

THE COURSE AHEAD

CAPE CORAL ECONOMIC
DEVELOPMENT STRATEGIC PLAN
Volume 2- Strategy

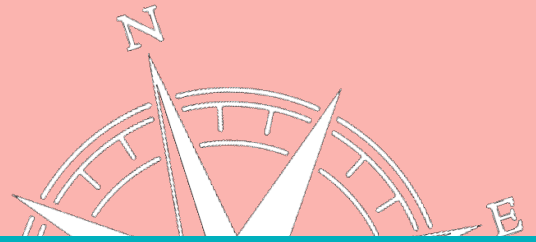


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December 2024



Acknowledgements

The Cape Coral Economic Development Strategic Plan is a comprehensive roadmap for achieving success in a uniquely challenging environment. Creation of the Strategy is not accomplished in a vacuum – there are many people and organizations that have provided valuable input to the process.

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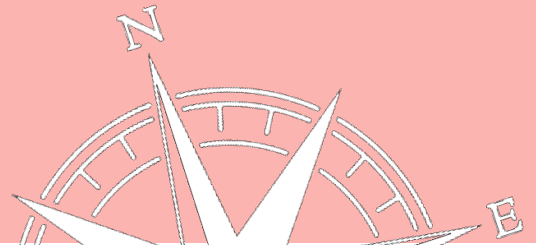
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THE COURSE AHEAD





Establishment of Strategic Goals

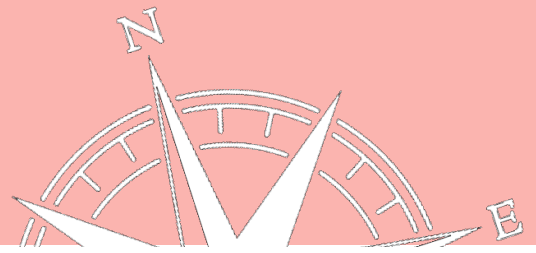
Introduction

The City of Cape Coral is in growth mode. Its unprecedented population expansion is estimated to continue for at least two more decades, bringing the population to about 375,000 people. At that size, Cape Coral will be equivalent to the current population of cities such as Cleveland, OH, New Orleans, LA, or Honolulu, HI.

Cape Coral was developed as suburb of the more established business center of Fort Myers, with the expectation that its numerous canals and pre-platted single-family lots could easily be marketed to the American middle-income worker who was seeking a place in warmer climates to retire. That marketing model was so successful that Cape Coral's leadership has now realized that functioning as a modern city is the only forward direction that the community can take. Recognition is a first step in taking action, but a plan needs to be developed on how to get there.

What will Cape Coral look like in twenty-five years? What type of city should it become? These are the questions that this Economic Development Strategic Plan has striven to answer.

A city evolving from its suburban roots into a new urban paradigm as a self-sustaining network that promotes economic vitality together with lifestyle and cultural excellence.



The Vision

A city ***evolving*** from its suburban roots into ***a new urban paradigm*** as a ***self-sustaining network*** that promotes ***economic vitality*** together with ***lifestyle and cultural*** excellence.

Key phrases from the above Vision Statement form the frameworks for establishing strategic directions for Cape Coral in The Course Ahead. There five concepts that emerge that have unique meanings for Cape Coral, each with a series of goals for the City to follow to achieve success.

Framework 1: Evolution and Change

Cape Coral is an evolving city. Its growth in population over a such short time span of existence is extraordinary and the expectations for nearly a doubling in size again over the next few decades is a story worth telling. At nearly 120 square miles, Cape Coral is a large area, and its world-leading mileage of canals make the community a challenge to navigate.

Originally founded on the principal of an auto-centric suburban community, the realities of traffic congestion, the desire by residents for more urban amenities, the failure of its original plan in providing business centers, and the continuing demand on infrastructure to accommodate growth all put pressure on the basic nature of Cape Coral.

Finding a way forward so that Cape Coral has a clear concept of what type of city is becoming is essential. Change is often a painful process, and the more that open dialogues can occur that help to address and possibly mitigate those discomforts, the better the outcome. To chart a course ahead, there are two overarching goals to be achieved in this framework. Both are intended to engage the public and to develop an awareness of the impacts of evolution and change in Cape Coral:

Goal 1.a: Public Outreach Method to Discuss Innovative Approaches to Land Use

From stakeholder interviews, public and employer surveys, and numerous conversations, a disturbing issue that emerges is that Cape Coral does not appear to have any land use guidelines being utilized when approving major projects. While this is essentially untrue since there the City has Zoning controls through ordinance and code enforcement, the public nevertheless feels overlooked and is seeking some means of redressing the issue. Having a means of openly discussing how the City of Cape Coral is being shaped in the



future is the thrust of this goal. The objective is to engage the public more openly on these approvals.

Goal 1.b: Develop a Branding Identity for Cape Coral

The objective is to develop a branding Identity for Cape Coral that recognizes small town “feel” with big city capabilities. Many people have the opinion that Cape Coral has an intimacy that could be threatened by over-development. Alternatively, others are impatiently seeking the urban amenities often found in other markets. The duality of large city and small town is a difficult challenge to answer. The objective is to develop an identity for Cape Coral that considers both viewpoints.

Framework 2: A New Urban Model

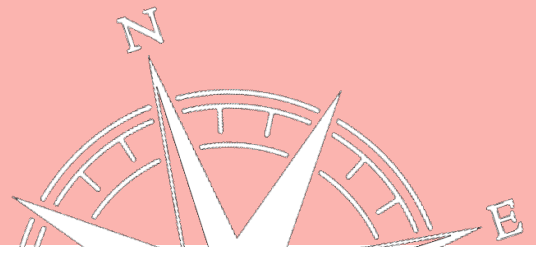
Cape Coral’s unique location is also its drawback. This is a city with no seaports, airports, train stations, interstate highway access, or municipal bus system. In many ways, Cape Coral is just a suburban town. But, with a growing population already exceeding metropolises such as Salt Lake City, connectivity plays a crucial role in Cape Coral’s future.

Goal 2.a: Cape Coral as a Network of Interconnected Neighborhoods

In all cities, neighborhoods form the basis in which residents can most easily relate to their environment. By nature of the original design of the City, there are identifiable quadrants of Cape Coral which have geographical identity. Through the street grid, fiber optics, or water canals, a connectivity exists that helps unify the neighborhoods. This vast network that might be thought by others of as detriment should be considered as Cape Coral’s strength, if the quadrants can focus on promoting their individuality.

Goal 2.b: Promote Policies that Focus on Infill Development and Waterfront Accessibility

Cape Coral’s land platting technique has allowed thousands of families to own a waterfront home at affordable prices. With that focus on the single-family model without implementing the needed town centers or the progressive zoning methods that would allow for mixes of commercial or multi-family integrated the landscape comes the inevitable outcome of suburban sprawl. Developers are now concentrating on mixed-use projects as a solution, but a more concentrated effort is required to salvage key properties that will promote infill and access to waterfronts.



Goal 2.c: Propose Signature Developments that will Generate Identity for the City

What makes a great city? Very often it is the landmarks that distinguish a place and make it memorable in the minds of residents and visitors. Cape Coral needs a few signature projects to help give it identity and appeal. The City can facilitate such projects through planning or incentivization or it can construct them itself.

Framework 3: Sustainability & Resilience

Sustainability and resilience are two concepts that are often used together to describe the ability to create systems that can withstand change and thrive in the face of it. The terms are complementary concepts that support each other.

Goal 3.a: Evaluate Resiliency Solutions for Impacts by Major Weather Events

Hurricane Ian was a recent reminder of the destructive nature of major weather events. Preparedness for the future as well as utilizing resiliency techniques is imperative for coastal communities such as Cape Coral.

Goal 3.b: Educate the Public on Practical Environmental Sustainability Programs

While protecting the environment is a topic of universal concern, not everyone is cognizant of the means or impacts of using environmental sustainability tools. Cape Coral is a unique waterfront ecosystem unlike those on the Gulf shores. Sensitivity to locally relevant environmental sustainability methodologies is important, as is energy and resource conservation measures.

Framework 4: Economic Vitality

Economic vitality could be called a process to improve the economic well-being of the community. It encourages employment opportunities, improves the socio-economic opportunities for citizens, expands the local tax base, and facilitates economic opportunity.

Goal 4.a: Expand the Role of the Office of Economic & Business Development

As defined in the Vision statement, it is the goal of this plan to promote economic vitality in Cape Coral, recognizing that economic growth must keep pace with population growth. This is an essential role of economic development and municipal leadership can achieve



outstanding results. OEBD can play a larger role in this achieving economic vitality for Cape Coral.

Goal 4.b: Support Existing Business Retention & Expansion

Among those businesses polled, an overwhelming majority responded negatively about the permitting process for new project approvals. Maintaining a positive relationship with existing businesses is a crucial step towards economic growth. Whether by offering specialized training, business assistance, or vocational education for a new workforce, business retention and expansion is vital.

Goal 4.c: Promote New Targeted Industries and Clusters

Eight targeted industry clusters have been identified for Cape Coral. With the goal of generating **13,640** new jobs, promotion must be achieved to attract new businesses. To be effective, an incentivization for job creation, the production of industry-specific marketing materials, and tours of Cape Coral for prospective employers needs to be undertaken.

Goal 4.d: Engage Higher Education in Workforce Development

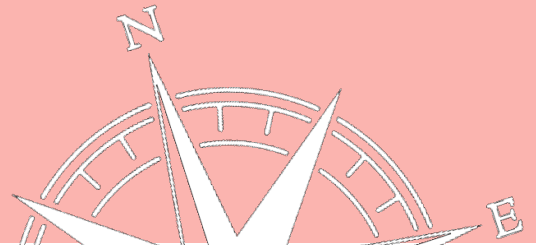
The role of higher education is essential in preparing the workforce for future jobs. While on-the-job training is widely employed, enhanced skills development must be provided for new hires or re-skilled workers in targeted industries. Successful recruitment of new employers will depend on the availability of appropriately educated labor force and curriculum development is necessary for that support. Incubation for new business creation is also greatly dependent on partnerships with higher education.

Framework 5: Lifestyle & Cultural Excellence

To provide excellence in lifestyle and culture pursuits, the City of Cape Coral must broaden its appeal for both residents and visitors. That may require creative approaches to those drivers that will generate more interest to the City, especially in leisure activities.

Goal 5.a: Attract the Interest of Major Retailers and Hospitality Vendors

Cape Coral has a wide range of retailers, but there is a desire by residents polled to attract more major brands to the City. With no indoor regional mall and little hotel space to



promote, Cape Coral must develop a means of generating appeal to major retailers and hospitality vendors.

Goal 5.b: Recognize the Importance of Tourism to the Overall Economy

Although Cape Coral is not currently considered or recognized as a destination city, it is well positioned to improve its quality, status, and reputation as a tourist destination. The City needs to invest resources to enhance its attractions and events that are currently drivers of visitor activity. New attractions need to be developed, especially in light of Cape Coral's the city's relaxed atmosphere, its connection to water, the availability to be active and involved with sports, its food scene, family friendly activities, and the many opportunities to commune with nature.



Formation of Strategic Initiatives

The Mission

In order to accomplish the strategic Vision and its accompanying frameworks and goals, the next step is to define the Mission:

Provide the strategic recommendations necessary to ensure that economic growth keeps pace with population growth.

In the following pages, we provide **50** strategic initiatives within the **13** goals of the **5** frameworks. Each initiative is provided with a narrative of its relevance to the overall plan. Additional detail on priorities, needed resources, strategic objectives, budget, staffing responsibility, and milestone scheduling for each initiative is located in the Appendices.



Framework 1: Evolution & Change

Goal 1.a: Public Outreach Method to Discuss Innovative Approaches to Land Use

Initiative 1.a.1: Public Visioning Sessions for Cape Coral's Growth

It is vital for a city growing as quickly as Cape Coral to try and plan the future course of development of the community. While a primary role of government, the public needs to feel engaged in the process as well, since active civic participation is the cornerstone of successful communities.

We suggest that semi-annual visioning sessions be conducted by the Office of Economic & Business Development (OEBD) of the City Manager's Office on an ongoing schedule. These gatherings should be based on general discussions on what the City of Cape Coral should aspire to achieve in the future, possible directions for future planning, and comparisons with other communities nationwide that have experienced similar growth. It is essential that these open meetings represent high-level thinking and not descend into minutia on topics of traffic control, ordinance enforcement, or other more mundane topics best left to other types of gatherings. Video archival coverage should be provided as well as simultaneous broadcast of possible. Invited keynote speakers with real world expertise should be considered. An annual report should be prepared that summarizes the issues discussed.

We recommend that these meetings be held at the two public libraries rather than at City Hall as the nature of the discussions are better hosted at less formal environments.

Initiative 1.a.2: Committee of the Whole Public Access Website

A direct result of the public input survey and the SWOT analysis revealed a sense of disconnect by many Cape Coral residents with City leadership relative to planning for new projects or major changes to land use. As a means of providing access for the public, the City established the Committee of the Whole (COW) as forum to help interface with the public. While this effort represents a serious effort to engage the public, the access to meeting minutes or videos is somewhat cumbersome and disorienting.

The City provides archived meeting access for all departments through the City Clerk's office, some with videos. Logically, this is a good repository for information, but from a



practical view, the COW represents the most important resource for public interaction with the Council. Accordingly, we recommend that the COW be provided with a new website page as well as social media linkages to promote sensitivity and responsiveness with the public. A public blog should be incorporated into the site to register comments and concerns about planned activities. When a calendar event for a major proposal that is to be discussed is scheduled, an alert should be broadcasted that will enable active residents to participate.

It is important that any new governmental website creation be compliant with the Americans with Disabilities Act (ADA). A scan¹ of the CapeCoral.gov website reveals a many non-compliance issues that could potentially lead to legal Actions by residents who feel they are denied access to information due to their disability. The entire current CapeCoral.gov site should be analyzed for compliance with ADA requirements.

Initiative 1.a.3: Citizen Advisory Committee for Public Input on Major Projects

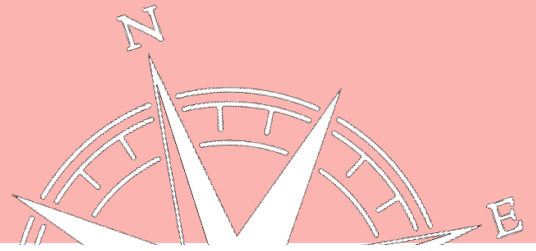
Similar to the Lee County Citizen Advisory Committee (CAC), the Cape Coral CAC would conduct effective public information and participation programs and act as a representative panel for the purpose of advising the City Council of public opinion on policy issues. The CAC would present the reports from the Visioning sessions, summarize public response to the COW website, and attend all COW and Council meetings. The CAC would establish a new social media presence and conduct regular surveys on topics related to public investment, major projects, and social relevance.

It is in the interest of the City Council to comprehend the public's reaction to major projects or investments that affect neighborhoods or the City as a whole. Having the early detection capability provided by the CAC would enhance the approval process by mitigating objections earlier, provide compelling backgrounds and study conclusions to the public, or sharing financial or economic benefits to be achieved.

Initiative 1.a.4: Benefit/Cost Analysis for Future Projects

When major projects are announced, they inevitably incur major cost. Whether a private or public investment, the value to the community must be weighed, not just from an economic

¹ AudioEye; ADA compliance checker; <https://www.audioeye.com>



impact, but from a social impact as well. The Benefit/Cost Analysis (BCA) provides the tools necessary to gauge whether a project has true social merit.

BCA is a method that determines the future benefits of a proposed project and compares those benefits to its costs. Social benefits can be measured by such metrics as reduced highway fatalities, avoided costs achieved through public policy, reduction in environmental impacts etc.

We recommend that the process of Benefit Cost Analysis be universally applied to all new project approvals, from both the public and the private sector. The result is a Benefit-Cost Ratio (BCR). A project is considered cost-effective when the BCR is 1.0 or greater. By setting a benchmark, Cape Coral can be assured that the outcomes are worth the risks taken.

Goal 1.b: Develop a Branding Identity for Cape Coral

Initiative 1.b.1: Compelling Narrative and Tagline About Cape Coral

Despite some local objections, Cape Coral is evolving into a third-tier city, with a population approximating that of Cleveland, Honolulu, or New Orleans. With a larger population comes the benefits of big-city living – vitality, connectivity, income growth just to mention a few.

Cape Coral needs a new narrative. We would encourage the hiring of a major advertising or marketing firm to develop a new “story” for Cape Coral that is focused on the future. The narrative needs to illustrate how the recreation-oriented lifestyle of this Florida community offers an ideal match for self-starters and home-based entrepreneurs. This text should provide a foundation for business marketing for recruitment of new workers, and companies to Cape Coral.

The Rosen Brothers’ original concept for Cape Coral as a “Waterfront Wonderland” that gave everyone a home, boating access, and waterfront property. That idea worked for thousands of new Floridians in the 1950’s and 1960’s, but today, the message is not as clear. The recently employed “*Flowing with Possibilities*” tagline does little to convey the unique character of Cape Coral. The effort to create memorable and inspiring message about a city on the move but struggling to find its identity is not an easy undertaking.

We recommend that the retained advertising or marketing firm be asked to develop a simple tagline for general promotion of Cape Coral. The message must be one that considers the youth of the City, its recreation character, but its potential for not having made the mistakes or investments that other cities have made.

Initiative 1.b.2: “Call to Arts” Program

As population expands north and west, cultural amenities should follow. It is important as the City embarks on highway and street beautification projects to consider art installations as vital additions. Local artists should be encouraged to place murals, sculpture, windchimes, and more to help educate the public about urban growth and the sophistication that implies.

In many locations worldwide, the impacts of hurricanes and climate change are inspiring artwork of amazing beauty and emotional appeal. The City needs to explore how the competing forces of dynamic growth and change are affected by climate and nature. Given Cape Coral’s location, the influence of water, wind, and the natural environment should be enough stimulus to inspire a group of artists to engage in creative commentary.

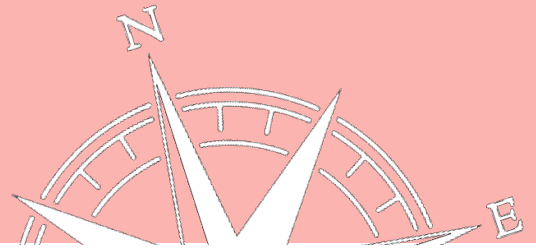
We recommend a City-wide “Call to Arts” program to be created that will attract national or possibly international attention. A significant prize allowance for a large response should be entertained. Installation of themed pieces in “discovery” locations throughout Cape Coral would be an engaging and delightful public amenity. A successful example of such a program was the CowParade originating in Switzerland in 1998 where fiberglass sculptures of cows were decorated by local artists.



The event was copied in major cities around the globe, with the sculptures ultimately auctioned off for charity.

Initiative 1.b.3: Events that Celebrate Both Big City and Small-Town Living

The dichotomy of big city life and small-town living is the dilemma Cape Coral presently finds itself. Cape Coral has several events that are held yearly which are successful and



enjoyable, but there is always room for additions. We recommend an ambitious scheduling of events in different parts of the City that are focused on bringing residents and businesses together.

Some possibilities for events include:

- City-wide donation drive (school supplies, baby items non-perishable food, etc.).
- Black tie gala and silent auction (local business sponsorship)
- Charity concert (concert for a social cause)
- Cape Coral heritage celebration (“Waterfront Wonderland”, for example).
- Cultural food festival (different tastes, fusion, etc.)
- “Tourist in Your Own Town” (explore Cape Coral as if a tourist)
- Regional mega-markets (giant farmers markets, craft fairs, seed swaps, etc.)
- Celebrating what Cape Coral community does best (canal life)
- Skill development and community training (wellness, yoga, tai-chi, etc.)
- Community gardening days (native plants, bee-keeping, tree-planting, etc.)
- Community cleanup (parks cleaning, littler pickup, graffiti removal, etc.)
- Community field day (street fairs, local parks)
- Open mic nights (charitable donations, artists and musicians support)
- “Share a meal” with the community (communal meals on special occasions)

Framework 2: A New Urban Model

Goal 2.a: Cape Coral as A Network of Interconnected Neighborhoods

Initiative 2.a.1: Cape Coral's IT Infrastructure Promotion

The Center for Digital Government conducts the Digital Cities Survey annually to identify the most technology-advanced cities. All U.S. cities, towns, villages and consolidated city/county governments are invited to participate in this survey, which examines the overall technology programs and plans of the city. Cape Coral has placed either 2nd or 1st for three consecutive years in the survey (2017-2019).

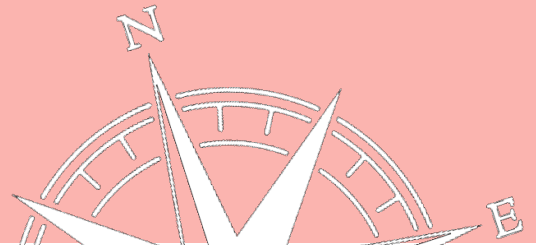
In partnership with Lee County, a robust fiber optic cable network is being installed throughout Cape Coral, bringing high-speed internet and cable television service to virtually all locations. As part of this investment, there is an opportunity to lease excess capacity or "dark" fiber to the business or academic community that will provide revenue back to the City. The connectivity advantage for business development is a strong driver.

We would recommend that the City promote its digital advantages as well as explore areas where data aggregation provided through IT infrastructure can best be used to make citizens' lives and business operations even more productive. Efforts should be undertaken to once again receive the Digital City award.

