



# Economic Development Strategic Plan - RCM2342AS

## Volume 3 - Technical Report Appendices

prepared for:

**City of Cape Coral Office of Economic and  
Business Development.**

Cape Coral City Hall  
1015 Cultural Park Blvd., 2<sup>nd</sup> Fl.  
Cape Coral, FL 33990

prepared by:



**DCG Corplan Consulting LLC**

623 Eagle Rock Ave., Ste. 102  
West Orange, NJ 07052

In association with:



**Parter International, Inc.**

2005 Palmer Ave., Ste. #11  
Larchmont, NY 10538



**Forgey Planning**

4704 Vincennes Blvd., Ste. B  
Cape Coral, FL 33904



**D-H & Associates Consulting, LLC**

21 Azelia Drive  
Key West, FL 33040-6206

**December 2024**

## Acknowledgments

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.

Our project team has been guided by the dedicated leadership of the Office of Economic and Business Development, the City Manager’s Office, Development Services, Public Works, Communications, Information Technology Services, the Chamber of Commerce, the Lee County Visitor and Convention Bureau, and more.

We would like to thank Mayor Gunter, the City Council, and the especially the residents and businesses of Cape Coral, without whose unbiased and informative opinions and recommendations this work would not be possible.

## Project Team

### **DCG Corplan Consulting LLC**

Bruce M. Hoch, Managing Director

### **Parter International, Inc.**

Alan Parter, President

### **Forgey Planning**

Max Forgey, Principal

### **D-H & Associates, LLC**

John Dolan-Heitlinger, President & CEO

## Contents

- Task 1 – Project Kick-Off/Facilitation of the Vision - Appendices
- Task 2 -- Community Assessment, Labor, and Educational Institution Analysis - Appendices
- Task 3 -- Cluster, Location Quotient, Target Industry and Operational Analysis - Appendices
- Task 4 -- Assessment of City Economic Development Structure - Appendices
- Task 5 -- Incentive Program - Appendices
- Task 6 -- Existing Business Development - Appendices
- Task 9 -- Land Use and Real Estate Analysis - Appendices
- Task 10 -- Workforce Analysis/Development -Appendices

Page Not Used.



# Economic Development Strategic Plan - RCM2342AS Task 1 Report -- Appendices

prepared for:

## City of Cape Coral – Office of Economic and Business Development

Cape Coral City Hall  
1015 Cultural Park Blvd., 2<sup>nd</sup> Fl.  
Cape Coral, FL 33990

prepared by:

## DCG Corplan Consulting LLC

623 Eagle Rock Ave., Ste. 102  
West Orange, NJ 07052

In association with:

## Parter International, Inc.

2005 Palmer Ave., Ste. #11  
Larchmont, NY 10538



## Forgey Planning

4704 Vincennes Blvd., Ste. B  
Cape Coral, FL 33904



D-H&Assoc

## D-H & Associates Consulting, LLC

21 Azealia Drive  
Key West, FL 33040-6206

November 14, 2023

## Cape Coral Economic Development Strategic Plan Kick-Off Meeting Table Notes

**August 17, 2023 City Hall Room 220 1:00 PM**

**Max Forgey AICP\***

**Sharon Woodberry** convened meeting.

**Michael Ilczyszyn**, Interim City Manager: Excited about project. CC is soon to be Florida's fifth largest city by population.

**Bruce Hoch**, DCG Corplan: Introduced team, including **Max Forgey** in attendance or on video conference: City is pushing ahead. BH did sector plan project for [unincorporated] North Fort Myers in 2017, so has familiarity with the area. Growth in Cape Coral has been phenomenal. You will have a built out population of 425-450 K based upon current entitlements. That is a city with the same population as Tampa and Tulsa; we have already surpassed Salt Lake City, which is not a small town. Demographics—older median age than most communities. The SWF draw—golf, boating, and delightful weather much of the year. There are environmental issues that can't be sugarcoated. BH's family started FANTUS Corp that did corporate site selection. Also an architect and planner. Has taken one company out of CC because they couldn't find the appropriate skills in the workforce. There are some young workers now. Environmental risks exist. Attended Resilient Lee Task Force today. Ready to move on; you should be proud of what you have achieved so far [Hurricane Ian recovery.] There's a social service dependency. Why CRA will or won't move forward. Visited area last night. Issues are interdependent. We may look for new town centers and we will require economic impact analysis. Our MSA, the old SMSA, now has 800,000 pop. Find the roadblocks and decide how to move forward. Have identified a 12-step process. **Alan Parter** (on monitor) from Key West is our tourism expert. **Rob DeRocker** in the red hat is our PR person. I was on TV this morning, will be on NBC affiliate tomorrow at 11:00. Melissa. Everything has to be implementable; public engagement is essential. Going to C of C meeting tonight. We've been listening carefully to the video of the ULI panel report. Not in complete agreement, and have participated in four of them myself, but they always raise some great points.

**Max Forgey**: It was a pleasure in the late '80s to be on the staff that wrote the first comprehensive plan for CC that included a Future Land Use Map, the ancestor of the ones that are on the wall in this room. CC is my home, and I intend to stay here. As we continue to grow, it's great to see the new leadership that can bring the city into a community of 425K. It's an honor to be a part of this team and I look forward to working with all of you.

**Perseides Z:** The first FLUM was very visionary. It even showed an airport on the north edge of the city.

**MF:** That was my old boss, Jay Aronstein's idea [1987/88]. When I was drawing the first draft with colored pencils, he told me to illustrate an airport and a community college on the fringe, just to get people thinking about the infrastructure that would be needed for a big city. Cape Coral has a robust planning tradition and our dual water system and reverse osmosis plant were on the vanguard of municipal services in their day. People flew in from Saudi Arabia to tour the RO plant.

**Tom Slaughter:** The platted lands experience. Keeping up with the game plan.

**Alan Pater:** Parter International. 30+ years' experience. Marketing, organizational structure. Tourism isn't separate from ED.

**John D-H:** 30 years in Key West. We've been unsuccessful in workforce housing. Do you need to repurpose land? Looking for options.

**Rob:** Apocalyptic if done poorly.

**BH:** Let's talk about project agenda:

- We'll have a working website, updated daily. Bookmark it.
- List of stakeholders.
- Progress updates, video conferencing.
- Won't be available to public for a while.
- Schedule—July 17<sup>th</sup> notice to proceed, but today is the real start date.
- In Broward County, we rented Conference Center for the final presentation. 800 attended. Would like to do that here.
- Re-examine local industry. Are vo tech and comm college meeting their workforce needs.
- Hurricane has provided an opportunity to rebuild. Where did our workforce come from?
- Survey—BH working on it next week.
- We'll need everybody's help.
- **Know the roadblocks.**
- NEXT YEAR—regular video conferences.
- About week 18—Business Roundtable.
- Week 50—PUBLIC PRESENTATION. Want this to be a public event.
- Marketing component is important. Do LinkedIn.
- Need involvement from hospitals, vo tech, faith communities, for example.
- Outcome of ULI review.
- Labor force growing, but not in ideal way.

- Young worker shortage.
- E vs. P
- Manufacturing and tourism. Money from outside.
- Infrastructure, schools wont keep up unless we get the right industries.
- Res + Comm tax base.
- P/P partnerships.
- Development costs [as tool for channeling growth—the \$33K nut for sewers.
- Offset? Captive insurance industry.
- We haven't created a city (yet).
- ULI report. What did you like, and not?

**SW:** Shock of how quickly buildout is coming. As soon as 11 to 18 years.

**Chad Boyko:** We will need buy-in from elected officials.

**BH:** Looking at ED literature. 191 hospital beds is not enough. May need 1000.

**SW:** Lee Memorial definitely.

**BH:** Today's workforce says "listen to us." One person I spoke to [Ralf Brookes] said that CC has a small business entrepreneurial spirit. 28% of workers today are "hybrid." I'm working from home myself. Prescott Valley AZ example. You may have to build a civic center, a regional park, or a river cruise. Possibly a Cape Harbor water taxi. Wayfinding in all four quadrants—Cape Coral is an easy place to get lost. Multimodal 78/Pine Island Road.

**BH:** Review committee. Video conference whenever possible. Public Works, Finance, Planning separately. Budget on-line. Capital improvement—Bill Corbin. How do you feel about a Chief Resiliency Officer? That was what ULI suggested. Everything will have a capital cost. Timelines. Incentives. Will explore CRA-TIF. Gut feeling—could be improved. **{MF aside—Will give you a brief explanation of Lee County's 20/20 environmental land acquisition program, which is well funded, but has had trouble finding environmentally sensitive land in CC because it is so heavily platted. This may be an opportunity to shop for options.}**

Do we want to be an urban environment?

- Louisville KY example
- South Dakota—credit card industry/ medical education.
- Institutions
- Homelessness
- Water in general



Task 1 Report -- Appendices

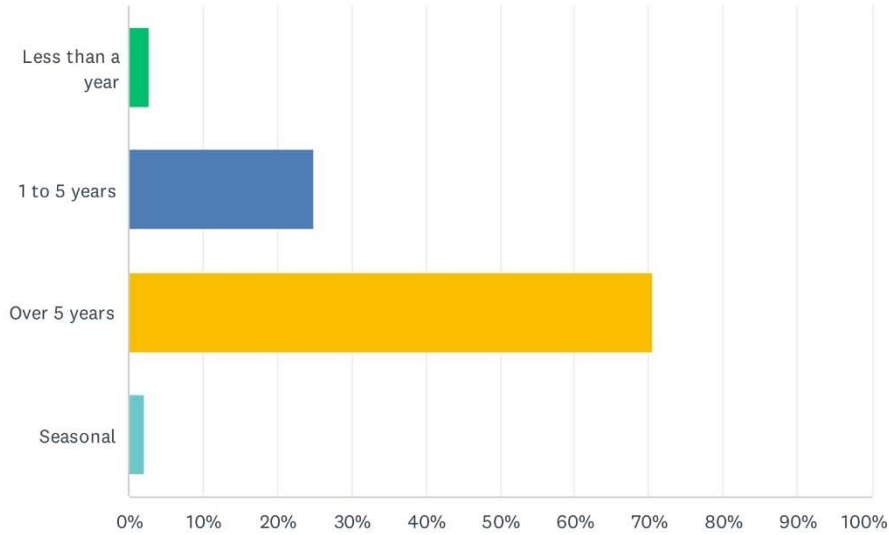


- GEICO regional center in Winter Haven
- Best things we've seen nationally
- Stakeholder group must have Health Care Representative
- Don't want to reinvent the wheel
- 10 QUESTIONS TOP!
- Academical Village

## Analysis of Public Survey Results

### Q1. How long have you been a resident of Cape Coral, Florida?

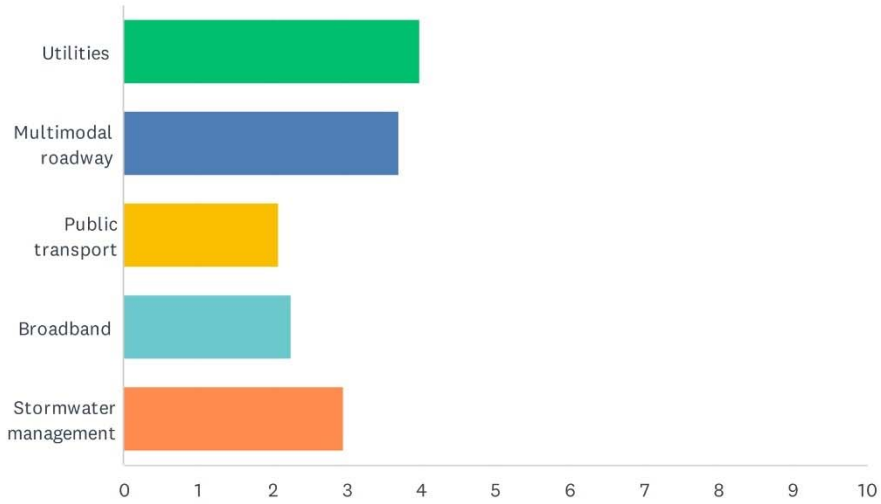
Answered: 1,835 Skipped: 6



ANSWER CHOICES	RESPONSES	
Less than a year	2.67%	49
1 to 5 years	24.90%	457
Over 5 years	70.68%	1,297
Seasonal	2.23%	41
Total Respondents: 1,835		

**Q2. Which aspects of infrastructure do you think are most crucial for economic development in our area? Rank by priority of investment.**

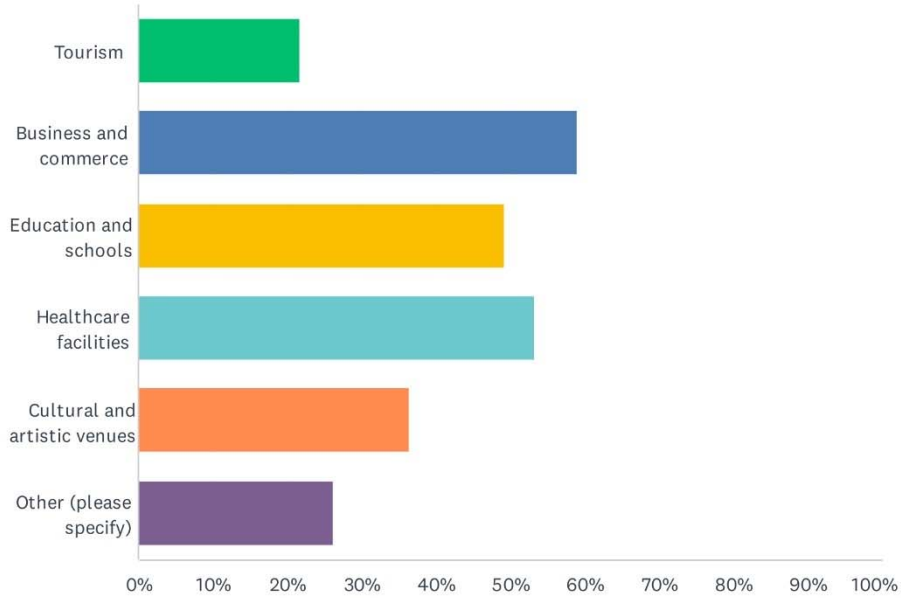
Answered: 1,830 Skipped: 11



	1	2	3	4	5	TOTAL	SCORE
Utilities	40.77% 746	31.53% 577	16.89% 309	7.60% 139	3.22% 59	1,830	3.99
Multimodal roadway	35.41% 648	25.52% 467	19.51% 357	13.55% 248	6.01% 110	1,830	3.71
Public transport	4.10% 75	9.78% 179	18.74% 343	24.64% 451	42.73% 782	1,830	2.08
Broadband	4.37% 80	9.95% 182	20.66% 378	36.50% 668	28.52% 522	1,830	2.25
Stormwater management	15.36% 281	23.22% 425	24.21% 443	17.70% 324	19.51% 357	1,830	2.97

**Q3. Looking to the future, which areas should Cape Coral prioritize for development over the next decade? (Select up to three)**

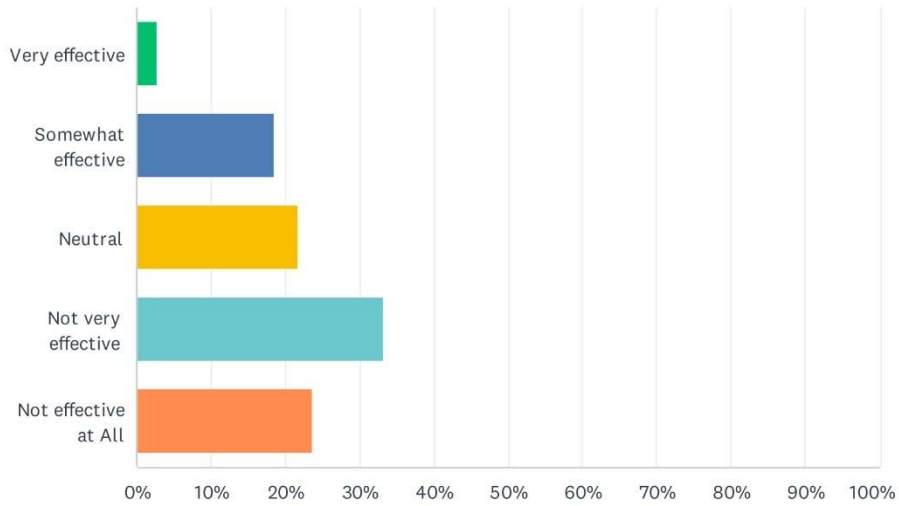
Answered: 1,835 Skipped: 6



ANSWER CHOICES	RESPONSES	
Tourism	21.85%	401
Business and commerce	58.96%	1,082
Education and schools	49.32%	905
Healthcare facilities	53.35%	979
Cultural and artistic venues	36.51%	670
Other (please specify)	26.21%	481
Total Respondents: 1,835		

**Q4. How would you rate the effectiveness of local government in addressing community concerns?**

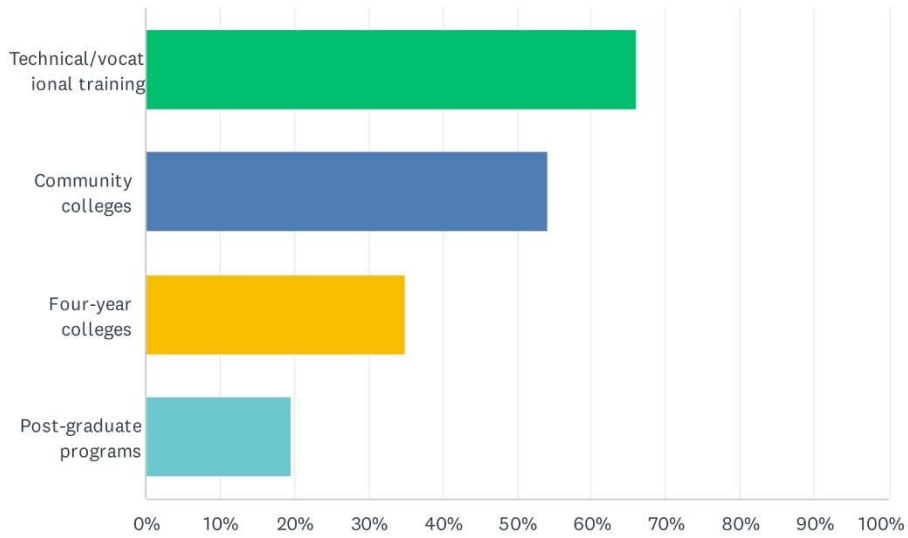
Answered: 1,837 Skipped: 4



ANSWER CHOICES	RESPONSES	
Very effective	2.78%	51
Somewhat effective	18.45%	339
Neutral	21.77%	400
Not very effective	33.32%	612
Not effective at All	23.68%	435
<b>TOTAL</b>		<b>1,837</b>

**Q5. At present, the City of Cape Coral has only one college. What forms of higher education do you think the city currently lacks? (Select any that apply)**

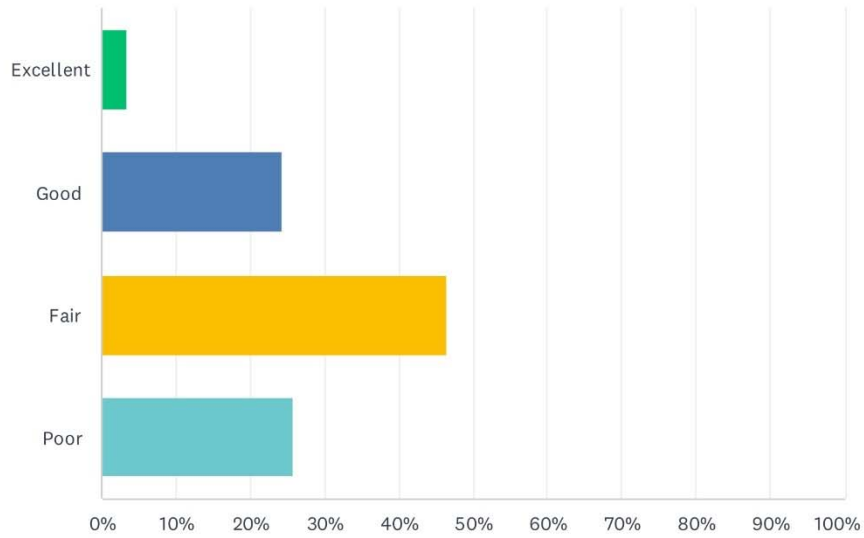
Answered: 1,777 Skipped: 64



ANSWER CHOICES	RESPONSES	
Technical/vocational training	66.07%	1,174
Community colleges	54.14%	962
Four-year colleges	34.89%	620
Post-graduate programs	19.53%	347
Total Respondents: 1,777		

**Q6. How would you rate the employment opportunities in Cape Coral?**

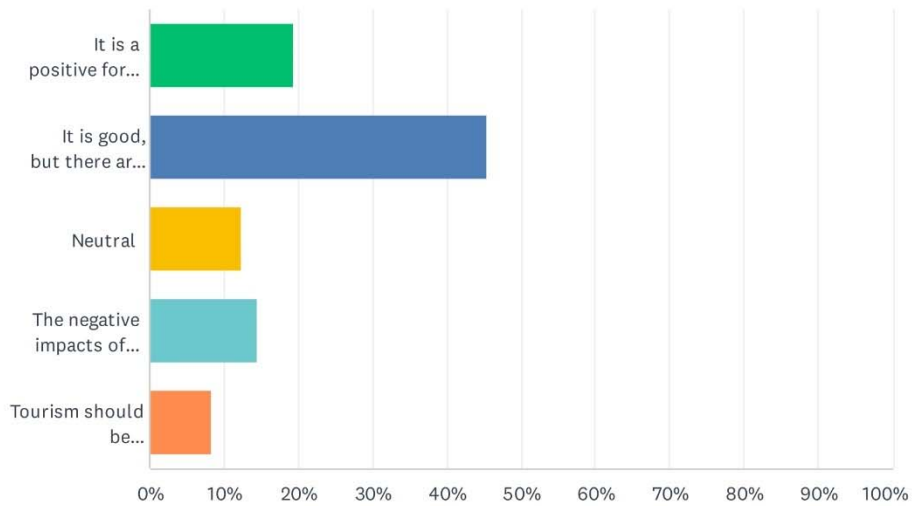
Answered: 1,826 Skipped: 15



ANSWER CHOICES	RESPONSES	
Excellent	3.34%	61
Good	24.21%	442
Fair	46.55%	850
Poor	25.90%	473
<b>TOTAL</b>		<b>1,826</b>

**Q7. What is your opinion about the current state of tourism and its impact on Cape Coral?**

Answered: 1,838 Skipped: 3

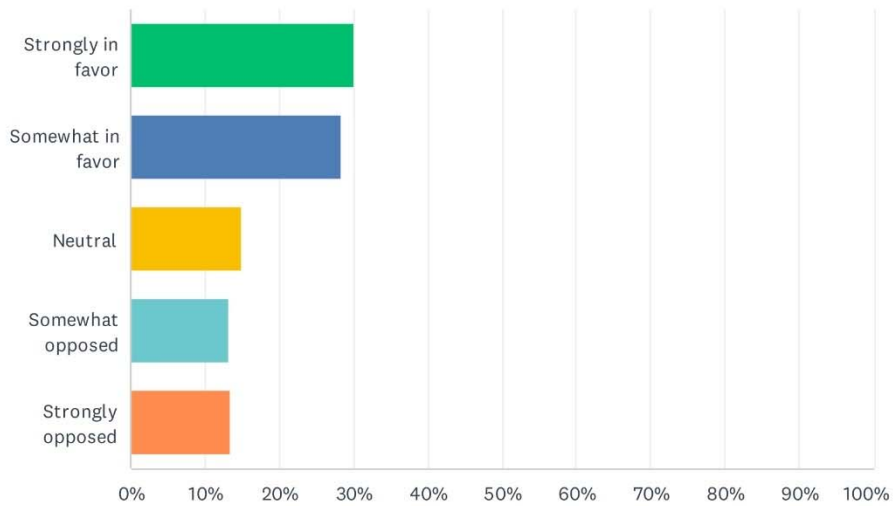


ANSWER CHOICES	RESPONSES	
It is a positive force for the economy and should be promoted further	19.31%	355
It is good, but there are some negative impacts that need to be managed	45.43%	835
Neutral	12.40%	228
The negative impacts of tourism currently outweigh the benefits	14.58%	268
Tourism should be significantly reduced or better controlled	8.27%	152
<b>TOTAL</b>		<b>1,838</b>



**Q8. Are you in favor of more downtown development projects in Cape Coral?**

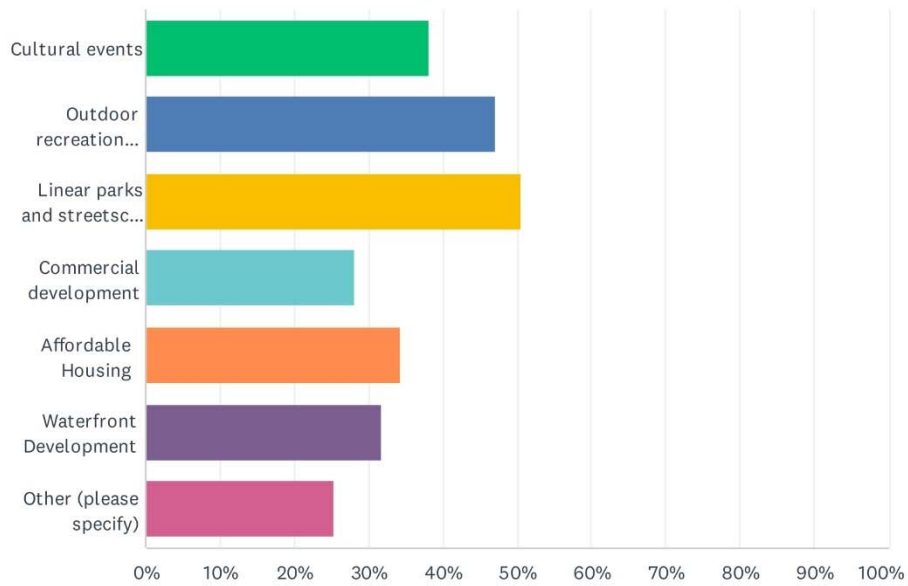
Answered: 1,838 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly in favor	30.03%	552
Somewhat in favor	28.40%	522
Neutral	14.91%	274
Somewhat opposed	13.17%	242
Strongly opposed	13.49%	248
TOTAL		1,838

**Q9. In the future, what would you like to see more of in Cape Coral? (Select up to three)**

Answered: 1,836 Skipped: 5



ANSWER CHOICES	RESPONSES	
Cultural events	38.24%	702
Outdoor recreation opportunities	47.11%	865
Linear parks and streetscape beautification	50.60%	929
Commercial development	28.05%	515
Affordable Housing	34.26%	629
Waterfront Development	31.81%	584
Other (please specify)	25.33%	465
Total Respondents: 1,836		

**Q10. Please provide any additional comments or concerns you may have about Cape Coral and its future direction. Feel free to explain any of your answers to the questions above.**

Answered: 1,248 Skipped: 593

#	RESPONSES
1	Need more multi use paths or dedicated bicycle lanes. Need more sidewalks
2	Please put nature and wildlife first
3	We need an overall of city council. We have a high end home builder . Another councilmen works for Aubuchon Realty, high end home builder and real estate developer they want to develop everywhere. Another council member owns Palm Tree farms on Pine Island. I am nor quite sure how ethical this is to have them voting on issues and projects in the Cape , that could possibly benefit them financially. Seems like a conflict of interest. Redfish Pointe is a prime example. Let's work for the whole city,, not a few. We need more sports complexes and green space for our future.. I am not sure how ethical this is to have them voting on the projects and issues at hand. . We do not need anymore 650 unit apartment complexes, or storage units.Our infrastructure is a mess.Now they want to develop Redfish point. Lets nor worry about our wetlands that help protect us during major storms.. We are already filling in canals to build car washes. When is enough , enough? I have been to many cory council meetings. There is a 45 minute citizens input. When the citizens are talking, most of the council members look like they could care less what the citizens are saying..we need more sidewalks in the city. The only time the city discusses these issues is are after someone gets injured or killed. I guess there is no money to to be made on side walks.The rich get richer, the poor get poorer. Our city leaders ought to be ashamed of themselves!
4	need to keep Jaycee park as neighborhood park, develop more neighborhood parks, and develop parks specifically geared to commercial and cultural events (kiosks, bandstands, bistros etc) these do NOT belong in neighborhood parks
5	I have lived in SW CC for over 30 yrs, and SE CC before that, the City does not listen to the citizens, ex. Jaycee Pk. you should be looking at SportComplex on Trafglar parking is real bad, also only one way in and out. Traffic light at Trafglar and 20th would also help the school not just the sport park. Stop building till you have the roads that can handel the traffic, also called Dept. of Public works about a dead dog in the canal and was asked "ARE YOU SURE YOU LIVE IN CC and it took 2 days before some one came out, he asked where it was I told him the tide had taken it out. Very unprofessional. I have always gotten the best service from the Fire Dept. it is one of the best,
6	Traffic has gotten unbelievably difficult on the roadways. It is difficult to get anywhere without hitting a traffic jam, especially during peak travel times during the work week. Tourism has taken over, leaving no room for locals. Housing pricing are off the charts, the future generation cannot afford to buy. Taxes are so high on existing properties, homeowners are going to begin foreclosing.
7	STOP the UEP!
8	More boat ramps with gulf access

9	We need more traffic enforcement. Too many speeders, loud mufflers, loud exhaust systems & drag racers.
10	Cape Coral spends too much in the South especially Along Cape Coral Parkway. Apartment and Condos are going up at an alarming rate. Canals make travel difficult, with more APT/CONDO development will make traffic impossible. More multi units will also put a larger drain on the water supply. If there is so much water to allow these thousands of units why are there restrictions on water use?
11	I think there should be a green line on Pine Island Road from US 41 to the intersection with Burnt Store Road. Stopping at each intersection slows you down. And of course noise barriers along Pine Island Rd and Del Prado. Noise pollution is a major quality of life issue in that area.
12	Roads are a big issue. Maintenance and upkeep are necessary in so many areas and sidewalks for safety for children and adults!
13	Stop building storage facilities, drug stores and car washes
14	There are way too many apartment complexes going up. With all of the canals there is no way to widen the roads to accommodate the traffic.
15	The infrastructure in this town has to be improved before anymore. Housing development continues. Also assist senior citizens in paying for your ridiculously high assessment for the UEP
16	Since when does a public affiliation become a pro on shade trees. One irritating issue is the trash collection and horticulture pickup they need to do a better job cleaning up
17	The fact that you don't listen to citizens about redevelopment like the park and redevelop development of wetland
18	There are too many houses being built and too many apartment buildings being built and we do not have enough infrastructure to support it
19	City leaders need to listen to the will of the people; not let money influence choices. You're ruining the Cape Coral that people moved here for. Don't make it Miami or Orlando.
20	Crime is going up, taxes are going up, the population is exploding, and there won't be enough water soon.
21	Infrastructure has to be improved and expanded to accommodate the population explosion.
22	It's too much about the money and less about the environment. We have to provide a safe and healthy environment for us and the next generations. If you continue to poison and destroy nature it will "fight" back and we all have to pay the price for that.
23	Better traffic control around neighborhoods with schools. Road improvements, public transportation, roads that do not flood. I'm here since 1991 and instead of getting better, the Cape gets worse
24	I do NOT like the number of storage units and dollar stores popping up. Please stop allowing this kind of development as we have plenty available already.
25	Please STOP building apartments. I'm 66 & I've lived in two other cities that had an apartment building boom to provide housing for lower income & the cities went into decay where the apartments were built. Let's be a city like Naples & attract the business executives that will come here & grow tourism. Make Cape Coral a Classy place to vacation. Fort Meyers has plenty of housing for lower income families. We don't need the lower income housing to attract minimum wage workers. We moved here 3 years ago, and there has been an unbelievable building boom of apartments that must stop if you want Cape Coral to be a place people will retire to or vacation to. Build a cultural environment for tourism ..... waterfront parks, build an aquarium like in Atlanta, a High Museum of Art like in Atlanta.

26	We're losing our hometown feel and I don't feel the mayor and city council are listening to the residents. Please don't try to make this a Miami or Naples. Spoken from a Florida native.
27	It would be great for the city to pay attention to the will of the residents instead of their personal agenda, which includes city council and city paid mgmt.
28	no more storage units, gas stations, dollar stores, food trucks (we need to support or local restaurants, they pay taxes on building, etc,) Fix street signs and lights - has been out for over 1 year. Yacht club and Jaycee Park should have been voted on.
29	Boating, marinas, waterfront dining!!!
30	Would like a community pool and more beach areas
31	We are all not going to be happy but they are retiring and don't want snow there is no place left for them to go and it's going to be so bad beteen the Miami Cubans and Ohio we won't have any room left or water
32	Northeast Cape Coral needs more full service restaurants and lounges.
33	How does the council afford to live in Cape Coral?
34	C C PUTTING WAY TOO MANY STORAGE UNITS IN S W CAPE. !!!!! SW CAPE IS MOST BEAUTIFUL AREA IN CAPE & SHOULD BE KEPT BEAUTIFUL WITH HOMES.....NOT STORAGE UNITS..... SO RIDICULOUS
35	Time to stop development and work on what we have
36	This is one of the ugliest cities I've ever lived in. It is just continual expansion with no thought of preservation or aesthetics.
37	No overdevelopment of apartments, homes, or commercial (including tourism) before roads, traffic and environments issues are addressed. Current situation is nonstop building without plan for roads, parking and service workers in the area. Slow building to accomodate.
38	Leave Jaycee Park as it is. Not all development is progress. Maintenance and repairs are welcome, but commercialization of a pleasant green space is a degradation of the neighborhood.
39	More attention to the NW section would be nice. Maybe neighborhood parks? A pool? Restaurants and shops?
40	Taxes on short term rentals. Noise management on rental properties. Code enforcement on builders need improvement.
41	I am a senior citizen with limited income and limited mobility. Currently, the only busses that come anywhere near me are school busses.
42	better traffic signaling sequencing. Some lights are excessively long.
43	Too much traffic too many accidents holding up traffic we need wider and better roads.
44	We have too many rental units! Renters have no vested interest in the community but still have voting rights. Rentals hurt housing values, mortgage companies consider number of rentals when appraising property. Stop promoting food trucks, support business owners with brick and mortar stores, they hire people, pay taxes and contribute to the community, food trucks are mostly from Leigh. Improve traffic flow on major roads, especially downtown Cape and Pine Island. Downtown Cape is a blighted area. Fix traffic signs/signals damaged by storm. Waiting for Insurance money is not an excuse, owners had to do repairs to satisfy code while waiting for their insurance. Stop storage units. We don't need food trucks, band shell, commercial business or boat slips in Jaycee Park. No food trucks should be permitted in the marina or what ever they are building at the base of Cape bridge.



45	Make the entrance to downtown beautiful and inviting when entering from the new bridge. Eliminate dumpsters, run down buildings/apartments and pawn shops as the first thing you see. Make it a wow when people first enter our city. I remember being very skeptical the first time I drove into town several years ago. It has improved, but we're missing the wow factor.
46	Too much traffic the roads can't handle the population growth.
47	Watching a citizen hauled out of a City Council meeting by the police this past week pretty much says it all about how Council feels about citizen concerns. The gentleman that was hauled out was sitting with his back to Council. This triggered the mayor to start yelling at the man to sit down. He was sitting. Then two police were directed to remove the man. The disrespect that Council displays to citizens is beyond appalling. Council continues to display their true colors.....people should be paying attention. Council continues to demonstrate that they are only interested in power and putting money into their own pockets. Unbelievable on so many levels.
48	Preserve & expand green space , bike lanes , more high tech. Jobs & training. Higher teacher pay. Ticket cameras at intersections for revenue going to parks and recreation. More indoor pickle ball courts.
49	Please stop approving storage units construction. Also, can Code Enforcement please do what their title suggest. Code enforcement is not only about who is watering their lawns out of schedule. What about people parking seven or more vehicles at one residence and on lawns etc. because there is no space to park. Passing ordinances with no teeth is useless.
50	We have been here for 22 years. Own our home. Young adults graduating college can not afford to live on their own because rents are out of control, yet more and more apartments are being built. Traffic lights and signs are still not fixed and it's been a year. Yacht club not open. Schools need better security. More attention needs to be on the people who live here year round not the snowbirds.
51	Our traffic and road congestion is getting worse. No new big developments should be considered that put any more traffic on CC Pkwy. We need to preserve wetlands and green space and cater less to tourism and attracting snowbirds. We need schools of higher education- technical, community and even branches of 4-yr colleges, to keep young people here to fill future jobs in technical and other higher level areas. This would improve quality of life for all and foster growth in the right places, not just tourism and catering to big developers and attracting snow birds who come and go and care little about long term residents and quality of life
52	Why doesn't the city notify the neighbors of a massive 100 unit complex possibly being built right beside multiple primary residences that some have been owned since before 1997! The theft, car accidents and crime will increase! The progression is ruining the Cape, just like Jaycee Park now the City will ruin it for the residents that live near it. Pathetic - greeds ruining decisions made by city council/ mayor. Cape 720 is going to ruin the neighborhood between Nicholas Parkway and Skyline Blvd. There isn't enough of a main road for a complex to set that far off pine island road.
53	Stop building Storage facilities. They look like crap and add no value to your city. More emphasis needs to be put on multi functional facilities. Road and traffic movement need more emphasis put on the front burner
54	Cape Coral is beginning to look over developed. Traffic is becoming problematic. Roadways are not up to par with the growing direction it's headed. Cape Coral needs to slow down.
55	Concern that the Burnt store road area is going to become one long strip mall with gas stations and storage units. Need more nice restaurants.
56	Keep development out of the mangroves

57	Cost of living in Cape Coral becoming much too high
58	Cape Coral needs to focus on staying the quaint small town field. It has been known for. No one wants to come to see high rises!
59	City leaders are destroying the bedroom community attractiveness of the city. I'll be leaving soon.
60	Cape Coral's roads can't handle the population it has now on them, more growth only means worse problems. Fix the roads for future growth. Sometimes you have to put money into a city before it can make money!
61	Stop the development of high rises
62	I have lived in Cape Coral for over 30 years. I believe that the roads need improvement as far as paving. Too many potholes and rough roads. We do not need any more storage space.
63	LEAVE JAYCEE PARK ALONE!!!! Stop approving housing permits, especially multi units. We are overgrown with residents and the infrastructure is not built to handle it
64	Please fix all the street lights and crooked stop lights damaged from hurricane Ian. It's dangerous and dark at night.
65	Stop wasting tax dollars on sidewalks where there are no pedestrians (del Prado ext). Invest in covered bus stops. Save rain water to offset drought!! Utilize unoccupied commercial space instead of building new. On del Prado tons of vacant restaurants/offices looks like the slums. Make jaycee park upgrades, the people fighting it think they own it just bc they fear change and want it for themselves. They need to remember the whole city has rights to that park! Need more dog friendly parks too.
66	Keep our history!
67	I am afraid the roads can't handle all the people that have moved here. And feel we need to slow down on building all these apartments. And we talk about improving parks, but eliminating Rotary Park is not improvement, but a disgrace. Can we please leave some nature and not put cement over everything? Also Jay C I feel if you left the trees you would probably make alot of people happy. The shade and breeze you get while being under or even near those trees is what really brings people to that park. Also you can't get a parking spot during lunch under those trees, because that's how much people enjoy that spot. That and seeing the river. My own opinion is if you left the area by the river with trees in place alone you wouldn't have a push on developing the other areas of the park. Besides they stayed up during 2 major Hurricanes that hit this area. I feel a compromise needs to be made and that would be a good one.

- 
- 68      Having more access to large and usable venues like crystal lake yact basin/ boat ramp that can cut through mangroves to Charlotte harbor would bring great development posabilites to west cape and the yucca pens 110000 acres preserve can provide offroad parks and tracks to allow more use to people like minded and bring revenue to North cape areas that could provide venue supplys like concerts dirt bike /ATV rideing and also perhaps a Nascar racing venue and them parks of that nature the trails all exist allredy the paths through the woods and off shoots can provide many different kinds of fun and sport for our community of younger and younger people not just bird watchers or hog hunters that use the property now there are many of these locations much better suited inland and on the river to do the more ecofriendly and hunting activities with better results like the thackahathee strand and parks up river and everglades national park and hunting areas where less people would visit the amount of possable visitors to crystal lake marina boat ramp and yucca pens off road activities far out weigh the amount using these areas now and residents need more colser recreational access to waters localy able to provide large boat ramps 10 slips access and 100 parking spaces and restraints and fule bait and supplys can provide access for life safety ND law enforcement bases there too like the yucca pens can provide recreation it has provided for decades it still can safely with use protections and proper regulation and provide a tourist destination to do what florida has provided naturally I've lived here since 1967 and the north cape ended at pine island rd Santa Barbra west ward was being cut in and developed but no one thought about the people local recreation destinations and venues to profit our city were not all couch setting elderly that in the past hated pickup trucks were a living vibrant population I'm 67 and believe this can be done and provide a huge improvement to our city
- 
- 69      City leaders need to actively listen to residents and their concerns.
- 
- 70      I moved her in 1993 at age 25 and loved it. Today, roads are crowded, crime is up, skilled/honest contractors are hard to find, doctors have waiting lists to get established, bridges are a nightmare in rush hour, no one can agree on what should be done. We hought we'd retire here, but plan to sell our house in the next 6 months and leave SWFL. The population growth has outpaced the services and infrastructure and no one in my family, young or older, enjoys living here anymore. I hope this survey provides insight but I don't think you'll ever please everyone who lives in Cape Coral- it's a weird mix of priorities people have.
- 
- 71      To promote walkability, downtown area should have high density and intensity, and allow greater building heights.
- 
- 72      I thought the City handled Hurricane Ian very well. Restoration began immediately and was very organized and successful!
- 
- 73      Bringing more culture to the Cape will bring the tourism, which will bring more dollars spent in our city. Developing beautiful landscapes and recreational places residents and surrounds areas residents can enjoy will have those traveling to our city. I am a resident for over 20 years, I love seeing the new development but we need to step away from storage units, dollar stores, and extra housing. It's time to develop a city where tourist and residents a like come and enjoy diverse cultures, arts, food; we/they spend the day and our dollars.
- 
- 74      No more storage units!! More commercial areas to attract people for spending money in shops, entertainment, things to do and attract tourism. Places like Disney or Busch Gardens or Universal Studios!
- 
- 75      I would like the city to start designing neighborhoods with commercial, educational, professional districts. A block in each neighborhood that is walkable and doesn't require a 20+ minute commute to work, and ease for acquiring the essentials that don't come from a dollar general. A real locally owned general store that neighbors can walk to, socialize with neighbors at. Office suite spaces for professional use would be great for small architects, engineers, accounants, etc. Maybe a micropark that neighbors can meet at. We shouldn't have to drive miles and miles to the nearest big box grocery store for eggs, to eat out for dinner,



	and to take our kids to a park. Walkability, community, less need to drive to the other side of town or over the bridge everyday would greatly increase the quality of life of Cape Coral residents.
76	the city leaders seem to have an "agenda" and it is not what the citizens agree with
77	More money is needed for schools/teacher salary. We need more stores so we do not have to drive to Ft. Myers all the time then pay a toll. Traffic studies need to be done roundabouts would help a lot of congested areas.
78	So many people from other states with money have come in and created an atmosphere that makes it hard for blue collar workers to purchase homes driving up prices on utilities, property and building. It's so unfortunate I've been here 5-6 years am a General Manager of a business and still struggle to purchase my first home or satisfy the ever rising cost of living. I would like to see a first time home buyer program specific to Cape Coral. I would also like to see better protection for wild life. I've seen burrowing owls being ripped from their nests by builders all over the city. Cape Coral should also make a more concerned effort to promote solar energy for not only homes but businesses. I have just started my first LLC and wish Cape Coral had more of a support system for local business owners and more assistance when trying to get your own store space.
79	Cape Coral could use some upper scale establishments; shopping, fine dining, and public beautification....Naples meets Anna Maria island!
80	I have lived here since 1988. City Hall has deemed the residents inconsequential until tax time. Taxes continue to increase and services continue to decrease. Building continues to expand and there are no reasonable improvements to transportation facilities to handle the increases in traffic. You can't build another 10k units and not increase capacity on the roadways. There are violations of the MUTCD on our streets everywhere in the City, and new ones pop up on a regular basis.
81	Why does it take so long to get anything done? Example yacht club, lights fix from hurricane, drainage, etc. Fix up downtown to attract young and tourists. Venice's downtown is so much nicer and quaint.
82	Living here 33 years, water utilities issues, running out of water should never happen, the council getting paid but not using it to build schools, shelters for storms or roads as we will need for evacuation. Don't all council get big kickbacks from the current investors....
83	Focus on infrastructure - water, sewage, and roads. Too many multi apartments and storage units. Repair our street lights and signage.
84	None
85	None
86	No more tall buildings. Roadways need to be expanded to handle traffic.
87	Cape Coral leadership should actually listen to it's residents concerning development
88	There needs to be increased focus on traffic management. Pine Island road needed to be 3 lanes by now.
89	We love living here but there are certain growth challenges. There are not enough job opportunities and a diversification of industry is sorely lacking. This needs to be beyond downtown. We have other great zones, like Pine Island and Veterans, that are ripe for development opportunity. With the population increases have come a need for traffic control, sidewalks, street lights, and beautification of the city. Our city is hotter than most in part because we have no tree canopy so beautification is high priority beyond the aesthetics. What makes our city great right now are great schools, great kids programs, and the high quality parks and rec system. It's a good place to raise a family. Keeping/encouraging that is important. We do need another hospital.

90	Balance budget. No debt!!!
91	Time to update the old facade. Come out of the retirement community idea that is no longer
92	Affordable housing for seniors is lacking
93	I am concerned about the cost to have water and sewer put it and that the home owners have to bear the brunt of the cost. I have lived in other states and we NEVER had to pay for any water or sewer installation or issued. The city had funds to pay for it.
94	The traffic NEEDS to be addressed. That and the cost of living - taxes, utilities, insurance, is like a bigger area but without the perks. Outside of bars, there's not much to do here.
95	The Cape use to be nice. Everything now is so congested. You are not paying attention to Cape people. You are destroying the parks. Bigger is not always better. You need to put sidewalks in All over the Cape!!
96	Need infrastructure to support the amount of people moving here and more grocery stores and places to shop. Even when it's out of season it's still busy.
97	This is a near worthless survey. No depth, preselected answers for us to rank so as limit results to what survey creator desires. A first year college student could create a more meaningful survey.
98	Ways to entice small business owners & niche businesses. Ways to clean up the canals- as part of the beautification
99	The rate of growth Cape Coral is experiencing is alarming. Natural habitats of protected wildlife is disappearing from neighborhoods. When protected wildlife is removed, people will forget about them and deem them a nuisance. Humans and protected wildlife can coexist but only if there are measures to support coexistence. I enjoy seeing the burrowing owls in neighborhoods or the occasional bald eagle sighting. The city has lots of redevelopment plans in place of areas south of Pine Island Rd but nothing in the NW or NE areas. These areas are experiencing rapid growth and yet there are no parks except the few near Burnt Store Road or near Del Prado. I'm disappointed with the amount of economic initiatives put forth by the current council and yet nothing is being done to create beautiful relaxing areas in the newest and fast growing areas of the city.
100	We need white collar jobs in that Cape. This would cut down on commute traffic, and bring in dollars.
101	After watching the CC mayor trigger a senior citizen about Jaycee Park so called improvements to the point that the person was escorted out by two police officers.....what is the point of this survey? CC city council is going to overrule citizen concerns....to the extreme of turning the police on anyone they can. Unbelievable.....
102	Please stop all the multifamily development. Traffic is showing a huge uptick and until we start to be more professional about the population boom, we need to pause the mega multifamily development.
103	Fix the Yacht Club before beginning new projects
104	More downtown and entertainment
105	PEACE

106	<p>the city of Cape Coma has turned into a sh*t*ole and has allowed duplexes and multi housing apartment complexes, car washes and storage units to take over...the past and former residents which used to be respectful have slowly died off or moved out of the city...shameful what the city has allowed in to live here and trash the city...the English language is not spoken in many big box stores or home "services" anymore by employees and i find it offensive that employees shove a smartphone in my face to translate questions and answers...government officials in Cape Coma do not listen to residents needs or suggestions but have selfish motives for projects that benefit themselves...nobody there listens...I am terrified of the coyotes which roam my neighborhood while I try to take my dog outside on a leash during the day or night...the city acts as a HOA with ridiculous citations for petty things they purposely change up so residents will get fined....haven't found a dr I like or trust in over 5 years...and honestly I don't trust anyone professionally in the city so go elsewhere for professional services within the state of Florida...go anywhere else within the state of Florida and mention the name Cape Coral and other Floridians laugh....so many many people leaving the area as there are many better places to live in the state of Florida...red tide, blue algae, no beaches...but on a positive note beautiful sunrises, sunsets and views...all God given gifts and not anything Cape Coral government can take credit for</p>
107	<p>Opposed to development S. of Rotary Park</p>
108	<p>I live in the NW. I would enjoy more access to the Gulf and strategically placed commercial developments (like 7 islands) and make Old Burnt store and West neighborhoods golf cart friendly with proper safety requirements.</p>
109	<p>What about something big like Gulf Coast Town Center or The Forum with apartments/shopping/dining/entertainment- everything in one location? This would enable people to live an work in one community with less driving.</p>
110	<p>Infrastructure improvement assessments of \$34,000/lot is criminal. I've worked in this area as a contractor for over 35 yrs in several states and not one have I seen a city charge assessments for Infrastructure improvements. Connection fees &amp; plant buy in fees for sewer/water connections typically would total less than \$5,000 for both. FL received app. \$6.3B in the Federal Infrastructure Bill yet property owners in NW Cape have to fully fund Infrastructure improvements? Starting a (much needed) project of this size without first attaining funds at the State &amp; Federal level is complete incompetence by city leaders. The lack of street improvements around most of Cape Coral is pathetic. A city the size of Cape Coral without curbs, sidewalks, street lights and green space beautification and median landscape is unheard of and makes Cape Coral look like a second rate, poor, southern city struggling to survive. I've been waiting for the "waterfront improvements" and completion of the 7 Islands project for 15 years. This should be a priority now that property owners have been screwed out of assessments to get water and sewer to this area. Burnt Store Rd N. Of Pine Island is a complete failure. It's now a deadly stretch of road that will never be anything different unless it's current design is completely revamped. The County and City had a perfect blueprint in front of them for this much needed improvement with the design South of Pine Island rd. But again, you failed and made changes for the worse. Increased wages and lower COL in Florida was a must happen 5 years ago. It's now to late. The COL has driven many retirees, elderly, middle income hard working families out of FL. Increasing commercial development to support the increase in population is a must but it's also the demise of the city. The very workers you're asking to work at these much needed businesses can't afford to live in Cape Coral or anywhere in SWFL. Florida is a disaster. Cape Coral is a mess with failed, incompetent leaders that continue to make poor decisions after poor decisions. Providing a pointless survey for our opinions is just that, pointless. Y'all are going to make the wrong decision anyway regardless what this retired, Engineer, Architect &amp; Plumbing Contractor thinks.</p>
111	<p>Overall city beautification and flow of traffic is a high priority.</p>
112	<p>Listening to people who live here and why they love living here while also balancing progress toward future sustainability. This city is gem but can't over tax or over debt people</p>

113	Natural gas and fiber in all residential areas.
114	Cape Coral parkway has tree different speeds from Santa Barbara to the bridge. Needs to be standardized. Also, the cost to live in CC has sky rocketed. What can be done to ease these concerns. Lastly, some contractors have increased their prices just because they believe Insurance will take the burden of the increase. So wrong. Can they be audited and fined if it's determined the pricing was gouged? Let's keep Florida honest. Thanks.
115	Cape coral is developing circa 1960s, not 2023. Need to install solar on all new construction, underground utilities against hurricanes, better more extensive recycling, better education on climate change and ways to slow impacts. Florida is a designated global biodiversity hotspot, yet policies ignore benefits of modern methods to ease impacts on natural environments. Goodbye, manatees, cougars, coral reefs etc.
116	Main roads are very congested. There are not enough through streets for the amount of traffic. People drive too fast, we need better enforcement of speed limits.
117	The city is turning into a concrete jungle. Being developed without good vision or beauty! Wrong direction!
118	I feel that the city is going in the wrong direction. The officials are squashing small business in favor of their own special interests while bringing in low-income / high-density / high-crime residents. We've been in Cape Coral for 4 years and have seen a dramatic increase in crime as more apartment buildings are built and more people from Miami move over.
119	I think most people agree that the City tries to do it's best but fails to take into consideration the residents concerns over money, taxes and development of the city.
120	Affordable housing. Control over multi housing rental standards. Number of renters in unit and maintenance.
121	Na
122	No more bike nights
123	Taking on too many development projects before fixing signs, utilities, existing areas like yacht club
124	The need to communicate to all residents.
125	Code only seems to be enforced if you call and complain. When you call they do respond. Dirty and and overgrown landscape. (new Burnt Store Road Project). Not eye appealing at all. The cape needs more trees planted. Very few places to just chill in the shade. Need more parks in N.W. Cape
126	Do not borrow funds for city councils pet projects. The Mayor and city council disregarded the residents input about Jaycee park and the Yacht club. They lied about the damages from Ian. They are dishonest and can't be trusted. We are organized and plan to vote you all out!
127	Council needs to stop in fighting and focus on what's best for the people that live and conduct business here and your building departments treat your small business developers like second class citizens Remember we are bringing our net worth to your city to make it better, don't treat us like crap, Rob H did, Mike I will be a great CM, give him more power and impact to drive positive change for Commercial businesses
128	Traffic movement is a problem now and will only get worse as we grow.
129	So blessed to be living in paradise 

130	The roadways need updated to accommodate growth. We also need an east/west roadway into ft Myers with fewer lights etc.
131	Sidewalks!
132	I watched a city meeting on local news about Jaycee Park renovation. An older gentleman turned his back to the City Council. He was loudly reprimanded for not being seated...it appeared he was seated. He was then dragged from the meeting by two police officers. Citizens are passionate about city parks and the park's natural beauty. There needs to be a change in the members of City Council. They continue to be obscenely interested in enriching themselves. They treat citizens like trash. Surveys are put out about issues...those surveys do not allow any input other than with the party line. Probably this survey will not truly represent citizen responses. No big surprise in Cape Coral....aka "Paradise".
133	A lot of hoops to jump through for any online business many times adding zoning application to process is nothing more than pinching a penny off new business
134	Needs to be more growth and job minded. Pro residential development and commercial development More things for people to do, dining, shopping within Cape Coral vs. having to go to fort Myers or Naples.
135	Need to increase the facilities of the high school. You have two elementary schools, one middle and one high. Both the middle and high can't accommodate the growth. You can't move two schools into one. You need to expand and make a real high school with an auditorium and a football field. Use the former space to expand the middle. You have to accommodate the growth and address it. Cape Coral is growing, so should the best school system in the county!
136	More highway improvements
137	I currently own three rental properties as well as my own residence. I am thinking of selling most everything here as I don't like the direction the city is going. It is crucial that we save our mangroves and wetlands for the protection of the residence. It is proven that these absorb much of the impact of storm surge. I don't like that the city is only concerned about more development instead of creating a quality of life for its residents. This is such a short term position that makes me so sad as when I first moved here 15 years ago, I had such hopes of the city fathers doing the right thing for us. I live on a canal that people speed down everyday to go to the spreader and yet there is no policing of the canals to stop this from happening. We have seen manatees in front of our house and I always pray they are not in the way of someone that puts their boat on plane. I am also concerned that not enough is being done to educate the public about not polluting our canals. I don't understand why we have grass to the seawalls that gets blown into the canal on a daily basis. We do not have grass and I wish the city would promote healthy canals.
138	Cape Coral needs to develop as a standalone city. Assume no one is crossing the bridges. What do we need to function? And we need city officials who do more than give lip service to public opinion. Lately, their minds have been made up first before any public input.
139	Is bike night really necessary? We need more shade trees along parade routes.
140	Clean up the water ways and replace both locks with high speed locks! Petition the state for a northern canal with a high speed lock to improve access to the gulf.
141	Although tourism can be fantastic for economy, we need to address the traffic concerns first. More Parks and outdoor Recreation would not only benefit those who live here already but entice more to move here and help grow our economy from within
142	While growth cannot be stopped the town needs to better manage how and what can be allowed. The building department needs to do a better job in servicing the community. Public property should not be used for

143	I would like to know how the city council has the authority to proceed either the huge expenditure of the Jaycee Park without a vote and approval of registered voters. If the council does indeed have the authority, they have too much authority and that should be changed.
144	We will probably move from Cape Coral soon. From our brief time living here we have learned that this city does not include citizens in important decisions. They simply put out a survey then pay no attention to the results....only what they want. Mouth music. We've never encountered an attitude like this.
145	The Airbnb need to be controlled. To many and the don't abide by the laws,and act like motels.
146	Zoning improvements to better separate single family housing, multi family housing and commercial
147	Your building more high end housing to were the people who work here cant afford to live here wont be long and won't be no one to work because the cost of living is to high. Then how will you serve all the tourist
148	Stop approving car washes and storage units. We need higher revenue jobs and less commercial development. Need a better hospital.
149	Need more industry here as far as manufacturing. Need to spread tax base out and take some stress of both Cape Coral bridges or at least slow or down. Take advantage of industrial park and less housing development.
150	Tell council and city workers to remove head from ass. stop contracting our trash. Stop screwing workers allow them to take work vehicles home since cops can. Someone haven't a camper or trailer at their home does not effect property values fire all the code enforcement give that money to schools
151	We really need more trees for cleaner air, shade and homes for wildlife. There is no downside to more trees. We also need harsher fines for our protected and threatened wildlife. Please don't turn the Cape into another Miami, slow down on the building, the roads (and residents) can't take it.
152	There needs to be proper campaign events for city officials when they run. They need to meet the community and be active in getting votes. No one knows who these people are and we are stuck voting for people we don't know. It's not fair to the residents. We need live, public debates
153	The leaders need to listen more to the citizens WE ARE NOT NAPLES. Stop trying to make us Naples. LEAVE THE PARKS ALONE, People enjoy them & their quiet beauty. MAke 1 area for food trucks. NOT at the parks & NOT along streets. Follow the guidelines/laws that you set forth for the Food trucks Driving the streets is terrible. Esp in season PARENT PICK UP AT THE SCHOOLS IS TERRIBLE. they take up & congest the roadways STOP BUILDING NEW HOUSES until people who need the help after hurricane ian are taken care of. Look around - there are still A TON OF TARPED ROOFS. After the next hurricane there should be a moritorium on NEW BUILDING. (not just permits) That way current buildings can get the support/help that they need. It is sickening that people are still waiting for the help.
154	The abandoned Country Club golf course now has homeless encampments in the brush along with Coyotes.
155	Too many hirise apartment structures. Roads can not handle all the traffic
156	The current City Manager, Mayor and Council need to start listening to the needs of its tax paying constituents
157	This city allows buildings to deteriorate and don't force the owners to fix them up. Why allow homes and businesses to not fix things? For instance, shingles or tile on roofs should be required. Fixing broken signs on the outside of buildings should be required to keep the business license. It's looking SHABBY around here.
158	Spend our money in the right areas-not car washes and food trucks-leave Jaycee park alone.

159	I have lived here 35 years and have never seen such a tone-deaf, uneducated council, and the bar was set pretty low. I have written to my councilman once a year, never a reply. Money is being wasted daily, and the only things you want to achieve is to tear down the few things that are great - Jaycee Park, Yacht Club, City Charter Schools.
160	So sorry we moved here. The City Council is a clown show. They have NO respect for citizens. Looking to sell....Cape Coral is definitely NOT paradise.
161	Stop shutting down Cape Coral Pkwy & bridge for tourist/ cultural events except July 4th. Additionally, shutting down city government for Columbus Day following Hurricane Ian was a travesty.
162	Bimini Basin cut through from the Rubicon canal. City council members must recuse themselves from voting on any plans that would enhance their private businesses.
163	let's start making good choices. for example, this crazy food truck area at the base of the CC bridge. Booze and cars are a recipe for tragedy. That area of CC pkwy is too busy already.
164	Please fix the Yacht Club and the Pier. Current City council seems to want to spend money in all the wrong places. Jaycee Park needs MINOR improvements, not a complete unwanted overhaul.
165	I feel the city dissolving the advisory boards was a poor decision. Green space is disappearing too quickly with over building.
166	Process PERMITS faster.
167	A nice riverfront boardwalk with shops and restaurants would be nice. Less car wash and nice restaurants.. better shopping options.. like maybe a Trader Joe's or Whole Foods.. I shouldn't have to go to Ft Myers to go shopping. The roadways need to be spruced up with some trees and landscaping.. How is it when I travel thru other Florida towns and cities the landscaping is vibrant and welcoming? Lastly, the ability to get a doctor appointment is outrageous. A year to wait for an appointment?? Definitely the health care system needs to be changed. Again, why do I need to go to Ft Myers when I live here.
168	Time the traffic lights of major roads for better traffic flow. You should not catch every red light doing the speed limit and take 20 minutes to go 7 miles down Del Prado.
169	Multi-modal transportation will help reduce traffic and create more people friendly public spaces. Get people out of cars and they will frequent local businesses more
170	I have lived in Cape Coral for nearly 20yrs and wouldn't want to be anywhere else.
171	We have plenty of parks. We do not have the infrastructure to support a growing city. New houses should have to add sidewalks. Our roads have potholes everywhere. Stop worrying about medians being relandscaped for the umpteenth time.
172	Traffic is horrible during season. It's hard for locals to go anywhere due to the volume of people on the roads and in restaurants
173	Do more entertainment in North Cape. South Cape has everything but no parking it needs a parking garage
174	Why would we hire consultants from NJ, and not Florida locals?
175	All of this goes to shit if we can't keep the river and the canals clean and remove the red tide/stop the lake O releases. The water is toxic and needs to be addressed first and foremost
176	Why our city officials want to take our waterfront parks and put bars and food trucks in them. Entrance on south bridge is already set up so the first thing you will see coming over the bridge are food trucks and both bridges with huge gaudy billboards. That's making Cape Coral a better place???
177	Lower taxes and invest in business development!

178	Stop waterfront development. Protect our mangroves and stop the high rises that will destroy the coast line and create storm flooding risk. We get stuck with the flooding, higher premiums, home loss and you all line your pockets!!
179	Chiquita Boulevard, has so many high-rise apartments, it's going to be a ghetto in 10 years. The city is so segregated. It's very frustrating. We have a rich people, poor people, wealthy people, and people just trying to survive. The city of Cape Coral absolutely supports segregation. We have code enforcement. However, they never seem to worry about rich people. Perfect lawns? While we are in an extreme drought, fertilizers that pollute our environment. I am a naturalist, and I believe in protecting everything. I am not poor, I just have respect. Our taxes are paying for cleaning up our community.
180	Do not upgrade Jaycee Park! It
181	The City has shown time and again that they have an "agenda" and don't care what the Citizens want if what the cost is to them.
182	You need to address traffic
183	More Police patrols in neighborhoods.
184	The roadways need attention. Cape Parkway needs attention. This town is looking run down. Fix it up and Leave Jaycee Park alone. Put that money to fix this place up and get homeless off the streets and get them help
185	Our Police Dept should try to dispel the National perception of Police Depts. More outreach, more attention to citizen input. It took 20 years to get the Midpoint Bridge, expanding the Cape Coral bridge only to dump into traffic lights will not improve traffic flow, just like the Midpoint Bridge. Cape Coral needs to stand up to continuous ignoring of Ft Myers/ County
186	Please consider round-a-bouts instead of all the 4 way stops.
187	Please no more dollar stores carwashes storage units massive apartment complexes.
188	Shame on you for running the food trucks out of town
189	This is a City treat it as such. Stop letting people park campers/boats in their yards....Enough of the football parks everywhere....stop people from parking in the mediums, more trees on mediums....slow traffic along Chiquita
190	All the development plans seem to revolve around downtown SE Cape. What about all the talk about growing the NW along Burnt Store Rd?
191	There is not enough going on for young people. We need more bars and restaurants!
192	Too many apartments townhomes coming up apartments in my area.
193	Affordable housing is crucial at this point, and career development opportunities could help take some stress of housing away. As a young adult I'm seeing many of my peers have no reason to stay in the cape. Our economy is largely supported by tourism and healthcare. Diversifying our economy and opportunities for engagement in career based workplaces for young people should be a goal. This city has always had it's boom and busts with generational patterns, but we need to step away from being a retirement paradise. Young people who work the tourism based jobs, can not afford to stay here and keep working them. If nobody can afford to work at restaurants then eventually we won't have any restaurants, and we won't have much of an appeal for tourists.
194	Finish all the park projects you already started. Fix the crazy traffic because of unplanned developments, traffic. Our roads are in shambles. Replace all the traffic lights damaged from Ian. Street signs still not replaced or fixed. Terrible city management
195	A downtown like Ft Myers would be nice. We also need more shopping opportunities.



196	Good city but not enough public waterfront access for tourists, visitors or residents. Bimini Basin or Yacht Club are crucial spots.
197	North del prado is a disaster. You need other roads connecting 41 and pine island. The speed limit is 50 mph people do 100. Need to lower to 40mph like south del prado. Stop multi homes and apartment complexes the town is overrun with no infrastructure.. we should have a concert venue for big artists and to hold holiday events
198	Don't mess with jaycee park
199	Yes, tourism is important. However, there are people that live here each and every day of the year and they should be priority!!! I've been here 20 years. Traffic/infrastructure - we have more and more apartments being built in northwest Cape when it's already so congested on the roads such as Kismet, Diplomat, Pine Island Road, Nicholas, Santa Barbara, Del Prado, ... Shouldn't we figure out the infrastructure before we allow the chaos of hundreds more people attributing to jam packed roads attributing to more accidents, red light runner & road rage) It took how long to get burnt store Road to a 4 lane road when it is a major road for hurricane evacuation and there's how many people that rely on that way out. Doesn't make sense we allow so much growth and do not provide adequate roadways. You are allowing developers to pack people in like sardines. We know we are growing fast. We should be responsible & jumping in to get ahead of it. Don't issue permits for more houses and apartments if we cannot handle the amount of people that come along with it. It's common sense. Growing downtown is great however more parking downtown is an absolute must if we want to see businesses survive. There's not enough parking for the residence let alone visitors from Fort Myers & season. Parks in areas where there is nothing nearby ( leave Jaycee Park like it is the people in that area and all over the Cape go to the park because of how peaceful & beautiful t is currently). PLEASE STOP THE BUILDING OF STORAGE UNITS AND CAR WASHES!!!! We need places that will offer the city residents employment opportunities & ways to KEEP IT IN THE CAPE less commuting to Ft Myers. Hope you truly read all these surveys and take residents' opinions into serious consideration.
200	The roads definitely need attention.
201	I think Jaycee Park should be left as is with improvement to the roads, bathroom picnic areas Leave the trees alone No food trucks
202	We recently moved to Cape Coral. We are appalled by the actions of the City Council. They do not represent the people they were elected to represent. Frankly....we hope to sell and vacate. Unreal.
203	I would like to see cleanup of some neighborhoods. You want to beautify downtown with the new development but there are shady people and areas in between. I live in downtown and would never go out in the evening alone.
204	The City of Cape Coral cares not one iota about enhancing city residents' lives. City Council is openly disrespectful to citizens. In fact....they brag about not responding to emails or phone calls. This survey will probably not be honest about how the city treats its citizens. I'm sure it will be whitewashed to present only the City's desires.....citizens don't count at all.
205	Cape Coral is being built up too much, way more than it can hold comfortably without crowding more roads and neighborhoods.
206	Waterfront development!!!
207	Taxes are out of hand!



