing times. (Edited, Moved from Policy 158.6.4)~~

3. BASIS AND RECOMMENDED FINDINGS OF FACT:

- The “Lee Plan: New Horizon 2035 Evaluation and Appraisal Report” was adopted on March 1, 2011.
- The Economic Element’s Goal is to achieve and maintain a diversified and stable economy.
- The adopted New Horizon 2035 Evaluation and Appraisal Report included several organizational recommendations. One of these recommendations was to provide a clear context for each element.

- Lee County utilizes the State of Florida Target Industries list.
- An interdepartmental team consisting of staff members from the Office of Economic Development, Office of Sustainability, Visitor's and Convention Bureau, County Attorney's Office, and Division of Planning reviewed the element for necessary updates and to incorporate the recommendations of the Evaluation and Appraisal Report.

C. SUMMARY/BACKGROUND DISCUSSION:

The Economic Element was incorporated into the Lee Plan in 1993 (September 20, 1993). A concern over the direction of the future economy of Lee County caused the Board of County Commissioners to direct staff to revisit the Lee Plan from an economic development viewpoint. The Board expressed a desire to diversify the future economy of Lee County.

The Economic Element's Goal is to achieve and maintain a diversified and stable economy. The Goal provides for a positive business climate that assures maximum employment opportunities while maintaining a high quality of life. The element currently contains six objectives to further the goal. These objectives encourage the conservation and enhancement of the county's natural and cultural resources; expansion and enhancement of the tourism industry; recruitment of new industries; expansion and development of the county's educational facilities; and the retention and expansion of the county's existing economic base.

The Element has been modified over time. Comprehensive plan amendment PAT 99-22 removed the word shall from the Element and replaced this term with an appropriate word such as will, may, and must. The "de-shall" amendment was adopted on November 1, 2000. Comprehensive plan amendment CPA2005-00042 updated the element through a general review of the entire element. Numerous policies were updated and the Economic Monitoring Objective was deleted. This update amendment was adopted on May 16, 2007. Comprehensive plan amendment CPA2005-00046 incorporated the recommendations of the Smart Growth Committee. Policy 158.1.11, the policy that speaks to evaluating the current land development regulatory and fiscal structures, to identify and remove unwanted impediments to ensure development is fiscally beneficial, was added. This amendment was also adopted on May 16, 2007. Comprehensive plan amendment CPA2008-00027 incorporated appropriate policy changes consistent with the recent Commercial/Industrial Study. The amendment removed references to the Community Redevelopment Agency, clarified institutional names such as Edison State College, added an expedited review projects for "economic projects" under Objective 158.6, and added two policies specific to this process, Policy 158.6.3 and 158.6.4. This amendment was adopted on March 3, 2010.

PART II - STAFF ANALYSIS

A. STAFF DISCUSSION

This analysis of the Economic Element is presented in policy order including the recommended changes to policy language as well as those instances when no changes are recommended. Goal, Objective, and Policies will potentially be re-numbered through the codification process once the entire Lee Plan is compiled. This analysis utilizes the current Lee Plan numbering system.

The adopted New Horizon 2035 Evaluation and Appraisal Report included several organizational recommendations. One of these recommendations was to provide a clear context for each element:

each element should contain an overview section that sets the context for the goals, objectives, and policies that follow, in addition to describing the relationships and linkages to other elements in the plan.

Staff recommends that the following overview be incorporated as the preamble to the Economic Element:

The Economic Element establishes policies intended to foster a diversified and stable economy. These policies guide Lee County's efforts to enhance standards of living and quality of life through sustainable and responsible economic growth. In particular, the Economic Element encourages the conservation of the County's natural and cultural resources; promotes the tourism industry as a vital component of our economy; prescribes land planning and development regulations that are flexible, streamlined, and designed to respect environmental integrity and build quality communities; prioritizes assistance for the retention, expansion and recruitment of high wage industries; facilitates the creation of education and workforce training programs that enhance employment opportunities for citizens and attract target industries; and supports regional cooperation on economic initiatives.

Additional modifications to other elements, such as to the Future Land Use Element and the Capital Improvement Element, will be included in separate staff reports specific to those elements.

No changes are recommend for Goal 158:

GOAL 158: Lee County will achieve and maintain a diversified and stable economy by providing a positive business climate that assures maximum employment opportunities while maintaining a high quality of life.