Initiative 2.a.2 On Demand Water Mobility Transportation System

While electric scooters, golf carts, bike-sharing and other wheel-based micromobility vehicles are becoming prevalent in major cities, we would like to propose a new mobility system tailored to Cape Coral: On-demand water mobility. Cape Coral terminus locations at the ends of saltwater canals that are in proximity to major thoroughfares of Del Prado Blvd., Cape Coral Parkway, Veterans Parkway, or will serve the Bimini Basin should be considered. If parking areas at these ferry stops can be arranged, suitable property should be acquired. Alternatively, microtransit coordination between residential and ferry terminus locations could offer a unique transportation linkage system.

THE COURSE AHEAD



Cape Coral has a few major saltwater canals that could support water taxi service. The Rubican Canal from SE 47th Terrace northward to Viscaya Parkway could provide a scenic route that tourists and seasonal visitors renting private homes could enjoy. Similarly, the Spreader Canal water taxi line could serve larger areas of Southeast and Northwest Cape Coral. We believe that a focus should be made to make the Bimini Basin a central point in the saltwater taxi network.

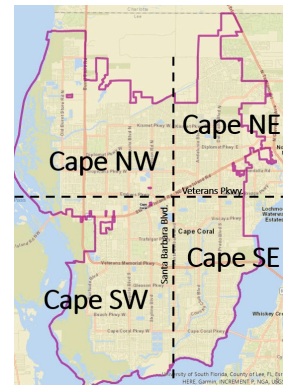


The freshwater canals offer a different potential. Small electric vessels, possibly autonomous, or as micromobility boat-sharing, could operate in the weather-protected canal system. The possibility of water taxi service to attractions such as SunSplash Water Park, Festival Park, or one the many golf courses should be considered as a tourism driver of high importance.

We recommend the development of a new water taxi industry for Cape Coral. This new business line would support activities in many industries, including tourism, manufacturing, maintenance & repair, information technology, and transportation services.

Initiative 2.a.3: 4-Quadrants Commission on Neighborhood Identity and Wayfinding

In viewing the map, major roadways of Santa Barbara Blvd. and Veterans Pkwy. divide the City of Cape Coral into 4 quadrants. Creating and reinforcing the quadrant idea in advertising, politics, shopping, and entertainment can be beneficial in promoting local pride, establishing competing sporting events, food fairs, etc. It can also be helpful in citizen action by establishing an “ambassador” from each quadrant to attend Council meetings, write letters and articles, etc.



Having competing neighborhoods with their own identity may be just what the City needs and a graphic idea for street banners, perhaps T-shirts, or even murals is shown below (street banners):



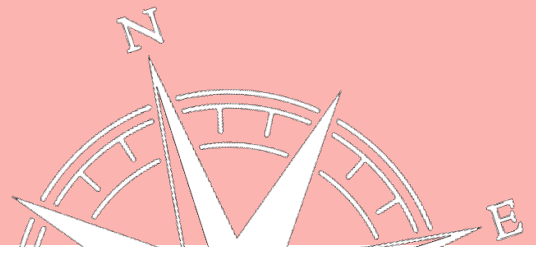
We recommend the creation of an advisory 4-Quadrants Commission to study how wayfinding elements can be implemented throughout the City. This group should be made up of local merchants, active residents, artists, and City personnel whose work or living experiences orient them more toward an individual quadrant.

Goal 2.b: Promote Policies that Focus on Infill Development and Waterfront

Initiative 2.b.1: Opportunity Multiplex Program

In the recently prepared Need for Multi-Family Rental Apartments Study, it was noted there is an annual shortfall of about **704** units per year that are needed to meet demand by middle income groups. This affordable housing dilemma is being addressed partially in larger developments utilizing the State of Florida Live Local SB-102 workforce housing initiative, but there is also another approach that is more easily achievable.

Investment in Opportunity Zones has been successful throughout the US, with many projects focusing on affordable housing. In Cape Coral, there are two Opportunity Zones,



consisting of three Census Tracts. In the most northern of the tracts, there are over 3,000 vacant single-family lots offering hundreds of site assemblage opportunities.

We propose the formation of an Opportunity Multiplex Program where higher density housing can be pre-permitted on assembled lots. In the Level-One program, a two-story duplex is constructed on **2** combined lots. Each lot contains **4** allowed units, and a total of **8** units are produced. In the Level-Two program, **3** lots are combined to produce a triplex of **12** units. In the Level-Three program, **4** lots are combined into a quadraplex of **16** units.



The Opportunity Multiplex Program can encourage low-impact development on a wide scale through the following:

- Pre-permitting and fast-tracking multiplex development in the Opportunity Zone
- Allowing property tax abatement of development impact fees
- Partial underwriting of insurance premiums for flood and wind coverage
- Identifying local Development Finance Agencies (DFAs), Community Development Finance Institutions (CDFIs), traditional lenders, tax credit investors, or other government and philanthropic grants that promote investment in Opportunity Zones
- Formation of a Rent-to-Own financing mechanism that will encourage middle-income earners to become property owners

Initiative 2.b.2: Cape Coral Land Bank

In many of the project concepts presented in this study, the tactical outcomes will depend on acquisition of existing property, both commercial and residential. By creation of a Land Bank, the goals of redevelopment can be met. The Land Bank legislation exists in Florida, although mainly focusing on affordable housing solutions. A Land Bank may also assemble properties for redevelopment, such as tax-delinquent or abandoned properties. They can also acquire properties to convert to other uses, such as retail, parks, or open space.



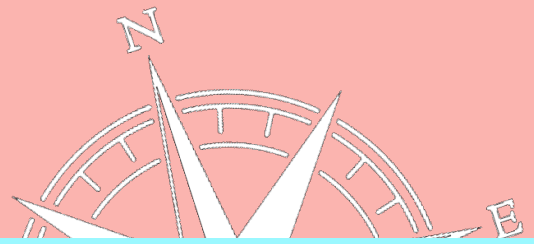
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We foresee the potential for a Cape Coral Land Bank (CCLB) that operates in cooperation with the City. It will function as a non-profit Public-Private Partnership (P3), with the objective of acquiring and holding prime vacant properties for transferring, reselling, or reinvesting in areas where the City would like to achieve economic development outcomes. If well-funded, the CCLB can act as equity partner in the speculative development projects led by the City, but also act independently such as acquire existing houses in key canal locations that will be re-purposed as future water taxi stops. The CCLB should be able to offer incentivized property swaps to current residents such as two-for one lot transfers or above market purchase allowances to encourage existing property owners to participate in deals that ultimately are dedicated to public good. Above all else, the core mission of the Cape Coral Land Bank must be the exercise of its responsibility to achieve positive economic development results for the City.

Initiative 2.b.3: Strategic Site Assemblage Tax Credit

We believe that reinstating the retired Impact Fee Deferral program as the Strategic Site Assemblages Impact Fee Tax Credit is warranted. We see the use of a site assemblage credit as particularly valuable in Cape Coral as small, platted properties continue to encourage sprawl in favor a denser urban fabric. Among the most important objective of the incentives is the promotion of affordable housing solutions. The program will defer impact fees for road and utility capital expenses on sites that assemble at least three pre-platted housing lots for development of affordable housing.

For commercial properties, we can envision that an assemblage of at least two commercial lots or an assemblage of a **50%** increased lot area accomplished by a mix of commercial or residential lots (rezoned) would trigger the incentive. A requirement for this incentive application in business use would be the application toward at least one the of the targeted industry clusters.



Goal 2.c: Propose Signature Developments that will Generate Identity for the City

Initiative 2.c.1: Cape Coral Executive Airport

Cape Coral's unique location is also its drawback. We believe that an executive airport with accompanying industrial park, recreation fields, and a solar farm represents one part of a strategy for development of signature projects that will define Cape Coral's identity for the future. An executive airport serves as a gateway to prosperity, convenience, and exclusivity. While it requires investment, the long-term benefits can significantly impact a city's growth and reputation.

The Burnt Store 300 site owned by the City of Cape Coral is the proposed location for the concept. Some additional lots would require acquisition through eminent domain. Project components include:



- Runway length: **5,000 ft (80 ft width)**
- **144,000 sf** hangar space (**7 buildings**)
- **180,000 sf** tie-down area (**120 aircraft**)
- On-site fuel storage
- **48,000 sf** administration building (2-story)
- **1,175,000 sf** warehouse and flex building space (**7 buildings**)
- **58-acre** sports/recreation field area
- **13-acre** water sports lake
- **41-acre** Solar Farm (**7.5 MW**)

The overall development cost is estimated at **\$203.6 million**, with **\$81.4 million** borne by the City for the airfield, hangars, solar farm, recreation fields, land acquisition, and roadways/infrastructure for the industrial park. Building construction within the park would be the responsibility of other parties.

A ten-year total economic impact of **\$2.134 billion** would be gained from the development, and the City would benefit from a return of **\$26** for every **\$1** invested.

Initiative 2.c.2: Cape Coral Corporate Park

Aside from the Airport, Cape Coral needs to show a corporate business presence to foster competition with other markets. While the labor force is available to support such growth, the paucity of Class-A offices, modern flex industrial buildings, and high-cube warehouses is a significant drawback. To be effective, the City requires a corporate business park.

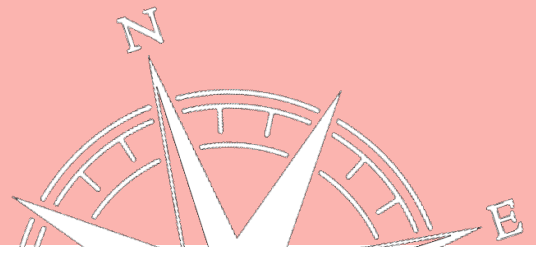
With so many companies relocating to Florida, the office and distribution industries are flourishing throughout the State. While Fort Myers continues its dominance in real estate interest, we believe that the North Del Prado Commerce Park, once slated to become the “Academic Village” is an ideal location for the business park. One issue with the property is the high degree of wetland and protected vegetative areas. As such, the more traditional layout on site will not be possible, but a careful clustering of buildings that still allow the natural environment to survive is the correct approach. The construction of office “pods” served by a centralized parking area would be a potential solution, especially for the interior areas of the site. An expansion of the existing North Cape Industrial Park along the Kismet Blvd. area of the site should be freer of environmental encumbrances to allow for flex and warehouse building construction.



The overall development cost is estimated at **\$215.9 million**, with **\$54.2 million** borne by the City for the roadways/infrastructure and the central parking area. Building construction other than a small administration structure would be the responsibility of other parties.

Project components include:

- **740,000** sf of Class A office space
- **627,000** sf of high-cube warehouse space
- **225,000** sf of flex Industrial space



The ten-year total economic impact of **\$9.231 billion** would be gained from the development, and the City would benefit from a return of **\$170** for every **\$1** invested.

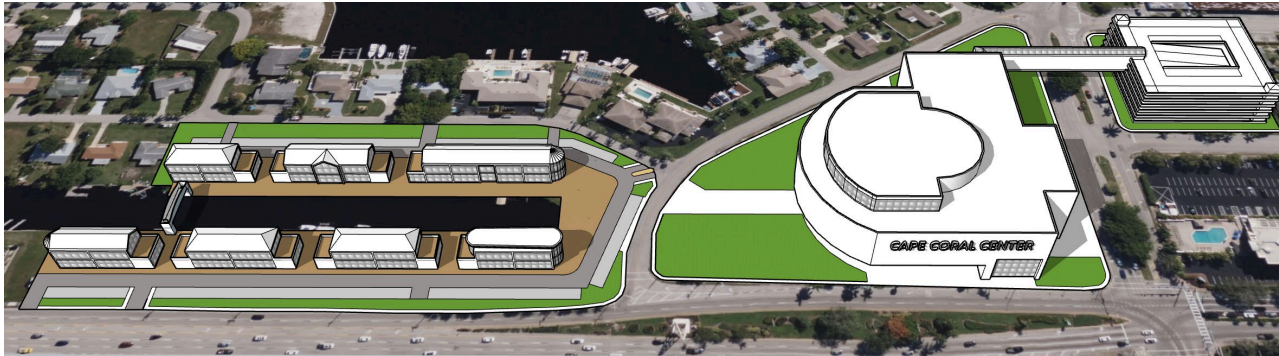
Initiative 2.c.3: Downtown Civic Center & Entertainment District

The Urban Land Institute's comments about the Downtown were as follows:

- A non-traditional downtown, seeking definition
- Created out of a linear pattern initially begun with entertainment, restaurant, and shopping uses
- A requirement for arts, music, and cultural places and events to attract a city-wide audience

To meet those objectives, we recommend the development of a new multi-function Civic Center to be constructed on a visibly dominant downtown site that will serve as a landmark for visitors and residents alike in the CRA. We have identified a vacant group of properties at the corner of Cape Coral Pkwy. and Del Prado Blvd. S that are ideal for this project. The site assemblage will support a new Civic Center, and with the addition of a new parking garage across the street served by a raised pedestrian bridge above Del Prado Blvd. With the implementation of the Civic Center, the Downtown will have a signature location that will encourage ancillary development.

In support of the Civic Center, we envision a new waterfront Entertainment District to be developed along Cape Coral Pkwy, and the Norfolk Canal. A north and South Riverwalk-style esplanade containing shops, restaurants, and bars would add the missing tourism destination that Cape Coral is needing. A possible pedestrian foot bridge above the canal connecting the north and south Riverwalk would be an exciting component to the plan. A water taxi stop at the foot of the Norfolk Canal and the Civic Center would enhance the visitor experience. If successful, we can see the addition of a second hotel to the study area.



To meet the goal, **18** private properties would need to be acquired, many not suitable for eminent domain takings. We suggest that this is an ideal application potential for the Cape Coral Land Bank in enticing property owners' relocation.

The overall development cost is estimated at **\$151.7 million**, with **\$116.4 million** borne by the City for property acquisition, Civic Center and parking garage construction, and utilities/infrastructure/hardscape for the waterfront area. Entertainment District building construction would be the responsibility of other parties.

Project components include:

- **196,400** sf Civic Center (Cape Coral Center)
- **740**-car parking garage with pedestrian bridge
- **90,800** entertainment, reyrurant, retail space in 7 buldings

The ten-year total economic impact of **\$599 million** would be gained from the development, and the City would benefit from a return about **\$7** for every **\$1** invested.



Framework 3: Sustainable & Resilient Growth

Goal 3.a: Evaluate Resiliency Solutions for Impacts by Major Weather Events

Initiative 3.a.1: Low Impact Storm Water Infrastructure Program

Given Cape Coral's unique location and degree of canal development, a particular emphasis is needed relative to storms and weather events. As Cape Coral continues to grow in population and impervious surface area, stormwater management will also increase in its demands on City services.

We recommend the implementation of a Low Impact Development (LID) wherever possible throughout the City. LID is a management approach that can reduce runoff and pollutant loadings as close to its source as possible. LID includes overall site design approaches and individual small-scale stormwater management practices. These practices promote use of natural systems for infiltration, evapotranspiration, and harvesting and reuse of rainwater. Some effective LID techniques are described as follows:

- Rain Gardens
- Bioretention
- Tree Box filters
- Permeable Pavement
- Green Roofs
- Rainwater Harvesting



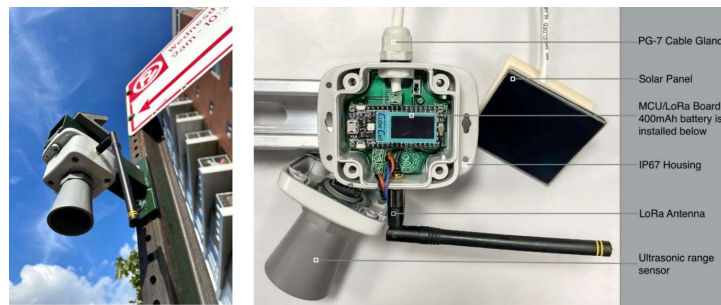
Initiative 3.a.2: Cape Coral FloodWatch Program

Smart cities rely on data being collected, distributed and shared in real-time with all relevant stakeholders, from municipal staff to businesses and citizens. An Innovative flood monitoring system was recently developed in New York City for its low-lying neighborhoods prone to street flooding due to high tides, storm surge, and stormwater runoff. FloodNet is a series of real-time flood sensors created by New York University and the City University of

New York’s CUNY Advanced Science Research Center (ASRC), with a goal of providing information on the presence, frequency, and depth of hyperlocal street-level flood events to a range of stakeholders, including policymakers, government agencies, citizens, emergency response teams, community advocacy groups, and researchers.

We would recommend that the City’s Utilities and Public Works departments be engaged to consider Real-time IoT sensors that monitor street flooding and other resiliency information that can be integrated with Cape Coral’s 3-1-1 network.

The FloodNet technology is open-sourced and free to use. We have already contacted the Florida Gulf Coast University’s School of Entrepreneurship about developing a grant program to construct these flood sensors for municipal use.



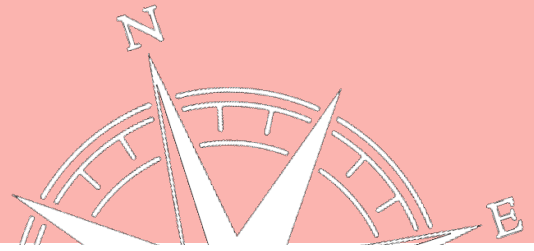
Initiative 3.a.3: Cape Blue Incentive

Water conservation is obviously a major need in the area as water levels are falling due to lack of adequate rainfall. Innovative means of water conservation include lawn grass replacement with water-efficient native plants and landscaping (Xeriscaping) and rain barrels and rainwater harvesting for non-potable water uses.

We propose a new Cape Blue incentive that will specifically promote water saving and storm water runoff control through bio-retention measures. The Cape Blue program will encourage businesses and homeowners to reduce water usage and to mitigate storm water runoff.

This is a 5-year incentive that will provide a cash grant at two levels:

- **25% reduction in water use OR 25% stormwater run-off mitigation** – starting at **\$3,000** for the first year and decreasing to **\$1,000** in the final year. Total payments will not exceed **\$10,000**.



- **50%** reduction in water use OR **50%** stormwater run-off mitigation – starting at **\$6,000** for the first year and decreasing to **\$1,000** in the final year. Total payments will not exceed **\$17,500**.

Goal 3.b: Educate the Public on Practical Environmental Sustainability Programs

Initiative 3.b.1: Cape Coral Eco-Newsletter and Blog

Much of Cape Coral's shoreline was historically protected by natural wetlands, principally mangrove marshes. While the benefits of mangroves include coastline erosion protection and habitat provision, the marshes are susceptible to high wind damage, harbor mosquitos, discourage wading birds, and can also conceal predators.

Cape Coral residents likely champion the restoration of mangrove marshes and other natural species of plant life but they may be unaware of potential health risks or impacts to existing ecosystems. A new approach toward environmental stewardship is needed that can educate the public on all aspects of environmental sustainability systems.

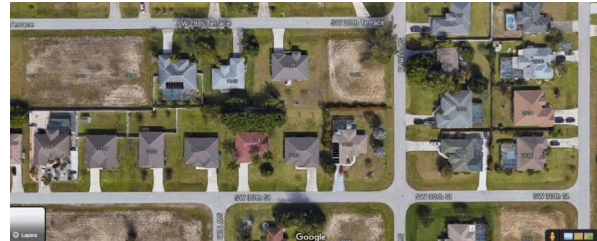
We recommend the creation of a monthly Cape Coral Eco-Newsletter that can be circulated both in print and online that discusses the roles of environmental stewards, the interaction of native plants with the built environment, energy sustainability, storm water mitigation, and other topics germane to the environment. A running blog post should accompany the online version of the newsletter. The Florida Gulf Coast University's Water School is the ideal author of the newsletter, and the school should be contacted for potential interest.

Initiative 3.b.2: Solar Community Cooperative Task Force

A casual examination of solar use reveals few instances of roof-top solar being employed in Cape Coral. Historically, significant restrictions imposed by electric utilities has hampered widespread solar use, mainly by the requirement that all solar generation must be connected to the utility grid. Recent changes to the net metering process allows for the "banking" of excess kWh power as credits toward usage.

Florida currently does not offer state-specific battery incentives. Additionally, none of the utility companies in Florida offer a “virtual power plant ” program for homeowners. However, if a battery backup power source for a residence, all batteries above **3 kWh** in size are eligible for the **30%** federal tax credit.

It would be important for the City undertake a careful study of mass solar generation and storage potentials. In individual cities such as Jacksonville, upfront rebates of **\$2,000** or more



may be available for installation of solar-plus-storage facilities. Cape Coral’s electricity is supplied by the Lee County Electric Cooperative (LCEC), which in turn buys power from Florida Power & Light (FPL). Upsets in fuel prices directly affect Cape Coral users, resulting in higher utility bills.

Community solar is a model of buying power produced at a large solar array or farm located at another location in the utility's service area. Innovative developments such as Babcock Ranch in Charlotte County are fully invested in the solar community model.

Community solar projects are often owned by utilities or third-party developers. But some community solar projects are community-owned, where individuals set up a limited liability company (LLC) and handle all those things so that the project meets their needs and builds wealth in their community.

We recommend that a public-private Solar Community Cooperative Task Force be created to study where solar farms of varying sizes can be deployed throughout the City and how local community areas can directly benefit by becoming solar cooperatives.



Framework 4: Economic Vitality

Goal 4.a: Expand the Role of the Office of Economic & Business Development

Initiative 4.a.1: OEBD Elevation to Full Department Status

The Cape Coral Office of Economic & Business Development (OEBD) is the Economic Development Organization (EDO) for the City. Initial observation of the OEBD is that its role is one of an office or a position rather than as a City department. The OEBD serves below the Assistant to the City Manager along with the Office of Communications and Professional Compliance Officer. Recognition of the importance of Economic Development should be stressed to the City leadership.

We recommend the elevation of the OEBD to full department status, with some use of the General Fund to be allocated for the development of incentive packages, enhanced marketing programs, speculative development of catalyst projects, and increased staff. In the immediate future, the creation of a grant writing position is vital so that additional funding streams for OEBD operational budget can be achieved. Our initial recommendation is the increase in funding by at least **50%** of the current allocation.