- 208 You're asking us when it's too late. The city already has allowed massive apartment buildings to be built all over. The placement of where these apartment building are being built are horrible. They are placed right in residential neighborhoods. Then you have the area being developed on Pine island road just beyond bubbas where all the area has been cleared. The city has allowed builders from out of the area to come in and build the box cookie cutter homes, where the garage has more sqft then the living space and there being built everywhere, right next to 3000 sqft homes and it's decreasing home values and bringing down the neighborhood's because these are rentals. The city cares nothing about nature or beautifying the city it appears the city will let whoever come here to build and ruin this city. It honestly didn't make sense to put a tractor supply on pine island when we are a community of houses being built on top of one another and apartments everywhere. Has the city council even given any thought on water Supply now that there are massive apartments being built. Plus how much are these developers paying to be hooked up to utilities because the city is definitely price gauging the single family residents, it's not right that you do not give the resident the choice to hook up to city utilities we are being forced and have to pay an outrageous amount.
- 
- 209 Council members rarely if ever listen to their constituents and forge ahead with whatever they were planning to do. Seems like there is a conflict of interest in most cases, as many are realtors or have businesses that profit from their decisions.
- 
- 210 We need more trees. More schools for minors. Would love a really nice shopping mall here. Better water access on the coast. It's too expensive to live here for what we have (or don't have) available to us. Please leave Jaycee Park alone unless it's taking care of it. Would love to see appreciation and preservation of natural environment for local wildlife.
- 
- 211 Better planning
- 
- 212 There should be no change in zoning for a Redfish Pointe. Hurricane Ian caused flood waters to come down Rose Garden Road like a river flooding El Dorado houses. Also, the community wants Jaycee Park to remain a place to walk dogs and hear birds in the trees. We do not want it ruined with boat docks like you ruined Yacht Club full of noisy, smelly exhaust cigarette boats from FM and loud music you can't even talk there anymore even for lunch. The city doesn't need to make money off our parks. Let us just be natural in the parks.
- 
- 213 Highly oppose more high rise buildings, unaffordable for families and the seniors. Stop ruining the beauty that once was Cape Coral. The city has relaxed their rules, people park RVs boats and other work vehicles in their driveways, too many vacation rentals that are VRBOs that are ruining the residential areas with reckless renters, these home owners need to be accountable for their unkept yards and noise from their tenants. No one checks on these and their are many in the SW that are a burden to the residents who pay taxes. City council needs to do their job and monitor this. We have live here 25 yrs and this area is really becoming an eyesore with these unkept properties. Too many of these vacation rentals in the area especially ones that are not registered with the city. Garbage and trash on the main roads as well. Promoting Cape Coral really brought the element in and now we are becoming a city that is dirty and unsafe at night especially DelPrado.
- 
- 214 I love the Cape it use to have this small town feel. That's why I moved here from my small town in MI. And to many people from other counties buying up everything and pushing out the people who have been here a long time. Need to take care of the people here first because you are going to have more homeless then you do now. It's over priced rent for a 1 bedroom over 1000.00 Just because you can charge it doesn't mean you should.
- 
- 215 Cape Coral is no longer affordable to young families. It is overpopulated by apartment buildings making our roadways impossible and dangerous. What did you do to this once hidden paradise?! It's ruined
- 



216	Personally, all the land available develop parks or waterfront activities not ruining existing parks. Stop permitting housing until the utilities are caught up. Roadways and water and electric can't handle what we have. Make c Vacation housing more long term so tired of weekend parties across the canal loud music loud people arriving Friday morning and leaving Sunday or Monday. That is not what vacation rentals are for
217	Taxes out of control. Been here 33 years and having trouble keeping up, due to us being senior citizens. Need help with school tax.
218	Communication needs improvement...
219	West bound traffic on Cape Coral parkway at the bridge needs a U-turn under the bridge to give safer access to the N side of the parkway between the bridge and Del Prado. Like the U-turn they built under the one bridge on the Sanibel Causeway. Also, many residents commute to FGCU to take classes. That drive one way is at least 45 minutes with an hour drive fairly common. Most student's today have to work and dropping 1.5 to 2 hours to take classes takes time away from work and study. Open discussions with FGCU on finding a way to offer classes in Cape Coral.
220	I am very disappointed having moved from IL to Cape Coral due to the cost of living. It is cheaper to live in IL, so I'm going back. The local government's priorities are mismanaged. The construction next door to me wiped out my home from Ian and I have had to lower my listing price by over \$100K due to that dump that is allowed to have trenches and flooding next to me while it's being built. Yet, you all made me replace rocks in my yard with more sod which cost a LOT of money and brings rodents and bugs. Again, I'm disappointed and can't wait to leave.
221	The current trend is so far removed from the original one that it is sellout cape coral and destroying it
222	Only going backwards under existing state government. We are planning to move on soon.
223	EMPHASIS NEEDS TO BE PLACED ON SAVING WILDLIFE WITHIN OUR CITY BY PURCHASING LARGE LOT DIVISIONS FOR PRESERVATION AND STORM FLOOD CONTROL.
224	We are busting at the seams for our current infrastructure. There needs to be a lot more options for dining, shopping, and a Costco would be great, and then the necessities like healthcare. Those of us that live here year-round have horrible wait times for healthcare and if we want to go out for entertainment when the snowbirds are here, it's near impossible. Also, all of these streets need to be made wider with more lanes, and the major roads need to be turned into more of a highway with overpasses as an option. No more car washes or storage unit places. It would also be nice if we could end the monopoly that is Lee health and have more options for healthcare and other amenities. Like massage, chiropractor, dental that are actually good places.
225	The city council does not appear in the aggregate to care what the citizens want. We are ruining our environment with too much development in the wrong places.
226	Too many apartments are being built in place of single family homes. Yet we have the same roads with 100,000 more cars on road since we moved here in 2000.
227	Traffic
228	Hard NO to Redfish Pointe development. We just barely survived hurricane Ian: have you learned NOTHING?
229	It would be great to have a Costco. FM is too far away :)
230	Parks and green space is important we don't have a lot of this I would like to see a park trails in old Golf Course off Palm Tree Blvd. this would be ideal for the people.
231	Need to improve traffic flow, more overpasses, improve pine island road

232	I am aware of the bidding process cities go through for consulting services. However Cape Coral missed the boat (big time) by not hiring a Florida company to do the survey and offer suggestions. You have to have a heart for your specific area, be rooted in the future. Having the yacht Club be tabled for repair and offering the expensive and ill planned changes at the park on the river is just plain wrong. Maybe some rethinking is needed.
233	Limit the building of apartments. Cape Coral is not the nice little town it used to be in the year 2005
234	Get water in the NW. You can expand businesses and housing. So much growth in mid/south Cape, traffic is bad, need water faster in the NW
235	Please preserve the beauty and quality of life that Cape Coral residents love. By maintaining open space and preserving as much land as possible. Prioritize wildlife. Limit development of open space along the water front to reduce the risk of flooding
236	Stop with sewers people can live off septic, and if you want to put it in, it should be a city expense not a homeowner expense if we don't have a choice
237	Outdoor living is one of Cape Coral's biggest assets. People love seeing the stunning natural areas and wildlife - birds, fish, tortoises, manatees, dolphins - we need to protect/enhance/grow natural areas and clean water to beautify CC.
238	Need to make the roads wider Need to pursue the access to Charlotte Harbor in NW Cape Coral
239	Small businesses like light manufacturing will enhance Cape Coral. Provides employment that then fills housing and spends money in Cape Coral.
240	No more car washes and dollar stores
241	Parking is strongly needed in downtown. And the roads and stormwater are a major concern
242	The roads are terrible, even newly paved roads, stop using discount paving like kismet from Santa Barbara to el dorado n .
243	We need the same caliber of shopping that is available in Fort Myers. Definitely need more choices for grocery shopping.
244	A stadium to be home for another major/minor baseball team. An outdoor arena that seats 4 to 6K to draw lesser known artists Something other than just houses, houses, houses.
245	Please stop building car washes which fill in our canals etc. self storage buildings, huge overpriced apartment buildings, DOLLAR STORES, and improve the overall look of the area.
246	I am opposed to building all of these apartments and condos. The traffic is bad and we don't have enough water for all the new buildings! We are as a city big enough, quit building!
247	I would to see more "green space" ...areas for hiking and enjoying nature in our local neighborhoods. We're packed in here like sardines!
248	Temporary rentals need better management. Parties every weekend in a neighborhood is unacceptable. Extra non homestead tax dollars aren't worth the traffic, noise and all unknown people in the neighborhood.
249	This city needs to address infrastructure issues. Stop attracting tourists and take care of the residents! Traffic is out of control!!
250	Stop building houses so much. Roads are so crowded and we don't need more people moving here
251	The Cape Coral Parkway Corridor as you come over the bridge needs beautification. This is the first thing that you say when you enter the community it should be fresh and new and inviting.

252	Concerns about loss of natural landscape that is not being replaced with trees and planting. We need large trees in medians and public places
253	We don't have enough green space per capital of people. Start protecting what is left. Our city is being ruined by development!
254	City Council is NOT AT ALL interested in citizen input. Only interested in making money from developers. They are extremely disrespectful to citizens at Council meetings. There is a council person that openly brags about never reading constituent's emails, nor responding to phone calls. Ask me about the councilwoman who is scamming the taxpayers by not living in her district plus costing taxpayer money to discover where she really lives. No wonder residents call them "City Clowncil".
255	My family from other States don't like coming here! Cape Coral tends to provide activities centered around drinking, eating & boating. Those of us who do not enjoy those activities tend to spend our dollars in other cities/states that are not so boring. "Cape Coma" is correct!
256	I would love to have dog parks, places to roller skating, public pools, and bicycle
257	If you want more tourism, you need to upgrade roads, health care, places for the tourists to visit.
258	Preservation and protection of our existing nature parks and open spaces is critical.
259	City leaders who actually listen! Leave Jaycee park alone!!!!
260	We need to continue to expand our tax base to commercial businesses. Don't commercialize or reduce parks or protected spaces.
261	Cape Coral government is out to gain as much money as it can from big business ...shadows the terrible US gov't. Think about the permanent residents and provide infrastructure to handle this massive growth. Way too many car washes in this town, and not many hotels
262	Preserve mangroves and regulate speed on the canal system
263	I am not sure we have enough beach area to get the large tourist crowds so I believe we would be better off working on getting our manufacturing base and especially a high tech manufacturing company into Cape Coral for higher paying jobs. We need to have jobs that keep people in Cape Coral rather than commuting across the bridges everyday. We are the dog but we are being wagged by the tail right now!
264	Prefer Quaint old beach town feel of downtown versus big modern bldg also would like a major beach at NW side of Cape
265	growth in population needs to be controlled, growth has outpaced roads, healthcare, and most importantly our water.
266	Put in a good beach in NW
267	Leave Jaycee Park Alone!
268	Property upkeep, both commercial and residential, is important to enhance the beauty and charm of the city, no matter what street you drive down. To attract jobs, affordable housing must be addressed as well due to the needs of a growing work force both in the food and beverage area as well as parks and recreation.
269	Clean up from Ian isn't finished and you're thinking about developing downtown? Plant more trees to replace what was ripped from the canals by the truckloads.
270	We need larger parks like Jaycee Park Shaded, peaceful by the water for passive recreational opportunities Absolutely do NOT change that park, add more parks like that
271	City should have listened to Joe mazurkiewicz on the development of pine island road. Real mess now!

272	Cape Coral is not looking forward to our children. Our children have no reason to comeback, no good jobs are in the area. We need some technology industry or some other major companies to keep out talent at home.
273	Explosive growth with little accountability for the nature, roads, hospitals, schools and planning
274	I'm strongly opposed to the development of Jaycee Park and the destruction of our mangroves south of Rotary Park. Developers are ruining Cape Coral. Council members must stop saying yes to their money!,,
275	Cape Coral needs to focus on eco-tourism to bring in revenue. Our infrastructure is already strained, yet we keep building without addressing road expansion and limited water and electricity. I moved here from Miami 13 years ago and am concerned that the small, welcoming city I knew is vanishing.
276	Listen to the people! Seems they make decisions and don't care how we feel. IE: Jaycee Park. Safe Jaycee Park!!!!
277	Cape Coral should not become a large city like Miami, but keep its open and natural areas.
278	NO MORE CAR WASHES OR STORAGE FACILITIES
279	Pine Island Rd is out of control with different types of growth. The traffic is horrible and there isn't a plan as of yet to widen the road. There hasn't been any thought given to the amount of traffic the mixed growth has put on the roadway. Big Condo/apartments complexes have been built with thousands of additional vehicles on the roadway. Poor planning for Pine Island Road western corridor. Ridiculous---
280	City leaders need to include much more open space, passive parks, nature preserves in their City plan. The Mayor talks about a balance between development and nature/environment. There is no balance. There should be no more development of the waterfront. Yes to a hospital, college, businesses on Pine Island Rd., Cape Coral Pkwy -OK. Lessen commercial development along Burnt Store Rd.
281	Leave JC Park and Piney Point alone! We need the protection Piney Point provides from storms such as hurricanes.
282	We need to bring in businesses like Tampa and be a tech hub so high paying jobs are available to attract young families. Also tourism will be key especially plans for 7 Islands. CC has a super exciting future ahead if economic development is planned properly
283	I moved here because of the family/community feel. It was a breath of fresh air to see so many birds & wildlife. I think we need to curb the use of pesticides. They are killing the food source for many species. I know hundreds of people on Facebook that connect with one another to see the owls when hatchling are expected. The endangered scrub Jay's are gone now. Many photographers have gone to other destinations. The green algae needs to be fixed to attract thrm back. haven't seen a grasshopper here in a decade. There were many when I first arrived. I don't think new residents are aware of how much it's destroying our owl population, the city bird. We need to stop putting the same old buildings up. So many duplicates are destroying green space. And insurance will drive us all out of the state not just the Cape.
284	Cape needs to slow down growth/development and concentrate on preserving green spaces and outdoor recreation. NO Huge Development south of Rotary Park. No food trucks at Jaycee Park.
285	Costco needed.
286	Definitely feel more attention needs to be paid to conservation of wildlife areas and protection of wildlife - too much emphasis on development at the detriment of open spaces and wildlife which help to make Cape Coral such a unique and beautiful place to live
287	YOU DONT HAVE TO STOP DEVELOPING, JUST TAKE YOUR FEET OFF THE GAS!!! This rush for building permits is a great example, what's the urgency?

288	The City of Cape Coral needs to focus more on environmental sustainability if it wants its economic plan to be sustainable. Populations and wealth will cease to exist once the sea levels rise more than we can correct for or after massive hurricanes wipe out the coastline. Be smart. For example, don't build on crucial wetlands just because it could house thousands of people and generate millions. Those little wetlands are what's protecting this city and giving home to endangered animals. At some point developers are going to need to learn that people aren't the only important living things on this planet. We're just the only ones who can force our way into places we don't belong.
289	Cape Coral needs to address its environmental issues such as maintaining and improving water quality over development pressures. Too much development! Too crowded, too much traffic, not enough open space. There is no need to develop the open space to provided unnecessary services. We need more natural areas to support our people and wildlife! We don't need more economic development without addressing the water supply and sewer issues.
290	It's too crowded. I've lived here 33 years. It's very frustrating to see so much growth in areas not prepared for it.
291	Please start paying attention when residents express concerns. What you all did with Jaycee Park and the Lock behind everyone's back was a disgrace! You are destroying the very things that people come here for... wildlife and water.
292	Some homeowners do not take care of their property or yards, There are abandoned homes. Junk, boats and trailers, businesses still have signs and fences down and in need of repairs, over a year now since the hurricane. Road signs still down, city landscaping all over needs spruced up. Overall all these things and more make Cape Coral look junky! Wish as a large city everyone took more pride!
293	Need to stop building and start saving the land and water, especially for wildlife
294	Too much focus on future growth. Not enough effort to improve livability. Leadership disregards public opinions. Water quality decline and disregard for future storm impacts.
295	Leave Jaycee Park alone -- it's wonderful just the way it is!
296	The city needs to buy more land for green space. Piney point would be a huge asset in this regard. The city council needs to listen to its residents and modify and change the city's plans to reflect what the citizens want
297	This city is FAR behind on greenspace and environmental parks and areas. The goal should not be to build out and pave every inch of the city. The City Council seems uninterested in what the citizens want. The council is all real estate and developers. Improve the current roads to help with traffic. The roads are not keeping up with your development. Start imposing Impact Fees on builders instead of shifting the cost to the citizens who already live here.
298	The one problem is "how do we fund " the development?
299	Eco tourism should be promoted.
300	Industries (current and future), where to go and what to support Workforce development, how to obtain and support Growth management, where to put certain development types, why important Current ratio of commercial to residential, sustainable or not Vertical integration or housing, doable or not in preplatted (what is experience of other preplatted communities, any success stories) Isolated transport on a peninsula, how to overcome, truck stops, etc? Suburb of Tampa, Miami, O-town, what does this mean for commerce and commercial activity ( what should our expectations be) Sports tourism and growth (mid major sports recruiting, how to achieve) 400+ miles of canals, how to leverage this Marketing , how and where to country and abroad Demographics (changing, consistent, what does it mean for our businesses and recruiting/retention.

301	NO MORE CAR WASHES! They are on every corner where more productive businesses could be. We need to promote all in one entertainment venues for both children and adults. Higher end restaurants and bars. For example, Doral City Place and Brickell Place in Miami.
302	Do not take out mangroves to build on. Not necessary to change Jaycee Park with band stands, bar & boat slips. Leave the trees & road thru there alone. Nice quiet park now how should stay. Don't add additional cash burdens on residents here year-round. I don't want this to become Ft Lauderdale.
303	None at this time
304	Infrastructure needs to be addressed. With the influx of new residents and snowbirds it is unacceptable to take 45 minutes to drive from Pine island Rd to Cape Coral Pkwy on Del Prado.
305	Less dollar stores and less storage facilities. More quality business should be attracted. City has no central place to go. Surrounded by water but almost zero waterfront attractions.
306	Cape Coral is a young town. Therefore we need to save our fox , bobcats, yes, even coyotes, raccoons, possums , scrub jays , gopher tortoises, bears (residents saw a bear last year) our endangered butterfly's but especially our burrowing owls since we have the greatest concentration of them in the world. This council needs to save our green spaces such as Jaycee Park, Red Fish Point, Hunters Ridge Golf Course, the old golf course, scrub jay habitat Any areas left from fifty acres to one thousand acres from development for our wildlife or as Pascha Donaldson said that in ten years the Cape will have no wildlife at all .This current town council has the Cape's wildlife it its hands. What they do will kill our wildlife or they can preserve and protect it, For an example, any development at all on Red Fish Point will chase out our bobcats, coyotes , etc. They probably will get killed on our roads trying to escape the development on the Point. The wildlife will be gone forever on the only green space of any size in SW Cape will be gone forever, The current mayor said he wants balance for wildlife. Let him prove his statement for if no balance no wildlife Please preserve our green space. Pave it over it will be gone forever.
307	Affordable housing has to be job 1
308	The old golf course on Country Club needs to be cleaned up and operational as a golf course!
309	We live in the north side of town and we would also like to see more dining options that you can sit down at. Currently I drive to Ft Myers off Alco Rd to get to establishment we don't have in the Cape to eat at that are different. Also, there are many more fast food options as well and we don't have them in the Cape. We also lack in hotels options as well. You would never think that Cape Coral is larger than Ft Myers but we are and they have all the establishments to eat at and shop. As well as entertainment venues.
310	Why aren't the parks that were promised with the bond passing not completed. Not even started? Come on, quit being subpar.
311	Less development. We don't need more people. Maintain what we already have.
312	Traffic is a major concern. People run red lights because they are entirely too long. The city needs to invest in technology that will enable lights to change when there is no traffic in the opposite direction. This will help reduce accidents and road rage. Do your homework. It works in other states.
313	Lower taxes! Fire the blind and deaf city council
314	City streets need more beautification. Businesses should be required to maintain landscaping.



Public officials should make sure developments do not take away visual beauty nor public access to the water. The city should promote the town as boaters paradise. Water access differentiates Cape Coral from other communities. Pine Island road is not easy to drive on and that's where city leaders are developing more and more retail.

315	Road infrastructure - current system cannot handle all the traffic with tourists and increased apartment complexes, we need a new hospital that is not a part of Lee County so that it is competitive and can provide higher quality services, nature preservation - leave some of the green spaces, especially by the water, for the benefit of wildlife and public enjoyment, we need affordable and reliable utilities - cancel the LCEC contract and go back to FPL - after evaluating costs. They were more responsive following IAN and allowed the lineman into fix lines without the need of having the Governor step in to mandate it.
316	Fix our roads, finish installing signs and traffic lights. Finish all parks in progress. Stop planning more stuff until you finish what you started.
317	Affordable housing should be #1. This place will never be Fort Myers or Naples and it doesn't need to be. Do what needs to be done and provide AFFORDABLE housing, education, and access to healthcare. Forget about tourists. They will spill over from other areas. Protect our natural areas as best as we can.
318	Please spend your time, efforts, and money, developing the yacht club, recreational facility at the yacht club, our senior center at the yacht club and our beach. and a community pool where the kids can play, meet, and take swimming lessons. Concentrate on this area and please leave Jaycee Park alone!
319	I am concerned about the amount of Ag land that is being converted to commercial- there is NO plan for the city - the development is haphazard and not thoughtfully planned out.
320	The amount of car washes, dollar stores, and general stores needs to be deprioritized and the number of dining options, attractions and things to do need to be prioritized. There is little to nothing to do when the summer heat takes effect, especially for families. Possibly consider businesses and entertainment that is indoor.
321	Dollar stores-car washes-storage units are not enhancing our community - business/tech industry and education need enhanced. Our economic development is short sighted
322	N/A
323	When developing, please consider what the natural environment can provide. Every area is plowed down and left to be overgrown and not thought through. Use what natural trees thrive here. Make roadways wider and safer for drivers and pedestrians. Maintain what is already in place. Sidewalks, curbing, trees, benches need to be put in or utilized. Every new neighborhood is just wide out in the open with no actual plan. Just plotted spots that look awkward and get overgrown. This area is not like the northeast. The land, water, environment is different and is essential for thriving here.
324	Cape Coral has come a long way since I was little. They need to bring more tourism to the Cape-such as more hotels and more attractions for younger kids. There's still a lot we have to go Fort Myers for and its land mass is bigger and getting more populated.
325	Eliminate the south spreader chiquita lock
326	Please stop redundancy in business development ie: Carwashes and storage facilities. Why are they not limited? We need a large performing arts venue to lure visitors at night and weekends with festivals and concerts.
327	Negative impact of tourism - vacation rentals. People leave trash, making noise, etc. That's commercial activity in residential areas. It's like having a hotel on every block

328	As in the entire country, take care of your residents first. We have needs far greater and urgent than any tourist or snowbird.
329	Because there is many vehicle crashes, City of Cape Coral needs to install more traffic control devices and speed bumps so elderly and people with disabilities, school kids on school bus routes can safely walk in the area where we own our homes. For example, there is a lot of buildings that have been built of Sw 47th Terrace in between Pelican Blvd and Santa Barbara Blvd and now there are too many speeding drivers in our neighborhood. Also, too many vehicle crashes in intersection Sw 47th Terrace and Santa Barbara . Speeders on SW 47th Terrace  make it dangerous for the school-aged children, elderly and people with disabilities, such as a drunk driver who caused large amount of property damage to 2 homes in June 2021 and was prosecuted in Court for leaving scene of crash, drunk driving, leaving drunk driving crash with property damages of 2 homes. Speeders have ran over and killed animals on SW 47th Terrace. Speeders make it dangerous for elderly, people with disabilities to safely retrieve our US Mail from Mailboxes installed on SW 47th Terrace. Hence, it is warranted that City of Cape Coral install needed traffic control devices or speed bumps to better the lives and well-being of elderly, people with disabilities, school age kids, families who own hones on Sw 47th Terrace in between Pelican Blvd and Santa Barbara Blvd.
330	Downtown development is good but not at the expense of the waterways and mangrove barriers. There is plenty of inland property for development that will not interfere with clean water and flooding prevention.
331	Cape needs more trees it is not a pretty place it needs a central location for gathering everything here is very old
332	Get the empty lots throughout the city developed or raise taxes on empty lots. Start to think of this city as a community and not a piggy bank for foreign investors that don't live here. Encourage diversified long term business investment. This place is ugly. Fix it up.
333	Less storage buildings, vape/tattoo shops, nail salons and car washes. More boutiques, an indoor/outdoor mall that includes a Cheesecake Factory and other great restaurants.
334	Stop building housing until the drainage problem is resolved. High rises only take away the "small town" feel. Beginning to get very overpopulated causing more traffic and accidents on the roadways.
335	Utilities is a big concern as we are scheduled for our many years out. The well water is disgusting. The sooner we get rid of septic tanks the better. I would also like to see more educational facilities, that would bring younger people.
336	Business facades along Cape Coral Pkwy, inconsistent and messy and old. Prioritize Bimini basin project, access to the Rubican, and more connections between different canal sections
337	Need more done to increase tax base and create more tourism. Lots a lot after hurricane Irma
338	The city needs to foster Healthcare & manufacturing and stop pandering to developers at the high cost of quality of life.
339	Please do not ruin Jaycee Park with food trucks. Beautiful peaceful oasis.
340	PLEASE leave Jayce Park alone!! It's a quiet, peaceful spot. A big venue will be terrible in a quiet residential neighborhood!!

341	We need less car washes, multi unit apartment complexes. Please! too many already! Support to local businesses during off season to help them survive during non-tourist season. Need an indoor walking track somewhere. It's hot and crazy humid here during the summer and all through out the years. No place to walk for exercise unless you join a health club and pretend to be a hamster in a treadmill. Much prefer walking at my own pace and speed!
342	SWFL is built on the water and this area has too much privatization of our waters. We need more access and more activities that promote the resource
343	would like to see fewer large apartment buildings.
344	Building permits need to be stopped until they have infrastructure to support the growth. traffic is getting impossible in off season, let alone during season. We are considering moving elsewhere. It is getting ridiculous.
345	Starting to look trashy. Too many vacation rentals. I'm sick of music all night. Fix the traffic lights and signs. The hurricane was a year ago.
346	If you don't improve the roads, and the traffic none of this will matter. People are really ticked off that you're not addressing that. Then you come up with something stupid like electric buses! If more people were in a better financial position, they'd move out of here. Not to mention the ridiculous number of apartments your allowing to be built.
347	Listen to the people
348	Police and Fire should be TOP PRIORITY for Cape Coral. This city was nice when we had code compliance and less apartment buildings. Now there are too many duplexes and apartments in single family areas. It is out of control and not enough police to patrol! You can't grow a city without growing city services!
349	I think waterfront parks and recreational areas for the residence, and to promote tourism should be a priority as taxes that it will generate will certainly secure all other concerns
350	The Streets flooding should be addressed, and I believe the city needs for find cheaper electricity options for it's residents.
351	I feel Cape Coral would benefit more with a NW beach area. Better canal maintenance. The entire city was built on waterfront and canals yet we only have 1 small beach area
352	I am concerned the city is less about the residents and more about businesses, and not high- end business but excessive car washes, storage units, and Dollar Stores. The city is beginning to look sad. The builders are not held accountable for their job sites, which look like dumps in the NW neighborhoods. Porta potties are still floating in our beautiful canals. I really do not mind paying higher taxes if I could see my money at work for the residents. Now I read that there is a proposal/plan to widen Pine Island Rd. Good grief...does any of the city council spend time in cities that have well planned infrastructure? I am frustrated with the peculiar trend of this city...which could be a beautiful destination and place to call home. I was a builder in another state and well understood the purposes of building moratoriums...I think CC needs to consider the crowded roads, lack of safe sidewalks, and lack of public transportation before issuing more residential building permits. Why aren't builders required to place sidewalks during new builds? Other cities do this successfully. Just a thought...
353	Quit building! The street traffic can not handle anymore traffic. I also believe there needs to be more done regarding poor and distracted drivers. Our streets are dangerous.
354	Traffic on Del Prado. Lack of a red light at Averill. Potholes on Gator Circle



355	There should be more policing of the streets. I am tired of seeing CCPD posting photos on social media of free food, and look what I can do photos. It's a waste of time, resources, and money. The crime in Cape Coral has skyrocketed immensely yet not one single cop is seen patrolling in high traffic, high volume, school zones & shopping areas.
356	Finish the projects started before spending money on new designs and development. Stop wasting our money on frivolous designs
357	LEAVE JAYCEE PARK ALONE!!!!!!!!!!!!!!!!!!!!!!!!!!!!
358	Code enforcement needs to patrol and enforce codes. City is turning into a dump with too many duplexes and rentals.
359	Stop charging thousands for city water that we are forced to have..the costs of everything is up and people are being forced to move, need lights out in faster at Averill and del Prado, it's so dangerous.
360	Cape Coral has a unique advantage of its beautiful natural environment. It is and should continue to be the foundation of our community's growth and success. Let us show the country how to build a sustaining city of the future. We need clean air and water to survive and thrive.
361	Plans need to be built 5 yrs down the road and further. We are already been. Expensive catching up. #paradisec
362	Still looking for streetlights, sidewalks, and kids going to school by neighborhoods. Also paying fire, police, EMTs and teachers wages that will entice them to come and enough to keep them long term!! Better response to traffic light requests! People's lives are more important than who's paying for them. Put them up and bill it like a code violation with penalties. It will get their attention!!!
363	Parks bond overspending could have been predicted. Going against citizens on the teardown of the original building in the harbor. Same for the project by the Rotary park.
364	The city needs to wake up and look at the infrastructure vs the incoming migration and its associated traffic
365	Homeowner taxes need to be lowered to make it affordable.
366	Websites and documents provided by Cape Coral government is not updated enough.
367	I'd like to see less Dollar stores and storage places along major roads. A walkable "Downtown area along the water" would be incredible. Places with a "beach like" charm would be nice. Clear and clean and healthy water in the canals throughout the City is a must! More trees, therefore more shade and more absorbent during flooding. Thank you!
368	The city is growing too fast. We need to limit the amount of housing/growth.
369	Public transport is generally sub-standard, one emphasis should be a direct line from RSW to at least the CC transfer center, better to city hall; traffic volume and - noise can be terrible (sometimes it feels like I am living inside a race track!), nobody seems to enforce speeds and noise emissions; most major arteries need beautification (compare Ft Myers and Naples), some industrial areas (ie the one between city hall and the hospital) look like a 3rd world neighborhoods - they need real attention.



370	I provided a lot of information in one of the other questions. I have lived in the City since 1985 and I was born in Ft Myers. I am also a City Employee. I have watched our City change tremendously. One issue that needs to be addressed are the boat rentals on the waterways. We have inexperienced boaters in the canals and waterways and they don't speak English and the waterway signs are down. The don't know the waterways or the rules on the water. It's pretty scary being on the waters the past year. Season is starting and our we prepared for what it will bring this year? I hope I see some improvements in the next 10 years.
371	Overall, the city does a fair job at maintaining and developing what has to work with. However, in some instances, such as with respect to the yacht club, the elected officials seem to be entirely out of touch with what the public need and want. Even if with a public need and want is different what they needed and want yesterday. The public has a right to change his mind as the conditions and information changes. Similarly, the elected officials and city ministers have a duty to hear those people out and meet them where they are today and try to solve their issues as they are present it to them -- today.
372	I would love to have more parks for kids and dogs. Also we need to attract more young people.
373	Stop with the ALDIs, Dollar Stores, Storage Units, and vape stores. Bring in new retail. i.e. DSW shoe store, Trader Joe's, Marshall's
374	CC continues to develop at a rapid rate. More housing doesn't make for better living. CC could use more healthcare, police, first responder, education, shopping, and definitely better laws re: the canal system. It's slowly becoming the "free for all" do as you please type of city. Just asking for smarter planning.
375	Beautification should be the number one priority at this stage, after lan and to make sure we continue to strengthen the real state value that will create wealth in out city's budget
376	They need to stop commercial boat companies from using public boat ramps. There is not enough parking during snow bird season. Thank you.
377	We need more lanes on the bridges to support the number of vehicles!!! This is the main negative of living in CC or coming here for dining or recreation.
378	We need the beach open. 216,000 and no beach. We need better infrastructure...large business development on the parkway is going to severely congest the roadways. Bridges need to be rebuilt. Utilities: Internet service disappointing citywide, electricity too high. Cancel lcec and go back to FPL. Lcec significantly unprepared for lan.
379	This city should attract more young people and tech industries. Jobs are mostly restaurant, retail and medical. We need to attract more doctors and pay then decently. You have to wait months to see a doctor. Finally, no one should be able to paint their properties eyesore colors like screaming lemon, lime green, peptobismol pink, grape etc. Beautify the medians the city should have the money. The parks are a bit disappointing! Why not have a small petting zoo for the kids, artwork and fountains. We need a beautification manager and a professional job growth task force. Tourism will follow...
380	I Think that the City should put lighting and sidewalks in every block that has Housing. It is very scary when I see a small child standing in the dark waiting for a bus in the grass and on streets. This is Your Job for the safety of all.
381	Listen to the public and lower taxes
382	Mayor and city council in general are not respected and give the appearance of superiority over the general population. Seems as though public input is welcomed, but not taken seriously. Little to no community spirit is present or promoted by council. Maybe the city has grown too fast to have a sense of community- lacks warmth and caring and togetherness

383	The city council should all resign. Time for new blood.
384	The town cannot support the growth. Driving around town is horrendous and you put your life at risk each time. No one can figure out a four way stop. Way too much housing being built for the area.
385	We need an IKEA!
386	City Councilman do NOT listen at all to the people. No matter how many meetings they have with the public they put their nose up and do what they want. It's all for the counselors, and not for the people..
387	Less storage buildings and apartments. Create infrastructure that makes sense for the population growing here. More things for families and youth, educational focuses, opportunities for businesses that cape needs, as well as infrastructure to support people (Healthcare and utilities).
388	The downtown district is becoming too congested! Too much traffic and no parking. More apartments & condos coming in but the roadways are so congested it doesn't make sense to continue to build in the SE & SW.
389	We love Cape Coral!
390	I am strongly opposed to the redesign and repurposing of Jaycee Park. It is opposed by a majority of residents and supported mainly by City Council. The park is literally one of an oasis at the end of a tranquil suburban parkway. I remember first visiting the park over 8 years ago and wondering how long this vista of nature would endure. This is a natural treasure you don't often find in an urban area. It also protects the shore from disasterous storms such as Ian. Once this is commercialized and gone, it will never be replaced. The only reasons I can fathom for its destruction are the usual ones.....money, and favoritism and cronyism. It is by no means the attractive way it could be, but this could be remedied with landscaping and several enhancements. I am disappointed, but not surprised with the Cape Coral Councils' decision to turn an irreplaceable natural asset into a non-desirable entertainment center. You have to stop and think about your net gain of drawing in those looking for such an area to be entertained and spend money, versus the loss of what is best in the long run (or for the short term) for the community. Disappointing, sad, unnecessary, shortsighted, and probably what to expect from those with a lack of vision.
391	Leave Jaycee Park alone
392	I don't really care for the lack of sidewalks in Cape Coral. Especially on roadways leading to and from schools. I see this as a dangerous situation that should be addressed immediately if possible.
393	We need to preserve open areas such as Jaycee Park. When improvements are considered, those improvements don't always need to include commercial aspects. More city facilities to house events and classes are needed.
394	There is a terrible traffic problem. We have enough laws, just need to enforce them, etc. SPEEDING, careless driving, stop light enforcement. It appears our speed limits are just suggestions.
395	Save Jaycee park !!
396	Thank you for letting us participate in this survey
397	No development on red fish pointe!!!! Nononono NO!!!
398	Leave Jaycee Park alone. People in the area love it like it is!!
399	There are too many car washes and storage facilities. The new apartment buildings and residents are going to overload the roads and health care facilities. We need another large hospital instead of a multitude of urgent care facilities.
400	You need to development the roadways for traffic before having more people come here (tourist

and residents). There is a lot of before work to do.

401	Drive down skyline and Chiquita- many signs are still missing since IAN. When you get to Veterans, signs are missing. Not yet replaced. Please take a look
402	The entire building and codes Dept need to be revamped. It's nobody's job to get the permitting process streamlined but everybody's job to be uneducated, large ego, out of touch and deny and pass it on. Do AWAY with median watering and replace with natural scrapes that only rely on natural weather.
403	Since Ian hit one year ago, there are still missing street signs/traffic signs in Cape Coral. Seems they should be fixed before planting trees in the SW part of the City. Missing street signs cause accidents.
404	There are so many accidents in CC, many due to vehicles running red lights and failing to stop at stop signs. This is a serious safety issue.
405	More police presence in the NW Cape
406	The city needs both short-term and long-term strategic planning devoid of personal agendas and greed of developers. I've lived here 16 years and now see what was once a beautiful city- a city of dollar stores, car washes, gas stations and storage units. Let's do better. Let's save and protect our beautiful green spaces like Jaycee Park and Rotary Park and so many beautiful wetlands. Save them now so we all can enjoy them
407	Need more sidewalks and sidewalks which are not flooded and impassable during rainy season
408	NO MORE CAR WASHES OR STORAGE UNITS !!!
409	The city needs to protect wetlands and hurricane buffer areas. There should be no commercial buildings in residential areas. Council needs to be responsive to voter concerns.
410	City Council and especially the Mayor need to understand that NOT ALL parks need to serve the city as a whole. They must look at regional concerns and desires first. Just because 2% of the population disagree with the City; it does NOT mean 98% like it. Regional expressions should have priorities.
411	Have been a seasonal resident for over 15 years and Cape Coral as changed a lot. Much more traffic and congestion. CC police need to do a better job with traffic violations. People speed, run lights, tailgate excessively and it is extremely rare to see any police pulling people over and ticketing. It is just a free for all. My other home is in NJ with the worst drivers anywhere but Cape Coral is now worse. Overall, I love the Cape and don't agree with those who don't want any change such as to Yacht Club, Jaycee Park, etc. It is important to keep up with the times we live in. As long as development is done thoughtfully I am for it. HOWEVER, PLEASE no more storage units and dollar stores!
412	Don't only concentrate on south Cape Coral. North east needs things going on too
413	The City needs to review codes regarding repair vs. new construction of carports so those of us who sustained damage during the last hurricane can get our carports repaired.

414	<p>I have multiple concerns with the direction Cape Coral has been heading over the past 18 - 24 months. Spending is rampant on a lot of poor decisions. Our city leadership and elected council and mayor are not listening to the community and have worked tirelessly to cripple the opportunities for citizen oversight, accountability and input by abolishing the different citizen-led boards and attempting to eliminate citizen input at council meetings. Our city leaders are in a hurry to spend 10s of millions on development and park projects that are not in the interest of the community and its citizens. Even over \$100M on a new Yacht Club development. A staggering amount of people have moved from the East Coast of Florida to call SWFL their new home. They were escaping terrible leadership, overcrowding and rampant development.</p> <p>Cape Coral needs to understand these transplants and our long-standing citizens are not interested in overspending on unnecessary projects and paving over our waterfront. At the current pace of poor decision-making and incompetent budgeting, Cape Coral is destined to be a Pompano, Fort Lauderdale, Coconut Creek or similar. We do not want "paradise" paved over with asphalt and concrete. Please leave our natural scapes as they are and stop deliberately spending millions upon millions of taxpayers' money on items we do not want while deliberately eliminating and undermining our few remaining opportunities for public input. Thank you for your time and consideration in this survey response.</p>
415	<p>Please do not let growth in our city to surpass our current/ growing infrastructure needs.</p>
416	<p>1. Leave Jaycee Park the way it is. 2. Stop building so many apartments under the guise of affordable housing. Rents are very high. 3. Construct an industrial park using undeveloped land in north cape thereby attracting more businesses.</p>
417	<p>Improve street light coordination</p>
418	<p>We have an extremely large city and can't overload downtown any longer. It is time to create a new hub maybe in the NW or NE portion of the city. What are the long term plans to bring in the Yucca Pen property for the city's use? Thanks</p>
419	<p>Please continue to fund public safety: Police and Fire Departments.</p>
420	<p>The downtown area is a hodgepoge. It needs to be redeveloped with a grand vision. A bypass road is required. We should not build a bridge before the CCParkway bottleneck is fixed. Pine Island road needs access roads and grander projects, not another strip center. New projects will look old quickly because zoning promotes disjointed projects. Homes along boulevards and parkways should be buffered, not built right on the roads. Our city is becoming a sea of duplexes that will become under-maintained.</p>
421	<p>Cleaning up the streets and neighborhoods, there should be some kind of consequences for people just leaving their junk out on the curb, or the appearances of homes. Grass not cut, cars parked on lawns,</p>
422	<p>Recently there has been too much HUGE development while sacrificing green spaces. Growth should be slowed down and more attention paid to controlling traffic issues as well as load on infrastructure. I am highly opposed to the proposed HUGE development south of Rotary Park. This area should remain as green space. I am also highly opposed to food trucks at Jaycee Park. This park should remain a quiet family style park with picnic tables and shelters. It does NOT need additional features or a marina/docks. Put money into restoring the Yacht Club Pier instead. Also, NO parking garage at the Yacht Club. Yes, this limits parking but that is a good thing. It is a small park and should remain so.</p>
423	<p>Speed limits need to be reduced and enforced. Red lights and stop signs need to be enforced. Aggressive drivers need to be arrested and charged.</p>
424	<p>Manage growth in regards to current infrastructure. Lack of adequate roads and traffic lights, limited water resources.</p>
425	<p>More industry needs to be brought to the cape so that people are not going over the bridge to Fort Myers.</p>



426	There is enough commercial business, its time to take care of your people housing costs are crazy for those that do work in Cape Coral in education, government, hospital, and retail stores, especially renters and seniors on fixed income. If I wasn't retiring and deciding to move out of state - I could not afford to stay here unless I have a roommate after working for 50 years and working in education for close to 20 years. That is crazy and very sad. Love Cape Coral and will miss it here.
427	Keeping Cape Coral more community like than too commercialized We have Ft Myers, Naples, Sanibel etc for tourism
428	Build streets behind new developments connecting to other streets with no access directly to pine island road. Without so many entrances to pine island road, it would be safer driving. Close some entrances now allowing for smoother flow of traffic. So many accidents because of this, cars just pull out paying no attention to traffic. Pine Island road doesn't need widened it needs to have traffic redirected to other streets with fewer entrances/exits. Get a traffic engineer who has knowledge of traffic flows. Veterans is horrible because of bad flow of traffic. Cars can be lined up for mile and the light lets 3 cars through so three more run the run as they have been setting there so long.
429	Leave JC park alone, don't ruin it with commercial and boat ramp.
430	My strongest concern is giving the teachers more money better benefits and shorter term to be tenure we have good teachers I want to keep them ty
431	Expand pine island road. It is a nightmare in the Winter. Add crosswalks to Chiquita and Pine Island so I can safely shop for groceries.
432	It's time to restore rules and restrictions to maintain property values. Trucks/vans/trailers improperly parked throughout the city.
433	Traffic is bad and getting worse, no plan to keep walkers and cyclists safe
434	Cape Coral is larger than Fort Myers in both population and area but is severely lacking in commercial amenities.
435	Concerned about too many multiple housing projects affecting traffic and road wear. Too many storage facilities need better guidelines for commercial vs residential vs recreational for future city play
436	Open yacht club beach, tennis and senior center asap. Eliminate any related potential parking fees for town residents.
437	I would like to see something done about the old Cape Coral Country Club golf course. It's an eyesore and yet could be a valuable asset.
438	Storm water drainage in some areas is something that needs to have attention to. Especially at the parks so the kids can continue with activities in between the rain we get.
439	I am concerned that potable water will be treated like gold. The construction is out of control.
440	The real concern that potable water will be scarce
441	Affordable housing
442	The council needs to consider listening to all residents not just the retired or their own agendas or their buddies. It's a disgrace filling in a saltwater canal and place a busy loud car washing facility next to a home not to mention the noise traveling down the canal! Quit allowing multi level apartments next to a residence! If these were your homes you wouldn't allow these businesses or apartments looking over your house. Start making businesses put in turn lanes to alleviate some of the traffic congestion. Why do we invest money in downtown constantly when we have so many other areas like the main thoroughfare Del Prado that should be a focus.

---

443	<p>Like to see more cracking down on illegal companies doing work without permits or without state license. The hurricane brought them here. They come in and way under bid on us legal companies. This puts a big hurting on your local legal business. There should be a team looking and being proactive on this matter. I am a legal, registered and local GC. I employee 10 cape coral residents and have several cape coral legal subcontractor companies. I have seen so many pool cages go up without permits. Local suppliers parking lots filled with illegal company. Not local. pickup up materials to go do illegal jobs in the cape. There is nothing done to stop it. Instead you have to go down to code compliance and fill out paperwork about everything you witnessed. So that means the person that is filling out the paperwork ( which is me) has to be the investigator and follow these guys around to watch them break the law and commit felonies. We pay for code compliance for them to be reactive and not proactive???? Like to see some investment in these issues. I have personally seen other city/counties crack down on these issues. It works and keeps your local business thriving, growing and investing back into the community. Not illegal companies or people.</p>
<hr/>	
444	<p>Open yacht club beach already!</p>
<hr/>	
445	<p>Curb the wasteful spending in the city government, cut jobs especially at the Police at a management level. Current leadership policies are destroying the city and making it unsafe to live and drive.</p>
<hr/>	
446	<p>Youth travel sports including baseball, softball, soccer, and others are a huge opportunity being missed by our city. We have the facilities, but the draw back has been poor maintenance, lack of investment, and the cost to use these parks. Sarasota and Manatee County have tournaments every weekend. It fills restaurants and hotels, keeps kids active, and will help our economy especially in the slower season. A PPP project would be great, See Paradise Sports Complex in Naples. Update Jaycee Park and the Yacht Club, invest in Serenia Vista Park besides a bathroom and a kayak launch. It's an amazing park and property that is being wasted. Seven Islands and Tropicana Park should also be invested in to be destinations.</p>
<hr/>	
447	<p>Cape Coral is a wonderful city. Unfortunately it lacks diversity in nightlife for adults 25&amp; up that are not identified as white. More black business opportunities/grants should be developed as well as business mentorship. Also sidewalks for young mothers to take walks and promote women safety. There's land that has collection of trees and between the trees there are man- made sitting areas which causes safety concerns. Lastly Cape Coral police, can they please turn on their sirens when in the community to alert residents that something is happening. There's times an accident happen and I walk into a situation with my children without knowing if it's safe or not.</p>
<hr/>	
448	<p>Fix potholes fix traffic and traffic control devices there is a lack of lights at busy intersections</p>
<hr/>	
449	<p>I have lived here over 30 years- full time- i'm tired of snow birds running the show and having more clout than us residents</p>
<hr/>	
450	<p>Cape Coral needs to work closer with the county on improving the commuting traffic flow for the river bridges. The fact that they both end at traffic lights is a horrible design for volume. That needs significant improvement like a overpass or similar for east bound traffic. The sidewalk project a few years ago that decimated the on street parking was a huge mistake. I am a customer of several businesses in the area and the parking is now horrible.</p>

---

451	<p>Cape Coral’s trash collection is a huge negative mark on our community. The option for people to pile trash at their curb and expect it to be picked up needs to be omitted. If it isn’t in a bin, it doesn’t get picked up. Large item pick up can be offered twice a year. If people have large items to go to the trash they can call and book a special pickup for a nominal fee or pay a trash hauler to pick it up. If trash is piled at the curb outside of that resident should be fined.</p> <p>People’s expectations for what the city wide trash service is designed for is too high and people and businesses (especially landlords) are abusing it.</p>
452	<p>Utilities and roads are not built to withstand current population let alone any growth.</p>
453	<p>The Utility Expansion stuff needs to be addressed. I am in an area that is going to be assessed some ridiculous figure 10 to 15 years in the future. The current assessment figure is not reasonable nor manageable for senior citizens on fixed incomes. If I were assessed at the current rate I would likely need to sell and move away. Presuming an increase when it gets to my area - I am certainly going to be forced into leaving. Why not have a way to start prepaying...maybe a couple hundred dollars a month or smaller figure against a lower cost alternative. The city gets revenue and the citizens get a break because the city is getting money interest free. something to ponder...</p>
454	<p>City leaders who actually listen! Leave Jaycee park alone!!!!</p>
455	<p>I don't feel our council has the best interest of residents, on the top of their list. They do what they want to do.</p>
456	<p>Synchronized street lights</p>
457	<p>Listen to your citizens. The council makes decisions without taking citizens’ opinions into account. Specifically Jaycee Park. Leave. It. Alone.</p>
458	<p>Utility and home insurance costs will drive people away fast.</p>
459	<p>I think some attention needs to go towards beautifying what is already here. This is not a pretty city, but it should and could be.</p>
460	<p>Roads roads roads. Work with MPO to secure needed funding. Expand public transit with LeeTran to increase commuting and commercial travel for non drivers. Market what we have before adding more. We need the infrastructure to handle the capacity.</p>
461	<p>Homeowners should have an option of parking their RVs on their property. I’m not opposed to guidelines. But if homeowners, for example, have ample property such as an additional lot attached to their property, there should not be an issue.</p>
462	<p>I’ve lived here going on 11 years and I’ve seen a drastic decline in the appearance ( junk vehicles parked all over, cars parked on front lawns, people not cutting their grass, trash around the city, junk all over peoples properties... when was the last time you drove down Del Pardo or Cape Coral Pky???? It looks trashy !! So instead of starting new projects let’s clean up the city.</p>
463	<p>Concentrate on yacht Basin!! Our only beach area. Fix what’s broke in our city!!</p>
464	<p>We need an interstate extension from I-75 via Colonial / Veterans with exits, not traffic lights. Most employment opportunities are in Fort Myers or Naples and commuting time needs to be improved. Cape would also benefit from a Costco.</p>
465	<p>Better traffic management. I feel there should be a moratorium on apartment building until the city traffic engineer can get control of our roadways.</p>
466	<p>Fix what’s broken, before attempting any new ventures.</p>
467	<p>STOP the building.</p>

468	Need improved infrastructure and roads
469	After living here for more than 45 years, it's sad to say I can't wait to get out of here. What I've seen in my time of how this city is managed is sad.
470	The current leadership is turning the city into a dump. How many more low- end apartment buildings, 7/11's, Dollar stores and car washes are they going to approve? No cultural arts here to speak of. How about finishing the Go bond parks before starting any new projects.
471	Our water pipes are in terrible shape. We have pipes that keep breaking in the same place which will result in more sinkholes like the one recently on Chiquita. The new apartment/ retail complex on Cape Coral will significantly detract from Cape Coral's quaint charm. The density and proximity to streets is very unattractive.
472	The city can't handle more giant apartment complexes when there aren't adequate jobs and roadways
473	Cape Coral Parkway downtown traffic is overloaded and with snowbird arrival it is utter gridlock yet City is continuing to add more and more residential units without any concern of current traffic issues. They might as well turn Cape Coral Parkway into a mall and quit allowing traffic on it as that will be the only way that people will be able to move down the parkway.
474	City Council needs to quit fighting among themselves and fix the city's storm damage
475	CC was invisible after lan- we need more positive publicity.
476	Devotees should be held accountable for poor drainage when developing homes and structures!
477	You need to take care of your current residents before you try to lure new ones to the area.
478	Please open the CC beach, keep the Pier and the structure of the old community building and maybe skip the parking garage as it will look awful. Thank you for being there for our community.
479	The city has done a poor job planning the businesses that are already here with an auto store or car wash on almost every corner. Residents deserve to have quiet neighborhoods and not rotating residence with AirB & B s filling up their block. Passive parks, such as JC park should be a place to enjoy nature with walking or biking trails, or just to sit and relax - not a tourist destination! Locals deserve their neighborhood parks, as well as recreation areas to enjoy our surroundings without commercialism. Improvements should focus on the well-being and health of the community, not the whim of a few but the voices of many.
480	Council ignores the voice of the citizens. Decisions are being made that are ruining the future of Cape Coral. This is the opinion of everyone I know. It is discussed in social and group gatherings. Council needs to start thinking of who elected them. Oh and everyone thinks they are corrupt.
481	STOP building homes. Are you thinking about where the drinking water will come from for all these people? More policing of speeders and red light runners. One more bridge to connect FMY. A two lane bridge isn't going to cut it with all these people. Time the traffic lights so they are in sync.
482	We need more things to do. More restaurants and more water centric opportunities
483	Traffic is out of control. This city is growing faster than the roads and infrastructure can handle.
484	Too much commercialization of a residential city.
485	Growth, although expected to some extent, must proceed responsibly. We don't have the infrastructure to accommodate much more growth. It should never come as a result of breaking conservation easements! It's a broken promise to the community it's supposed to serve.

486	No development near rotary Park. We need to protect the animals that call that area home. Also, we need green space to control flooding. Jaycee park should be left alone. There are too many condos etc to put up with all the noise your plan would produce. Plus it's a nice park to walk and sit by the water and reflect.
487	Schools needs to rearrange their traffic flow before and after school start times.
488	Learn from past mistakes of our growing city and plan out Burnt Store RD corridor the right way with commercial and industrial zoning.
489	Stop destroying natural vegetation and habitat that protects our mangroves and wildlife
490	Traffic needs to be addressed. If commercial development occurs in a single area traffic will worsen. We need a strategy that spreads development to lessen the traffic impact. Enforcement of city codes needs to improve. Sometimes neighborhoods look like garbage dumps or storage facilities.
491	Improve existing roadways and traffic control. Cape Cora is famous for red light runners. How much revenue is gotten by traffic violations. If you want to improve revenue, try citing multiple road rule violators with more police.
492	The City is far too developed & unequipped to handle the level of traffic during season. Our city leaders seemed to have learned nothing regarding storm surge risks after Ian. Most people I know have or will be moving out of the city.
493	Develop Lafayette and Miramar as the original plan. If you don't take care of the old before you build new, that will become slum.
494	I believe the city does a good job. Wish the police would ticket more folks who run red lights, speed, etc.
495	Cape coral tends to be too expensive for most families. The employment opportunities are mostly minimum wage jobs so households need 2 or more sources of income to make ends meet. I know several families that have been squeezed out of the area in the past few years or who are living in overcrowded living conditions because they cannot afford anything else.
496	Growth needs to be slowed down and allow the infrastructure catch up. Very poor leadership. Having worked over 30 years in economic development, this economy needs to diversify.
497	Do something about electric, water, homeowners insurance and taxes that are becoming unaffordable for seniors!
498	Absolutely Need back up generators for sump pumps. Reinstating Yacht Club amenities should be highest priority before other development. Look at implementing more an open plaza feel for CCPW/ 47th by having one-way streets... skywalk to riverwalk along canals in area. think san antonio/tampa riverwalk areas.
499	The City is basically a dump north of Pine Island Rd. no code enforcement !
500	City council and mayor have their own agenda and ignore constituents desires. That is sad.
501	I'd like to see a performing arts centre, something similar to Barbara B Mann but with affordable rates for local theatre companies. Protecting and expanding mangrove protections. And affordable housing: city/county owned, third party managed, rent is max 25% of income. This will save people money that they can spend at local businesses or save to start a local business, and this will create a constant stream of revenue the city and county can use to reinvest in communities.
502	No more car washes or storage units. We need more restaurants.
503	LEAVE JAYCEE PARK ALONE!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!

504	Stop the planned changes to Jaycee park.
505	NW needs to be beautified since the taxes paid there are the same as other area.
506	It is unbelievable that the city has allowed the yacht club to literally disintegrate from Ian, it should've been preserved. The pier should've been the first thing built back. The pool restored. The council is only interested in lining their pockets not with the quality of life of the full time residents.
507	Clean up dead trees and broken signage now a YEAR after Ian.
508	Cape Coral is not a tourist destination, it's never really been a tourist destination and I don't see how it can be, unless we either destroy it's natural beauty and endanger it. Cape Coral to a certain extent as far as tourism is concerned has been a stopping point, a base for tourists that come to the area. I can see more Hotels in the Pine Island area, North Cape.
509	On the Nextdoor app, I do see some concerns with roads being flooded due to not having proper drainage, can we get that resolved?
510	Costco and Trader Joe's should be encouraged to locate in Cape Coral.
511	Please 1) bring back the food trucks/scrap the new ordinance re food trucks; 2) do not put housing on the old golf course in SE Cape; 3) do not develop coastline areas that have mangroves; 4) increase the number of green areas and parks.
512	Where is the money coming from for all of the proposed projects that are going on. Finish one thing before you start another. The Yacht Club area should be done ASAP with no fees to park there. Leave Jaycee Park alone for now. I do not want Cape Coral to be a tourist attraction. We have plenty of restaurants with music. No need for an amphitheater near a residential area. We have 47th Terrace for this. Plan a nice recreational area where there is ample space. The City needs to be aware of the income of residents of the City who are on a limited income. The current economy is having a major impact on what people are able to afford ... both young and old. There are many things that need to be repaired before spending money on other things. Listen to the citizens before you spend \$500k on a project that no one wants. Not everyone in the Cape lives near Jaycee Park. Fix the roads and traffic lights. Clean up the empty buildings. Help people stay in Cape Coral instead of making it impossible to stay. Get federal assistance for infrastructure. Lastly we do not need to spend money on electric vehicles right now. I will be attending more City Council meetings. I am not happy with the way the council is spending money on unnecessary things when we have people who are still struggling after Hurricane Ian.
513	The amount of 4 way stops is insane. Has the city considered roundabouts? See example in Carmel Indiana on how it improved traffic flow and safety.
514	Cape Coral have beautiful canals and waterways. These should be explored more. A public beach with easy access would be a magnet and amazing asset to the city, it's visitors and residents.
515	The council person that represents our district brags about how he refuses to communicate with his constituents when they have questions. Apparently this is the unified vision for City Council. City Council is also destroying the few remaining green spaces in the city..... changing zoning so these areas will be developed into high density entertainment/shopping/residential areas. They put out mouth music about wanting citizen input. They then completely ignore citizen concerns. This city has become a swamp of money grubbers padding their own pockets.
516	Make Cape Coral beautiful. Don't cut corners. Our city seems to be behind everyone else in recovering from hurricane Ian.

517	I think we need to address the vacation home problem. These homes are in regular neighborhoods and are frequently very disruptive. These people are extremely loud, sometimes partying, children screaming, etc. They never should have been allowed here.
518	Under this leadership Cape Coral is expanding too quickly. Projects that have been funded in the past are not finished and are pushed to the back like our parks for other big buildings. The Yacht Club project that was just suppose to be a renovation project and was funded now after Ian is a 40+million dollar project and they are still expanding it. What about our roads. There lies the problem. Before all this building takes place you need to put in the infrastructure. Westill have t finished water and sewer.
519	Retain shade & green space in Jaycee Park.
520	Street lights are needed. Need to spread out business & restaurants. Downtown too crowded. Pine Island Road too much uncontrolled traffic. Need more police to control traffic infractions! Make it where you don't have to go to Ft.Myers to shop. #1 - we are biggest city between Tampa and Miami act like it! Stop letting county or Ft Myers control what happens HERE! Harden infrastructure! Why are we still in disrepair 1 year out?
521	We need more walkable areas.
522	The development of South Rotary Park is a big mistake, the degradation of a pristine eco system. Stop this. The development of Jaycee Park despite the objections of thousands of residents speaks volumes about our governments priorities. Buy the golf course for a community pool and your food truck stop. Lastly, reliable mass transit is essential for vacationers, and working class people and students
523	It would be nice if Cape Coral could be beautified. Seeing pawn shops and gun stores as the first thing coming over the CC bridge is depressing. Having an upscale shopping center with green landscapes would be nice, too, like Coconut Point area in Estero. There are too many duplex units, storage units, & dollar stores here. Bring in a Cheesecake Factory and other finer restaurants. Can anything be done to beautify Cape Coral Parkway? Have homeowners take care of their homes. Too many are run down or vacant & some have pools that are green - mosquito infested. Need better job opportunities here where people can earn high paying jobs. Better roads to get to the freeways. Driver training for all who move here. Train drivers how to merge into traffic and not just stop. Train everyone to pull off to the side when emergency vehicles are coming. Seems like people don't pull over or care to get out of the way of emergency vehicles like ambulances and fire engines. Also, training for boaters.
524	It seems you want to bring more people to the area, but are not looking long range. More people means we need more police, more firemen, more hospitals, more teachers.
525	We need a moratorium on building apartments and housing
526	I'd like to see a follow-through on projects that have been approved and not have so much time pass that new city officials come in and change the original plans.
527	Tourism is important for our area. But what exactly does Cape Coral have to offer? Not Fort Myers or Sanibel or Captiva, Cape Coral? We don't have a beach. Cape Coral yacht club is a joke. First, we need to take of our land, our environment, that includes our waters. Next is our infrastructure. Our roadways need much improvement. I have lived here for 30 years and the last 3 years has seen major growth that Cape Coral was just not prepared for. I believe we should start with our community needs before we think about northerners.

528	It took our small business 13 months to receive a simple Cert. of Occupancy in an existing building we only moved furniture into. We did not even paint the walls, move or remove any structural aspects or even replace the flooring. Our small business works with many other churches and small businesses in our town and the amount of harassment and targeted inspections to get simple CoO is outrageous. Yes, there is huge growth here and some delays are expected, however, there is also a huge turnover in the permits dept (or they are just not able to do their job effectively, either due to computer/infrastructure issues, or labor shortages. We are going to start losing very good businesses in CC if we don't get a handle on the ridiculousness of our current permit/inspection/building situation.
529	I have lived here for 30 years
530	I realize we had a major hurricane one year ago today but you need to make repairs a priority for companies that want to invest here. Green street lights on CC parkway still in dis repair. Crooked and twisted street signs everywhere. Common areas still with down trees. All this beautification makes a difference to people wanting to invest
531	safer roadways and school bus stops!
532	Jaycee Park: The CITY is NOT listening to the RESIDENTS!
533	Code enforcement needs to be either enforced or rules need to change ex; boats in driveway. Better chain restaurants need to be encouraged to come ex; PF Changs More traffic lights Downtown needs a complete overhaul, it's not inviting to look at & regulations for music, bars etc., needs to be updated as the community is changing. People should not have to leave the Cape on weekends for a decent type of nightlife. Put a pause on Storage places, fast food & dollar stores. Get a Costco and a Superwalmart in the NW corridor. Put a stop light at Knotts Rd & Pine Isl Rd.
534	My concern is the utilities as we develop, and especially in the north west and north east wells are not being managed well and our water plume is being drawn from to deliver to other areas of Cape Coral, which is causing our Wells to dry up. Also understand the natural ecosystem of mangrove trees, but there should be an area designated for water access to enjoy the ocean water as opposed to just one access point on the river. Many complain that they have to drive an hour to a beach.. land use is another concern as development of residential continues. The roads and infrastructure need to catch up. There should be more lights now at major intersections where residential has been developed, and there should be more consideration of child safety when going to, and from a bus. Keeping Cape Coral, a destination spot is crucial to our future and growth. However, we need to make sure we maintain its charm. We need to have more action when natural disasters strike we need to have the city be an active agent on behalf of homeowners and businesses, to help the process of rebuilding and clean-up. And wink news should not be the only partner residence feel they can go to to expose issues that they are dealing with.
535	As I stated before, the school drop off/pick up lines are terrible traffic jams!! Bad idea!! This should be solved asap
536	Leave Jaycee Park the way it is
537	Training your employees to understand the demographics of our community
538	Road traffic
539	1. Need bus stops update 2. Add more play ground for kids in the parks -too small. 3. Add more bank seats and bikes stations at Cape Coral Blvd . 4. More lights in the North Cape 5. More attention to the North area for developments 6. Need a Garden - Culture place 7. Need college, University 8. Need public bus in the North area extension 9. North Cape needs more attention



540	Think about the development of Nw cape to maximize tourism with 7 islands coming in.
541	More new business diversity. More trees. More entertainment. More infrastructure to draw tourism.
542	We are missing parks with walking trails, kids events, shopping. Any sports equipment have to go over the bridge. Most shopping over the bridge.
543	We do not need “affordable housing “ here in cape. There are plenty of neighbouring communities that are less expensive to live in. People choose to live here and pay higher taxes for a reason- affordable housing while is beneficial to many good people will inevitably bring in more rift raft.
544	We have lived in the Cape for 20 years in a home approaching \$1mm in value. Yet, we have “trash” neighbors (I've. Those who disregard codes and don't respect their property and community). The book “Lies that came true” shares a community history of development that continues to this day. We have City leadership that talks and plans and plans and plans... And we end up with crap. By the way, I am surprised you include amongst a limited number of perspective questions about continuing education prospects. This, in my opinion, does not need to be a focus for Cape Coral. Focus instead upon creating a quality CLEAN community where people want to live. Embracing technology’s changing paradigms in education, business, retail, housing/neighborhood, and recreation should be able to the priorities. Why do or do not people want to live in Cape Coral?
545	Road safety is a huge issue and needs to be addressed. Leave some green space in Cape Coral. Please stop paving paradise! Compared to other cities there is a lack of greenery here. The water in Cape Coral is horrible and makes people sick when they drink it. I can’t even let my dogs drink it or they get sick. Fix the basics to keep your residents happy!
546	We need green spaces for our health and for wildlife
547	I strongly oppose development and destruction in areas with mangroves and endangered species like what happened at the Rose Garden. Leave the environment alone.
548	The community is not happy! You forget you all work for we the people. It may take a little time, but we will be sure to have each and everyone of you removed!
549	This city has way too many car washes and storage facilities. It is really the city joke. We are in favor of code enforcement BUT it must be selective because there are homes in our area they should be stopping at to get them to clean up their yards constantly and the city just drives past. There are plenty of recreational parks we really don’t need more. The children have Plenty of parks to go to. We have a very large population of older citizens that would love area’s to enjoy recreation. The main priority now should be the beach.
550	Leave Jaycee Park alone!!!! The food truck park at the foot of the Cape Coral Bridge was an absolutely TERRIBLE idea in an already congested and difficult to navigate area
551	Put solar lights at all of the bus stops if these children sit on the ground by these bus stops it is difficult to see them. Solar lights would be cost effective and keep the children of Cape Coral safer while waiting for their bus. Several of the street lights were knocked down during the hurricane and a lot of neighborhoods are dark which invites more crime opportunity. Put more Solar lights in dark neighborhoods
552	To keep up with autistics becoming adults adult services need to abound. There is nothing, no dentists no adult day programs, no assisted living for those with disabilities.
553	Fix the signs, buildings, piers etc. before planning any other multimillion project projects. Jaycee Park is wonderful just the way it is. Leave it alone!