Minor editing is recommended for Objective 158.1, Policies 158.1.1 through 158.1.10. The extent of where the county will oppose off-shore oil drilling in the region, as contained in Policy 158.1.6, is proposed to be extended to be consistent with recent Board of County Commissioners actions.

OBJECTIVE 158.1: ~~Lee County will e~~Encourage the conservation and enhancement of those natural and cultural resources that represent the foundation of the county's existing retirement, recreation, and tourist oriented economy in order to place Lee County in a competitive position to enable the retention and expansion of these and other business opportunities.

POLICY 158.1.1: ~~Lee County will e~~Encourage the development of diverse cultural facilities, through public, private, or public/private partnerships, that meet the needs of the residents and visitors of Lee County.

POLICY 158.1.2: ~~Lee County will p~~Promote the opportunityies for the development and support of hospitals, nursing homesassisted living, and ~~additional medical~~ related medical facilities in order to promote a that establish a continuum of care to that enhances the quality of life throughout the county.

POLICY 158.1.3: ~~Lee County will e~~Cooperate with state ~~entities~~ and other social service providers to encourage the establishment of programs and facilities that assist the elderly population of Lee County.

POLICY 158.1.4: ~~Lee County will w~~Work with the sheriff, fire districts, municipalities, and other ~~appropriate~~ entities to provide a strong public safety program capable of protecting the citizens of Lee County and their property.

POLICY 158.1.5: ~~Lee County will m~~Maintain a publicly sponsored recycling program as well as "Keep Lee County Clean," "Adopt a Road," and "Adopt a Beach" programs to ~~maintain~~ provide a positive public image.

POLICY 158.1.6: ~~Lee County will p~~Protect the environment that sustains the commercial fishing and tourist industries by opposing the leasing of off-shore tracts for ~~the purpose of~~ oil exploration and drilling. Specifically, ~~T~~the county will oppose off-shore oil drilling in the region south of latitude 27 degrees north to the state waters north of the Florida Keys and west to longitude ~~867~~ degrees west.

POLICY 158.1.7: ~~Lee County will e~~Encourage the preservation of sensitive natural resources, including beaches, wetlands, estuaries, clean air and water, historic resources, scenic vistas and other unique natural resources through public acquisition and ~~or~~ regulatory protection.

POLICY 158.1.8: Lee County will ~~ensure a continued~~ commitment of that a portion of the Tourist Development Tax ~~to will~~ be used for beach and shore-related improvements ~~such as including~~ restoration and erosion control, renourishment, future beach ~~acquisition~~ enhancements, fishing piers, and beach access points, beach parking facilities, and maintenance.

POLICY 158.1.9: ~~Lee County, i~~In response to current and projected needs of ~~Lee C~~county residents, Lee County will encourage a diverse mix of housing types, sizes, prices, and rents by maintaining mixed use land use categories ~~in the Future Land Use Element~~.

POLICY 158.1.10: Evaluate the ~~current~~ land development regulatory and fiscal structure to ~~identify and~~ remove ~~where appropriate~~ the unwanted impediments to ensuring fiscally beneficial development is ~~fiscally~~ beneficial.

Staff is recommending that Policy 158.3.5 be moved under Objective 158.1. This policy is more in alignment with the objective of expansion of business opportunities. This is also consistent with the recommended changes to Objective 158.3 discussed further below. Therefore Policy 158.3.5 would become the eleventh numbered policy under Objective 158.1:

POLICY 158.3.5.11: Lee County will ensure that adequate land is allocated in the comprehensive plan to meet future commercial, industrial, agricultural, residential, and recreational needs.

Minor editing is proposed for Objective 158.2 and Policies 158.2.1 through 158.2.6. Staff is recommending that Policies 158.2.1 and 158.2.2 be combined together.

OBJECTIVE 158.2: ~~Lee County will m~~Maintain and develop programs ~~which are~~ designed to ~~expand and~~ enhance the tourism industry. **(Edited)**

POLICY 158.2.1: ~~Lee County, i~~In coordination with the Tourist Development Council and other ~~appropriate~~ entities, Lee County will continue; to support the area's domestic and international tourism development program to ensure continuation and expansion of the tourism industry;.