Additionally, it might be better to move the CRA under OEBD in the new department. The CRA is a stand-alone department now in Cape Coral, but for the development of incentives and other economic development strategies, having a common level of interest with a single point of leadership could ensure more integration of resources and outcomes. In many competing Floridacities, CRAs are administered by the EDO.

Initiative 4.a.2: Independent Economic Development Website

Upon visiting the Office of Economic & Business Development webpage on the capecoral.gov site, two clickable choices are available to the user: Economic Incentives; and Site Selection. The Economic Development button redirects to a general list of incentive offerings which may or may not be relevant to the user. The Site Selection button redirects to Loopnet.com, a commercial property listing service.

Missing from the website are some important features:

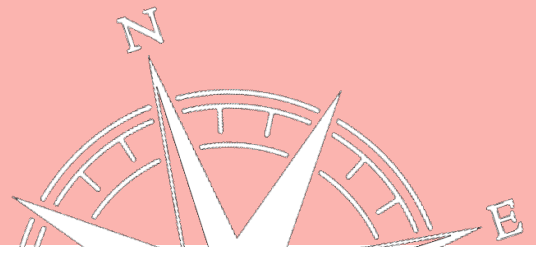
- A list of the largest employers (the user should not have to download an Economic Development Activity report to find this information)
- A “Site Finder” utility with searchable fields (available property by type)
- Photography and video footage of the City by quadrant
- A library of video interviews with local employers and civic leaders (ambassadors)
- Current and relevant labor force data
- Social media coordination
- Link to Opportunity Zones databases (HUD, OpportunityDb, etc.)

Rather than serve as a simple repository of reports and also follow the graphic format of other departments, a new stand-alone Economic Development website should be created. We recommend that the City of Cape Coral retain a recognized graphic designer to create a more visually pleasing and useful website including a mobile app that utilizes the information generated in our study to present the City to prospective employers. Additionally, as the City has no tourism department and relies on Lee County or the State of Florida for this support, the economic development site will likely also need to provide a dual resource for new webpage visitors as the introduction of Cape Coral as a tourism destination. For this reason, the website will require a level of graphic quality that is missing in the current design.

Initiative 4.a.3: Economic Impact Analyses for All Capital Expense Projects

The Government Finance Officers Association (GFOA) recommends that local governments recognize the value of public infrastructure as an Economic Development Strategy. The organization suggests the use such as the Economic Impact Analysis (EIA). These analyses should be incorporated into capital plan development and updated on a regular basis.

The role of the OEBD should be one of mediator for capital expense outlays, helping to demonstrate the viability of anticipated spending in view of strategic directions the City is planning to navigate in the future. Judicious use of EIAs can be quite beneficial in helping to chart that course. EIAs are the means that job creation, direct/indirect/induced benefits, and tax revenue can be evaluated simultaneously to arrive at positive or negative recommendations.



Our suggestion is that a representative of the OEBD be educated on the use of IMPLAN software and that an annual subscription be purchased for use by the City for ongoing EIA analyses.

Initiative 4.a.4: Accredited Economic Development Organization Status

The International Council of Economic Developers (IEDC) is the premier US membership group of Economic Development Organizations (EDOs). The City of Cape Coral Economic Office of Economic & Business Development (OEBD) is already member in good standing with IEDC but we recommend elevation of the office to an Accredited Economic Development Organization (AEDO).

The AEDO program recognizes the professional excellence of economic development organizations (EDOS). The AEDO Program provides EDOs with independent feedback on their operations, structure, and procedures. With the AEDO recognition, the City's Economic Development Office will become part of an elite network of EDOS who have gone through the accreditation process. The AEDO status indicates leading authority status of economic-related issues.

We recommend that the requirements for AEDO be reviewed and that a self-examination by the Office be undertaken to determine what milestones might be needed to be reached to achieve AEDO confirmation. As an accredited organization, the OEBD will receive exclusive use of the AEDO logo for letterhead, business cards, promotional materials, and website. Accredited organizations are also profiled in IEDC publications including ED Now and Economic Development Journal.

Initiative 4.a.5: One-Stop-Shop for Business Development

For Cape Coral, the growth of small business, especially home-based establishments, is beginning to be a major factor. One-stop shops can provide a streamlined process that can help entrepreneurs cut through the red tape and get their businesses off the ground more easily.

The City of Cape Coral could effectively create a One-Stop Shop for Business Development that would have mostly virtual self-services, minimal staff, printed materials for take-home,



and an accompanying on-line presence. The goal would be to facilitate all the requirements necessary to establish a new business and to ease the level of confusion by applicants.

Cape Coral's One-Stop Shop for Business Development would be administrated by the OEBD which would coordinate its activities with other departments. As the OEBD current offers, the Ombudsperson Services would have a greater role in overseeing the approval process.

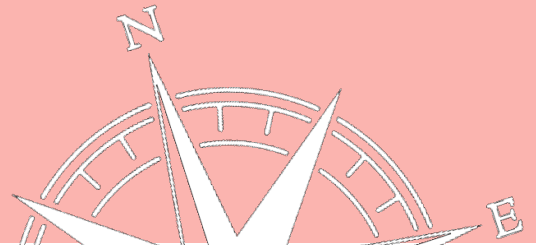
OEBD's careful record-keeping of applicants' costs, numbers of steps, and success rate would form the basis for a database of business development metrics. Analytical results would then help to fine-tune the process for streamlined business development growth.

Goal 4.b: Support Existing Business Retention & Expansion

Initiative 4.b.1: Streamline the Permitting Process

A common issue with most communities is the time that development permitting requires, often delaying project timelines and incurring greater costs to the applicant. Cape Coral has made good efforts at streamlining the process through its Development Services Dept. The online permitting resource featuring the EnerGov Citizen Self-Service plugin (CSS) seems to be an efficient approach toward permit review and approval. What is not apparent, however, is the behind-the-scenes process including interdepartmental coordination.

We recommend the retaining of an independent efficiency expert who can pinpoint bottlenecks in the permitting process and recommend improvement in operations. Additionally, from review of competing cities' processes, an underlying theme for streamlining appears to be pre-certifying sites and properties for targeted uses. What is needed is a means that a user can enter a land use category and then display all available properties on the map. A downloadable database of the selections should be able to provide a list of the type of permits needed, the links to those applications from Development Services, and an approximation of the time required to obtain approvals if the intended use is executed. This could be a coordination between the new OEBD website and the One-Stop-Shop.



Initiative 4.b.2: Cape Coral Executive Corps

With the high number of retirees in Cape Coral from varied business backgrounds, there is the potential to develop teacher cadre similar to the Teach for America (Teacher Corps) program currently active in Jacksonville, Miami, and Central Florida. We recommend the active recruitment of retired executives and company owners who would care to help train the workforce for tomorrow. Afterwork and early evening classes for interested persons could be held at the two library facilities in Cape Coral which have excellent training rooms available up to 190 persons each. The use of these facilities should also be encouraged for upskilling and lifelong learning applications.

A survey of current residents should be conducted to ascertain the numbers and experience level of volunteers who would participate. Although not official trained as educators, this corps of knowledgeable business leaders could undergo some very basic teaching training by the Cape Coral Technical College and then be paid by the City for lectures or seminars that they conduct.

We believe that becoming a member of the Executive Corps would be a celebratory achievement. The OEBD should create a plaque or award program to honor those individuals who will participate.

Initiative 4.b.3: Vocational Training Silos for the Trades

From an Employer Survey conducted online, **35%** of employers felt that minor job training was needed for new hires. Most business owners (**53%**) felt that government-sponsored training might be of some possible value to their business. And **56%** felt that hiring skilled workers was the most prevalent challenge. However, only **16%** remarked that subsidized training was needed.

The mixed picture of training being a need for businesses probably indicates that businesses are unaware of training opportunities. When asked if partnerships with local educational institutions would be important, an overwhelming **61%** said that such alliances could be valuable.

We recommend that companies already contacted through the OEBD industry roundtables or employer surveys be polled specifically for training needs. The results of this analysis will

be useful for the educational providers to determine in vertical silos are being provided for new hires to be ready for employment. New technologies such as drone use in roofing and other construction trades require a new approach toward worker readiness.

Goal 4.c: Promote New Targeted Industries and Clusters

Initiative 4.c.1: Establish Working Group for Each Target Industry Cluster

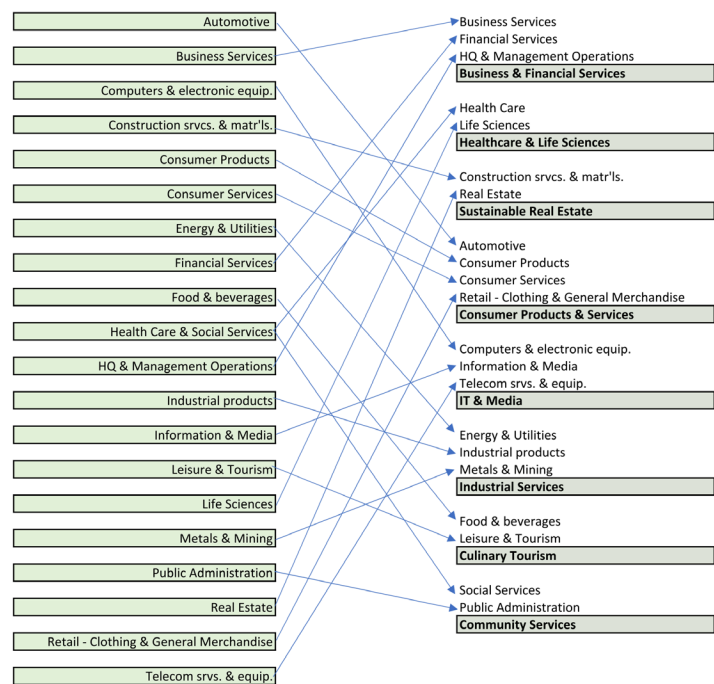
From the target industry analysis, a total of **65** industries were identified as preliminary targets for Cape Coral in **11** major industry sectors. These industries represent the areas where the City should focus its marketing efforts as new opportunities for economic growth and expansion.

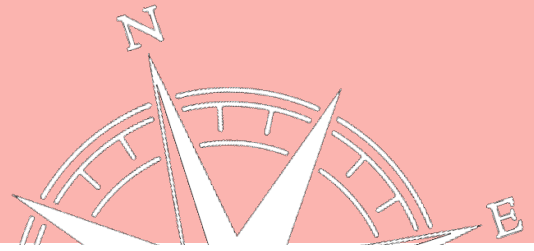
To determine the final cluster selections, a “crosswalk” illustrates how rearrangement of the components leads to a logical selection of the final clusters:

In total, these industries represent a potential employment gain of **13,640** new jobs. Effective economic development applied in the attraction and recruitment of new companies in these areas should provide even greater employment results.

To recap, the new Cape Coral target industries are:

- Business & Financial Services
- Community Services
- Consumer Products & Services
- Culinary Tourism
- Healthcare & Life Sciences
- Industrial Services
- It & Media
- Sustainable Real Estate





We recommend the formation of working groups for each of the **8** clusters. Each group should consist of a representative from OEED and the City Manager/s office, plus at least **3** industry leaders from the Cape Coral business community. Since future marketing will be needed in each cluster, the groups should have some funds available to consult with marketing or public relations firms on the types of campaigns needed for each cluster to successfully move forward.

Initiative 4.c.2: Targeted Industry Job Creation Grant

We recommend that the former Cash Incentive Program be reinstated as the Target Industry Job Creation Grant. This would be a performance-based incentive with multiple tiers of cash awards. The incentive must be applicable to both new incoming businesses and existing business in targeted sectors. The goals of the new program would be as follows:

- For up to **25** new employees: **\$1,500** per job
- For **25** or more new employees: **\$2,500** per job
- BONUS ADD-ON: **\$1,000** per job for businesses paying at least **110%** of the prevailing Cape Coral mean annual wage
- BONUS ADD-ON: **\$2,000** per job for businesses paying at least **125%** of the prevailing Cape Coral mean annual wage

The incentives would be paid to employers who can demonstrate sustainability of employment and achievement of promised hiring goals. The cash award would be paid in a three-year installment after submittal by the grantor that employment and compensation levels were met.

Initiative 4.c.3: Target Industry Prospectuses

Marketing reports for each of the eight targeted industry clusters should be prepared that illustrate why Cape Coral is a good “fit” for technology companies. The industry prospectuses presented in Volume 1 of this report are a good start but more needs to be done. Results of the Working Groups consultation will determine the contents of each prospectus. Data developed during this study is to be updated periodically. The materials should also feature available incentives and the ongoing efforts of The Course Ahead to facilitate development. The prospectuses should be available for download from the new website as well as distributed in print form.



To recap, the new Cape Coral target industries are:

- Business & Financial Services
- Community Services
- Consumer Products & Services
- Culinary Tourism
- Healthcare & Life Sciences
- Industrial Services
- It & Media
- Sustainable Real Estate

Initiative 4.c.4: Industry Familiarization Tours

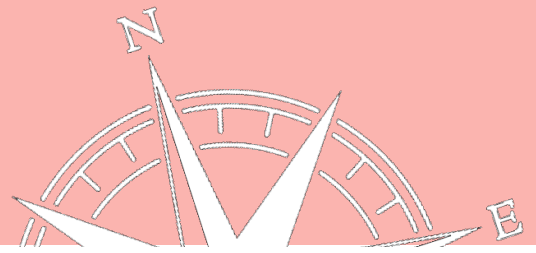
As part of a marketing and promotional strategy of the new targeted industry clusters, we recommend that the OEBC conduct industry familiarization (FAM) tours for executives of leading companies and corporate site selectors. The object of these tours is the showcasing of Cape Coral's potential. While many projects and recommendations developed in this study will not yet be realized, the City can provide marketing materials that will illustrate the new directions that the City is headed and how attraction of corporate interest would be accommodated.

FAM tours should be conducted for each cluster with special events and hospitality services prepared to highlight the industry. Travel reimbursements should be arranged to provide adequate visitor experiences for the events.

Goal 4.d: Engage Higher Education in Workforce Development

Initiative 4.d.1: Expansion of Online Learning Opportunities

Colleges within fifty miles of Cape Coral granted **12,891** degrees in 2022. Given that there are **2** four-year Florida colleges in the immediate vicinity, the opportunity for online study is quite adequate for nearly all job requirements for meeting the educational requirements on the new targeted industry clusters. It is estimated the University of Florida's (UF) Online program has graduated over **4,000** students since the 2021–2022 academic year. Other



institutions also offer associate and certificate degrees and awards that are suitable for those shortfall positions requiring such credentials.

Accordingly, unless there is a compelling reason to construct a new college in Cape Coral, we do not see the immediate need. A better idea would be to promote online learning as a cost-effective and reasonable alternative to expensive college education for working families. The OEBD should continue coordination with local higher education institutions in the area to expand online course offerings in the shortfall curriculums so that a work-ready labor force can be utilized to successfully support the targeted industries and clusters.

Initiative 4.d.2: Cape Coral Startup Support Center

The City of Cape Coral has effectively partnered with Florida Gulf Coast University's Small Business Development Center (SBDC) satellite office near City Hall by providing advisory services to startups. We believe, however, that a more direct effort should be enacted as a catalyst to the targeted industries and clusters.

Business incubators provide access to a shared physical space and networking opportunities with peers and experts across the full range of business disciplines. They are usually operated by nonprofit organizations that support businesses with slower, consistent growth over the long term. Business accelerators, on the other hand, are programs that provide startup businesses with capital funding, expert mentorship and access to additional resources such as supply chain and manufacturing connections. Accelerators focus on rapid business growth and typically last three to six months. The programs offer their services in return for an equity stake in the business, generally between **4%** and **10%**, depending on the program.

We recommend the establishment of a Cape Coral Startup Support Center that will operate as a hybrid between both types of programs. While the incubator component focuses on refining startup ideas and providing a supportive environment, the accelerator component will offer more structured, intensive programs to turn startups into scalable businesses. A suitable commercial space should be obtained for use and the program should be formed as

Framework 5: Lifestyle & Culture

Goal 5.a: Attract the Interest of Major Retailers and Hospitality Vendors

a public-private-partnership between the OEBD and angel investors or venture capitalists. The objective will be the formation of new companies in the targeted clusters.

Initiative 5.a.1: Pop-Up Retail Fairs

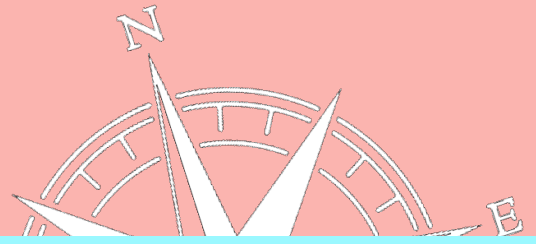
Cape Coral is a large community becoming a mid-sized city but does not have a major indoor shopping mall. Likely as a result of this absence, there are many retail chains that have no presence in the City. A newer retail shift that is gaining traction in how retailers think about offering entertaining events -- "Retailtainment". This approach acknowledges the changing consumer expectations, where shopping is not just a transaction but a desirable activity in its own right. Cape Coral does not need to undue mistakes made by other communities such as having to fill acres of empty regional mall space but can chart new directions by being aware of the needs of retailers in the newer age.

We would recommend the use of "pop-up" retail events, retail fairs, and other venues to encourage chain retailers to examine Cape Coral's large buying public and recognize the revenue possibilities created by fulfilling the unmet desires of this growing population. Utilizing unique local elements such as the canals or the natural preserves can provide the backdrop to promote recreational or clothing products or services that will ultimately lead to more retail development. Wherever possible, the integration of entertainment or dining with retail should be promoted a way of enhancing the retail experience.

Initiative 5.a.2: Consumer Spending Potential Reports

From this study, a significant amount of data on the retail, food services, and hospitality industries have been examined. Where and to what degree shoppers in Cape Coral spend in local establishments can be partially tracked through AI-assisted leakage analysis. However, the effect of e-commerce continues to hamper irrational gap-leakage analyses.

We recommend that Consumer Spending Potential Reports be produced from these available data sources that can be used in marketing Cape Coral to prospective retailers and



Goal 5.b: Recognize the Importance of Tourism to the Overall Economy

hospitality vendors. The report can be assembled into sections that have applicability to individual industries.

Initiative 5.b.1: Increase Activity and Access to Cape Coral's Waterfront

The most unique aspect of Cape Coral is its relationship to water. Because of the city's development history, recreational activity along the Caloosahatchee riverfront and the vast majority of the access to the canals is privately controlled, resulting in the water activity and access falling substantially short of its potential. Better use of the riverfront can improve the connectivity to attractions between Ft. Myers and the nearby islands. The riverfront experience also represents a potential point of differentiation between Cape Coral and its nearby tourism competitors.

We recommend that the city needs to identify, attract, and work with private sector operators who can provide shoreline attractions, restaurants, etc. and activities such as water taxis, themed boat tours, fishing, sailing lessons, jet skiing, specialty boats, kayaks, canoes, etc.

Initiative 5.b.2: Promote Experiential Tourism Product by Expanding Outdoor Activities

For a destination like Cape Coral without a signature anchor attraction or "touristy" area, this trend presents an opportunity to compete with better known destinations. Cape Coral's inhabitants can provide experiences along these lines. For instance, the many different types of boating activities can be more interesting and safer when provided by a skilled local. Cooking and cocktail making classes at the city's restaurants, animal encounters in the Eco parks and on the water, and a photography tour are additional examples.

The City should work with the vacation rental community and hotels to identify, develop, and promote visitor experiences such as: outdoor and water adventure activities (zip lines, boating, etc.), Food and drink (interactive experiences at restaurants and brew masters), and Arts and culture programming (opportunities to meet artists, tour cultural and historic locations).

Initiative 5.b.3: Explore Opportunities to Work with Short-Term Rental Providers

Short-term rental sites (like Airbnb, VRBO, Booking.com, HomeAway) have captured a material share of the visitor market. On Airbnb alone, there are over **4,000** homes and **350** private rooms available for rental in Cape Coral. The City should work closely with short-term rental providers by educating them to be more successful; provide tourism information and improved experiences to their guests visiting the city; and should a collaboration with these various platforms be achieved, Cape Coral’s marketing would benefit by reaching the various platform’s global audience.

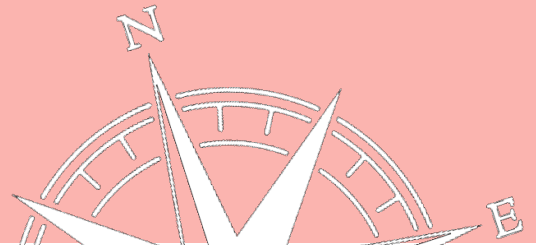
We recommend that the City develop partnership with the various rental platform sites to help with acquiring new listings and joint promotions. Explore opportunities to engage with these operators and help them attract tourists and develop more tailored experiential components for the platforms. Partner with the Ft. Myers VCB, nonprofit, or universities to educate the destination’s current and potential hosts to provide a better experience for the visitors and better manage their businesses to be more profitable. Promote Cape Coral as a desirable and remote-worker friendly destination for short-term stays that tie into tourism and leisure activities.

Initiative 5.b.4: Further Develop the Already Existing Family Activity Cluster

With most of the City’s attractions widely disbursed, one existing cluster of attractions relates to activities that are popular with youth. They are located in close proximity near Kennedy Lake - Sunsplash Water Park, new Racquet Sports Center, Gator Mikes Family Fun Park (Go Carts, Paint Ball, Mini golf, ropes course and zip line), Dance Theatre and Aerial arts, bowling alley, skate park, and Wicked Dolphin Rum Distillery. Currently, however, there is no connectivity between these attractions and no supporting infrastructure – restaurants and tourist retail.