554	I think the downtown area is very well developed and extremely crowded and hard to get around. The roads obviously are issue with the volume of traffic and could be larger and any new roads built should be built with that in mind. We also need a more direct line to the expressway route 75, we are very much cut off from quick access to that thoroughfare.
555	Cape Coral needs to put its citizens ahead of all else. Good public policy does not produce the kind of unfettered, dangerous development we see in our City. The quality of life here is deteriorating because priority is always given to more cars and traffic, instead of to quiet, walkable streets and generous green space. Poor planning choices continue to result in another homogenous, ugly city that matches the low expectations of our elected representatives.
556	Atlanta GA is a good model for ideas. Consultant’s that don’t know the area should meet with full time residents for input at your Cape Coral city hall so verbal ideas can be heard.
557	Affordable housing! White collar jobs!
558	Cape Coral is a very difficult to pull permits, get inspections which helps with upkeep on homes and value. Bad reputation with contractors and homeowners. Only think of land development and not the consequences to wildlife, schools or traffic. Traffic is horrible! Speeding and accidents are horrible. Don't just blame snowbirds (which I'm not) it's a bad mix excessive speeders and slow pokers.
559	This town need to look better - litter pick up, trees and shrubs on roadways and cleaner downtown streets.
560	Cape Coral needs to draw large corporate entities to the city. The main driving force of the economy cannot be construction/real estate and retail and restaurant.
561	I think we need to worry about the traffic ways and schools and bringing larger companies for employment. We need to make sure we are zoning the areas to also keep it the wonderful small town feel if possible
562	60 year resident, too much government and many fees has destroyed our freedom. Reduce the size and control you have overreached. We can't afford you. Growth brings crime as well.
563	I do these surveys but our city council ignores the people and appear they couldn't care less about what we, the people paying for their rampant spending, want or don't want.
564	Cape Coral is ugly. The first impression of the city coming over the Cape Coral Bridge is uninspiring at best. The downtown area must be more cohesive and beautiful. Right now it's a mish mash of ugly mid 20th century commercial architecture that sheds a bad light on our city. Further out, zoning has created a confusing mix of residential and commercial use on main streets. This should be tightened up so there is better definition of land use on the main roads. This would probably help the traffic situation too.
565	I think that those opposed to the development of Jaycee park are a vocal minority. I’m excited for it.
566	Improve the medians in North Cape along roads like Diplomat, Andalusia, Kismet, etc. And fix the potholes on Diplomat! Just repave the whole thing at this point. Wheel alignments aren't cheap.
567	Need more education and commercial/industrial tax base.
568	Na
569	I fear we will lose Jaycee Park as we know it. Please leave it as natural as it is. Take the development ideas to any other park or find a new one. Those of us who have been here nearly 40 years have lost the things that brought us here.
570	Commercial development should create a destination, especially downtown.

571	There are too many apartment buildings going up and the roadways cannot manage all the traffic. There are not enough businesses in place or things to do for the locals. It looks like the city is greedy and just wants to throw up more housing units and not thinking about how the city can handle all the traffic and lack of jobs, education, entertainment. Look at Naples, Bonita and Estero and take a hint on how a city should be managed. The medians are ugly as well. Pick some palm trees if you are trying to attract tourist. Stop being cheap. The city looks cheap and yet it's expensive.
572	Cape Coral needs to build a community center for youths. Perhaps a joint endeavor with the county to build a complex like the one in North Fort Myers.
573	A cap on the price we pay for water assessments would be great!
574	Flow of traffic on some residential streets is too much SW 10th Street for example, cut through traffic volume is high and noise levels and speeding is rampant. We need to do something to stop this.
575	We do not need any more dollar stores, car washes, or storage units. We need planned and organized neighborhoods and business areas. Stop mixing land use. Make this town feel like one. Stop putting restaurants in established neighborhoods. Prioritize making this town feel inclusive yet compartmentalized. Clean out drains in the neighborhoods. Flooding is a major problem because it's not kept up.
576	Cape Coral city Government need to listen to the people that they serve instead of lining their own pockets and their friends pockets. The Yacht club beach needs to be prioritized and opened as soon as possible.
577	Try listening rather than pretending to hear what the people are saying
578	No need for more parks at the moment. Until parks are close to capacity, what is the point. Bigger things lack currently. I think most would agree that the traffic is insane and needs to be dealt with.
579	City Council is a clown show.
580	Why isn't there more sidewalks on every street? This would help people treating their yards like parking lots. So trashy
581	The cost of living in Cape far exceeds income opportunities. Need more higher paying job options. Housing alone is very expensive by comparison.
582	This is not a small town anymore, no matter what the citizens think. Rezone the city so that development of commercial spaces is conducted in an orderly fashion.
583	Cape Coral doesn't have many comfortable places to just hang out. Too many bars. The bike paths need to be cleaned up.
584	Start a project and finish it before going to the next.
585	The city council is horrendous. They are trying to turn Cape Coral into a Pavement jungle eager to make money off residents and tourists alike. Many of us moved here for the natural beauty and it breaks our hearts that are concerns are not addressed. Keep the nature. Keep the small town feel. What Orlando and Tampa and all those other overcrowded noise circuses have the tourists. Keep Cape Coral a cozy residential Community not some idiotic circus full of too much traffic, noise and concrete. Our roads are already overcrowded and full of potholes. And when are we getting our beach back? We don't need a freaking parking structure. We need a quiet little riverfront beach to hang out with our family and friends.
586	We have become a VERY NOISY city mostly due to inconsiderate drivers with illegal modified

exhausts and huge subwoofers (also illegal) that can be heard from great distances and it is ruining any quality of life for the residents. It was quieter in Ft Laud ..

587	Why do all officials want to destroy the natural environment in one area and then create a man made “green” environment in another. Political motivations should not make the politicians rich. They should be Stewart’s of the land and protect it.
588	The city needs more upscale / high end retail stores and restaurants - keep the money spend in the Cape instead of giving it to Fort Myers and cities to the south. Stop building storage units and car washes! Keep full time residents in mind, while balancing the needs of the snow birds. Roads, utilities, and internet to work from home are important.
589	Changes need to made to the mayor and City Council. They are non-responsive to citizens, secretive, entitled and are only interested in making personal money off the backs of the citizens.
590	The CC I moved to a few years ago is rapidly disappearing. The quiet, slower paced community is being replaced by rapid development and rising costs that are making it unaffordable for those who have called it home.
591	We need more trees and more substantial parks. We need more public space by the water. The beach isn’t close and the Cape Coral beach is closed, so anywhere that people can recreation outside with tree cover so it’s not so hot would be welcome. We need some miles and miles of jogging trails. Lakes park is a perfect example.
592	Holiday short term rentals are a problem. Minimum 1 month! They are noisy and disruptive to resident home owners.
593	We need to slow building in the cape until we figure out what the nw area water situation wells are running dry and it takes forever to get someone out to drill
594	The roads need expanding to accommodate the growing population. Novel ideas are needed to build expressways and flyovers in order to ease traffic congestion. Cape Coral needs to move from under the shadow of Fort Myers. We should be the star of Lee County not to be treated as the red haired step child of the county. More police enforcement of traffic laws.
595	Traffic is a major concern
596	Cape Coral seems to be just a huge neighborhood on steroids with no cohesive attributes. Area needs beautification such as landscaping, canal clean up and a shopping mall. It’s just block after block of partially developed sun neighborhoods within one huge unfinished neighborhood for lack of a better explanation. Work on hurricane repair and planning for future hurricanes. Install tons of landscaping and just beautify the area. It will never be a tourist spot due to its lack of beaches. Make it a beautiful place to visit or live to start with. Maybe develop the areas with water access as marinas. Fishing charters, etc.
597	Desperate need of affordable housing. Those that work here can’t afford to live here.
598	Need to attract more businesses to working age residents to live and work in Cape Coral. Traffic and tourism should be a focus. Less restrictions on short term rentals.
599	They need to focus on infrastructure and quality of life for residents. Without easy access to HWY 75 we will never be a metropolis, so quit trying to make us one.
600	The need for an appreciation of our unique environment and a willingness to preserve the land is so important to our quality of life here.

601	I feel we are not a destination but rather a peaceful comfortable stop/stay that is close to nearby destinations. Yet we are affordable. Pump up our industrial sections for people to find jobs. Try to connect our residents not overlook them nor their opinions, they are our base after all. Life is not always - about money. Safety and belonging are basic needs for a town. In fact, safety we have in spades with our CCPD. All comes from the top down on values, priorities for its citizens. Don't over stretch our town to lose its humanity, nor environment - please.
602	No more apartments and multi family housing. The roads cannot handle the traffic.
603	Continue to focus on modernizing the downtown area. Strongly suggest converting to asphalt vs. concrete for roads as it provides a better more upscale appearance. Clean up our road medians; Kamal Pkwy, Santa Barbara, etc. Add curbing and consistent landscape maintenance. We are a proud town and appearance goes a long way to enforce the pride of our citizens.
604	Please stop and THINK about what you are approving for development on our precious limited land. NO MORE cheap nasty, low grade buildings. You are turning Cape Coral into a trashy place. We have enough gas stations, massage Palours, storage facilities, crappy stores. There is so much wasted land for total crap. What we need is HIGH END cultural venues. Parks, concert venues, bike paths that actually are attractive and away from roads. Central places of activity. Look at West Palm Beach. Something with a real "central" feel. Look at Tampa. Beautiful downtown walkable area. No cars. Look at Venice beach with miles and miles of quiet safe bike paths. A sidewalk along a busy road DOES NOT COUNT. In conclusion let's class it up CC. Let's reject the crap and only approve high value community projects. We have enough infrastructure and housing. Now it's time to add things to actually do.
605	Homeownership is a stabilizing factor in the strength of a community. The rental housing is booming because teachers, firefighters, city workers cannot afford to own homes. Seasonal rental is a very different animal than the ordinary rental market. Landlords do not maintain properties giving the City a bad reputation.
606	Why does council spend so much money asking what we think and then ignoring our responses and do what they please.
607	Personally, I do not feel the city government takes the citizens opinions, comments, requests or complaints seriously. I do not feel we are heard or that things are done to repair or upgrade when necessary.
608	No to Redfin development. Leave our conservation areas alone!
609	I have concerns regarding the impact of increased traffic due to the numerous apartment communities being built in Cape. I am also concerned with the lack of sidewalks...too much focus on bicycle lanes and not enough sidewalks.
610	I would like to see more sidewalks.
611	I don't think existing areas zoned park and recreation should have housing built on them. There is plenty of other land for that. I would make a Marina and promenade in the Rusty's parking lot. It would connect to the water through Founders Park. A parking garage would replace the lost parking spaces. It could be like what Fort Myers did next to the Luminary Hotel only with boat slips too.
612	Beach and pool necessary
613	Police have been turning a DEAF EAR to noise enforcement in both CC and FM. Getting real old getting woken up at 2AM by rude skanks.
614	The downtown needs an ongoing effort to make it more appealing. Eventually, more parking spaces, make every weekend a trolley event, more water features in parks everywhere, canal improvement (extend Rubicon to Bimini Basin, continue 47th Terrace streetscape to Hampton. Incent businesses to clean up facades.

615	The city is lacking green space
616	Zoning (a duplex next door to a business next door to single family) Office and doctor offices on Bimini Canal this is the crown jewel as the beach is. Make it a destination to go to not to visit my proctologist
617	Cape Coral was never intended to be a commercial or economic hub of anything. Overbuilding will destroy this bedroom community with overcrowding and traffic. Once a nice place to live, not so much anymore and the mindset of our leaders will destroy what was intended by the founders.
618	Cape Coral has become a victim of its success. An attractive climate and location are overrun by VRBO rentals, pricing working folks in Cape Coral out of owning housing, unless they are knowledge workers working from home at NYC/SF/Boston rates. Curbing VRBO operations will help somewhat in keeping CC housing affordable for my neighbors who work for a living here, not just on the internet. We need sidewalks in residential CC so children can walk or cycle safely to neighborhood schools.
619	Keep up with traffic needs/NW needs parks/waterfront development needed for residents and tourists/more restaurants on the water needed
620	Businesses (not just stores) so people can have gainful employment. Roads are falling apart in the north and in desperate need of beautification. We need a Costco. Less money redoing downtown Cape for the 100th time (even though the current plan is terrible with no parking)
621	Address the concerns of the people who live here and pay taxes to support these services you want to provide. How does it look to tourists who rent vacation house and walk in backyard to view canal and there are port-a-potties still in the canals! People who work here can't afford to live here, address this issue! Food truck in park is wonderful but no one can afford to use it but tourists! Roads are in terrible shape (except Burnt Store), fix these. Seems like City has lost touch with the taxpayers and is only interested in tourism and big development
622	Would like to see investment in city that would make a better place for current residents, not focused on substantially increasing population
623	Traffic issues need to be addressed with additional multi use buildings. An outdoor outlet mall would be nice so we didn't have to travel to Estero. Need more healthcare options-other than Leehealth. Would be nice to have other hospitals come in for some competition. Currently have to travel to Westin, FL to the Cleveland clinic for heart health. There needs to be more community colleges available. I think there should be another bridge built to Fort Myers with growth exploding as it is.
624	At present there is no City of Cape Coral- nothing but investor's and tourists and special interest leaders! No neighborhoods or real City
625	A city of this size and no homeless shelters??? Affordable housing for elders consists of ONE building that had a two- year waiting list before it even opened. One hospital for a city of 200K+ is a disaster waiting to happen, especially since the Cape Hospital is the worst in the Lee Health system. Until a solution to the traffic congestion on Del Prado and Cape Parkway is found, no more downtown development is possible. I'm waiting to see what a mess the new bridge will cause. You can make a bigger bridge, but the traffic still has to feed into the same size streets. Stop building more apartments until you have a sewer and water system to serve the north city area or we will be up to our ears in sewage.
626	Roadways and sidewalks are a concern for me. I've lived here for 24 years and the number of people and kids that are killed or injured on Roadways is preventable. This should be a priority.
627	TAXES, thru homeowners, fees for water, etc. are far too high to the average retiree that lives here year round. As someone that will not have a big retirement fund, I will not be able to retire because of the high cost of Taxes.

628	Clean the canals after hurricanes. The porta potties in the canals for months on end are shameful and the contractors letting/throwing trash in the canals without any penalty is also shameful. You care more about collecting tax than you do keeping the canals clean and they are what makes this city attractive to vacationers. Get your act together.
629	Need better control over short term house rental
630	Regarding #2 and infrastructure, Cape Coral needs to be more responsive to traffic and citizen safety. They need to install and maintain traffic signals, bike lanes and sidewalks.
631	Our roads are crumbling. They have too many potholes. We can't grow without maintaining them.
632	Do not want Cape Coral to turn into Miami. It's why so many of us moved here
633	City leaders who actually listen! Leave Jaycee park alone!!!!
634	Cape Coral really needs to concentrate on its infrastructure, it can not handle what it has and there is more and more commercial and residential building going up, which will only make this problem a lot worse.
635	The city needs to bring back the Budget Review Committee. Our citizens need to oversee what the Mayor and Council are doing moneywise. Also raising the fire assessment from 62% to 70% should be on the ballot so citizens can vote on it. We were told in 2013 it would be such a small amount we wouldn't hardly notice it. That is certainly false. You are taking advantage of us taxpayers with increasing stormwater fees etc. Telling us Jaycee Park is going to be a LOAN that we have to pay off for 12 Million - This is taxpayer money and I don't want to be paying on something that we don't absolutely need with the Yacht Club and beach still needing rebuilt.
636	Gas station needs to be added North of Kismet on Burnt Store
637	Also badly needed is a decent sized strip mall that can house a supermarket, pharmacy, restaurants in the NW. The closest is Burnt Store and Pine Island, and that's a trip and a half.
638	Making driving safer. Education development for our youth. All of Cape Coral is in need of activities for our kids.
639	Stop construction of all these duplexes!!!!
640	Need a second downtown in the Northern section of the city.
641	Zoning of the city isn't working for example all of those duplexes on skyline don't work they should be commercial lots. Downtown is coming together with the cove but we need more of those condo coming downtown to really create a city center
642	Installing reliable broadband will support technology and other businesses which are desperately needed to expand jobs and opportunities. The tax burden is weighted too heavily on residential and needs to transition to commercial. Finish amenities and park projects that are already approved. Put them on the fast track.
643	Tourism is out of control. Houses are being sold to corporations and rented short term. Our neighborhood is full of Airbnb homes and the inconsiderate renters come in for the week/weekend party the whole time. I have lived here for 29 years and it gets worse every season.
644	Save Jaycee park. We need greenspace
645	Growth that maintains or lowers tax rate is preferable.
646	It would be great to see some nice restaurants instead of fast food. More shopping. Traffic considerations. We love the Cape!

647	The infrastructure needs to be addressed. When I first moved here in 83 the population was 40k. Now it is over 200k and main corridors like Veterans Pkwy, Pine Is Rd, Cape Coral Pwy are overwhelmed. The streets feeding into these roads like Skyline, Chiquita, and Santa Barbara are not able to feed traffic in smoothly. An example is having to wait at least two light changes at Veterans and Chiquita at 8:30 and 3 :30 respectively. You need two left turn lanes from Veterans into Chiquita. And consider a traffic light at SW 20th Ave and Veterans or a roundabout.
648	Fix potholes in roads. Fix road signs, many still missing from hurricane. Sidewalks.
649	Why are you commercializing out city parks?
650	I would like to see our cities walkability improve. Also improving traffic - not by widening roads - but through incentive for non motorist transportation. Bike paths, walking bridges, and linear parks improve traffic without the need for accommodating more motor vehicles. We also need more green spaces. I am completely against Jaycee park's renovation plans and believe it goes against the parks and rec motto. Parks are enough, they don't need bars and restaurants and boat slips to be a great park. People need nature in their lives, more so than just mentally, we need it to cool our soil and capture carbon. Every inch of soil lost to concrete is contributing to a climate issue that cape coral promised to address. We need more native trees, not specimen trees or signature trees from other parts of the world. we need to realize we ARE an ecosystem and not just living next to one. We need less storage spaces and car washes and more affordable housing and public transit, we need so much more than I can list in an online survey. We really need to think about what we are doing with this city and what it should stand for. Instead of a grocery store or convenience store in walking distance from the "affordable housing" on pine Island road, I saw a car wash. What a monument to our failures of infrastructure. Build affordable housing that is actually affordable and finish the sidewalks, make bike paths that people will actually want to use, and please consider the infrastructure of these projects before building apartments with sidewalks to nowhere and car wash storage unit vistas.
651	The infrastructure has been ignored in favor of development and financial gains. We are in desperate need of hospitals, good specialists, GP's, all healthcare.
652	Something needs to be done regarding the rent prices that are insanely high and over priced
653	The city needs to make sure the public is informed and included in the decision making process.
654	I would love to see &I think Cape C lacks a downtown are with shops not just restaurants along 47th. When you 1st come off the bridge and around cape coral parkway it's very old and run down looking. This is the gateway to the community should be fresh and new with shops and look welcoming, which it does not.
655	Answer calls on water leaks and trash pickup.
656	The city needs to realize this town is where people live-it's not meant for tourists.
657	Please open the beach. All other beaches have been opened in Lee and Collier. Tourists have no reason to come to Cape if our only beach is closed. It's an embarrassment.
658	Cape Coral is a pre platted community and lacks open green space for carbon sequestration and stormwater runoff relief. Nuisance flooding will only become more of an issue for the future of Cape Coral. Focus needs to be on providing citizens more green space, forested areas, and adhering to lessen coastal development for sea level rise resiliency.
659	We are over crowded and under employed. Please no more storage units, dollar stores, or strip malls.



660	We need more trees and reforestation for quality of life. Cape Coral is hot and dry and not beautiful. Less urban sprawl, more focus on developing areas that are already developed and closer to city center for a more sustainable future. Focus on restoring wetland and preserving green space so the water that floods the roads during even a simple rain event has somewhere to go. Protect our coastal areas and mangroves to reduce future storm surge impacts.
661	Why are there so many apartment complexes being built? The roads are already full enough plus the water situation (water usage is going significantly up) is not getting better. Also those complexes are being built in residential areas with single family homes. It attracts more crime to the neighborhoods plus the above mentioned problems.
662	Redfish Point should NOT be developed! Jaycee Park does not need the massive changes proposed. Removal of Australian Pines ok, if replaced with native plants. Upgrade playground.
663	We have water restrictions yet we still keep building. We will be building new bridges and have the same traffic conditions on Cape Coral Parkway. Why do we need a lane for parking for westbound traffic in the downtown area, when there are parking lots on the other side of the businesses on SE 47th Terrace?
664	A concern I have is the old commercial building that are not being repurposed while new construction is taking up green space- I fear we are on our way to be a concrete jungle
665	We keep maritime business opportunities from growing...we have zero public docks or marinas (yacht club marina was a joke)..how can the booming fishing and boating tourism succeed here?
666	Family education is the basis of our culture, it would be very important to support families to understand that living in an educated manner is a perfect balance since a more educated family is healthier and requires less medical assistance, if it takes care of the environment it requires less maintenance and if there is more love, it is obvious that there will be less hate
667	Sometimes government wants to change what works. Maybe the focus should be on things that are not currently working. Don't try to make Cape Coral a big city and remove the neighborly aspects that have made Cape Coral desirable.
668	Better city planning in regards to living communities. This includes ensuring their enough grocery stores for the additional housing. Also there is not strong retail merchants. Upscale shopping to help pull in tourist money as well as be a destination.
669	The traffic is getting worse and worse not just doing the season. Pine island Rd. needs 2 more lanes in each direction, plenty of room for it. The overpass on Veterans over Del Prado needs to be replicated for each major road and it needs to be at least 3 lanes the entire way.
670	Get federal money to offset the 40,000 it will cost to hook up to water and sewer. Ridiculous to make people pay for this
671	Improve traffic flow: intelligent traffic lights up and down Del Prado, side access roads on both sides of Pine Island Road, more canal bridges to reduce traffic congestion and unnecessary traveling.
672	The city's infrastructure is very poor. It has not kept pace with the increase in development. Residential roads are crumbling. Sidewalks are almost non-existent. It is dangerous to use the roads for walking, cycling or driving. Very little traffic enforcement. I feel these must be addressed before more development is allowed.
673	Please don't change JC Park, it is perfect as is.
674	Our roadways are not set up for the amount of traffic. The city is spending too much on things like Jaycee Park and the Yacht Club than lights and roads that need to be taken care of. Priorities are messed up.

675	Raising bridge heights and increasing gulf access to more properties in NW Cape along old burnt store road (North of Caloosa) This change will also provide water access to Fire Station 7 to all of NW Cape canals. Need new NW access point (spreader) to Charlotte Harbor. Increased boat traffic and the development of the seven island projects present outstanding growth potential but also waterway disaster if not addressed in advance.
676	PLEASE do something about the outrageous speeding on Del Prado. 20mph over the limit is ridiculous. Why aren't cameras installed and sending tickets? It's the same cars so you know they're locals.
677	I was born and raised here and I've watched our transition from small town to a booming, well known city, but I still have to travel to Fort Myers for a lot of things. I would like to see some of those things happen in Cape Coral. I love the Christmas Tree Lighting and movie for the kids, so if the city could do more events like that through the year for the community, I think it would be awesome!
678	Leave Jaycee park alone!! It's the only place in the city where you can run, walk, sit and relax, read or do anything in a peaceful shaded settings. Do not ruin it with bars and food trucks.
679	The city needs to crack down on the efficiency problem; we look like Miami, and I don't see the city work on this problem
680	Planning is off the rails. Every corner has a dollar store or storage facility. Neighborhoods need infrastructure and beautification. Storm damage needs to be repaired. A MODERN LOOK needs to be applied it is disjointed.
681	Development of the city is so far out of control the leaders can't keep up as it is now. Northwest Cape is like the wild west with NO presence of code enforcement anywhere. Trucks, trailers, campers, boats, non stop blaring music, garbage and rats everywhere (Yes, before lan) No street lights, no sidewalks. On a plus side, those WITH wells had water after lan and those on CITY WATER came here for showers. So Utilities being on the top of this survey shows what you really want to make money on.
682	Have required septic tank checks and require people to have drained every two years like we did in Wisconsin. It's gross thinking how many septics they are craving in to North East cape.
683	Housing is outrageous AND code enforcement is not strong enough
684	I feel that Jaycee Park should remain the way it is. I have lived here 27 years and Jaycee Park is a wonderful place to go to for a peaceful walk. We don't need food trucks.
685	Quit spending our tax dollars on your pet projects!!! Ask. Taxpayers what they want.
686	Please leave Jaycee Park alone. We have no other space like it. It's the only place to go that has shade. Lots of groups use it. Maybe find a way to add parking and do something productive with that large field, but don't cut down the trees. Work on the downtown area.
687	Stop the spending of millions of taxpayer dollars on projects like the commercialization of Jaycee Park at the expense of losing the peace and serenity that the park provides, without offering a referendum vote to the citizens of Cape Coral!
688	Please don't ruin Jaycee park. We Don't want food trucks and boat ramps. Instead focus on maintaining the trees, bathrooms and playgrounds that are already there.
689	Please stop storage development let's get more business along with restaurants. This way residents don't have to go to Fort Myers to have a nice meal
690	We need beautification of streets, especially Del Prado. Do not spend any money doing anything to JC park. It is fine as it is. Spend the money elsewhere

691	Short term goals are non-existing. Traffic light enforcement and speeding is out of control. Wastewater treatment where our new development rather than well and septic. Residential multi-family development is out of control. CC IS A DEVELOPER AND BUILDER CANDY STORE.
692	Do not destroy Jaycee Park for the profit of outside developers and vendors. It is a park for the residents of Cape Coral, not a performance venue or a food court.
693	Stop growing temporarily until infrastructure and drain problems can be resolved. Including traffic
694	Need more natural parks & nature in general. Also need more sidewalks on major roads especially within a mile of a school. More thought needs to be put into roadways before approving commercial construction (need more lanes or additional lights before businesses are built).
695	The residential housing boom and the huge influx of apartments are straining the roadways. Growth should pay for growth, impact fees must be re-instated. Lacking a major highway, rail, or port commercial business opportunities are small. we are a bedroom community to Fort Myers, embrace it.
696	Why doesn't the council listen to the citizens. Truck stops, yacht club, Jaycee park... We need another hospital system here. Lmh is not taking care of our citizens, they have broken their charter agreement.
697	I love Cape Coral but it lacks beauty and culture. There is a definite need of trees and plants all around.
698	This city cares only about how they can make money for the City Council. They are intent on changing protected environmental areas to create huge tourist developments. Once citizens become aware of these developments it is already a done deal. The City offers bogus "forums" or "surveys" so citizens believe their opinions are valued. Believe us.....it is simply mouth music to shut the citizens up. No doubt this survey is a huge expense that will NOT honestly share how citizens feel about how this City disrespects it's citizens. Our particular city councilman brags about how he NEVER responds to his constituents.
699	Cape Coral needs another hospital and increasment in public transportation options. The increasement of population does not match the capacity of the hospital. Also, a community college or a campus of FSW could include a PTA program only available now in Keiser University. The dental assistant program in FSW is also reduced capacity. The increased population and age of retired people, require more health coverage in these areas. Any development in these areas, will also increase job opportunities.
700	So many new builds whether don't plant the required trees, or they are planted under telephone wires, or they are all dead within a month after c/o because of neglect.
701	When people voice opinions you should respect, support and consider supporting the people and not private agendas
702	Help the tax base -business- a downtown area not the same old urban sprawl we have. - education and research facilities
703	I have been here 42 years and every project the city does is a disaster.
704	Keep taxes reasonable
705	I have two major thoughts on this - first, we need to protect our wetlands and not allow corporate greed to destroy what we have. Specifically, we need to preserve and protect our wetlands, our mangroves and other vegetation - trees.... Second, when allowing more development (only in areas designated appropriate) we must be careful to prepare the infrastructure so that we don't create an overcrowding nightmare. We need water, sewage, ROADS that can accommodate the proposed population BEFORE we allow more building. We need to do what is right for the residents of Cape Coral, not what is most economically beneficial to a privileged few.

- 
- 706 Other than working for the city or Lee Health there are no real good paying jobs in our city. You have to go across the bridge for the better paying jobs. People have the conception that everything is better on the other side of the bridge.
- 
- 707 People are leaving NYC because of traffic congestion and high prices. Backups create anger and stress which is unhealthy to the human body. Many in D.C. have moved to Northern Virginia or over to Maryland. Millions of dollars in wealth is to be returned to humanity soon in the form of millions of dollars per person. This will create big traffic jams because of the free time passed by humans. Each American will receive \$13.2 million over eleven years recovered from the evil Vatican and hidden bunkers worldwide. All underground bunkers have been destroyed that contained 40.2 billion tons of good food to feed the creatures underground. The people will soon be told...Global Intelligence.
- 
- 708 Less apartment complexes. They are built for flippin' by big Corps... in 10 to 15 yrs they do not care if they turn into slums. The residence are a drain on the school systems and Medical facilities, they do not pay taxes, like home owners do.
- 
- 709 I've lived in CC for over 30 years and visited as a child in the 1970's. I've been in SWFL for 36 year's total. We need more parking at smaller businesses. We need more flex space for small business. We definitely need more entertainment venues. We need a real mall and more chain restaurants like a Cheesecake Factory. A year round indoor farmer's market would be great. We need to better promote tourism and small businesses. We need more outdoor concerts with security measures. We should be hosting more street fairs and festivals in the winter at Sunsplash, the German American Club and Mid Cape in general. We should be training up the next generation so I definitely like the ideas around more vocational schools and colleges etc. Gated communities would be nice too on city water and sewer on bigger lots and not cookie cutter. I've seen CC featured three times over the years on HGTV. We need to promote stuff like that when it happens. Showcase our city more. We could use more places to host events, or co working space. Better communication via social media about new things opening in the Cape, proposed projects and opportunities like this to give feedback. Thank You.
- 
- 710 I've lived in the Cape for just over 18 months now and bought a home near Jaycee Park. I'm shocked that the City Council is trying to do force through all these changes to it. Not only will it ruin the purpose of the park, there are MASSIVE opportunities and needs elsewhere. Why not beautify the blight that is "downtown"? Take a look at Punta Gorda, Naples, Bonita, etc vs the old, tired horribly designed downtown we have. I watched the city council meeting in which the mayor commented that only 2% of the population had spoke up about Jaycee Park. That is the most insulting and ludicrous comment I've heard some really dumb things from politicians over the years. Listen to your constituents who live by and are most affected by these decisions and expenses
- 
- 711 I am adamantly opposed to the direction that is being taken with our Parks. We need these Green Spaces. We also need to remember the impact of taking out trees and how it affects the wildlife. I would also like to more improvements to dog parks.
-

712	<p>This city was built on a swamp. It was made as a plan of urban sprawl and overdevelopment. It was a boom town that actually worked, unlike it's nearby neighbor, Lehigh Acres. Once Cape is overdeveloped and more strip malls and plazas are vacant, it will be rife with crime just like there. It has no close proximity to highways for easy commuting. Traffic is a nightmare, flyovers are needed, not more traffic signals. Education is slipping and pay here is abysmal. A city cannot expect to sustain unless most of its tax revenue is business based. Taxing and fineing the residents makes it an unhappy place to live. Having inadequate infrastructure and homes unable to reliably get well water or even keep water flowing in existing homes, yet all these builders somehow still being approved for permits in NW. There are no major attractions, museums or cultural draw. I don't agree with a man made beach that will ruin the ecosystem of the entire bay and the livelihoods of fishermen and island people who were settled here long before lots in Cape Coral were being given away on The Price Is Right. Locals leave here to go to Ft Myers, Naples and Punta Gorda for their entertainment and events. We don't need more houses, more overdevelopment, more paving of paradise, more tearing down the waterfront nature, more Walmarts and strip malls with nail salons, more lackluster bars and trashy casinos and smoke shops. Any other state would have four separate towns in the land mass and population area known as Cape Coral. It is now just a greed monster that cannot effectively meet the needs of its citizens in order to be an enjoyable place to live. Not to mention our utilities are way higher than Sanibel, Pine Island, even Bonita Springs, and they are lacking. Time to really invest in the town and it's people rather than sell it off for a profit. I give it twenty years until it is run down urban sprawl full of crime.</p>
713	<p>Leave Jaycee Park alone</p>
714	<p>City leaders are idiots. They ruin parks and don't listen to residents.</p>
715	<p>Allocate funds, time, and manpower to repairing / fixing the things that need to be fixed / updated (city water, drainage, extra lanes on roadways). Stop allowing apartments, duplexes, and storage unit construction which is ruining the homes and peaceful lives of full-time citizens. This place used to be peaceful as little as 6-7 years ago. The government has allowed too many people and too much expansion to ruin what was tranquil about this beautiful city.</p>
716	<p>Leave Jaycee park alone, we don't need anymore food trucks!</p>
717	<p>Improve public transit. Make ACTUAL bike paths. PLANT MORE TREES!!!</p>
718	<p>the city is having a very hard time keeping up with the growth. building /developing in the City is a very bad experience. i have been in the City for 23 years and have built 5 buildings and purchased a 6th. each build got harder and harder to deal with the City due to the City not being able to navigate thru the growth..</p>
719	<p>I really don't like the look of high rises or the lack of parking. It's seems things are developed &amp; then there are problems related to it. Please think hard before developing we all have to live with the consequences</p>
720	<p>If you want to go out for the night in the Cape, you have to go "downtown" Please develop the NW just the same as "downtown" for the population that is moving here. Dow town is old and needs a facelift. Pine Island road between Chiquita and Veterans is the way to go !</p>
721	<p>Cape Coral needs a town center or outdoor shopping just like waterside shops. Bring in the luxury stores and high end shopping. This will entice other commercial shops to bring their stores to our city. We are in huge need of more stores. NO MORE CAR WASHES OR STORAGE UNITS! They are tacky and minimize the beauty of Cape Coral!!</p>
722	<p>Stop building apartments, they are making clogged roadways even worse.</p>

723	The number one priority for infrastructure should be basic road repairs. Roadway beautification would be nice, but must be preceded by the basics like fixing potholes. Additionally, something needs to be done with the speed and process by which building permits are handled in this city.
724	The yacht club needs to be demolished rebuilt ASAP. That is a huge tourism area and Cape Coral needs it. The beach needs to be fixed and more restaurants or a hotel, along with community aspects such as the pool and splash pad need to go in that space ASAP for tourism for the Cape.
725	Clean up the streets. The drugs are bad, focus on developing rather than selling land to build more houses. Appreciate the south cape and do everything you can to bring back the vintage charm that drew everyone in. Find the schools and the healthcare systems. They're terrible.
726	Quit spending money we do not have. How about mote traffic police to get these uncaring drivers in line with tickets or off the road.
727	With all the apartment buildings going up, we need a bridge to Fort Myers. Traffic across the bridge is near impossible in the mornings and afternoons. I can't imagine how much worse it will be when more people start moving here.
728	We don't need any college or low income housing. We need ALL parks up and running including yacht club beach area.
729	Need a pool
730	We are turning into a concrete jungle. Save what makes Cape Coral beautiful, don't need all this real estate
731	Youth centers and daycare facilities
732	Too many apartments! I'm concerned about water, traffic and the overdevelopment. We don't have the grocery stores or roads to handle all of the overdevelopment with apartments and the city does NOT listen to our concerns. Residents had wells running dry but yet, just more and more apt. buildings were approved. Some council members never respond to residents' emails and concerns. General feeling is the mayor and council don't care what the residents think.
733	It would be nice to see commercial development bringing jobs to the area that support the increased cost of living and allow our residents to work where they live instead of having to drive elsewhere. Standing water in various neighborhoods after storms is also an issue. Limits on Airbnbs
734	Cape Coral is lacking in activities to keep people here. It is one of the most boring towns for having so much waterfront. It has no culture or education to draw people of substance to the city. A major university or cultural center would bring higher level jobs and entertainment to the city. The city is ignorant to how magnificent this city could be with city council members that are trying to make it more affordable instead of trying to increase the clientele that should be here.
735	Town centers throughout the city, better development along Pine Island road that doesn't LACK parking, bike bridges over useless canals, sidewalks throughout the city for children to walk to their school bus stops. Seriously no more strip malls. Small shopping plazas that lack parking don't serve the needs of businesses now and won't serve any purpose in the future. Del Prado and Santa Barbara are good examples of what not to do.
736	Need more space for light/heavy industrial. Also need to realize that with the land area of Cape that multiple "town centers" should be considered when we talk about "downtown" development.
737	We need to fix the roads and traffic issues before this influx of population grid locks on our way to jobs in Fort Myers because there are more job opportunities over there.
738	We need more focus on improving roadways, disparity between cost of living and income, and improving healthcare/education ease of availability. Less focus on so many beautification projects and tourist attractions.

739	Traffic is horrible. Need a bridge in the northern sw. To Ft Myers.
740	The downtown area is not centrally located and has no real anchor. It's weird. It's more like Old Town. Retail/hotel with conference center/family fun center near City Hall would be awesome.
741	Just think the government need to listen to the residents of Cape Coral about Jaycees park and the yacht club Ball room. Last survey by the Breeze showed people strongly against the demolition of the ball room. I think the counsel members just do as they please. And this is a way out for them for neglecting the Ball room. They need to be voted out.
742	I like the way our city works with our citizens. Law abiding with minimal crime is a huge plus! Roads need to be repaired more permanently. I live on the NW side and our new bicycle street corners have dividers at intersections which means people in wheelchairs have to go out into the road. Why?
743	City is growing rapidly. However good high paying industries or jobs are not in Cape Coral and are not being pursued.
744	We have to figure out how to keep moving Cape Coral forward without over taxing the residents!
745	More people the roads, so more maintenance needs to start happening!! I have been here 8 yrs. And the infrastructure is starting to look like Illinois!!!! And who in their right mind would spend \$50,000 on ugly Art piece in the middle of the round about???? Stupid!!!! And let's not even talk about the money spent on the round about???? Wasted Money spent once again!!!! And what about the kiosks on 47th Ter. Cape Coral doesn't even have enough community events or places to visit to warrant the waste of money!!!! And the waste of money continues!!!! I think this survey is just to pacify the citizens who are enraged by you people and your horrible choices!!! I don't believe anything will change!!! But I guarantee the next election the people will be heard!!!!
746	Infrastructure development and maintenance should come before any "beautification" projects. There are too many badly maintained roads, canals, etc. Affordable housing is non-existent. Employment opportunities in Cape Coral that are more than minimum wage are also scarce. Virtually impossible business codes are discouraging, if not prohibitive. Oh, btw, Pine Island and Matlacha should never be absorbed by the city.
747	I have lived in Cape Coral for 43 years We do not have enough roads for all the cars people will be driving when they move into all the apartments. Del Prado and Cape Coral Parkway need to be widened. We need more and better public transportation
748	Too much commercial building. Need better traffic flow especially during school hours.
749	Need to keep GREEN space for just nature lovers and quiet space. Dont need a Park on every corner. Don't need more bars along the river for drunks to have boating accidents. Currently adding 120 seat bar at end of Coral Parkway and boat slips. Leave Jaycee Park alone. NO BOAT SLIPS, not bandstand no bars needed there. Is community of condos.
750	Used to be proactive care of problems. now reactive which is not good. the problems will mount with the boom. Where's all this new money going.?
751	Costs for water and sewer development should be determined by the linear feet in front of a person's lot NOT by number of 10,000 sq ft lots a person owns. Costs should be kept as low as possible by using Special-purpose local-option sales tax (SPLOST) to fund water and sewer projects.
752	Having lived in Cape Coral for 40 years, I feel the development is hodgepodge and incohesive- strip malls with empty stores, duplex construction invasion that adds no beautification value. I would like to see Cape Coral offer something unique either commercially or recreationally for its citizens as the largest City in SWFL, I think it can do better to be a destination rather than a bedroom community.

753	Re-surface parking lot behind Iguana Mia. All other parking lots around this one have been renovated.
754	The city is allowing extreme growth, but has done nothing with the roads and infrastructure
755	Its growing faster than you can handle which never ends well
756	More and more younger people and families are moving to Cape Coral. There needs to be more places that are modern to cater to this generation like a co-working space, a town center, social settings like armature works in Tampa, more bars on pine island. Also, a better pick-up and drop off system for schools. Lines are outrageous to drop off and pick up. There should be some sort of cell phone lot like the airport schools can have where cars can wait rather than lining up on major roads and backing up traffic. Those cell lots could also serve as a recreational space for pe for schools to get double use.
757	I feel that they are more interested in big corporations and not maintaining our beautiful natural areas. Stop developing everything
758	Preserve Conservation Properties, do not rezone them for development. Conservation easement surrounding Rotary Park needs to safeguarded, not violated for private development. NO Development at Piney Point , as it is currently zoned conservation. Do remove any trees at Jaycee Park, rather plan more trees at that park. Do not destroy the shoreline at Jaycee Park, keep it as it is.
759	The water that is wasted on irrigation is ruinous. STOP IT! The overspending of the current administration has been questionable at best, criminal at its worst! STOP IT!
760	No more car washes or storage areas! Move quicker in general. Permitting is horrid. For goodness sake, why don't we have a Costco!?!
761	More options for middle and high schools closer to Pine Island area. Better parks with walking trails and play areas maybe even kayak launch points.
762	The current city government does not listen to the citizens. We need more town hall meetings council members need to attend our community neighborhood association meetings. We only see council when they are canvassing for votes. Listen, listen, listen, and act according to the people you serve
763	I think the city is lacking entertainment for young families, there are no places to take kids between 6-15 yr. for fun. Streetlights are poor. We lack sidewalks and bike roads in most of the neighborhoods. Also, the commercial parking is not enough for big trucks. We need several yards close by to be able to park trade vehicles
764	I think the city needs to slow its growth! They are making too many mistakes that are going to cost us money down the road!
765	Yacht club beach / park needs to be finished asap .. big decrease in tourism from the damage to Sanibel Fort Myers Beach, and Cape Coral Yacht club .. many people looking to other areas of the state this season .. rental reservations are real low ...
766	Lack of parks and outdoor activities for children & the community. Planning to destroy the most beautiful and peaceful park in Cape (Jaycee Park) to commercialize it.
767	Stop building storage facilities, commercial buildings near residential areas and duplex!!!! Before starting a new project finish the one you've started.
768	We cannot continue to develop without new roadways. Traffic is a nightmare!!!! Water supply is a nightmare. And NO MORE APARTMENT COMPLEXES
769	Why would you bring a firm from failed democratic states to develop our community, get local companies to do these studies ridiculous that my taxes are being wasted with companies from the outside, keep public transport away from Cape Coral



770	Wider sidewalks but have them only on one side of the streets. Red light cameras and fines. More city water.
771	Stop anymore apartment complexes
772	Something needs to be done to ease traffic as the population increases.
773	There are too many apartment buildings! Too many rentals bring down property values. Need more senior condos. Need more police! Response time is way to long. They need to pull people over. Need better streetlights. And better safety around roads that lead into canals. Nicer kids playground with spay park. New York has more than here. A nice Kids science Museum. Better schools. And make Jaycee Park nicer spray park. Not food trucks or Marina or bars.
774	Too much overbuilding
775	Cape Coral was never intended be an industrial center or a vacation resort area. Instead it was supposed to be a cohesive community
776	No more multi-family housing, strip malls, car washes, storage facilities. Need more green space, greenways, corporate headquarters, opportunities for college grads. Keep Jaycee Park as a neighborhood park, not an economic opportunity.
777	Would like to know more about what recovery opportunities the city is taking advantage of
778	I support Cape Coral developing and looking to the future. I love the new amenities being considered like Jaycee park and the food truck park. Let’s have more clothes shopping, maybe a small mall or outlet mall. Keep it coming.
779	The city should focus on primary employment and quit focusing on strip malls and low wage retail. Attract high end retailers, restaurants, etc. Taking over trash service is a horrible idea. Again, less government.
780	Stop removing our history. Quit building apartments until roads are able to handle them. Leave the parks alone
781	Please leave Jaycee Park alone! Don’t spend my tax dollars destroying this beautiful space.
782	Cape Coral wants to grow yet they’re building department/permits is the worst in the county. They need to hire more and step up their game and timeframe for allowing residence and commercial to grow and get past the ridiculous permit status.
783	Stop with the storage facilities all over the place. Bring in real businesses that promote development. The vast Improvement with the use of bonds for parks has really made a positive impact. These parks are being used by families and it’s wonderful to witness.
784	Not enough attention is being paid to multi-family locations and traffic everything the city is involved with takes a ridiculously long and still here are complaints about inspectors dealing with and slowieng down contractors
785	Residents need parks that promote nature and provide a respite from the business of daily life. Traffic is a burden and residents across the city complain constantly. Also, the huge apartment complexes bring many new school aged children and the schools are not managed well with regards to where students attend in relation to their housing. Too much bussing and too much time on the bus. We are concerned as well that the Hospital on Del Prado is stretched too far with people. We have heard of emergencies being sent over to Ft Myers. The current Mayor and Council are spending money like it's water. We are not in support of 12 million being spent on



with our property taxes but then spends money in other areas. It's wrong. The Yacht Club park, Jaycee Park and Rotary Park are seeing overhauls which residents are not in agreement with AT ALL. The salary for the new City Manager is ridiculous and an 8 year contract. Tourism? There are too many Airbnb/VRBO rentals at SF homes and condos. This needs to be managed better. These SF properties should have guidelines such as minimum 30-day rentals. It is not fair to residents when homes turn over with nightly stays or weekly stays and the homes and condos are being used for partying with no consideration for those that live and work in The City of Cape Coral. We have lived here 15 years. We bought our home anticipating retiring in the Cape. Now we are at that age and thinking we may need to look elsewhere. Our friends are all saying the same. Very sad. We need better leadership.  
Sally and Pete SE Cape

786	I would like to see a city manager with more qualifications on running a city of our size
787	WE ABSOLUTELY HAVE TO CLEAN UP & DECLUTTER THIS CITY. It's beginning to have a "thrift store" image. When driving through It's beautiful for 2 minutes then BAM run down, trashy yards and unkempt homes and businesses too. There's garbage and trash out in lawns, streets, sidewalks, driveways, parking lots 7 days a week 365 days a year! Trim some of these overgrown bushland trees creating messes all over this town.
788	Something needs to be done about the high rent costs People can't survive with low pay and high rent
789	We only get one chance at doing things right in this city. Let's make sure it makes sense and the people we are taking money from to build all this stuff, we need to make sure in the long term, if these are business we should be doing business with? I believe the citizens should be able to have input on all these companies as well. Unfortunately most people don't pay attention. At the same time the city must pay it's bills.. But at what point are we the people paying to much?
790	Need to attract good paying jobs/industries. More car washes & storage units are not those industries. Get some restaurants in NE & NW
791	Need to bring in larger companies that employees hundreds of people instead of strip malls that only employ a few hundred people.
792	Whatever developments are made, there has to be changes/upgrades made to the roadways in order to handle the increased population.
793	Everything can't be a store or a restaurant. Set up some kind of a parcel land for manufacturing office, some tax credits, etc. and get some manufacturing here. Restaurants and stores can't be the only jobs here.
794	I don't believe the City Council listens to its citizens and there is very little transparency. It feels like most members are into new development regardless of the impact it has on the community. Some want CC to become "Disneyesque" without regard or respect for the segment of the population that desires a focus on protecting the environment and ecology, and conservation preservation. Before long much of the greenspace that's left will be paved over. There needs to be more focus on hurricane preparation and resiliency to protect residents from storm surge like resulted from Ian. There is already a great deal of development underway in downtown CC and in other places with no apparent resolve of the increased traffic problems it will produce. I applaud leadership for this strategic planning effort and I will be interested in reviewing the results of this survey and seeing how the input is incorporated into the plan. Thank you.
795	We need to encourage high tech industry, expand our trade school, maintain our wetlands and stay out of the acquisition of electrical and sanitation utilities.
796	I love the new ideas for the Cape bridge and Jaycee park - however if you're going to remove trees, please put up some kind of shade
797	Keep up the good work!



798	Instead of houses upon houses and more houses the city needs a professional advocate to encourage hi tech and medical research companies to open in Cape Coral.
799	Traffic is horrendous. Too many people moving here at a speed that the city wasn't prepared for. As tax payers it would be nice if we didn't have to pay to enter our town. Too many dollar stores and storage facilities. Middle class is being pushed out by unaffordable housing projects despite every one of them "affordable luxury apartments," taxes and insurance along with inflation is hurting homeowners.
800	Leave Jaycee Park Alone. Spend money on more Parks in the North
801	Keep the natural aspects of Jaycee Park. Do not commercialize it or try to develop it as a boating destination. Do that at Bimini Basin or at new parks.
802	Continuing to offer business incentives is great!
803	As the NW keeps growing there is a growing need for infrastructure at an affordable price. Assessments are driving people out of their homes. Water and sewer should not have to cost a second mortgage.
804	Don't let developers into Piney Point, that's conservation land for a reason. Raise the bar for development of Academic Village. Keep the bar high at 7 Islands by requiring public spaces and a public destination, not just a condo enclave for the rich. Keep any large city owned properties in reserve for future development, no need to sell everything off to developers for them to just build boring apartments without an affordability requirement.
805	Traffic in the winter months. traffic lights and road signs
806	Overpopulation due to high rise development. Traffic issues, especially speed enforcement.
807	Patty Cummings should be removed from the Council and her vote should not have counted in the removal of our previous City Manager. You all should be ashamed of yourselves.
808	Cape Coral wants to renovate Jaycee Park for \$12 million dollars in tax debt. Over 5000 Cape Coral residents have opposed this renovation by signing a petition. We do NOT want this tax debt by allowing alcohol sales, boat marinas, concert halls, water park features, food trucks, traffic and crime in a neighborhood park. City leaders are not listening to voters...these proposed park changes should NOT BE APPROVED.
809	Traffic speeds are a concern. We need more commercial tax base to support city services
810	1 year after Ian, there are still PODS, trailers, over grown lawns and abandoned homes all over the Yacht Club area. Where is code enforcement? When are home owners going to be held accountable? It looks like a 3rd world country.
811	Reduce property taxes by 50% since so much building is going up. Between property and sewage taxes plus homeowners and flood insurance are pushing the established residents out of Cape Coral. City of Cape Coral inspection department needs to improve by 90%. Do the right thing the right way! Stop passing inspections when something is wrong with the property! Make it mandatory to build residential homes and commercial buildings 12 feet from ground to do flooding. Stop building homes and businesses and start thinking of building schools. Correct how children are picked up and not waiting online on a street blocking traffic. An accident is waiting to happen!
812	Current council members appear to not value the community or the people's needs. Disbanding volunteer advisory boards and allowing new car washes and storage facilities on every block sends the message that the council is not in touch with those that live here.
813	Just moved here. Love what I've seen so far. Trying to help family members move here. Love friendly people that have been helpful to someone who just moved here

814	I am concerned about the mayor and town council pushing their own agenda. They are spending taxpayer’s money on projects that we don’t want or need. We have no curbs or sidewalks and they want to destroy parks.
815	Removal of abandoned boats or squatters living on non-running boats which pollute our waters.
816	Roads need to grow with the growth of the city
817	Open the Yacht Club Beach!
818	We need more roadway/traffic safety measures. The trucks and trailers are unsafe and dangerous. Laws are not enforced to prevent unsafe vehicles on our roads! Stop allowing massive living facilities to be built. Our communities cannot handle any more. The school bus situation is an embarrassment-as well as the pickup and drop off at our schools. Is anyone paying attention to this problem?
819	Lack of respect for our ecosystem and natural protections of wildspace will be our downfall in the face of impending climate change. Embers Lakes Estate should have never been allowed. We had a real opportunity to preserve Cape Coral's first pioneering homestead, coupled with the natural beautiful of 8 clear lakes and walking trails. It would be our cultural gem, giving a true space to rewild within the city and escape the hustle. We fumbled our own Lakes Park and the last wild space in Cape Coral as a whole. I am so disappointed that a city with such biodiversity continuously favors the dollar which will be our ecosystems demise ultimately leading to financial ruin. I cannot wrap my head around it. Leave Jaycee Park alone, increase the trees. The Australian pines and mangroves are doing an excellent job of maintaining the coastline. Every "park" within the city is an overly manicure, plastic perfect.  We are humans, we need real nature. You've replaced grass for children with fake turf. It's asinine. Jaycee Park is a classic gem, please focus efforts on downtown or northern developments. Also, stop gatekeeping dog parks. There should not be a pay wall preventing pups from play. It is a huge hindrance for our tourism. I've been to dog parks in all 50 states and not a single one behaves like ours. Plus, for a city of this size, we should have a dozen more. Please leave Four Freedoms alone too. It's the best Park in town. Also, our RV ordinance is outdated. Let folks own things. For a city all about being American and our freedoms, we sure don't allow our citizens to govern themselves.
820	Cape coral is beautiful, but we need more jobs that pay in parallel to cost of living. Many jobs are in service industries like restaurants, cleaning, chain stores, etc. But \$17 per hour where median home prices are 300k plus just don't go together. People are getting priced out of paradise. Cape coral also needs another hospital. 300 bed hospital in a city of about 200,000 people is simply not enough.
821	I've been visiting Cape since 1988, and a resident since 2003. Affordable housing is the current #1 problem here.
822	Concern regarding sewers, water and canals.
823	Infrastructure is the toughest hurdle in my opinion. We have sink holes & pot holes. We have a hand full of north & south roads and east & west roads.
824	We do not need any more storage facilities or car washes. Please provide road improvements!!! Traffic is brutal at all times of the day. It should not take 20 minutes to go 4 miles. The roads are also falling apart. We also need more shopping opportunities - we have no mall, and have to go to Ft. Myers or further to shop at many stores.
825	No longer have Icec and just get FPL directly. See more community events. Have activities for families, our city has had alot of families move in. More places for small businesses to rent.
826	We need to back off the multi-family apartment projects. The original design of this amazing city does not want that.
827	Leave natural parks like Jaycee alone.

828	Maybe build more bridges so we can have more roadways that go across the city. Commuter traffic is terrible, especially in season.
829	I am sure you need input as the City hired you and you are not from Florida and have no idea about Cape Coral. This is evident in your questions. We do not need more development, we need to preserve what we have .... I am so disappointed in this city. Newbies have ruined my home.
830	We absolutely need an overpass at Veterans and Santa Barbara, Veterans and Country Club Blvd., Veterans and Skyline. Chiquita in the future. Traffic to Ft. Myers and throughout Cape Coral is an immediate problem that needs to be the top priority.
831	Cape Coral lacks neighborhoods with identity. We need sidewalks with shade, front yards with plantings and gardens (not grass), and places to walk or bike to in every section of town. The downtown/47th area is coming along, but you can't walk anywhere on Pine Island Road. We need walkable neighborhoods, green space & pocket parks, mom and pop shops. Please no more storage units or dollar stores.
832	I saw this consultant go on and on about the need for retail. Nobody can afford to live here on retail salaries. We need stable employment with salaries in line with the cost of living.
833	Water issues are crucial for Cape Coral. Resources should be geared at facing algae blooms, clean canals, plant more trees
834	Do NOT convert to electric cars/trucks
835	It has become much too expensive to live here roads can't handle the traffic paying you 10 percent of our electric bill is non sense soon will be like California not enough water or electric we are becoming a City only meant only for the retired richy riches but we don't have the jobs for working families and the rules trying to make the whole city like a gated community.
836	You're not listening to residents as it is. You seem to have a preconceived that aren't necessarily in-line what citizens want. You ask what we want & think & then just ignore us. No effort to compromise or take suggestions into serious consideration. You act like you know better than the citizens that elected you.
837	I am horrified by your planned changes to Jaycee Park. As it exists it is truly a neighborhood park, which it is correctly classified as. As you don't seem to care what the "oldies", who I should remind you are a key reason for the growth of Cape Coral, you should build a park with all your plans in an area where it is wanted/needed. Perhaps in the "cool moms" neighborhood???
838	With all the development, roads and traffic are a primary concern. It has become increasingly difficult to travel from the SW section of the City to the Cape Coral Bridge through Downtown.
839	Cape Coral needs to preserve what little history we have left along with growth for the future. We need to take advantage of the waterfront for public access while also preserving out wetlands and mangroves that provide protection. I like the plans for the pickle ball center. We will also need more hotels to keep up with tourism. Trees. Trees and more trees.
840	I believe in growth, but the infrastructure needs to improve in order for this to happen.
841	Cape is creating beautiful luxury waterfront living, yet lacks what that lifestyle enjoys outside of boating. High end retail clothing. All the way to Bonita or Naples for good shopping. BHWM, LuluLemon, Versace, Gucci, Chanel
842	Affordable housing is important if we want workers to be able to live and work here, and also affordable transportation not only for workers but also seniors.

843	We could really use a Costco here. Less chain stores and more individually owned businesses, especially clothing stores.
844	The city needs to focus on providing affordable/workforce housing or instilling rental stability laws. We are rapidly losing working age individuals and families due to the high cost of living, extremely high (and continuously rising) rent costs, and jobs that don't pay enough to meet the increased cost of living. There is an overfocus on the government's part to cater to tourists and push developing the city into an urban space like Miami or Orlando instead of finding practical ways to elevate what was once a thriving retirement community that focused on bettering the lives of its citizens.
845	My opinion is we need more full time employment available. We have plenty of restaurant and medical just not enough office and industrial. Lets keep those who live here working here with good wages.
846	<p>I have lived here my whole life and my parents and my grandparents. I grew up listening to stories of how clean and clear the river was. How my grandfather and his father were able to get mollusks off centennial park. I grew up on a canal seeing turtles, manatees, alligators, birds, catching crab and redfish off my dock. Today I'm lucky to see a turtle and no longer fish off my dock as its nothing but cat fish. As a teenager the city came in and ripped out all of the mangroves and replaced it with seawalls. So for the last 20 years now we have seen a steep decline in the health of our river and the population of marine wildlife and the animals who rely on marine wildlife. These mangroves provided a nursery for young marine life to flourish. They also allowed filter feeding marine life a home to grow and remove impurities from the water. The mangroves themselves as well. They also provided shade to keep the water temperatures down and provide shade and protection for other animals. The city and state for the fact is so concerned about finding a contract to clean the water ways with manmade inventions when Mother Nature was doing it long before and quite effectively. Without our waterways cleaned and the abundance of marine life people will look for other areas of the state to call home where they are not concerned about the marine life coming from the river or the safety of swimming in the river. Providing waterfront homeowners the chance to come down and purchase a couple of mangroves for their docks will drastically improve the quality of the water.</p> <p>There will be logistics on manicuring the mangroves to keep them from the boating way but that is a small price to pay when what is at stake is devastating.</p>
847	More emphasis on open space
848	Improve the roads before allowing more development
849	Would appreciate if the speed limits were enforced. Have not seen a raider unit on Cape Coral parkway in years. Everyday someone passes me doing 60+
850	Very much against the proposed development south of Rotary Park. The area needs to remain as a wetland preserve.
851	its not Miami - stop trying to make it one.
852	Better "Welcome to Cape Coral " signs at all entry would be great.
853	Why does every blade of grass need a building on it??????????
854	Repair Yacht club and beach area before building new places. Clean the canals, medians and streets. Don't rezone green areas & natural areas
855	I feel that the Cape Coral residents should not have to pay for the city water expansion. Or at the very least the cost of this project per household should be going down. Considering all the new properties and taxes the city is collecting

856	We have one beach, one pier and one yacht club which the city has totally ignored. This is a disgrace. Please put fixing this area in the top of your priorities. It should have been done by now.
857	The current pace of growth in CC is unsustainable and unhealthy for the city in the immediate and long term. The infrastructure in place is woefully inadequate to safely and effectively handle the volume of people, water and waste let alone deal with record tourism influxes. The quality of life in the Cape has deteriorated to the point that the benefits no longer outweigh the costs. It is inequitable. City resources, staff and services are no longer capable of keeping pace. The impacts of Ian and the delays in permitting for residents in need of repair should be an indication of that. Until that is remedied, it's very unlikely that the results of this survey could successfully be acted upon. It's time to manage CC's growth in a PROACTIVE fashion, and stop reactive.
858	I'm a Florida native, but have traveled the whole country. Compared to every other state in the US, Florida has one of the most unique ecosystems and geographical position. Land and wildlife (both aquatic and terrestrial) need to be protected if Florida has any chance at maintaining its tourist and agricultural economies in a sustainable way in the future. The health (or habitat loss) of many species does effect human health and wealth. The minimum adherence to biologically sound city planning regulations is not enough. Please consult the science behind urbanization effects on wildlife, landscape, and microclimate/temperature throughout the city.
859	I believe the current thinking is very narrow. We don't need more condos and air b and b. We need affordable housing and commerce developments so people can actually live AND work in Cape Coral. Having business help support the tax burden will increase ability of affordable housing . Healthcare isnt growing as fast as the cape is. Most of FT residents work, shop and see Drs in Fort Myers, that's ridiculously short sighted of our current government.
860	Development should not obliterate our green spaces. We need those too.
861	We have become increasingly concerned that the roadway and utility infrastructure cannot meet the ongoing increases in population. That employment opportunities mostly relate to tourism and service industries is not healthy long term. The current approach to city government is not professional and forward thinking enough to handle what is to come.
862	The current infrastructure cannot handle the huge influx of new residents, yet the building of huge residential complexes continues unabated. Among other things, the traffic nightmare must be addressed. In addition, the abandoned boats in the waterways is hazardous to marine life and residents. Why does the city of Cape Coral do nothing about them?
863	We have plenty of parks in the Cape. I'd like to see Jayce park left exactly as is (from someone that frequents often and loves the peace and tranquility of the layout). I don't like when commercial spaces/profitteering are given out to private businesses.
864	Quit taking away all the Historical Buildings and Areas.
865	This city needs to focus on more green spaces, repairing street signs, side walks & bikepaths. Stop overdevelopment & focus on repairing the parks you already have! Plant more trees! Stop wasting our tax dollars on needles projects that create more traffic, pollution & encroachment of critical wildlife habitats! We don't have the infrastructure in place for more development nor do we want more commercial spaces with dollar stores, car washes and/or storage facilities & their exaggerated paved parking lots radiating more heat into our atmosphere in the summer!!! You need to focus more on building a resilient community and create infrastructure to mitigate climate change!!!

866	Would please fix or remove the Chiquita lock.. the safe harbor marina members as well as any large boat down the spreader have been held hostage since lan. Frankly... it's a gross display of our tax dollars. Also, a good public meeting on zoning regulations might not be a bad idea....
867	It is amazing to me that the city council is almost on the wrong side of every issue that comes up in front of them. They need to start listening to constituents more, and they need to start acting like government that is for the people and not for themselves.
868	Nice to see you are showing concern for public input. The city must get ahead of roadway expansion
869	The city council never reaches out to the community. It's always the community reaches out to them. Rarely do you see council out in the community. No availability to the public. City functions (biker night) council is hardly available. Shouldn't the mayor of such a large event represent the city with an introduction?
870	The City is on the wrong side of everything right now and they are not listening to their constituents. Leave Jaycee Park alone. Fix our beach!
871	Increase tax breaks on Primary Residences for Senior homeowners to help counter act the runaway Biden inflation.
872	There are all these studies for growth, but never how the traffic is going to be handled. Drive Del Prado Blvd or Pine Island Rd. How do we improve that? Are we trying to be another Miami?
873	Take care of your current residents, leave Jaycee park alone, do something with the old golf course, slow development until infrastructure is ready. What was wrong with the size of Cape Coral 15 years ago?
874	The current administration and council are not concerned with the wishes of the residents. They are more concerned about commercial development. If this continues more longtime residents will be leaving due to the continual rise in taxes and lack of sufficient infrastructure for all the commercial development.
875	Seems to be retail commercial activities in process in NW and NE part of city which is good to see. But along with that is needed more eateries, retail big boxes ie. Costco for example, Movie and entertainment facilities, for future apartment rooftops, seems to be in process but again no ownership availability for multi-residential maintenance free living with amenities for all ages especially seniors. The need would keep people in Cape Coral and not Ft Myers or surrounding areas. Needless to say just came back from Europe for a month and there road systems are so far more superior then ours. Really need the State and County to step it up on our arterial and collector roadways.
876	Fix the roads
877	Our current government is terrible. The street signs that are still down one year later is unacceptable. This should take more priority than landscaping Chiquita Blvd south or putting up school zone flashers on Chiquita when you don't see any school busses or students walking anywhere near the signs. Total waste of tax payer money.
878	The city council does NOT listen to its citizens. We have unfinished projects. Frivolous use of our tax dollars. Ridiculous cost in utilities. And a corrupt city council that seeks to destroy our parks that we ALL have spoken out about. We don't want not for truck pavilions which in turn rob the food truck of 10k a month and displaces animals living in the ecosystem. We will go further if this continues.



879	PEOPLE WHO HAVE NOT LIVED HERE MORE THAN 10 YEARS SHOULD NOT BE IN ANY POLITICAL OR COMMUNITY GOVERNMENT!!! They have NO IDEA how at what has happened here and should not be dictating what is going to be done. There should be a minimum of living here a MINIMUM of 10 years of being a FULL TIME RESIDENT. NO SNOWBIRDS, NO NEW RESIDENTS. We don't care how you did it in NY, NJ, OH, IL, OH, IN, PA, ETC. THIS IS SWFL NOT NORTH STATES!!
880	Increase Patrol of code compliance, there's a lot of trash in my neighbor's yards and boat parking but if we bring our RV home for 3 days to get rid for a trip we get a call. It's not fair
881	Jaycee Park should be left alone NO alcohol should be served in the park. It's a residential area, they already speed up and down Beach Pkwy and to add alcohol to the mix is just looking for trouble.
882	Please don't commercialize Jaycee Park. Please and thank you
883	Roads are very important, especially to us working class. The congestion is pretty horrible
884	Investment in education by paying teachers more and provide affordable housing for teachers. Bring more career jobs to Cape Coral to attract younger generations.
885	The City needs to listen to the residents and not bulldoze they're projects through. We can't have all this development when utilities and roads can't keep up. Stop catering to developers and pay attention to what quality of life you are creating for the residents of this City. We don't want an overcrowded traffic clogged place to live and that is what you're creating right now without any thought or planning to what the long term effect will be.
886	Cape Coral needs to care more about its community and less about tourism.
887	There doesn't seem to be a clear vision of where commercial space and residential space should be headed. We have a very large radius yet only shopping along Cape Coral Pkwy, Del Prado or Pine Island Rd. I feel a few more neighborhood shopping centers and medical/ dental clinics would keep the smaller community feel and cut back on some of the traffic. Also there is no beach!!!
888	Traffic mitigation
889	Not a business-friendly city at all.
890	This city was doomed from the start with very little zoning for commercial. As a result, it seems as though the city council and government are trying to make up for lost time by putting business and development where it simply shouldn't be. Stop trying to lure more business here until the infrastructure is put in place to support them. Stop selling our souls for more business until we have better roads, utilities, and affordable housing.
891	The city leaders we have now are ineffective and are serving for the own self interests. We need real change. It seems they never listen to the will of the people! Half of the time people can't speak out.
892	People call it Cape Coma. Minimal nightlife or events for young to middle aged people. No shopping/boutique stores. Open Cape beach back up! Manage and control traffic. Amount of daily accidents and time it takes to drive is a huge deterrent. Street beautification especially mid Cape and clean the place up. Always trash on roadways quite sad. Lots of potential here! Most restaurants on waterways accessible by boat too!
893	The city desperately needs to bury the electrical grid. Every hurricane we lose power for weeks. Its ridiculous. If you can assess people for water, you can do the same to bury the electrical infrastructure.
894	Been waiting ten years for that Bimini Basin project Get it done!!