~~**POLICY 158.2.2:** Lee County, in coordination with the Tourist Development Council and other appropriate entities, will continue to lead the local tourism industry and work with the community to position Lee County as a friendly and hospitable visitor destination. **(Combined 158.2.1 & 158.2.2)**~~

POLICY 158.2.32: ~~Lee County, i~~In coordination with the Tourist Development Council and other ~~appropriate~~ entities, and in conjunction with the Port Authority, Lee County will work toward positioning ~~Lee the~~ Lee County as a major aviation international port of entry. **(Edited)**

POLICY 158.2.43: ~~Lee County, i~~In coordination with the Tourist Development Council and other ~~appropriate~~ entities, Lee County should continue ~~the~~ strong research efforts ~~that accurately~~ measuring the economic impact of tourism and ~~provide~~ disseminate that information for use by the public and private sectors in planning, marketing and management of tourism ~~for both the private and public sectors~~. **(Edited)**

POLICY 158.2.54: ~~Lee County, i~~In coordination with the Tourist Development Council and other appropriate entities, Lee County will promote: the development of ecotourism ~~in Lee County.~~ (Edited)

POLICY 158.2.65: ~~Lee County, i~~In coordination with the Tourist Development Council and other appropriate entities, Lee County will promote the development of the sports market and sports facilities for future economic development. (Edited)

Staff is recommending Objective 158.3 be modified to clearly state that it is Lee County's objective to create an economic development strategy and other complementary programs. These complementary programs should be designed to foster the retention, expansion and attraction of employers that diversify Lee County's economy. It is unnecessary to reference any one entity to accomplish this objective. Specific names can change over time.

Lee County utilizes the same list of targeted industries that the State of Florida utilizes. The list (see Attachment #1) includes various operations from call centers, corporate offices, and manufacturing. Given the preceding discussion, staff recommends that Objective 158.3 be modified as follows:

OBJECTIVE 158.3: ~~Lee County, in coordination with the Horizon Council and other appropriate entities, will establish, continue and maintain programs which are designed to promote and encourage the recruitment of new industries that will facilitate and~~ Formulate an economic development strategy and create complementary programs designed to foster the retention, expansion and attraction of targeted employers that diversify Lee the County's economic base.

Policy 158.3.1 provides that Lee County will formulate an economic development plan to foster the expansion and diversification of Lee County's economy. This has been made to be the Objective through the revisions discussed concerning Objective 158.3. The policy is therefore duplicative and should be removed and subsequent policies be correspondingly renumbered:

POLICY 158.3.1: ~~Lee County will, in coordination with the Horizon Council and other appropriate entities, formulate an economic development plan to assist local organizations in fostering the expansion and diversification of Lee County's economic base, and will set forth the intent, funding, and the means available for its implementation.~~

For Policies 158.3.2 and 158.3.3 staff recommends removing the reference to a specific entity and renumbering due to the deletion of Policy 158.3.1:

POLICY 158.3.21: ~~Lee County, in coordination with the Horizon Council and other appropriate entities, will s~~sustain a coordinated local, regional, national, and international marketing program that will identify and attract industrial, commercial, and office space users.

POLICY 158.3.32: ~~Lee County, in coordination with the Horizon Council and other appropriate entities, will~~ Report annually ~~report~~ on the progress of existing business expansion and new company locations.

Policy 158.3.4 speaks to developing a presentation packet to encourage business relocation to Lee County. This is not really appropriate to be a policy, but rather part of the work plan and materials of the Office of Economic Development. Staff recommends that this policy be deleted:

POLICY 158.3.4: ~~Lee County will, in coordination with the Horizon Council and other appropriate entities, develop a presentation packet to actively pursue and encourage businesses to relocate to Lee County.~~

Policy 158.3.5 has been discussed above, and is recommended to be moved under Objective 158.1 as Policy 158.1.11).

Policy 158.3.6 addresses studying other jurisdictions economic incentives. The proposed revisions update this thought by referencing conducting periodic analyses to compare Lee County's programs with other communities.

~~**POLICY 158.3.63:** Lee County will study economic incentives utilized by various Florida cities and counties that may also be utilized by Lee County to place the county in a competitive position to attract new businesses. Conduct periodic competitive analyses to determine how the county's economic development assets, opportunities and programs compare to other similarly situated communities.~~

A clarification and appropriate renumbering is proposed for Policy 158.3.7.

~~**POLICY 158.3.74:** Lee County will promote and cCoordinate and administer the Lee County/Fort Myers Enterprise Zones.~~

Policy 158.3.8 seeks the expansion of international banking and finance to better accommodate the needs of international visitors and local firms engaged in global markets. Staff proposes to delete this policy and modify Policies 158.3.9 and Policy 158.3.10. Policy 158.3.10 addresses developing a strategy to increase foreign direct investment. This strategy can address the issues identified in Policy 158.3.8.