We recommend a six-step program:

(1) Bring the current attractions together to obtain ideas as to how they can work together to better deliver a coordinated product, determine what else should be added to the mix, and how to better market and brand the family activity cluster.



- (2) Identify additional family related activities such as disc golf, laser tag, golf driving range, and indoor gaming arcade with ax throwing, climbing walls, etc.
- (3) Identify supporting infrastructure, such as restaurants and retail.
- (4) Find interested developers to build the attractions and infrastructure.
- (5) Help those developers achieve their objectives.
- (6) Actively market this family friendly activity cluster.

Initiative 5.b.5: Further Develop Youth, Adult & Scholastic Sports Facilities

Sports tourism is multifaceted in that it combines travel, sports, and cultural exchange that include: Event-Based Sports Tourism - Traveling to attend major sporting events; Active Sports Tourism - Traveling to participate in sports and recreational activities such as golfing, hiking, scuba diving, or marathon running and amateur athletes traveling for competitions or training camps. Nostalgia Sports Tourism - Traveling to visit sports-related attractions such as sports museums, halls of fame, or historic sports venues; Celebrity and Icon Sports Tourism - Travel motivated by the chance to see or meet sports celebrities and icons, including attending events like autograph signings, sports conventions, or personal appearances by athletes. By devoting resources to several related areas, Cape Coral can better benefit from the already strong sports tourism to the region.

We suggest that Cape Coral can benefit from Sports tourism by 1) upgrading the current fields and building new ones; 2) working together with the Westin and other Cape Coral hotels to market to the sports tourism participants; 3) working with the home vacation rental hosts to target the youth, scholastic, and adult athletes coming to the region to compete and train and to those coming to watch spring training baseball; 4) working together with the Athletic Division to develop Pickleball competitions at the new Racquet Facility and making the sports tourism visitors aware of Cape Coral's strong food scene.

Initiative 5.b.6: Enhance & Develop New Visitor-Focused Events

Event tourism is a specialized segment of the tourism industry that focuses on the planning, development, and marketing of events to attract visitors to a destination. It is designed to enhance a destination's appeal, stimulate economic activity, and provide memorable



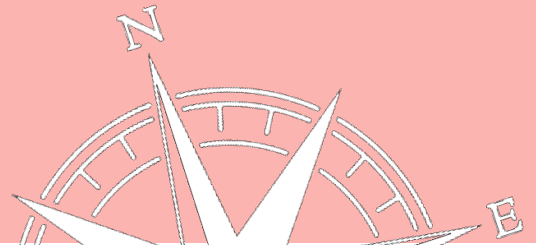
experiences for both locals and visitors. Cape Coral already has a base of events but can benefit from additional events that are tourist focused and highlight activities that promote the city's strengths. By carefully planning, marketing, and sometimes managing events, Cape Coral can leverage these occasions to attract new types of visitors, stimulate its economy, and create lasting positive impacts on its infrastructure.

We suggest that the City's role is to stimulate and act as a catalyst to create new events that will attract tourists. Develop a committee that will review the current schedule with the objective of finding ways to enhance or create new events and festivals. Concentrate on those assets that are unique or particularly strong in Cape Coral. A pickleball tournament at the new Racquet facility, water related events such as boat races and fishing competitions, and food and music related events promoting the restaurant and food scene are examples.

Initiative 5.b.7: Support More Unique Local Dining Options & Enhanced Evening Activities

Cape Coral has an increasingly strong restaurant and food scene and is becoming known in Lee County as a place to dine out. Culinary tourism is a growing trend, with many travelers specifically seeking destinations known for their food and dining experiences. A lively restaurant scene can enhance the overall entertainment options for tourists, making the destination more appealing. A diverse restaurant scene also caters to various dietary preferences and budgets, ensuring that all tourists can find dining options that suit their tastes and needs. This inclusivity enhances the overall appeal of the destination. For all these reasons, it is a good idea to enhance what is already an important component of Cape Coral's attractiveness.

We recommend that the City identify ways to further develop infrastructure in the "food" zones and recruit restaurant operators to open unique concepts and differing cuisines in concentrated areas. Possibly create a kitchen incubator to support the growth of small food businesses that expand dining option in the City and communicate with local universities to investigate their interest in a culinary school.



Initiative 5.b.8: Encourage Cross-Promotion and Joint Packaging Among Related Attractions

The visitor experience is strengthened when multiple activities are linked together. This linking can take multiple forms, from agreements among locations to cross-promote each other's offerings, collaborative participation under a common umbrella of a "trail" to direct joint-promotion of discounted combined tickets.

We suggest that the OEBD can serve as a formal and informal convener and facilitator of partnership conversation among related attractions. These partnerships could be incentivized by promotional opportunities offered by the City or VCB. A broader approach is to develop a "Cape Coral Pass" that leverages partnerships between attractions, transportation services, hotels, and dining establishments to create value-packed deals that encourage tourists to explore more of what the destination has to offer.

Initiative 5.b.9: Energize & Educate Locals About Tourism in Cape Coral

It is important that locals become aware of the commitment that is being made to tourism and that an overall plan and specific activities have been initiated. This increases the likelihood of buy-in for tourism development from community stakeholders and elected officials. Members of the community can provide some of the best "word of mouth" advertising for the city by informing family, friends, and business colleagues of the benefit of visiting Cape Coral. In addition, tourism advertising targeted at locals will help attract residents and host vacation rental landlords to various attractions they are unaware of and help increase local pride.

We recommend that the City devote a small marketing budget targeted to locals to promoting the city's tourist attractions and overall plan. Host a one-day tourism summit for key leaders and stakeholders with speakers highlighting tourism assets and potential tourism development activities. Provide space at the tourism summit for individual attractions to have booths to promote themselves.



Initiative 5.b.10: Consider a Co-Op Marketing Approach with Certain Attractions

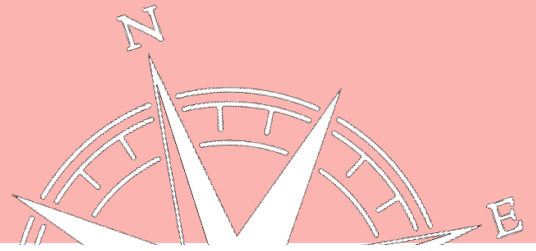
Co-op tourism marketing allows organizations like the VCB and the City to partner with attractions, restaurants, and tourism related retailers to pool marketing budgets and messaging, helping them more easily scale campaigns, reduce resource constraints, and pursue larger marketing efforts by offering new opportunities for campaign messaging, communications channels, and engagement tactics. Co-op marketing allows attractions to access high-value placements that they would struggle to achieve with their own resources. The VCB currently has a co-op advertising program, however, it is important to ensure that Cape Coral organizations take greater advantage of this program and find new ways to stretch their marketing dollars and test new/emerging tactics.

We suggest that the City develop a list of attractions and businesses to target for joining co-op marketing opportunities.

Initiative 5.b.11: Tourism Leadership & Collaboration / Partnerships

A primary reason that Cape Coral has not fulfilled its potential as a tourist destination is because there is insufficient discussion or understanding of the value or impact of leisure tourists visiting the City. As a result, leisure tourism has not been a priority. To build and maintain a successful tourism environment it is necessary to have two important ingredients; 1) Individuals with power and community respect who are willing to take on leadership roles to champion or be cheerleaders for tourism and 2) Effective and dynamic partnerships. The experiences and amenities that appeal to visitors to a destination often align with those that appeal to residents and businesses, and many destinations have sought to unify messaging and branding between tourism, business, and residential attraction efforts. Greater alignment and coordination are critical goals as Cape Coral has limited resources and staff capacity for its existing focus on the core audience of potential visitors.

We recommend that appropriate, well respected local leaders with an interest in and knowledge of tourism and hospitality need to be identified and approached about taking an active role in leading the charge to improve the tourism environment in Cape Coral. In addition, coordination meetings with planned agendas are needed among the potential



partner organizations. Where possible, Cape Coral can seek to ensure that its tourist-facing messaging is compatible with (which does not necessarily mean identical to) messaging aimed at business and resident attraction. These collaborations and partnerships should facilitate the greater sharing of resources such as video, photography, and written content on city experiences and amenities. Additional funding sources will be needed for the City to effectively expand its impact through more destination management activities and greater alignment with Lee County efforts to attract visitors.

Initiative 5.b.12: Engage Higher Education Institutions as a Catalyst

Universities are closely tied to tourism activity in many destinations. Higher educational institutions draw visitation in the form of parents and friends, and their students are looking to engage in off-campus activities. They have a vital interest in the quality of life of the region as they compete to attract students, faculty, and staff. As a result, university leaders are often important participants in economic development, and can be leaders in visioning long-term improvements. There are several higher educational institutions in Lee County that are strategically located, and well-positioned to help support issues relevant to the tourism industry. In particular, Florida Gulf Coast University, which has specifically related programs at the School of Resort & Hospitality Management and the Water School.

We suggest that the City call a meeting of the relevant individuals at the various educational institutions of higher education and engage with them on potential areas for partnership. These include organizational and board participation, placemaking advocacy within the county and city economic development efforts. Universities may be interested partners in efforts to create workforce development pipelines that help address workforce gaps in the tourism industry and providing research and expertise through professors and internship programs.

Initiative 5.b.13: Designate an Individual to be Responsible for Tourism

Cape Coral needs to have a more clearly defined focus and take greater responsibility for increasing the number of visitors it attracts. A City employee should be designated as the individual responsible for tourism, to serve as liaison to various organizations (VCB, Chamber of Commerce, Hotel & Restaurant Association, Sports Development Department, South Cape Hospitality and Entertainment Association, etc.) on issues relating to tourism including



product and event development, marketing, partnerships, and funding. Many of the recommendations listed above require an active participation by the City, and having one individual who has a command of everything that is going on will be essential.

We recommend that the City begin by giving the tourism responsibility to the appropriate person who is already on staff. It should then find one or two interns to assist this person. Finding tourism interns from the School of Resort & Hospitality Management at Florida Gulf Coast University would make sense. Over time, the City should review the current and expected future amount of tourism related work by the individual from the City Manager's office and the interns, and the return on investment from having the tourism person on staff to determine what resources are needed.



Action Plan

Introduction

In this section, we present the Action Plan for the City of Cape Coral, entitled “*The Course Ahead*”. The plan is based on the strategic initiatives discussed in the preceding section, with each objective clearly identified and marked budget, staffing, and timeline estimates.

The City should recognize that a concentrated effort will be necessary to address these initiatives, many simultaneously, and in an orchestrated fashion that promotes new business attraction but also permits affordable entrepreneurship opportunities for Cape Coral residents.

The Economic Development Strategic Plan indicates the order in which the strategic plan initiatives are implemented how they are funded, and who will administer them. And as with any strategic plan, *The Course Ahead* must be considered as a “living” document that will require periodic examination and revisions as new elements or economic conditions are encountered will impact economic sustainability and growth. A summary of these findings are as follows:

Framework 1: Evolution & Change

- Public Visioning Sessions for Cape Coral’s Growth
- Committee of the Whole Public Access Website
- Citizen Advisory Committee for Public Input on Major Projects
- Benefit/Cost Analysis for Future Projects
- Compelling Narrative and Tagline about Cape Coral
- “Call to Arts” Program
- Events that Celebrate Both Big City and Small-Town Living

Framework 2: A New Urban Model

- Cape Coral’s IT Infrastructure Promotion
- On Demand Water Mobility Transportation System
- 4-Quadrants Commission on Neighborhood Identity and Wayfinding
- Opportunity Multiplex Program

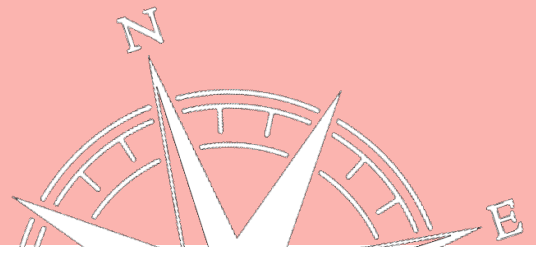
- Cape Coral Land Bank
- Strategic Site Assemblage Tax Credit
- Cape Coral Executive Airport
- Cape Coral Corporate Park
- Downtown Civic Center & Entertainment District

Framework 3: Sustainability & Resilience

- Low Impact Storm Water Infrastructure Program
- Solar Infrastructure Research Program
- Cape Coral FloodWatch Program
- Cape Blue Incentive
- Cape Coral Eco-Newsletter and Blog

Framework 4: Economic Vitality

- OEBD Elevation to Full Department Status
- Independent Economic Development Website
- Economic Impact analyses for all Capital Expense Projects
- Accredited Economic Development Organization Status
- One-Stop-Shop for Business Development
- Streamline the Permitting Process
- Cape Coral Executive Corps
- Vocational Training Silos for the Trades
- Working Group for Each Target Industry Cluster
- Target Industry Prospectuses
- Target Industry Job Creation Grant
- Industry Familiarization Tours
- Expansion of Online Learning Opportunities
- Cape Coral Startup Support Center



Framework 5: Lifestyle & Culture Excellence

- Pop-Up Retail Fairs
- Consumer Spending Potential Reports
- Increase Activity and Access to Cape Coral's Waterfront
- Promote Experiential Tourism Product by Expanding Outdoor Activities
- Explore Opportunities to Work with Short-Term Rental Providers
- Further Develop the Already Existing Family Activity Cluster
- Further Develop Youth, Adult & Scholastic Sports Facilities
- Enhance & Develop New Visitor-Focused Events
- Support The Development of More Unique Local Dining Options & Enhanced Evening Activities
- Encourage Cross-Promotion and Joint Packaging Among Related Attraction
- Develop Locally Focused Marketing Efforts to Energize & Educate Locals About Tourism In Cape Coral
- Consider A Co-Op Marketing Approach with Certain Attractions
- Tourism Leadership & Collaboration / Partnerships
- Engage Higher Education Institutions as A Catalyst
- Designate An Individual Within the City Manager's Office to Be Responsible For Tourism

The development of an action plan requires the delineation of tasks, assignment of responsibilities, the allocation of resources, and the establishment of timelines. Implementation of *The Course Ahead* will depend on a careful balancing of the five economic drivers introduced above: Evolution & Change, A New Urban Model, Sustainably & Resilience, Economic Vitality, and Lifestyle & Culture Excellence.

Resource Matrix

The Resource Matrix is a convenient tool that summaries the resources needed to implement each of the strategic initiatives. The icons below illustrate the strategic recommendations and codes them with four action plan resource demands:



Fund-intensive resources – To complete this initiative, major capital funds may be necessary. For example, start-up or matching funds need to be put in place prior to implementation of the initiative.



Personnel-intensive resources – For these programs, staffing must be committed, or outside help engaged, for dialogues or campaigns with large numbers of people, e.g., lobbying the State legislature for incentives alterations.

















Time-intensive resources – These programs will require long durations to accomplish and may also be linked with funding or personnel commitments.

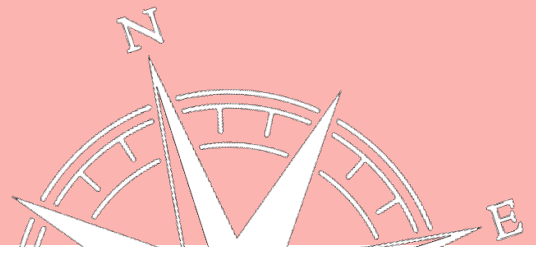


Added to this list is an indicator of *Critical Importance* – the programs that are, in our view, of immediate need.

Cape Coral Resource Matrix

		Public Visioning Sessions for Cape Coral’s Growth
		Committee of the Whole Public Access Website
		Citizen Advisory Committee for Public Input on Major Projects
		Benefit/Cost Analysis for Future Projects
		 Compelling Narrative and Tagline about Cape Coral
		 “Call to Arts” Program

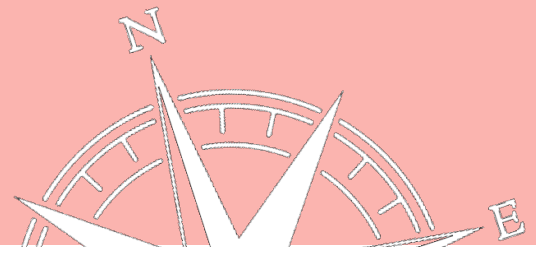
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			Events that Celebrate Both Big City and Small-Town Living	
			Cape Coral's IT Infrastructure Promotion	
				On Demand Water Mobility Transportation System
			4-Quadrants Commission on Neighborhood Identity and Wayfinding	
			Opportunity Multiplex Program	
				Cape Coral Land Bank
				Strategic Site Assemblage Tax Credit
				Cape Coral Executive Airport
				Cape Coral Corporate Park
				Downtown Civic Center & Entertainment District
				Low Impact Storm Water Infrastructure Program
				Cape Coral FloodWatch Program
				Cape Blue Incentive
				Cape Coral Eco-Newsletter and Blog
				Solar Community Cooperative Task Force
				OEED Elevation to Full Department Status
				Independent Economic Development Website
				Economic Impact analyses for all Capital Expense Projects
				Accredited Economic Development Organization Status

			One-Stop-Shop for Business Development
			Streamline the Permitting Process
			Cape Coral Executive Corps
			Vocational Training Silos for the Trades
			Working Group for Each Target Industry Cluster
			Target Industry Job Creation Grant
			Target Industry Prospectuses
			Industry Familiarization Tours
			Expansion of Online Learning Opportunities
			Cape Coral Startup Support Center
			Pop-Up Retail Fairs
			Consumer Spending Potential Reports
			Increase Activity and Access to Cape Coral's Waterfront
			Promote Experiential Tourism Product by Expanding Outdoor Activities
			Explore Opportunities to Work with Short-Term Rental Providers
			Further Develop the Already Existing Family Activity Cluster
			Further Develop Youth, Adult & Scholastic Sports Facilities
			Enhance & Develop New Visitor-Focused Events
			Support More Unique Local Dining Options & Enhanced Evening Activities

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			Encourage Cross-Promotion and Joint Packaging Among Related Attractions
			Energize & Educate Locals About Tourism In Cape Coral
			Consider A Co-Op Marketing Approach with Certain Attractions
			Tourism Leadership & Collaboration / Partnerships
			Engage Higher Education Institutions as A Catalyst
			Designate To Be Responsible for Tourism

Summary of Priorities

Level-One Priority (low resource demand)

From the resource matrix, critical items that require the least resource demand should be set as the first priority. These represent “low hanging fruit” will be the easiest to achieve positive outcomes. The following 9 Action items are not necessarily listed in order of need:

Strategic Initiative	Duration (years)	Total estimated Cost
Public Visioning Sessions for Cape Coral’s Growth	5	\$133,000
Committee of the Whole Public Access Website	10	\$129,100
Citizen Advisory Committee for Public Input on Major Projects	10	\$114,100
Benefit/Cost Analysis for Future Projects	10	\$187,800
Independent Economic Development Website	10	\$203,100
Economic Impact analyses for all Capital Expense Projects	10	\$403,900
Consumer Spending Potential Reports	5	\$212,300
Explore Opportunities to Work with Short-Term Rental Providers	5	\$80,000
Consider A Co-Op Marketing Approach with Certain Attractions	4	\$146,600
Public Visioning Sessions for Cape Coral’s Growth	5	\$133,000

Level-Two Priority (moderate resource demand)

The 15 Action items of critical need but of somewhat greater resource demand are as follows:



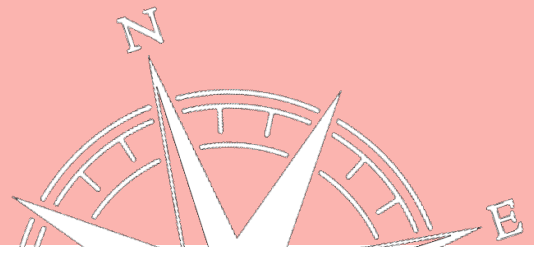
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Strategic Initiative	Duration (years)	Total estimated Cost
Working Group for Each Target Industry Cluster	5	\$415,300
Compelling Narrative and Tagline about Cape Coral	3	\$510,100
4-Quadrants Commission on Neighborhood Identity and Wayfinding	4	\$108,000
Opportunity Multiplex Program	10	\$1,147,000
One-Stop-Shop for Business Development	9	\$2,523,800
Streamline the Permitting Process	4	\$313,000
Cape Coral Executive Corps	4	\$813,900
Target Industry Prospectuses	4	\$254,800
Expansion of Online Learning Opportunities	6	\$114,500
Pop-Up Retail Fairs	3	\$241,900
Enhance & Develop New Visitor-Focused Events	4	\$209,100
Support More Unique Local Dining Options & Enhanced Evening Activities	4	\$104,800
Encourage Cross-Promotion and Joint Packaging Among Related Attractions	3	\$192,700
Tourism Leadership & Collaboration / Partnerships	4	\$259,100
Designate To Be Responsible for Tourism	4	\$209,100

Level Three Priority (highest resource demand)

The **10** Action items of critical need but of the highest resource demand and will take the longest to accomplish with largest funding requirements are as follows:

Strategic Initiative	Duration (years)	Total estimated Cost
On Demand Water Mobility Transportation System	7	\$8,160,800
Cape Coral Land Bank	4	\$20,000,000
Strategic Site Assemblage Tax Credit	5	\$10,000,000
Low Impact Storm Water Infrastructure Program	9	\$7,080,000
Cape Coral FloodWatch Program	9	\$3,016,400
Cape Blue Incentive	9	\$3,507,400
OEBD Elevation to Full Department Status	3	\$8,654,500
Target Industry Job Creation Grant	4	\$659,100
Cape Coral Startup Support Center	7	\$5,766,500
Further Develop Youth, Adult & Scholastic Sports Facilities	5	\$924,700



Items of Non-Immediate Need

Although important, the following recommendations are not immediately essential. They are grouped by degree of resource demand:

Low Resource demand (2 in total)

Strategic Initiative	Duration (years)	Total estimated Cost
Cape Coral Eco-Newsletter and Blog	3	\$77,400
Further Develop the Already Existing Family Activity Cluster	3	\$92,400

Strategic Initiative	Duration (years)	Total estimated Cost
Events that Celebrate Both Big City and Small-Town Living	5	\$611,000
Solar Community Cooperative Task Force	3	\$61,800
Accredited Economic Development Organization Status	3	\$77,400
Vocational Training Silos for the Trades	3	\$55,900
Industry Familiarization Tours	3	\$292,700
Increase Activity and Access to Cape Coral's Waterfront	4	\$209,100
Promote Experiential Tourism Product by Expanding Outdoor Activities	3	\$46,500
Energize & Educate Locals About Tourism In Cape Coral	4	\$129,800
Engage Higher Education Institutions as A Catalyst	4	\$104,800
Cape Coral's IT Infrastructure Promotion	4	\$104,800

High Resource Demand (4 in total)

Strategic Initiative	Duration (years)	Total estimated Cost
"Call to Arts" Program	4	\$2,442,200
Cape Coral Executive Airport	9	\$83,315,600
Cape Coral Corporate Park	8	\$55,322,000
Downtown Civic Center & Entertainment District	7	\$119,057,800

Note: The 50 strategic initiatives are described in more detail in the Appendices.