895	There are not enough high paying jobs forcing residents to commute out of the Cape and the commute is terrible. There is too much development in the two areas- one being pine island the other on cape parkway which is causing horrible traffic. People cannot even think about Del Prado. They are using prime land for duplexes, car washes, dollar stores and storage units. We need better shopping and better jobs and more thought to traffic.
896	Cape Coral city council needs to listen to the public as it relates to Jaycee park. Do not remove the pine trees along the river! That shade is to valuable
897	North/south and east/West streets are an issue and current ones are so busy they need more turn lanes in the median.
898	The city needs to maintain and repair after lan, not tear up existing green spaces. The city is taking on too many expensive projects all at once. Save Jaycee Park - keep is green and peaceful.
899	Stop with the overreach of the City Council not listening to the citizens. They, clearly, are not listening to the citizens and what is in the best interest is their constituents. If they after but interested in doing the job they were elected to do, they need to stop taking money under the table and resign.
900	The City of Cape Coral should think more of his residents than trying to spent Cape Coral Tax payer money on tourist which we get anyway. People lost their homes with lan and can't find affordable rental homes because every second house is a vacation home. We need parks to be parks to relax and sport venues for kids (YMCA!) such a big city but we have to drive to the municipal of Ft Myers?
901	Please consider place barriers for noise reduction such as trees, walls etc. to help control the noise. especially coming from Pine Island Road, one of our streets is a cut thru with at least 6 bus stops and people fly thru the neighborhood. reduce speed limits on these big roads if its 2-3 lanes the speed limit should not be 50, coming out onto pine island road is very dangerous.
902	I have concerns regarding the Jaycee Park project. We NEED a local park that is peaceful and quiet, accessible to families. The roads in and out are not capable of handling a significant increase in traffic, nor is there enough room to expand the roads accordingly.
903	Need to get speeding under control and the running of red stop lights. Also need more retail shopping here. Another Walmart especially
904	Please stop allowing so many duplex's
905	New York's Central Park was created in the 1800's because people need to be able to get outside away from concrete city to enjoy a green space of shade trees and fields. In Cape Coral, that means lots of shade trees! The heat makes it impossible to walk a dog or ride a bike or exercise without shade. JayCee Park is in jeopardy as some developers want to change it into a concrete boardwalk on the river with commercial enterprises and with removing the existing shade trees. Big mistake. Give us a beach and let Cape Coral become a destination city!
906	Jaycee Park could be a great water from destination. Forget the food trucks get a tiki similar to the boathouse at the Yacht Club. Boat slips and boadwalk along river. More shade. And yes alcohol. I don't understand what the 3 council persons have against alcohol. I would like to see water taxi like Lauderdale has going from N Fort Myers to downtown Fort Myers JC park down Cape where the food trucks are going the Boathouse Tarpon Point Cape Harbor and Fort Myers Beach.
907	We need to keep our green space and our parks that are here safe from change
908	Everything needs a touch up. Especially all the of the landscape down main roads. It looks dirty.
909	You need more high paying business that are developed in nw/ne

910	Please put a light on Skyline and Pine Island Rd. And add a big parking garage in downtown Cape.
911	The city is allowing development of shabby housing projects along our main roads. Smaller multifamily houses with junk cars, trailers and work vehicles parked everywhere. Traffic jams continue to be a problem. We seem to have uncontrolled growth without infrastructure improvements. Our canals still suffer with junk from lan. Signs on the waterways and roadways are still not all back.
912	Cape Coral traffic is horrendous in season and any development needs to take this into account. Any development that brings in more traffic will have a negative impact on quality of life for residents and tourists.
913	Priority should be medical. Hospitals including need for medical professionals. Emergency rooms packed with extremely long wait times. Office visits booked months out for any private practice. Horrible conditions - dr.'s come but don't stay.
914	Permitting needs to be fixed. It's so hard to get a permit in the city of Cape Coral. That is your biggest problem.
915	We need at least one more major hospital. Cape Coral Hospital is too small and the ER wait times are TERRIBLE. Another hospital would also attract more doctors - now we have to go to Ft Myers for most doctor appointments.
916	We desperately need a Costco in the Cape Coral area. We are growing so fast and have many choices on stores and restaurants. There is a Sam's club but no Costco and I have to like so many drive to Fort Myers. If you put one in an area that could also get business from Punta Gorda, it would be fantastic
917	I think the powers that be need to be more in touch with the people and their needs rather than their pocket books. They need to listen to their people and have open minds when doing so. They work for us and not we work for them!
918	Cape Coral government has its own priorities, not those of the citizens. Projects should be listed with associated costs and citizens permitted to vote yea or nea.
919	Parking downtown is a nightmare all the time now.
920	In number 8, I feel that the CRA is more of a hindrance then a help. Most projects die and the money was wasted. Pine Island Rd. Is developing faster and has none! We need the tax money to save the residents a few bucks!
921	Love living here for last 17 years but I am very worried about traffic and how much it will affect the standard of living here!! It's NO fun trying to go over bridges between 6 and 10am now let alone the nightmare it is in season!! Please figure out what we can do to alleviate, or road rage will continue to worsen!!
922	The streets are in bad condition. We need more business places like shopping, malls, theaters, and street lights. Cape Coral is very dark at night time. Something that we truly need is an upgrade of our technology systems. The government websites are slow and old. We need the latest technology to get better customer service. Affordable Housing is very important. We need people's investment in our City.
923	The biggest downfall for Cape Coral when trying to entice businesses to either expand or build, is all the red tape involved and the seeming inability of the city to work with new businesses.
924	Would love to see Cape Coral Parkway homes/buildings in better condition. It's a key gateway to our beautiful city and looks very rundown in places. Too few public golf courses drives the golfers to out of town courses. Music festivals/walks and other similar activities will generate revenue for us also.
925	Save Jaycee park as green space as it is.
926	We need to above all increase our green space and protect our wildlife

927	We need more of a variety of retail shopping stores besides Target, Burlington and Walmart. Shouldn't have to drive to another city to shop when we are one of the largest cities in FL! Need to stop car washes and storage units built on major roads.
928	Jaycee park should not have bar/alcohol served.. It is supposed to close at dusk. don't see it as realistic to have alcohol served in public park
929	A city as old as Cape Coral should have a better street canopy developed. Much talk about creating a walkable "South Cape" is heard but to make the are walkable and inviting more shade is required. As Oaks along Cape Coral Pky are removed (they were the wrong tree to begin with) they should have been replaced with a better native variety. Lafayette St is another example of a poor street design where NO trees were included and it is now a hot miserable place to be. Trees should also be required in surface parking areas to address the "heat island" affect of the parking lots.
930	More public waterfront access is needed. Only have The Yacht Club area now which has been closed since hurricane Ian. Also traffic congestion is a nightmare on Cape Coral Pkwy and Del Prado every morning and evening.
931	The current council does not listen to its tax payers. Are favors being given to friends who are developers? Things going on just don't look or feel right. Citizens are disgusted as council has showed disrespect to longtime residents in public, could this be the reason why no one cares to attend meetings. Council eliminated public advisory boards, message sent is not good. Closed boat ramps to Gulf access and our only public beach which is our main tourist attraction? How much did we put in renovations of Yacht club pool in the past several just to bulldoze? Why did we hire a non qualified city manager with connections to the union, to handle this growing city? The city is dirty, trash everywhere, more crime, homeless ppl, not the safe place it used to be. We are sad to see the Cape being so mismanaged and city staff and the council are not
932	Like all cities it seems the will of the people really doesn't count because the governments ignore what they want and just build build build. Sometimes that is not a good thing, where will the water come from? What about crime and peace and quiet. Cities are ruined by politicians that think more and more building is better and for the regular people it is not. All this will mean nothing to the city people that push build build build. But I have had my say. I feel bad for this city.
933	Public works doesn't work I have a sinkhole in my yard that the city never came back fix four years old
934	LEAVE JAYCEE PARK ALONE AND STOP THE GREED THE CITY COUNCIL IS RUNING THE CITY
935	PLEASE DO NOT DESTROY OR DEVELOP ANY AREAS WITH MANGROVES OR OTHER NATURAL BARRIERS TO STORM SURGE. WITHOUT THIS PROTECTION, MY HOME WILL BE COMPLETELY UNINHABITABLE. IAN STORM SURGE WAS 8 INCHES IN OUR HOME AND WE STILL HAVE NOT BEEN PAID BY INSURANCE. IF ANOTHER SURGE HAPPENS AGAIN, WE WILL BE FORCED TO MOVE OUT AND NEVER RETURN.
936	Prioritize the yacht club beach and rebuild the pier asap. Keep beach open to the public as much as possible during rebuilding. It's a huge draw for tourists but also a favorite for locals.
937	The city should clearly define the commercial and entertainment areas. Commercial ventures, multi-family apartments, bars, storage facilities, and car washes should not be built in long well- e s t a b l i s h e d residential neighborhoods.
938	A city council that listens to the citizens of the city, example - the park that the city wants to tear up just to put a band stand in, remove trees that are not native. There is vacant land near Bimini basin on CC parkway, put the band shell, splash pad there. Close to downtown and parking. That land has been vacant for years. Parking garages in high volume areas in the city.
939	My primary complaint about our city government is that it takes way too long to come to a decision. By the time they decide on a tart date for a new project, a new government has been elected and we have to start all over again. Come to a decision and proceed. Time factors matter.

940	N/a
941	We need more focus on beautifying our city. More trees and median plantings. We are starting to look like a concrete jungle.
942	We are seeing TOO much growth at one time-has a negative impact on residence. Not smart growth. Road and water impacted negatively-crime rate up-
943	Cape Coral lacks research, medical and manufacturing designation area
944	Economic development has been a goal for many years yet I see little progress outside of more retail, offices and storage units. I think this aspect is critical to our being able to avoid tax burdens on homeowners as we build out more infrastructure. The City has done a poor job of keeping their promises regarding timeline, capabilities and budget regarding GO bond. Very dismal performance in building out per plans. The City has a history of doing surveys then ignoring the citizen input and doing whatever they want. Two example: 7 islands and the height of the buildings, Tropicana Park and rowing club.
945	We've lived in the Cape for 10 years and loved it until lately. It's a disgrace the way the Mayor and City Council ignores the voters. We're looking toward moving. SAD
946	As a former city employee, pay the city employees more money. You would get better employees that would take pride in the city they live in, rather than someone making just over what someone at McDonald's makes. The Go bond was passed for parks improvements, and not much has been done, because of a lack of employees. Stop trying to outsource the labor at Coral Oaks. Add more full-time city jobs instead of contract workers that you don't have to pay insurance to.
947	If we want a reliable workforce, especially in the restaurant and hospitality industries, and healthcare, we MUST have affordable housing in the Cape, not in Fort Myers or Lehigh Acres, because people can get to their jobs if they don't have to drive long distances.
948	As mentioned above, Cape Coral has become an eyesore. Too many duplexes, storage units, dollar stores, and high-rises -- all mixed in with residential. Have lived here 23 yrs and used to love it. :(
949	Need sidewalks and street lights
950	Although I understand that Affordable housing is desired, It will impact the cost of current communities that are 300k +
951	Cape Coral suffers from irregular traffic enforcement, code compliance and construction site cleanliness. The City needs to have all code and construction inspectors be less subjective. It is a sad state of affairs when sprinkler violations are a top priority when there is so much rampant illegal parking throughout the city. Last but not least, the city has no one that answers the phone nor will anyone respond to emails or phone messages.
952	I think we should finish fixing the parks and have covers on all play area. They should add more benches to the parks. We do not need any ampitheaters where people live and also a food truck area. Having food trucks hurts businesses that pay for a concrete building and add to our economy...
953	Better access to I 75, commuter rail to Tampa and Miami, better access to Gulf (by boat) on the west side of the city, and San Antonio Riverwalk plan for downtown (Rubicon Canal). Finally, a beach or better waterfront trails/walkways, including a pedestrian walkway included in the new Cape Coral Bridge.

954	CC continues to add more strip shopping centers even while the older centers lose their tenants and stand nearly empty. Traffic problems are added to as drivers keep switching lanes to get to the separate driveways of different centers. Aside from that, the strip shopping centers are not architecturally pleasing and require driving into and out of traffic continually to get to individual stores. Also, Edison Mall in Ft Myers is no longer considered a safe and enjoyable place to shop by many of us. With the extra land we have, the increasing population, and the heat and humidity, we are ready to have a modern, pleasant indoor shopping mall in Cape Coral.
955	Some libraries have become centers for Marxist indoctrination and child abuse. Reduce the number of libraries and promote online learning instead. You would save hundred of thousands of dollars on overhead by not having to pay nefarious staff to corrupt our community.
956	The city government is disappointing. Stop building storage facilities and plan green space. The mayor sold his house on Embers Pkwy just before a new storage facility was announced. Coincidence? Stop building and deal with what you have. No police enforcement. Not enough water to provide for all these people without borrowing from the city next door. Trash all along the streets. So sad what you've done to our city
957	Charge full impact fees, stop giving it away
958	Bus transportation on all major streets
959	Planning for impacts of future growth beyond unrestrained development.
960	Protect the wetlands, mangroves, waterways and animal habitat we are losing our natural environment.
961	I feel the Council should leave our waterfront alone and not put more bars for people to drink and boat. Stop taking trees away and council and staff should start worrying about the environment and not just about making money from citizens ecause they will go drink and eat at good truck parks. Get rid of this council who are destroying our City and the environment. So sad.
962	The city is growing so fast and the infrastructure is not there to keep up right now. Additional hospitals should be built on the west side of town. Additional healthcare in general needs to grow. Traffic congestion needs addressing. In addition, reckless driving needs to be addressed, particularly on Cape Coral parkway. Short term rental properties are becoming a problem with parties, noise, damage, etc. we need better, endorsed, control over short term rentals.
963	Less rental properties! More homeowner occupied properties. We need more public transportation Pick up locations.
964	Water mgmt and roads should be #1 priorities. CC is still considered to be business unfriendly. City mgmt will disagree, because they are blind to ALL the economic growth in the other parts of Lee city.
965	The park system. Keep the food trucks, and alcohol out of the parks promote in the established business locations. The city seems to promote revenue generating. Leave the parks as parks. I know follow the money.
966	I think we need a budget review committee to stop the council's outrageous spending of the tax payers money.
967	Develop the north Cape. Stop depleting canal water in the north Cape.
968	Traffic & Zoning concerns, large apartment complexes in the middle of neighborhoods, storage units on every street, car washes galore and too many duplex's! Our quiet city has become overrun with speeders and loud trucks and red light runners. Street signs and speed limit signs still not all repaired since Ian, though the city boasts all is corrected. People move here because they love it here and then want to change it to be like where they moved from, MIAMI we are NOT, not NY or California!!!

969	The City is always super focused on downtown but yet NE Cape is being treated like a stepchild. Even the trees on Del Prado ext have still not been repaired since Hurricane Ian. (I have asked several times when they will be repaired) Also- they keep talking about spending more money on parks when the GoBond parks have not been completed. Roads are in bad shape. Street signs & lights still not repaired. Want to raise taxes or add taxes. Stop trying to spend money on stupid food truck projects & get this town fixed up. Also- almost every other beaches in the area are open but not Cape Coral. Nothing has been done. Finish what has been started!
970	Spot zoning should not be allowed such as apartments in the middle of single family neighborhood. Harmful to property values and destroys the reason people bought where they did plus infrastructure isn't considered.
971	Listen and heed to what the residents have to say.
972	Focus on bringing industry to Cape Coral.
973	What is "downtown?" It would be nice to have some development "uptown," north of Pine Island Rd and not just Burnt Store. There are other areas in NW/NE besides Burnt Store.
974	Cape Coral is a residential community that has grown too large for the current infrastructure. Limited access highways, trees, parks, affordable housing are all needed to support the existing restaurants and tourist destinations.
975	Please pay particular attention to the Design Cost of all Projects and get Competitive Bids.
976	We need another hospital on the Cape. The population is growing by the day. If Lee Memorial won't do it, then go to another entity that will. Technical College on the Cape like the Ft Myers Technical College that offers young adults as well as older adults more opportunities to become career ready in subjects not offered at a community college. It also offers financial aid to students who can't otherwise afford it.
977	The Cape needs to find ways to attract Fortune 500 type companies to the area along with the young talent required to support their job needs. I have a 16 year who excels in STEM and is top of his class. I don't see the type of jobs in the Cape that would keep him and those like him in the area after college and we need the younger families to sustain and grow our community. Things like the Cove at 47th, Cape Coral Grove and the potential development with Gulf Gateway Resort and Marina are the right type of development with the amenities needed to draw in these young families but the Cape needs to provide the infrastructure and incentives to lure some big employers. Can Hudson Creek and the surrounding areas do this?  How about the area east of Crystal Lake, 14975 TECHNOLOGY CT, could this be built into a large business park with buildings tall enough to take advantage of the same Charlotte Harbor / Gulf Access views found from the overlook at Crystal Lake but far enough away to be safe from hurricanes, help to drawing in employers? We need to get the required infrastructure up to those areas now to start the process. The Cape has a bright future but we have to look for ways to bring the young members of society here to help reach our massive potential.
978	Cape Coral needs more positive recognition. Cape Coral is so beautiful but so many people put it down. When I first bought here people were saying it was the swamp of Florida. We need to have places where people can come and visit to see the beauty of this town. 7 Islands is one place we can start with a beautiful Marina with awesome restaurants. Also it would be great to have a place where families could go like a 6 Flags Resort/Hershey Park .
979	Cape Coral cannot expect proper commercial/health/arts developments until the city's infrastructure is completed. That should have been a high priority years ago and the scheduled completion should be moved up for all areas not yet developed.
980	Cape Coral needs to be more "all-inclusive" for working families, providing opportunities to live, work, and play within the City without needing to drive to Fort Myers.



981	Cape Coral is becoming an unaffordable place to live
982	I love Cape Coral have lived here 23 years. Overdevelopment without improving roads, has led to a perfect storm of accidents, and injuries, water shortages. Careless Development of residential neighborhoods, by approving commercial businesses. Considering changing beautiful parks into possible commercial events.
983	Cape Coral mayor and city council should listen to their constituents and not forge ahead on their pet projects.
984	We need to bring in higher paying jobs through business and technology hub development as well as commercial development which will also support tourism. Waterfront and recreational development will attract new residents and build tourism as well. The cape has an exciting future if development is planned appropriately
985	Please rebuild the Yacht club the way it was. Cape Coral needs leaders that do NOT make decisions based on self interest. Elected officials need to curb these hedge funds from buying up neighborhood houses and turning them into vacation rentals. That is UNAFFORDABLE housing for people that actually live here.
986	City Council does not value citizen input. The Council/City is not at all transparent. Change is needed in leadership.
987	Cape Coral needs a City Council that listens to the citizens. Currently they ignore any citizen generated concerns about development. They are solely interested in making money for themselves and are under control of developers and the money they use to purchase influence to change zoning. One of Council's most damaging decisions involves changing parks and protected wetlands zoning so developers can create huge developments that are harmful to the environment, wildlife and to residents. Soon there will be no natural areas left to enjoy. All that will remain after developers get their way (and money) is tacky, cheap tourist attractions that will quickly become dated.
988	NO MORE APARTMENTS OR STORAGE FACILITIES!! Also, the new food truck park is a major concern for a full time resident who commutes. CC Pkwy bridge can not handle the traffic now, let alone when the food truck park opens. What step are being made for traffic patterns? Also, more traffic signs need to be placed in that area for when straight lanes end and move to turning lanes. And not signs on the side of the road, unfortunately the general public is stupid and you'll need to place signs above the roads.
989	Cape has so much to offer and we are looking forward to much more. Getting our beach back open, increase parking at the beach and downtown areas is crucial for our tourism. Our streets especially del Prado and Cape Coral parkway are lacking serious curb appeal. Dead palm from lan and dirt are in many of the islands. Most importantly having all our street signs back up would be nice. So many are still down or twisted. First example country club & veterans. Big intersection no signs headed east on veterans.
990	The City needs everything that Fort Myers has so our residents don't need to cross the bridge. Employment opportunities, An indoor shopping mall, upscale restaurants, entertainment.
991	We need to continue to promote business, and tourism as well as making sure we are a great place to live. Cape Coral has got to update/upgrade its permitting department to help with the development, construction and reconstruction in order to keep moving forward. we also need to have nice family areas in the city: with the loss of the yacht club area we should have a plan to add a public pool to an existing park, or add a new park with a public pool, aquatic center, band stand, maybe food truck area that could then host public events
992	CAPE Coral is a unique, peaceful, spiritual place. That is what draws people here. We DO NOT want it turned into the NE concrete jungle States. Think ZEN.. think Sedona. Thats what Cape Coral is. Stop raping our beautiful City. People are already moving here based on the natural beauty of the City. We need a larger hospital facility to keep up with population. Build it in the NE/ NW where their is open land. We need hurricane SHELTERS as per FL STATUTE. We are not complying with evacuation routes and shelters as you increase density with the hideous tall apartment buildings everywhere.





993	Stop wasting money on beautification projects.
994	Based on our current council, we need people who understand the needs of our citizens, not the dictatorial, bullying mayor we have who is bringing in people from his home state to rubberstamp his spendaholic agenda
995	We need to uphold anything left of our history that made this great city that drew people here in the 1st place. Everything right now is focused on restaurants and bars. Young children need more focusing on being our future here. Some kind of recreational center for the children YMCA for everyone.
996	Focus more business development on NE and NW Cape rather than downtown Cape or south Cape.
997	Please don't put up any more of those huge apartment housing complexes. And no more storage facilities.
998	Concerned about lack of environmental awareness and preservation.
999	City is HORRIBLE with contracts! Debris management after Irma, waste management and accountability. Signs are still down from Ian and buildings are eyesores yet the city goes after food trucks. They need to prioritize goals. It's ridiculous we still have LCEC. No accountability.
1000	I was born at Lee Memorial so I'm technically a "native" however I've been privileged to travel around and live outside the local area. One of the cities I lived in for almost a decade is Santa Clarita, CA. The city is located in greater LA County but feels nothing like LA which is a GREAT thing! City leaders should take a minute to look at other similar cities as Cape Coral is prime for major development but nobody wants it to become Tampa, Miami, or otherwise... checkout Santa Clarita and what they have done with their parks, trails, and building infrastructure to attract business.....
1001	Please don't destroy our beautiful parks, on the contrary, include them on development plans to make them better.
1002	Summers here are unbearably hot!! A north Cape public pool, YMCA and lots of shade for our parks. More sidewalks for kids! Increase in public safety! Another hospital
1003	Would like to see the development of the North spreader direct access to the gulf.
1004	It appears the city government does surveys so they can go ahead with development and say it's what the public wants due to surveys.
1005	Cape Coral needs to pull in more corporate satellite campuses and or tech hubs. Tampa just opened Pfizer and others, Sarasota has a Morgan Stanley and others. The job opportunities currently in Cape Coral are not going to draw in young and upcoming professionals with families. There is an opportunity in the northwest to continue with smart development and need to find a way to include commercial opportunities. We have plenty to draw in retirees but lack the draw for young professionals.
1006	Cape Coral is one of the worst run places I have ever lived. There is too much greed, businesses are shady, lack of foresight, and bad planning. It's so bad that while I'll live in the Cape, I don't and won't do business in the Cape at this time.
1007	Cape Coral council is not listening to the residents. They are approving and promoting developments they don't fit in the neighborhood. Concerned for future property values. Also is there is not more true commercial development vs strip malls there are not going to jobs for future. Our roadways are insufficient to continue any downtown development. I have been a resident of Cape Coral for 40 years and have never been more disappointed in it than now.
1008	Update EDO Projects map with existing developments & commercial projects to share investors the potential out city presents

1009	I feel the city council is disconnected from the voters and their needs. Preserving quality of life and property values should be a higher priority
1010	People flock to Florida for the sunshine and beaches. We need a decent beach asap. The yacht club area according to the pre-lan plan would help full and part-time residents to stay local and pay local. It's an easy observation.
1011	More businesses, several large shopping centers or malls. More cultural events, bookstores... More employment.
1012	Need more enforcement of traffic laws especially those who run red lights. On a daily basis accidents are caused or nearly caused by bad drivers.
1013	Stop the building of Apartment Complexes and Storage Units. Plus how did that monstrosity on Cape Coral Pkwy get approved? It's right on the sidewalk and the side street is closed down. Concentrate on the Red Light Runners.
1014	Increase walkability and incorporate water management into parks and greenspaces. Cape Coral is going in the right direction in its promotion of a diverse and safe community. South Cape Entertainment has been great.
1015	Cape Coral is a very unique city with all of our canals. But I've heard many times that it is Lehigh Acres with water because of how ugly it is. It is very embarrassing to have no landscaping in main areas of the city (veterans, pine island, etc)... the standards of the first impression are very low. Let's raise the value of our city by how it looks.
1016	No more apartment complexes that sit empty. Take care of our green space and build natural barriers for future flooding. Underground electricity for housing, Cape was out of power for weeks during lan. Improve what we have before putting more stress on our currently weak infrastructure. Beautify the medians throughout the streets, clean up the canals that are still a mess from the storm. We don't need a college here that is ridiculous. We need more money for our schools and horrific bus system. Implement higher tax for non primary homeowners and AirBNB/rentals. Red light cameras will create huge revenue inflows and hopefully make our roads a little safer. Speed cameras too. Why do we not have these here? Do we not want the revenue? Give that revenue back to projects for the actual homeowners that live here, work here and kids go to school here. We have enough affordable housing. There are empty apartments and duplex rentals all over Cape and more being built. The older units are now looking run down as new are being built and it's an eye sore. So stop with the affordable housing. There is plenty and with 6 new apartment projects I cannot even fathom we will ever, ever have a need again. The renters and snowbirds make it almost unbearable to get to and from work during season. A 30 minute drive becomes an hour to an hour and a half. While tourism brings revenue we have to ask at what cost? We can't get rid of the snowbirds and short term renters but we should do something to regulate it or increase the revenue and tax they are already paying. That way it doesn't drive out our full time residents.
1017	Permitting is weak here. Increase support. Increase commercial growth and promote work with vocational training. Increase police presence, there's entirely too many accidents. Increase parking with parking structures.
1018	I think our council members should resign they don't know how to run a big city.
1019	Cape Coral needs a sports complex with a competition pool. Cultural events like Naples orchestra and art gallery. A larger downtown area filled with shops and restaurants. In the North parts of the Cape, they should bring in large businesses for more jobs for locals. An amphitheater should be in the north part of the cape.
1020	Stop reducing our green spaces. For all the talk about climate change, it seems to me all you politicians want to cut down all the trees that exist. Would love to know who's benefiting from all this commercialization of Cape Coral certainly not the people that live here
1021	We need career jobs, not dollar general and storage.
1022	Please stop the influx of car washes, dollar stores, storage, auto parts stores. It's laughable and sad.

1023	Do not destroy Jaycee Park. Put in sidewalks, pedestrian pathways and other ways to get around CC other than a vehicle.
1024	This City has been one of the fastest growing cities in the nation for decades. Why? Our waterways. Including water quality and canal maintenance as an economic priority is important. The City seems to be divided into two demographics: retired class and blue collar working class. Attracting and retaining the working professional class is important.
1025	We chose Cape Coral to retire to for its smaller town feel & appeal. Since we've been here it seems our city planners are pushing rapid, massive growth. Having second thoughts....
1026	You can't keep expanding with have the infrastructure to support the growth duh
1027	Putting more enthusiasm into the Yacht Club project. This is slowly but surely becoming a joke.
1028	Utilities and taxes are going to be your undoing as families are no longer able to afford living here. My husband and I have lived here 24 years and of course we expected the city to grow, but the high rise multifamily housing and change of zoning laws is not the answer...ultimately, it is all about the money but how about some consideration for the residents
1029	Jaycee park needs an upgrade. New pavilions, picnic tables. No liquor sales in the park. Keep hours as they are. Heavy residential area.
1030	Please save JC park. We don't need to destroy those trees.
1031	Quit spending taxpayers money on things they don't get to vote on
1032	WE NEED TO FOCUS ON A LOT OF THE INFRASTRUCTURE AND TRANSPORTATION ISSUES. THIS WILL MAKE THE CITY MORE TRAVERSE FRIENDLY.
1033	Hurry up and complete the water and sewer throughout the city, all at the same time. Stop dragging it out piece by piece. Then the commercial zoned areas can be built (mainly in the north end).
1034	Growth is fantastic, but traffic control needs to be addressed. Additionally, more eyes on the road to prevent accidents from aggressive drivers, texting, DUI, speeding on residential roads, etc
1035	City council is aimed at spending \$12,000,000 taxpayer dollars to commercialize a beautiful river front nature park and it is wrong!
1036	We need less high density development and more care given to how we are using our resources and developing a network of utilities that actually works for an increased population. More building will bring more flooding unless we do something soon.
1037	Way, way, way too many storage facilities and apartments. More open/green space left mostly natural to show respect for natural resources. Much better medical treatment, especially senior care specialists and more and better healthcare overall. Takes 6 months to see any doctor and that is not acceptable. Why are we not attracting more white collar/high tech/professional companies and organizations. We're full of restaurants and small businesses but are not known for anything in the professional work arena.
1038	Traffic congestion is becoming a huge concern. This should always be something the city is working to improve. The city needs to continue to invest in student education particularly with investments in the Charter Schools. Continued improvements to city recreation like Sunsplash and city parks and recs are excellent and need to continue.
1039	No more dollar stores, luxury apts, car washes, or storage units!!

1040	Stop allowing carwashes, storage places, auto parts stores, vaping places on every corner It makes the city look trashy
1041	The City needs to realize not everyone living here is rich. Stop wasting money and spend tax dollars wisely
1042	There is an immense need for road way development to improve the already overloaded congestion. Stop allowing housing and businesses construction, until the infrastructure can catch up. And for goodness sake start controlling business signage. We look cheap. Collier county looks so much classier. Less is more.
1043	Consider private homeowners when considering building apartments. Very dissatisfied to see where some are located.
1044	The city needs to be more concerned about maintaining what is already established. The city needs to improve their code department. People tell me it is a nightmare. The city needs to be more prudent in what they allow to be built in the city: not what brings dollars to the city coffees but what benefits the residents. Most important listen to the residents who have been here a long time.
1045	Cape Coral needs to become a more efficient government entity. Start listening to your constituents.
1046	Leave Beach Parkway park as is. Add more canopy trees but leave what's there until the new trees are fully grown. Need more shade. Leave it as a natural park setting for families to enjoy. Creat another place for your commercialized park.
1047	Leave Jaycee Park alone, clean up our water.
1048	Infrastructure needs a lot of work. Congestion is everywhere. Keep the parks as they are but build out what land we have as a green area - splash pads, amphitheater, walking trails, etc. Need an additional hospital here. A park with multiple pools (lagoon style) for families to go to. Sunsplash is ok, but not suitable for families who just want to lounge around outside and not have the chaos of a water park.
1049	I would, but you're going to do your pet projects, anyway.
1050	Cannot see the City going all electric vehicles. The cost outweighs the use
1051	Build road access before allowing any more development. Save more green spaces and natural habitat for wildlife.
1052	The infrastructure must support our growth
1053	To help development, more lighting on streets. People feel safer when there is more lighting
1054	Downtown Cape is well developed , look elsewhere. There are many underdeveloped areas that Commerce can invest in to attract renters, homeowners and tourists. Schools and healthcare follow close behind. Transportation routes added for outlining areas. Our waterways are a large access, please manager storm, sewer and drinking water mindfully.
1055	Cape Coral needs to attract more permanent residents by offering better jobs with better pay. The land developers are so concerned about making a profit, they are destroying the landscaping and beauty of Cape Coral, which is why many people moved here. Not to mention, we don't have the infrastructure for all these new homes (restaurants, roads etc) if this doesn't change, we are going to become as congested as many major cities.
1056	If the Council is going to solicit community input, then listen. If they're doing it just for window dressing, then don't waste the volunteers time.
1057	None
1058	The current council is highly destructive to a positive environment. They are not at all representative of the population here.

1059	We moved here from Hollywood Beach and are very disappointed.
1060	No additional comment.
1061	Don't know why I even bothered. Nothing about the yacht club, the beach, the fishing pier. They should be a priority. Nothing about a infrastructure that is failing miserably. Leave Jaycee Park alone. No for food truck parks please.
1062	The infrastructure does not support the number of people who live here especially during season. Traffic is unbearable. We a need to get people out to vote because this city council and mayor need to be voted out. We need a council and mayor listen to the tax payers of CC.
1063	Stop development of natural areas
1064	We need to slow down on new home construction. Habitats for wildlife are rapidly disappearing. It needs to be more balanced. Right now it seems like it's full on building rather than stopping to plan it out smartly. I'm all for new businesses coming into the area but we don't need anymore storage facilities or Dollar General stores. I don't feel that the current mayor and city council care about listening to the citizens, though this survey is a good first step. Thank you.
1065	No more car washes or storage units, build up roadways and beautify landscaping, etc.
1066	Please work with FDOT to make getting into Fort Myers easier via our bridges. The traffic issues have grown worse with every passing year and the main issue is the Summerlin light just across the Midpoint. It stops traffic from moving and backs up across the bridge. There needs to be a flyover or bypass for that light, especially now that they are building condos where Broadway Palm is and adding even more traffic to the area. The Pine Island Road corridor is being developed so heavily that the roadways can't keep up with the volume. The number of homes going up everywhere is putting a strain on all of our resources - water, floodplains, etc.
1067	Cape Coral needs to develop more Commercial areas to increase the tax base.
1068	Please stop the over-development. The current infrastructure cannot support more people and tourism.
1069	Cape is being overrun with rental homes. I would like to see stricter regulation of those properties for the safety, peace and enjoyment of the permanent residents. Example: The house next door to me is used as a rental. The roof was in disrepair in the years leading up to Ian (multiple patches were visible and the age estimated to be around 20 years old). The roof immediately peeled off in the winds of Ian. Homes used to produce income should be kept to a minimum standard that does not put surrounding property in jeopardy. Annual inspections and certification for occupancy?
1070	Cape Coral has a noise pollution problem that gets worse every year. Most of it has to do with vehicles with extra loud exhaust and subwoofers. These rules need to be enforced for our city will become miserable
1071	Need to start doing your job traffic offenders running red lights, speeding, obsessive weaving in and out of traffic running stop signs
1072	Loved living in the Cape until City decided to destroy Jaycee Park, ignore parks planned (Parks GO bonds) & remove Yacht Club as family-friendly beach area.
1073	CC is owned by developers who are allowed to build at will to make money and screw the population. Affordable "duplexes" will turn CC into a slum. Canals and freshwater lakes are a draw yet neglected. downtown is little more than a strip mall and pub crawl. look at Punta Gorda, Estero, Bonita etc. strong architecture and access. CC government terrible.



1074	<p>This city needs more big box retailers. We need another major hospital so there are choices instead of the monopoly that we have in this county. We also desperately need the I75 connectivity in North Cape from Del Prado extension. This will allow more commercial businesses to look at this city.</p>
1075	<p>Better bulk pick up. Rather than just having people put it out, make a schedule (ex: 3rd Wednesday of the month etc). If people leave things out more than a few days, they should be fined. No nicer neighborhoods and cities have trash and junk by their roads. It's horrible to be looking at toilets for weeks on end or people's furniture or entire houses after they moved out. We also need more splash pads at our parks for our kids. We are a family centered city in hot Florida. We have no beach and currently no community pool. Put splash pads in at the parks. Maintain medians better. Only certain medians get attention. The others look run down. Again, you want a "beautiful" city that attracts tourists but the medians and landscaping in the majority of the city is overgrown, filled with trash or just ugly. Go to Naples, Bonita, Punta Gorda....compare the trash on the streets and medians and it's completely different.</p> <p>Sometimes I am embarrassed driving with friends from out of town because of the unkept streets. The city needs to do better and enforcing people to not leave garbage out and cleaning the streets/medians.</p>
1076	<p>Traffic was a mess. Need more control, too many accidents. Need better public transportation. The changes coming to Jaycee Park are really sad. Where can you go on the water with shade and peace now? The condition of homes and the trash is not home it used to be.</p> <p>There is a beautiful home that cannot get a buyer because of the condition and trash if the house across the street. There are 10 cars parked on the grass. Homes are not parking lots.</p>
1077	<p>I think downtown on the terrace and those surrounding communities should be updated and modernized the whole city of Cape Coral is dated. We have plenty of bars and restaurants. But that's about it. I am very strongly against touching Jaycee park it is beautiful the way it is.</p> <p>There are other developments going on that are more inviting like Bimini basin and that food truck park. That's plenty for now. Not to mention yacht club and Cape Coral Beach. The town still hasn't even recovered from Ian. Street lights and street signs are still backwards and missing, landscaping is still backed up. Etc.. Last town hall meeting I was at the Mayor was too tired to even sit up in his chair, he leaned back in it the whole meeting. Didn't really seem interested in what we had to say. It. Let's get the projects done by priority and then see what money is leftover. 1st. Get back to normal after Ian. Repair Cape Coral beach, yacht club, pier. 2nd. While that's going on get street lights and signs updated and modernized, landscaping, storm drains cleared etc..maybe add some sidewalks and modernize the roads we currently have. 3rd. Adding the venue at Bimini basin and the food truck park. Last leaving natural barriers alone. Including Jaycee park. Sincerely Stacy Clayton</p>
1078	<p>Take more of the community input seriously. The current government 'acts' like they care but then does whatever they want anyways. The need to spend our tax dollars wisely is huge.</p>
1079	<p>Q.2 is messed up. if you are ranking, you have multiple choices or numbers. it's fixed on utilities . this survey only gives "your" ideas, we need to stop building, fix infrastructure. stop wasting money on the medians, you should have gone to swales with drains, rocks, and native plants, no water needed, and very low maintenance!!! too much wasted money on frivolous landscaping!</p>
1080	<p>We need more ambition when it concerns attracting businesses and schools. The other side of the river gets FGCU, FSW, pop stroke, top golf, fresh market, whole foods, Trader Joes, Costco, and Cape Coral gets dollar stores and storage facilities. I hope we keep Sun Splash because nothing else in Lee county competes with it. I hope we can build a public indoor pool or attract other quality businesses like I mentioned above. We also need multimodal transportation options as the city grows.</p>
1081	<p>More cars are on the roads every year so our roads and traffic signals need to be able to support this.</p>

1082	I feel Cape Coral is missing the mark with waterfront opportunities. We're a beautiful peninsula that should have a thriving waterfront community with shopping bars and restaurants. People come here for the water views.
1083	I would like to see more opportunities to support children and families - whether that's affordable housing, educational facilities, vocational training opportunities, or facilities for children (ex: there are a plethora of "kids gyms/play areas" in Ft. Myers but none in CC). An increased focus on safe, reliable public transportation should also be paramount as our region continues it's rapid expansion.
1084	The traffic needs to be addressed and the north Cape could use more restaurants.
1085	The amount of apartments & storage facilities that have and are being constructed is disgusting. The city lacks the proper infrastructure for the amount of traffic of the road. Pine Island & Veterans both need to be widened especially considering evacuation routes. The school pickup lines also need to be addressed, cars literally stop and block traffic with one lane.
1086	Too many car accidents. I see people running red lights every day. Control taxes and city spending. Streetscape beautification is important.
1087	Let's keep our city residential and let FT. Myers deal with all the the big arenas, colleges, airport, big commercial businesses and large attractions. Cape residents can drive to Ft Myers for those congested amenities. We don't need them here. Clean up and improve downtown Cape. Provide more parking. We don't need big business here other than health care & schools. Concentrate on getting the yacht club beach and park finished and similar to how it was. Please keep Jayce park the beautiful, historical and small quaint park it is. The park is too small and the location does not support all the proposed projects. Don't ruin Jaycee Park by making it a crowded, noisy tourist attraction!!!! Fix the roads and street signs and red lights. Clean up the canals. Maintain nice trees and shrubs. Provide more golf courses, pickle ball , tennis and sports for our residents to I enjoy.
1088	I am very concerned about the traffic flow in NE and NW Cape Coral. The four-way stops are not appropriate at many of the intersections. Sometimes up to 60 vehicles are waiting at a stop sign. This leads to people make risky decisions that result in accidents. We also need to lower the speed limit on the Del Prado extension and finish up the work on the traffic signals at De Navarra and Averil ASAP. In addition, the light at Pine Island and Del Prado is also a nightmare. It can take up to 20 minutes to make a left-hand turn and that is why so many people run the red light and why so many accidents occur. We should not expand anything (business, housing, etc) until our roads are able to handle the increase in traffic. Just last week we had a sinkhole on Chiquita Blvd. Please fix the traffic situation before anything else. I have lived in Cape Coral for 30 years and the traffic is by far the worst I have ever experienced.
1089	Need to beautify the north areas. Trees, landscape etc.. Very plain now and it's an area that can attract a lot more residents and business
1090	Fix the infrastructure. Stop putting multifamily housing developments here and start catering to families that pay property taxes.
1091	We need more green space to accommodate the increase in population. The old golf course on Palm Tree should be a park. We also need to have improvements (multimodal or roadways ) to our transportation system. Sometimes people don't go out because they don't want to fight the traffic. We also need improvements to our infrastructure to keep roadways from flooding

1092	Cape Coral must provide incentives to companies committed to providing careers, not just jobs. The city should establish a higher education system that inspires our future leaders in the private and public sectors. City leadership must expand investment in areas of the city other than Downtown Cape. Too much time and effort are focused on a small section of the city.
1093	Stop building apartment buildings. Stop encroaching into single family developments with multi-family units. Improve the roads and turning lanes, now that the population has increased so much. Stop allowing weekly rentals.
1094	I grew up visiting SE Cape Coral since 1985, my grandparents retired down here. Loved visiting, people were always so friendly. 2020 I moved down here to start fresh from a divorce. So miss the feeling I used to have as a kid down here. Now I am well aware I am an adult now, but never have I felt yet that I am accepted member of this community.
1095	We need to keep up with city maintenance of water, parks, utilities, & roads. Do we have enough water for our residents as we expand? We still have signs that haven't be fixed since the hurricane. Time to take a breathe & take care of all we have. We have enough apartments now. We expanded too quickly...
1096	The lack of health care not enough doctors For what I have seen the past couple of years the city wants to destroy every green space there is The city has changed since I have moved here and not for the better City leaders do not care about the residents at all and it's our fault for voting them in
1097	It appears the growth is exceeding what is being done here.
1098	Leave Jaycee Park as it is! Repair the still damaged/missing traffic signals & signs
1099	leave Jaycee Park as it is. do not allow development at Redfish Point
1100	Slow the residential growth-improve city infrastructure to handle the additional people
1101	People move here for the vibe. People visit for the same reason. We are about 1/2 to FMB and Sanibel. This is a great location. Keep the small town vibe. Do not make it a metro area.
1102	The roads are horrible
1103	Stop allowing the building of new strip malls when there are so many sitting empty. Fix all of the crappy roads in the city and install more sidewalks. Stop trying to make the city like Miami it's becoming over commercialized.
1104	Lower taxes. The City doesn't do a good job managing its finances.
1105	Address rapidly growing traffic problems as highest priority! Longer and fewer left turn lanes on Chiquita Blvd S. Build Flyover from Chiquita Blvd S onto CC Pkwy going east - this or a similar solution will be desperately needed to address the rapid population growth due to the large condo developments in SW Cape Coral. Urgently eliminate parking lanes and right turn only lanes on eastbound CC Pkwy between Coronado and Del Prado and the left turn only lane onto Coronado - these measures are desperately needed to ease morning rush hour.
1106	Taxes are high, in return the city should be beautified and city codes should be enforced. The city is getting worse with junk sitting around and rundown buildings.
1107	We need a shopping district like Coconut Point Mall in Bonita Springs.
1108	It seems Development has been approved without organization and forethought of infrastructure for roads to be considered in advance of the development. Real estate Developers seem to have too much of a free reign. It would be good if we Cape Coral can keep the small-town feel.



1109	We have no big malls No decent beach No really good resort
1110	SAVE JAYCEE PARK.
1111	You all are absolutely RUINING our city. I am 40 years old and have lived here since 1990. Approving the apartments, rezoning land, ruining Jaycee park?? Ridiculous. I will be voting you all out ASAP. Quit making this a concrete jungle. I am so upset every time I drive past 47th terrace seeing that 4 story apartment practically on the road. Apartments used to never even be allowed in Cape Coral years ago!
1112	Listen to the permanent residents of Cape Coral. You may lose them otherwise.
1113	I think the government of Cape Coral has lost site of its role to the citizens of Cape Coral. When we moved here the city was the cleanest city we have ever lived in and traveled through, but not anymore. The code enforcement seems to be non existent. We have more multi-family projects going up than we have people that can occupy them, nor can afford them. The city continues to allow commercial development for service industry jobs and retail jobs being built on sites that should be used to bring in larger industrial jobs with higher paying jobs. There has been talk since we moved here about the Bimini Basin project and the project out Burnt Store way with no movement to speak of. Personally I'm happy about that. I am saddened about what the city did to the food truck vendors. That was a move to enable a real estate investor friend to get a project done and have a "select" few vendors. Shameful. Hard working construction workers from all over Cape Coral can't take a quick lunch in SE Cape. The food truck vendors and the hard working citizens of Cape Coral were hurt by the city government and wealthy people's greed. Again, in my opinion. I have loved this city and want to defend her, but it is getting harder as time goes by. Thank you for the opportunity to hear our voices.
1114	Currently the city lacks roadways to accommodate the growth of the city. Intersections are clogged and traffic management is atrocious. Traffic lights are mistimed and erratic. Development on what will obviously be future major roadways is ill advised. Electric service needs addressing. Weather related outages are too numerous and acceptance of solar option for individual housing is not encouraged by LCEC, in fact made difficult by that service provider. Vacant and rental properties are not well regulated and vacant properties reduce housing values. Cite water utility billing is slow and no acceptance of electronic payments. Finally, development drive the economy of the city, however if the road infrastructure is inadequate it increase accidents and travel time. The city seriously needs to improve the roads and intersections throughout the entire city.
1115	Wider streets Sidewalks Better street lighting
1116	A lot of vacant and rundown properties, especially in the downtown area. Need that area to look better. Too much money being spent on parks and making them too busy. Keep some simple and alcohol does not need to be served at these facilities. Too much alcohol everywhere here.
1117	I have lived in this city since 1991. My daughter was born at Cape Hospital as well as my grandson. This isn't the safe big city with the small town feel anymore. I stopped driving to Fort Myers because of traffic, it is horrible here now.
1118	Stop ignoring the people who actually make money for the city, the worker. Ignore the business owners who do not want what is best for us.
1119	We moved to Cape Coral for the quiet, peaceful living opportunity. Now, tourism and Snowbirds are overpowering the full-time residents. It appears from recent developments that City Council is only concerned with pleasing this aspect of our community and not paying attention to full time residents' needs.

1120	Stop building apartments without updating traffic patterns. Finish parks projects before starting new ones.
1121	An indoor aquarium is not found south of Sarasota. We are a waterfront community that should be promoting education about our natural resources.
1122	There is no direction, no plan. Infrastructure is outdated, no commercial business complexes to attract companies that aren't service related. We need businesses to offset all the apartments being built and storage units. Town looks and feels dated. Million-dollar homes being built and the city management is locked in antiquated thinking like the Cape is a small backwater outpost. Time to move
1123	Housing completion of one lot at a time is going to prolong construction, it's going to take longer than necessary, beach and water front dining is not ideal, beach is currently non-operational, need one built in the west/northwest, keep up the revitalization of the old parks, and create more natural areas to adventure... walking paths or hiking is very limited.
1124	Very little retail shopping of interest. No bookstores. How about a Marshalls? Wouldn't Cape Coral like to keep its residents \$ here in town for shopping?
1125	Cape Coral needs to listen to us instead of developing plans they like
1126	We are overwhelmed with apt. housing, and ugly at that. No vision. Just plop them anywhere. The infrastructure cannot handle this deluge. Roads and bridges are in need of repair and expansion. Too much at one time. What we have needs to be maintained. It is seriously neglected.
1127	Traffic downtown during season is my biggest issue
1128	We love the Cape and live here full time. We also own a business here in the Cape. I understand the current focus on 47th Terrace and Cape Coral Parkway. I also understand why the Pine Island corridor is important to focus on. I would like to see the City come up with a plan to revitalize/update Del Prado Blvd. Quite frankly this could be the most valuable commercial real estate in the Cape but most of the buildings are dated and not properly maintained. The roadway itself is one of the most dangerous in the city. We operate Wild About Popcorn at 1311 Del Prado Blvd South. People speed, run red lights, drive aggressively and the traffic in general is awful. We have customer constantly tell us how difficult it is to get into and out of our parking lot. Thank you for all you do! Ed Caracappa
1129	Please pay more attention to our green spaces and wetlands. Stop commercializing parks like Jaycee. Plant more shade trees. Don't over develop our wetlands. Listen to your residents
1130	The council to actually listen to the residents instead of only thinking of what they want. They never think of anyone other than themselves. They run the city like a dictatorship
1131	Traffic is already bad and we are adding hundreds of new homes and apartments. It's only going to get worse.
1132	Our population is growing but restaurants and shopping has not increased. I'm a Realtor and buyers don't like that we don't have any type of mall or places to shop and eat.
1133	We are 30 years behind ! First water and sewer then homes. Let's raise money on the owners of all the empty real estate. Develop your property or pay higher fees
1134	The commutes are long. Lacking culture. Needs a minor league sports team. Limited retail.
1135	Too many new houses, apartments, & condos. Pay is not keeping up with housing costs; people cannot afford a place to live ... by themselves.

1136	Clean up the city, especially people’s property. Code enforcement is lacking big time. Clean up trash along the roads, especially in NW Cape. The NW Cape is an eyesore, and canals as well (full of trash). Waste Pro is a joke. Most of the time, they miss horticulture pickups. There are piles of branches all over.
1137	Public input doesn’t seem to help as our current city council does what they want. I have lived here for 49 years and have never seen how residences feelings of what they want is not considered. For example, Jaycee Park. I lived in that area many years ago and it should remain a neighborhood park like the way it is. And instead, make a park out of the old country club golf course.
1138	Embrace the area’s history, prior to becoming a city. Harney, Seminole, Calusa, Spanish exploration
1139	Land use decisions seem to be made by Individuals not qualified to do so, decisions seem to be self-serving. Another concern is the intensity of the lighting required on new building; we don't need to make it daylight at night.
1140	Lee County is one of the fastest growing counties in the country. But there are no jobs here that pay decent wages and many residents work from home or retired here with a bunch of cash. As the years continue, that is not sustainable for the county. Fort Myers and Cape Coral need to bring in larger corporations, not just healthcare, into this county.
1141	Please leave the existing trees alone at Jaycee Park.
1142	I feel the city is too focused on tourism and is failing the full time residents with poor healthcare and poor schools
1143	Please stop allowing commercial businesses to open in residential areas that aren’t stores, restaurants, cafes, salons etc. With the development of the Northwest there should be a dedicated area like Metro Parkway for commercial businesses that isn’t a major road into the city or in highly residential areas. This will allow us to become a quainter city with more options where the residents are and also people traveling through the area especially the burnt store corridor. The focus needs to shift from parks and into development of walkable areas of retail businesses for the residents in the city is so much more profitable and more usable with the heat. Stop pouring money into the parks they are fine. Make the roadways prettier trees in medians etc changes the entire vibe of an area.
1144	1)Swells need to be prioritized clean and fixed correctly. 2)City Hall hiring process takes too long. Too many to many steps that are unnecessary. 3) HR department in city hall needs to follow through for hiring and exit interviews. Welcoming packages need to be updated. 4) All new residents should receive a welcome package with all information with local PD., hospitals, homestead process, etc... 5)Future surveys should also be Mail to residents. Not all are comfortable using computers. Especially the elderly. 6)More roads, lanes, or alternative routes to decrease traffic. 7)More parking at city hall so that employees on certain events don't have to park far away and walk. 8) Evening Neighborhood patrols for noise ordinance, criminal activity, watering violations. 9) Hiring and training for Scool resource officer/security instead of police officers. So police officers can be more available to more emergency. 10)A 2- or 4-year college in Cape Coral would be more economical to students. To save on money crossing the bridge, gas, and Time. Less car washes...
1145	Until you manage traffic all you are doing is adding to the problems.
1146	Wish you had left Jaycee Park alone. Some things do not need to be commercial especially in a small, over 55 community surrounding that entire area. Voting everyone out next time for that one.

---

1147	<p>The city leaders only care about abusing tax dollars. We can no longer depend that they have the citizens health, safety, and wellbeing as a priority. The utilities expansion in one of the poorest neighborhoods after a hurricane and during a massive silent depression at the ridiculous cost of \$40,000 each is making families homeless. I'm losing my home of 13 years because you chose not to listen to the people when they said they can't afford it right now.</p> <p>Then you refuse to repair the yacht club which will now cost us hundreds of millions of dollars to replace- that money could've been used for the utilities expansion. You forced a family out of their home years ago to build Lake Meade Park which still sits empty. You've ruined people's lives and still refuse to hold yourself accountable for your corruption and greed.</p> <p>When I moved here 20 years ago, this was a perfect place to raise a family. Now it's like it's run by a bunch of toddlers with their hands in a candy jar. The city leadership has destroyed everything that once made Cape Coral a paradise. Shame on you all</p>
1148	<p>Stop placing apartments and storage units in residential neighborhoods. Need bigger stores such as an outlet area like Miramar. Add beautiful palm trees and make it look like paradise.</p>
1149	<p>No more storage units.</p>
1150	<p>We need to start a beautification projects, housing and business are beginning to look run down. Clean up the town to resemble a paradise that you would want to go to in Florida.</p>
1151	<p>The city council wants to pave the city and make money. I've gone to meetings where they let people talk and then do what they want to make money. We need to vote them all out.</p>
1152	<p>Focus on maintaining historical significance (like Yacht Club) and the unique "small town" feel of a large city, instead of pushing for tourism and a "resort" feel. Evaluate and improve the traffic flow</p>
1153	<p>Traffic is a nightmare! North Cape is always forgotten about. Our roads are terrible with no shoulders or sidewalks for children to walk outside. Stop building and start focusing on improving what's already there</p>

---

1154	<p>Too many commercial buildings are empty, too many businesses on Cape Coral Parkway and Del Prado that needs cleaning up and landscaping, including the apartments that are rundown and the owners of all the businesses and the apartment complex need to be held accountable to clean up, beautify their landscaping, and update their buildings. I know that Cape Coral has approved commercial businesses coming in, but we need some athletic restaurants not chains in the SW and NW area that serve breakfast, lunch and dinners. We need more retail businesses, for example, clothing, shoes, etc. All the medians in Cape Coral needs to be beautified with more palm trees, flowers and native plants. We have a big problem of too many animals (especially dogs) that are loose and become strays in the city, due to improper fencing, or no fencing on properties, too many residents, walking their dogs, especially little ones with NO LEASH, too many residents that let their dogs out in the front yard to do their business with no leash, too many residents leave their dogs outside in their lanai or backyard and all hours of night till morning barking. With Cape Coral having laws in place to keep the city safe and sound, I would like to see Cape Coral figure out a way to control the amount of stray animals due to the residents of Cape Coral. In the past couple of years, I have seen way too many homeless that Cape Coral City needs to come to a solution. In the past couple of years, I've also noticed a variety of people standing on corners, clean and dressed decent, they do not look homeless - holding up signs and soliciting for money. Cape Coral needs to look into the situation and get control over it. Sidewalks we have them in place in many areas of Cape Coral most of the time only on one side well the other side needs to be done to as I see children or other residents walking on both sides. Cape Coral needs to find the funding to place more sidewalks in residential end busy areas for safety as our city has grown in the past couple years too fast as well as it continues to keep growing (which is not a bad thing). We need to see more traffic lights go up on roadways that I've become busier at intersections. We are stop. Signs are in place. ( too many accidents.) Cape Coral needs more RV and trailer storages that have complete electric, covered, 24 hour access, and facilities, not combined with self storages also affordable. With the lack of storage and the expense of having one resident should be able to have no more than two sheds on their property (as of right now, there's only allowed one) as long as there is proper space and permitted. I know that Cape Coral City , mayor and council summons and women are doing their very best keeping our city clean safe and sound. But I think we can do way better. The city has grown tremendously in the past couple years and it's hard to keep up but it's going to keep continuing to grow, and we need to get ahead of it, it's a good thing for economy in our city not bad but again we need to be a step ahead to keep our city clean, beautified safe and sound for all residence. Thank you for giving me and my family the opportunity to have the survey available to the residence of Cape Coral for our opinion and concerns I hope that you consider most or majority of it. The residents of the city are the voice to the keep the city going. Anything here that we have an issue with.</p>
1155	<p>There needs to be a push to cleanup the city, update the utilities and widen/improve the roads. We can't keep growing and pushing for more people to come here if the roads and utilities cannot handle them. The city is beginning to look rundown. That just my 2c</p>
1156	<p>We are getting too crowded. We need to ensure we have enough drinkable water. We are not mixing affordable housing in with neighborhoods. To many duplexes have been built. Do not build anymore storage units. Keep Jaycee Park green with shade trees and walking paths and another bathroom on the other side.</p>
1157	<p>Need sidewalks Police cars to use turn signals. Affordable housing for seniors. Public local transportation</p>
1158	<p>Without utilities Cape Coral is at population limit. Cape Coral is like a teenager trying to decide who it wants to be when it grows up. Many paths may open but going down some will inevitably close off others. Me? I've been here a year, dragged Down from Boston when my younger child moved to Miami in 2021. Committed to renewing my lease on a spacious pool home for 18 mo after living in a 100 year old shoe box for 20+ years. If I leave after that it will be for a townhouse on Daniels parkway in Ft Myers near Whole Foods Market, Trader Joe's and with real bus service and bike paths, sewer and water for the whole city, and at least some attempt at classical arts and culture. For Christ sake open a few hotels in this town.</p>

1159	Outdoor activities such as the yacht club pool keep us together is a joyful healthy way. Please keep that pool open to Cape Coral Residents is has always been truly valued and used. Walking outside on that dock was something we loved to do along with taking a day at our beach. Fix the yacht club for our residents no need to add businesses there
1160	Imo...too many car washes, mattress stores, tire stores and storage facilities..people dont come here to work, they leave here for jobs in Ft Myers or beyond.. poor city planning... infrastructure is not ready for the droves of people moving here... and you are building affordable housing? \$2500 a mo for an apt is NOT affordable housing..wages paid here cannot sustain these types of rents..
1161	With the open-ended permit process of approving virtually anything that passes, we plan to leave FL in 2-3 years. That's what we really think of the Cape
1162	Traffic
1163	Smaller more efficient government
1164	Please save Red fish point. We need to keep some waterfront nature for our future.
1165	It seems nothing is being done to lower taxes. Residential growth alone will not do it, broadening the public/private, residential and business landscape, and attracting some large employer companies, would reduce real estate income taxes for the people who live here. Something has to be done!
1166	The city needs to become more flexible when dealing with new bigger projects. They have to be a partner in getting them approved rather than continuing to find a way to say no.
1167	Cape Coral is a great place to live within SWFL, but limited in attractions. So much housing stock, but mainly for incomes greater than \$70K. Cape does not provide an abundance of high paying jobs to support that stock. Cape could generate revenue if it took advantage of tourism as a destination center. Why would someone drive to the Cape if they didn't live here? The Cape is massive, but challenging to understand the sections of the city. Improve signage and placemaking.
1168	Currently the council is ignoring the opinions of the people. Council sits at meetings like they are supreme and the people are beneath them. Council is making bad decisions that will forever change the city. Personally I will be voting against every current council member at any future election. We are ruining beautiful Cape with high rise apartments. Destroying the yacht club and taking it away from the people to use is pathetic. Millions to commercialize the Jaycee Park is a land grab. We have been visiting here for over 30 years and lived here since 2010. Council it taking what was a special place and taking it in the wrong direction.
1169	Help different sections of town offer their own identity. Bring in a college, plant, or an industry that pays well. Sidewalks are essential for safety and quality of life. Create highways with exits across town before it's too late to do so. Expand public transit. Push for rail to connect with the East Coast.
1170	Storm water run off is a huge concern. The flooding in Cape Coral needs addressed immediately.
1171	We NEED to solve the permit problem. It is adversely impacting development & people's recovery from lan.
1172	Cape Coral has a great charm, please try to keep the population density spread out. I fear the cape will become a crime ridden city if we grow to much. Also Traffic is the #1 complaint I hear. anything that can be done to provide alternate routes to popular areas might be helpful.

1173	We should develop water based public transportation between CC and Ft Myers, Ft Myers Beach and highlands
1174	We need to have better public transportation.
1175	Our goal should be to seek upper scale business and cultural development and not the lower income development.
1176	CC needs fewer bars. Downtown is a disaster with traffic and lack of parking. I used to go down at least weekly - now I avoid it as much as possible. CC can't handle the traffic it has, without adding more housing (cars) and commerce (trucks & delivery vehicles). While the Cape is a paradise, it is not good for employment and getting around is not just dealing with congestion, but the dangers of excessive speeders and red light / 4 way stop blowers. It should not take 4 light cycles to get across Pine Island Road. For entertainment and eating out, Punta Gorda is now faster (and safer) for me to go to than downtown Cape (and I am not that far north). Destinations that took less than 15 minutes 5 years ago are now taking 25. CC wants to grow but the growth is unplanned. I know many people who fell in love with the Cape but are looking to move - because of the congestion and poor planning. Perhaps city officials should look at why people moved here and attempt to retain residents and businesses long term.
1177	Available mass transit to ALL areas of the city with commuter parking and buses to reduce rush hour traffic. Two to 5 days toll free bridge crossing to increase holiday sales shopping. Currently residents of Ft Myers avoid shopping here because of the tolls.
1178	We lived through a previous boomtown expansion in Gilbert, AZ in it's heyday. This reminds me of it. They were far more advanced on roadway development and planning for the population growth. They also courted some large corporate operations and negotiated headquarters there. Quality jobs were built that could pay the residents a wage they could afford to live here. The entry level service industry positions are plentiful here but there is not a chance that you can afford to thrive (barely survive) in Cape. Too heavily reliant on snowbird incomes to support the area. We need real jobs for all of the full-time residents.
1179	Need to work on infrastructure and the cost! Way too expensive to get hooked up to City utilities. Assessments are way too expensive. Housing is expensive. Need more commercial development and things to do in the Cape. Take a drive to St. Pete. They did it right.
1180	I'd like to know why a company in New Jersey was hired to do this work instead of a Florida based company? Also, the road are horrendous. Potholes everywhere. The cost of living is forcing teachers out of the area - education in our area is sub par. Have better control to limit the number of storage units and car washes in the area. It looks so tacky.
1181	Cape coral will continue to be a bedroom community to Fort Myers until the leadership (council) creates a public perception that offers inclusion in the decision making of the personality of Cape Coral. Affordable housing, jobs, solicitation of large corporations to move into the Cape, not just homes, car washers, storage units, poor roadways conditions. Get out of parks creations waiting on permits.
1182	I think we have enough storage units and car washes.
1183	More palm tree lined streets and roundabouts. Less lane and stoplights will transform this city. Study Hamilton County Indiana.
1184	More police protection and more enforcement of traffic control
1185	I feel like City Government is not listening at times and has made up their minds in spite of what the majority of the residents want. I feel we elected these people to honor our wishes since we pay their salaries.

1186	LESS CAR WASHES, SHADY ARCADES, STORAGE UNITS, DOLLAR STORES.
1187	Nothing good from this point will help The city was not made to hold every retiree but they are here sooner rather than later it will be all people who planned there retirement but there will be no one to serve them due to the costs of ins and taxes we are not in a good place none of it are fault it just happened
1188	Do something about the traffic , also have someone look at the traffic light not set up very well some light only let a few cars through and then they turn red.
1189	Leave the single-family residential areas the same. Do not rezone to allow large apartments or commercial areas. Develop more sidewalks/bike paths along busier streets.
1190	I don't think they should have turned both previous slotted luxury condo developments into rental communities. One would have been sufficient.
1191	There needs to be a rapid expansion of utilities (water, sewer, broadband) and transportation (public transport, roads/streets). This should be a top priority to prevent falling behind and then having to play catch-up. Even to the extent of expanding into future areas before the need arises.
1192	There is way too much money going to public education. Property taxes need to stop being raised so much. There are potholes in the roads all over town. More sidewalks should be put in.
1193	I don't think we need the commissioners. I am a previous resident of Pasco County and we had 5 for the entire county. 7 commissioners and their salaries are way too much
1194	We need high end businesses not dollar generals, 7-11s and storage spaces. A community College satellite campus of FGCU or FSW, some technology buildings, and headquarters to businesses such as Hertz
1195	The over development & overcrowding of Cape Coral is destroying the nice waterfront community that we hoped it would be. If you drive down Cape Coral Parkway and look at all the run-down apartments and duplexes it is not pretty. Furthermore, there are fewer and fewer parks and outdoor spaces to ride bikes, hike, golf, enjoy the wildlife, etc.
1196	Gems in SE Cape such as the Yacht Club ballroom and Jaycee Park should be preserved. Undergrounding of utilities on major streets such as Del Prado should be pursued.
1197	Leadership needs to listen to what people want and don't want
1198	Cape Coral needs better roads and bridges to alleviate traffic. The city doesn't take care of the canals and the water isn't safe to drink. The Internet is spotty and there aren't many places to enjoy the coastline. Cape Coral needs to think about creating a state park like Honeymoon island in Pinellas county that has open beaches to all that aren't cluttered up with mansions and part-timers. Cape Coral is also not very walkable with how the canals are constructed and the main roads are dangerous. The police need to raise funds by ticketing reckless drivers and speeders. If you started cracking down on crime you wouldn't have to raise property taxes.
1199	The local government does not follow through. My canal has trees, debris, filled out forms. Email said done. Sent pictures of trash back. No one seems to care or respond.
1200	Cape Coral purchased land in NW Cape Coral for the purpose of a family park. The overgrown land remains untouched. Yet money is being spent on older park updates.
1201	No new park projects until Go bond parks are finished. Don't include yacht club. Waste of taxpayer dollars to rebuild a new facility at that location
1202	Question #2 on my survey has no visible text. Cannot answer.
1203	Cape Coral needs a community place of assembly.



1204	While it seems CC asks for public opinions when eliminating park and rec spaces (Hunters Run, Jaycee Park, old golf course on Palm Tree Blvd) they only go thru the motions. They do NOT listen to the majority of the public who oppose these measures.
1205	The city should not be allowing such unconstrained growth. The roads are becoming a zoo, even off-season. Where are the police to control the mayhem we are seeing so often?
1206	The city is already behind on traffic management. More commercial development and high paying jobs are needed. With the state of our road network not sure how people are going to get there.
1207	Again, your survey lacks cohesion and direction. Please stop making up surveys without training! This has no purpose, and has no meaningful data to be extrapolated!
1208	Cape Coral leaders need to come up with more nationally recognized forums. It's hard to explain why a town much smaller, like Punta Gorda, gets more positive press.
1209	Start caring about the current residents and their needs or get voted out
1210	More parks in Southeast area. More public access for fishing on foot, with areas that you can use conventional gear and fly rods as well. Please do not pack housing into areas already dense with houses. Roads cannot handle it.
1211	The infrastructure in Cape Coral is a joke and the traffic is horrendous. The part-time snowbirds only exploit the area for warm weather and drive up housing costs but never contribute to enhancing the community. The city needs to focus on the full-time workers and affordable housing or there will be no services for snowbirds to take advantage of. The canals are dirty and make commuting a nightmare. The city should build some bridges over the canals. Most of the middle class will be gone in a year or two. Good luck because you're turning this into Naples - a city of crotchety old farts that pull guns on people and complain about smells and noise from hurricane cleanup.
1212	We have monitored Cape Coral for a decade before investing. Thus far, we have been impressed with the Police Department and its responsiveness. Living here, less than a year, we do not (yet) have much interaction with other government entities. (Will have MUCH more input over the next few years, I am sure!)
1213	BEFORE WE CONTINUE WITH GROWTH, GET CONTROL AND CLEAN UP OF THE CURRENT POPULATION. TOO MUCH IS ALLOWED TO GO ON WITH NO CARE ENFORCEMENT OF CODES. HONESTLY THIS CITY HAS BECOME A DUMP. WHEN I FIRST MOVED HERE, I TRULY LOVED THIS CITY AND THE CARE THE CITY TOOK TO KEEP IT BEAUTIFUL.
1214	In addition to commercial business development to create more jobs we need more retail shopping as well. Also the infrastructure needs to be ahead of the growing population and development.
1215	Look forward to developing the next 60 years and stop listening to those crying about the last 60 years, yesterday is gone.
1216	Too many cars and not enough roads. City own facilities with not enough parking. Need places to hold indoor parties and personal events.
1217	Please open the beach asap
1218	Cape Coral needs major business in order for residents to live AND work here. These business need to provide a liveable wage for residents to afford to live here ... not just retail and restaurants.