~~**POLICY 158.3.8:** Lee County, in coordination with the Horizon Council and other appropriate entities, will encourage the expansion of international banking and finance to better accommodate the needs of international visitors to the area and that of local firms engaged in global markets. (Amended by Ordinance No. 00-22; Relocated by Ordinance No.07-09)~~

~~**POLICY 158.3.95:** Lee County, in coordination with the Horizon Council and other appropriate entities, will pPromote the Foreign Trade Zones in Lee County No. 213 and any subzones thereof.~~

~~**POLICY 158.3.106:** Lee County will, in coordination with local, state, and federal representatives, dDevelop a strategy to increase foreign direct investment in Lee County conjunction with local, state and federal representatives.~~

Policy 158.3.11 is proposed to be deleted as the subject matter is now addressed by Objective 158.3 as it is proposed to be modified.

~~**POLICY 158.3.11:** Lee County, in coordination with the Horizon Council and other appropriate entities, will continue programs which encourage and assist in the location of new companies that diversify the economy and create higher wage jobs.~~

Staff is proposing to add a policy that provides that Lee County will promote economic opportunity associated with the operation of the county airport facilities.

POLICY 158.3.7: Promote economic development opportunities available at the Southwest Florida International Airport and Page Field General Aviation Airport and strengthen the role of the Lee County Port Authority in Lee County's economic development.

Staff is recommending that Objective 158.4 and the first four policies under this objective be deleted. The issues addressed by these provisions are mainly addressed under the modified provisions located under

Objective 158.3. Objective 158.3 provides that Lee County will formulate an economic development strategy and programs designed to foster the retention, expansion and attraction of targeted employers.

~~**OBJECTIVE 158.4:** Lee County, in coordination with the Horizon Council and other appropriate entities, will maintain programs which are designed to encourage the retention and expansion of the county's existing economic base. (Deleted)~~

~~**POLICY 158.4.1:** Lee County, in coordination with the Horizon Council and other appropriate entities, will continue programs which assist existing companies in expansion efforts and new companies that desire to relocate to the County. (Deleted)~~

~~**POLICY 158.4.2:** Lee County, in coordination with the Horizon Council and other appropriate entities, will annually report on the progress of existing industry expansions. (Deleted)~~

~~**POLICY 158.4.3:** Lee County will protect and promote its existing water port developments. (Deleted)~~

~~**POLICY 158.4.4:** Lee County, in coordination with the Horizon Council and other appropriate entities, will promote economic opportunity through the utilization of the Southwest Florida International Airport and strengthen the role of the airport in Lee County's economic development.~~

Staff is recommending that the scope of Policy 158.4.5 be broadened from transportation improvements to infrastructure improvements generally so that state and federal funding can be sought and utilized for other improvements such as for sanitary sewer and potable water facilities. Staff is also recommending that this policy be renumbered and included under the modified Objective 158.3.

~~**POLICY 158.4.5.8:** Lee County will actively pursue state and federal funding for transportation infrastructure improvements to the local, region, state, and national highway system in Lee County.~~

Policy 158.4.6 is proposed to be edited and renumbered and included under modified Objective 158.3.

~~**POLICY 158.4.6.9:** All Lee County Departments and Divisions will communicate and coordinate with the Division of Economic Development (or its successor) to assure interdepartmental coordination of industry and business attraction retention, expansion and retention in Lee County recruitment efforts by directing all Lee County Departments and Divisions to communicate and collaborate with the Economic Development Office (or its successor) on such matters.~~

Staff recommends that Policy 158.4.7 be edited and renumbered and included under modified Objective 158.3.

~~**POLICY 158.4.7.10:** Lee County will encourage the retention of the agricultural and commercial fishing industries as described in Goals 8, 9, 121, 122, 128, and their associated objectives and policies of the Lee Plan.~~

Policy 158.4.8 is proposed to be simplified and renumbered and moved under modified Objective 158.3.

~~**POLICY 158.4.8.11:** Lee County, in coordination with the Horizon Council and other appropriate entities, may establish an "Ambassador Team", consisting of volunteer representatives from such sources as government, banking/finance, utilities, marketing, chambers of commerce, education, and labor market sectors, in order to assist in the retention of targeted industries and businesses. The function of the team will be to increase communication between county and municipal governments, the Horizon Council, and the business community in Lee County. Establish teams of volunteers, private industry representatives to assist in the retention and recruitment of targeted business sectors.~~

Staff recommends that Policy 158.4.9 be edited and renumbered and moved under Objective 158.3. The modified policy provides the clear policy direction.