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Economic Impacts

If all 50 strategic initiatives were implemented, we estimate that an overall expenditure of **\$281.3 million** would be required during an operational period of **10** years (in 2024 dollars). However, if only the action items of critical need were implemented (**34** initiatives), the total 2024-dollar cost would be **\$65.0 million**. For the non-immediate action items (**16** initiatives), the total 2024-dollar cost would be **\$216.3 million**.

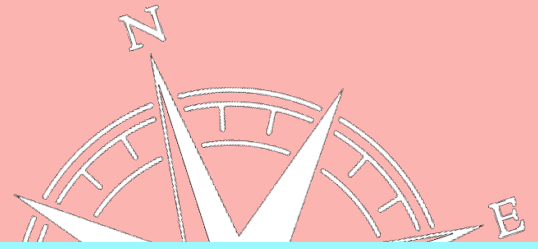
In the table below, a cumulative 10-year timeline is presented. New **13,640** job growth economic impacts developed in the Task 3 report (refer to Technical Report) totaled **\$3.358 billion** annually; however, it is assumed that job creation would take for full 10 years to materialize, so the table shows a **10%** increase yearly to reach the 10-year 100% complement.

The net economic impact considers implementation of all 50 strategic initiatives. A 10-year Net Present Value NPV of **\$12.526 billion** represents a return to the City of Cape Coral of nearly **\$45** for each **\$1** invested in the Strategic Economic Development Plan.

10-Year Timeline	Jobs Impacts	EDSP Cost	Net Impacts
Yr. 1	\$ 335,756,000	\$ 9,250,400	\$ 326,505,600
Yr. 2	\$ 671,512,000	\$ 77,869,900	\$ 593,642,100
Yr. 3	\$ 1,007,267,000	\$ 79,282,800	\$ 927,984,200
Yr. 4	\$ 1,343,023,000	\$ 106,076,400	\$ 1,236,946,600
Yr. 5	\$ 1,678,779,000	\$ 52,922,500	\$ 1,625,856,500
Yr. 6	\$ 2,014,535,000	\$ 3,483,600	\$ 2,011,051,400
Yr. 7	\$ 2,350,290,000	\$ 3,328,600	\$ 2,346,961,400
Yr. 8	\$ 2,686,046,000	\$ 2,210,700	\$ 2,683,835,300
Yr. 9	\$ 3,021,802,000	\$ 2,154,000	\$ 3,019,648,000
Yr. 10	\$ 3,357,558,000	\$ 2,218,700	\$ 3,355,339,300
Total	\$ 18,466,568,000	\$ 338,797,600	\$ 18,127,770,400
NPV	\$ 12,806,882,000	\$ 281,253,000	\$ 12,525,629,000
Return to the City of Cape Coral for Each \$1 spent			\$ 44.5

Please refer to the Strategic Initiatives Funding Schedule for more detail.

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Strategic Initiatives Timeline

The Strategic Timeline indicates the implementation schedule for the Action items. It is assumed that each initiative would have varying mobilization lag (pink bars), a 6-month kick-off period (red bar), a distinct project work phase (orange bar), and important project review milestone(s) dates (yellow crosses). We recommend that Critically Important Action Items be undertaken first.

Critically Important Action Items		Yr.1	Yr.2	Yr.3	Yr.4	Yr.5	Yr.6	Yr.7	Yr.8	Yr.9	Yr.10
Lev1	Public Visioning Sessions for Cape Coral's Growth										
Lev1	Committee of the Whole Public Access Website										
Lev1	Citizen Advisory Committee for Public Input on Major Projects										
Lev1	Benefit/Cost Analysis for Future Projects										
Lev1	Independent Economic Development Website										
Lev1	Economic Impact analyses for all Capital Expense Projects										
Lev1	Consumer Spending Potential Reports										
Lev1	Explore Opportunities to Work with Short-Term Rental Providers										
Lev1	Consider A Co-Op Marketing Approach with Certain Attractions										
Lev2	Working Group for Each Target Industry Cluster										
Lev2	Compelling Narrative and Tagline about Cape Coral										
Lev2	4-Quadrants Commission on Neighborhood Identity and Wayfinding										
Lev2	Opportunity Multiplex Program										
Lev2	One-Stop-Shop for Business Development										
Lev2	Streamline the Permitting Process										
Lev2	Cape Coral Executive Corps										
Lev2	Target Industry Prospectuses										
Lev2	Expansion of Online Learning Opportunities										
Lev2	Pop-Up Retail Fairs										
Lev2	Enhance & Develop New Visitor-Focused Events										
Lev2	Support More Unique Local Dining Options & Enhanced Evening Activities										
Lev2	Encourage Cross-Promotion and Joint Packaging Among Related Attractions										
Lev2	Tourism Leadership & Collaboration / Partnerships										
Lev2	Designate To Be Responsible for Tourism										
Lev3	On Demand Water Mobility Transportation System										
Lev3	Cape Coral Land Bank										
Lev3	Strategic Site Assemblage Tax Credit										
Lev3	Low Impact Storm Water Infrastructure Program										
Lev3	Cape Coral FloodWatch Program										
Lev3	Cape Blue Incentive										
Lev3	OEBD Elevation to Full Department Status										
Lev3	Target Industry Job Creation Grant										
Lev3	Cape Coral Startup Support Center										
Lev3	Further Develop Youth, Adult & Scholastic Sports Facilities										

- Lev1 Level 1 (high priority)
- Lev2 Level 2 (moderate priority)
- Lev3 Level 3 (low priority)

Legend

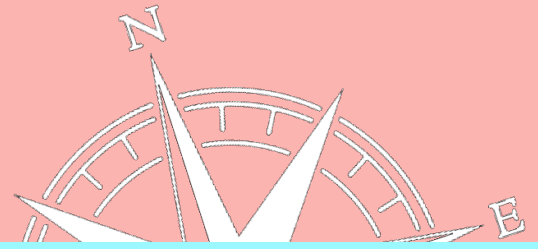
-  Project mobilization (lag)
-  Project Kick-Off
-  Project Workphase
-  Progress Review Milestone

Non-Immediate Action Items

Priority	Initiative	Yr.1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 6	Yr. 7	Yr. 8	Yr. 9	Yr. 10
NILR	Cape Coral Eco-Newsletter and Blog		+								
NILR	Further Develop the Already Existing Family Activity Cluster		+								
NIMR	Events that Celebrate Both Big City and Small-Town Living			+							
NIMR	Solar Community Cooperative Task Force			+							
NIMR	Accredited Economic Development Organization Status			+							
NIMR	Vocational Training Silos for the Trades			+							
NIMR	Industry Familiarization Tours			+							
NIMR	Increase Activity and Access to Cape Coral's Waterfront										
NIMR	Promote Experiential Tourism Product by Expanding Outdoor Activities										
NIMR	Energize & Educate Locals About Tourism In Cape Coral										
NIMR	Engage Higher Education Institutions as A Catalyst										
NIMR	Cape Coral's IT Infrastructure Promotion										
NIHR	"Call to Arts" Program										
NIHR	Cape Coral Executive Airport										
NIHR	Cape Coral Corporate Park										
NIHR	Downtown Civic Center & Entertainment District										

- NIHR Non-immediate Need (high resource demand)
- NIMR Non-immediate Need (moderate resource demand)
- NILR Non-immediate Need (low resource demand)

THE COURSE AHEAD



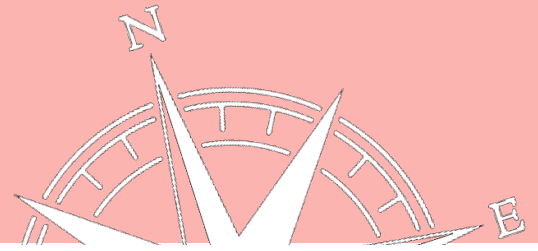
Strategic Initiatives Funding Schedule

Critically Important Action Items											Note: Annual cost escalations: 3%
Prt.	Initiative	Yr1 (\$)	Yr2 (\$)	Yr3 (\$)	Yr4 (\$)	Yr5 (\$)	Yr6 (\$)	Yr7 (\$)	Yr8 (\$)	Yr9 (\$)	Yr10 (\$)
Lev1	Public Visioning Sessions for Cape Coral's Growth	25,000	25,800	26,600	27,400	28,200	0	0	0	0	0
Lev1	Committee of the Whole Public Access Website	25,000	10,300	10,600	10,900	11,200	11,500	11,800	12,200	12,600	13,000
Lev1	Citizen Advisory Committee for Public Input on Major Projects	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,200	12,600	13,000
Lev1	Benefit/Cost Analysis for Future Projects	30,000	15,500	16,000	16,500	17,000	17,500	18,000	18,500	19,100	19,700
Lev1	Independent Economic Development Website	50,000	15,000	15,500	16,000	16,500	17,000	17,500	18,000	18,500	19,100
Lev1	Economic Impact analyses for all Capital Expense Projects	53,500	34,500	35,500	36,600	37,700	38,800	40,000	41,200	42,400	43,700
Lev1	Consumer Spending Potential Reports	40,000	41,200	42,400	43,700	45,000	0	0	0	0	0
Lev1	Explore Opportunities to Work with Short-Term Rental Providers	15,000	15,500	16,000	16,500	17,000	0	0	0	0	0
Lev1	Consider A Co-Op Marketing Approach with Certain Attractions	35,000	36,100	37,200	38,300	0	0	0	0	0	0
Lev2	Working Group for Each Target Industry Cluster	200,000	51,500	53,000	54,600	56,200	0	0	0	0	0
Lev2	Compelling Narrative and Tagline about Cape Coral	165,000	170,000	175,100	0	0	0	0	0	0	0
Lev2	4-Quadrants Commission on Neighborhood Identity and Wayfinding	25,800	26,600	27,400	28,200	0	0	0	0	0	0
Lev2	Opportunity Multiplex Program	100,000	103,000	106,100	109,300	112,600	116,000	119,500	123,100	126,800	130,600
Lev2	One-Stop-Shop for Business Development	0	1,150,000	154,500	159,100	163,900	168,800	173,900	179,100	184,500	190,000
Lev2	Streamline the Permitting Process	265,000	15,500	16,000	16,500	0	0	0	0	0	0
Lev2	Cape Coral Executive Corps	0	575,000	77,300	79,600	82,000	0	0	0	0	0
Lev2	Target Industry Prospectuses	0	175,000	25,800	26,600	27,400	0	0	0	0	0
Lev2	Expansion of Online Learning Opportunities	0	60,000	10,300	10,600	10,900	11,200	11,500	0	0	0
Lev2	Pop-Up Retail Fairs	0	85,000	77,300	79,600	0	0	0	0	0	0
Lev2	Enhance & Develop New Visitor-Focused Events	50,000	51,500	53,000	54,600	0	0	0	0	0	0
Lev2	Support More Unique Local Dining Options & Enhanced Evening Activities	0	25,000	25,800	26,600	27,400	0	0	0	0	0
Lev2	Encourage Cross-Promotion and Joint Packaging Among Related Attractions	0	130,000	30,900	31,800	0	0	0	0	0	0

Lev2	Tourism Leadership & Collaboration / Partnerships	0	100,000	51,500	53,000	54,600	0	0	0	0	0
Lev2	Designate To Be Responsible for Tourism	0	50,000	51,500	53,000	54,600	0	0	0	0	0
Lev3	On Demand Water Mobility Transportation System	1,161,100	1,162,600	1,164,100	1,165,700	1,167,400	1,169,100	1,170,800	0	0	0
Lev3	Cape Coral Land Bank	5,000,000	5,000,000	5,000,000	5,000,000	0	0	0	0	0	0
Lev3	Strategic Site Assemblage Tax Credit	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	0	0	0	0	0
Lev3	Low Impact Storm Water Infrastructure Program	0	2,500,000	515,000	530,500	546,400	562,800	579,700	597,100	615,000	633,500
Lev3	Cape Coral FloodWatch Program	0	2,100,000	103,000	106,100	109,300	112,600	116,000	119,500	123,100	126,800
Lev3	Cape Blue Incentive	0	3,050,000	51,500	53,000	54,600	56,200	57,900	59,600	61,400	63,200
Lev3	OEBD Elevation to Full Department Status	0	2,800,000	2,884,000	2,970,500	0	0	0	0	0	0
Lev3	Target Industry Job Creation Grant	0	500,000	51,500	53,000	54,600	0	0	0	0	0
Lev3	Cape Coral Startup Support Center	0	5,100,000	103,000	106,100	109,300	112,600	116,000	119,500	0	0
Lev3	Further Develop Youth, Adult & Scholastic Sports Facilities	0	580,000	82,400	84,900	87,400	90,000	0	0	0	0
Subtotal Critical Needs		9,250,400	27,764,900	13,100,400	13,069,700	4,902,400	2,495,600	2,444,400	1,300,000	1,216,000	1,252,600
10-yr Total		76,796,400									
Net Present Value (NPV)		64,992,900									

Non-Immediate Action Items											
Prty.	Initiative	Yr1 (\$)	Yr2 (\$)	Yr3 (\$)	Yr4 (\$)	Yr5 (\$)	Yr6 (\$)	Yr7 (\$)	Yr8 (\$)	Yr9 (\$)	Yr10 (\$)
NILR	Cape Coral Eco-Newsletter and Blog	0	25,000	25,800	26,600	0	0	0	0	0	0
NILR	Further Develop the Already Existing Family Activity Cluster	0	40,000	25,800	26,600	0	0	0	0	0	0
NIMR	Events that Celebrate Both Big City and Small-Town Living	0	115,000	118,500	122,100	125,800	129,600	0	0	0	0
NIMR	Solar Community Cooperative Task Force	0	20,000	20,600	21,200	0	0	0	0	0	0
NIMR	Accredited Economic Development Organization Status	0	25,000	25,800	26,600	0	0	0	0	0	0
NIMR	Vocational Training Silos for the Trades	0	35,000	10,300	10,600	0	0	0	0	0	0

THE COURSE AHEAD



NIMR	Industry Familiarization Tours	0	230,000	30,900	31,800	0	0	0	0	0	0
NIMR	Increase Activity and Access to Cape Coral's Waterfront	0	50,000	51,500	53,000	54,600	0	0	0	0	0
NIMR	Promote Experiential Tourism Product by Expanding Outdoor Activities	0	15,000	15,500	16,000	0	0	0	0	0	0
NIMR	Energize & Educate Locals About Tourism In Cape Coral	0	50,000	25,800	26,600	27,400	0	0	0	0	0
NIMR	Engage Higher Education Institutions as A Catalyst	0	25,000	25,800	26,600	27,400	0	0	0	0	0
NIMR	Cape Coral's IT Infrastructure Promotion	0	25,000	25,800	26,600	27,400	0	0	0	0	0
NIHR	"Call to Arts" Program	0	610,000	610,300	610,600	611,300	0	0	0	0	0
NIHR	Cape Coral Executive Airport	0	48,840,000	32,560,000	250,000	257,500	265,200	273,200	281,400	289,800	298,500
NIHR	Cape Coral Corporate Park	0	0	32,610,000	21,651,800	163,900	168,800	173,900	179,100	184,500	190,000
NIHR	Downtown Civic Center & Entertainment District	0	0	0	70,080,000	46,724,800	424,400	437,100	450,200	463,700	477,600
Subtotal Non-Immediate Needs		0	50,105,000	66,182,400	93,006,700	48,020,100	988,000	884,200	910,700	938,000	966,100
10-yr Total		262,001,200									
Net Present Value (NPV)		216,259,900									

All 50 Action Items										
	Yr1 (\$)	Yr2 (\$)	Yr3 (\$)	Yr4 (\$)	Yr5 (\$)	Yr6 (\$)	Yr7 (\$)	Yr8 (\$)	Yr9 (\$)	Yr10 (\$)
Subtotal	9,250,400	77,869,900	79,282,800	106,076,400	52,922,500	3,483,600	3,328,600	2,210,700	2,154,000	2,218,700
10-yr Total	338,797,600									
Net Present Value (NPV)	281,253,000									

Marketing Strategies

In the preceding sections, the DCG Corplan Team has developed the strategic initiatives that will enhance the attraction, expansion, and creation of new businesses in Cape Coral. Many of the presented initiatives address these topics, with the concept that before new businesses can be attracted to the City, there must first be movement toward providing the physical and labor environment that new employers are seeking.

With that effort commencing, a parallel promotions effort can then be initiated. Marketing to prospective target industries and cluster companies is a lengthy process and will require funding and coordination beyond the strategic recommendations outlined hereto. But, the message that Cape Coral is on the move forward can be brought to the market's attention.

This task provides a continuation of the strategic plan by quantifying the promotional activity required to effectively communicate with the target market. The report delineates marketing and promotions strategy in considerable detail. A strategy is presented that centers on the two central themes: branding and promotion of Cape Coral as an untapped market for new business development; and, a direct outreach to the 8 recommended target industry clusters.

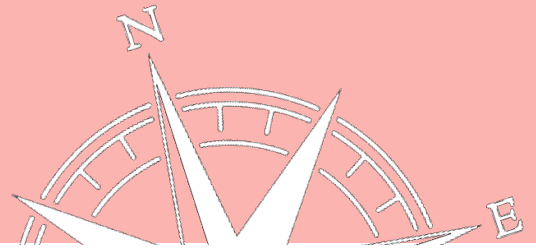
Visioning

In Initiative 1.a.1, we suggest that semi-annual visioning sessions be conducted by the Office of Economic & Business Development (OEBD) of the City Manager's Office on an ongoing schedule. These gatherings should be based on general discussions on what the City of Cape Coral should aspire to achieve in the future, possible directions for future planning, and comparisons with other communities nationwide that have experienced similar growth.

For now, the Vision statement for the Strategic Plan is this:

"A city evolving from its suburban roots into a new urban paradigm as a self-sustaining network that promotes economic vitality together with lifestyle and cultural excellence."

With continuing public input and City guidance, it is expected that the statement will change over time as well as be accompanied by a Mission statement. In Volume 1, the mission is identified as follows:



“Provide the strategic recommendations necessary to ensure that economic growth keeps pace with population growth.”

In forming a new identity for Cape Coral, a Mission Statement for the effort needs to be developed that also reflects unique leadership in affecting change in real estate, education, and government. Key elements to the new Statement should include:

- ❖ Definition of the Mission
 - Fundamental reason why the effort is being enacted
 - Establishes the range of the effort’s activities
 - Provides an overall direction for the effort
 - Acts as a foundation for developing goals and objectives
- ❖ Characteristics of a Good Mission Statement
 - General, not specific
 - Looks to the future, not the past or present
 - Reflects the community’s unique strengths
- ❖ Sub-Steps
 - Agree on the general purpose of the effort
 - Decide what groups and markets the effort is designed to serve
 - Decide on the scope of the effort’s activities

OEBD should lead the Vision and Mission Statements activity and involve local business and government leaders in a series of round tables meetings or net forums to recognize the mutual need for the strategic economic plan (The Course Ahead) and to bring it to fruition. One of the chief ways to achieve the objective is through a comprehensive public relations program that would highlight the advantages for business investment in Cape Coral in the relevant national and international media. A key component of successful outreach to the media is branding.



Branding

In Initiative 1.b.1, we recommend the retaining of a qualified advertising or media firm to develop a new “brand” and compelling narrative about Cape Coral. In marketing, a brand is a traditional advertising method used to create an acquired response from a target audience based on cumulative impressions and positive reinforcement. It is also the symbolic embodiment of all the information connected with a product or service. A brand typically includes a name, logo, and other visual elements such as images or symbols. It also encompasses the set of expectations associated with a product or service which typically arise in the minds of people.

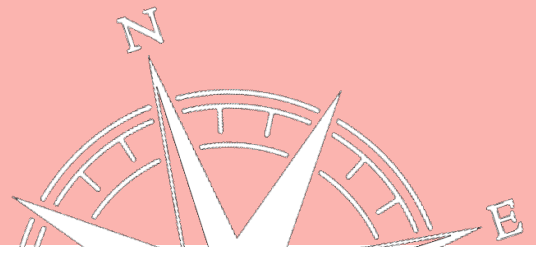
In economic development marketing, branding achieves a similar response. The San Jose Valley in California would be less memorable without its more common name of Silicon Valley. The image of silicon material is one that is synonymous with computers, and is used widely by other communities that have successfully fostered high-tech industry development, e.g., Silicon Hills (Austin, TX), Silicon Alley (NYC), Silicon Desert (Phoenix, AZ), Silicon Beach (Santa Barbara, CA) and Silicon Glen (Glasgow, UK).