1219	People visit and move here for Fun things to do and the Beautiful environment it should be! Focus on Fun, Food and a Beautiful environment! Clearly the City Parks and Recreation classes, events and functions are fabulous and should be Enhanced and Safe. Please get the garbage throughout the City cleaned up and kept up! Please continually clean up the canals because garbage and poisons go in there all of the time. Currently the City is kinda ugly. Yes, we are big, but have Super Possibilities! We can be the best, prettiest, most talked about City in the Country!
1220	We need to give back to the community and employees of Cape Coral. The increase in housing and food does not equate to employee's salary and is no longer affordable to live.
1221	Beach needs jet ski rental, parasailing
1222	Traffic flow is probably the biggest obstacle to further development in the downtown area. (Cape Coral Pkwy) there is already a ridiculous amount of traffic to get to the bridge at any time of day. Road goes from 3 lanes to 2 lanes in the most densely occupied area. Parking on the street in this area should be eliminated to improve traffic flow. Almost no frequent or reliable public transportation into and out of or around city just adds to the congestion in all areas.
1223	Infrastructure is a huge issue in our city. If we cannot correct this people are going to start leaving.
1224	There should be more control over vacation rental properties. Compliance with registration, compliance with length of stay; enforcement of room tax (goes with registration ...), and the annual registration fee should be more \$\$\$\$. It seems like Cape is missing a lot of revenue. These short-term rentals create an added burden to the services (waste pick up, police, fire and EMT ...) much more than a typical year-round residential property and what little is being collected probably doesn't cover it.
1225	I have lived in Cape Coral for 35 years. I grew up here. It's sad to see what it has become and what it is going to be. I can't wait until I am vested and can get out.
1226	Need to be put back to the way they were prior to adding the drainage pipes
1227	More waterfront restaurant, more outdoor hiking trails,
1228	City council doesn't have a clue what they did to SW with all these apt complex's. You are deaf to the residents who pay your salary and don't care. We need better listeners and you need to stop wasting money on stupid crap. No electric vehicles before you do something about infrastructure to make commuting easier and efficient for people who work to pay their taxes. Another thing work on insurance for your residents make it affordable and get the governor involved instead of thing about electric vehicles.
1229	Code enforcement needs to be more proactive without needing a complaint. More industrial/small business spaces are needed in order for places like HVAC companies to survive.
1230	The Cape needs improved and wider road infrastructure to handle the growing population which the primary mode of transportation is car.
1231	Please keep the storage facilities out of neighborhoods
1232	The highest priority has to been infrastructure development that will attract the development that is crucial to servicing the growing population
1233	Cape Coral is growing exponentially, the City needs to address the need for wider roads, sidewalks in neighborhoods, street lights, utilities and so forth. We need a third bridge not one that's widened that will still go back to 2 lanes at the end.

1234	No more car washes or storage units, they each employ like 5 people and take up huge amounts of space that businesses that employ far more people could use and we have more than enough. No more giant apartment complexes. Many have gone up in a short amount of time with nothing done about infrastructure to accommodate the huge influx of residents. Traffic is already terrible in season and everything is too crowded. We need more better paying jobs.
1235	Need to bring more entertainment to the middle/north Cape area to lessen traffic impacts. South Cape is nice but can't be the end all be all.
1236	My question #2 answers are stormwater, utilities, and multimodal roadway. My number one priority is sidewalks. The pedestrians, especially children near schools and bus stops need sidewalks.
1237	No need to waste funding on any new buildings or parking garage at the Yacht Club park. Invest in a centrally located recreational/sport/convention center type facility. Why is the city building tennis facility and letting it be run privately? Let a private company build it and run it.
1238	North east Cape Coral seem to be forgotten . Medians on kismet are overgrown . We have no side walks . The park on Kismet has grass growing on the fill dirt . NE Cape Coral pay taxes a lot of growth is happening in this of the city we should see Improvements and beautification projects.
1239	I think the City needs to increase its commercial base. Additional road options need to be looked (flyovers, I75 options, etc). I don't think City Council always listens to residents' concerns on certain topics of what they want to see (i.e. Jaycee Park, Yacht Club). I think there should be an area where commercial parking is available to the residents that live here in the city. I understand restriction to a certain extent but there should be another option other than going to another city/town to park. Thank you.
1240	With the cost of living in Cape Coral, retail jobs cannot be the leading employment opportunity. Professional jobs and office jobs are needed so that the people who work here, can afford to live here. Stop building retail space that ends up being vacant and concentrate on bringing businesses here that will offer decent employment opportunities. This is no longer a bedroom community of senior citizens and retirees. Please concentrate on developing opportunities so that families can afford to live here. Thank you.
1241	Easier street management. The fact that almost every street has a median is annoying.
1242	I think the two things that Cape Coral needs more is roads, our population is significant and the roads are not design for the amount of traffic, we need more roads to go out of the City. I think we need more parks with trees, not Palms and everywhere where is water we need mangroves, in the parks close to the water and where the bridges are. Big trees and more Trees, palms do not provide shade and also they do not absorb water the same way like a tree, the shade and breeze provided by trees is wonderful for a place this hot.
1243	We do not need more: Dollar type stores, storage units, Aldi's, cheap stores! We want a variety. We need a DSW shoe store, Whole Foods, Trader Joe's, department store (not another Burlington Coat Factory.)
1244	Lets reinforce and renew the things we have and need before expanding. Our roads are really bad and there are too many people for the amount of Police, Fire, and Hospitals we have. We are becoming a big city and still have small town infrastructure. Also, what ever happened to the underground power lines we were talking about?
1245	There is way too much development and the development is so unorganized.
1246	The North end of the City does not offer any social setting or venues for events like the downtown offers.

- 
- 1247      The economic development efforts in the city have been largely unsuccessful since the city believes they need to compete with Lee County. This is a waste of time. Lee County has more infrastructure and exits off I-75, which we do not. The city should focus on gaps in economic development by targeting regional offices of business that exist out-of-state or in other parts of the state.
- 
- 1248      I have lived in the Cape my whole life. I am a city employee and can't even afford to live by my own in the city I call home. It is outrageous how rent and home prices are through the roof. The city is being bought out by people with money moving here. Locals are being driven out because we simply can't afford to live here, especially on current wages.
-



# Economic Development Strategic Plan - RCM2342AS Task 2 Report -- Appendices

prepared for:

## City of Cape Coral Office of Economic and Business Development

Cape Coral City Hall  
1015 Cultural Park Blvd., 2<sup>nd</sup> Fl.  
Cape Coral, FL 33990

prepared by:



## DCG Corplan Consulting LLC

623 Eagle Rock Ave., Ste. 102  
West Orange, NJ 07052

In association with:



## Parter International, Inc.

2005 Palmer Ave., Ste. #11  
Larchmont, NY 10538



## Forgey Planning

4704 Vincennes Blvd., Ste. B  
Cape Coral, FL 33904



## D-H & Associates Consulting, LLC

21 Azealia Drive  
Key West, FL 33040-6206

December 11, 2023

Appendix Exhibit 2.1 - Cape Compass 2030 Strategic Plan			
6 Pillars	Abbrev.	Description	Synopsis
Talent Supply & Education	<b>TS&amp;E</b>	Goal: Cultivate an engaged and informed community and workforce	Develop high quality workforce
Quality Of Life & Quality Places	<b>QLQP</b>	Goal: Preserve and protect Cape Coral’s natural resources for current and future generations	Protect natural resources
Infrastructure & Growth Leadership	<b>I&amp;GL</b>	Goal: Invest in resilient infrastructure	Invest in resilient infrastructure
Civic & Governance Systems	<b>C&amp;GS</b>	Goal: Deliver exceptional City services and high-quality amenities	Deliver exceptional City services and amenities
		Goal: Maintain a financially sound government and high-performing organization	Provide fiscally sound government
Innovation & Economic Development	<b>I&amp;ED</b>	Goal: Create a community of prosperous residents, thriving neighborhoods, and successful businesses	Encourage strong economy
Legend			
<b>TS&amp;E</b>	Talent Supply & Education		
<b>QLQP</b>	Quality Of Life & Quality Places		
<b>I&amp;GL</b>	Infrastructure & Growth Leadership		
<b>C&amp;GS</b>	Civic & Governance Systems		
<b>BC&amp;C</b>	Business Climate & Competitiveness		
<b>I&amp;ED</b>	Innovation & Economic Development		

Appendix Exhibit 2.2 - Cape Coral Climate Change Resiliency Strategy			
6 Pillars	Abbrev.	Description	Synopsis
Quality Of Life & Quality Places	QLQP	Goal: Develop the temporal and spatial context for Sea-Level Rise (SLR) adaptation planning in the City.	Prepare for sea-level rise
		Goal: Ensure adequate protection of the built environment through soft and hard shoreline stabilization that seeks to maintain a static shoreline position	Provide soft and hard shoreline stabilization
		Goal: Accommodate increasing sea levels and the additional flooding that will result by adapting the built environment and enhancing the resiliency of the natural environment where it is economically and ecologically practicable to do so.	Enhance the resiliency of the natural environment
		Goal: Reduce vulnerability in the built environment and preserve coastal ecosystems through the orderly abandonment and /or landward relocation of structures and associated infrastructure.	Reduce shoreline developemnt
<b>Legend</b>			
<b>TS&amp;E</b>	Talent Supply & Education		
<b>QLQP</b>	Quality Of Life & Quality Places		
<b>I&amp;GL</b>	Infrastructure & Growth Leadership		
<b>C&amp;GS</b>	Civic & Governance Systems		
<b>BC&amp;C</b>	Business Climate & Competitiveness		
<b>I&amp;ED</b>	Innovation & Economic Development		

Appendix Exhibit 2.3 - Cape Coral Comprehensive Plan			
6 Pillars	Abbrev.	Description	Synopsis
Talent Supply & Education	TS&E	Goal: Provide a public school system including Charter Schools that offers a high quality educational environment, provides accessibility for all of its students, and ensures adequate school capacity to accommodate enrollment demand.	Provide high quality public and charter school education system
Quality Of Life & Quality Places	QLQP	Goal: Protect Environmental Resources	Protect the environment
		Goal: Increase public awareness of and access to coastal natural resources	Enhance natural resources
		Goal: Protect Historic Resources	Protect historic resources
		Goal: Provide good quality housing in safe, clean neighborhoods	Provide quality housing in safe neighborhoods
		Goal: Offer a broad choice of options in both housing type and tenure to meet the needs of present and future residents of the City, regardless of age or income status	Offer choices in housing type and tenure
		Goal: Provide adequate stormwater drainage to afford reasonable protection from flooding and to prevent degradation of quality of receiving waters	Provide storm water protection
		Goal: Maintain the functions of natural groundwater aquifer recharge areas	Protect groundwater aquifer
		Goal: Protect and conserve its potable water resources.	Conserve water resources
		Goal: Reduce quantity of non-hazardous solid waste delivered to the Lee County solid waste disposal facilities from Cape Coral and discourage littering and illegal dumping.	Reduce solid waste
		Goal: Discourage littering and illegal dumping.	Discourage littering and dumping



Appendix Exhibit 2.3 - Cape Coral Comprehensive Plan			
6 Pillars	Abbrev.	Description	Synopsis
Quality Of Life & Quality Places	QLQP	Goal: Provide a system of parks, recreational facilities, and open spaces meet the needs of all population segments and to preserve, protect, and enhance the natural amenities of the area	Provide green space
		Goal: Preserve, protect, and enhance the natural amenities of the area	Protect and enhance natural amenities
Civic & Governance Systems	C&GS	Goal: Protect public and private investment in existing facilities, and promotes orderly, compact, and efficient urban growth.	Protect public investments
		Goal: Maintain programs for mitigation of damage from natural or man-made disasters.	Fund disaster relief programs
		Goal: Provide intergovernmental coordination to protect environmental and coastal resources.	Coordinate government resource protection
		Goal: Achieve maximum coordination with other governmental jurisdictions, agencies, and entities	Coordinate with other governments
		Goal: Ensure that private property rights are considered in local decision-making.	Respect private property rights
Innovation & Economic Development	I&ED	Goal: Provide adequate public facilities and services concurrent with new development.	Match public services to development
		Goal: Provide adequate public facilities	Provide adequate public facilities
		Goal: Encourage the efficient use of community infrastructure and natural resources to assure orderly, efficient growth of the city	Efficiency of use of infrastructure and natural resources
		Goal: Provide required public facilities that promotes orderly, compact, and efficient urban growth.	Support orderly, compact, and efficient urban growth.

Appendix Exhibit 2.3 - Cape Coral Comprehensive Plan			
6 Pillars	Abbrev.	Description	Synopsis
Innovation & Economic Development	I&ED	Goal: Provide sanitary sewer, drainage, and potable water facilities, and coordinate with private and County sources for provision of solid waste facilities to meet the existing and projected needs	Ensure infrastructure capacity for projected needs
		Goal : Provide an efficient, balanced and safe motorized and non-motorized transportation system, which is both economical and in accord with future land use and environmental goals.	Provide efficient transportation systems
		Goal : Provide diverse travel choices to ensure mobility, sustain environmental quality, reduce energy consumption, and increase the quality of life	Offer diverse travel choices
		Goal : Assure availability of transportation services to all citizens with a special consideration for the elderly and handicapped.	Serve elderly and handicapped with public transportation
		Goal : The transportation system will emphasize safety and aesthetics.	Provide safe and aesthetic transportation systems
		Goal : The City's transportation system will be an integrated and coordinated part of the county, regional, and state transportation system.	Integrate city transportation system into regional network
		Goal : The transportation network will promote and encourage positive economic development	Promote economic development through transportation network
		Goal : Establish and strategically promote public financial incentives to achieve an economically balanced community with a superior quality of life, employment opportunities for current and future residents and a diversified tax base.	Incentivize economic development

Appendix Exhibit 2.3 - Cape Coral Comprehensive Plan			
6 Pillars	Abbrev.	Description	Synopsis
<b>Legend</b>			
<b>TS&amp;E</b>		Talent Supply & Education	
<b>QLQP</b>		Quality Of Life & Quality Places	
<b>I&amp;GL</b>		Infrastructure & Growth Leadership	
<b>C&amp;GS</b>		Civic & Governance Systems	
<b>BC&amp;C</b>		Business Climate & Competitiveness	
<b>I&amp;ED</b>		Innovation & Economic Development	

**Appendix Exhibit 2.4 - Resilient Lee**

6 Pillars	Abbrev.	Description	Synopsis
Talent Supply & Education	TS&E	Goal: Create public education and awareness campaigns to reduce the	Educate public for impact on natural resources
		Goal: Identify partnerships and incentives supporting the workforce, such as affordable housing near jobs and availability of technical certifications, to draw new populations to the area and encourage the generations raised in Lee County to stay here	Encourage workforce development
		Goal: Rebuild more public access to natural resources	Expand public access to natural resources
		Goal: Improve workforce participation by increasing skilled and credentialed workers to fill jobs in Lee County with an emphasis on making technical certifications available, drawing new populations to the area and incentivizing younger generations to stay in Lee County	Encourage workforce growth
		Goal: Create ways to partner and leverage resources to increase shared ownership of education, to improve outcomes and opportunities from early childhood education to career	Improve means of providing education services
		Goal: Create systems that foster lifelong learning and training opportunities for all	Foster lifelong learning
		Goal: Address outside variables (housing, transportation, mental health, childcare, etc.) that hinder education and workforce	Address education and workforce development constraints
Quality Of Life & Quality Places	QLQP	Goal: Address workforce housing issues and development incentives for vulnerable populations and communities, particularly in regard to homeless individuals	Address workforce housing and homelessness issues
		Goal: Direct actions to improve hydrological and ecological conditions	Improve hydrological and ecological conditions

Appendix Exhibit 2.4 - Resilient Lee			
6 Pillars	Abbrev.	Description	Synopsis
Infrastructure & Growth Leadership	I&GL	Goal: Preserving, hardening, and integrating redundant systems into critical infrastructure, such as water, power, transportation, communications, medical facilities, and sanitary infrastructure systems, while including a holistic approach to both public and private providers of services	Development of redundant systems in critical infrastructure
		Goal: Hardening critical facilities such as potable water systems, Emergency Operations Centers, emergency shelters, fire stations, and hospitals to ensure the first line of defense in an emergency is operational	Hardening of critical facilities in first line of emergency defense
Civic & Governance Systems	C&GS	Goal: Plan for improved short-term recovery response (immediately post-disaster), including but not limited to	Plan for improved recovery response
		Goal: Increase inter-governmental coordination for long-term planning for	Increase inter-governmental coordination
		Goal: Identify short-term actions that support the rapid recovery of businesses, including access to	Fast-track business recovery support
		Goal: Access through mobile services and for special needs environments that includes necessary services and accessibility to facilities built to provide	Provide mobile health services
		Goal: Coordination provided by a resilience hub with dependable and real time information and based on	Coordination and mapping of critical health care infrastructure
		Goal: Mental health response in real time and especially through one-year anniversary with support for staff and considerations for workforce retention and well-being, including	Real time counseling for workforce retention and well-being
		Goal: Regulatory requirements for special services, supportive living centers, options for providers, overall	Provision of special services and overall support for citizens with disabilities

Appendix Exhibit 2.4 - Resilient Lee			
6 Pillars	Abbrev.	Description	Synopsis
Civic & Governance Systems	C&GS	Goal: Pre-disaster planning for supplies, evacuation, fuel, and shelter, especially for special needs during emergencies, and cascading points of failure of weak links, including reducing	Pre-disaster planning for critical supply materials and procedures
		Goal: Addressing increased shelter needs and return to normal operations	Addressing increased shelter needs and return to normal operations for schools
		Goal: Determine regulatory actions and incentives to address impacts of natural resources, including identifying mixed-use spaces for that can be used	Ease regulatory restrictions on temporary use of properties for natural disaster relief staging
Business Climate & Competitiveness	BC&C	Goal: Address immediate and long-term issues related to insurance that individual homeowners and others are facing: <ul style="list-style-type: none"> <li>◦ Develop solutions to support individual homeowners and residences in navigating the insurance claim process related to Hurricane Ian;</li> <li>◦ Identify potential solutions to address difficulties for individual homeowners and others in securing insurance coverage or significantly increased rates becoming a barrier to homeownership</li> </ul>	Address immediate and long-term issues related to homeowners insurance
Innovation & Economic Development	I&ED	Goal: Prioritize industry-sector growth to build a resilient economy	Build a resilient economy
		Goal: Consideration to reduce costs of housing and consistency of codes and	Reducing costs of housing and improving codes and permitting efficiency
		Goal: Zoning changes to comprehensive planning that increases	Zoning changes tot increase density and redevelopment
<b>Legend</b>			
TS&E	Talent Supply & Education		
QLQP	Quality Of Life & Quality Places		
I&GL	Infrastructure & Growth Leadership		
C&GS	Civic & Governance Systems		
BC&C	Business Climate & Competitiveness		
I&ED	Innovation & Economic Development		

## Appendix Exhibit 2.5 - Southwest Florida Comprehensive Economic Development Strategy

6 Pillars	Abbrev.	Description	Synopsis
Talent Supply & Education	TS&E	Goal: Provide sufficient funding and encourage flexibility to allow regional stakeholders to address local needs in education, training and workforce development.	Provide funding for education, training and workforce development.
		Goal: Ensure educational systems and workforce training that support innovation and creativity	Support innovation and creativity in educational systems and workforce training
Quality Of Life & Quality Places	QLQP	Goal: Protect natural resources to support quality environment and eco-tourism	Protect natural resources and encourageand eco-tourism
		Goal: Develop projects that improve the region’s quality of life	Develop projects that improve quality of life
		Goal: Increase the supply of workforce housing in the region	Increase the supply of workforce housing
		Goal: Expand arts and cultural identity	Expand arts and cultural identity
Infrastructure & Growth Leadership	I&GL	Goal: Develop transportation systems to support a prosperous, globally competitive economy while minimizing impacts to the natural environment	Develop transportation systems to support the economy while minimizing impacts to the natural environment
		Goal: Promote available ready-sites and buildings	Promote available ready-sites and buildings
Civic & Governance Systems	C&GS	Goal.: Improve public/private/civic cooperation, collaboration, and communication of the Region’s economic strategies	Improve public/private collaboration and communication of economic strategies
		Goal: Improve regional coordination of economic development, land use, infrastructure, water and natural resource decision making	Improve coordination of economic development, land use, infrastructure, water and natural resource decision making
		Goal: Support the region’s growing elderly population	Support the growing elderly population
Business Climate & Competitiveness	BC&C	Goal: Develop projects and programs that support existing and new business	Develop projects and programs that support existing and new business
		Goal: Increase investment in business development and placement in the Region	Increase investment in business development and attraction
		Goal: Monitor CEDS Performance Measures	Monitor strategy Performance Measures

## Appendix Exhibit 2.5 - Southwest Florida Comprehensive Economic Development Strategy

6 Pillars	Abbrev.	Description	Synopsis
Innovation & Economic Development	I&ED	Goal: Provide funding for ongoing economic development activities	Provide funding for ongoing economic development activities
		Goal: Provide technical assistance and use new technology to promote job growth	Provide technical assistance and use new technology to promote job growth
		Goal: Build seamless information technology infrastructure	Build seamless information technology infrastructure
		Goal: Encourage alternative energy production and green product industries	Encourage alternative energy production and green product industries
		Goal: Brand the region as a hub to attract and retain entrepreneurs	Focus marketing on attraction & retention of entrepreneurs

### Legend

<b>TS&amp;E</b>	Talent Supply & Education
<b>QLQP</b>	Quality Of Life & Quality Places
<b>I&amp;GL</b>	Infrastructure & Growth Leadership
<b>C&amp;GS</b>	Civic & Governance Systems
<b>BC&amp;C</b>	Business Climate & Competitiveness
<b>I&amp;ED</b>	Innovation & Economic Development



Appendix Exhibit 2.6 - Urban Land Institute Advisory Panel -- Cape Coral			
6 Pillars	Abbrev.	Description	Synopsis
Talent Supply & Education	TS&E	Goal: Celebrate the Natural Environment through Restoration and Education	Increase public awareness of the natural environment
		Goal: Create identifiable Districts and promote wayfinding for visitors and residents	Promote wayfinding for identifiable districts
Quality Of Life & Quality Places	QLQP	Goal: Define and Strengthen Cape Coral Neighborhoods	Define and strengthen neighborhoods
		Goal: Create a “Regional Park” that is Programmed to Include City-Wide Events	Create a Regional Park
		Goal: Identify and Secure Additional Places for Public Access to the Waterfront	Increase public access to the waterfront
		Goal: Add Cultural Amenities to Reflect a More Diverse Population and Attract Visitors	Increase cultural amenities
		Goal: Review the Development Codes to Incentivize Creativity and Mandate Quality	Incentivize creativity and quality in development codes
		Goal: Resilience Policies and Guidelines Need to Underpin All Land Use Decisions	Resilience policies to underpin all land use decisions
		Infrastructure & Growth Leadership	I&GL
Goal: Create the Infrastructure Necessary for Non-Personal Automobile Use	Create a pedestrian Infrastructure		
<b>Legend</b>			
TS&E	Talent Supply & Education		
QLQP	Quality Of Life & Quality Places		
I&GL	Infrastructure & Growth Leadership		
C&GS	Civic & Governance Systems		
BC&C	Business Climate & Competitiveness		
I&ED	Innovation & Economic Development		

Appendx Exhibit 2.7 - Econographics Market Profile - Fort Lauderdale						
Data #	FL benchmark	Fort Lauderdale Summary				Index target
		Item	Index	Advantages		
<b>Part 1 - Demographics</b>						
<b>Population Growth</b>						
1	Population Change 2012-2022 %	19.5%	15.9%	81.4		↑
<b>Age and Gender</b>						
2	Younger Workers Age group 18-44 (2022)	33.4%	35.2%	105.4	■	↑
3	Mature Workers Age group 45-64 (2022)	25.7%	28.4%	110.5	■	↑
4	Median age (2022)	42.7	43.1	100.9		↓
5	Male/Female ratio (2022)	97.0	112.4	115.9		↓
<b>Racial Diversity</b>						
6	Total non-white/white ratio (2022)	27.10	20.90	77.1		↑
<b>Language Competence</b>						
7	% English Only Spoken at home (2022)	69.8%	71.4%	102.3	■	↑
<b>Households and median income</b>						
8	Avg. Size of Household (2022)	2.52	2.29	90.7		↑
9	Median Household income (2022)	\$69,303	\$81,544	117.7	■	↑
<b>Educational Attainment</b>						
10	% College Grads (2022)	44.5%	61.3%	137.8	■	↑
<b>Housing</b>						
11	Home Ownership Rate (2022)	67.2%	51.4%	76.5		↑
12	Median home value (2022)	\$354,100	\$485,500	137.1		↓
<b>Cost of Living</b>						
13	Cost of living index (2021)	101.9	112.2	110.1		↓
<b>Quality of Life</b>						
14	Crime index (2023)	100.0	145.0	145.0		↓
15	Physicians per 1K population (2022)	21.1	22.1	104.7	■	↑
16	Arts, leisure, tourism & hospitality empl. per 1K pop. (2022)	51.3	63.1	123.0	■	↑
<b>Part 2 - Economics</b>						
<b>Labor Market Status</b>						
17	Labor force participation rate (2022)	59.2%	66.3%	112.0	■	↑
<b>Area Business Patterns</b>						
18	Goods/Service producing industries ratio (2022)	17.4	12.9	73.7		↑
<b>Average Hourly Wages - Goods Producing Industries</b>						
19	Total Goods producing workers hrly wages (2022)	\$24.38	\$22.89	93.9	■	↓
<b>Average Hourly Wages - Service Producing Industries</b>						
20	Total Service producing workers hrly wages (2022)	\$24.29	\$28.29	116.5		↓
<b>Real Estate - Commercial and Industrial</b>						
21	Avg. Office Rent/sf (2023)	\$33.58	\$38.04	113.3		↓
22	Avg. Indus'l Rent/sf (2023)	\$10.96	\$14.16	129.2		↓
23	Avg. Comm'l/Industrial Land Price/acre (2023)	\$57,968	\$1,437,198	2479.3		↓

Appendix Exhibit 2.7 - Econographics Market Profile - Fort Lauderdale						
Data #		FL benchmark	Fort Lauderdale Summary			
			Item	Index	Advantages	Index target
<b>Electric Rates</b>						
24	Commercial electricity rate (cents/kwh) (2023)		11.30	11.24	99.5	■ ↓
25	Industrial electricity rate (cents/kwh) (2023)		9.49	8.71	91.8	■ ↓
<b>Part 3 - Market Access</b>						
<b>Market Potential</b>						
26	% of US within 300-mile radius (2023)		7.1%	5.6%	79.1	↑
<b>Retail Sales</b>						
27	Retail sales per capita (2023)		\$10,660	\$14,230	133.5	■ ↑
<b>Worker Mobility</b>						
28	Mean travel time to Work - minutes (2022)		27.9	25.3	90.7	↑
29	Commute outside place of residence (2022)		51.3%	48.3%	94.2	↑
30	Worked from home (2022)		16.4%	20.0%	122.0	↓
31	2 or more vehicles available (2022)		44.1%	40.2%	91.2	↑
<b>Airport Access</b>						
32	Travel time to nearest major airport - minutes (2023)		45.0	16.0	35.6	■ ↓
<b>Scoring Quartiles</b>	75.1	100.0	4th quartile - Very Competitive		<b>Legend</b>	<b>Total</b> 13
	50.1	75.0	3rd quartile - Competitive		<i>Meets criteria for Advantage</i>	
	25.1	50.0	2nd quartile - Somewhat Competitive		<i>Higher index is more favorable</i>	
	0	25.0	1st quartile - Not Competitive		<i>Lower Index is more favorable</i>	
						<b>Score</b> 40.6

Appendix Exhibit 2.8 - Econographics Market Profile - Orlando						
Data #	Item	FL benchmark	Orlando Summary			
			Index	Advantages	Index target	
<b>Part 1 - Demographics</b>						
<b>Population Growth</b>						
1	Population Change 2012-2022 %	15.2%	26.7%	176.0	■	↑
<b>Age and Gender</b>						
2	Younger Workers Age group 18-44 (2022)	33.4%	47.8%	143.1	■	↑
3	Mature Workers Age group 45-64 (2022)	25.7%	20.0%	77.8		↑
4	Median age (2022)	41.1	32.4	78.8	■	↓
5	Male/Female ratio (2022)	97.0	103.1	106.3		↓
<b>Racial Diversity</b>						
6	Total non-white/white ratio (2022)	1.27	2.55	200.7	■	↑
<b>Language Competence</b>						
7	% English Only Spoken at home (2022)	69.8%	60.9%	87.2		↑
<b>Households and median income</b>						
8	Avg. Size of Household (2022)	2.52	2.32	92.0		↑
9	Median Household income (2022)	\$69,303	\$65,354	94.3		↑
<b>Educational Attainment</b>						
10	% College Grads (2022)	44.5%	54.8%	123.1	■	↑
<b>Housing</b>						
11	Home Ownership Rate (2022)	67.2%	40.4%	60.1		↑
12	Median home value (2022)	\$354,100	\$389,900	110.1		↓
<b>Cost of Living</b>						
13	Cost of living index (2021)	101.9	93.5	91.8	■	↓
<b>Quality of Life</b>						
14	Crime index (2023)	100.0	167.0	167.0		↓
15	Physicians per 1K population (2022)	21.1	27.2	128.9	■	↑
16	Arts, leisure, tourism & hospitality empl. per 1K pop. (2022)	51.3	81.8	159.4	■	↑
<b>Part 2 - Economics</b>						
<b>Labor Market Status</b>						
17	Labor force participation rate (2022)	59.2%	70.6%	119.2	■	↑
<b>Area Business Patterns</b>						
18	Goods/Service producing industries ratio (2022)	17.4	12.8	73.5		↑
<b>Average Hourly Wages - Goods Producing Industries</b>						
19	Total Goods producing workers hrly wages (2022)	\$24.38	\$30.50	125.1		↓
<b>Average Hourly Wages - Service Producing Industries</b>						
20	Total Service producing workers hrly wages (2022)	\$24.29	\$26.27	108.2		↓
<b>Real Estate - Commercial and Industrial</b>						
21	Avg. Office Rent/sf (2023)	\$33.58	\$26.58	79.1	■	↓
22	Avg. Indus'l Rent/sf (2023)	\$10.96	\$9.63	87.9	■	↓
23	Avg. Commc'l/Industrial Land Price/acre (2023)	\$57,968	\$200,890	346.6		↓

Appendix Exhibit 2.8 - Econographics Market Profile - Orlando						
Data #		FL benchmark	Orlando Summary			
			Item	Index	Advantages	Index target
<b>Electric Rates</b>						
24	Commercial electricity rate (cents/kwh) (2023)	11.30	9.77	86.5	■	↓
25	Industrial electricity rate (cents/kwh) (2023)	9.49	9.99	105.3		↓
<b>Part 3 - Market Access</b>						
<b>Market Potential</b>						
26	% of US within 300-mile radius (2023)	7.1%	6.8%	95.8		↑
<b>Retail Sales</b>						
27	Retail sales per capita (2023)	\$10,660	\$10,468	98.2		↑
<b>Worker Mobility</b>						
28	Mean travel time to Work - minutes (2022)	27.9	25.6	91.8		↑
29	Commute outside place of residence (2022)	51.3%	41.1%	80.1		↑
30	Worked from home (2022)	16.4%	17.2%	104.9		↓
31	2 or more vehicles available (2022)	44.1%	46.4%	105.2	■	↑
<b>Airport Access</b>						
32	Travel time to nearest major airport - minutes (2023)	45.0	19.0	42.2	■	↓
<b>Scoring Quartiles</b>	75.1	100.0	4th quartile - Very Competitive	<b>Legend</b>	<b>Total</b>	<b>14</b>
	50.1	75.0	3rd quartile - Competitive	<i>Meets criteria for Advantage</i>		■
	<b>25.1</b>	<b>50.0</b>	<b>2nd quartile - Somewhat Competitive</b>	<i>Higher index is more favorable</i>		↑
	0	25.0	2nd quartile - Somewhat Competitive	<i>Lower Index is more favorable</i>		↓
						<b>43.8</b>

Appendix Exhibit 2.9 - Econographics Market Profile - Palm Bay						
Data #	FL benchmark	Palm Bay Summary				
		Item	Index	Advantages	Index target	
<b>Part 1 - Demographics</b>						
<b>Population Growth</b>						
1	Population Change 2012-2022 %	15.15%	24.11%	159.1	■	↑
<b>Age and Gender</b>						
2	Younger Workers Age group 18-44 (2022)	33.4%	33.0%	98.8		↑
3	Mature Workers Age group 45-64 (2022)	25.7%	24.5%	95.3		↑
4	Median age (2022)	42.7	42.3	99.1	■	↓
5	Male/Female ratio (2022)	97.0	90.4	93.2	■	↓
<b>Racial Diversity</b>						
6	Total non-white/white ratio (2022)	1.27	0.97	76.3		↑
<b>Language Competence</b>						
7	% English Only Spoken at home (2022)	69.8%	82.3%	117.9	■	↑
<b>Households and median income</b>						
8	Avg. Size of Household (2022)	2.52	2.92	115.7	■	↑
9	Median Household income (2022)	\$69,303	\$71,645	103.4	■	↑
<b>Educational Attainment</b>						
10	% College Grads (2022)	44.5%	36.6%	82.2		↑
<b>Housing</b>						
11	Home Ownership Rate (2022)	67.2%	78.5%	116.8	■	↑
12	Median home value (2022)	\$354,100	\$283,300	80.0	■	↓
<b>Cost of Living</b>						
13	Cost of living index (2021)	101.9	90.0	88.3	■	↓
<b>Quality of Life</b>						
14	Crime index (2023)	100.0	82.0	82.0	■	↓
15	Physicians per 1K population (2022)	21.1	16.7	79.3		↑
16	Arts, leisure, tourism & hospitality empl. per 1K pop. (2022)	51.3	37.3	72.8		↑
<b>Part 2 - Economics</b>						
<b>Labor Market Status</b>						
17	Labor force participation rate (2022)	59.2%	59.6%	100.7	■	↑
<b>Area Business Patterns</b>						
18	Goods/Service producing industries ratio (2022)	17.4	24.4	140.0	■	↑
<b>Average Hourly Wages - Goods Producing Industries</b>						
19	Total Goods producing workers hrly wages (2022)	\$24.38	\$33.28	136.5		↓
<b>Average Hourly Wages - Service Producing Industries</b>						
20	Total Service producing workers hrly wages (2022)	\$24.29	\$25.93	106.8		↓
<b>Real Estate - Commercial and Industrial</b>						
21	Avg. Office Rent/sf (2023)	\$33.58	\$15.28	45.5	■	↓
22	Avg. Indus'l Rent/sf (2023)	\$10.96	\$9.54	87.0	■	↓
23	Avg. Commc'l/Industrial Land Price/acre (2023)	\$57,968	\$493,746	851.8		↓

Appendix Exhibit 2.9 - Econographics Market Profile - Palm Bay						
Data #	Item	FL benchmark	Palm Bay Summary			
			Index	Advantages	Index target	
<b>Electric Rates</b>						
24	Commercial electricity rate (cents/kwh) (2023)	11.30	11.24	99.5	■	↓
25	Industrial electricity rate (cents/kwh) (20223)	9.49	8.71	91.8	■	↓
<b>Part 3 - Market Access</b>						
<b>Market Potential</b>						
26	% of US within 300-mile radius (2023)	7.1%	6.4%	90.3		↑
<b>Retail Sales</b>						
27	Retail sales per capita (2023)	\$10,660	\$7,901	74.1		↑
<b>Worker Mobility</b>						
28	Mean travel time to Work - minutes (2022)	27.9	26.5	95.0		↑
29	Commute outside place of residence (2022)	51.3%	62.7%	122.2	■	↑
30	Worked from home (2022)	16.4%	11.9%	72.6	■	↓
31	2 or more vehicles available (2022)	44.1%	36.8%	83.4		↑
<b>Airport Access</b>						
32	Travel time to nearest major airport - minutes (2023)	45.0	16.0	35.6	■	↓
<b>Scoring Quartiles</b>	75.1	100.0	4th quartile - Very Competitive	<b>Legend</b>	<b>Total</b>	<b>19</b>
	<b>50.1</b>	<b>75.0</b>	<b>3rd quartile - Competitive</b>	<i>Meets criteria for Advantage</i>	■	<b>Score</b>
	25.1	50.0	2nd quartile - Somewhat Competitive	<i>Higher index is more favorable</i>	↑	<b>59.4</b>
	0	25.0	1st quartile - Not Competitive	<i>Lower Index is more favorable</i>	↓	

Appendix Table 2.10 - Econographics Market Profile - Pompano Beach						
Data #	FL benchmark	Pompano Beach Summary				
		Item	Index	Advantages	Index target	
<b>Part 1 - Demographics</b>						
<b>Population Growth</b>						
1	Population Change 2012-2022 %	15.2%	31.6%	208.6	■	↑
<b>Age and Gender</b>						
2	Younger Workers Age group 18-44 (2022)	33.4%	36.0%	107.8	■	↑
3	Mature Workers Age group 45-64 (2022)	25.7%	26.9%	104.7	■	↑
4	Median age (2022)	42.7	42.7	100.0	■	↓
5	Male/Female ratio (2022)	97.0	113.0	116.5		↓
<b>Racial Diversity</b>						
6	Total non-white/white ratio (2022)	1.27	2.17	170.8	■	↑
<b>Language Competence</b>						
7	% English Only Spoken at home (2022)	69.8%	58.7%	84.1		↑
<b>Households and median income</b>						
8	Avg. Size of Household (2022)	2.52	2.33	92.5		↑
9	Median Household income (2022)	\$69,303	\$83,929	121.1	■	↑
<b>Educational Attainment</b>						
10	% College Grads (2022)	44.5%	33.7%	75.7		↑
<b>Housing</b>						
11	Home Ownership Rate (2022)	67.2%	58.2%	86.6		↑
12	Median home value (2022)	\$354,100	\$341,100	96.3	■	↓
<b>Cost of Living</b>						
13	Cost of living index (2021)	101.9	110.7	108.6		↓
<b>Quality of Life</b>						
14	Crime index (2023)	100.0	120.0	120.0		↓
15	Physicians per 1K population (2022)	21.1	9.3	44.4		↑
16	Arts, leisure, tourism & hospitality employ. per 1K pop. (2022)	51.3	62.9	122.7	■	↑
<b>Part 2 - Economics</b>						
<b>Labor Market Status</b>						
17	Labor force participation rate (2022)	59.2%	61.9%	104.5	■	↑
<b>Area Business Patterns</b>						
18	Goods/Service producing industries ratio (2022)	17.4	22.5	128.8	■	↑
<b>Average Hourly Wages - Goods Producing Industries</b>						
19	Goods producing workers hrly wages (2022)	\$24.38	\$18.61	76.4	■	↓
<b>Average Hourly Wages - Service Producing Industries</b>						
20	Service producing workers hrly wages (2022)	\$24.29	\$24.11	99.3	■	↓
<b>Real Estate - Commercial and Industrial</b>						
21	Avg. Office Rent/sf (2023)	\$33.58	\$24.64	73.4	■	↓
22	Avg. Indus'l Rent/sf (2023)	\$10.96	\$17.17	156.7		↓
23	Avg. Commercial/Industrial Land Price/acre (2023)	\$57,667	\$2,057,193	3567.3		↓
<b>Electric Rates</b>						
24	Commercial electricity rate (cents/kwh) (2023)	11.30	11.34	100.4		↓



Appendix Table 2.10 - Econographics Market Profile - Pompano Beach						
Data #	FL		Pompano Beach Summary			
	benchmark	Item	Index	Advantages	Index target	
25	Industrial electricity rate (cents/kwh) (2023)	9.49	8.68	91.5	■	↓
<b>Part 3 - Market Access</b>						
<b>Market Potential</b>						
26	% of US within 300-mile radius (2023)	7.1%	5.7%	79.5		↑
<b>Retail Sales</b>						
27	Retail sales per capita (2023)	\$10,660	\$9,534	89.4		↑
<b>Worker Mobility</b>						
28	Mean travel time to Work - minutes (2022)	29	29.2	100.7	■	↑
29	Commute outside place of residence (2022)	46.8%	64.3%	137.4	■	↑
30	Worked from home (2022)	15.1%	11.5%	76.2	■	↓
31	2 or more vehicles available (2022)	44.0%	39.2%	89.1		↑
<b>Airport Access</b>						
32	Travel time to nearest major airport - minutes (2023)	45.0	28.0	62.2	■	↓
Scoring Quartiles	75.1	100.0	4th quartile - Very Competitive	<b>Legend</b>	<b>Total</b>	<b>18</b>
	<b>50.1</b>	<b>75.0</b>	<b>3rd quartile - Competitive</b>	<i>Meets criteria for Advantage</i>		■
	25.1	50.0	2nd quartile - Somewhat Competitive	<i>Higher index is more favorable</i>		↑
	0	25.0	1st quartile - Not Competitive	<i>Lower Index is more favorable</i>		↓
						<b>56.3</b>

Appendix Exhibit 2.11 - Econographics Market Profile - Port St. Lucie						
Data #	FL benchmark	Port St. Lucie Summary				
		Item	Index	Advantages	Index target	
<b>Part 1 - Demographics</b>						
<b>Population Growth</b>						
1	Population Change 2012-2022 %	15.2%	37.4%	246.8	■	↑
<b>Age and Gender</b>						
2	Younger Workers Age group 18-44 (2022)	33.4%	30.6%	91.6		↑
3	Mature Workers Age group 45-64 (2022)	25.7%	27.3%	106.2	■	↑
4	Median age (2022)	41.1	39.6	96.4	■	↓
5	Male/Female ratio (2022)	97.0	99.7	102.8		↓
<b>Racial Diversity</b>						
6	Total non-white/white ratio (2022)	1.27	1.08	85.1		↑
<b>Language Competence</b>						
7	% English Only Spoken at home (2022)	69.8%	72.1%	103.3	■	↑
<b>Households and median income</b>						
8	Avg. Size of Household (2022)	2.50	2.80	112.1	■	↑
9	Median Household income (2022)	\$65,081	\$70,613	108.5	■	↑
<b>Educational Attainment</b>						
10	% College Grads (2022)	44.5%	39.6%	89.0		↑
<b>Housing</b>						
11	Home Ownership Rate (2022)	67.2%	84.6%	125.9	■	↑
12	Median home value (2022)	\$354,100	\$364,300	102.9		↓
<b>Cost of Living</b>						
13	Cost of living index (2021)	101.9	90.4	88.7	■	↓
<b>Quality of Life</b>						
14	Crime index (2023)	100.0	90.0	90.0	■	↓
15	Physicians per 1K population (2022)	21.1	17.1	81.0		↑
16	Arts, leisure, tourism & hospitality empl. per 1K pop. (2022)	51.3	36.0	70.3		↑
<b>Part 2 - Economics</b>						
<b>Labor Market Status</b>						
17	Labor force participation rate (2022)	59.2%	57.7%	97.5		↑
<b>Area Business Patterns</b>						
18	Goods/Service producing industries ratio (2022)	17.4	16.0	91.8		↑
<b>Average Hourly Wages - Goods Producing Industries</b>						
19	Total Goods producing workers hrly wages (2022)	\$24.38	\$26.62	109.2		↓
<b>Average Hourly Wages - Service Producing Industries</b>						
20	Total Service producing workers hrly wages (2022)	\$24.29	\$23.11	95.1	■	↓
<b>Real Estate - Commercial and Industrial</b>						
21	Avg. Office Rent/sf (2023)	\$33.58	\$19.40	57.8	■	↓
22	Avg. Indus'l Rent/sf (2023)	\$10.96	\$12.85	117.3		↓
23	Avg. Commc'l/Industrial Land Price/acre (2023)	\$59,232	\$145,877	246.3		↓

Appendix Exhibit 2.11 - Econographics Market Profile - Port St. Lucie							
Data #			FL benchmark	Port St. Lucie Summary			Index target
				Item	Index	Advantages	
<b>Electric Rates</b>							
24	Commercial electricity rate (cents/kwh) (2023)		11.30	11.24	99.5	■	↓
25	Industrial electricity rate (cents/kwh) (2023)		9.49	8.71	91.8	■	↓
<b>Part 3 - Market Access</b>							
<b>Market Potential</b>							
26	% of US within 300-mile radius (2023)		7.1%	6.3%	88.0		↑
<b>Retail Sales</b>							
27	Retail sales per capita (2023)		\$10,660	\$8,561	80.3		↑
<b>Worker Mobility</b>							
28	Mean travel time to Work - minutes (2022)		29.0	28.5	98.3		↑
29	Commute outside place of residence (2022)		46.8%	49.4%	105.6	■	↑
30	Worked from home (2022)		15.1%	13.3%	88.1	■	↓
31	2 or more vehicles available (2022)		44.0%	47.0%	106.8	■	↑
<b>Airport Access</b>							
32	Travel time to nearest major airport - minutes (2023)		45.0	48.0	106.7		↓
<b>Scoring Quartiles</b>	75.1	100.0	4th quartile - Very Competitive	<b>Legend</b>		<b>Total</b>	<b>16</b>
	50.1	75.0	3rd quartile - Competitive	<i>Meets criteria for Advantage</i>		■	<b>Score</b>
	<b>25.1</b>	<b>50.0</b>	<b>2nd quartile - Somewhat Competitive</b>	<i>Higher index is more favorable</i>		↑	<b>50.0</b>
	0	25.0	1st quartile - Not Competitive	<i>Lower Index is more favorable</i>		↓	

Appendix Exhibit 2.12 - Econographics Market Profile - West Palm Beach						
Data #		FL benchmark	West Palm Beach Summary			
			Item	Index	Advantages	Index target
<b>Part 1 - Demographics</b>						
<b>Population Growth</b>						
1	Population Change 2012-2022 %	15.15%	18.66%	123.1	■	↑
<b>Age and Gender</b>						
2	Younger Workers Age group 18-44 (2023)	33.4%	39.2%	117.4	■	↑
3	Mature Workers Age group 45-64 (2023)	25.7%	22.6%	87.9		↑
4	Median age (2023)	41.1	39.1	95.1	■	↓
5	Male/Female ratio (2023)	97.0	98.6	101.6		↓
<b>Racial Diversity</b>						
6	Total non-white/white ratio (2023)	1.27	2.25	177.1	■	↑
<b>Language Competence</b>						
7	% English Only Spoken at home (2022)	69.8%	66.7%	95.6		↑
<b>Households and median income</b>						
8	Avg. Size of Household (2023)	2.52	2.36	93.7		↑
9	Median Household income (2023)	\$69,303	\$71,138	102.6	■	↑
<b>Educational Attainment</b>						
10	% College Grads (2023)	44.5%	48.8%	109.7	■	↑
<b>Housing</b>						
11	Home Ownership Rate (2023)	67.2%	51.5%	76.6		↑
12	Median home value (2023)	\$354,100	\$436,600	123.3		↓
<b>Cost of Living</b>						
13	Cost of living index (2023)	101.9	101.6	99.7	■	↓
<b>Quality of Life</b>						
14	Crime index (2023)	100.0	147.0	147.0		↓
15	Physicians per 1K population (2022)	21.1	21.8	103.5	■	↑
16	Arts, leisure, tourism & hospitality empl. per 1K pop. (2022)	51.3	49.1	95.8		↑
<b>Part 2 - Economics</b>						
<b>Labor Market Status</b>						
17	Labor force participation rate (2022)	59.2%	66.6%	112.5	■	↑
<b>Area Business Patterns</b>						
18	Goods/Service producing industries ratio (2022)	17.4	20.0	115.0	■	↑
<b>Average Hourly Wages - Goods Producing Industries</b>						
19	Total Goods producing workers hrly wages (2022)	\$24.38	\$20.82	85.4	■	↓
<b>Average Hourly Wages - Service Producing Industries</b>						
20	Total Service producing workers hrly wages (2022)	\$24.29	\$33.17	136.6		↓
<b>Real Estate - Commercial and Industrial</b>						
21	Avg. Office Rent/sf (2023)	\$33.58	\$44.40	132.2		↓
22	Avg. Indus'l Rent/sf (2023)	\$10.96	\$14.76	134.7		↓
23	Avg. Commc'l/Industrial Land Price/acre (2023)	\$57,968	\$975,320	1682.5		↓

Appendix Exhibit 2.12 - Econographics Market Profile - West Palm Beach							
Data #			FL benchmark	West Palm Beach Summary			Index target
				Item	Index	Advantages	
<b>Electric Rates</b>							
24	Commercial electricity rate (cents/kwh) (2023)		11.30	11.24	99.5	■	↓
25	Industrial electricity rate (cents/kwh) (2023)		9.49	8.71	91.8	■	↓
<b>Part 3 - Market Access</b>							
<b>Market Potential</b>							
26	% of US within 300-mile radius (2023)		7.1%	6.4%	89.6		↑
<b>Retail Sales</b>							
27	Retail sales per capita (2023)		\$10,660	\$10,300	96.6		↑
<b>Worker Mobility</b>							
28	Mean travel time to Work - minutes (2022)		27.9	26.4	94.6		↑
29	Commute outside place of residence (2022)		51.3%	58.5%	114.0	■	↑
30	Worked from home (2022)		16.4%	15.7%	95.7	■	↓
31	2 or more vehicles available (2022)		44.1%	47.1%	106.8	■	↑
<b>Airport Access</b>							
32	Travel time to nearest major airport - minutes (2023)		45.0	11.0	24.4	■	↓
<b>Scoring Quartiles</b>	75.1	100.0	4th quartile - Very Competitive		<b>Legend</b>	<b>Total</b>	<b>17</b>
	<b>50.1</b>	<b>75.0</b>	<b>3rd quartile - Competitive</b>		<i>Meets criteria for Advantage</i>		■
	25.1	50.0	2nd quartile - Somewhat Competitive		<i>Higher index is more favorable</i>		↑
	0	25.0	1st quartile - Not Competitive		<i>Lower Index is more favorable</i>		↓
							<b>Score</b>
							<b>53.1</b>

## Appendix Exhibit 2.13- Fields of Study by Degree Awards 2022

Majors	Certificates	Rank
<b>Health Professions and Related Programs</b>	<b>1,121</b>	<b>1</b>
<b>Culinary, Entertainment, and Personal Services</b>	<b>463</b>	<b>2</b>
<b>Engineering</b>	<b>318</b>	<b>3</b>
Agricultural/Animal/Plant/Veterinary Science and Related Fields	180	4
Mechanic and Repair Technologies/Technicians	160	5
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	154	6
Engineering/Engineering-related Technologies/Technicians	140	7
Computer and Information Sciences and Support Services	98	8
Construction Trades	94	9
Business, Management, Marketing, and Related Support Services	84	10
Precision Production	59	11
Communications Technologies/Technicians and Support Services	26	12
Communication, Journalism, and Related Programs	22	13
Education	10	14
Public Administration and Social Service Professions	9	15
Family and Consumer Sciences/Human Sciences	8	16
Science Technologies/Technicians	8	16
Legal Professions and Studies	4	18
<b>Total 2022 awards</b>	<b>2,958</b>	
<b>Number of Fields of Study</b>	<b>18</b>	
<b>Top Three Leading Fields of Study Subtotal</b>	<b>1,902</b>	
<b>Top Three Leading Fields of Study Percentage</b>	<b>64%</b>	

Majors	Associates	Rank
<b>Liberal Arts and Sciences, General Studies and Humanities</b>	<b>3,586</b>	<b>1</b>
<b>Health Professions and Related Programs</b>	<b>1,287</b>	<b>2</b>
<b>Homeland Security, Law Enforcement, Firefighting and Related Protective Services</b>	<b>122</b>	<b>3</b>
<b>Business, Management, Marketing, and Related Support Services</b>	<b>117</b>	<b>4</b>
<b>Computer and Information Sciences and Support Services</b>	<b>115</b>	<b>5</b>
Legal Professions and Studies	35	6
Architecture and Related Services	26	7
Science Technologies/Technicians	22	8
Education	20	9
Engineering/Engineering-related Technologies/Technicians	4	10
<b>Total 2022 awards</b>	<b>5,334</b>	
<b>Number of Fields of Study</b>	<b>10</b>	
<b>Top Three Leading Fields of Study Subtotal</b>	<b>4,995</b>	
<b>Top Three Leading Fields of Study Percentage</b>	<b>94%</b>	

Majors	Bachelors	Rank
--------	-----------	------

## Appendix Exhibit 2.13- Fields of Study by Degree Awards 2022

<b>Business, Management, Marketing, and Related Support Services</b>	<b>967</b>	<b>1</b>
<b>Health Professions and Related Programs</b>	<b>743</b>	<b>2</b>
<b>Education</b>	<b>306</b>	<b>3</b>
Multi/Interdisciplinary Studies	305	4
Psychology	298	5
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	254	6
Biological and Biomedical Sciences	189	7
Communication, Journalism, and Related Programs	180	8
Engineering	158	9
Social Sciences	98	10
Natural Resources and Conservation	82	11
Visual and Performing Arts	58	12
Parks, Recreation, Leisure, Fitness, and Kinesiology	56	13
Public Administration and Social Service Professions	54	14
English Language and Literature/Letters	48	15
Legal Professions and Studies	48	15
History	27	17
Philosophy and Religious Studies	22	18
Theology and Religious Vocations	19	19
Computer and Information Sciences and Support Services	13	20
Mathematics and Statistics	12	21
Physical Sciences	9	22
Liberal Arts and Sciences, General Studies and Humanities	8	23
Engineering/Engineering-related Technologies/Technicians	3	24
Foreign Languages, Literatures, and Linguistics	2	25
<b>Total 2022 awards</b>	<b>3,959</b>	
<b>Number of Fields of Study</b>	<b>25</b>	
<b>Top Three Leading Fields of Study Subtotal</b>	<b>2,016</b>	
<b>Top Three Leading Fields of Study Percentage</b>	<b>51%</b>	

## Appendix Exhibit 2.13- Fields of Study by Degree Awards 2022

Majors	Masters	Rank
<b>Education</b>	<b>179</b>	<b>1</b>
<b>Business, Management, Marketing, and Related Support Services</b>	<b>149</b>	<b>2</b>
<b>Health Professions and Related Programs</b>	<b>80</b>	<b>3</b>
Public Administration and Social Service Professions	52	4
Natural Resources and Conservation	12	5
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	11	6
Legal Professions and Studies	10	7
English Language and Literature/Letters	9	8
Theology and Religious Vocations	8	9
Engineering	6	10
History	4	11
Mathematics and Statistics	2	12
<b>Total 2022 awards</b>	<b>522</b>	
<b>Number of Fields of Study</b>	<b>12</b>	
<b>Top Three Leading Fields of Study Subtotal</b>	<b>408</b>	
<b>Top Three Leading Fields of Study Percentage</b>	<b>78%</b>	

Majors	Doctorate	Rank
<b>Law</b>	<b>75</b>	<b>1</b>
<b>Health Professions and Related Programs</b>	<b>35</b>	<b>2</b>
<b>Education</b>	<b>6</b>	<b>3</b>
Theology and Religious Vocations	2	4
<b>Total 2022 awards</b>	<b>118</b>	
<b>Number of Fields of Study</b>	<b>4</b>	
<b>Top Three Leading Fields of Study Subtotal</b>	<b>116</b>	
<b>Top Three Leading Fields of Study Percentage</b>	<b>98%</b>	

Source: College Navigator – National Center for Education Statistics





# Economic Development Strategic Plan - RCM2342AS Task 3 Report -- Appendices

prepared for:

## City of Cape Coral Office of Economic and Business Development

Cape Coral City Hall  
1015 Cultural Park Blvd., 2<sup>nd</sup> Fl.  
Cape Coral, FL 33990

prepared by:



## DCG Corplan Consulting LLC

623 Eagle Rock Ave., Ste. 102  
West Orange, NJ 07052

In association with:



## Parter International, Inc.

2005 Palmer Ave., Ste. #11  
Larchmont, NY 10538



## Forgey Planning

4704 Vincennes Blvd., Ste. B  
Cape Coral, FL 33904

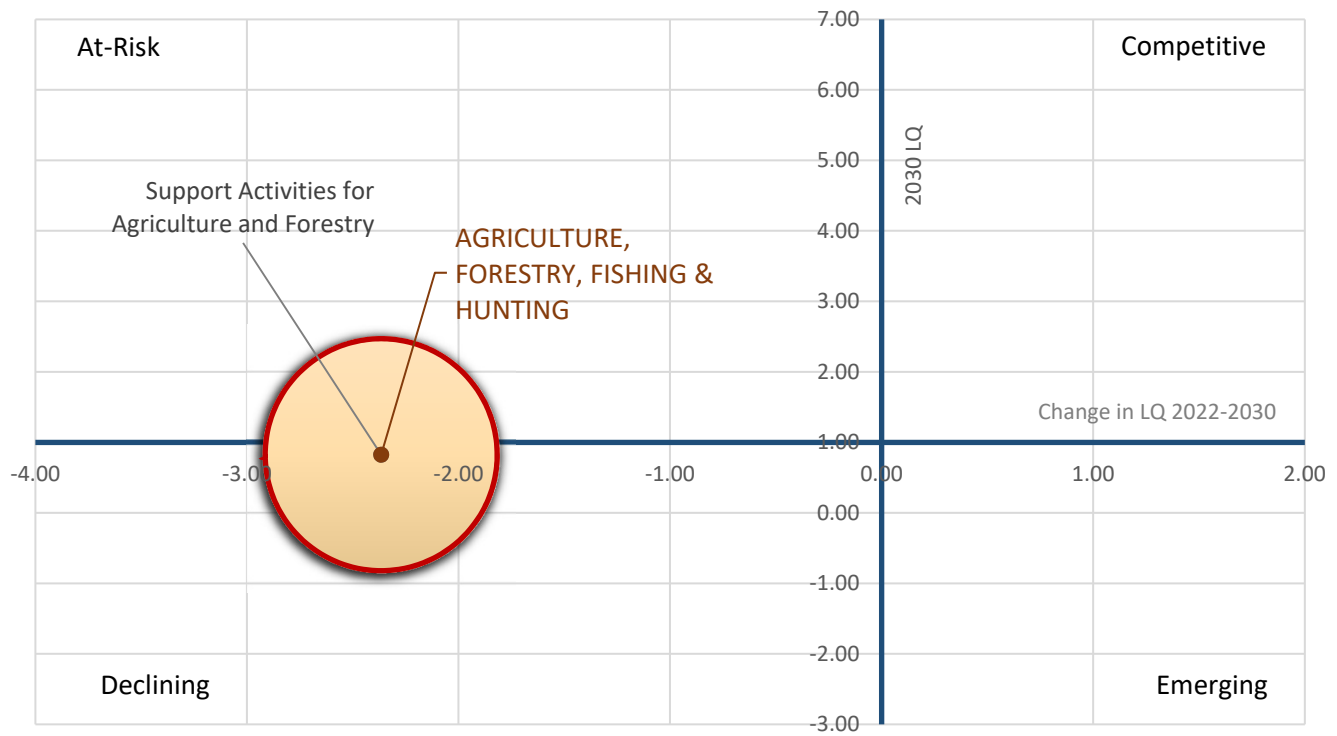


## D-H & Associates Consulting, LLC

21 Azealia Drive  
Key West, FL 33040-6206

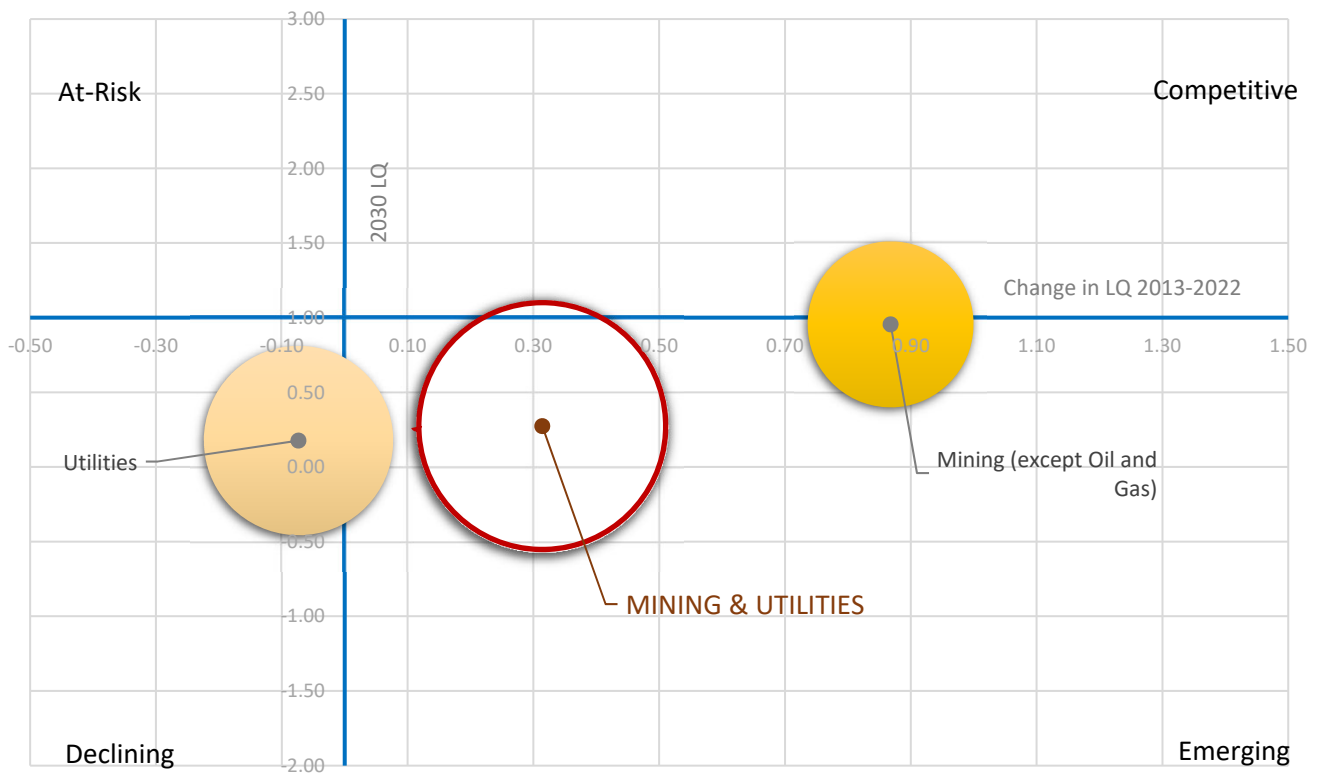
February 9, 2024

Appendix Exhibit 3.1 - City of Cape Coral Location Quotient Chart - AFFH



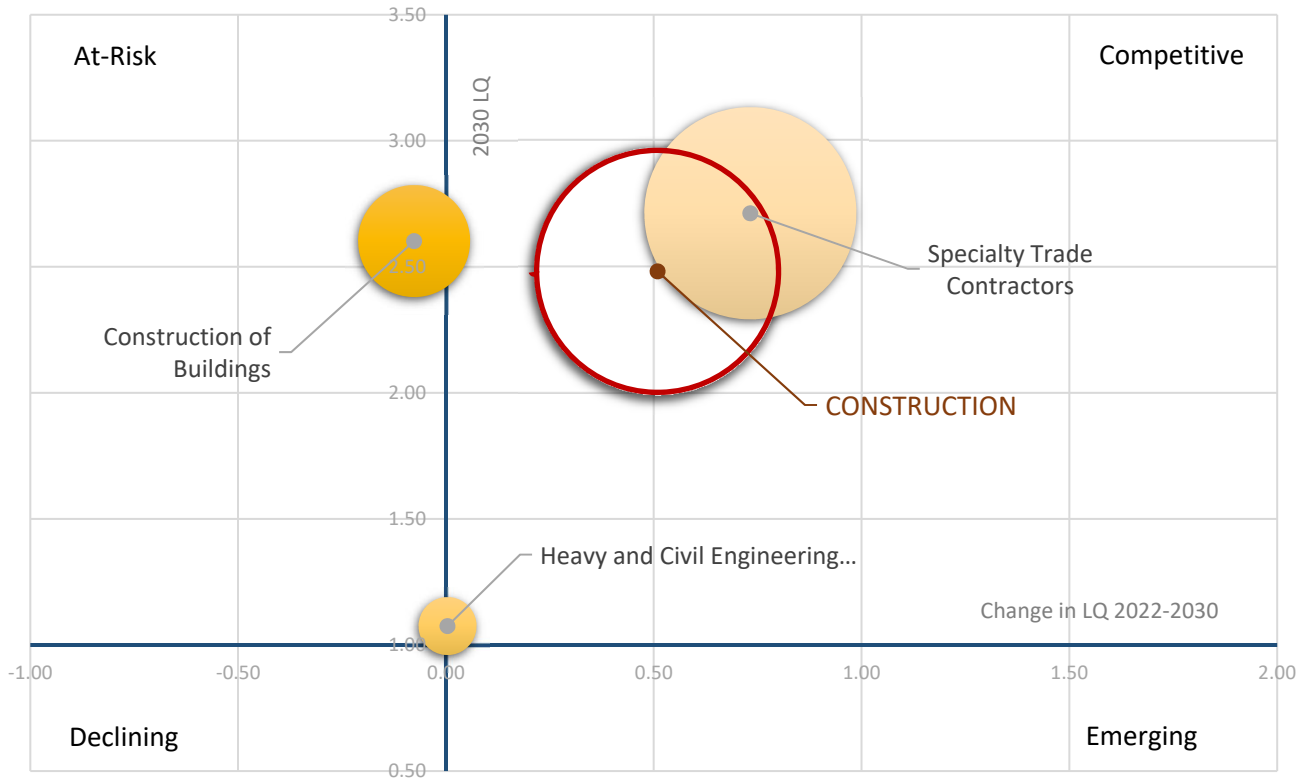
Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>AGRICULTURE, FORESTRY, FISHING &amp; HUNTING</b>	50	-2.37	0.83	DEC	-1.47	
Support Activities for Agriculture and Forestry	50	-2.37	0.83	DEC	-1.47	
<b>Total</b>	50					
				<b>Tier 1 Target Industries Median</b>	<b>1.22</b>	■
				<b>Tier 2 Target Industries Median</b>	<b>-2.29</b>	□