POLICY 158.4.9.12: ~~Lee County, in coordination with other appropriate entities, will w~~Work to establish and retain small businesses throughout Lee County.

Staff recommends that Policy 158.4.10 be deleted as this should be part of the work plan and not a policy.

POLICY 158.4.10: ~~Lee County will encourage agriculture industry programs to maintain or improve its economic viability, provide necessary support and promote Lee County produce:~~

Staff recommend that a coordination policy with adjacent governments and other appropriate entities be included in the element under Object 158.3.

POLICY 158.3.13: Support regional economic development initiatives in coordination with adjacent governments and other appropriate public and private entities.

Staff recommends that Objective 158.5 and subsequent policies be edited, consolidated, and renumbered accordingly.

OBJECTIVE 158.54: ~~Lee County will encourage~~ Support the expansion and development of educational institutions, facilities and programs that complement economic development and diversification.

POLICY 158.5.1: ~~Lee County will continue to coordinate with and assist the Lee County School Board in the orderly and rational expansion of educational facilities that enhance economic growth and a desired quality of life:~~

POLICY 158.5.2: ~~Lee County will promote the development of programs and facilities thru the Lee County School District, Edison State College, Florida Gulf Coast University, and any existing and/or future institutions of higher learning, including business and commerce, health services, technologies, and education careers:~~

POLICY 158.5.34.1: ~~Lee County will e~~Encourage the Lee County School District, Edison State College, Florida Gulf Coast University, and ~~any future~~ other academic institutions ~~of higher learning,~~ to develop cooperative and integrated curriculaums that ~~enhance and increase the productivity of the local work force and attract industries and skilled workers~~ prepare citizens for target industry related careers.

POLICY 158.4.2: Facilitate interaction between local education/training providers and employers in an effort to develop workforce resources that better serve industry needs.

As noted previously Objective 158.6 was recently amended by comprehensive plan amendment CPA2008-00027 (adopted on March 3, 2010). This amendment also added Policies 158.6.3 and 158.6.4. Staff proposes that the Objective and subsequent policies be edited.

OBJECTIVE 158.65: ~~Lee County will m~~Maintain a system of development regulations that ~~will promote the accomplishment of the goals, objectives, and policies of~~ consistent with this element and ~~will expedite the development review process for projects identified by the Economic Development Office as “economic projects.”~~

POLICY 158.65.1: Before adopting any new regulation which potentially imposes new costs, ~~to taxpayers and private business,~~ Lee County first will generally assess the potential impacts of that regulation ~~upon the local economy and will adopt such regulations only in cases of compelling public need.~~

POLICY 158.65.2: ~~Lee County will continue to u~~Utilize Lee County staff and private citizen committees to recommend revisions ~~that will to~~ streamline development regulations.

POLICY 158.65.3: ~~Lee County will e~~Expedite the processing of rezoning and development permitting for projects identified by the Economic Development Office as “economic projects.”

POLICY 158.65.4: ~~Lee County will a~~Appoint a zoning and development permitting ombudsman within the Economic Development Office. ~~The ombudsman who~~ will have the authority to coordinate ~~and~~ facilitate the rezoning and development permitting processes for “economic projects” ~~pursuant to Policy 158.6.3,~~ so as to reduce requests for additional information, identify issue resolutions, and ~~reduce the amount of time spent in rezoning and permitting for such projects~~ decrease application processing times.

B. CONCLUSIONS

The Economic Element’s Goal is to achieve and maintain a diversified and stable economy. This goal is proposed to remain unchanged.

The “Lee Plan: New Horizon 2035 Evaluation and Appraisal Report” was adopted on March 1, 2011. The report contained specific recommendations for the economic element, such as including a preamble. These recommendations have been addressed by the proposed revisions. An interdepartmental team consisting of staff members from the Office of Economic Development, Office of Sustainability, Visitor’s and Convention Bureau, County Attorney’s Office, and Division of Planning reviewed the element for necessary updates and to incorporate the recommendations of the Evaluation and Appraisal Report.

C. STAFF RECOMMENDATION

Staff recommends that the Board of County Commissioners *transmit* the recommended amendment to the Economic Element as contained in Part 1.B.2. of this report.