As the selected firm develops media and graphics for the new efforts, a principle should be kept in mind. Cape Coral is an evolving marketplace trying to find a new pathway in major urban development. For many traditional marketing programs, this represents untested waters, so innovation and imagination are key. OEBD and the City must guide the branding work towards creating a unique story that will compel business leaders around the nation to focus on the City of Cape Coral for new location potentials.

Public Relations

Cape Coral now has many strategic initiatives that will benefit from the development of a brand that will be widely used throughout advertising and public relations. As part of this strategy, we suggest the retaining of a qualified national public relations firm with expertise in economic development marketing. A Request for Proposal should be issued that covers some or all of the following items:

- Develop comprehensive strategic outreach to reach regional, national and international business media with key messages.



- Define appropriate media markets based on existing research and information of the City's profile.
- Develop and maintain current lists of customized media contacts for television, radio, print, and Internet.
- Create a national media kit with current background for spokespersons.
- Pitch storylines to major business publications and media to heighten awareness of Cape Coral's emerging business environment.
- Secure story placement and raise the quantity and quality of favorable business coverage for the City in regional/national media.
- Place Cape Coral guests on regional/national TV and radio talk shows and in print, placing particular focus on opportunities for relevant elected officials and private sector leaders to speak on economic, technological, or other developments that enhance the City's reputation as a place in which to do business.
- Organize tours by local public and private sector leaders to media centers such as New York, Washington DC, Chicago, Los Angeles and San Francisco.
- Develop and pitch op-eds, talking points and factsheets.
- Plan and implement in-market trips for press visits to Cape Coral.
- Arrange press interviews with OEBD officials at relevant trade and professional conferences.
- Secure speaking engagements by Cape Coral public and private sector leaders at trade conferences and other relevant business venues.
- Develop an internal public relations campaign to inform City allies and partners of its successful marketing and media results.
- Provide ongoing consultative services to OEBD on a variety of public relations and economic development marketing issues.
- Track ad equivalency and impact of editorial results.

Public relations and advertising is potentially a very expensive undertaking. The cost estimate for a three-year implementation of Initiative 1.b.1 is **\$510,100**, and the ultimate budget for an overall marketing campaign could easily reach five to ten times this figure. OEBD should seek immediate application to funding sources such as the Duke Energy Foundation, FloridaCommerce, or the Competitive Florida Partnership Grant that can be



used for marketing. Identifying other potential resources for reducing costs will be paramount as new allocations are being considered.

Target Industries Outreach

In Volume 1, the DCG Corplan Team generated **8** clusters of target industries supportable by Cape Coral. To recap, these are as follows:

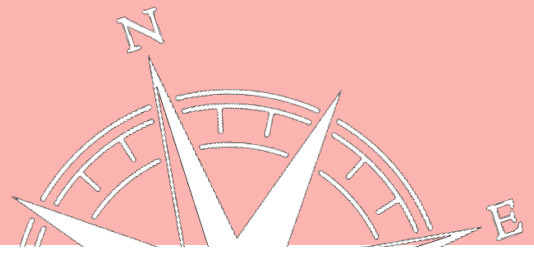
- Business & Financial Services
- Community Services
- Consumer Products & Services
- Culinary Tourism
- Healthcare & Life Sciences
- Industrial Services
- It & Media
- Sustainable Real Estate

Attraction of interest by company executives in these industry areas may be a long process, requiring several strategic approaches, including direct marketing and mail, print and digital advertising, field missions, trade shows, and media marketing.

Direct Mail Campaigns

Audience identification is the increasingly complex (and the least understood) aspect of direct marketing in economic development. Corporate structures vary widely from firm to firm, and there is rarely one executive specifically in charge of expansion or relocation of the company's facilities.

In large corporations, "gatekeepers" (secretaries and administrative assistants) seek to protect chief executive officers from streams of unsolicited promotional materials arriving daily. Marketers must find ways to circumvent interceptors to get the CEO's attention. While the traditional primary audience for economic development solicitation had been centralized corporate real estate executives, these departments were largely decimated by cost-cutting in recent years in favor of outsourcing to real estate consultants.



Expansion or relocation projects in most large companies increasingly are handled by temporary task forces of personnel drawn from various departments (although that committee may contract with specialists for technical assistance). Identifying the team leader is essential for promoting an area as a location candidate.

Under the circumstances, focus of solicitation on a single contact does not assure that the promotional material will reach other decision makers in that prospect firm. Until a project manager can be identified, therefore, the marketing effort should reach out to several “C” level officers, e.g., the Chief Executive Officer (CEO), Chief Operating Officer (COO), Chief Financial Officer (CFO), Chief Administrative Officer (CAO), and/or Chief Information Officer (CIO), depending upon the nature of the targeted activity.

Direct Mail – Strategic Approach

Before launching a direct mail (or e-mail) campaign, an industry-specific prospectus (e.g., Volume 1 documents) should be prepared in both glossy hard copy and electronic format. Next, verified mailing lists should then be obtained from reputable sources (such as Dun & Bradstreet/Hoovers, Standard & Poor’s, or Ward’s/Gale), requesting their advance estimate of the number of companies and number of contacts in the targeted industries or clusters.

As outlined below, the direct marketing program should extend through a series of steps and frequent follow up to culminate in closing of the deal:

Initial Contact: INTRODUCTORY LETTER

- Objective: To familiarize the prospect with basic advantages in Cape Coral for the industry and encourage a request for additional information
- Timing: ASAP (May be conducted in cycles, cluster by cluster)
- Activity: Prepare letters, envelopes, and reply card

Text for initial letter:

Dear (Contact Name):

A comprehensive study just completed by a leading location consultant finds that your industry can achieve outstanding operating results in Cape Coral, Florida:



- Base of technical competencies
- Qualified graduates of college, university, and technical schools
- Favorable payroll costs
- Business-friendly state and local government
- Comprehensive support services
- Access to capital
- Liberal incentives

At no obligation or cost to you, we offer to provide a more detailed analysis for a model facility in your industry in Cape Coral. Please return the accompanying response card for your free report.

Text for Response Card

[] YES, please provide a free copy by e-mail of the report on opportunities for my industry in Cape Coral, FL

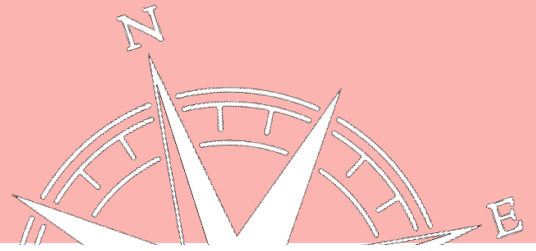
- Name and title Company
- Mailing address
- Telephone
- E-mail address

Second Contact: INFORMATION PACKET

- Objective: To increase the prospect's level of interest
- Timing: Immediately upon receipt of the reply card from prospect
- Activity: Provide an e-mail attachment of the industry-specific report to increase the prospect's interest level

Third Contact: TELEPHONE CONFERENCE

- Objective: To determine more about the prospect's interest and obtain details on the project, if possible
- Timing: Not later than one week after transmission of the requested report
- Activity: Confirm receipt of the report, establish a dialog with the prospect to answer any questions, and seek details on location requirements and site selection criteria



Fourth Contact: CONFIRMATION LETTER

- Objective: To thank prospect for the opportunity and request meeting or visit to Cape Coral
- Timing: Within two days after telephone conference
- Activity: Prepare the letter and submit answers to questions

Fifth Contact: MEETING WITH ACTIVE PROSPECT

- Objective: To make across-the-desk presentation of Cape Coral's attributes and qualifications based upon firm's requirements
- Timing: At the prospect's earliest convenience
- Activity: Set up meeting schedule and travel arrangements

Sixth Contact: PROPOSAL

- Objective: To provide a detailed proposal to the prospect, including site price, training program, tax credits, tax abatement, and infrastructure grants
- Timing: One to two weeks after meeting with the prospect
- Activity: Prepare the proposal and obtain acceptance

Subsequent Contacts: FOLLOW UP

- Objective: To maintain continuing dialog with prospects
- Timing: 30-day intervals or until prospect signals no further interest
- Activity: Send letters, news items, announcements, etc.

Final Step: CLOSE THE DEAL

- Objective: Finalize the agreement, announce the project, and obtain maximum leverage for developing the cluster
- Timing: Upon prospect's decision in favor of Cape Coral
- Activity: Ground breaking ceremony and press releases



Print & Digital Advertising

Direct mail campaigns may not reach all of the potential prospects in an industry, so Cape Coral should also consider placing space advertisements in pertinent print magazines with digital channels. Such ads will broaden the dissemination of the message and should lead to more prospects in the target clusters.

Costs for advertising in general business publications, however, can be prohibitive. For example, a full-page ad in Forbes print edition is currently priced at **\$50,000** in the print version. Digital rates run from **\$25,000** to **\$249,000** or more.

[Print & Digital Advertising – Strategic Approach](#)

A better way to reach the target audiences may be through ad placements in the technical trade journals widely read by each sector. The following trade journals are considered most popular in each of the targeted industry clusters:

Business & Financial Services

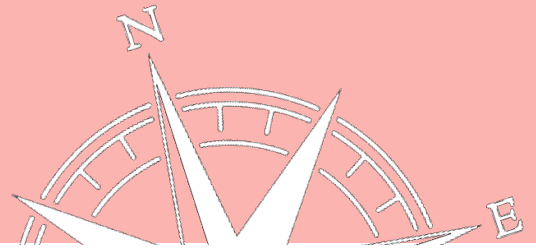
- Advisor Today
- Chief Executive
- Florida Trend
- Independent Banker
- Investor Relations Business
- Worth

Community Services

- Cape Coral Living
- Florida at Home
- New Mobility
- Senior Living Executive
- Social Work Today
- The Rehabilitation Professional

Consumer Products & Services

- Casual Living
- Home Furnishing News
- Profile Magazine
- Retail Week
- RetailWire
- Women’s Wear Daily



Culinary Tourism

- Bon Appetit
- Food Network
- Food Truck Operator
- Nation's Restaurant News
- Progressive Grocer
- The Nibble

Healthcare & Life Sciences

- American Journal of Managed Care
- BioPharm International
- Community Health
- Health magazine
- Modern Healthcare
- Today's Clinical Lab

Industrial Services

- Advanced Materials & Processes
- Control Engineering
- Cutting Tool Engineering
- Industrial Equipment News
- Industry Today
- Modern Metals

IT & Media

- Adweek
- American Media
- CIO
- Greenwire
- Information Week
- WIRED

Sustainable Real Estate

- Business Facilities magazine
- Florida Trend Magazine
- Greenwire
- National Relocation & Real Estate
- Engineering News Record
- Real Estate Business

Digital ad rates tend to be significantly less expensive than print versions. However, some recent studies have shown that print media often delivers better results in areas like response rates, conversions, and brand recall. In advertising, digital fatigue is a growing issue and organizations that continue to leverage print in their marketing mix will see tangible results that are harder to achieve through digital channels alone.

Field Missions

A field mission draws upon business representatives from a number of identified target sectors which are deemed to hold the greatest mutual promise for new business



development within the host community. Field missions help economic development organizations position themselves in markets where competition is fierce. These visits are more about opening doors and developing long-term relationships than trying to make sales or close deals.

Field Missions – Strategic Approach

To the extent possible, travel to meetings with active prospects in a target industry should be coordinated with calls on other potential candidate firms in the same geographic area (with dates and times confirmed in advance). Since these calls are likely to involve prospects in a broad range of industries, Cape Coral representative(s) must be briefed on key findings of the Strategic Plan report.

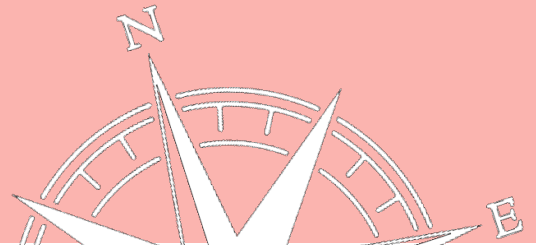
With travel costs straining many budgets, field visits must be strategically planned. Often, collateral visits to local businesses in the cities where a trade show attendance is planned will prove an efficient use of limited travel dollars.

Trade Shows

There are thousands of trade shows held every year, and economic development agencies are renting booths in the leading shows. Some of the more important shows for the outreach on Cape Coral include:

- Consumer Electronics Show (CES)
- International Council of Shopping Centers (ICSC)
- MedTrade Expo & Conference
- International Manufacturing Technology Show (IMTS)
- The National Restaurant Association (NRA)
- National Association of Realtors (NAR)

Cape Coral officials should be cautioned as to the costs and personnel requirements of staffing trade shows, and therefore only shows that have the most likely fit for the strategic plan should be considered. Space rental at large shows can be prohibitive, and a typical industry show package provides a furnished **10 ft x 10 ft** space at between **\$10,000** and **\$20,000**.



Trade Shows – Strategic Approach

Staffing a booth at trade show may not always be the most effective way of “working” the show. It may be more advantageous to bring a group of “ambassadors” to the show to meet with prospective companies.

Each show will list exhibitors in advance usually with contact information, and a proactive telephone campaign designed to arrange brief visits at the booths of interested parties can produce marketable results. The following is a proven script that economic development organizations have used successfully:

Script for Trade Show:

Call and ask for Sales Manger. Say you are calling in reference to the tradeshow, and ask who from the company will be attending the show.

“Hello, my name is ___. My I please speak to _____(contact name from exhibitor sheet).

I’m calling in reference to the tradeshow. Members of our economic development organization will be attending the show and would like to stop by your booth and visit for a few minutes. We would like to discuss opportunities for your business within our state, and, in more detail, our community.”

If they are receptive:

“What time on any of the three days would be convenient? (book a 15-minute time on the sheets -- no more than 2 appointments at the same time).”

If you get voice mail:

“Would you please return my call with a convenient time for our representative to stop by your booth? We can be reached at the following number..... Thank you.”

Other effective ways of attending the show is to sponsor a hospitality suite in the accompanying hotel, and if possible, provide an off-site dinner for a group of invitees at a local restaurant. Many attendees grow tired of the constant activity of the show and especially look forward to quieter meetings and higher food quality. By attracting a smaller but more attendant group, the economic development message is easier to convey.

If the tradeshow is sponsored by a publication, a show copy will probably be produced. For effective marketing, many exhibitors will have advertising bellyband printed and added to the show publication for personalized distribution.



Radio & Television Media

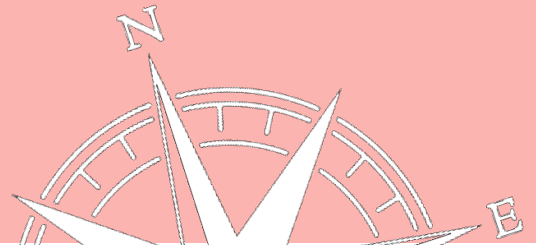
Both radio and television (broadcast or cable) offer special ways of reaching the target audience, but at differing methods and costs. State and regional economic development budgets allow for national TV advertising, but smaller areas such as Cape Coral would be most likely relegated to public access television or local radio which, unfortunately, cannot serve a broad enough base.

Other Media – Strategic Approach

Cape Coral should attempt to be featured on a PBS or National Public Radio broadcast for an outstanding community achievement. It would be particularly significant if the news item focused on technical education advancements, since this is a “hot” button for the target industries. With media produced by the broadcaster, the costs for a “spot” are alleviated, and only duplication and distribution of the recorded media is necessary to have digital format available for marketing use.

Social Media

Economic development agencies use social media to primarily promote their region's business opportunities, showcase local success stories, attract potential investors, engage with the community, and build brand awareness by highlighting the unique features and advantages of their area, often utilizing platforms like LinkedIn, Facebook, X, and Instagram to reach a broad audience and foster connections with stakeholders.



Key ways that Cape Coral can leverage social media for marketing:

- Sharing success stories of existing businesses, showcasing new companies that have recently established in the City, and featuring different industry sectors to attract diverse investments.
- Sharing visuals and information about the Cape Coral's infrastructure, including transportation networks, utilities, and available real estate to entice potential companies.
- Announcing local business events, conferences, and networking opportunities to attract potential investors and entrepreneurs.
- Fostering interaction with residents by sharing local news, updates on development projects, and soliciting feedback on economic development initiatives.
- Utilizing social media ad platforms to reach specific demographics of potential investors and businesses based on location, industry, and interests.
- Visual storytelling: Using high-quality images and videos to showcase the City's natural beauty, vibrant culture, and quality of life.
- Live streaming: Hosting virtual events and Q&A sessions to connect with a wider audience.
- Collaborating with local influencers and industry leaders to amplify the Cape Coral's message and reach a broader audience.

Benefits of using social media for economic development:

- ❖ Reaching a larger pool of potential investors and businesses beyond geographic boundaries.
- ❖ Utilizing social media platforms for relatively low costs compared to traditional advertising methods.
- ❖ Engaging with stakeholders and responding to inquiries promptly.
- ❖ Controlling the narrative and presenting a positive image of the community.

[Social Media – Strategic Approach](#)

One of the most influential social media channels for business is **LinkedIn**. According to current data, LinkedIn reaches over **1 billion** users across the globe, making it a platform with a massive potential audience for professional networking and B2B marketing.



D-H&Assoc

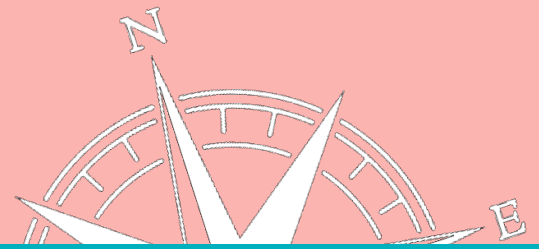
Articles and posts written by guest authors that feature current or planned developments in Cape Coral can have far-reaching impacts. Placement of these publications in membership groups in LinkedIn oriented toward the targeted industry clusters can expand the network and reach the key decision-makers who will begin to take more notice of Cape Coral’s potential for their business.

[Familiarization Tours](#)

A familiarization tour, also known as a FAM trip, is a trip that industry professionals a first-hand experience of a destination. FAM tours should be conducted for each cluster with special events and hospitality services prepared to highlight the industry. Travel reimbursements should be arranged to provide adequate visitor experiences for the events. While many projects and recommendations developed in this study will not yet be realized, the City can provide marketing materials that will illustrate the new directions that the City is headed and how attraction of corporate interest would be accommodated.

[FAM Tours – Strategic Approach](#)

In Initiative 4.c.4, we recommend that the OEBD conduct FAM tours for executives of leading companies and corporate site selectors. The object of these tours is the showcasing of Cape Coral’s potential. We suggest that the OEBD initially identify the top **3** industry clusters with the greatest interest by the City and focus these tours in those areas only. The FAM tours should have a theme oriented toward each cluster visit, with site packages and follow-up materials specifically designed to reinforce the cluster’s fit for Cape Coral.



Appendices

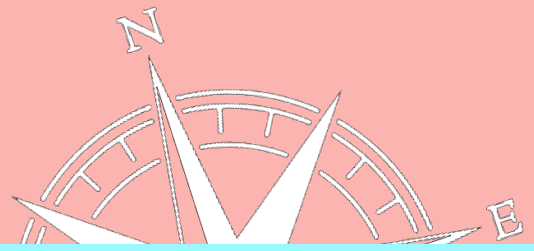
Strategic Initiatives Descriptions

- Public Visioning Sessions for Cape Coral's Growth
- Committee of the Whole Public Access Website
- Citizen Advisory Committee for Public Input on Major Projects
- Benefit/Cost Analysis for Future Projects
- Compelling Narrative and Tagline about Cape Coral
- "Call to Arts" Program
- Events that Celebrate Both Big City and Small-Town Living
- Cape Coral's IT Infrastructure Promotion
- On Demand Water Mobility Transportation System
- 4-Quadrants Commission on Neighborhood Identity and Wayfinding
- Opportunity Multiplex Program
- Cape Coral Land Bank
- Strategic Site Assemblage Tax Credit
- One-Stop-Shop for Business Development
- Streamline the Permitting Process
- Cape Coral Executive Corps
- Vocational Training Silos for the Trades
- Working Group for Each Target Industry Cluster
- Target Industry Job Creation Grant
- Target Industry Prospectuses
- Industry Familiarization Tours
- Expansion of Online Learning Opportunities
- Cape Coral Startup Support Center
- Pop-Up Retail Fairs
- Consumer Spending Potential Reports
- Increase Activity and Access to Cape Coral's Waterfront



- Cape Coral Executive Airport
- Cape Coral Corporate Park
- Downtown Civic Center & Entertainment District
- Low Impact Storm Water Infrastructure Program
- Cape Coral FloodWatch Program
- Cape Blue Incentive
- Cape Coral Eco-Newsletter and Blog
- Solar Community Cooperative Task Force
- OEBD Elevation to Full Department Status
- Independent Economic Development Website
- Economic Impact analyses for all Capital Expense Projects
- Accredited Economic Development Organization Status
- Promote Experiential Tourism Product by Expanding Outdoor Activities
- Explore Opportunities to Work with Short-Term Rental Providers
- Further Develop the Already Existing Family Activity Cluster
- Further Develop Youth, Adult & Scholastic Sports Facilities
- Enhance & Develop New Visitor-Focused Events
- Support More Unique Local Dining Options & Enhanced Evening Activities
- Encourage Cross-Promotion and Joint Packaging Among Related Attractions
- Energize & Educate Locals About Tourism In Cape Coral
- Consider A Co-Op Marketing Approach with Certain Attractions
- Tourism Leadership & Collaboration / Partnerships
- Engage Higher Education Institutions as A Catalyst
- Designate To Be Responsible for Tourism

THE COURSE AHEAD



Public Visioning Sessions for Cape Coral's Growth (1.a.1)

Priority

LEVEL ONE (low resource demand)

Resources

PERSONNEL

Strategic Objective

Semi-annual visioning on an ongoing schedule. These gatherings should be based on general discussions on what the City of Cape Coral should aspire to achieve in the future, possible directions for future planning, and comparisons with other communities nationwide that have experienced similar growth. Recommended location would be the two public libraries.