Appendix Exhibit 3.2 - City of Cape Coral Location Quotient Chart - M&U



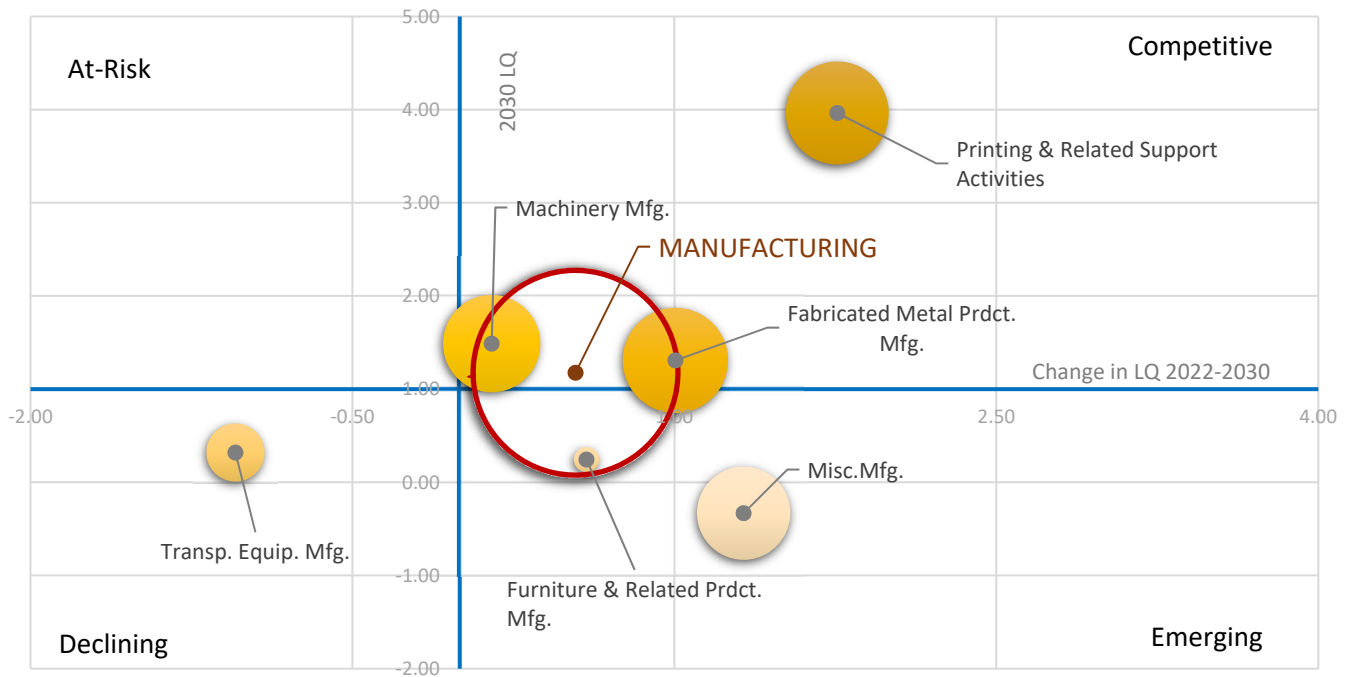
Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>MINING &amp; UTILITIES</b>	<b>36</b>	<b>0.31</b>	<b>0.27</b>	<b>EMG</b>	<b>0.06</b>	
Mining (except Oil and Gas)	16	0.87	0.96	EMG	0.11	
Utilities	21	-0.07	0.18	DEC	-0.01	
<b>Total</b>	<b>36</b>				<b>Tier 1 Target Industries Median</b>	<b>1.22</b> ■
					<b>Tier 2 Target Industries Median</b>	<b>-2.29</b> □

### Appendix Exhibit 3.3 - City of Cape Coral Location Quotient Chart - CONST



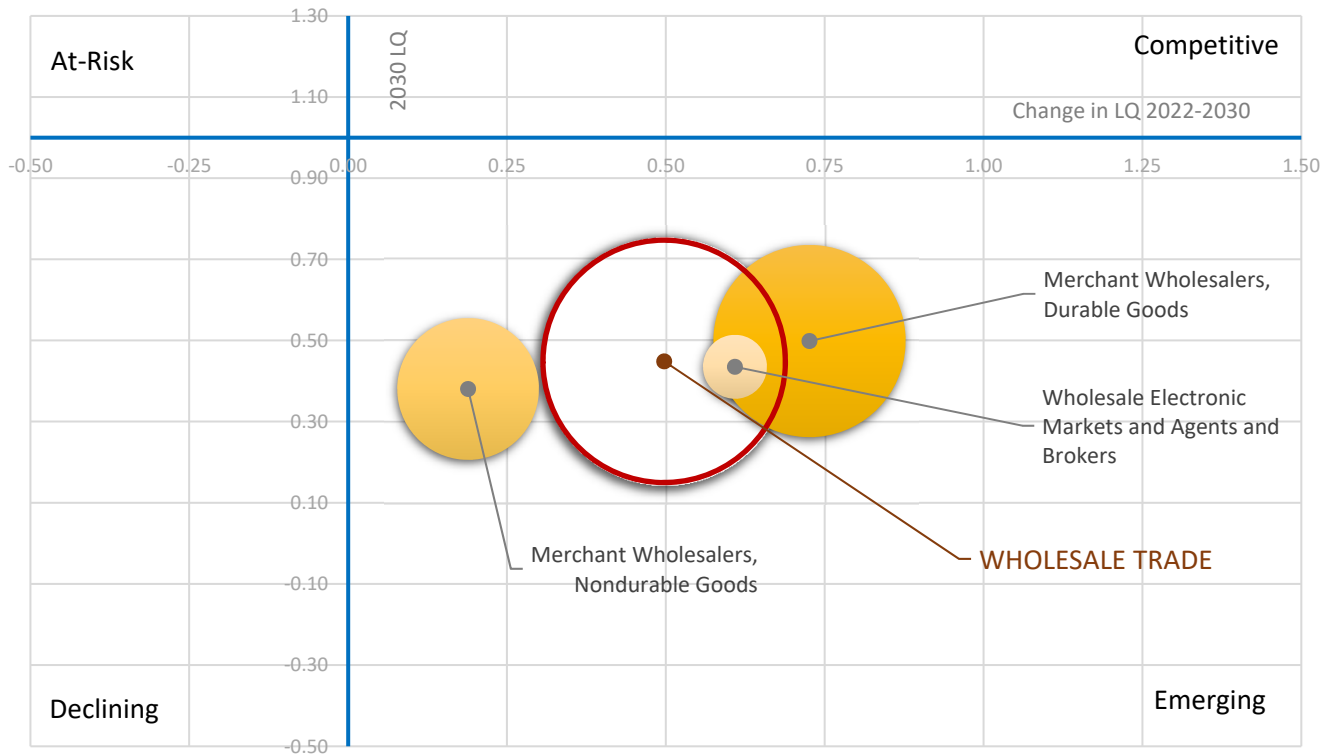
Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>CONSTRUCTION</b>	<b>8,001</b>	<b>0.51</b>	<b>2.48</b>	<b>COM</b>	<b>53.75</b>	<b>■</b>
Construction of Buildings	1,649	-0.08	2.60	A-R	-1.90	
Heavy and Civil Engineering Construction	442	0.00	1.08	COM	0.02	
Specialty Trade Contractors	5,910	0.73	2.71	COM	57.58	■
<b>Total</b>	<b>8,001</b>	<b>Tier 1 Target Industries Median</b>			<b>1.22</b>	<b>■</b>
		<b>Tier 2 Target Industries Median</b>			<b>-2.29</b>	<b>□</b>

Appendix Exhibit 3.4 - City of Cape Coral Location Quotient Chart - MFG



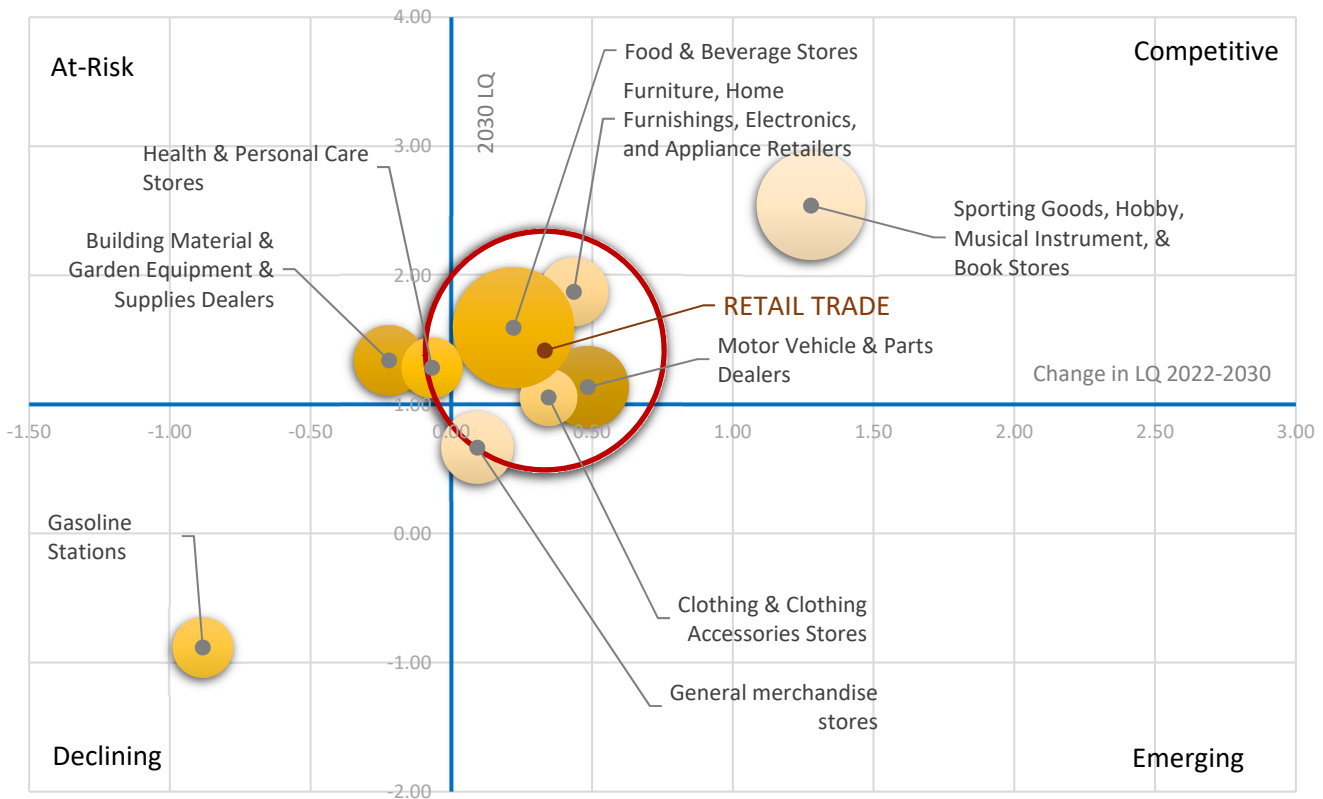
Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>MANUFACTURING</b>	<b>1,167</b>	<b>0.54</b>	<b>1.18</b>	<b>COM</b>	<b>6.17</b>	■
Printing & Related Support Activities	281	1.76	3.96	COM	8.36	■
Fabricated Metal Prdct. Mfg.	295	1.00	1.31	COM	2.74	■
Machinery Mfg.	252	0.15	1.49	COM	0.41	
Transp. Equip. Mfg.	90	-1.05	0.32	DEC	-0.54	
Furniture & Related Prdct. Mfg.	17	0.59	0.24	EMG	0.05	
Misc.Mfg.	232	-0.33	1.32	A-R	-0.89	
<b>Total</b>	<b>886</b>					
				<b>Tier 1 Target Industries Median</b>	<b>1.22</b>	■
				<b>Tier 2 Target Industries Median</b>	<b>-2.29</b>	□

Appendix Exhibit 3.5 - City of Cape Coral Location Quotient Chart - WT



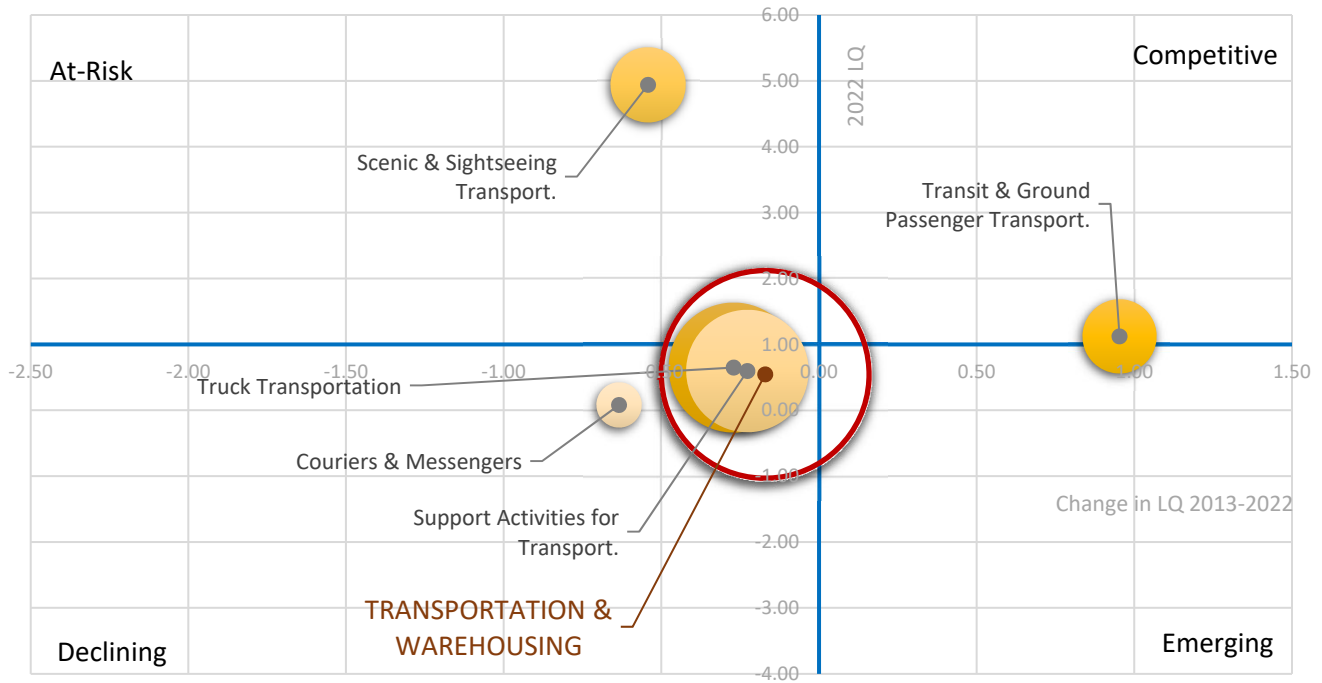
Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>WHOLESALE TRADE</b>	<b>824</b>	<b>0.50</b>	<b>0.45</b>	<b>EMG</b>	<b>2.45</b>	■
Merchant Wholesalers, Durable Goods	498	0.73	0.50	EMG	2.24	■
Merchant Wholesalers, Nondurable Goods	271	0.19	0.38	EMG	0.29	
Wholesale Electronic Markets and Agents and Brokers	55	0.61	0.44	EMG	0.20	
<b>Total</b>	<b>824</b>	<b>Tier 1 Target Industries Median</b>			<b>1.22</b>	■
		<b>Tier 2 Target Industries Median</b>			<b>-2.29</b>	□

Appendix Exhibit 3.6 - City of Cape Coral Location Quotient Chart - RT



Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>RETAIL TRADE</b>	<b>7,881</b>	<b>0.33</b>	<b>1.42</b>	<b>COM</b>	<b>29.15</b>	■
Motor Vehicle & Parts Dealers	899	0.48	1.13	COM	4.12	■
Building Material & Garden Equipment & Supplies Dealers	668	-0.22	1.34	A-R	-1.65	
Food & Beverage Stores	1,964	0.22	1.59	COM	5.04	■
Health & Personal Care Stores	499	-0.07	1.28	A-R	-0.39	
Gasoline Stations	492	-0.88	2.28	A-R	-7.27	□
Clothing & Clothing Accessories Stores	441	0.35	1.05	COM	1.51	■
Furniture, Home Furnishings, Electronics, and Appliance Retailers	639	0.44	1.87	COM	3.63	■
General merchandise stores	699	0.09	0.67	EMG	0.50	
Sporting Goods, Hobby, Musical Instrument, & Book Stores	1,580	1.28	2.54	COM	27.85	■
<b>Total</b>	<b>7,881</b>	<b>Tier 1 Target Industries Median</b>			<b>1.22</b>	■
		<b>Tier 2 Target Industries Median</b>			<b>-2.29</b>	□

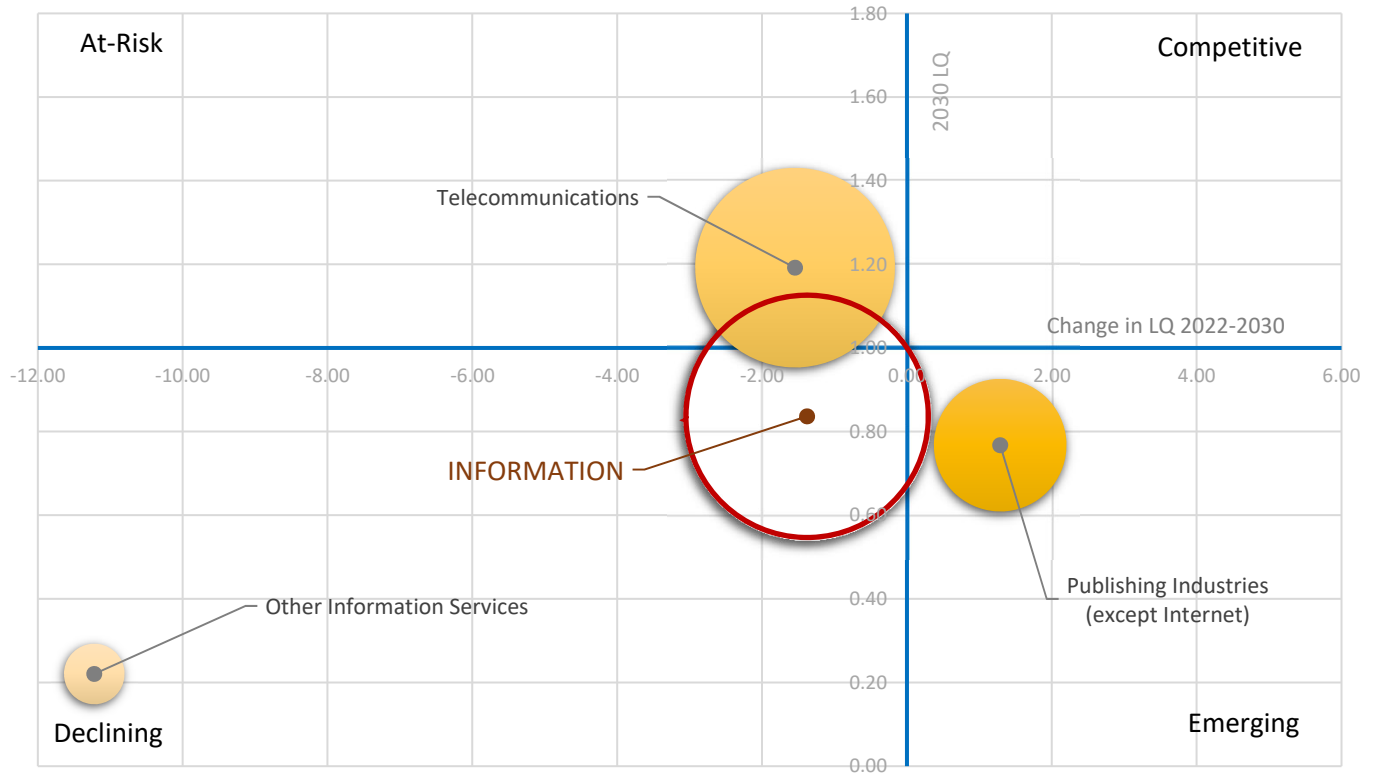
Appendix Exhibit 3.7 - City of Cape Coral Location Quotient Chart -T&W



Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>TRANSPORTATION &amp; WAREHOUSING</b>	<b>614</b>	<b>-0.17</b>	<b>0.55</b>	<b>DEC</b>	<b>-0.74</b>	
Truck Transportation	230	-0.27	0.65	DEC	-0.48	
Transit & Ground Passenger Transport.	75	0.95	1.12	COM	0.63	
Scenic & Sightseeing Transport.	77	-0.54	4.94	A-R	-0.92	
Support Activities for Transport.	204	-0.23	0.60	DEC	-0.35	
Couriers & Messengers	28	-0.63	0.08	DEC	-0.05	
<b>Total</b>	<b>614</b>					
				<b>Tier 1 Target Industries Median</b>	<b>1.22</b>	■
				<b>Tier 2 Target Industries Median</b>	<b>-2.29</b>	□

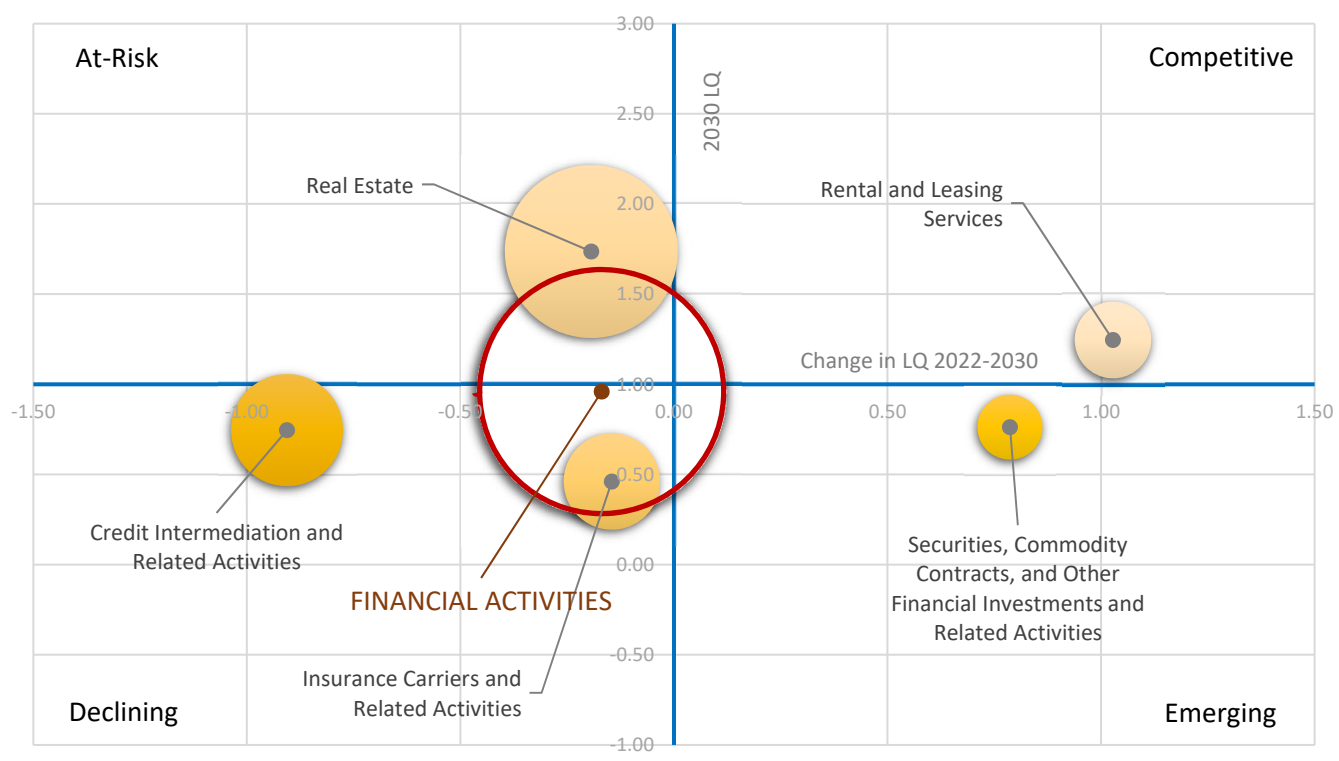


Appendix Exhibit 3.8 - City of Cape Coral Location Quotient Chart - INFO



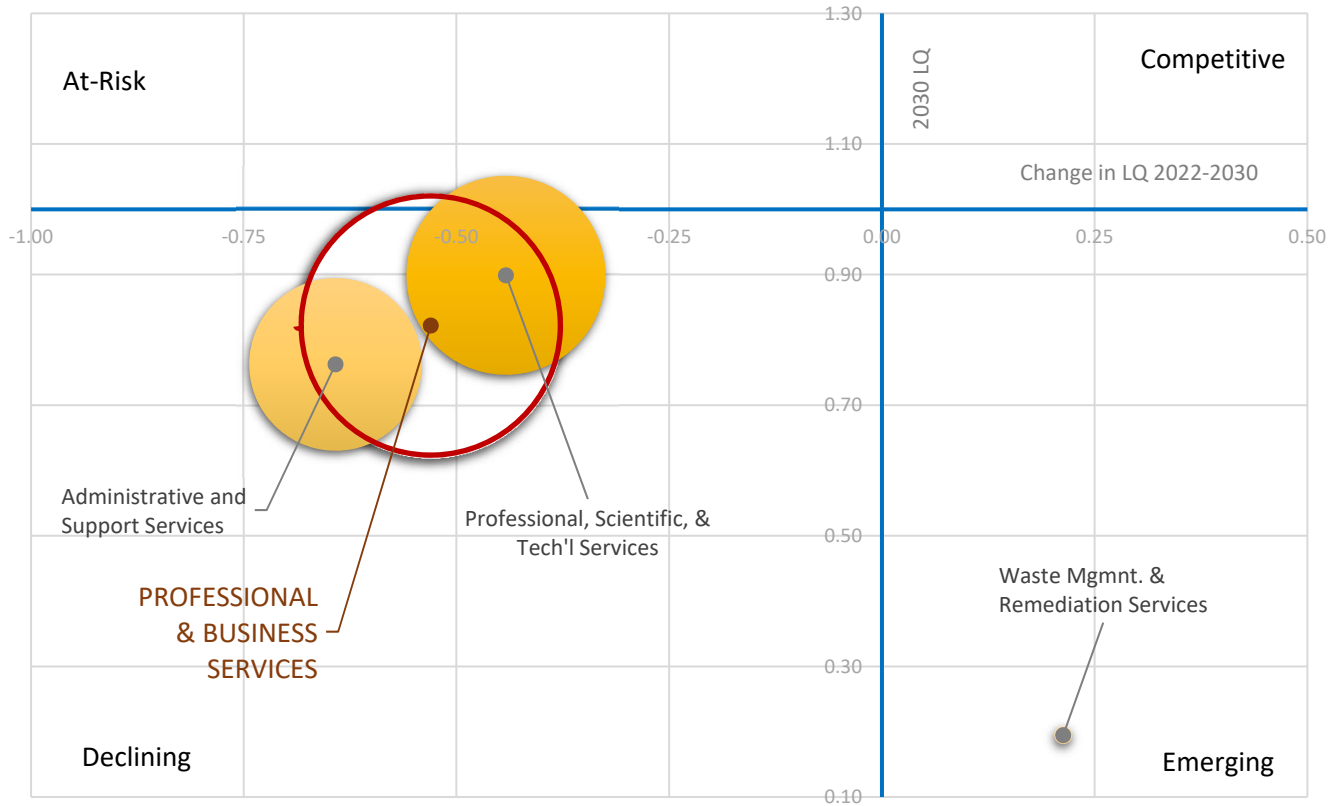
Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>INFORMATION</b>	431	-1.38	0.84	DEC	-6.322	□
Publishing Industries (except Internet)	124	1.29	0.77	EMG	1.275	■
Telecommunications	281	-1.55	1.19	A-R	-5.548	□
Other Information Services	26	-11.22	0.22	DEC	-2.290	
<b>Total</b>	<b>862</b>				<b>Tier 1 Target Industries Median 1.224</b>	■
					<b>Tier 2 Target Industries Median -2.290</b>	□

Appendix Exhibit 3.9 - City of Cape Coral Location Quotient Chart - FA



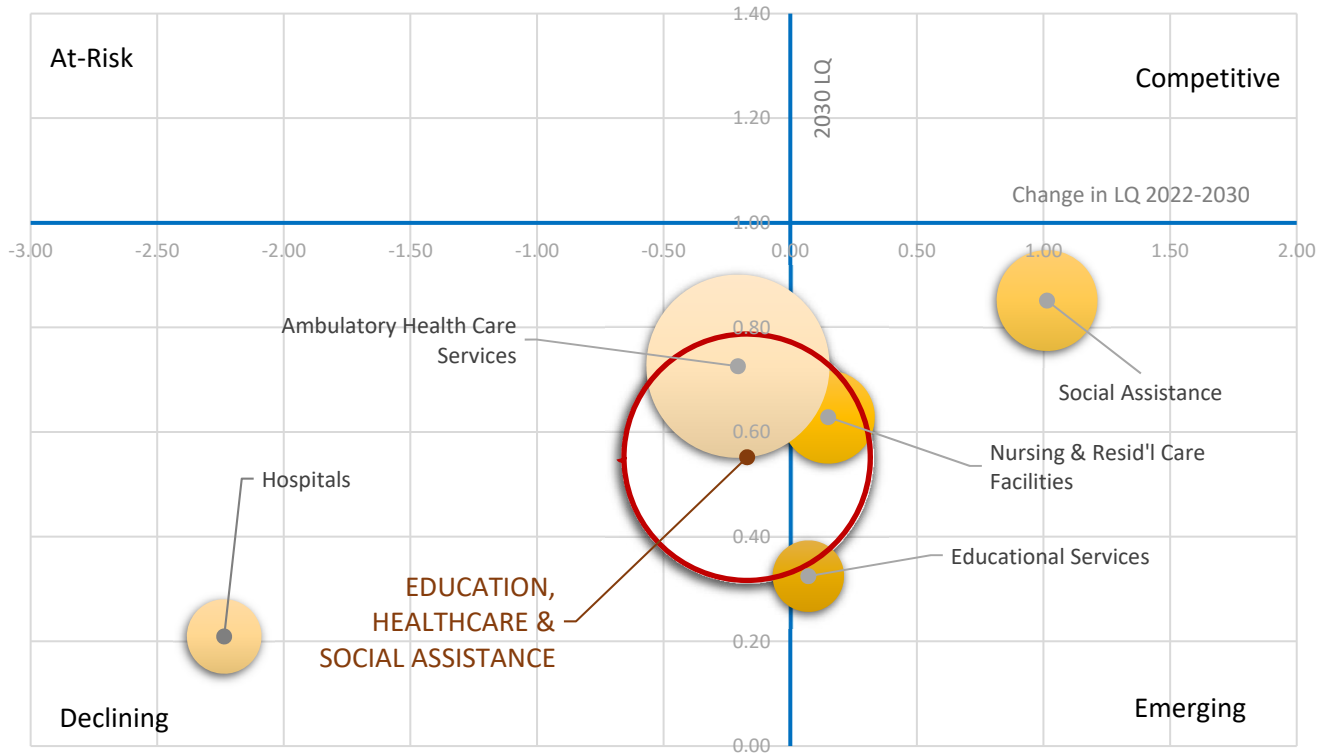
Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>FINANCIAL ACTIVITIES</b>	<b>3,209</b>	<b>-0.17</b>	<b>0.96</b>	<b>DEC</b>	<b>-4.92</b>	<input type="checkbox"/>
Credit Intermediation and Related Activities	650	-0.91	0.75	DEC	-5.66	<input type="checkbox"/>
Securities, Commodity Contracts, and Other Financial Investments and Related Activities	219	0.79	0.76	EMG	1.35	<input type="checkbox"/>
Insurance Carriers and Related Activities	482	-0.15	0.46	DEC	-0.45	<input type="checkbox"/>
Real Estate	1,553	-0.19	1.74	A-R	-3.57	<input type="checkbox"/>
Rental and Leasing Services	305	1.03	1.25	COM	2.54	<input type="checkbox"/>
<b>Total</b>	<b>3,209</b>			<b>Tier 1 Target Industries Median</b>	<b>1.22</b>	<input type="checkbox"/>
				<b>Tier 2 Target Industries Median</b>	<b>-2.29</b>	<input type="checkbox"/>

Appendix Exhibit 3.10 - City of Cape Coral Location Quotient Chart - P&BS



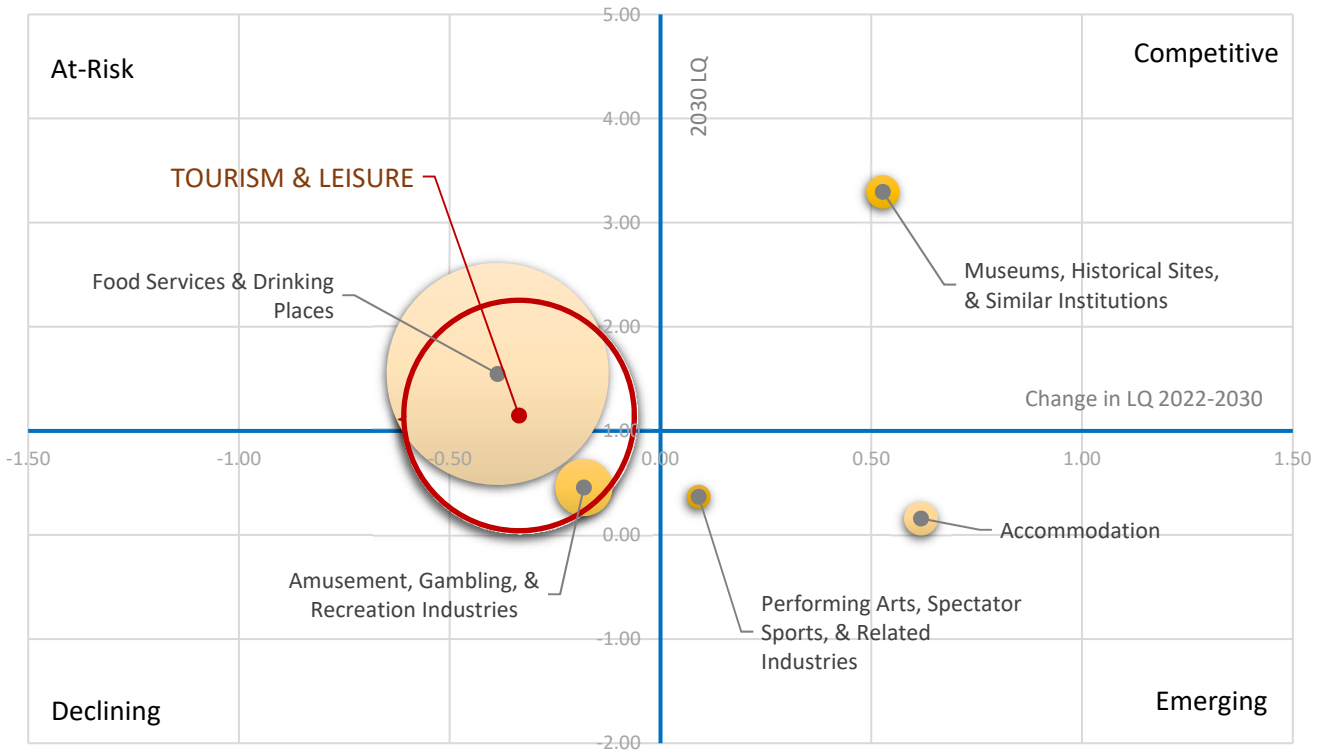
Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>PROFESSIONAL &amp; BUSINESS SERVICES</b>	6,334	-0.53	0.82	DEC	-28.32	□
Professional, Scientific, & Tech'l Services	3,595	-0.44	0.90	DEC	-13.29	□
Administrative and Support Services	2,709	-0.64	0.76	DEC	-15.17	□
Waste Mgmt. & Remediation Services	30	0.21	0.19	EMG	0.03	
<b>Total</b>	<b>6,334</b>					
				<b>Tier 1 Target Industries Median</b>	<b>1.22</b>	■
				<b>Tier 2 Target Industries Median</b>	<b>-2.29</b>	□

Appendix Exhibit 3.11 - City of Cape Coral Location Quotient Chart - EHCSA



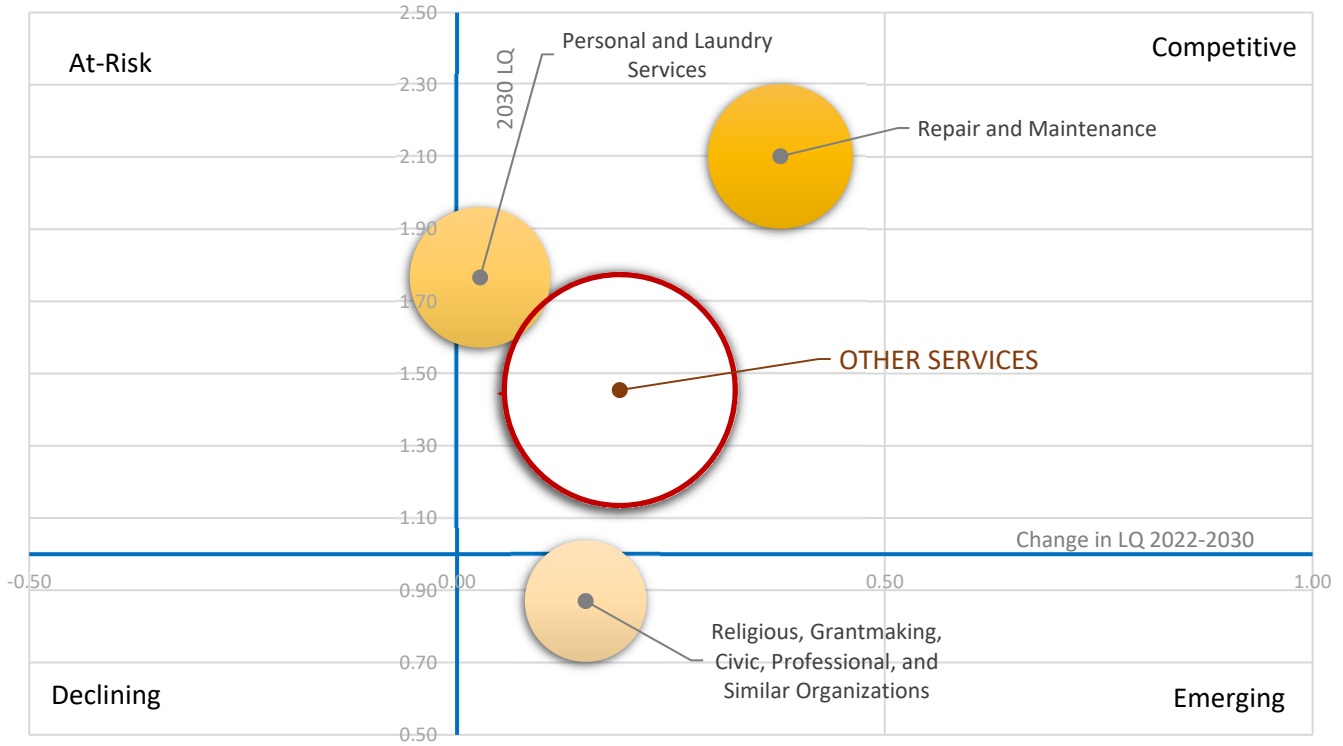
Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>EDUCATION, HEALTHCARE &amp; SOCIAL ASSISTANCE</b>	<b>4,326</b>	<b>-0.17</b>	<b>0.55</b>	<b>DEC</b>	<b>-4.84</b>	□
Educational Services	351	0.07	0.32	EMG	0.12	
Ambulatory Health Care Services	2,301	-0.21	0.73	DEC	-3.60	□
Hospitals	381	-2.24	0.21	DEC	-4.48	□
Nursing & Resid'l Care Facilities	595	0.15	0.63	EMG	0.60	
Social Assistance	698	1.01	0.85	EMG	5.03	■
<b>Total</b>	<b>4,326</b>					
		<b>Tier 1 Target Industries Median</b>			<b>1.22</b>	■
		<b>Tier 2 Target Industries Median</b>			<b>-2.29</b>	□

**Appendix Exhibit 3.12 - City of Cape Coral Location Quotient Chart - T&L**



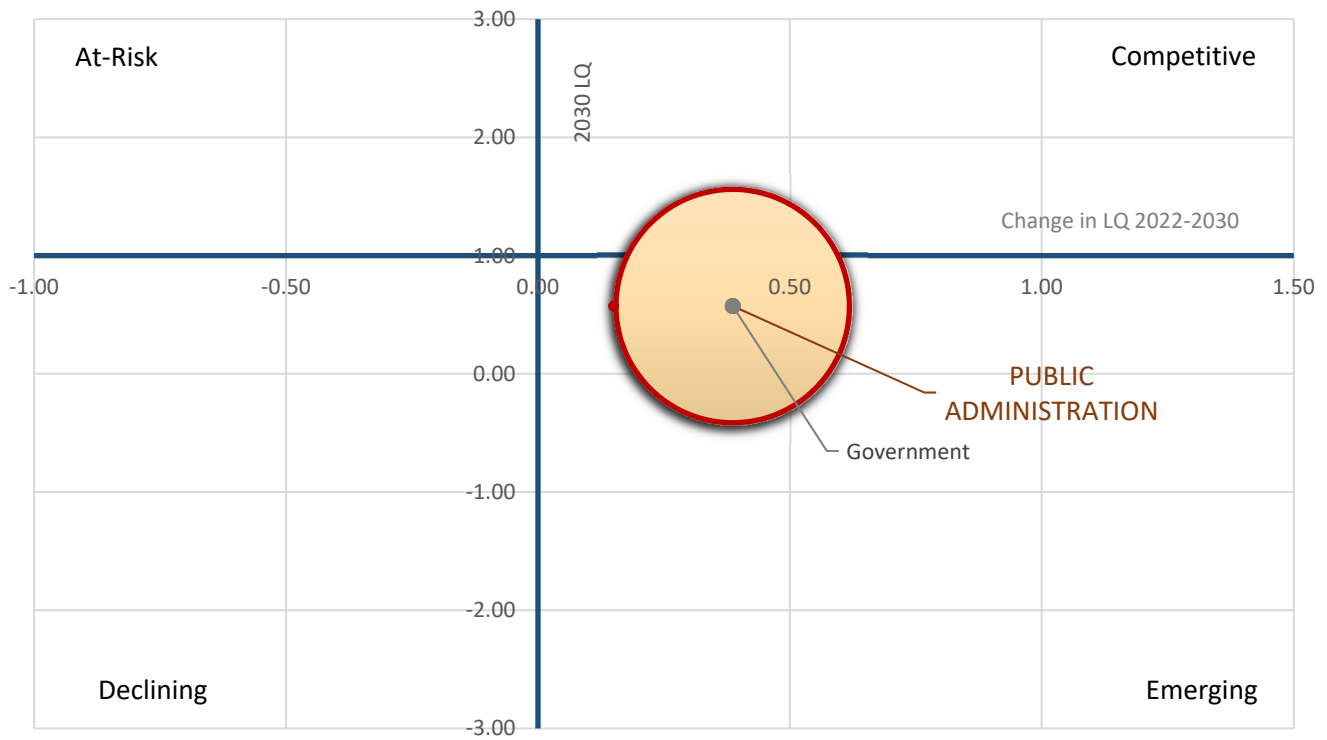
Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>TOURISM &amp; LEISURE</b>	<b>7,836</b>	<b>-0.34</b>	<b>1.15</b>	<b>A-R</b>	<b>-26.47</b>	<input type="checkbox"/>
Performing Arts, Spectator Sports, & Related Industries	81	0.09	0.37	EMG	0.04	
Museums, Historical Sites, & Similar Institutions	159	0.53	3.30	COM	1.17	
Amusement, Gambling, & Recreation Industries	465	-0.18	0.46	DEC	-0.54	
Accommodation	164	0.62	0.16	EMG	0.32	
Food Services & Drinking Places	6,967	-0.39	1.55	A-R	-31.65	<input type="checkbox"/>
<b>Total</b>	<b>7,836</b>	<b>Tier 1 Target Industries Median</b>			<b>1.22</b>	<input checked="" type="checkbox"/>
		<b>Tier 2 Target Industries Median</b>			<b>-2.29</b>	<input type="checkbox"/>

Appendix Exhibit 3.13 - City of Cape Coral Location Quotient Chart - OS



Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>OTHER SERVICES</b>	2,749	0.19	1.45	COM	5.56	■
Repair and Maintenance	1,036	0.38	2.10	COM	4.87	■
Personal and Laundry Services	980	0.03	1.77	COM	0.31	
Religious, Grantmaking, Civic, Professional, and Similar Organizations	733	0.15	0.87	EMG	0.95	
<b>Total</b>	<b>2,749</b>					
				<b>Tier 1 Target Industries Median</b>	<b>1.22</b>	■
				<b>Tier 2 Target Industries Median</b>	<b>-2.29</b>	□

Appendix Exhibit 3.14 - City of Cape Coral Location Quotient Chart - PA



Description	Cape Coral 2030 Empl	CC 2022-2030 LQ % ARC	Cape Coral 2030 LQ	LQ Quadrant	LQI Factor	Target Industry
<b>PUBLIC ADMINISTRATION</b>	3,235	0.39	0.57	EMG	8.50	■
Government	3,235	0.39	0.57	EMG	8.50	■
<b>Total</b>	3,235	<b>Tier 1 Target Industries Median</b>			<b>1.22</b>	■
		<b>Tier 2 Target Industries Median</b>			<b>-2.29</b>	□





NAICS	Industry	Automotive	Business Services	Computers & electronic equip.	Construction services. & mat'ls.	Consumer Products	Consumer Services	Energy & Utilities	Financial Services	Food & beverages	Health Care & Social Services	HQ & Management Operations	Industrial products	Information & Media	Leisure & Tourism	Life Sciences	Metals & Mining	Public Administration	Real Estate	Retail - Clothing & General Merchandise	Telecom svcs. & equip.
4452	Specialty food retailers									■											
4572	Fuel dealers							■													
4581	Clothing and clothing accessories retailers																				■
4582	Shoe retailers																				■
4591	Sporting goods, hobby, and musical instrument retailers																				■
4592	Book retailers and news dealers																				■
4593	Florists																				■
4595	Used merchandise retailers																				■
5121	Motion picture and video industries													■							
5122	Sound recording industries													■							
5132	Software publishers													■							
5161	Radio and television broadcasting stations													■							
5162	Media streaming svcs., social networks, & other media networks providers													■							
5174	Satellite telecommunications																				■
5178	All other telecommunications																				■
5221	Depository credit intermediation								■												
5222	Nondepository credit intermediation								■												
5223	Activities related to credit intermediation								■												
5231	Securities and commodity contracts intermediation and brokerage								■												
5311	Lessors of real estate																		■		



NAICS	Industry	Automotive	Business Services	Computers & electronic equip.	Construction services. & mat'ls.	Consumer Products	Consumer Services	Energy & Utilities	Financial Services	Food & beverages	Health Care & Social Services	HQ & Management Operations	Industrial products	Information & Media	Leisure & Tourism	Life Sciences	Metals & Mining	Public Administration	Real Estate	Retail - Clothing & General Merchandise	Telecom svcs. & equip.
6221	General medical and surgical hospitals										■										
6222	Psychiatric and substance abuse hospitals										■										
6223	Specialty (except psychiatric and substance abuse) hospitals										■										
6241	Individual and family services										■										
6242	Community food and housing, and emergency and other relief services										■										
6243	Vocational rehabilitation services										■										
7223	Special food services														■						
8112	Electronic and precision equipment repair and maintenance			■																	
8113	Commercial and industrial machinery and equipment repair and maintenance												■								
9100	Federal Government																	■			
9200	State Government																	■			
9300	Local Government																	■			
	<b>Industry tally</b>	<b>2</b>	<b>7</b>	<b>2</b>	<b>7</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>13</b>	<b>2</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>2</b>
	<b># of industries</b>	<b>65</b>																			

Page Not Used.



# Economic Development Strategic Plan - RCM2342AS

## Task 4 Report – Appendices

prepared for:

City of Cape Coral Office of Economic and Business  
Development.

Cape Coral City Hall  
1015 Cultural Park Blvd., 2<sup>nd</sup> Fl.  
Cape Coral, FL 33990

prepared by:



**DCG Corplan Consulting LLC**

623 Eagle Rock Ave., Ste. 102  
West Orange, NJ 07052

In association with:



**Parter International, Inc.**

2005 Palmer Ave., Ste. #11  
Larchmont, NY 10538



**Forgey Planning**

4704 Vincennes Blvd., Ste. B  
Cape Coral, FL 33904



**D-H & Associates Consulting, LLC**

21 Azelia Drive  
Key West, FL 33040-6206

February 24, 2024

<b>Appendix Table 4.1 - Comparison of Economic Balance Ratios</b>								
	Cape Coral (Lee County)	Ft. Lauderdale (Broward County)	Orlando (Orange County)	Palm Bay (Brevard County)	Pompano Beach (Broward County)	Port St. Lucie (St. Lucie County)	West Palm (Palm Beach County)	State of Florida
2019 GDP \$ million	\$33,089.3	\$111,228.6	\$101,440.6	\$26,348.4	\$111,228.6	\$9,712.9	\$87,095.1	\$1,079,271.0
2022 GDP \$ million	\$37,490.0	\$124,843.5	\$115,012.9	\$30,082.1	\$124,843.5	\$11,200.1	\$100,113.8	\$1,218,430.2
2019 Pop. (County or State)	770,577	1,952,778	1,393,452	601,942	1,952,778	328,297	1,496,770	21,477,737
2022 Pop. (County or State)	822,453	1,947,026	1,452,726	630,693	1,947,026	358,704	1,518,477	22,244,823
2019 GDP Per Capita (County or State)	\$42,941	\$56,959	\$72,798	\$43,772	\$56,959	\$29,586	\$58,189	\$50,251
2022 GDP Per Capita (County or State)	\$45,583	\$64,120	\$79,170	\$47,697	\$64,120	\$31,224	\$65,930	\$54,774
<b>Per Capita GDP Annual Growth 2019-2022 (County or State)</b>	<b>2.01%</b>	<b>4.03%</b>	<b>2.84%</b>	<b>2.90%</b>	<b>4.03%</b>	<b>1.81%</b>	<b>4.25%</b>	<b>2.91%</b>
2019 Pop. (City or State)	194,504	182,432	287,435	115,560	112,122	201,858	111,952	21,477,737
2022 Pop. (City or State)	216,984	183,156	316,086	129,246	112,308	231,804	120,922	22,244,823
<b>Pop. Growth Annual Growth Rate 2019-2022 (City or State)</b>	<b>3.71%</b>	<b>0.13%</b>	<b>3.22%</b>	<b>3.80%</b>	<b>0.06%</b>	<b>4.72%</b>	<b>2.60%</b>	<b>1.18%</b>
<b>Economic Balance Ratio</b>	<b>0.54</b>	<b>30.48</b>	<b>0.88</b>	<b>0.76</b>	<b>72.85</b>	<b>0.38</b>	<b>1.63</b>	<b>2.48</b>

## Fast Track Permitting

### Loudon County, VA<sup>1</sup>

Fast Track is available for targeted industries including information communication technology, federal government contracting agencies, aerospace and airport supportive businesses, and projects supporting those industry groups. Other commercial projects meeting the criteria may also be considered.

- **Dedicated Project Manager:** A project manager from Economic Development will be assigned as a main contact and will facilitate movement through the county development process.
- **Top of the List:** County reviewing agencies will move the project to the head of review lines for the entire development review process
- **Special Review Team:** Representatives from county review agencies will be identified by the Department of Economic Development project manager and work as a team to ensure consistency and good communication, from project start to completion.
- **Aggressive Timelines:** The county project manager works with the applicant to establish a review process that meets agreed upon timelines.

### Montgomery County, MD<sup>2</sup>

The Commercial Fast Track permit process is a quicker plan review service for small-scale interior alterations of existing commercial buildings. While standard commercial building permit applications can take four weeks to complete the first set of reviews, a complete and compliant Commercial Fast Track permit application will receive comments, or be ready for permit issuance, within 3 business days from initial intake or processing of the permit application.

If the plans submitted meet the Commercial Fast Track guidelines, and are compliant with all applicable codes, you will be able to obtain an approval. If the plans cannot be approved completely, they will be returned to the applicant with partial approvals and, if applicable, notes

---

<sup>1</sup> Loudon County, VA; <https://biz.loudoun.gov/fast-track-process/#:~:text=The%20Fast%2DTrack%20Commercial%20Incentive,a%20central%20point%20of%20contact.>

<sup>2</sup> Montgomery County, MD; <https://www.montgomerycountymd.gov/DPS/Process/combuild/commercial-fasttrack.html>

on what needs to be corrected via our ePlans system. (Note: construction is not permitted to begin until all reviews are approved the permit has been issued.)

Commercial Fast Track permits use the same fee schedule as standard commercial interior alteration building permits and are based on the value of construction for the project. There is no additional fee to use the Commercial Fast Track process. Further, there is no construction cost documentation required for review of the valuation, as would be for a standard interior alteration commercial building permit.

The applicant should provide an estimate of the value of the project which includes labor and materials for all disciplines – including mechanical, electrical, and plumbing work. Construction cost documentation is not required for the project valuation, as would be for a standard interior alteration commercial building permit. There is an initial filing fee at plan submittal, and this filing fee will be deducted from the final permit fee which is collected just prior to permit issuance.

The Commercial Fast Track permit process is available for projects involving small-scale interior alterations of existing commercial buildings. Projects in the following IBC use groups qualify for the Commercial Fast Track permit process, except as noted:

Business Occupancies (IBC “B” Use)

Exceptions: Alterations on more than one floor.

Medical facilities or offices, to include dental, psychiatric, nursing, obstetrical, or surgical care. Dry cleaning facilities.

Business occupancies that are part of a mixed use space (IBC non-separated mixed use).

Mercantile Occupancies (IBC “M” Use)

Exceptions: Alterations on more than one floor.

Mercantile occupancies that are part of a mixed use space (IBC non-separated mixed use).

Fire Damage Repair (All IBC Use Groups, up to 25% of the value of the structure)

Exceptions: Projects that involve the repair of fire damaged structural components

Projects that alter the structure from its original pre-fire condition.



### **Empire State Economic Development, NY – Shovel-Ready Grant Program<sup>3</sup>**

Under New York’s FAST NY Shovel-Ready Grant Program, Empire State Development will provide up to \$200 million in grants to prepare and develop sites statewide to jumpstart New York’s shovel-readiness and increase its attractiveness to large employers, including high-tech manufacturing, particularly semiconductor manufacturing, interstate distribution and logistics businesses. The program will help diversify New York State’s economy while propelling new investments for businesses, communities and job creation.

#### Track A - FAST NY Shovel-Ready Certification

This no-cost designation by ESD for site-marketing purposes establishes that the applicant has worked proactively with New York State (the “State”) to address all major permitting issues prior to a business expressing interest in the location.

#### Track B - FAST NY Pre-Development Grants

Working capital grants of up to \$500,000 per site will be awarded to fund the cost of necessary pre-development site planning and reviews for future shovel-ready sites.

Grants will fund necessary costs to assist grantees in completing pre-development activities, such as those required for FAST NY Shovel-Ready Certification.

#### Track C - FAST NY Infrastructure Improvements

Capital grants will be awarded to improve the shovel-readiness of existing, mature sites by funding infrastructure improvements such as water, sewer, transportation, electricity, gas and other capital-eligible site improvement costs.

Competitive grant awards will be available to sites that have substantially met the requirements of FAST NY Shovel-Ready certification.

### **Collier County, FL<sup>4</sup>**

The Collier County Fast Track Program is an expedited review program to encourage and support economic development by streamlining the development process, providing process certainty,

---

<sup>3</sup> Empire State Shovel-Ready Program; <https://esd.ny.gov/fast-ny>

<sup>4</sup> <https://www.collieredo.org/fast-track-program>

reducing approval times, and providing a central point of contact. Approved fast track projects receive priority review.

### Collier County's Target Industries

By helping companies from the economy's targeted industries grow, the Office of Business & Economic Development is diversifying the county's economy and believe we offer these industries a competitive advantage.

- Corporate Headquarters
- Cleantech
- Manufacturing
- Life Sciences
- Defense & Homeland Security
- Aviation & Aerospace
- Information Technology
- Financial & Professional Services

### Qualifying Application Types

Qualifying applications are development orders or permits, that include, but are not limited to:

- Rezone petitions, including those for planned unit developments and amendments.
- Construction plans and final subdivision plats and amendments
- Site development plans and amendments
- Building permits, including corresponding zoning, engineering, environmental, transportation, and fire code reviews



# Economic Development Strategic Plan - RCM2342AS

## Task 5 Report – Appendices

prepared for:

**City of Cape Coral Office of Economic and Business  
Development.**

Cape Coral City Hall  
1015 Cultural Park Blvd., 2<sup>nd</sup> Fl.  
Cape Coral, FL 33990

prepared by:



**DCG Corplan Consulting LLC**

623 Eagle Rock Ave., Ste. 102  
West Orange, NJ 07052

In association with:



**Parter International, Inc.**

2005 Palmer Ave., Ste. #11  
Larchmont, NY 10538



**Forgey Planning**

4704 Vincennes Blvd., Ste. B  
Cape Coral, FL 33904



**D-H & Associates Consulting, LLC**

21 Azelia Drive  
Key West, FL 33040-6206

**June 11, 2024**

## CITY OF CAPE CORAL – CAPE COMPETES INCENTIVES

### Ad Valorem Tax Incentive Program

#### Program Overview

The Ad Valorem Tax Incentive Program offers a limited exemption from payment of municipal ad valorem taxes (property taxes) to qualified businesses/developers looking to invest and create new jobs. The exemption applies to the assessed value of new improvements and tangible personal property. The exemption will not be applicable to the land upon which the business is located.

#### What is Eligible for the Exemption

- Qualifying New Business - Up to 100% of assessed value of all improvements and all tangible personal property.
- Qualifying Expansion of Existing Business - Up to 100% of assessed value of added improvements for expansion and net increase of all tangible personal property acquired to facilitate the expansion.

#### Ineligible Expenditures

The Exemption will not apply to improvements made for or by the business that have been included on the tax rolls prior to the effective date the exemption was granted.

#### Exemption Criteria

The criteria used in making the determination as to whether the project qualifies for an exemption is shown below:

Tier	Number of New Jobs	Average Wage or Annual Capital Investment	Period	Maximum Exemption
One	10 or more Full-Time Equivalent Employees in Manufacturing Jobs	100% of the Average Annual Private Sector Wage or Capital Investment exceeding \$10,000,000	5 Years	50%; or if property is located in a designated brownfield area or enterprise zone – 75%
One	25 or more Full-Time Equivalent Employees where the Business’s Sales Factor is less than 50%	100% of the Average Annual Private Sector Wage	5 Years	50%; or if property is located in a designated brownfield area or enterprise zone – 75%

One	50 or more Full-Time Equivalent Employees in Office Jobs if a New Business	100% of the Average Annual Private Sector Wage or Capital Investment exceeding \$5,000,000	5 Years	50%; or if property is located in a designated area
Two	25 or more Full-Time Equivalent Employees in Manufacturing Jobs	115% of the Average Annual Private Sector Wage or Capital Investment exceeding \$20,000,000	7 Years	50%; or if property is located in a designated brownfield area or enterprise zone – 75%
Two	50 or more Full-Time Equivalent Employees where the Business’s Sales Factor is less than 50%	115% of the Average Annual Private Sector Wage	7 Years	50%; or if property is located in a designated brownfield area or enterprise zone – 75%
Two	50 or more Full-Time Equivalent Employees in Office Jobs if a New Business	115% of the Average Annual Private Sector Wage or Capital Investment exceeding \$10,000,000	7 Years	50%; or if property is located in a designated brownfield area or enterprise zone – 75%
Three	75 or more Full-Time Equivalent Employees in Manufacturing Jobs	125% of the Average Annual Private Sector Wage	10 Years	50%; or if property is located in a designated brownfield area or enterprise zone – 75%
Three	75 or more Full-Time Equivalent Employees where the Business’s Sales Factor is less than 50%	125% of the Average Annual Private Sector Wage	10 Years	50%; or if property is located in a designated brownfield area or enterprise zone – 75%
Three	75 or more Full-Time Equivalent Employees in Office Jobs if a New Business	125% of the Average Annual Private Sector Wage	10 Years	50%; or if property is located in a designated brownfield area or enterprise zone – 75%

## Breaking Barriers to Business (B2B) Program

The City of Cape Coral Community Redevelopment Agency issues the following Notice of Funding Availability (NOFA) for the FY 2023 Breaking Barriers to Business (B2B) Grant Program to support incentive grants to assist with site development costs of new non-residential construction, building/facility expansions or renovations.

### Program Overview

The Breaking Barriers to Business (B2B) Program is an initiative by the City of Cape Coral, Florida, designed to encourage new non-residential construction, building expansions, and renovations in the South Cape area. The purpose of the B2B program is to provide grant assistance to developers and business owners who are looking to invest in the South Cape Community Reinvestment Area and meet the requirements of the City's [Land Development Code](#).

The B2B program is intended to support economic development and growth in the South Cape area by providing financial assistance to businesses and developers who are committed to building, expanding, or renovating their facilities in compliance with the City's regulations. By doing so, the B2B program seeks to remove barriers to business development and promote the growth of the local economy.

Through the B2B program, eligible businesses and developers can receive grant assistance to cover the costs incurred in meeting the requirements of the City's Land Development Code. This may include costs associated with site development, building construction, renovation, and other related expenses. By providing financial assistance for these costs, the B2B program aims to make it easier for businesses and developers to invest in the South Cape area and promote the economic growth of the region.

Overall, the B2B program is an important tool for promoting economic development and growth in the South Cape area, by encouraging businesses and developers to invest in the region and meet the City's Land Development Code requirements.

### Program Goals

The Breaking Barriers to Business (B2B) Grant Program aims to achieve several program goals that align with the City's broader economic development objectives. These goals are designed to support job creation, business attraction and retention, enhance the local economy, improve infrastructure, and foster collaboration between the City of Cape Coral and the business community. The program seeks to accomplish the following:

- **Job Creation:** The B2B Grant Program aims to encourage projects that have the potential to create new employment opportunities within the City of Cape Coral. By providing incentive grants for site development costs, the program incentivizes businesses to invest in the community, expand their operations, and generate job opportunities for local residents.
- **Business Attraction and Retention:** The program aims to attract new businesses to the area and support existing businesses in their expansion efforts. By offering financial assistance for new non-residential construction, building/facility expansions, or renovations, the B2B Grant Program helps businesses overcome financial barriers, making it more attractive for them to establish or expand their operations within the city.
- **Impact on the Local Economy:** The B2B Grant Program recognizes the importance of economic growth and its impact on the local community. By facilitating new construction, expansions, or renovations, the program stimulates economic activity, increases tax revenue, and contributes to the overall prosperity of Cape Coral. The program focuses on projects that have the potential to positively influence the local economy and enhance the city's economic competitiveness.
- **Improved Infrastructure:** In order to support sustainable economic development, the B2B Grant Program emphasizes the importance of infrastructure improvements. The program encourages projects that not only contribute to the physical development of businesses but also enhance the surrounding infrastructure. This may include improvements to roads, utilities, transportation systems, or other public amenities that can support the growth and success of businesses in the area.
- **Fostering Collaboration:** The B2B Grant Program aims to foster collaboration and partnership between the City of Cape Coral and the business community. By providing financial incentives, the program encourages businesses to work closely with the city government, creating a collaborative environment that promotes shared goals and objectives. This collaboration helps ensure that projects align with the city's development plans, regulatory requirements, and long-term economic vision.

By pursuing these program goals, the Breaking Barriers to Business (B2B) Grant Program plays a crucial role in promoting economic development, job creation, and infrastructure improvements in the City of Cape Coral. It encourages businesses to invest in the community, fosters a supportive business environment, and strengthens the overall economic vitality of the city.

## Funding Availability

Approximately \$250,000 has been made available under the 2023 Breaking Barriers to Business (B2B) Program. The B2B program is a reimbursement-based program providing up to 20 percent of capital costs for eligible capital improvement projects. Projects exceeding \$25,000 are eligible for a grant of 20 percent of capital costs, not exceeding \$50,000. To be eligible, projects must have a minimum capital investment of \$25,000. Disbursement of funds will be made only after the recipient secures all necessary permits and approvals, including a certificate of occupancy.

As a condition of award, all applicants that receive B2B funding will be required to place a sign or placard at sites supported under this award that informs the public that the improvement is funded in part by the Cape Coral Community Redevelopment Agency (CRA). Please note that awards are subject to funding availability and at the discretion of the City Manager/CRA.

## Eligibility Criteria

Eligible applicants include business owners and developers proposing new non-residential construction, building expansions or renovations in the South Cape area of the City. All proposed projects must be located within the South Cape area as defined in defined by the Cape Coral South Cape CRA.

- A minimum investment of \$25,000 is required of all applicants, which can include land/building acquisition costs and soft costs such as design and permitting.
- Expenditures incurred up to 24 months prior to the date of grant submission will be allowed in calculating minimum investment.
- Expenditures incurred up to 90 days prior to submission of the grant application will be allowed for the grant amount calculated.
- Projects must have a permit application number assigned by the Development Services Department.
- Standalone residential development projects are ineligible.

## Eligible Expenditures

Land improvement and development costs including:

- On-site infrastructure design and construction
- Right-of-way improvements required by new construction or on-site improvement



- Landscaping and road beautification costs
- Water and sewer connection fees
- Telecommunication connection fees and costs
- Drainage facilities in conjunction with new construction or on-site improvements
- Construction of new curbs
- Curb cuts, medians, shoulders, and sidewalks
- Relocating utilities to accommodate new construction or on-site improvements
- Other types of site development expenses that may be approved by the city
- Payment of impact, Contribution In Aid of Construction (CIAC), and special assessment fees assessed by the city

## Business Infrastructure Grant

### Program Overview

The Business Infrastructure Grant Program encourages new non-residential construction, building/facility expansions or renovations for office; life sciences, healthcare, biotechnology, pharmaceuticals, and medical devices; information technology, telecommunications, communications and cybersecurity; financial and professional services, banking, insurance, securities and investments; corporate or regional headquarters; engineering, legal, accounting and consulting; manufacturing, logistics and distribution; marine-related industries and wholesale distribution and warehousing. The program provides incentives to developers to assist with site development costs.

### Eligibility Criteria

- (1) Owners/developers of new non-residential construction, building/facility expansions or renovations for office; life sciences, healthcare, biotechnology, pharmaceuticals, and medical devices; information technology, telecommunications, communications and cybersecurity; financial and professional services, banking, insurance, securities and investments; corporate or regional headquarters; engineering, legal, accounting and consulting; manufacturing, logistics and distribution; marine-related industries and wholesale distribution and warehousing.
- (2) Requires a minimum capital investment of \$500,000 (excluding land).
- (3) Standalone residential development projects are ineligible

### Eligible Expenditures

- (1) Land improvement and development costs, including infrastructure design and construction, road improvements required by new construction or on-site improvement, landscaping and road beautification costs, water and sewer connection fees, telecommunication connection fees and costs, drainage facilities in conjunction with new construction or on-site improvements, construction of new curbs, curb cuts, medians, shoulders, and sidewalks, relocating utilities to accommodate new construction or on-site improvements, and other types of site development expenses that may be approved by the city.
- (2) Payment of impact, permitting, licensing, and special assessment fees assessed by the city.

### Ineligible Expenditures

- (1) Inventory
- (2) Payment of delinquent taxes or debts
- (3) Payments to owners

- (4) Purchase a part of a business and any other non-capital related expenditures
- (5) Refinancing of existing debt
- (6) Working capital
- (7) Real property acquisition
- (8) Inventory
- (9) Office equipment and furniture

**Award and Funding Limits**

- (1) Projects with a capital investment (excluding land) of \$1 million or less: 5 percent of eligible costs not to exceed \$50,000.
- (2) Projects with a capital investment (excluding land) exceeding \$1 million: 10 percent of eligible costs not to exceed \$250,000.
- (3) Incentive funds will be performance-based and distributed after the incentive recipient secures all permits and approvals including a certificate of occupancy.

## Cape Collaborates – Small Business Partner Program

### Program Overview

This program will encourage new small business start-ups, expansion of existing businesses and relocation of out-of-market businesses to the city by providing eligible small businesses with increased access to capital through a zero-interest, five-year forgivable loan.

### Eligibility Criteria

To participate businesses must:

- (1) Be a for-profit, privately held business.
- (2) Be in, or relocating to, the City of Cape Coral.
- (3) Employ less than 10 full time employees.
- (4) Generate average annual gross revenues of \$1 million or less per year for the last two years.
- (5) Be engaged in the following industries, occupations, or services:
  - a) Administrative services
  - b) Construction trades
  - c) Finance and insurance
  - d) Health care services
  - e) Information services technology, telecommunications, and communications
  - f) Manufacturing
  - g) Marine industries
  - h) Professional services
  - i) Technical services
  - j) Veterinary services
  - k) Warehousing and logistics
  - l) Wholesale trade
- (6) Check cashing establishments, pawn shops, and payday loan establishments are ineligible.