**PART III - LOCAL PLANNING AGENCY
REVIEW AND RECOMMENDATION**

DATE OF PUBLIC HEARING: March 26, 2012

A. LOCAL PLANNING AGENCY REVIEW

B. LOCAL PLANNING AGENCY RECOMMENDATION AND FINDINGS OF FACT SUMMARY

1. RECOMMENDATION:

2. BASIS AND RECOMMENDED FINDINGS OF FACT:

C. VOTE:

NOEL ANDRESS	_____
WAYNE DALTRY	_____
JIM GREEN	_____
MITCH HUTCHCRAFT	_____
RON INGE	_____
ANN PIERCE	_____
ROGER STRELOW	_____

ATTACHMENT 1

FORT MYERS

REGIONAL PARTNERSHIP

Bonita Springs ~ Cape Coral ~ Fort Myers ~ Fort Myers Beach ~ Sanibel

LEE COUNTY'S OFFICE OF ECONOMIC DEVELOPMENT

STATE OF FLORIDA & LEE COUNTY TARGET INDUSTRIES

Only businesses serving **multi-state and/or international markets** are targeted. Business must be able to locate in other states. Retail activities, utilities, mining and other extraction or processing businesses, and activities regulated by the Division of Hotels and Restaurants of the Department of Business and Professional Regulation are statutorily excluded from consideration.

ADMINISTRATIVE & SUPPORT SERVICES

Customer Care Centers

Telephonic & On-line Business Services

Customer & Technical Support

Transaction Processing

Credit Bureaus

Telecommunications

Satellite Communications

LIFE SCIENCES INDUSTRIES*

Biotechnology

Medical

CORPORATE HEADQUARTERS*

Corporate, Subsidiary & Regional

Headquarters

Offices of Bank & Other Holding

Companies

MANUFACTURING FACILITIES

Food & Beverage Products

Textile Mills & Apparel

Wood & Paper Product

Printing & Related Support Activities

Chemicals

*Ethanol & Biodiesel Fuel**

Pharmaceutical

Plastics & Rubber Products

Metal & Non-Metallic Mineral Products

Ultra High Purity Silicon

Machinery Manufacturing

Electronic Flight Simulator

Optical Instruments

Turbine and Turbine Generator

Electrical Equipment

Computer & Electronic Products

Electromedical Apparatus

Laser & Optoelectronics

*Semiconductor**

Photovoltaic & Hydrogen Fuel Cells

Software Reproducing

FINANCE & INSURANCE SERVICES

Credit Intermediation & Related Activities

Nondepository Credit Institutions

Securities, Commodity Contracts

Insurance Carriers

Funds, Trusts & Other Financial Vehicles

INFORMATION INDUSTRIES

Film, Video, Sound & Electronic Media

Production (Excluding temporary "on location" filming)

Postproduction Services

Integrated Record Production/Distribution

Data Processing, Hosting & Related Services

Other Information Services

Internet Publishing & Broadcasting

Web Search Portals

Publishing Industries

Software Publishing

Music Publishing

MANUFACTURING FACILITIES (Cont.)

Transportation Equipment*

Aircraft

Marine

Aerospace

Aircraft Maintenance, Repair & Overhaul

Furniture & Related Products

Miscellaneous Manufacturing

Surgical & Medical Instruments

**PROFESSIONAL, SCIENTIFIC &
TECHNICAL SERVICES**

Professional, Scientific & Technical

*Computer Programming / Software
Development*

Computer System Design

*Management, Scientific & Technical
Services*

Research and Development

*Scientific and Technical Consulting
Services*

Simulation Training

Testing Laboratories

Space Launch Activities

Flight Training Services

Centralized Corporate Training Services

WHOLESALE TRADE

**Merchant Wholesalers, Durable & Non-
Durable**

Distribution Centers

Electronic Markets Agents & Brokers

*** Designated as high impact sectors and
eligible for additional State incentive
funds per job**

ATTACHMENT 2



October 19, 2009

POLICY 158.6.3: Lee County will expedite the process of rezoning and Development permitting for projects identified by the Economic Development Office as “economic projects”

DEFINITION OF “ECONOMIC PROJECTS”

A project that will result in or otherwise cause the diversification of Lee County’s industry base and create high-wage jobs. Diversification is defined as those target industries adopted by the State of Florida and Lee County that also pay 115% of the average County wage.

A handwritten signature in black ink, appearing to read "Jim", is positioned above the printed name.

James W. Moore
Director