Budget

\$10,000 annually for space rental, including production of hand-outs and provision of refreshments; **\$15,000** annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization:	6 months
Progress Review:	end of year 2
Operating completion:	end of year 5



Committee of the Whole Public Access Website (1.a.2)

Priority

LEVEL ONE (low resource demand)

Resources

PERSONNEL

Strategic Objective

Creation of a new website for COW and Council projects reviews. The site should include downloadable graphics, videos, and PDFs of project summaries. Upgrades through Content Management System (CMS) to be conducted as needed.

Budget

\$15,000 for graphic design and web management; **\$10,000** annually for staff

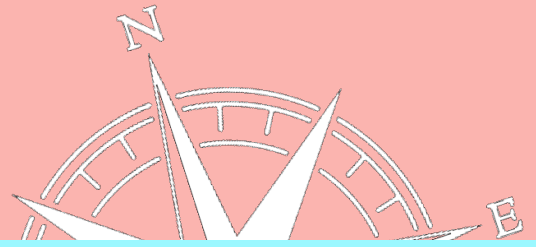
Staffing Responsibility

OEBD, Information Technology Services

Strategic Timeline

Project mobilization (lag):	6 months
Progress Review:	end of year 2
Operating completion:	end of year 5

THE COURSE AHEAD



Citizen Advisory Committee for Public Input on Major Projects (1.a.3)

Priority

LEVEL ONE (low resource demand)

Resources

PERSONNEL

Strategic Objective

Establishment of a citizen's board to act as a representative panel to advise the City Council of public opinion on policy issues. The CAC would present the reports from the Visioning sessions, summarize public response to the COW website, and attend all COW and Council meetings.

Budget

\$5,000 annually for production of reports, purchases of data, etc.; **\$5,000** annually for staff

Staffing Responsibility

OEBD, City Manager's Office

Strategic Timeline

Project mobilization (lag):	6 months
Progress Review:	end of year 2
Supplemental Review:	end of year 5
Operating completion:	end of year 10

Benefit/Cost Analysis for Future Projects (1.a.4)

Priority

LEVEL ONE (low resource demand)

Resources

PERSONNEL

Strategic Objective

Benefit/Cost Analysis (BCA) is a method that determines the future benefits of a proposed project and compares those benefits to its costs. Social benefits can be measured by such metrics as reduced highway fatalities, avoided costs achieved through public policy, reduction in environmental impacts etc.

The BCA should be universally applied to all new project approvals, from both the public and the private sector. The result is a Benefit-Cost Ratio (BCR). A project is considered cost-effective when the BCR is **1.0** or greater. By setting a benchmark, Cape Coral can be assured that the outcomes are worth the risk taken.

Budget

\$15,000 for training; **\$15,000** annually for staff

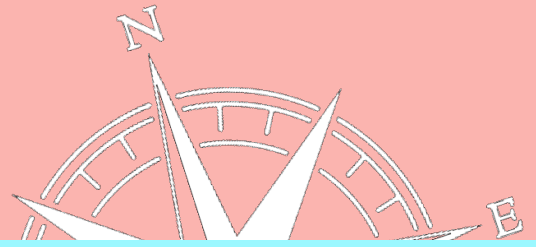
Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	6 months
Progress Review:	end of year 3
Supplemental Review:	end of year 6
Operating completion:	end of year 10

THE COURSE AHEAD



Compelling Narrative and Tagline about Cape Coral (1.b.1)

Priority

LEVEL TWO (moderate resource demand)

Resources

FUNDS, PERSONNEL

Strategic Objective

Despite some local objections, Cape Coral is evolving into a third-tier city, with a population similar to Cleveland, Honolulu, or New Orleans. With a larger population come the benefits of big-city living – vitality, connectivity, income growth just to mention a few.

Cape Coral needs a new narrative. A major advertising or marketing firm should be retained to develop a new “story” for Cape Coral that is focused on the future. The narrative needs to illustrate how the recreation-oriented lifestyle of this Florida community offers an ideal match for self-starters and home-based entrepreneurs. The engagement should also produce a new tagline phrase for the City.

Budget

\$150,000 annually for consultant; **\$15,000** annually for staff

Staffing Responsibility

OEBD, Office of Communications, City Manager’s Office

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 2
Operating completion:	end of year 3

“Call to Arts” Program (1.b.2)

Priority

NON-IMMEDIATE NEED (high resources demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

A City-wide “Call to Arts” program to be created that will attract national or possibly international attention. Local artists should be encouraged to place murals, sculpture, windchimes, and more to help educate the public about urban growth and the sophistication that implies. The City needs to explore how the competing forces of dynamic growth and change are affected by climate and nature. Given Cape Coral’s location, the influence of water, wind, and the natural environment should be enough stimulus to inspire a group of artists to engage in creative commentary.

Installation of themed pieces in “discovery” locations throughout Cape Coral would be an engaging and delightful public amenity. A significant prize allowance for a large response should be entertained.

Budget

\$3,000,000 over five years; **\$10,000** annually for staff

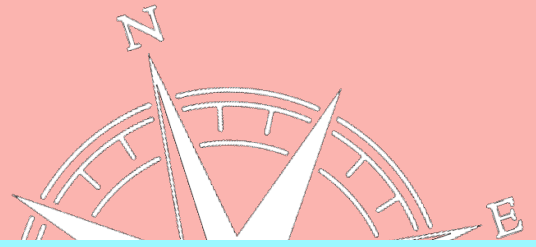
Staffing Responsibility

OEBD, City Manager’s Office

Strategic Timeline

Project mobilization (lag):	24 months
Progress Review:	end of year 4
Operating completion:	end of year 6

THE COURSE AHEAD



Events that Celebrate Both Big City and Small-Town Living (1.b.3)

Priority

NON-IMMEDIATE NEED (moderate resources demand)

Resources

PERSONNEL, TIME

Strategic Objective

The dichotomy of big city life and small-town living is the dilemma Cape Coral presently finds itself. Cape Coral has several events that are held yearly which are successful and enjoyable, but there is always room for additions. We recommend an ambitious scheduling of events in different parts of the City that are focused on bringing residents and businesses together. Suggestions include:

- City-wide donation drive (school supplies, baby items non-perishable food, etc.).
- Black tie gala and silent auction (local business sponsorship)
- Charity concert (concert for a social cause)
- Cape Coral heritage celebration (“Waterfront Wonderland”, for example).
- Cultural food festival (different tastes, fusion, etc.)

Budget

\$100,000 annually for advertising, rental spaces etc.; **\$15,000** annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag): **18** months
Progress Review: end of year **3**
Operating completion: end of year **5**



Cape Coral’s IT Infrastructure Promotion (2.a.1)

Priority

NON-IMMEDIATE NEED (moderate resources demand)

Resources

PERSONNEL, TIME

Strategic Objective

In partnership with Lee County, a robust fiber optic cable network is being installed throughout Cape Coral, bringing high-speed internet and cable television service to virtually all locations. As part of this investment, there is an opportunity to lease excess capacity or “dark” fiber to the business or academic community that will provide revenue back to the City. The connectivity advantage for business development is a strong driver.

We would recommend that the City promote its digital advantages as well as explore areas where data aggregation provided through IT infrastructure can best be used to make citizens’ lives and business operations even more productive. Efforts should be undertaken to once again receive the Digital City award.

Budget

\$25,000 for annual advertising

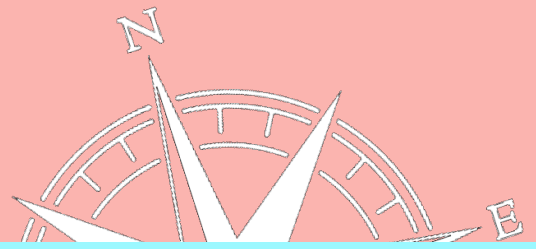
Staffing Responsibility

OEBD

Strategic Timeline

- Project mobilization (lag): **18** months
- Progress Review: end of year **3**
- Operating completion: end of year **5**

THE COURSE AHEAD



On Demand Water Mobility Transportation System (2.a.2)

Priority

LEVEL THREE (high resource demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

While electric scooters, golf carts, bike-sharing and other wheel-based micromobility vehicles are becoming prevalent in major cities, we would like to propose a new mobility system tailored to Cape Coral: On-demand water mobility. Water taxi terminus locations at the ends of saltwater canals that are in proximity to major thoroughfares of Del Prado Blvd., Cape Coral Parkway, Veterans Parkway, or will serve the Bimini Basin should be considered. If parking areas at these ferry stops can be arranged, suitable property should be acquired. Alternatively, microtransit coordination between residential and ferry terminus locations could offer a unique transportation linkage system.



Budget

\$10,000,000 allocated over **10** years; **\$50,000** annually for staff

Staffing Responsibility

OEBD, Dept. of Public Works

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 4
Operating completion:	end of year 7

4-Quadrants Commission on Neighborhood Identity and Wayfinding (2.a.3)

Priority

LEVEL TWO (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

The creation of an advisory 4-Quadrants Commission to study how wayfinding elements can be implemented throughout the City. This group should be made up of local merchants, active residents, and City personnel whose work or living experiences orient them more toward an individual quadrant.



Budget

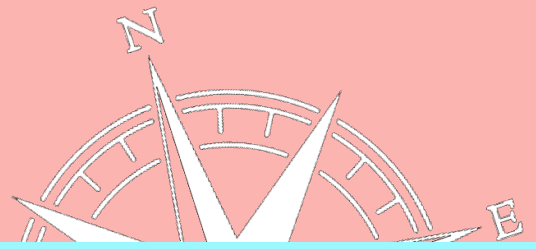
\$15,000 annually for artwork; **\$10,000** annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag): **12 months**
Progress Review: **end of year 2**
Operating completion: **end of year 4**



Opportunity Multiplex Program (2.b.1)

Priority

LEVEL TWO (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

The Opportunity Multiplex Program is a methodology where higher density housing can be pre-permitted on assembled lots within Opportunity Zones. In the Level-One program, a two-story duplex is constructed on **2** combined lots. Each lot contains **4** allowed units, and a total of **8** units are produced. In the Level-Two program, **3** lots are combined to produce a triplex of **12** units. In the Level-Three program, **4** lots are combined into a quadraplex of **16** units. Pre-permitting will allow fast-tracking development for affordable housing.

Budget

\$100,000 per year for added staff

Staffing Responsibility

OEBD, Development Services

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 3
Supplemental Review:	end of year 5
Operating completion:	end of year 10



Cape Coral Land Bank (2.b.2)

Priority

LEVEL THREE (high resource demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

Cape Coral Land Bank (CCLB) will operate in cooperation with the City as a non-profit Public-Private Partnership (P3), with the objective of acquiring and holding prime vacant properties for transferring, reselling, or reinvesting in areas where the City would like to achieve economic development outcomes. The CCLB should be able to offer incentivized property swaps to current residents such as two-for one lot transfers or above market purchase allowances to encourage existing property owners to participate in deals that ultimately are dedicated to public good. Above all else, the core mission of the Cape Coral Land Bank must be the exercise of its responsibility to achieve positive economic development results for the City.

Budget

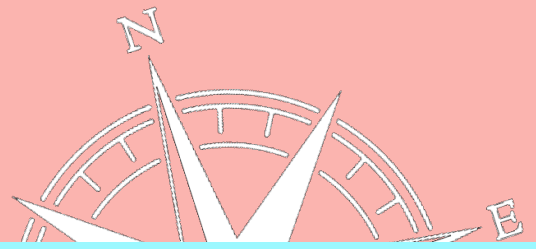
\$20,000,000 in seed funding over **4** years

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Public Investment limit:	end of year 5



Strategic Site Assemblage Tax Credit (2.b.3)

Priority

LEVEL THREE (high resource demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

The Strategic Site Assemblage Impact Fee Tax Credit will defer impact fees for road and utility capital expenses on sites that assemble at least three pre-platted housing lots for development of affordable housing. For commercial properties, the program will engage if assemblage of at least two commercial lots or an assemblage of a **50%** increased lot area accomplished by a mix of commercial or residential lots. A requirement for this incentive application in business use would be the application toward at least one the of the targeted industry clusters.

Budget

\$10,000,000 seed funding over **5** years

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Operating completion:	end of year 5

Cape Coral Executive Airport (2.c.1)

Priority

NON-IMMEDIATE NEED (high resource demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

Development of an executive airport with accompanying industrial park, recreation fields, and a solar farm on a City-owned parcel with eminent domain acquisition of surround properties. The City would develop the land, provide airport runway, hangars, tie-down areas, and administration building, plus utility and road infrastructure to support an industrial park built by others. A series of recreation fields and a large solar farm would also be constructed with public money.

Budget

\$81.4 million investment; **\$250,000** per year for staff

Staffing Responsibility

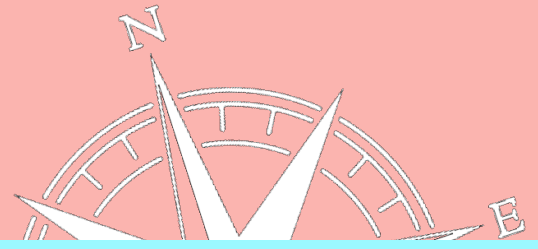
OEBD, Public Works

Strategic Timeline

Project mobilization (lag):	24 months
Progress Review:	end of year 4
Public Investment limit:	end of year 10



THE COURSE AHEAD



Cape Coral Corporate Park (2.c.2)

Priority

NON-IMMEDIATE NEED (high resource demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

Development of a business park on City-owned land. The property's high degree of wetland and protected vegetative areas requires a careful clustering of buildings that still allow the natural environment to survive is the correct approach. The City will subdivide the property and construct roads and utilities to serve several Class A office buildings, high cube warehouses, and flex industrial buildings to be built by others.



Budget

\$54.2 million investment; **\$150,000** per year for staff

Staffing Responsibility

OEBD, Public Works

Strategic Timeline

Project mobilization (lag): **36 months**
Progress Review: **end of year 5**
Public Investment limit: **end of year 10**

Downtown Civic Center & Entertainment District (2.c.3)

Priority

NON-IMMEDIATE NEED (high resource demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

The development of a new multi-function Civic Center to be constructed on a visibly dominant downtown site that will serve as a landmark for visitors and residents alike in the CRA. In support of the Civic Center, a new waterfront Entertainment District to be developed along Cape Coral Pkwy, and the Norfolk Canal. A north and South Riverwalk-style esplanade containing shops, restaurants, and bars would add the missing tourism destination that Cape Coral is needing.



Budget

\$116.4 million investment; **\$400,000** per year for staff

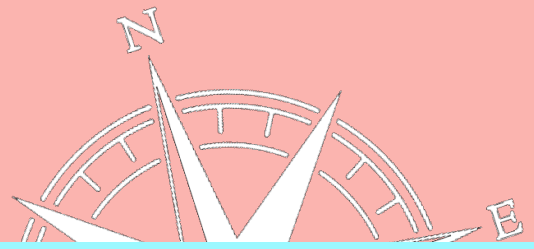
Staffing Responsibility

OEBD, Public Works, City Managers Office

Strategic Timeline

Project mobilization (lag):	48 months
Progress Review:	end of year 6
Public Investment limit:	end of year 10

THE COURSE AHEAD



Low Impact Storm Water Infrastructure Program (3.a.1)

Priority

LEVEL THREE (high resource demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

Low Impact Development (LID). LID is a management approach that can reduce runoff and pollutant loadings as close to its source as possible. The program will cover prototype development of bioretention, rain harvesting, and permeable pavement techniques for wide-spread application.

Budget

\$2,000,000 for prototypes; **\$500,000** for annually for implementation, staff

Staffing Responsibility

OEBD, Public Works

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Supplemental Review:	end of year 6
Operating completion:	end of year 10



Cape Coral FloodWatch Program (3.a.2)

Priority

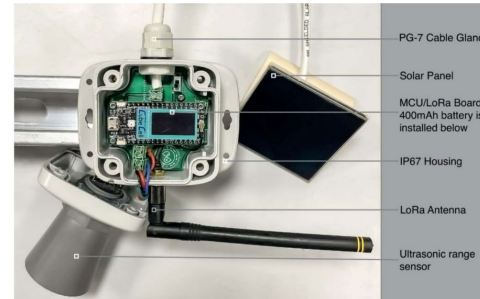
LEVEL THREE (high resource demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

City’s Utilities and Public Works departments will be engaged to install Real-time IoT sensors that monitor street flooding and other resiliency information that can be integrated with Cape Coral’s 3-1-1 network. The FloodNet technology is open-sourced and free to use.



Budget

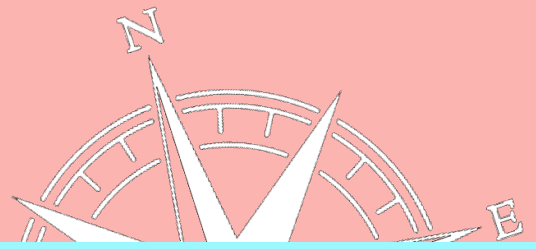
\$2,000,000 for sensors & network; **\$100,000** annually for staff

Staffing Responsibility

Utilities, Public Works, Information Technology Services

Strategic Timeline

- Project mobilization (lag): **18** months
- Progress Review: end of year **3**
- Supplemental Review: end of year **6**
- Operating completion: end of year **10**



Cape Blue Incentive (3.a.3)

Priority

LEVEL THREE (high resource demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

Cape Blue incentive will specifically promote water saving and storm water runoff control through bio-retention measures such as rain gardens, rainwater harvesting, stormwater gardens, tree boxes, xeriscaping, and permeable pavement. This is a 5-year incentive that will provide a cash grant at two levels:

- Level One: **25%** reduction in water use OR **25%** stormwater run-off mitigation
- Level Two: **50%** reduction in water use OR **50%** stormwater run-off mitigation

Budget

\$3,000,000 in seed funding; **\$50,000** annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Operating completion:	end of year 5



Cape Coral Eco-Newsletter and Blog (3.b.1)

Priority

NON-IMMEDIATE NEED (low resource demand)

Resources

PERSONNEL

Strategic Objective

Monthly Cape Coral Eco-Newsletter that can be circulated both in print and online that discusses the roles of environmental stewards, the interaction of native plants with the built environment, energy sustainability, storm water mitigation, and other topics germane to the environment. A running blog post should accompany the online version of the newsletter.

Budget

\$25,000 per year for publication and staff costs

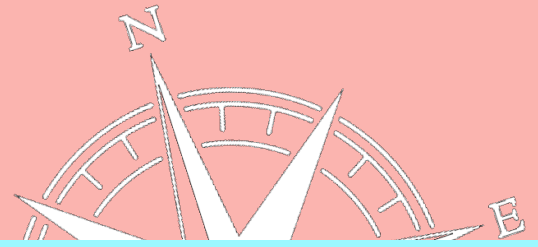
Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 2
Operating completion:	end of year 5

THE COURSE AHEAD



Solar Community Cooperative Task Force (3.b.2)

Priority

NON-IMMEDIATE NEED (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

Solar Community Cooperative Task Force to be created to study where solar farms of varying sizes can be deployed throughout the City and how local community areas can directly benefit by becoming solar cooperatives.

Budget

\$10,000 annually for meetings, publications, etc.; **\$10,000** annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Operating completion:	end of year 4

OEBD Elevation to Full Department Status (4.a.1)

Priority

LEVEL THREE (high resource demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

Elevation of the OEBD to full department status, with some use of the General Fund to be allocated for the development of incentive packages, enhanced marketing programs, speculative development of catalyst projects, and increased staff. Additionally move the CRA under OEBD in the new department.

Budget

\$2,500,000 annually in GF funding; **\$300,000** annually for additional staff

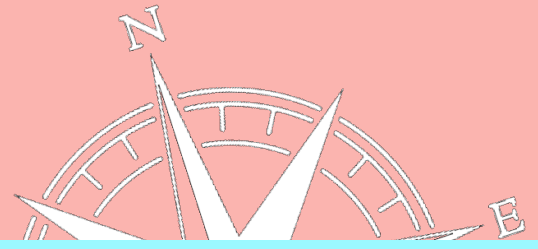
Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 2
Operating completion:	end of year 4

THE COURSE AHEAD



Independent Economic Development Website (4.a.2)

Priority

LEVEL ONE (low resource demand)

Resources

PERSONNEL

Strategic Objective

Creation of a new website for the OEBD independent of the City’s website structure. “SiteFinders” utility and updated demographic and business data required on continuing schedule through Content Management System (CMS).

Budget

\$50,000 for graphic design and web management; **\$15,000** annually for CMS, staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	6 months
Progress Review:	end of year 2
Supplemental Review:	end of year 6
Operating completion:	end of year 10

Economic Impact Analyses for All Capital Expense Projects (4.a.3)

Priority

LEVEL ONE (low resource demand)

Resources

PERSONNEL

Strategic Objective

The role of the OEBD should be one of mediator for capital expense outlays, helping to demonstrate the viability of anticipated spending in view of strategic directions the City is planning to navigate in the future. Judicious use of EIAs can be quite beneficial in helping to chart that course. A representative of the OEBD to be educated on the use of IMPLAN EIA software and that an annual subscription be purchased for use by the City for ongoing EIA analyses.