### Eligible Expenditures

- (1) Capital improvements associated with new construction, renovation, or tenant improvements.
- (2) Payment of impact, permitting, and special assessment fees assessed by the City or other public entity.
- (3) Capital machinery, manufacturing equipment, furniture, and fixtures.
- (4) Business advertising.

### Ineligible Expenditures

- (1) Inventory
- (2) Payment of delinquent taxes or debts

- (3) Payments to owners
- (4) Purchase a part of a business and any other non-capital related expenditures
- (5) Refinancing of existing debt
- (6) Working capital

**Award and Funding Limits**

Minimum: \$5,000; Maximum: \$50,000

## CreativeCape Arts Program

### Program Overview

The creative economy contributes to the economic vitality of a community. According to Citizens for Florida Arts, Inc., a vibrant arts community not only keeps residents and their discretionary spending close to home, but it also attracts visitors who spend money and help local businesses thrive. The CreativeCape Arts Incentive Program seeks to foster cultural development in the city, but more specifically, within the City of Cape Coral Community Redevelopment Area. The City, and CRA should the CRA adopt this Program, may provide incentives to individuals, nonprofit cultural organizations, and other entities to support arts and culture businesses operating in or relocating to the city.

### Eligibility Criteria

- (1) Applicants must be either:
  - (a) a for-profit business or non-profit organization primarily engaged in music, dance, drama, theater programs, films, festivals, creative writing, literature, painting, sculpture, folk arts, photography, crafts, public media, and the execution and exhibition of other cultural art forms; or
  - (b) a developer seeking to build or renovate buildings specifically designed to house businesses in the creative industries listed in paragraph (a) above.
- (2) Adult entertainment facilities and/or businesses, gaming rooms, body piercing establishments and tattoo parlors are ineligible.

### Eligible Expenditures

- (1) Acquisition, development, construction, renovation, expansion, or improvements of real property within the Community Redevelopment Area, including live/workspaces.
- (2) Assistance and support to individual artists and organizations with expenses associated with one or more specific cultural art programs, activities, events, or performances on a specified date(s) or time frame(s).

### Ineligible Expenditures

- (1) Inventory
- (2) Office equipment and furniture
- (3) Payment of delinquent taxes or debts
- (4) Payments to owners
- (5) Purchase a part of a business
- (6) Refinancing of existing debt

### Award and Funding Limits

Minimum: \$5,000; Maximum: \$250,000, but in no event shall the incentive amount exceed 25 percent of total project

## Demolition Assistance Grant Program

The Cape Coral Community Redevelopment Agency (CRA) Demolition Assistance Grant Program is designed to incentivize and expedite the removal of obsolete buildings and make way for redevelopment. This program provides grant funds to facilitate the demolition of existing principal and secondary/accessory structures within the CRA to achieve several economic development-focused goals.

### Program Overview

The Demolition Assistance Grant Program is an initiative by the CRA designed to encourage the replacement of aging and blighted structures in the South Cape area. The purpose of this program is to provide grant assistance to property owners who are looking to invest or reinvest in the South Cape Community Redevelopment Area by replacing existing structures and to property owners who have an interest in making their properties available for development.

The Demolition Assistance program is intended to support economic development and growth in the South Cape area by providing financial assistance to property owners who are committed to improving their properties through demolition projects that prepare parcels for modern development. By doing so, the program seeks to facilitate development and promote the growth of the local economy.

### Program Goals

The Demolition Assistance Grant Program aims to achieve several program goals that align with the City's broader economic development objectives. These goals are designed to support job creation, business attraction and retention, enhance the local economy, and foster collaboration between the City of Cape Coral, the CRA, and the business community. The program seeks to accomplish the following goals:

- Revitalization: The Demolition Assistance Grant Program is designed to revitalize underutilized and deteriorated areas and to eliminate slum and blight.
- Economic Growth: The Demolition Assistance Grant Program will increase tax increment funding within the Community Redevelopment Agency (CRA) area of southeastern Cape Coral by promoting investment, economic growth, and the modernization of structures.
- Appearance Enhancement: The Demolition Assistance Grant Program will,

subsequent to demolition and after redevelopment, enhance the overall appearance of buildings to improve attractiveness to residents, visitors, and potential investors.

### Funding Availability

The Demolition Grant Program seeks to accelerate demolition by offering demolition grants to property owners or developers reimbursing 100% of the costs up to \$50,000. Costs exceeding \$50,000 will receive a pro-rated grant for an amount not to exceed \$75,000, as further described in section V, Grant Award, below.

As a condition of being granted an award, all applicants that receive assistance will be required to place a sign or placard at sites supported under this award that informs the public that the improvement is funded in part by the Cape Coral Community Redevelopment Agency (CRA).

Please note that awards are subject to funding availability and at the discretion of the City Manager and CRA.

### Eligibility Criteria

Eligible Expenses -- Applicants shall meet the following criteria:

1. Applicants shall be the owners of the property and structure(s) proposed for demolition.
2. The program applies to both non-residential and residential structures.
3. Both for-profit and non-profit entities are eligible to apply
4. Funds shall be used for demolition of primary structures and for properties where secondary structures will be demolished along with the primary structure.
5. Buildings shall be located within the designated Cape Coral South Cape CRA.
6. Interior demolition expenses are not covered under this program.

Ineligible Expenses:

1. Any service performed by a non-licensed contractor.
2. Complete or partial demolition of a building made prior to the awarding of a Demolition Assistance Grant.
3. Interior demolition

### Grant Award

The Demolition Grant Program will provide grants covering 100% of demolition costs up to \$50,000. Grants will be awarded to cover demolition costs exceeding \$50,000 using a formula that combines \$50,000 with 50% of expenses over \$50,000; the total grant amount shall not exceed \$75,000.



Demolition Costs	Rate of Reimbursement	
Up to \$50,000	100%	
> \$50,000	\$50,000 + 50% of additional costs (\$75,000 grant maximum)	Example: \$70,000 Demolition \$20,000 additional cost $(\$70,000 - \$50,000 = \$20,000)$ $50\% \text{ of } \$20,000 = \$10,000$ $\$50,000 + \$10,000 =$ \$60,000 grant

**Program Guidelines**

- a. Approval by the CRA Board shall be secured prior to commencement of work. If a Grant is approved by the CRA Board, the CRA Executive Director shall provide written documentation to the Applicant indicating the amount of the Grant (reimbursement) and the specific requirements necessary to receive the Grant.
- b. Applicants shall obtain three (3) bids from licensed demolition contractors.
- c. Water/sewer invoices and all taxes shall be paid current for the property subject to the application.
- d. As a condition of approval by the CRA, City liens and outstanding debts to the CRA or City, if any, shall be paid.
- e. Applicants shall submit a copy of an Environmental Study at the time of application indicating whether any contaminants, toxic substances, hazardous materials, etc. are within the structure(s). And if so, stating how those substances will be remediated prior to, or during, demolition.
- f. Applicants shall hire a licensed contractor authorized to conduct business and perform demolition activities in the City of Cape Coral. All quotes/bills/invoices shall reflect the

contractor’s license number.

- g. Applicants shall ensure that all required permits and approvals are obtained (demolition, site clearance, and all others that are applicable).
- h. Demolition of the building(s) shall be completed within four (4) months of either the award of the grant or the permit issuance, whichever occurs last, unless a written extension is requested of, and is granted by, the CRA Board.

### **Application Instructions**

The program application and list of required documents are available on the City of Cape Coral website at <https://www.capecoral.gov/edo/business/incentives.php>.

Applicants shall submit all required application forms and submit a completed application to be considered for assistance.

On behalf of the CRA, the Economic Business and Development Office (EBDO) and the Development Services Department (DSD) staff shall review the application for completeness. A Pre-Application meeting should be scheduled with the EBDO prior to submission of an application. A post-application submittal meeting may be held with the Applicant to discuss any issues pertaining to the application. At this time, additional information may be requested.

Upon receipt of an application, and all additional information requested, if any, the EBDO and DSD staff shall review the application and make a recommendation to the CRA Board to either approve or deny the application and state the reasons for such recommendations.

The CRA Board shall determine the Applicant’s funding request for approval or denial by majority vote of the CRA Commissioners present at such meeting.

### **Required Application Documents**

1. Demolition Schedule
2. Photographs of existing building and proposed demolition area.
3. Site Plan or Survey, drawn to scale, depicting the buildings and impervious surface areas upon the site.
4. Report on toxic substance/contaminant study
5. Three (3) competitive cost estimates from licensed and insured contractors. The proposals should give detailed information about the work to be done, materials to be used, costs and the project completion schedule. Two (2) bids will be considered acceptable if the cost difference between them falls within a 10% margin.

- *Contractors and/or materials cannot be changed without prior written staff approval. At staff's discretion, a change in contractors or materials may require a new CRA Board Approval*

### Evaluation

Application scoring will be based on a 100-point scale. Applicants with a score of 60 or higher will be referred to the CRA Board for consideration.

- Community Impact (25 points): Assessment of how the demolition will benefit the community such as removing blight and enhancing aesthetics
- Environmental Impact (25 points) : Assessment of environmental consequences of the demolition, including potential contamination, degree to which the building poses safety hazards.
- Economic Revitalization (20 points): Assessment of how the demolition could stimulate economic growth by attracting new development, businesses, or investment.
- Overall Project Vision (30 points): Assessment of how the demolition fits into the broader vision of the South Cape Downtown Community Redevelopment Plan.

### Award Reimbursement

The Applicant shall incur all initial demolition costs and may receive reimbursement from the CRA only after the demolition has been completed in accordance with the grant award.

The CRA shall disburse grant funds upon finding the demolition is complete. The finding of demolition completion shall be granted when the following package is received:

1. Written notification from the owner that the demolition is complete; and
2. Copies of all required permits and inspections, if required; and
3. Copies of paid invoices and evidence of payment (cancelled checks, credit card receipts); and
4. Photographs of completed demolition.

## Enhanced Property Value Recapture Grant

### Program Overview

The Enhanced Property Value Recapture Grant is designed to attract larger-scale private capital investment and/or redevelopment into a mixed-use or nonresidential project site to create a destination, town center or mixed-use development; redevelop properties within the Community Redevelopment Area; expand the tax base, create employment opportunities, or attract targeted industries and businesses. Utilizing a “base year” assessed property value (from the Property Appraiser’s database) for the project, a percentage of the incremental increase in ad valorem taxes on real and/or tangible personal property paid by the Project above the base year amount is available as a grant to incentivize the project.

### Eligibility Criteria

- (1) New construction of non-residential or a mixture of uses containing a combination of residential dwellings with commercial retail, service, or office uses or any combination thereof that generate additional municipal ad valorem tax revenue.
- (2) Mixed use projects located outside of the Community Redevelopment Area are eligible provided that the non-residential component, excluding fast food restaurants, gas stations, and public/outdoor storage, consists of a minimum of 20 percent of the square footage of the project
- (3) Light industrial, industrial, warehousing and logistics developments
- (4) Proposed project must provide proof of a commitment by a financial institution or equity partner(s) financing the construction, equipping, furnishing and completion of the Project.
- (5) The applicant/developer must invest a minimum of \$10 million in construction or renovation (excluding land).
- (6) The applicant/developer may be required to provide guarantees to the city to cover any shortfall in costs not paid by future tax increments. These may include construction guarantees, letters of credit, personal or corporate guarantees and/or minimum payment agreements.

### Eligible Expenditures

- (1) Public improvements associated with the project. Public improvements can be located on a project site, directly adjacent to the project site, or within the general vicinity of the project site if those improvements are necessary for or associated with the project.
- (2) Site preparation, demolition, grading, stormwater drainage, surcharging, and other pre-

development work prior to construction of the project such as architectural and engineering services and studies.

- (3) Utility extensions and hookups.
- (4) Renovation of existing properties where the cost of rehabilitation or renovation exceeds 50 percent of the property's current taxable value as indicated by the Lee County Property Appraiser or private appraisal conducted by a MAI-certified appraiser.
- (5) Design and construction of property improvements including improvements to existing water and wastewater systems; provision of public parking spaces; assemblage of properties with a combination of rehabilitation, renovation, and new construction projects that when complete provide a cohesive development.
- (6) Payment of impact, permitting, licensing, and special assessment fees assessed by the city.

**Ineligible Expenditures** The incentive award shall not accrue to improvements made by or for the use of an applicant when such improvements have been included on the tax rolls prior to the effective date of an Incentive Participation Agreement granting a project an incentive award.

**Award and Funding Limits.** The City or CRA shall provide the minimum amount of assistance needed to provide the Project a reasonable rate of return on investment in the project and make the project viable. If a new business is locating to, or an expansion of an existing business is occurring in, the city's Community Redevelopment Area, the community redevelopment agency board of commissioners shall serve as the approving award authority in deciding whether an incentive award is to be granted. The Project must generate enough tax increment to cover the requested assistance. A grant is paid annually to the owner after construction of the project that creates the increment is completed, the property becomes taxable, and property taxes and assessments are paid.

The incentive award applies only to taxes levied city-wide by the city unless the project is located within the CRA. The incentive award rebate shall not apply to taxes levied by the county (unless within the CRA), a municipal services taxing or benefit unit (MSTU/MSBU), special assessments levied by the City or other public entity, the Lee County School District, a water management district, or any other special district or to taxes levied for the payment of bonds or taxes authorized by a vote of the electors pursuant to Section 9(b) or 12, Article VII of the Constitution of the State of Florida. Not more than 20 percent of the total project cost, excluding property acquisition, will be supported by incentive revenues. Total project cost is the cost of development of the project including all, site development, and public infrastructure, and building and site amenity costs

necessary to complete the project. The table below identifies the maximum amount eligible as an incentive award and the associated incentive period based upon the projected taxable value following the project’s completion as determined by the Lee County Property Appraiser’s office.

Projected Taxable Value	Maximum Rebate %	Incentive Period
\$10,000,000-\$24,999,999	50%	10 years
\$25,000,000-\$44,999,999	75%	15 years
\$45,000,000 - \$99,999,999	90% - 95%	CRA – Remaining Life City - 20 Years
\$100,000,000 and beyond	95%	25 Years



# Economic Development Strategic Plan - RCM2342AS Task 6 Report – Appendices

prepared for:

## City of Cape Coral Office of Economic and Business Development

Cape Coral City Hall  
1015 Cultural Park Blvd., 2<sup>nd</sup> Fl.  
Cape Coral, FL 33990

prepared by:



## DCG Corplan Consulting LLC

623 Eagle Rock Ave., Ste. 102  
West Orange, NJ 07052

In association with:



## Parter International, Inc.

2005 Palmer Ave., Ste. #11  
Larchmont, NY 10538



## Forgey Planning

4704 Vincennes Blvd., Ste. B  
Cape Coral, FL 33904



## D-H & Associates Consulting, LLC

21 Azelia Drive  
Key West, FL 33040-6206

May 30, 2024



Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

### Business & Financial Services

**GOAL:** to grow employment in white collar industries in Cape Coral

#### Target Industries:

- Banking
  - commercial banking
  - credit unions
  - savings institutions
- Activities related to Banking
  - mortgage lenders
  - transaction processing and clearing houses
  - check cashing
  - loan servicing
  - payday lending
- Business support services
  - call centers
  - collection agencies
  - credit bureaus
- Credit services
  - credit card issuing
  - sales financing
  - consumer lending
- Employment services
  - executive search
  - temporary employment
  - professional employment
- Facilities support services
  - janitorial
  - trash & junk removal
  - laundry services
- Investigation and security services
  - private investigation
  - armored car services
  - security systems







Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

- locksmiths
- Legal services
  - Lawyers
  - Notaries
  - title services
- Management, scientific, and technical consulting services
  - human resources
  - marketing
  - logistics
  - environmental
  - biotechnical
- Office administrative services
  - financial planning
  - billing and bookkeeping
  - personnel services
  - contract logistics services
  - other support services
  - packaging & labeling
  - trade show organizers
  - contract meter reading
  - lumber grading
  - contract diving
- Securities and commodity brokers
  - security brokerages
  - investment banking
  - securities underwriting
  - commodities brokers



Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

### Community Services

**GOAL:** to provide enhanced government capabilities in Cape Coral

**Target Industries:**

- Individual and family services
  - child & youth
  - elderly citizen & disabled
  - marriage counseling
  - crisis intervention
  - hotlines
  - multi-purpose centers
- Community food and housing, and emergency and other relief services
  - community food services
  - community housing services
  - temporary shelters
  - emergency relief
- Vocational rehabilitation services
  - vocational and job counseling
  - work experience centers
  - rehabilitation counseling
- Federal Government
  - advisory commissions offices
  - executive offices
- State Government
  - state agencies
  - courts
- Local Government
  - local government offices






Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

### Consumer Products & Services

**GOAL:** to provide a wider array of retail opportunities for residents in Cape Coral

#### Target Industries:

- Automobile dealers
    - new cars and light duty trucks
    - used cars and light duty trucks
  - Automotive equipment rental and leasing
    - passenger cars
    - truck, utility trailer, and RV
  - Book retailers and news dealers
    - Book stores
    - comic book stores
    - newstands
  - Clothing and clothing accessories retailers
    - apparel stores
    - wedding gowns
    - baby clothing
    - sports apparel
    - wig and hairpiece stores
  - Florists
    - Flower shops, fresh cut
- 
- Hardware, and plumbing and heating equipment and supplies wholesale
    - hardware
    - plumbing supplies
    - hvac equip. & supplies
    - refrigeration equip. & supplies



Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

- Household appliances and electrical and electronic goods wholesale
  - electrical equip. & supplies
  - wiring supplies
  - televisions
  - refrigerators
  - washing machines
  - recording media
  - unloaded computer circuit boards
- Miscellaneous durable goods wholesale
  - sporting & recreational goods
  - toy & hobby goods
  - recyclable materials
  - jewelry, watch & precious stones
- Motor vehicle and motor vehicle parts and supplies wholesale
  - automobiles
  - motor vehicle supplies & parts
  - tires and tubes
  - used cars
- Professional and commercial wholesale
  - photographic equip. & supplies
  - office equipment
  - computers & peripherals
- medical, dental, & hospital equip. & supplies
- ophthalmic goods
- Shoe Retailers
  - men’s and women’s shoes
  - children’s shoes
  - athletic shoes
  - orthopedic shoes
- Sporting goods, hobby, and musical instrument retailers
  - sporting goods stores
  - hobby, toy, and game stores
  - sewing, needlework, and piece goods stores
  - musical instruments & supplies stores
- Used merchandise retailers
  - antique dealers
  - auction houses
  - consignment shops
  - flea markets, permanent
  - thrift shops
  - rare collectible stores
  - used merchandise stores



Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

### Culinary Tourism

**GOAL:** to develop a unique “foodie” destination for Cape Coral

**Target Industries:**

- Specialty food retailers
  - produce stores
  - meat stores
  - fish & seafood stores
  - gourmet food stores
  - bakeries
  - confectionery & nut stores
  - tea & coffee stores
  - ice cream shops
- Special food services
  - food service contractors
  - caterers
  - food trucks
  - lunch wagons
  - mobile refreshment stands
  - street vendors, food
  - ice cream trucks





Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

### Healthcare & Life Sciences

**GOAL:** to provide a superior network of health services in Cape Coral

**Target Industries:**

- General medical and surgical hospitals
  - children’s hospitals, general
  - general and surgical hospitals
  - micro-hospitals
  - osteopathic hospitals
- Home health care services
  - home health agencies
  - home infusion therapy
  - hospice care
  - nursing agencies
  - visiting nurse associations
- Medical and diagnostic laboratories
  - medical laboratories
  - dental laboratories
  - diagnostic imaging centers
  - medical forensics
  - mobile x-ray facilities
- Offices of dentists
  - family dentists
  - endodontists
  - oral pathologists
  - periodontists
  - prosthodontists
- dental surgeons
- Offices of other health practitioners
  - chiropractors
  - optometrists
  - mental health practitioners
  - podiatrists
  - acupuncturist
  - hypnotherapists
  - practical nurses





Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

- Offices of physicians
  - allergists
  - cardiologists
  - clinical pathologists
  - dermatologists
  - family physicians
  - gynecologists
  - immunologists
  - neurologists
  - obstetricians
  - oncologists
  - pediatricians
  - plastic surgeons
  - proctologists
  - psychologists
  - psychiatrists
  - surgeons
  - urologists
- Other ambulatory health care services
  - ambulance services
  - blood and organ banks
  - pacemaker monitoring
  - physical fitness evaluation
- Outpatient care centers
  - family planning centers
  - substance abuse centers
  - kidney dialyses centers
  - laser surgery centers
  - urgent medical care centers
- Psychiatric and substance abuse hospitals
  - alcohol and drug addiction rehabilitation
  - mental health
- Specialty (except psychiatric and substance abuse) hospitals
  - cancer
  - chronic disease
  - maternity
  - physical rehabilitation
- Scientific research and development services
  - nanotechnology r&d
  - biotechnology r&d
  - archeological r&d
  - demographic r&d
  - learning disabilities r&d
  - psychological r&d



Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

### Industrial Services

**GOAL:** to support industrial activities in growing manufacturing sectors in Cape Coral

#### Target Industries:

- Coating, engraving, heat treating, and allied activities
    - metal heat treating
    - electroplating, plating, polishing, anodizing, and coloring
  - Commercial and industrial machinery and equipment repair and maintenance
    - armature rewinding
    - blade sharpening
    - cargo container repair
    - electric motor repair
    - food machinery repair
    - freezer, commercial repair
    - mechanical power transmission equip. repair
    - service equip. repair
    - welding services
  - Fuel dealers
    - alternative fuels
    - bottled gases
  - Machine shops; turned product; and screw, nut, and bolt manufacturing
    - machine shops
    - screw, nut, & bolt mfg.
- 
- washers
  - hose clamps
  - rivets
  - turnbuckles
  - Machinery, equipment, and supplies wholesale
    - construction & mining equip.
    - farm & garden machinery
    - industrial supplies





Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

- service establishment equip. & supplies
- transportation equip. & supplies
- Metal and mineral (except petroleum) wholesale
  - metal service centers
  - metal and nonmetallic ores
  - minerals
  - precious metals
- Other fabricated metal product manufacturing
  - fluid power valves & hoses
  - plumbing fixture fittings
  - ball & roller bearings
  - ammunition
  - small arms
  - fabricated pipe
  - steel wool




Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

### IT and Media

**GOAL:** to encourage information technology and media production activities in Cape Coral

#### Target Industries:

- Advertising, public relations, and related services
    - advertising agencies
    - public relations agencies
    - media representatives
    - indoor & outdoor display advertising
    - direct mail
    - advertising distribution services
    - sign-making
    - promotional specialties mfg.
  - All other telecommunications
    - satellite tracking
    - communications telemetry
    - radar station operation
  - Computer systems design and related services
    - custom programming
    - industrial robot automation
    - search engine optimization
    - website design
  - Electronic and precision equipment repair and maintenance
    - broadcast equip.
    - cameras
    - computer peripherals
- 
- dental equip.
  - laptops
  - medical & surgical equip.
  - optical instruments
  - radar & sonar equip.
  - telephones



Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

- Media streaming distribution services, social networks, and other media networks and content providers
  - cable broadcasting & streaming services
  - social media content providers
  - syndicates, news
- Motion picture and video industries
  - motion pictures producing & distribution
  - television commercials
  - theatres, motion pictures
  - video production
- Radio and television broadcasting stations
  - radio broadcasting stations
  - television broadcasting stations
- Satellite telecommunications
  - earth stations
  - resellers, satellite telecom.
  - telephone telecom. carriers, satellite
- Software publishers
  - application developers
  - gaming site publishers
  - packaged software
- Sound recording industries
  - music publishers
  - sound recording studios
  - master recoding licensing
  - prerecorded music




Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

### Sustainable Real Estate

**GOAL:** to promote innovative and resilient development practices in Cape Coral

#### Target Industries:

- Activities related to real estate
    - asset management services
    - escrow agents
    - listing services
    - real estate property managers
    - real estate appraisers
    - real estate consultants
  - Architectural, engineering, and related services
    - architects
    - landscape architects
    - engineers
    - drafting services
    - surveyors
    - testing laboratories
  - Lessors of real estate
    - apartment building renting & leasing
    - equity real estate investment trusts (REITs)
    - mobile home renting & leasing
    - office building rental or leasing
    - industrial building rental or leasing
    - reception hall rental or leasing
- 
- shared workspace provision
  - stadium rental or leasing
  - theater property rental or leasing
- Lumber and other construction materials merchant wholesale
    - Lumber, plywood and millwork
    - brick, stone & related materials
    - roofing, siding & related materials



Economic Development Strategic Plan  
Business Retention & Expansion Roundtables

## TARGET INDUSTRIES

- flat & plate glass
- prefabricated buildings
- ornamental ironwork
- fencing & accessories
- storage bins
- ceiling tile
- culvert pipe
- gypsum products
- silt fence & other fabrics
- structural assemblies

## Employer Survey

April, 15 – May 3, 2024

162 Responses



### City of Cape Coral Economic Development Strategic Plan - Employer Survey

#### Introduction

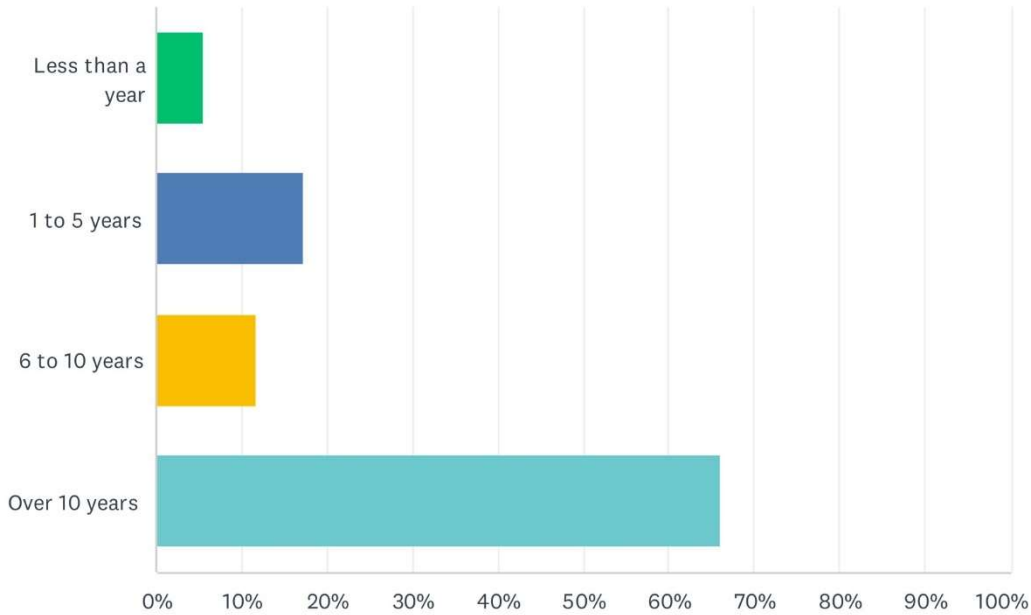
The City of Cape Coral has retained a team of consultants led by DCG Corplan Consulting LLC to develop an Economic Development Strategic Plan for Cape Coral. This initiative is focusing on the importance of growing our city's economy at a pace equal to or exceeding our projected increase in population. The DCG Corplan Team has been tasked with identifying and prioritizing sustainable economic growth, attraction of new investments, fostering of innovation, enhancement of our city's competitiveness, and maintaining or improving the quality of life.

The Team's work requires input from Cape Coral employers. Recently, two Business Retention & Expansion Roundtables were held that provided some very enlightening results. As a follow-up to these meetings, the DCG Corplan Team is asking the business public to complete a brief 10-question survey on topics that will be very important to the study. It would be greatly appreciated if you would take the time to complete this online and confidential survey.

Thank you in advance for your cooperation.

### Q1 How long has your business been operating in Cape Coral?

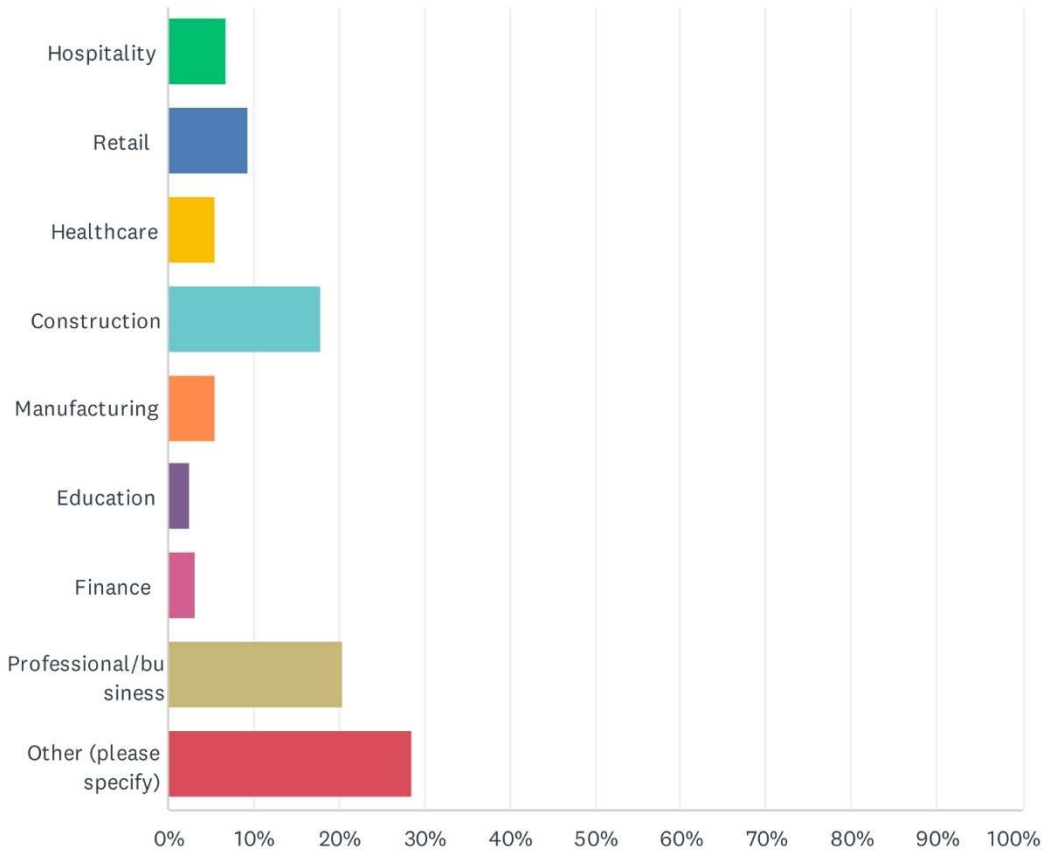
Answered: 162 Skipped: 0



Answer Choices	Responses	
Less than a year	5.56%	9
1 to 5 years	17.28%	28
6 to 10 years	11.73%	19
Over 10 years	66.05%	107
<b>Total Respondents: 162</b>		

### Q2 What is the primary industry of your business? (Please select one)

Answered: 161 Skipped: 1



Answer Choices	Responses	
Hospitality	6.83%	11
Retail	9.32%	15
Healthcare	5.59%	9
Construction	18.01%	29
Manufacturing	5.59%	9
Education	2.48%	4
Finance	3.11%	5
Professional/business	20.50%	33
Other (please specify)	28.57%	46
<b>Total Respondents: 161</b>		

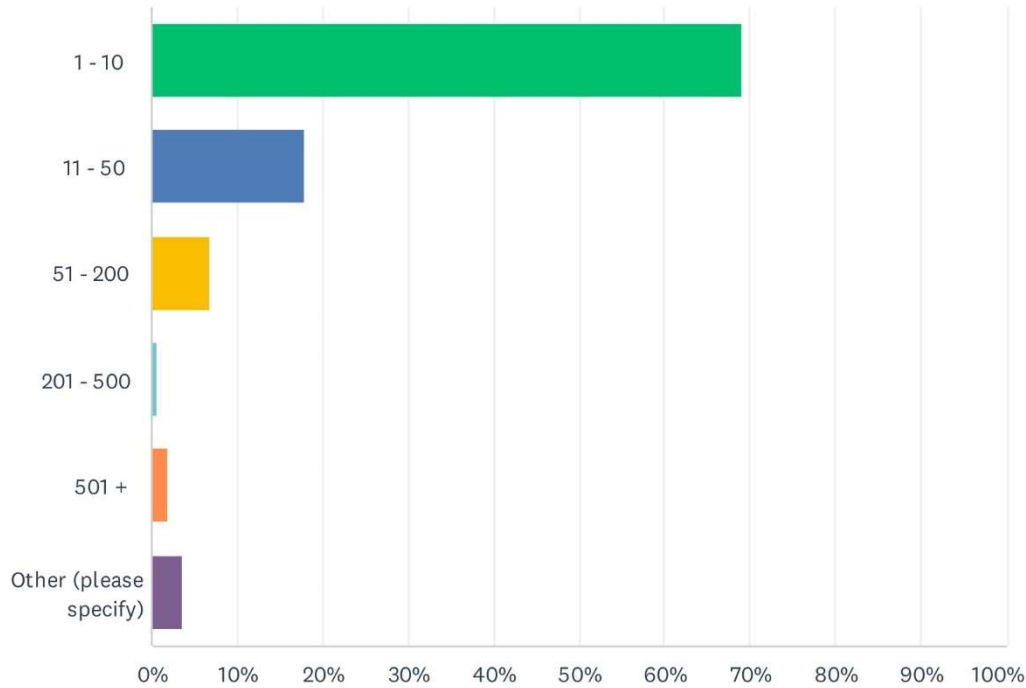


Other Responses:

- Appliances repair
- Automotive repair
- Beauty salon
- Boat rental
- Captain services
- Commercial construction & manufacturing
- Construction and real estate
- Consulting
- Country club
- Custom weld fabrication of shutters, railings, stairs, gates, fencing, etc.
- Dry cleaning and laundry
- Ecommerce and wholesale (chocolate)
- Engineering
- Entertainment concert production
- Family entertainment
- Florist
- Freight forwarding
- Home services. Home watch/concierge
- Insurance
- International consultancy
- Karate school
- Lawn care
- Life safety burglar, fire, and camera systems
- Media/marketing
- Non-profit museum
- P & c insurance
- Politics/government
- Print/promo
- Real estate
- Religious organization
- Service automotive
- Service office cleaning
- Services - mobile spray tans
- Title insurance
- Tourism
- Towing and roadside service
- Trades. Craftsman upholstery
- Transportation
- Wholesale distribution

### Q3 How many employees do you currently have?

Answered: 162 Skipped: 0



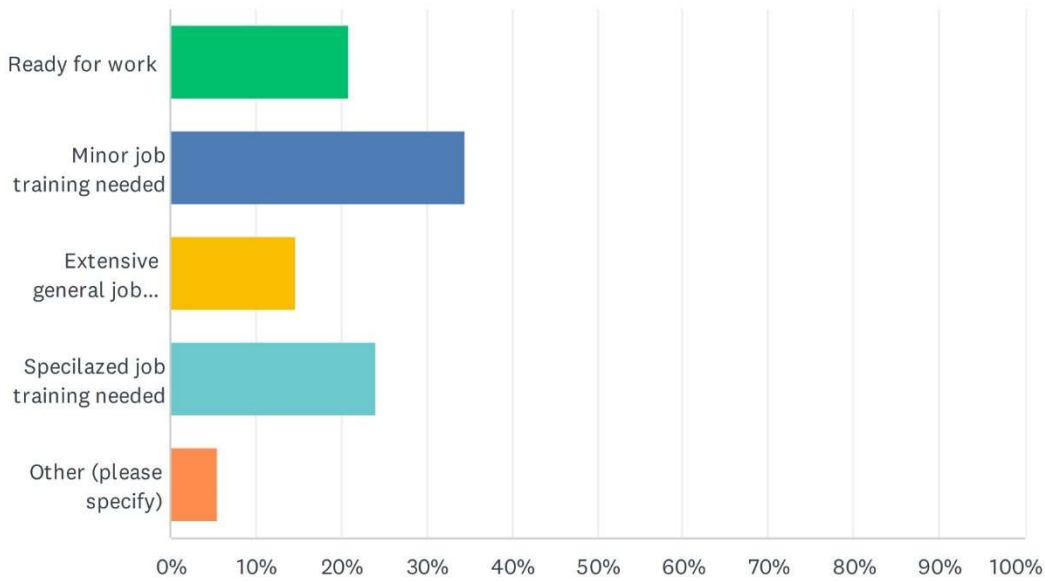
Answer Choices	Responses	
1 - 10	69.14%	112
11 - 50	17.90%	29
51 - 200	6.79%	11
201 - 500	0.62%	1
501 +	1.85%	3
Other (please specify)	3.70%	6
<b>Total Respondents: 162</b>		

Other Responses:

- No Employees in Florida, based in Binghamton NY
- No employees
- 2 Husband and wife
- One full-time plus eight 1099s
- N/A
- N/A

### Q4 Are the majority of job applicants ready for work, or do they require training?

Answered: 162 Skipped: 0



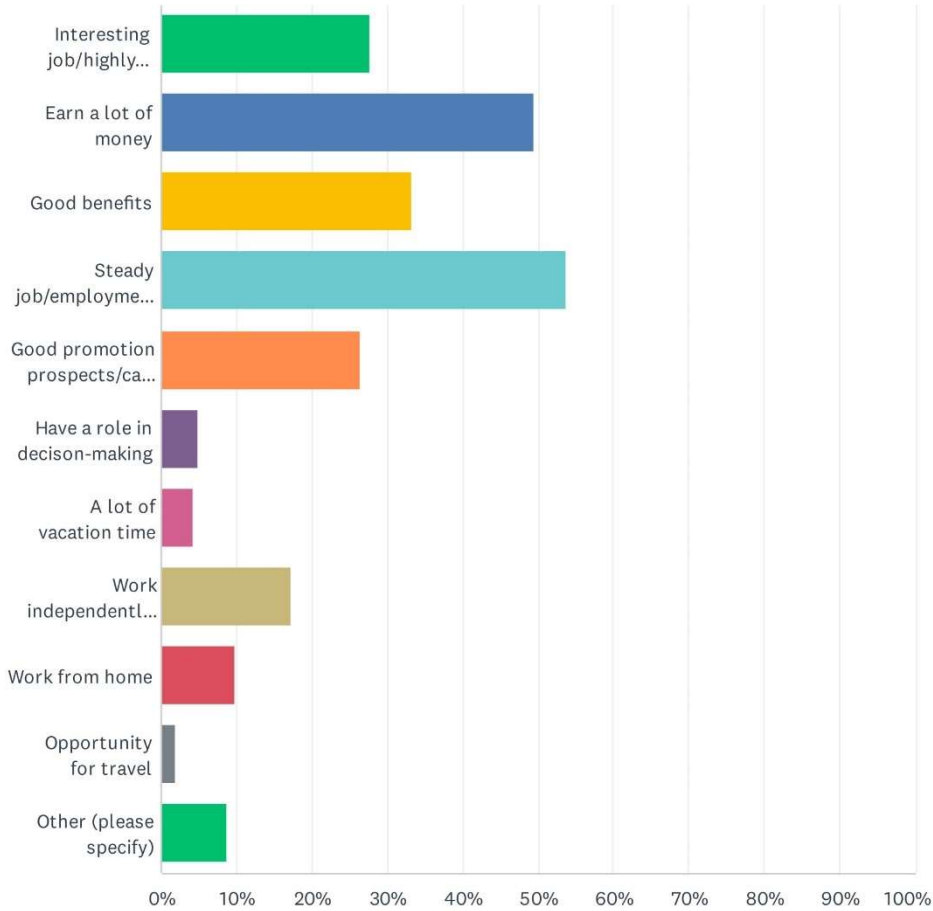
Answer Choices	Responses	
Ready for work	20.99%	34
Minor job training needed	34.57%	56
Extensive general job training needed	14.81%	24
Specialized job training needed	24.07%	39
Other (please specify)	5.56%	9
<b>Total Respondents: 162</b>		

Other Responses:

- All areas of the spectrum
- I am self-employed with no employees
- N/A
- N/A
- N/A
- N/A
- No employees just me
- Sole Proprietor - no employees
- Work by myself

### Q5 What are the most sought after job aspects new applicants have when seeking employment? (Please select up to three)

Answered: 162 Skipped: 0



Answer Choices	Responses	
Interesting job/highly regarded job	27.78%	45
Earn a lot of money	49.38%	80
Good benefits	33.33%	54
Steady job/employment security	53.70%	87
Good promotion prospects/career path	26.54%	43
Have a role in decision-making	4.94%	8
A lot of vacation time	4.32%	7
Work independently/without supervision	17.28%	28
Work from home	9.88%	16
Opportunity for travel	1.85%	3
Other (please specify)	8.64%	14

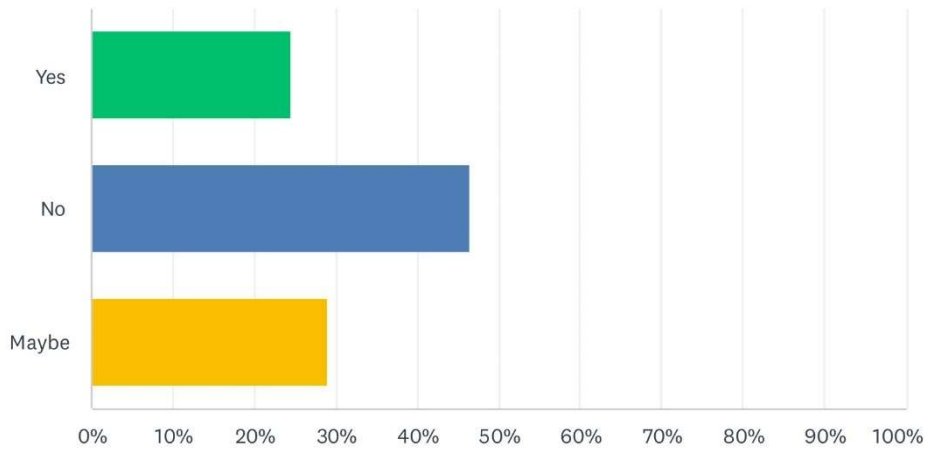
Total Respondents: **162**

Other Responses:

- Fishing on the water.
- Getting a check sent in the mail without having to work.
- Hybrid job structure, home and office.
- I don't have applicants.
- N/A
- N/A
- N/A
- Na just me.
- No Employees.
- Part time flexibility.
- Part-time gig, (don't need benefits), flexibility of schedule.
- Unknown.
- We are just a family run business, we all enjoy the flexibility.
- Working most alone as a Handyman.

### Q6 Would you be interested in government-sponsored training programs to enhance the skills of your workforce?

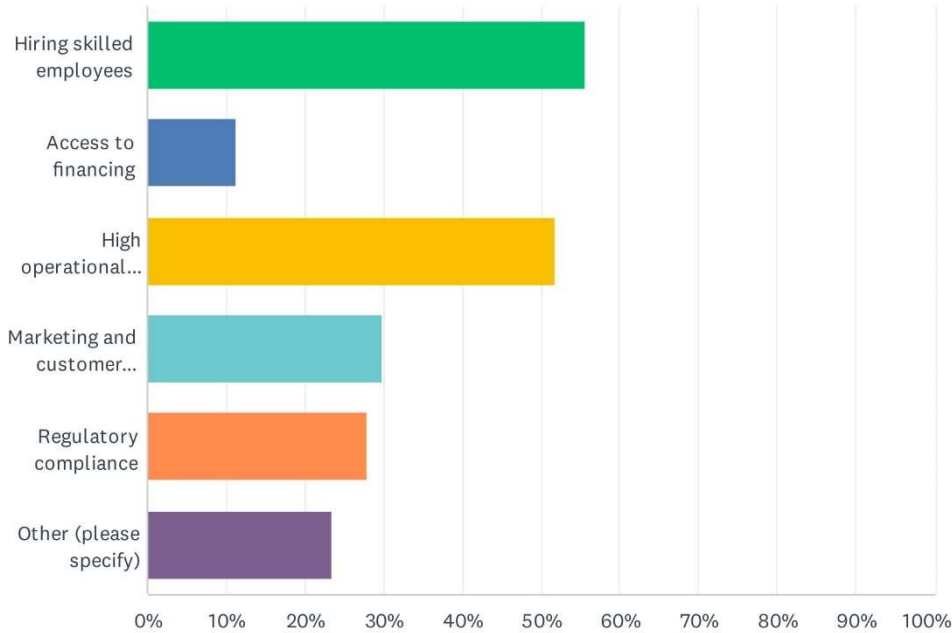
Answered: 159 Skipped: 3



Answer Choices	Responses	
Yes	24.53%	39
No	46.54%	74
Maybe	28.93%	46
<b>Total Respondents: 159</b>		

### Q7 What are the top three challenges your business is currently facing?(Please select up to three)

Answered: 158 Skipped: 4



Answer Choices	Responses	
Hiring skilled employees	55.70%	88
Access to financing	11.39%	18
High operational costs	51.90%	82
Marketing and customer acquisition	29.75%	47
Regulatory compliance	27.85%	44
Other (please specify)	23.42%	37
<b>Total Respondents: 158</b>		

Other Responses:

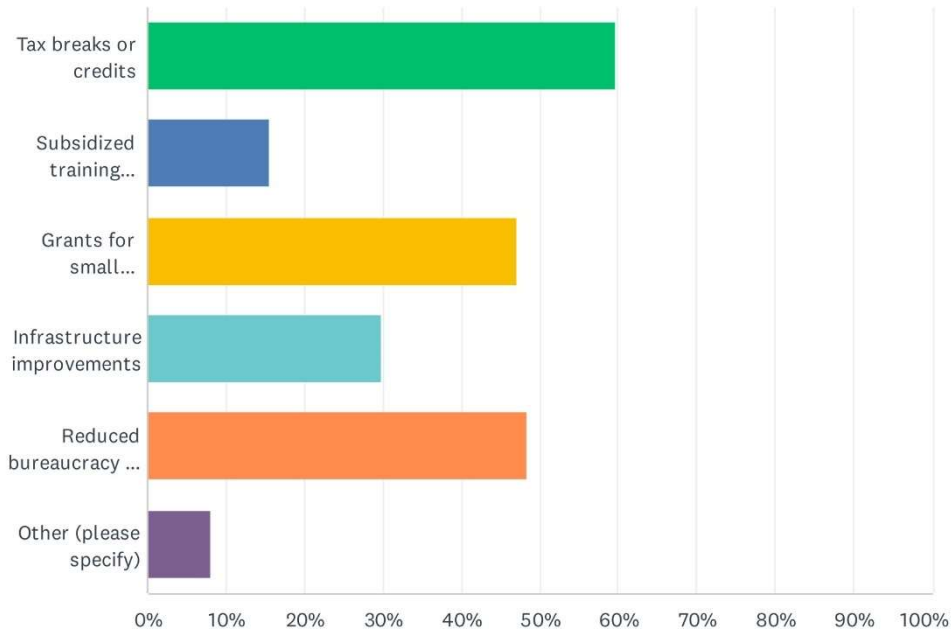
- Access to affordable housing for workforce.
- Affordable housing.
- Affordable rent to open brick and mortar.
- Arbitrary and capricious building officials, ignorant elected persons.
- Cape coral rules/laws.
- City delays and barriers to building/zoning/permitting .
- City's employees lack of interest. Less bureaucracy and red tape.

- Commercial insurance costs rising.
- Damage from Hurricane Ian.
- Difficulties with permits from Cape Coral for expansion to create more jobs.
- Finding additional customer base for new customers.
- Finding motivated people that want to work.
- Florida State Law HB735 being improperly interpreted by Cape Coral; which will put us out of business.
- Govt bureaucracy.
- Hiring reliable and trainable employees.
- Home Insurance issues in the area affecting the construction market
- Increase of rent per square foot!!!.
- Increased government regulations at the city level.
- Inflation.
- Insurance costs.
- It's horrible to work with the City of Cape Coral. In case we need to move our location again, we won't choose this City again.
- Keep our taxes very low. Almost obscenely low and make the barriers to entry very low. It seems counterintuitive, but if you do this, the small biz sector in Cape Coral will explode with growth.
- Keeping up in a bad economy.
- N/A
- None.
- None of the above.
- Nothing from the named themes.
- People who want to work.
- Permitting delays and red tape.
- Rent too high!
- Samaritan Health and Wellness Center is non-profit, and half of our budget is from donations and grants; fundraising is a big challenge.
- Skilled and affordable sales and operations managers.
- Space nearby zoned industrial. Streamlined permitting (dept's talk to each other - business friendly).



### Q8 Which of the following government incentives would be most beneficial for your business? (Please select up to three)

Answered: 161 Skipped: 1



Answer Choices	Responses	
Tax breaks or credits	59.63%	96
Subsidized training programs for employees	15.53%	25
Grants for small businesses	47.20%	76
Infrastructure improvements	29.81%	48
Reduced bureaucracy and faster permit processes	48.45%	78
Other (please specify)	8.07%	13
<b>Total Respondents: 161</b>		

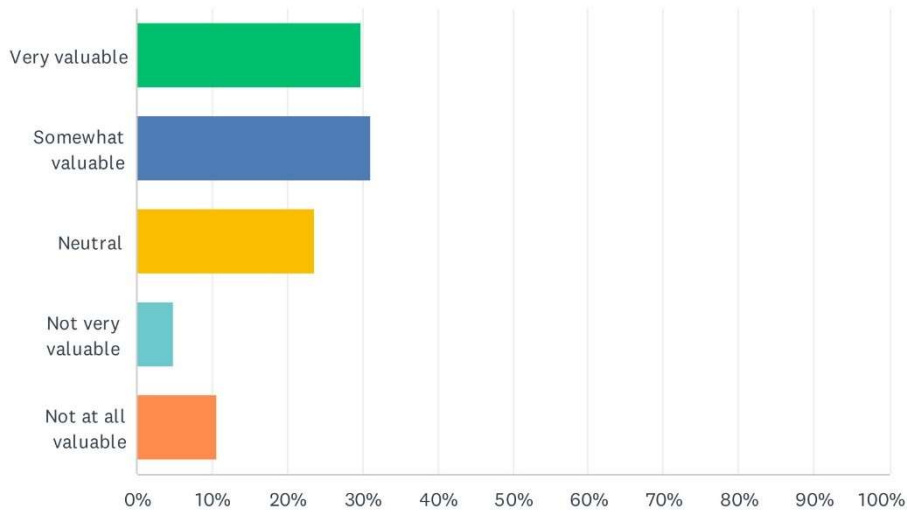
#### Other Responses:

- Get out of our way.
- Grants for religious organizations to serve community.
- Keep the government out of my business and let the free market work.
- License board is useless, it's only about money. So many licensed companies that do atrocious work.
- More strength in code enforcement.
- N/A
- None.

- Not ask NY for guidance.
- Procurement Hub with largest companies collaborating on a procurement/supplier/supplier diversity platform.
- Small business financing that is easy to get and simple to pay back.
- State Applications for Owl Affidavit's having to be notarized is archaic. Having to go to a bank to have this done should be obsolete. There should be an online solution.
- Support from Cape Coral City Government for our non-profit healthcare center for uninsured patients.

**Q9 How valuable would partnerships between your business and local educational institutions (e.g., colleges, trade schools) be for your workforce development needs?**

Answered: 161 Skipped: 1



Answer Choices	Responses	
Very valuable	29.81%	48
Somewhat valuable	31.06%	50
Neutral	23.60%	38
Not very valuable	4.97%	8
Not at all valuable	10.56%	17
<b>Total Respondents: 161</b>		

## Q10 What specific government actions or policies would assist your business in achieving greater success?

Answered: 94 Skipped: 68

RESPONSES	
1	Forgiving my SBA covid loan.
2	None to think of as of now.
3	Fire code enforcement, infrastructure repair and upgrade travel throughout Lee county and Cape Coral is horrendous.
4	Reduction in Federal regulations, streamlined permitting, crack down on unlicensed contracting.
5	More staff in the building department and make sure they know what they are doing. eTrakit worked fine. Changing software was a big mistake.
6	Permitting,
7	Insurance companies high prices need to improve,
8	Building department that obeys the written law, not make it up as seen fit
9	Office cleaning requires very little skill. Most of our people are part-time. They already have a daytime job. I really can't think of anything that the government can do to help with that.
10	Idk, I guess lower taxes for our business would be very beneficial!
11	Small business development grants,
12	Making available incentives for commercial Flex warehouses. There is a shortage in that. There are many residential storage facilities being built, but no commercial units.
13	Grants for small businesses.
14	Be realistic, use common sense and help the progress of the City.
15	Gaining permits faster.....
16	Government contracts.
17	Current policy (no fee for senior consulting practice) is quite satisfactory.
18	Significant training for employees working for the City of Cape Coral permitting and Business Tax Receipt departments.
19	Informed and quicker response from county agencies. We've had nothing but bad experiences with city & county offices.
20	If the cost of HO and Flood insurance were brought down to a more reasonable cost than you would have more job applicants who could afford to live in the Cape Coral area.
21	N/A
22	N/A
23	Working with trades schools that provides grants to high school kids .
24	Retain the services of a Florida / Cape Coral consultancy firm. Florida plus 14%, New York minus 9%. Stop bringing your ideas over here.
25	Faster review process.
26	Controlled rent or operational grants for small businesses and traffic infrastructure.

Task 6 Report – Appendices



27	N/A
28	Remove state business licensing requirements, train DEO employees on how to do their job.
29	I am inviting our Cape Coral government officials to visit Samaritan Health and Wellness Center to see the services we provide for uninsured and underinsured Lee County citizens in regard to medical and mental health care. As a non-profit, faith-based center, having the support of our local government is important. In order to support us, visiting the facility is imperative. Please contact Dr. Susan Hook, Executive Director, at <a href="mailto:shook@capesamaritan.org">shook@capesamaritan.org</a> or call 239-360-7520.
30	None.
31	Loans or grants for small businesses.
32	I'm not sure at this time.
33	Reduce regulatory burden. Less licensing, less permitting, less fees. Truly get government out of the way to allow business to operate. Every time you turn around there is another fee or process you have to go through.
34	Reduce the paperwork and red tape associated with construction.
35	Incentivize more manufacturing in the area.
36	Lower interest rates.
37	Cost of doing business due to insurance increase, and tax relief for small business owners.
38	More restrictions on litigation after construction projects are completed.
39	Insurance regulation.
40	Grants for businesses, easier access to capital.
41	Get stricter on illegal aliens and uninsured motorists be less strict with area zoning for towing.
42	Not having to pay for insurance premiums based on payroll for non-worked days, ex holiday, vaca, sick. G/L & W/C.
43	N/A
44	Permit training for fire alarm systems.
45	Reducing excess taxation and regulation!
46	Low interest loans for startup and expansion costs. Grants if applicable.
47	Definitely streamline the permitting process, currently it just takes too long and creates a lot of problems between customers with bank loans and actually getting the jobs to the ground.
48	Streamlined permit processing - expansion. Employee Transportation Services Rent Vouchers for skilled staff.
49	Make handling BTR online easier. Pay and print. Grants/financing to help expand. Work with zoning for more access to industrial.
50	The City of Cape Coral has issues with giving permits and make unreasonable and unrelated requests that have nothing to do with creating more tax dollars and jobs. I guess you have to be a car wash or storage facility to get a permit. We are trying to expand and create more tax revenue and jobs.
51	Increased City cooperation in permitting & licensing.



Task 6 Report – Appendices



D-H&Assoc

52	Lower licensing fees to almost zero. (Keep high standards, fire codes etc.) Also, as best you can, speed up the timelines to granting business licenses.
53	Get out of our way.
54	Assisting the condominium association with the Insurance increase.
55	None.
56	Less filings.
57	Lower taxes!
58	An honest and transparent city government that focuses on the wellbeing of all constituents - business and citizens.
59	A city government that supports local business and citizens. However the turmoil of this city council and their grifting and totally disrespecting business owners and citizens has no possibility of supporting anyone but their own pocketbooks.
60	Pay the police more money.
61	Less bureaucracy, much less!
62	Less licensing restrictions for construction.
63	Do not know.
64	FASTER PROCESS FOR BUILDING PERMITS
65	Not sure.
66	Permitting and inspections.
67	We need greater stability in government leadership and decision making with an emphasis on streamlining permitting and inspections. Time is money especially in the highly inflationary construction environment.
68	Upgraded infrastructure, sidewalks, and underground utilities. More codes to clean up areas to help hold up property values.
69	Getting involved with worker education and creating a career path to mechanical jobs.
70	Less regulation.
71	Keeping down the cost of CAM and rent from property management companies and landlords.
72	To Grandfather in our license, as Lee County has in fact done, 06938, to be able to continue the same work as we have done for over 20 years. Gerald worked at Coral Oaks Golf Course for 10 years in the 1980's and has been doing irrigation in Lee County since, 06938 Sunrise Irrigation & Landscaping, Inc., Now, you tell my husband he is no longer qualified. The city should be ashamed of itself.
73	Decreasing the size, scope and cost of government to let the free market work.
74	Beautification of Downtown Cape Coral specifically on Del Prado from Orchid Blvd to Cape Coral Parkway.
75	None.
76	Water and sewer with mitigated fees broken up fairly! Why should people have additional fees for what others have benefitted from already at GREATLY reduced pricing?
77	Grants.
78	Work force housing.
79	Opening up waterway access.



Task 6 Report – Appendices



80	Quicker communication.
81	Our City actually Marketing itself.
82	Quicker permitting, less government.
83	Adjacent Industrial Zoning. Streamlined Permitting. Tax credits to offset higher wages and benefits.
84	Preferential treatment for local businesses in the supply of products to Cape Coral. We supply to Lee County and Ft Myers but can't seem to access Cape Coral, even though we are located there.
85	A faster process for land use entitlements, and a market driven ED Plan.
86	Grant programs for businesses to recruit students and trade workers from Florida who stay in Florida or their local communities to work.
87	Create incentives for affordable housing in the area- our workforce is leaving because they can't afford to live here. We cant hire from outside of area because wages can't compete with high cost of living.
88	Affordable housing for employees.
89	Factoring in our issues with weather disasters, we need to stop insurance companies from increasing insurance costs (commercial and residential). Faster Small Business grant processing and loan processing initiatives. Affordable housing solutions like the one at Eagle County School District in Colorado.
90	Recognizing those businesses that are investing in the types of activities that families are asking for and making those business investment efforts feel appreciated.
91	Partnership with city processes to bring services to Cape Coral as quickly as possible.
92	Faster permit turnaround, list of permits issued monthly.
93	Establish & support the message that business growth is also good for the improving the community's well-being (given that we are "retirement focused" as a general rule).
94	Please help.



Page Not Used.