Budget

\$20,000 for IMPLAN training; **\$3,500** annual data costs plus **\$30,000** staff costs

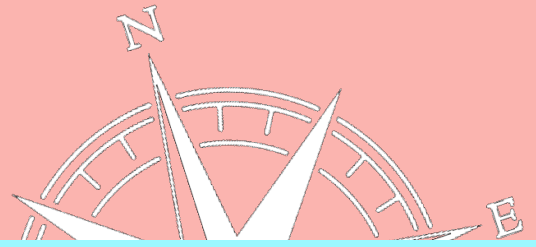
Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	6 months
Progress Review:	end of year 2
Supplemental Review:	end of year 6
Operating completion:	end of year 10

THE COURSE AHEAD



Accredited Economic Development Organization Status (4.a.4)

Priority

NON-IMMEDIATE NEED (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

The International Council of Economic Developers (IEDC) is the premier US membership group of Economic Development Organizations (EDOs). The OEBD to apply for certification Accredited Economic Development Organization (AEDO). A self-examination by the OEBD to determine what milestones might be needed to be reached to achieve AEDO confirmation.

Budget

\$25,000 annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Operating completion:	end of year 4

One-Stop-Shop for Business Development (4.a.5)

Priority

LEVEL TWO (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

The City of Cape Coral to create a One-Stop Shop for Business Development that would have mostly virtual self-services, minimal staff, printed materials for take-home, and an accompanying on-line presence. The facility to be would be administrated by the OEBD which would coordinate its activities with other departments.

Budget

\$1,000,000 in seed funding; **\$150,000** annually for rent, publications, staff costs

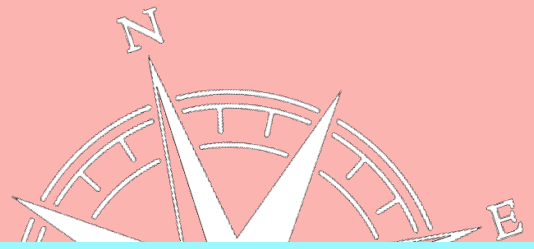
Staffing Responsibility

OEBD, Development Services, Information technology Service

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 3
Supplemental Review:	end of year 6
Operating completion:	end of year 10

THE COURSE AHEAD



Streamline the Permitting Process (4.b.1)

Priority

LEVEL TWO (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

Retaining of an independent efficiency expert who can pinpoint bottlenecks in the permitting process and recommend improvement in operations. Additionally, a downloadable database of properties that will provide type of permits needed, the links to those applications from Development Services, and an approximation of the time required to obtain approvals if the intended use is executed. This could be a coordination between the new OEBD website and the One-Stop-Shop.

Budget

\$250,000 for consultant; **\$15,000** annually for database management

Staffing Responsibility

OEBD, Development Services

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 2
Operating completion:	end of year 4



D-H&Assoc

Cape Coral Executive Corps (4.b.2)

Priority

LEVEL TWO (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

A corps of knowledgeable business leaders would undergo basic teaching training by the Cape Coral Technical College and then be paid by the City for lectures or seminars that they conduct. A survey of current residents to be conducted to ascertain the numbers and experience level of volunteers who would participate. The OEBD should create a plaque or award program to honor those individuals who will participate.

Budget

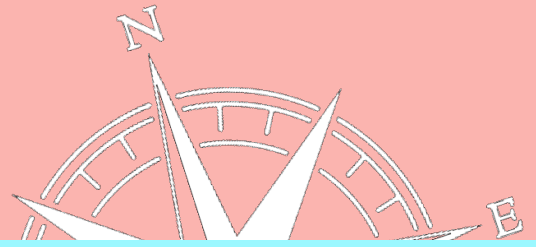
\$500,000 in seed funding; **\$75,000** per year annually for stipends, awards, misc. costs

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 3
Operating completion:	end of year 5



Vocational Training Silos for the Trades (4.b.3)

Priority

NON-IMMEDIATE NEED (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

From an Employer Survey conducted online, the mixed picture of training being a need for businesses probably indicates that businesses are unaware of training opportunities. When asked if partnerships with local educational institutions would be important, an overwhelming **61%** said that such alliances could be valuable.

The OEBD will retain an outside consultant to canvas industry roundtables attendees and employer survey responders regarding their training needs. The results of this analysis will be furnished to the educational community to determine in vertical silos are being provided for new hires to be ready for employment, especially in the trades.

Budget

\$25,000 for consultant survey and report preparation costs; **\$10,000** annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Operating completion:	end of year 4

Working Group for Each Target Industry Cluster (4.c.1)

Priority

LEVEL TWO (moderate resource demand)

Resources

FUNDS, PERSONNEL

Strategic Objective

The formation of working groups for each of the **8** targeted industry clusters. Each group consists of a representative from OEBD and the City Manager/s office, plus at least **3** industry leaders from the Cape Coral business community. Marketing of each cluster to be funded, plus consultation with public relations firm on the types of campaigns needed for each cluster to successfully move forward.

Budget

\$150,000 initial funds, plus **\$50,000** annually for staff

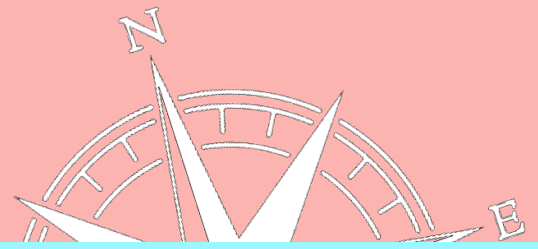
Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 3
Operating completion:	end of year 5

THE COURSE AHEAD



Target Industry Job Creation Grant (4.c.2)

Priority

LEVEL THREE (high resource demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

The Target Industry Job Creation Grant will be a performance-based incentive with multiple tiers of cash awards. The incentives would be paid to employers who can demonstrate sustainability of employment and achievement of promised hiring goals. The cash award would be paid in a three-year installment after submittal by the grantor that employment and compensation levels were met.

Budget

\$450,000 initial funding; **\$50,000** annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Public Investment:	end of year 5

Target Industry Prospectuses (4.c.3)

Priority

LEVEL TWO (moderate resource demand)

Resources

FUNDS, PERSONNEL

Strategic Objective

Marketing reports for each of the **8** targeted industry clusters should be prepared that illustrate why Cape Coral is a good “fit” for technology companies. The industry prospectuses presented in Volume 1 of this report are a good start but more needs to be done. Results of the Working Groups consultation will determine contents of each prospectus. Data developed during this study to be updated periodically. The materials should also feature available incentives and the ongoing efforts of The Course Ahead to facilitate development.

Budget

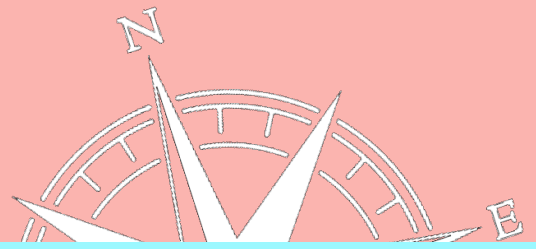
\$150,000 initial funding; **\$25,000** annually for updates and staff costs

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 3
Operating completion:	end of year 5



Industry Familiarization Tours (4.c.4)

Priority

NON-IMMEDIATE NEED (moderate resource demand)

Resources

FUNDS, PERSONNEL

Strategic Objective

As part of a marketing and promotional strategy of the new targeted industry clusters the OEBD will conduct Industry familiarization (FAM) tours for executives of leading companies and corporate site selectors. The City will provide marketing materials that will illustrate the new directions that Cape Coral is headed and how attraction of corporate interest would be accommodated.

FAM tours should be conducted for each cluster with special events and hospitality services prepared to highlight the industry. Travel reimbursements should be arranged to provide adequate visitor experiences for the events.

Budget

\$200,000 for initial tours; **\$10,000** annually for follow up, materials production, contact, etc.; **\$20,000** annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Operating completion:	end of year 4

Expansion of Online Learning Opportunities (4.d.1)

Priority

LEVEL TWO (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

Promote online learning as a cost-effective and reasonable alternative to expensive college education for working families. The OEBD should continue coordination with local higher education institutions in the area to expand course offerings in the shortfall curriculums so that a work-ready labor force can be utilized to successfully support the targeted industries and clusters.

Budget

\$50,000 advertising; **\$10,000** annually for staff

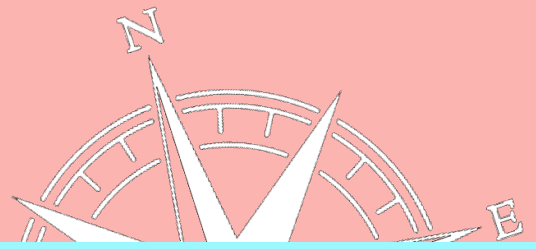
Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 4
Operating completion:	end of year 7

THE COURSE AHEAD



Cape Coral Startup Support Center (4.d.2)

Priority

LEVEL THREE (high resource demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

The Cape Coral Startup Support Center will operate as a hybrid incubator and accelerator program. While the incubator component focuses on refining startup ideas and providing a supportive environment, the accelerator component will offer more structured, intensive programs to turn startups into scalable businesses. A suitable commercial space should be obtained for use and the program should be formed as a public-private-partnership between the OEBD and angel investors or venture capitalists. The objective will be the formation of new companies in the targeted clusters.

Budget

\$5,000,000 in seed funding; **\$100,000** annually for rent, staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Supplemental Review:	end of year 6
Public Investment:	end of year 8

Pop-Up Retail Fairs (5.a.1)

Priority

LEVEL TWO (moderate resource demand)

Resources

FUNDS, PERSONNEL

Strategic Objective

The City should consider use of “pop-up” retail events, retail fairs, and other venues to encourage chain retailers to examine Cape Coral’s large buying public and recognize the revenue possibilities created by fulfilling the unmet desires of this growing population. The integration of entertainment or dining with retail should be promoted a way of enhancing the retail experience.

Budget

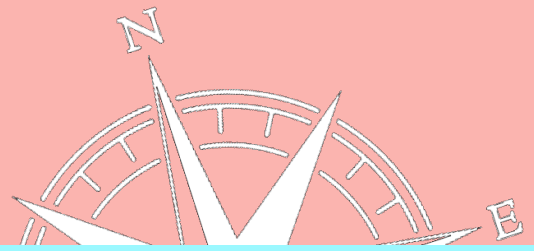
\$75,000 annually for advertising, flyer printing, etc. **\$10,000** annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 2
Operating completion:	end of year 4



Consumer Spending Potentials Reports (5.a.2)

Priority

LEVEL ONE (low resource demand)

Resources

PERSONNEL

Strategic Objective

From this study, a significant amount of data on the retail, food services, and hospitality industries have been examined. Where and to what degree shoppers in Cape Coral spend in local establishments can be partially tracked through AI-assisted leakage analysis. However, the effect of e-commerce continues to hamper irrational gap-leakage analyses.

We recommend that a Consumer Spending Potential report be produced from these available data sources that can be used in marketing Cape Coral to prospective retailers and hospitality vendors. The report can be assembled into sections that have applicability to individual industries.

Budget

\$15,000 per year for publishing, **\$25,000** annually updates and staff costs

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	6 months
Progress Review:	end of year 2
Operating completion:	end of year 5

Increase Activity and Access to Cape Coral's Waterfront (5.b.1)

Priority

NON-IMMEDIATE NEED (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

The City to identify, attract, and work with private sector operators who can provide shoreline attractions, restaurants, etc. and activities such as themed boat tours, fishing, sailing lessons, jet skiing, specialty boats, kayaks, canoes, etc.

Budget

\$50,000 annually for staff costs

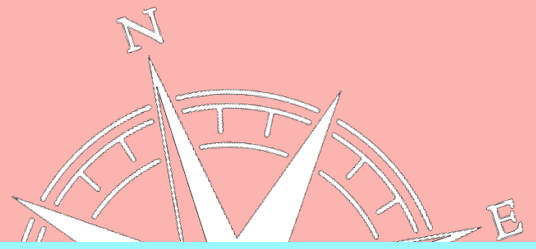
Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Operating completion:	end of year 5

THE COURSE AHEAD



Promote Experiential Tourism Product by Expanding Outdoor Activities (5.b.2)

Priority

NON-IMMEDIATE NEED (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

The City should work with the vacation rental community and hotels to identify, develop, and promote visitor experiences such as: outdoor and water adventure activities (zip lines, boating, etc.), Food and drink (interactive experiences at restaurants and brew masters), and Arts and culture programming (opportunities to meet artists, tour cultural and historic locations).

Budget

\$15,000 annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Operating completion:	end of year 4



Explore Opportunities to Work with Short-Term Rental Providers (5.b.3)

Priority

LEVEL ONE (low resource demand)

Resources

PERSONNEL

Strategic Objective

The City is to develop partnership with the various rental platform sites to help with acquiring new listings and joint promotions. Partner with the Ft. Myers VCB, nonprofit, or universities to educate the destination’s current and potential hosts to provide a better experience for the visitors and better manage their businesses to be more profitable. Promote Cape Coral as a desirable and remote-worker friendly destination for short-term stays that tie into tourism and leisure activities.

Budget

\$15,000 annually for staff

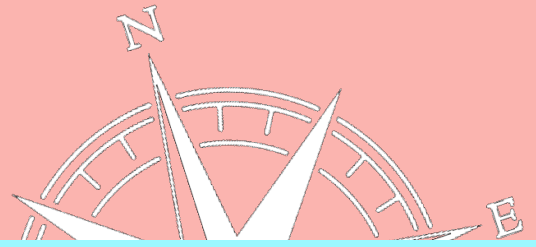
Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	6 months
Progress Review:	end of year 2
Operating completion:	end of year 5

THE COURSE AHEAD



Further Develop the Already Existing Family Activity Cluster (5.b.4)

Priority

NON-IMMEDIATE NEED (low resource demand)

Resources

PERSONNEL

Strategic Objective

The City is to engage a six-step program:

- (1) Bring the current attractions together to obtain ideas as to how they can work together to better deliver a coordinated product, determine what else should be added to the mix, and how to better market and brand the family activity cluster.
- (2) Identify additional family related activities such as disc golf, laser tag, golf driving range, and indoor gaming arcade with ax throwing, climbing walls, etc.
- (3) Identify supporting infrastructure, such as restaurants and retail.
- (4) Find interested developers to build the attractions and infrastructure.
- (5) Help those developers achieve their objectives.
- (6) Actively market this family friendly activity cluster.

Budget

\$15,000 for advertising; **\$25,000** annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 2
Operating completion:	end of year 4



Further Develop Youth, Adult & Scholastic Sports Facilities (5.b.5)

Priority

LEVEL THREE (high resource demand)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

The City is to upgrade the current sports fields and build new ones to support sports tourism. This will entail working together with the Athletic Division to develop Pickleball competitions at the new Racquet Facility and making the sports tourism visitors aware of Cape Coral's strong food scene.

Budget

\$500,000 initial funding; **\$50,000** annually for upgrades; **\$30,000** annually for staff

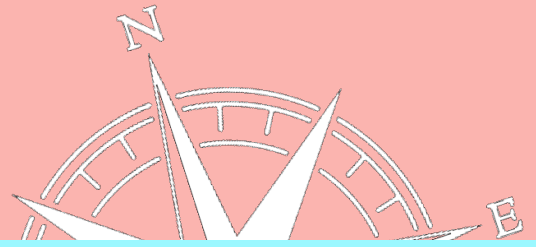
Staffing Responsibility

OEBD, Athletic Division

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Operating completion:	end of year 6

THE COURSE AHEAD



Enhance & Develop New Visitor-Focused Events (5.b.6)

Priority

LEVEL TWO (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

The City to stimulate and act as a catalyst to create new events that will attract tourists. Develop a committee that will review the current schedule with the objective of finding ways to enhance or create new events and festivals. Concentrate on those assets that are unique or particularly strong in Cape Coral.

Budget

\$50,000 annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 2
Operating completion:	end of year 4

Support More Unique Local Dining Options & Enhanced Evening Activities (5.b.7)

Priority

LEVEL TWO (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

The City will identify ways to further develop infrastructure in the “food” zones and recruit restaurant operators to open unique concepts and differing cuisines in concentrated areas. Support the growth of small food businesses that expand dining option in the City and communicate with local universities to investigate their interest in a culinary school.

Budget

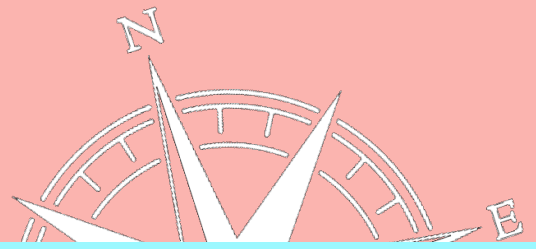
\$25,000 annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 3
Operating completion:	end of year 5



Encourage Cross-Promotion & Joint Packaging Among Related Attractions (5.b.8)

Priority

LEVEL TWO (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

The OEBD will serve as a formal and informal convener and facilitator of partnership conversation among related attractions. These partnerships could be incentivized by promotional opportunities offered by the City or VCB. The City to create “Cape Coral Pass” that leverages partnerships between attractions, transportation services, hotels, and dining establishments to create value-packed deals that encourage tourists to explore more of what the destination has to offer.

Budget

\$100,000 seed funding form incentives and publications; **\$30,000** annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 2
Operating completion:	end of year 4



Energize & Educate Locals About Tourism In Cape Coral (5.b.9)

Priority

NON-IMMEDIATE NEED (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

The City to promote tourist attractions and engage an overall plan to targeted locals. Host annual one-day tourism summits for key leaders and stakeholders with speakers highlighting tourism assets and potential tourism development activities. Provide space at the tourism summit for individual attractions to have booths to promote themselves.

Budget

\$25,000 initial funding; **\$10,000** annually for follow-ups; **\$15,000** annually for staff

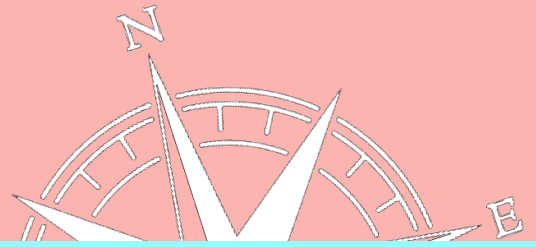
Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Operating completion:	end of year 5

THE COURSE AHEAD



Consider a Co-Op Marketing Approach with Certain Attractions (5.b.10)

Priority

LEVEL ONE (low resource demand)

Resources

PERSONNEL

Strategic Objective

Co-op marketing allows attractions to access high-value placements that they would struggle to achieve with their own resources. It is important to ensure that Cape Coral organizations take greater advantage of this program and find new ways to stretch their marketing dollars and test new/emerging tactics. The City is to develop a list of attractions and businesses to target for joining co-op marketing opportunities.

Budget

\$35,000 annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	6 months
Progress Review:	end of year 2
Operating completion:	end of year 4

Tourism Leadership & Collaboration / Partnerships (5.b.11)

Priority

LEVEL TWO (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

The City is to contact local leaders with a knowledge of tourism and hospitality need to be about taking an active role in leading the charge to improve the tourism environment in Cape Coral. In addition, coordination meetings with planned agendas are needed among the potential partner organizations. These collaborations and partnerships should facilitate the greater sharing of resources such as video, photography, and written content on City experiences and amenities.

Budget

\$50,000 initial funding for meetings; **\$50,000** annually for staff

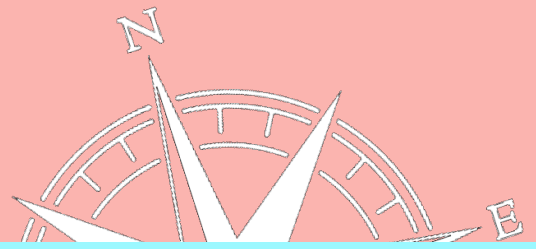
Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 3
Operating completion:	end of year 5

THE COURSE AHEAD



Engage Higher Education Institutions as a Catalyst (5.b.12)

Priority

NON-IMMEDIATE NEED (moderate resource demand)

Resources

PERSONNEL, TIME

Strategic Objective

The City to engage relevant individuals at the various institutions of higher education on potential areas for partnership. These include organizational and board participation, placemaking advocacy within Lee County and City economic development efforts. Universities may be interested partners in efforts to create workforce development pipelines that help address workforce gaps in the tourism industry and providing research and expertise through professors and internship programs.

Budget

\$25,000 annually for staff

Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	18 months
Progress Review:	end of year 3
Operating completion:	end of year 5



Designate An Individual to be Responsible for Tourism (5.b.13)

Priority

LEVEL TWO (moderate resource demand)

Resources

FUNDS, PERSONNEL

Strategic Objective

The City is to assign tourism responsibility to the appropriate person who is already on staff. It should then find one or two interns to assist this person. Over time, the City is to review the current and expected future amount of tourism related work by the individual from the City Manager's office and the interns, and the return on investment from having the tourism person on staff to determine what resources are needed.

Budget

\$50,000 annually for staff

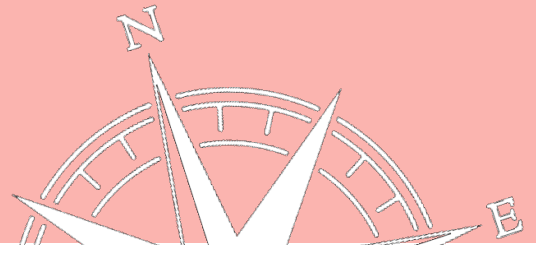
Staffing Responsibility

OEBD

Strategic Timeline

Project mobilization (lag):	12 months
Progress Review:	end of year 3
Operating completion:	end of year 5

THE COURSE AHEAD



CAPE CORAL ECONOMIC
DEVELOPMENT STRATEGIC PLAN
VOLUME 2 - STRATEGY

Cape Coral Economic Development Strategic Plan
December 2024