# Economic Development Strategic Plan - RCM2342AS

## Task 9 Report – Appendices

prepared for:

**City of Cape Coral Office of Economic and Business  
Development.**

Cape Coral City Hall  
1015 Cultural Park Blvd., 2<sup>nd</sup> Fl.  
Cape Coral, FL 33990

prepared by:



**DCG Corplan Consulting LLC**

623 Eagle Rock Ave., Ste. 102  
West Orange, NJ 07052

In association with:



**Parter International, Inc.**

2005 Palmer Ave., Ste. #11  
Larchmont, NY 10538



**Forgey Planning**

4704 Vincennes Blvd., Ste. B  
Cape Coral, FL 33904



**D-H & Associates Consulting, LLC**

21 Azelia Drive  
Key West, FL 33040-6206

**September 30, 2024**

# Cape Coral Executive Airport – Pro Forma

<b>Appendix Exhibit 9.a.1 - City of Cape Coral - Executive Airport</b>	
<b>Executive Summary</b>	
<b>Assumptions</b>	
Inflation rate	2.5%
Holding period	Indefinite
Capitalization rate	8.0%
<b>Cost Analysis - Year 1</b>	
Hard costs	\$ 59,355,000
Soft costs	\$ 16,029,000
Land acquisition costs	\$ 6,018,000
<b>Total Project Costs</b>	<b>\$ 81,402,000</b>
<b>Loan Information</b>	
Loan to Value (Predev./Constr.)	85%
Loan to Value (Permanent)	100%
Interest rate -Predev./Constr.	7.50%
Interest rate - Permanent	6.00%
Amortization - Predev./Constr.	2 yrs.
Amortization - Permanent	20 yrs.
Finance origination fee rate	2.0%
Finance costs - Predev./Constr.	\$ 1,282,000
Finance costs - Permanent	\$ 1,307,000
Loan Amount - Predev./Constr.	\$ 65,358,000
Interest on Construction Loan	\$ 3,699,000
Loan Amount - Permanent	\$ 66,665,000
Annual Debt Service - Permanent	\$ 5,812,000
Total Investor Equity	\$ 23,076,000
Investor Equity Interest Rate	1.5%
Total Interest on Equity	\$ 1,326,000
Total Equity Return	\$ 1,326,000
Investor Return on Equity	6%
Equity Payback in Years	7 yrs.
10-yr Cumulative Reserve	\$ 16,228,100

<b>Appendix Exhibit 9.a.1 - City of Cape Coral - Executive Airport Concept</b>			
<b>Executive Summary</b>			
<b>Annual Rent Schedule</b>			
<b>Type of Unit</b>	<b>Units</b>	<b>Revenue /Unit</b>	<b>Total Rev</b>
Landing fees (estimated)	1,500 landings	\$500.00	\$ 750,000
Hangar rentals	144,000 sf	\$6.60	\$ 950,400
Aircraft tie-downs	120 aircraft	\$1,440.00	\$ 172,800
Fuel surcharges	Estimated		\$ 174,000
Flight school admin bldg. lease	24,000 sf	\$20 psf	\$ 480,000
Industrial Park land leases	77 acres	\$5,000 per acre	\$ 385,000
Recreation field rentals	25 sports fields	\$5,000 per field	\$ 125,000
Solar farm (net metering)	7.5 MW	\$76,000 per MW	\$ 566,000
<b>Totals</b>			<b>\$ 3,037,200</b>
<b>Operating Year 7 - Breakeven</b>			
<b>Gross Scheduled Income</b>			<b>Revenue</b>
Airport operations			\$ 2,932,000
Industrial park operations			\$ 447,000
Recreation fields operations			\$ 145,000
Solar farm operations			\$ 657,000
<b>Gross Operating Income</b>			<b>\$ 3,524,000</b>
Less: Operating Expenses			\$ (3,862,000)
Less: PILOT			\$ (347,000)
<b>Net Operating Income</b>			<b>\$ (685,000)</b>
Less: Annual Debt service			\$ (5,812,000)
Less: Investor Equity Payoff			\$ (1,642,900)
Federal Grants			\$ 4,639,000
State Grants			\$ 2,563,000
Bond Funding			\$ 3,480,000
<b>Net Annual Proceeds (Reserve) - Operating Year 7</b>			<b>\$ 2,542,100</b>

<b>Appendix Exhibit 9.a.2 - City of Cape Coral - Executive Airport</b>			
<b>Project Costs - City of Cape Coral</b>			
<b>Land Acquisition</b>	<b>Acreage</b>	<b>Cost/Acre</b>	<b>Total</b>
Parcel A	78.22	\$ 82,000	\$ 4,815,000
Parcel B	9.77	\$ 82,000	\$ 469,000
Parcel C	4.77	\$ 82,000	\$ 367,000
Parcel D	5.00	\$ 82,000	\$ 367,000
<b>Total Land Acquisition Costs</b>			<b>\$ 6,018,000</b>
<b>Hard Construction Costs</b>	<b>Unit</b>	<b>\$ Cost/unit</b>	<b>Total</b>
Site Clearing	350 acres	2,500 per acre	\$ 875,000
Site filling, grading	38 acres	25,000 per acre	\$ 950,000
Runway	400,000 sf	15 psf	\$ 6,000,000
Taxiways	343,000 sf	10 psf	\$ 3,430,000
Jet A self fuel	Estimated		\$ 1,500,000
Airport utilities	Estimated		\$ 2,500,000
Hangars	144,000 sf	80 psf	\$ 11,520,000
Tie-down area	180,000 sf	10 psf	\$ 1,800,000
Parking areas	50,000 sf	10 psf	\$ 500,000
Administration building	48,000 sf	80 psf	\$ 3,840,000
Service road	287,000 sf	10 psf	\$ 2,870,000
Entry road	261,000 sf	\$ 15	\$ 3,915,000
Industrial park utilities	Estimated		\$ 2,500,000
Solar farm	7.5 MW	1.08 per watt	\$ 8,051,000
Recreation fields	58 acres	100,000 per acre	\$ 5,800,000
Water sports preparation	Estimated		\$ 150,000
Lighting, signage, misc.	Estimated		\$ 300,000
Entry road landscaping	9 acres	3,000 per acre	\$ 27,000
<b>Base Building Construction Cost</b>			<b>\$ 56,528,000</b>
Hard Costs Contingency	5% of hard costs		\$ 2,827,000
<b>Subtotal Hard Costs</b>			<b>\$ 59,355,000</b>
<b>Soft Construction Costs</b>			
Title, Legal	Estimated		\$ 100,000
Land surveying	0.5% of hard costs		\$ 53,000
Environmental testing	1% of hard costs		\$ 594,000
Arch'l/Civil Engineering/Planning/Legal	7% of hard costs		\$ 4,155,000
Insurance	2.00% of hard costs		\$ 1,187,000
General Contractor Overhead, Profit & Bonding	15% of hard costs		\$ 8,903,000
Permit Fees	0.5% of hard costs		\$ 297,000
Misc. Inspection Fees	0.02% of hard costs		\$ 12,000
Soft Costs Contingency	5% of soft costs		\$ 728,000
<b>Subtotal Soft Costs</b>			<b>\$ 16,029,000</b>
<b>Total Construction Costs - City of Cape Coral</b>			<b>\$ 75,384,000</b>
<b>Total Project Costs - City of Cape Coral</b>			<b>\$ 81,402,000</b>

<b>Appendix Exhibit 9.a.3 - City of Cape Coral - Executive Airport</b>			
<b>Project Costs - Others</b>			<b>Bldgs</b>
<b>Hard Construction Costs</b>	<b>Unit</b>	<b>\$ Cost/unit</b>	<b>Total</b>
Warehouse construction	881,250 sf	50 psf	\$ 44,062,500
Flex Buildings construction	293,750 sf	90 psf	\$ 26,437,500
Parking lots	1,767,000 sf	10 psf	\$ 17,670,000
Lighting, signage, misc.	Estimated		\$ 500,000
<b>Base Building Construction Cost</b>			<b>\$ 88,670,000</b>
Hard Costs Contingency	5% of soft costs		\$ 4,433,500
<b>Subtotal Hard Costs</b>			<b>\$ 93,103,500</b>
<b>Soft Construction Costs</b>			
Title, Legal	Estimated		\$ 250,000
Land surveying	0.5% of hard costs		\$ 466,000
Environmental testing	1% of hard costs		\$ 931,000
Arch'I/Civil Engineering/Planning/Legal	7% of hard costs		\$ 6,517,000
Insurance	2.00% of hard costs		\$ 1,862,000
General Contractor Overhead, Profit & Bonding	15% of hard costs		\$ 13,966,000
Permit Fees	0.5% of hard costs		\$ 466,000
Misc. Inspection Fees	0.02% of hard costs		\$ 19,000
Soft Costs Contingency	5% of soft costs		\$ 4,655,000
<b>Subtotal Soft Costs</b>			<b>\$ 29,132,000</b>
<b>Total Project Costs - Others</b>			<b>\$ 122,235,500</b>

<b>Appendix Exhibit 9.a.4 - City of Cape Coral - Executive Airport</b>		
<b>Operating Expenses - City of Cape Coral (estimated)</b>		
<b>Expense</b>	<b>Annual Cost</b>	<b>Percent</b>
Runway, hangar maintenance	\$ 750,000	24%
Fuel Farm operations	\$ 825,000	26%
Lighting & Utilities	\$ 125,000	4%
Airport Administration building	\$ 50,000	2%
Industrial Park roads, utilities maintenance	\$ 250,000	8%
Recreation fields maintenance	\$ 580,000	18%
Marketing & Advertising	\$ 25,000	1%
Salaries & wages	\$ 566,000	18%
<b>Subtotal Operating Expenses</b>	<b>\$ 3,171,000</b>	<b>100%</b>
Operating Expenses Contingency (5%)	\$ 159,000	
<b>Operating Expenses - City of Cape Coral</b>	<b>\$ 3,330,000</b>	
Pre-Develop Operating Expenses		
Pre-develop Operating Expense Construction yr. 1	25%	
Pre-develop Operating Expense Construction yr. 2	33%	
<b>Total Pre-develop Operating Expense (2 yrs)</b>	<b>\$1,931,000</b>	

Appendix Exhibit 9.a.5 - City of Cape Coral - Executive Airport Concept				
Pre-Development/Construction (2 yrs.) - City of Cape Coral				
	Item	Investment Equity	Construction Financing	Permanent Financing
Parcel A acquisition	\$ 4,815,000	\$ 4,815,000		
Parcel B acquisition	\$ 469,000	\$ 469,000		
Parcel C acquisition	\$ 367,000	\$ 367,000		
Parcel D acquisition	\$ 367,000	\$ 367,000		
Title, Legal	\$ 100,000	\$ 100,000		
Surveying	\$ 53,000		\$ 53,000	
Environmental phase 1 testing	\$ 594,000		\$ 594,000	
Arch'l/Civil Engineering/Planning/Legal	\$ 4,155,000		\$ 4,155,000	
Insurance	\$ 1,187,000		\$ 1,187,000	
General Contractor Overhead, Profit & Bonding	\$ 8,903,000		\$ 8,903,000	
Permit Fees	\$ 297,000		\$ 297,000	
Misc. Inspection Fees	\$ 12,000		\$ 12,000	
Soft Costs Contingency	\$ 728,000		\$ 728,000	
<b>Subtotal PreDevelop costs</b>	<b>\$ 22,047,000</b>	<b>\$ 6,118,000</b>	<b>\$ 15,929,000</b>	
<b>Subtotal Hard Costs</b>	<b>\$ 59,355,000</b>		<b>\$ 59,355,000</b>	
<b>Total Construction Cost</b>	<b>\$ 75,384,000</b>		<b>\$ 75,284,000</b>	
Construction Loan LTV		85%		
Construction Loan subtotal	\$ 64,076,000		\$ 64,076,000	
Construction Loan Equity	\$ 11,308,000	\$ 11,308,000		
Financing Fees - Construction Loan	\$ 1,282,000		\$ 1,282,000	
Interest on Construction Loan	\$ 3,699,000	\$ 3,699,000		
<b>Construction Loan total</b>	<b>\$ 65,358,000</b>	<b>\$ 15,007,000</b>	<b>\$ 65,358,000</b>	
Permanent Loan LTV		100%		
Permanent Loan subtotal	\$ 65,358,000			\$ 65,358,000
Permanent Loan Equity	\$ -		\$ -	\$ -
Financing Fees - Permanent Loan	\$ 1,307,000			\$ 1,307,000
<b>Permanent Loan total</b>	<b>\$ 66,665,000</b>		<b>\$ 66,665,000</b>	<b>\$ 66,665,000</b>
Annual Debt Service	\$ 5,812,000			\$ 5,812,000
Net Operating Expenses (2 ys)	\$ 1,931,000	\$ 1,931,000		
Misc. Predevelop costs (estimate)	\$ 20,000	\$ 20,000		
<b>Total Investor Equity</b>		<b>\$ 23,076,000</b>		



Appendix Exhibit 9.a.6 - City of Cape Coral - Executive Airport				
Cash Flows				
Period (Yr.)	Base	Optg. Yr. 1	Optg. Yr. 2	Optg. Yr. 3
inflation Factor (2.5%)	2.5%	1.00	1.03	1.05
Occupancy Factor		50%	67%	75%
<b>Gross Scheduled Income</b>				
Airport operations	\$ 2,527,200	\$ 1,263,600	\$ 1,736,000	\$ 1,991,000
Industrial park operations	\$ 385,000	\$ 385,000	\$ 395,000	\$ 405,000
Recreation fields operations	\$ 125,000	\$ 62,500	\$ 86,000	\$ 98,000
Solar farm operations	\$566,000	\$566,000	\$ 580,000	\$ 595,000
<b>Gross Operating Income</b>		<b>\$ 1,711,100</b>	<b>\$ 2,217,000</b>	<b>\$ 2,494,000</b>
Less: Operating Expenses	\$ 3,330,000	\$ (1,665,000)	\$ (2,287,000)	\$ (2,344,000)
PILOT - Industrial Park	\$ 300,000	\$ (150,000)	\$ (206,000)	\$ (211,000)
<b>Net Operating Income</b>		<b>\$ (103,900)</b>	<b>\$ (276,000)</b>	<b>\$ (61,000)</b>
Less: Annual Debt Service	\$5,812,000	\$ (5,812,000)	\$ (5,812,000)	\$ (5,812,000)
Federal Grants	\$ 4,000,000	\$ 4,000,000	\$ 4,100,000	\$ 4,203,000
State Grants	\$ 2,500,000	\$ 2,500,000	\$ 2,563,000	\$ 2,563,000
Bond Funding	\$ 3,000,000	\$ 3,000,000	\$ 3,075,000	\$ 3,152,000
<b>Gross Annual Proceeds</b>		<b>\$ 3,584,100</b>	<b>\$ 3,650,000</b>	<b>\$ 4,045,000</b>
Equity Interest Payment		\$ (346,000)	\$ (298,000)	\$ (247,000)
Equity Principal Payment		\$ (3,238,100)	\$ (3,352,000)	\$ (3,798,000)
Equity Balance	\$ 23,076,000	\$ 19,837,900	\$ 16,485,900	\$ 12,687,900
Investor Equity Payback		\$ (3,584,100)	\$ (3,650,000)	\$ (4,045,000)
<b>Net Annual Proceeds (Reserve)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Summary</b>				
<b>10-yr Cumulative Reserve</b>	<b>\$ 16,228,100</b>			
<b>Investor Equity Interest Rate</b>	<b>1.5%</b>			
<b>Total Equity Payback</b>	<b>\$ 23,076,000</b>			
<b>Total Interest on Equity</b>	<b>\$ 1,326,000</b>			
<b>Total Equity Return</b>	<b>\$ 24,402,000</b>			
<b>Investor Return on Equity</b>	<b>6%</b>			
<b>Equity Payback in Years</b>	<b>7</b>			

Appendix Exhibit 9.a.6 - City of Cape Coral - Executive Airport				
Cash Flows				
Period (Yr.)	Base	Optg. Yr. 4	Optg. Yr. 5	Optg. Yr. 6
inflation Factor (2.5%)	2.5%	1.08	1.10	1.13
Occupancy Factor		100%	100%	100%
<b>Gross Scheduled Income</b>				
Airport operations	\$ 2,527,200	\$ 2,722,000	\$ 2,790,000	\$ 2,860,000
Industrial park operations	\$ 385,000	\$ 415,000	\$ 425,000	\$ 436,000
Recreation fields operations	\$ 125,000	\$ 135,000	\$ 138,000	\$ 141,000
Solar farm operations	\$566,000	\$ 610,000	\$ 625,000	\$ 641,000
<b>Gross Operating Income</b>		<b>\$ 3,272,000</b>	<b>\$ 3,353,000</b>	<b>\$ 3,437,000</b>
Less: Operating Expenses	\$ 3,330,000	\$ (3,586,000)	\$ (3,676,000)	\$ (3,768,000)
PILOT - Industrial Park	\$ 300,000	\$ (323,000)	\$ (331,000)	\$ (339,000)
<b>Net Operating Income</b>		<b>\$ (637,000)</b>	<b>\$ (654,000)</b>	<b>\$ (670,000)</b>
Less: Annual Debt Service	\$5,812,000	\$ (5,812,000)	\$ (5,812,000)	\$ (5,812,000)
Federal Grants	\$ 4,000,000	\$ 4,308,000	\$ 4,416,000	\$ 4,526,000
State Grants	\$ 2,500,000	\$ 2,563,000	\$ 2,563,000	\$ 2,563,000
Bond Funding	\$ 3,000,000	\$ 3,231,000	\$ 3,312,000	\$ 3,395,000
<b>Gross Annual Proceeds</b>		<b>\$ 3,653,000</b>	<b>\$ 3,825,000</b>	<b>\$ 4,002,000</b>
Equity Interest Payment		\$ (190,000)	\$ (138,000)	\$ (83,000)
Equity Principal Payment		\$ (3,463,000)	\$ (3,687,000)	\$ (3,919,000)
Equity Balance	\$ 23,076,000	\$ 9,224,900	\$ 5,537,900	\$ 1,618,900
Investor Equity Payback		\$ (3,653,000)	\$ (3,825,000)	\$ (4,002,000)
<b>Net Annual Proceeds (Reserve)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Summary</b>				
<b>10-yr Cumulative Reserve</b>	<b>\$ 16,228,100</b>			
<b>Investor Equity Interest Rate</b>	<b>1.5%</b>			
<b>Total Equity Payback</b>	<b>\$ 23,076,000</b>			
<b>Total Interest on Equity</b>	<b>\$ 1,326,000</b>			
<b>Total Equity Return</b>	<b>\$ 24,402,000</b>			
<b>Investor Return on Equity</b>	<b>6%</b>			
<b>Equity Payback in Years</b>	<b>7</b>			

Appendix Exhibit 9.a.6 - City of Cape Coral - Executive Airport				
Cash Flows				
Period (Yr.)	Base	Optg. Yr. 7	Optg. Yr. 8	Optg. Yr. 9
inflation Factor (2.5%)	2.5%	1.16	1.19	1.22
Occupancy Factor		100%	100%	100%
<b>Gross Scheduled Income</b>				
Airport operations	\$ 2,527,200	\$ 2,932,000	\$ 3,005,000	\$ 3,080,000
Industrial park operations	\$ 385,000	\$ 447,000	\$ 458,000	\$ 469,000
Recreation fields operations	\$ 125,000	\$ 145,000	\$ 149,000	\$ 153,000
Solar farm operations	\$566,000	\$ 657,000	\$ 673,000	\$ 690,000
<b>Gross Operating Income</b>		<b>\$ 3,524,000</b>	<b>\$ 3,612,000</b>	<b>\$ 3,702,000</b>
Less: Operating Expenses	\$ 3,330,000	\$ (3,862,000)	\$ (3,959,000)	\$ (4,058,000)
PILOT - Industrial Park	\$ 300,000	\$ (347,000)	\$ (356,000)	\$ (365,000)
<b>Net Operating Income</b>		<b>\$ (685,000)</b>	<b>\$ (703,000)</b>	<b>\$ (721,000)</b>
Less: Annual Debt Service	\$5,812,000	\$ (5,812,000)	\$ (5,812,000)	\$ (5,812,000)
Federal Grants	\$ 4,000,000	\$ 4,639,000	\$ 4,755,000	\$ 4,874,000
State Grants	\$ 2,500,000	\$ 2,563,000	\$ 2,563,000	\$ 2,563,000
Bond Funding	\$ 3,000,000	\$ 3,480,000	\$ 3,567,000	\$ 3,656,000
<b>Gross Annual Proceeds</b>		<b>\$ 4,185,000</b>	<b>\$ 4,370,000</b>	<b>\$ 4,560,000</b>
Equity Interest Payment		\$ (24,000)	\$ -	\$ -
Equity Principal Payment		\$ (1,618,900)	\$ -	\$ -
Equity Balance	\$ 23,076,000	\$ -	\$ -	\$ -
Investor Equity Payback		\$ (1,642,900)	\$ -	\$ -
<b>Net Annual Proceeds (Reserve)</b>		<b>\$ 2,542,100</b>	<b>\$ 4,370,000</b>	<b>\$ 4,560,000</b>
<b>Summary</b>				
10-yr Cumulative Reserve	\$ 16,228,100			
Investor Equity Interest Rate	1.5%			
Total Equity Payback	\$ 23,076,000			
Total Interest on Equity	\$ 1,326,000			
Total Equity Return	\$ 24,402,000			
Investor Return on Equity	6%			
Equity Payback in Years	7			

<b>Appendix Exhibit 9.a.6 - City of Cape Coral - Executive Airport</b>		
<b>Cash Flows</b>		
<b>Period (Yr.)</b>	<b>Base</b>	<b>Optg. Yr. 10</b>
inflation Factor (2.5%)	2.5%	1.25
Occupancy Factor		100%
<b>Gross Scheduled Income</b>		
Airport operations	\$ 2,527,200	\$ 3,157,000
Industrial park operations	\$ 385,000	\$ 481,000
Recreation fields operations	\$ 125,000	\$ 157,000
Solar farm operations	\$566,000	\$ 707,000
<b>Gross Operating Income</b>		<b>\$ 3,795,000</b>
Less: Operating Expenses	\$ 3,330,000	\$ (4,159,000)
PILOT - Industrial Park	\$ 300,000	\$ (374,000)
<b>Net Operating Income</b>		<b>\$ (738,000)</b>
Less: Annual Debt Service	\$5,812,000	\$ (5,812,000)
Federal Grants	\$ 4,000,000	\$ 4,996,000
State Grants	\$ 2,500,000	\$ 2,563,000
Bond Funding	\$ 3,000,000	\$ 3,747,000
<b>Gross Annual Proceeds</b>		<b>\$ 4,756,000</b>
Equity Interest Payment		\$ -
Equity Principal Payment		\$ -
Equity Balance	\$ 23,076,000	\$ -
Investor Equity Payback		\$ -
<b>Net Annual Proceeds (Reserve)</b>		<b>\$ 4,756,000</b>
<b>Summary</b>		
<b>10-yr Cumulative Reserve</b>	<b>\$ 16,228,100</b>	
<b>Investor Equity Interest Rate</b>	<b>1.5%</b>	
<b>Total Equity Payback</b>	<b>\$ 23,076,000</b>	
<b>Total Interest on Equity</b>	<b>\$ 1,326,000</b>	
<b>Total Equity Return</b>	<b>\$ 24,402,000</b>	
<b>Investor Return on Equity</b>	<b>6%</b>	
<b>Equity Payback in Years</b>	<b>7</b>	

# Cape Coral Corporate Park – Pro Forma

<b>Appendix Exhibit 9.b.1 - Cape Coral Corporate Park</b>	
<b>Executive Summary</b>	
<b>Assumptions</b>	
Inflation rate	2.5%
Holding period	Indefinite
Capitalization rate	8.0%
Hotel occupancy rate	70%
<b>Cost Analysis - Year 1</b>	
Hard costs	\$ 42,545,000
Soft costs	\$ 11,643,000
<b>Total Project Costs</b>	<b>\$ 54,188,000</b>
<b>Loan Information</b>	
Loan to Value (Predev./Constr.)	85%
Loan to Value (Permanent)	100%
Interest rate -Predev./Constr.	7.50%
Interest rate - Permanent	6.00%
Amortization - Predev./Constr.	2 yrs.
Amortization - Permanent	20 yrs.
Finance origination fee rate	2.0%
Finance costs - Predev./Constr.	\$ 921,000
Finance costs - Permanent	\$ 940,000
Loan Amount - Predev./Constr.	\$ 46,981,000
Interest on Construction Loan	\$ 2,659,000
Loan Amount - Permanent	\$ 47,921,000
Annual Debt Service - Permanent	\$ 4,178,000
Total Investor Equity	\$ 11,690,000
Investor Equity Interest Rate	1.5%
Total Interest on Equity	\$ 782,000
Total Equity Return	\$ 12,472,000
Investor Return on Equity	7%
Equity Payback in Years	8 yrs.
10-yr Cumulative Reserve	\$ 4,671,500

<b>Appendix Exhibit 9.b.1 - Cape Coral Corporate Park</b>			
<b>Executive Summary</b>			
<b>Annual Rent Schedule</b>			
<b>Type of Unit</b>	<b>Units</b>	<b>Revenue /Unit</b>	<b>Total Rent</b>
Corporate Park land leases	101 acres	\$10,000 per acre	<b>\$ 1,014,000</b>
Pavilion Building - partial space rental	5,150 sf	\$25 per sf	<b>\$ 129,000</b>
Solar farm (net metering)	1.5 MW	\$76,000 per MW	<b>\$ 112,000</b>
E-Scooter Revenue	100	\$6,000	<b>\$ 600,000</b>
<b>Totals</b>			<b>\$ 1,855,000</b>
<b>Operating Year 8 - Breakeven</b>			
<b>Gross Scheduled Income</b>			
Corporate Park operations			\$ 1,205,000
Pavilion Building operations			\$ 154,000
Solar farm operations			\$ 133,000
E-Scooter operations			\$ 713,000
<b>Gross Operating Income</b>			<b>\$ 2,205,000</b>
Less: Operating Expenses			\$ (2,999,000)
Less: PILOT			\$ (297,000)
<b>Net Operating Income</b>			<b>\$ (1,091,000)</b>
Less: Annual Debt service			\$ (4,178,000)
Bond Funding			\$ 7,134,000
Less: Investor Equity Payoff			\$ (1,379,500)
<b>Net Annual Proceeds (Reserve) - Operating Year 8</b>			<b>\$ 485,500</b>

<b>Appendix Exhibit 9.b.2 - Cape Coral Corporate Park</b>			
<b>Project Costs - City of Cape Coral</b>			
<b>Hard Construction Costs</b>	Unit	\$ Cost/unit	Total
Site Clearing	120.8 acres	2,500 per acre	\$ 302,000
Site filling, grading	19.5 acres	25,000 per acre	\$ 487,000
Roadways	445,000 sf	15 per sf	\$ 6,675,000
Permeable Parking areas	50,000 sf	12 psf	\$ 600,000
Sidewalks	61,000 sf	10 psf	\$ 610,000
Bio-retention Landscaping	4.3 acres	125,000 per acre	\$ 533,000
Pavilion Building	10,300 sf	215 psf	\$ 2,215,000
Utilities	Estimated		\$ 25,000,000
Solar farm	1.5 MW	1.08 per watt	\$ 1,597,000
Lighting, signage, misc.	Estimated		\$ 2,500,000
<b>Base Building Construction Cost</b>			<b>\$ 40,519,000</b>
Hard Costs Contingency	5% of hard costs		\$ 2,026,000
<b>Subtotal Hard Costs</b>			<b>\$ 42,545,000</b>
<b>Soft Construction Costs</b>			
Title, Legal	Estimated		\$ 50,000
Land surveying	0.5% of hard costs		\$ 213,000
Environmental testing	1% of hard costs		\$ 425,000
Arch'I/Civil Engineering/Planning/Legal	7% of hard costs		\$ 2,978,000
Insurance	2% of hard costs		\$ 851,000
General Contractor Overhead, Profit & Bonding	15% of hard costs		\$ 6,382,000
Permit Fees	0.5% of hard costs		\$ 213,000
Misc. Inspection Fees	0.02% of hard costs		\$ 9,000
Soft Costs Contingency	5% of soft costs		\$ 522,000
<b>Subtotal Soft Costs</b>			<b>\$ 11,643,000</b>
<b>Total Project Costs - City of Cape Coral</b>			<b>\$ 54,188,000</b>



<b>Appendix Exhibit 9.b.3 - Cape Coral Corporate Park</b>			
<b>Project Costs - Others</b>			
<b>Hard Construction Costs</b>	Unit	\$ Cost/unit	Total
Office Construction	740,000 sf	85 psf	\$ 62,900,000
Warehouses Construction	627,200 sf	50 psf	\$ 31,360,000
Flex bldgs constructon	225,000 sf	95 psf	\$ 21,375,000
Parking lots	458,175 sf	10 psf	\$ 4,582,000
Lighting, signage, misc.	Estimated		\$ 750,000
<b>Base Building Construction Cost</b>			<b>\$ 120,967,000</b>
Hard Costs Contingency	5% of hard costs		\$ 6,048,000
<b>Subtotal Hard Costs</b>			<b>\$ 127,015,000</b>
<b>Soft Construction Costs</b>			
Title, Legal	Estimated		\$ 25,000
Land surveying	0.5% of hard costs		\$ 635,000
Environmental testing	1% of hard costs		\$ 1,270,000
Arch'l/Civil Engineering/Plannin	7% of hard costs		\$ 8,891,000
Insurance	2.00% of hard costs		\$ 2,540,000
General Contractor Overhead, F	15% of hard costs		\$ 19,052,000
Permit Fees	0.5% of hard costs		\$ 635,000
Misc. Inspection Fees	0.02% of hard costs		\$ 25,000
Soft Costs Contingency	5% of soft costs		\$ 1,654,000
<b>Subtotal Soft Costs</b>			<b>\$ 34,727,000</b>
<b>Total Project Costs - Others</b>			<b>\$ 161,742,000</b>

<b>Appendix Exhibit 9.b.4 - Cape Coral Corporate Park</b>		
<b>Operating Expenses - City of Cape Coral (estimated)</b>		
<b>Expense</b>	<b>Annual Cost</b>	<b>Percent</b>
Roadways maintenance	\$ 248,000	10%
Biorentention maintenace	\$ 46,000	2%
Utilities maintenece (estimated)	\$ 125,000	5%
E-Scooter leases	\$ 18,000	1%
Pavilion Building maintenance	\$ 16,000	1%
Salaries	\$1,950,000	81%
<b>Subtotal Operating Expenses</b>	<b>\$ 2,403,000</b>	<b>100%</b>
Operating Expenses Contingency (5%)	\$ 120,000	
<b>Operating Expensese - City of Cape Coral</b>	<b>\$ 2,523,000</b>	
Pre-Develop Operating Expenses		
Pre-develop Operating Expense Construction yr. 1	25%	
Pre-develop Operating Expense Construction yr. 2	33%	
<b>Total Pre-develop Operating Expense (2 yrs)</b>	<b>\$833,000</b>	

Appendix Exhibit 9.b.5 - Cape Coral Corporate Park				
Pre-Development/Construction - City of Cape Coral (2 yrs.)				
	Item	Investment Equity	Construction Financing	Permanent Financing
Title, Legal	\$ 50,000	\$ 50,000		
Surveying	\$ 213,000		\$ 213,000	
Environmental phase 1 testing	\$ 425,000		\$ 425,000	
Arch'l/Civil Engineering/Planning/Legal	\$ 2,978,000		\$ 2,978,000	
Insurance	\$ 851,000		\$ 851,000	
General Contractor Overhead, Profit & Bonding	\$ 6,382,000		\$ 6,382,000	
Permit Fees	\$ 213,000		\$ 213,000	
Misc. Inspection Fees	\$ 9,000		\$ 9,000	
Soft Costs Contingency	\$ 522,000		\$ 522,000	
<b>Subtotal PreDevelop costs</b>	<b>\$ 11,643,000</b>	<b>\$ 50,000</b>	<b>\$ 11,593,000</b>	
<b>Subtotal Hard Costs</b>	<b>\$ 42,545,000</b>		<b>\$ 42,545,000</b>	
<b>Total Construction Cost</b>	<b>\$ 54,188,000</b>		<b>\$ 54,138,000</b>	
Construction Loan LTV	85%			
Construction Loan subtotal	\$ 46,060,000		\$ 46,060,000	
Construction Loan Equity	\$ 8,128,000	\$ 8,128,000		
Financing Fees - Construction Loan	\$ 921,000		\$ 921,000	
Interest on Construction Loan	\$ 2,659,000	\$ 2,659,000		
<b>Construction Loan total</b>	<b>\$ 46,981,000</b>	<b>\$ 10,787,000</b>	<b>\$ 46,981,000</b>	
Permanent Loan LTV	100%			
Permanent Loan subtotal	\$ 46,981,000			\$ 46,981,000
Permanent Loan Equity	\$ -		\$ -	\$ -
Financing Fees - Permanent Loan	\$ 940,000			\$ 940,000
<b>Permanent Loan total</b>	<b>\$ 47,921,000</b>		<b>\$ 47,921,000</b>	<b>\$ 47,921,000</b>
Annual Debt Service	\$ 4,178,000			\$ 4,178,000
Net Operating Expenses (2 ys)	\$ 833,000	\$ 833,000		
Misc. Predevelop costs (estimate)	\$ 20,000	\$ 20,000		
<b>Total Investor Equity</b>	<b>\$ 11,690,000</b>	<b>\$ 11,690,000</b>		

## Appendix Exhibit 9.b.6 - Cape Coral Corporate Park

<b>Cash Flows</b>				
<b>Period (Yr.)</b>		<b>Optg. Yr. 1</b>	<b>Optg. Yr. 2</b>	<b>Optg. Yr. 3</b>
inflation Factor (2.5%)	2.5%	1.00	1.03	1.05
Occupancy Factor		50%	67%	75%
<b>Gross Scheduled Income</b>				
Corporate Park operations	\$ 1,014,000	\$ 1,014,000	\$ 1,039,000	\$ 1,065,000
Pavilion Building operations	\$ 129,000	\$ 65,000	\$ 89,000	\$ 102,000
Solar farm operations	\$ 112,000	\$ 112,000	\$ 115,000	\$ 118,000
E-Scooter operations	\$ 600,000	\$ 300,000	\$ 412,000	\$ 473,000
<b>Gross Operating Income</b>	<b>\$ 1,855,000</b>	<b>\$ 1,491,000</b>	<b>\$ 1,655,000</b>	<b>\$ 1,758,000</b>
Less: Operating Expenses	\$ 2,523,000	\$ (1,261,500)	\$ (1,733,000)	\$ (1,988,000)
PILOT - Corporate Park	\$ 500,000	\$ (250,000)	\$ (256,000)	\$ (262,000)
<b>Net Operating Income</b>		<b>\$ (20,500)</b>	<b>\$ (334,000)</b>	<b>\$ (492,000)</b>
Less: Annual Debt Service	\$ 4,178,000	\$ (4,178,000)	\$ (4,178,000)	\$ (4,178,000)
Bond Funding	\$ 6,000,000	\$ 6,000,000	\$ 6,150,000	\$ 6,304,000
<b>Gross Annual Proceeds</b>		<b>\$ 1,801,500</b>	<b>\$ 1,638,000</b>	<b>\$ 1,634,000</b>
Equity Interest Payment		\$ (175,000)	\$ (151,000)	\$ (129,000)
Equity Principal Payment		\$ (1,626,500)	\$ (1,487,000)	\$ (1,505,000)
Equity Balance	\$ 11,690,000	\$ 10,063,500	\$ 8,576,500	\$ 7,071,500
Investor Equity Payback		\$ (1,801,500)	\$ (1,638,000)	\$ (1,634,000)
<b>Net Annual Proceeds (Reserve)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Summary</b>				
<b>10-yr Cumulative Reserve</b>	<b>\$ 4,671,500</b>			
<b>Investor Equity Interest Rate</b>	<b>1.5%</b>			
<b>Total Equity Payback</b>	<b>\$ 11,690,000</b>			
<b>Total Interest on Equity</b>	<b>\$ 782,000</b>			
<b>Total Equity Return</b>	<b>\$ 12,472,000</b>			
<b>Investor Return on Equity</b>	<b>7%</b>			
<b>Equity Payback in Years</b>	<b>8</b>			

## Appendix Exhibit 9.b.6 - Cape Coral Corporate Park

Cash Flows				
Period (Yr.)		Optg. Yr. 4	Optg. Yr. 5	Optg. Yr. 6
inflation Factor (2.5%)	2.5%	1.08	1.10	1.13
Occupancy Factor		100%	100%	100%
<b>Gross Scheduled Income</b>				
Corporate Park operations	\$ 1,014,000	\$ 1,092,000	\$ 1,119,000	\$ 1,147,000
Pavilion Building operations	\$ 129,000	\$ 139,000	\$ 142,000	\$ 146,000
Solar farm operations	\$ 112,000	\$ 121,000	\$ 124,000	\$ 127,000
E-Scooter operations	\$ 600,000	\$ 646,000	\$ 662,000	\$ 679,000
<b>Gross Operating Income</b>	<b>\$ 1,855,000</b>	<b>\$ 1,998,000</b>	<b>\$ 2,047,000</b>	<b>\$ 2,099,000</b>
Less: Operating Expenses	\$ 2,523,000	\$ (2,717,000)	\$ (2,785,000)	\$ (2,855,000)
PILOT - Corporate Park	\$ 500,000	\$ (269,000)	\$ (276,000)	\$ (283,000)
<b>Net Operating Income</b>		<b>\$ (988,000)</b>	<b>\$ (1,014,000)</b>	<b>\$ (1,039,000)</b>
Less: Annual Debt Service	\$4,178,000	\$ (4,178,000)	\$ (4,178,000)	\$ (4,178,000)
Bond Funding	\$ 6,000,000	\$ 6,462,000	\$ 6,624,000	\$ 6,790,000
<b>Gross Annual Proceeds</b>		<b>\$ 1,296,000</b>	<b>\$ 1,432,000</b>	<b>\$ 1,573,000</b>
Equity Interest Payment		\$ (106,000)	\$ (88,000)	\$ (68,000)
Equity Principal Payment		\$ (1,190,000)	\$ (1,344,000)	\$ (1,505,000)
Equity Balance	\$ 11,690,000	\$ 5,881,500	\$ 4,537,500	\$ 3,032,500
Investor Equity Payback		\$ (1,296,000)	\$ (1,432,000)	\$ (1,573,000)
<b>Net Annual Proceeds (Reserve)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Summary</b>				
10-yr Cumulative Reserve	\$ 4,671,500			
Investor Equity Interest Rate	1.5%			
Total Equity Payback	\$ 11,690,000			
Total Interest on Equity	\$ 782,000			
Total Equity Return	\$ 12,472,000			
Investor Return on Equity	7%			
Equity Payback in Years	8			

## Appendix Exhibit 9.b.6 - Cape Coral Corporate Park

<b>Cash Flows</b>				
<b>Period (Yr.)</b>		<b>Optg. Yr. 7</b>	<b>Optg. Yr. 8</b>	<b>Optg. Yr. 9</b>
inflation Factor (2.5%)	2.5%	1.16	1.19	1.22
Occupancy Factor		100%	100%	100%
<b>Gross Scheduled Income</b>				
Corporate Park operations	\$ 1,014,000	\$ 1,176,000	\$ 1,205,000	\$ 1,235,000
Pavilion Building operations	\$ 129,000	\$ 150,000	\$ 154,000	\$ 158,000
Solar farm operations	\$ 112,000	\$ 130,000	\$ 133,000	\$ 136,000
E-Scooter operations	\$ 600,000	\$ 696,000	\$ 713,000	\$ 731,000
<b>Gross Operating Income</b>	<b>\$ 1,855,000</b>	<b>\$ 2,152,000</b>	<b>\$ 2,205,000</b>	<b>\$ 2,260,000</b>
Less: Operating Expenses	\$ 2,523,000	\$ (2,926,000)	\$ (2,999,000)	\$ (3,074,000)
PILOT - Corporate Park	\$ 500,000	\$ (290,000)	\$ (297,000)	\$ (304,000)
<b>Net Operating Income</b>		<b>\$ (1,064,000)</b>	<b>\$ (1,091,000)</b>	<b>\$ (1,118,000)</b>
Less: Annual Debt Service	\$ 4,178,000	\$ (4,178,000)	\$ (4,178,000)	\$ (4,178,000)
Bond Funding	\$ 6,000,000	\$ 6,960,000	\$ 7,134,000	\$ 7,312,000
<b>Gross Annual Proceeds</b>		<b>\$ 1,718,000</b>	<b>\$ 1,865,000</b>	<b>\$ 2,016,000</b>
Equity Interest Payment		\$ (45,000)	\$ (20,000)	\$ -
Equity Principal Payment		\$ (1,673,000)	\$ (1,359,500)	\$ -
Equity Balance	\$ 11,690,000	\$ 1,359,500	\$ -	\$ -
Investor Equity Payback		\$ (1,718,000)	\$ (1,379,500)	\$ -
<b>Net Annual Proceeds (Reserve)</b>		<b>\$ -</b>	<b>\$ 485,500</b>	<b>\$ 2,016,000</b>
<b>Summary</b>				
<b>10-yr Cumulative Reserve</b>	<b>\$ 4,671,500</b>			
<b>Investor Equity Interest Rate</b>	<b>1.5%</b>			
<b>Total Equity Payback</b>	<b>\$ 11,690,000</b>			
<b>Total Interest on Equity</b>	<b>\$ 782,000</b>			
<b>Total Equity Return</b>	<b>\$ 12,472,000</b>			
<b>Investor Return on Equity</b>	<b>7%</b>			
<b>Equity Payback in Years</b>	<b>8</b>			

<b>Appendix Exhibit 9.b.6 - Cape Coral Corporate Park</b>		
<b>Cash Flows</b>		
<b>Period (Yr.)</b>		<b>Optg. Yr. 10</b>
inflation Factor (2.5%)	2.5%	1.25
Occupancy Factor		100%
<b>Gross Scheduled Income</b>		
Corporate Park operations	\$ 1,014,000	\$ 1,266,000
Pavilion Building operations	\$ 129,000	\$ 162,000
Solar farm operations	\$ 112,000	\$ 139,000
E-Scooter operations	\$ 600,000	\$ 749,000
<b>Gross Operating Income</b>	<b>\$ 1,855,000</b>	<b>\$ 2,316,000</b>
Less: Operating Expenses	\$ 2,523,000	\$ (3,151,000)
PILOT - Corporate Park	\$ 500,000	\$ (312,000)
<b>Net Operating Income</b>		<b>\$ (1,147,000)</b>
Less: Annual Debt Service	\$4,178,000	\$ (4,178,000)
Bond Funding	\$ 6,000,000	\$ 7,495,000
<b>Gross Annual Proceeds</b>		<b>\$ 2,170,000</b>
Equity Interest Payment		\$ -
Equity Principal Payment		\$ -
Equity Balance	\$ 11,690,000	\$ -
Investor Equity Payback		\$ -
<b>Net Annual Proceeds (Reserve)</b>		<b>\$ 2,170,000</b>
<b>Summary</b>		
<b>10-yr Cumulative Reserve</b>	<b>\$ 4,671,500</b>	
<b>Investor Equity Interest Rate</b>	<b>1.5%</b>	
<b>Total Equity Payback</b>	<b>\$ 11,690,000</b>	
<b>Total Interest on Equity</b>	<b>\$ 782,000</b>	
<b>Total Equity Return</b>	<b>\$ 12,472,000</b>	
<b>Investor Return on Equity</b>	<b>7%</b>	
<b>Equity Payback in Years</b>		<b>8</b>

# Downtown Civic Center & Entertainment District – Pro Forma



<b>Appendix Exhibit 9.c.1 - Downtown Civic Center &amp; Enter. District.</b>	
<b>Executive Summary</b>	
<b>Assumptions</b>	
Inflation rate	2.5%
Holding period	Indefinite
Capitalization rate	8.0%
<b>Cost Analysis - Year 1</b>	
Hard costs	\$ 91,029,000
Soft costs	\$ 25,394,000
Land acquisition costs	\$ 15,363,000
<b>Total Project Costs</b>	<b>\$ 131,786,000</b>
<b>Loan Information</b>	
Loan to Value (Predev./Constr.)	85%
Loan to Value (Permanent)	100%
Interest rate -Predev./Constr.	7.50%
Interest rate - Permanent	6.00%
Amortization - Predev./Constr.	2 yrs.
Amortization - Permanent	20 yrs.
Finance origination fee rate	2.0%
Finance costs - Predev./Constr.	\$ 1,979,000
Finance costs - Permanent	\$ 2,019,000
Loan Amount - Predev./Constr.	\$ 100,939,000
Interest on Construction Loan	\$ 5,713,000
Loan Amount - Permanent	\$ 102,958,000
Annual Debt Service - Permanent	\$ 8,976,000
Total Investor Equity	\$ 50,002,000
Investor Equity Interest Rate	1.5%
Total Interest on Equity	\$ 3,814,000
Total Equity Return	\$ 1,326,000
Investor Return on Equity	8%
Equity Payback in Years	8 yrs.
10-yr Cumulative Reserve	\$ 30,050,000

## Appendix Exhibit 9.c.1 - Downtown Civic Center & Enter. Distrct.

<b>Executive Summary</b>			
<b>Annual Rent Schedule</b>			
<b>Type of Unit</b>	<b>Unit</b>	<b>Rev/Unit</b>	<b>Total Rev</b>
Food & Beverage revenue	100 events	\$ 144,000	\$ <b>14,400,000</b>
Facility rental revenue	100 events	\$ 111,000	\$ <b>11,100,000</b>
Event Services revenue	100 events	\$ 42,000	\$ <b>4,200,000</b>
Parking revenue	100 events	\$ 4,650	\$ <b>465,000</b>
Entertainment District area land leases	4.5 acres	\$75,000 per acre	\$ <b>340,000</b>
<b>Totals</b>			\$ <b>30,505,000</b>
<b>Operating Year 8 - Breakeven</b>			
<b>Gross Scheduled Income</b>			
Food & Beverage Operations			\$ 17,116,000
Facility rental Operations			\$ 13,194,000
Event Service operations			\$ 4,993,000
Parking operations			\$ 554,000
Entertainment Distrctit land leases			\$ 405,000
<b>Gross Operating Income</b>			\$ <b>35,303,000</b>
Less: Operating Expenses			\$ (22,428,000)
Less: PILOT			\$ (356,000)
<b>Net Operating Income</b>			\$ <b>12,519,000</b>
Less: Annual Debt service			\$ (8,976,000)
Less: Investor Equity Payoff			\$ (3,464,000)
State Grants			\$ 2,378,000
Bond Funding			\$ 4,755,000
<b>Net Annual Proceeds (Reserve) - Operating Year 8</b>			\$ <b>7,212,000</b>

<b>Appendix Exhibit 9.c.2 - Downtown Civic Center &amp; Enter. Distrct.</b>			
<b>Project Costs - City of Cape Coral</b>			
<b>Land Acquisition</b>		<b>Acreage</b>	<b>Total</b>
Parcel A		4.27	\$ 4,200,000
Parcel B		0.61	\$ 810,000
Parcel C		0.85	\$ 529,000
Parcel D		0.67	\$ 836,000
Parcel E		0.33	\$ 144,000
Parcel F		0.34	\$ 144,000
Parcel G		1.03	\$ 1,731,000
Parcel H		0.35	\$ 681,000
Parcel I		0.58	\$ 1,183,000
Parcel J		0.46	\$ 403,000
Parcel K		0.23	\$ 536,000
Parcel L		0.23	\$ 536,000
Parcel M		0.23	\$ 535,000
Parcel N		0.23	\$ 475,000
Parcel O		0.23	\$ 587,000
Parcel P		0.23	\$ 457,000
Parcel Q		0.33	\$ 754,000
Parcel R		0.41	\$ 822,000
<b>Total Land Acquisition Costs</b>		<b>11.6</b>	<b>\$ 15,363,000</b>
<b>Hard Construction Costs</b>		<b>Unit</b>	<b>\$ Cost/unit</b>
Site Clearing		11.6 acres	15,000 per acre
Site filling, grading		11.6 acres	25,000 per acre
Civic Center		196,400 sf	300 psf
Plaza		98,900 sf	20 psf
Parking garage		740 spaces	30,000 per space
Pedestrian bridge		5,500 sf	150 sf
Landscaping		121,300 sf	5 sf
Lighting, signange ,misc		Estimated	
<b>Base Building Construction Cost</b>			<b>\$ 86,694,000</b>
Hard Costs Contingency		5% of hard costs	
<b>Subtotal Hard Costs</b>			<b>\$ 91,029,000</b>

<b>Soft Construction Costs</b>		
Title, Legal	Estimated	\$ 500,000
Land surveying	0.5% of hard costs	\$ 455,000
Environmental testing	1% of hard costs	\$ 910,000
Arch'I/Civil Engineering/Planning/Legal	7% of hard costs	\$ 6,372,000
Insurance	2.00% of hard costs	\$ 1,821,000
General Contractor Overhead, Profit & Bonding	15% of hard costs	\$ 13,654,000
Permit Fees	0.5% of hard costs	\$ 455,000
Misc. Inspection Fees	0.02% of hard costs	\$ 18,000
Soft Costs Contingency	5% of soft costs	\$ 1,209,000
<b>Subtotal Soft Costs</b>		<b>\$ 25,394,000</b>
<b>Total Construction Costs</b>		<b>\$ 116,423,000</b>
<b>Total Land Acquisition Costs</b>		<b>\$ 15,363,000</b>
<b>Total Project Costs</b>		<b>\$ 131,786,000</b>

<b>Appendix Exhibit 9.c.3 - Downtown Civic Center &amp; Enter. District.</b>			
<b>Project Costs - by Others</b>			
<b>Hard Construction Costs</b>	<b>Unit</b>	<b>\$ Cost/unit</b>	<b>Total</b>
Entertainment bldgs.	90,800 sf	125 sf	\$ 11,350,000
Esplanade	71,100 sf	20 sf	\$ 1,422,000
Drive aisles	46,200 sf	15 per sf	\$ 693,000
Permeable Parking areas	29,400 sf	12 psf	\$ 353,000
Footbridge	1,200 sf	150 sf	\$ 180,000
Landscaping	36,900 sf	5 sf	\$ 185,000
Lighting, signange ,misc	Estimated		\$ 300,000
<b>Base Building Construction Cost</b>			<b>\$ 14,483,000</b>
Hard Costs Contingency	5% of hard costs		\$ 724,000
<b>Subtotal Hard Costs</b>			<b>\$ 15,207,000</b>
<b>Soft Construction Costs</b>			
Title, Legal	Estimated		\$ 500,000
Land surveying	0.5% of hard costs		\$ 76,000
Environmental testing	1% of hard costs		\$ 152,000
Arch'I/Civil Engineering/Planning/Legal	7% of hard costs		\$ 1,064,000
Insurance	2.00% of hard costs		\$ 304,000
General Contractor Overhead, Profit & Bonding	15% of hard costs		\$ 2,281,000
Permit Fees	0.5% of hard costs		\$ 76,000
Misc. Inspection Fees	0.02% of hard costs		\$ 3,000
Soft Costs Contingency	5% of soft costs		\$ 223,000
<b>Subtotal Soft Costs</b>			<b>\$ 4,679,000</b>
<b>Total Project Costs</b>			<b>\$ 19,886,000</b>

<b>Appendix Exhibit 9.c.4 - Downtown Civic Center &amp; Enter. Distrct.</b>		
<b>Operating Expenses - City of Cape Coral (estimated)</b>		
<b>Expense</b>	<b>Annual Cost</b>	<b>Percent</b>
Buildings maintenance	\$ 582,000	3%
Landscape maitenanace	\$ 12,000	0%
Utilities (estimated)	\$ 3,000,000	17%
Marketing & Advertising	\$ 350,000	2%
Salaries & wages	\$ 14,025,000	78%
<b>Subtotal Operating Expenses</b>	<b>\$ 17,969,000</b>	<b>100%</b>
Operating Expenses Contingency (5%)	\$ 898,000	
<b>Operating Expensese - City of Cape Coral</b>	<b>\$ 18,867,000</b>	
<b>Pre-Develop Operating Expenses</b>		
Pre-develop Operating Expense Construction yr. 1	25%	
Pre-develop Operating Expense Construction yr. 2	33%	
<b>Total Pre-develop Operating Expense (2 yrs)</b>	<b>\$10,943,000</b>	

Appendix Exhibit 9.c.5 - Downtown Civic Center & Enter. District				
Pre-Development/Construction (2 yrs.) - City of Cape Coral				
	Item	Investment Equity	Construction Financing	Permanent Financing
Parcels A-F acquisition	\$ 6,663,000	\$ 6,663,000		
Parcels G-R acquisition	\$ 8,700,000	\$ 8,700,000		
Title, Legal	\$ 500,000	\$ 500,000		
Land surveying	\$ 455,000		\$ 455,000	
Environmental testing	\$ 910,000		\$ 910,000	
Arch'l/Civil Engineering/Planning/Legal	\$ 6,372,000		\$ 6,372,000	
Insurance	\$ 1,821,000		\$ 1,821,000	
General Contractor Overhead, Profit & Bonding	\$ 13,654,000		\$ 13,654,000	
Permit Fees	\$ 455,000		\$ 455,000	
Misc. Inspection Fees	\$ 18,000		\$ 18,000	
Soft Costs Contingency	\$ 1,209,000		\$ 1,209,000	
<b>Subtotal PreDevelop costs</b>	<b>\$ 40,757,000</b>	<b>\$ 15,863,000</b>	<b>\$ 24,894,000</b>	
<b>Subtotal Hard Costs</b>	<b>\$ 91,029,000</b>		<b>\$ 91,029,000</b>	
<b>Total Construction Cost</b>	<b>\$ 116,423,000</b>		<b>\$ 115,923,000</b>	
Construction Loan LTV	85%			
Construction Loan subtotal	\$ 98,960,000		\$ 98,960,000	
Construction Loan Equity	\$ 17,463,000	<b>\$ 17,463,000</b>		
Financing Fees - Construction Loan	\$ 1,979,000		\$ 1,979,000	
Interest on Construction Loan	\$ 5,713,000	\$ 5,713,000		
<b>Construction Loan total</b>	<b>\$ 100,939,000</b>	<b>\$ 23,176,000</b>	<b>\$ 100,939,000</b>	
Permanent Loan LTV	100%			
Permanent Loan subtotal	\$ 100,939,000			\$ 100,939,000
Permanent Loan Equity	\$ -		\$ -	\$ -
Financing Fees - Permanent Loan	\$ 2,019,000			\$ 2,019,000
<b>Permanent Loan total</b>	<b>\$ 102,958,000</b>		<b>\$ 102,958,000</b>	<b>\$ 102,958,000</b>
Annual Debt Service	\$ 8,976,000			\$ 8,976,000
Net Operating Expenses (2 ys)	\$ 10,943,000	\$ 10,943,000		
Misc. Predevelop costs (estimate)	\$ 20,000	\$ 20,000		
<b>Total Investor Equity</b>	<b>\$ 50,002,000</b>	<b>\$ 50,002,000</b>		

**Appendix Exhibit 9.a.6 - Downtown Civic Center & Enter. District**

**Cash Flows**

<b>Period (Yr.)</b>	<b>Base</b>	<b>Optg. Yr. 1</b>	<b>Optg. Yr. 2</b>	<b>Optg. Yr. 3</b>
inflation Factor (2.5%)	2.5%	1.00	1.03	1.05
Occupancy Factor		50%	67%	75%
<b>Gross Scheduled Income</b>				
Food & Beverage Operations	\$ 14,400,000	\$ 7,200,000	\$ 9,889,000	\$ 11,347,000
Facility rental Operations	\$ 11,100,000	\$ 5,550,000	\$ 7,623,000	\$ 8,746,000
Event Service operations	\$ 4,200,000	\$ 2,100,000	\$ 2,884,000	\$ 3,309,000
Parking operations	\$ 465,000	\$ 232,500	\$ 319,000	\$ 366,000
Entertainment District land leases	\$ 340,000	\$ 340,000	\$ 349,000	\$ 358,000
<b>Gross Operating Income</b>		<b>\$ 14,850,000</b>	<b>\$ 20,396,000</b>	<b>\$ 23,402,000</b>
Less: Operating Expenses	\$ 18,867,000	\$ (9,434,000)	\$ (12,957,000)	\$ (14,867,000)
PILOT -Entertainment District area	\$ 300,000	\$ (150,000)	\$ (206,000)	\$ (236,000)
<b>Net Operating Income</b>		<b>\$ 5,266,000</b>	<b>\$ 7,233,000</b>	<b>\$ 8,299,000</b>
Less: Annual Debt Service	\$ 8,976,000	\$ (8,976,000)	\$ (8,976,000)	\$ (8,976,000)
State Grants	\$ 2,000,000	\$ 2,000,000	\$ 2,050,000	\$ 2,101,000
Bond Funding	\$ 4,000,000	\$ 4,000,000	\$ 4,100,000	\$ 4,203,000
<b>Gross Annual Proceeds</b>		<b>\$ 2,290,000</b>	<b>\$ 4,407,000</b>	<b>\$ 5,627,000</b>
Equity Interest Payment		\$ (750,000)	\$ (727,000)	\$ (672,000)
Equity Principal Payment		\$ (1,540,000)	\$ (3,680,000)	\$ (4,955,000)
Equity Balance	\$ 50,002,000	\$ 48,462,000	\$ 44,782,000	\$ 39,827,000
Investor Equity Payback		\$ (2,290,000)	\$ (4,407,000)	\$ (5,627,000)
<b>Net Annual Proceeds (Reserve)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Summary</b>				
<b>10-yr Cumulative Reserve</b>	<b>\$ 30,050,000</b>			
<b>Investor Equity Interest Rate</b>	<b>1.5%</b>			
<b>Total Equity Payback</b>	<b>\$ 50,002,000</b>			
<b>Total Interest on Equity</b>	<b>\$ 3,814,000</b>			
<b>Total Equity Return</b>	<b>\$ 53,816,000</b>			
<b>Investor Return on Equity</b>	<b>8%</b>			
<b>Equity Payback in Years</b>	<b>8</b>			



Appendix Exhibit 9.a.6 - Downtown Civic Center & Enter. District				
Cash Flows				
Period (Yr.)	Base	Optg. Yr. 4	Optg. Yr. 5	Optg. Yr. 6
inflation Factor (2.5%)	2.5%	1.08	1.10	1.13
Occupancy Factor		100%	100%	100%
<b>Gross Scheduled Income</b>				
Food & Beverage Operations	\$ 14,400,000	\$ 15,507,000	\$ 15,895,000	\$ 16,292,000
Facility rental Operations	\$ 11,100,000	\$ 11,953,000	\$ 12,252,000	\$ 12,558,000
Event Service operations	\$ 4,200,000	\$ 4,523,000	\$ 4,636,000	\$ 4,752,000
Parking operations	\$ 465,000	\$ 501,000	\$ 514,000	\$ 527,000
Entertainment District land leases	\$ 340,000	\$ 367,000	\$ 376,000	\$ 385,000
<b>Gross Operating Income</b>		<b>\$ 31,983,000</b>	<b>\$ 32,783,000</b>	<b>\$ 33,602,000</b>
Less: Operating Expenses	\$ 18,867,000	\$ (20,318,000)	\$ (20,826,000)	\$ (21,347,000)
PILOT -Entertainment District area	\$ 300,000	\$ (323,000)	\$ (331,000)	\$ (339,000)
<b>Net Operating Income</b>		<b>\$ 11,342,000</b>	<b>\$ 11,626,000</b>	<b>\$ 11,916,000</b>
Less: Annual Debt Service	\$ 8,976,000	\$ (8,976,000)	\$ (8,976,000)	\$ (8,976,000)
State Grants	\$ 2,000,000	\$ 2,154,000	\$ 2,208,000	\$ 2,263,000
Bond Funding	\$ 4,000,000	\$ 4,308,000	\$ 4,416,000	\$ 4,526,000
<b>Gross Annual Proceeds</b>		<b>\$ 8,828,000</b>	<b>\$ 9,274,000</b>	<b>\$ 9,729,000</b>
Equity Interest Payment		\$ (597,000)	\$ (474,000)	\$ (342,000)
Equity Principal Payment		\$ (8,231,000)	\$ (8,800,000)	\$ (9,387,000)
Equity Balance	\$ 50,002,000	\$ 31,596,000	\$ 22,796,000	\$ 13,409,000
Investor Equity Payback		\$ (8,828,000)	\$ (9,274,000)	\$ (9,729,000)
<b>Net Annual Proceeds (Reserve)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Summary</b>				
<b>10-yr Cumulative Reserve</b>	<b>\$ 30,050,000</b>			
<b>Investor Equity Interest Rate</b>	<b>1.5%</b>			
<b>Total Equity Payback</b>	<b>\$ 50,002,000</b>			
<b>Total Interest on Equity</b>	<b>\$ 3,814,000</b>			
<b>Total Equity Return</b>	<b>\$ 53,816,000</b>			
<b>Investor Return on Equity</b>	<b>8%</b>			
<b>Equity Payback in Years</b>	<b>8</b>			

### Appendix Exhibit 9.a.6 - Downtown Civic Center & Entert. District

#### Cash Flows

Period (Yr.)	Base	Optg. Yr. 7	Optg. Yr. 8	Optg. Yr. 9
inflation Factor (2.5%)	2.5%	1.16	1.19	1.22
Occupancy Factor		100%	100%	100%
<b>Gross Scheduled Income</b>				
Food & Beverage Operations	\$ 14,400,000	\$ 16,699,000	\$ 17,116,000	\$ 17,544,000
Facility rental Operations	\$ 11,100,000	\$ 12,872,000	\$ 13,194,000	\$ 13,524,000
Event Service operations	\$ 4,200,000	\$ 4,871,000	\$ 4,993,000	\$ 5,118,000
Parking operations	\$ 465,000	\$ 540,000	\$ 554,000	\$ 568,000
Entertainment District land leases	\$ 340,000	\$ 395,000	\$ 405,000	\$ 415,000
<b>Gross Operating Income</b>		<b>\$ 34,442,000</b>	<b>\$ 35,303,000</b>	<b>\$ 36,186,000</b>
Less: Operating Expenses	\$ 18,867,000	\$ (21,881,000)	\$ (22,428,000)	\$ (22,989,000)
PILOT -Entertainment District area	\$ 300,000	\$ (347,000)	\$ (356,000)	\$ (365,000)
<b>Net Operating Income</b>		<b>\$ 12,214,000</b>	<b>\$ 12,519,000</b>	<b>\$ 12,832,000</b>
Less: Annual Debt Service	\$ 8,976,000	\$ (8,976,000)	\$ (8,976,000)	\$ (8,976,000)
State Grants	\$ 2,000,000	\$ 2,320,000	\$ 2,378,000	\$ 2,437,000
Bond Funding	\$ 4,000,000	\$ 4,639,000	\$ 4,755,000	\$ 4,874,000
<b>Gross Annual Proceeds</b>		<b>\$ 10,197,000</b>	<b>\$ 10,676,000</b>	<b>\$ 11,167,000</b>
Equity Interest Payment		\$ (201,000)	\$ (51,000)	\$ -
Equity Principal Payment		\$ (9,996,000)	\$ (3,413,000)	\$ -
Equity Balance	\$ 50,002,000	\$ 3,413,000	\$ -	\$ -
Investor Equity Payback		\$ (10,197,000)	\$ (3,464,000)	\$ -
<b>Net Annual Proceeds (Reserve)</b>		<b>\$ -</b>	<b>\$ 7,212,000</b>	<b>\$ 11,167,000</b>
<b>Summary</b>				
10-yr Cumulative Reserve	\$ 30,050,000			
Investor Equity Interest Rate	1.5%			
Total Equity Payback	\$ 50,002,000			
Total Interest on Equity	\$ 3,814,000			
Total Equity Return	\$ 53,816,000			
Investor Return on Equity	8%			
Equity Payback in Years	8			

<b>Appendix Exhibit 9.a.6 - Downtown Civic Center &amp; Entert. District</b>		
<b>Cash Flows</b>		
<b>Period (Yr.)</b>	<b>Base</b>	<b>Optg. Yr. 10</b>
inflation Factor (2.5%)	2.5%	1.25
Occupancy Factor		100%
<b>Gross Scheduled Income</b>		
Food & Beverage Operations	\$ 14,400,000	\$ 17,983,000
Facility rental Operations	\$ 11,100,000	\$ 13,862,000
Event Service operations	\$ 4,200,000	\$ 5,246,000
Parking operations	\$ 465,000	\$ 582,000
Entertainment District land leases	\$ 340,000	\$ 425,000
<b>Gross Operating Income</b>		<b>\$ 37,091,000</b>
Less: Operating Expenses	\$ 18,867,000	\$ (23,564,000)
PILOT -Entertainment District area	\$ 300,000	\$ (374,000)
<b>Net Operating Income</b>		<b>\$ 13,153,000</b>
Less: Annual Debt Service	\$ 8,976,000	\$ (8,976,000)
State Grants	\$ 2,000,000	\$ 2,498,000
Bond Funding	\$ 4,000,000	\$ 4,996,000
<b>Gross Annual Proceeds</b>		<b>\$ 11,671,000</b>
Equity Interest Payment		\$ -
Equity Principal Payment		\$ -
Equity Balance	\$ 50,002,000	\$ -
Investor Equity Payback		\$ -
<b>Net Annual Proceeds (Reserve)</b>		<b>\$ 11,671,000</b>
<b>Summary</b>		
<b>10-yr Cumulative Reserve</b>	<b>\$ 30,050,000</b>	
<b>Investor Equity Interest Rate</b>	<b>1.5%</b>	
<b>Total Equity Payback</b>	<b>\$ 50,002,000</b>	
<b>Total Interest on Equity</b>	<b>\$ 3,814,000</b>	
<b>Total Equity Return</b>	<b>\$ 53,816,000</b>	
<b>Investor Return on Equity</b>	<b>8%</b>	
<b>Equity Payback in Years</b>		<b>8</b>

# Workforce Housing Concept for Cape Coral

## A Workforce Housing Concept for Cape Coral

### The Workforce Housing Challenge

The essential workers for any community, but particularly in Southwest Florida include teachers, EMS/EMT, police, fire, and health care professionals who are crucial to ensure the retention of these critical employees. Historically, a high percentage of these workers must be recruited from outside the region, and many have been recruited from outside the state of Florida. For decades, this out-of-state workforce has been a virtual tax break for Florida residents because teachers and health care employees, as well as many private sector professionals and paraprofessionals were educated at the expense of taxpayers in other states, Puerto Rico, and Canadian provinces which receive no return on their investment when their doctors, nurses, and educators beat a path for job opportunities in Florida. This geographic transfer of revenues, like the intergenerational transfer of revenues in the form of Social Security and pension funds has worked in Florida's favor since at least the end of World War II.

Florida still appeals to workers fresh from college and military service, as well as mid-career professionals and paraprofessionals, but the state's unrelenting growth has made Southwest Florida a far more expensive place for entry level people to live. In the palmy decades of the 1980s and 1990s, when Cape Coral's economy was booming and the community's institutions were being formed, the population grew from 32,000 to 75,000. The workforce that was needed to serve them found housing to be the least of their worries—it was typically affordable and in good condition. Most recent graduates in those decades had low student loan debt compared to those of their children's and grandchildren's generation who constitute the current cadre of critical workforce. They were eventually able if so inclined to put a down payment on a house which allowed them to stay in the community and participate in the local economy as consumers and taxpayers.

For the current generation, the opportunities are fewer and costlier. The challenge to public school teachers and to the School District of Lee County which employs them is a case in point. A May 15, 2024 WINK news story by reporter Claire Galt—herself a graduate of the University of North Carolina—revealed the importance of temporary employment firm Kelly Services in finding substitute teachers on a daily basis. Prior to contracting with Kelly, the School District was able to staff only 57 percent of classrooms with a full time or substitute teacher, forcing two or more classrooms to meet together in lunchrooms and other venues. After the Kelly contract was signed that figure increased to 88 percent, which is still suboptimal. Another problem, she observed in the lack of affordable housing. In May, toward the end of the school year, the District's whisper number was that there was a daily shortfall of teachers systemwide. The School District also offers “permanent substitute” postings for entire school years for persons who lack full credentials for licensure.

With local governments hiring essential and strategically important workforce who serve in Cape Coral annually, addressing housing affordability can make for effective on-boarding of key hires and employee retention, thereby reducing turnover of critically important staff and enhancing community stability. The challenge faces a broad spectrum of Lee County’s largest employers and it is possible that a combined effort could provide a remedy. Implementing a comprehensive workforce housing strategy will support the retention of essential workers, stability and continuity of key skill sets, and contribute to the overall economic health of Cape Coral. By leveraging successful strategies from other communities and integrating examples specific to Florida, Cape Coral can develop innovative and sustainable housing solutions tailored to its unique needs.

Finally, designing a complete program to use housing to draw and maintain a workforce that enhances Cape Coral’s economy and community life requires a Community Needs Assessment, a comprehensive assessment to identify the specific housing needs of essential workers. This should include surveys and data collection on current living situations, housing affordability, and factors contributing to employee retention and turnover which are beyond the ambit of this Economic Development Plan..

### Resources Available to Cape Coral

- 1. Community Land Trusts (CLTs)** can control land prices by owning land and leasing it affordably, thereby preserving community assets and stabilizing neighborhoods. No CLT has been identified in Lee County. This report recommends that Cape Coral take the initiative to start a Community Land Trust for Workforce Housing to hold and manage surplus lands in the public interest as an inducement to maintain interest in long-term employment by critical workforce employees, funded with seed money by the major government and public sector employers, including Lee County Sherriff’s Office, School District of Lee County, and Lee Memorial Health Group.
- 2. Utilization of Surplus Public Land:** Cape Coral and its governmental and public sector partners should advocate for policies at the local and state level that will facilitate the transfer of surplus public lands to housing developers at low or no cost, specifically for the development of affordable housing projects. This approach helps reduce construction costs and accelerates the development process. The Legislature’s 2024 **Live Local Act** amended Florida’s “surplus land” laws to increase accountability and transparency in dedicating and using more public land for these purposes. These statutes, found at s. 125.379 and 166.0451 for counties and cities respectively, require local governments to identify parcels they own in fee simple that are “appropriate for use as affordable housing.” Parcels identified as “appropriate” for affordable housing must be placed on a local affordable housing inventory list. Local governments do not have a choice here, although surplus land provisions have existed since the administration of (Governor Jeb) Bush. The effectiveness of this provision is blunted by the fact that most of Cape Coral’s surplus land consists of isolated 10,000 square

foot lots, which could have some utility as housing stock for critical workforce if combined with loans or subsidies.

3. **Federal Programs.** The City could leverage Federal funds in the form of HUD grants and tax credits to finance the construction and maintenance of affordable housing units. These funds are crucial for large-scale projects and can be complemented by state and local resources.
  - **Low Income Housing Tax Credit (LIHTC)** program, for example, is the nation’s most successful program at producing affordable rental housing. Some critical workforce employees fall into this category. A recent study by the Urban Institute found **that LIHTC financed 18% of all new multi-family housing development in Florida from 2000-2019.**
  - Federal funding increases were key in a huge win towards ending homelessness in Charlotte County, Florida. CoCs saw an infusion of funding related to response to the pandemic in 2020, 2021, and 2022, including additional federal resources known as Emergency Solutions Grant (ESG) to address homelessness prevention, street outreach, rapid
    - rehousing, and emergency shelter needs.
  
4. **State Initiatives.** The City should maximize the use of the **Sadowski Trust Funds** and ensure full implementation of the Live Local Act, which allocates substantial resources to state housing initiatives. These funds are vital for supporting both new construction and housing preservation. State housing initiatives include:
  - Local Government Housing Trust Fund
  - State Housing Trust Fund
  - The Sadowski Trust Funds primarily support two statewide programs for affordable housing—**SHIP** and **SAIL**.

SHIP, funded by the Local Government Housing Trust Fund, is administered by FHFC and deploys funding to 67 counties and 55 cities for local affordable housing initiatives based on population. SHIP is flexible in that local governments can use the funds for both rental and homeownership and for a broad variety of activities such as down payment and closing cost assistance, new construction, rehabilitation, home repair, rental and mortgage assistance, insurance deductibles, and more. SHIP dollars are a great way to support new workforce housing construction and to preserve the state’s existing affordable housing stock. For example, SHIP can both help older low-income adults age in place through home repairs and renovations and fund repairs to affordable multi- family rental housing.

SAIL, Florida’s affordable rental housing program, is funded by the State Housing Trust Fund. Administered by FHFC, SAIL provides low-interest loans on a competitive basis to affordable

housing developers often to bridge the gap between the development’s primary financing and total cost of development. SAIL is a proven national model for financially supporting the development of affordable rental homes.

**5. Local Funding Mechanisms.** The City could allocate more resources towards housing, including the establishment of local housing trust funds. At one time, Cape Coral had such an entity, but it is now defunct. These funds can be used for direct rental assistance, homeowner subsidies, or to support housing development. **Examples of Employer-Assisted Housing (EAH) programs in Florida, demonstrating various strategies to aid employees in securing housing include:**

- **Florida Hometown Heroes Housing Program:** This extensive program assists public servants across Florida, including law enforcement officers, educators, and healthcare workers, by providing down payment and closing cost assistance to make homeownership more attainable.
- **City of Winter Haven:** As part of its Housing Action Plan, Winter Haven implements an EAH program. This initiative is integrated into a broader strategy aimed at improving affordable housing availability and supporting community infrastructure. The program is designed to attract and retain essential workers by facilitating access to housing within the community.
- **Jacksonville EAH Incentives:** In Jacksonville, local government incentives encourage businesses to participate in EAH programs. These incentives are tailored to help employees with financial support for housing, which in turn aids in reducing commute times, boosting employee satisfaction and retention, and fostering community development.

The EAH programs are intriguing, but narrowly focused on single-employer entities and cannot adequately respond to the much larger challenge of the workforce housing desert which exists in Southwest Florida.

**6. Zoning Reforms and Re-Evaluation of Existing Policies.** There is an ongoing statewide trend toward the root and branch restructuring of land use codes to support higher density and mixed-use developments, which in theory could reduce housing costs and increase supply. Simplifying zoning processes can also reduce delays and costs associated with housing development. Cape Coral’s long history as a platted land community should give the community pause before moving headlong in this direction. The established entitlement, most of them on built and unbuilt 10,000 square foot single family lots already allows a built-out population of more than 400,000 people. Furthermore, the elimination of single-family detached residential zoning, the ubiquitous R-1, in cities like Minneapolis where it has



become *de rigueur*, the superimposition of higher density upon existing single-family monocultures, however well-intentioned, is almost certain to set off a recoil from neighbors who have relied in good faith on the representations of Future Land Use and Zoning Maps. Here are some examples of approaches taken by Florida local governments to reform existing land development regulations:

- **Palm Beach County Housing Bond:** In November of 2022, Palm Beach County voters approved a \$200 million dollar bond for affordable housing. The bond will help create rental and homeownership opportunities for households earning up to 140% of the area median income.
- **St. Petersburg NTM-1 District:** In March of 2023, the City of St. Petersburg adopted a new zoning district to enable small-scale multi-family developments in urban, walkable neighborhoods near daily destinations. Key parameters for this new zone among other zoning regulations include:
  - Allows up to four units in a building.
  - Applies to locations that transition from a mixed-use corridor, center or “Future Major Street” (identified in the Comprehensive Plan) to a single-family neighborhood.
  - At least 75% of the property must be outside the Coastal High Hazard Area, and density in the CHHA cannot be increased via these regulations

Other examples may be removing regulations which cause housing prices to inflate such as:

- Single-family home-only zoning
- Minimum required parking
- Minimum dwelling unit size by square footage
- Large setbacks

**7. Inclusionary Housing Policies:** The City can implement or enhance inclusionary housing policies that require developers to include a percentage of affordable units in new residential projects. These policies ensure that new developments contribute positively to the housing stock without exacerbating segregation or displacement.

- **House Bill 7103**, enacted in 2019, requires local governments to “fully offset all costs” to the developer of their affordable housing contribution under a mandatory inclusionary zoning program. Sarasota and Miami Dade Counties have instituted such programs.

- 8. Live Local Act:** Florida’s Live Local Act, signed into law in 2023, constituted the most significant reversal of the home rule tradition which characterized local government land use regulation since the adoption of the State Constitution in the late 1960s. The Act introduced new statewide land use standards ostensibly to facilitate the development of affordable housing in commercial, industrial, and mixed use districts. Eligible developments are now entitled to favorable development standards in state law regarding use, density, height, and, in certain circumstances, administrative approval regardless of whether those standards conflict with the local government’s existing regulations, including zoning districts. The standards apply to multi-family or mixed-use residential rental developments proposed for an area zoned for commercial, industrial, or mixed-use, if at least 40% of the units are designated as affordable for households earning up to 120% AMI for a minimum of 30 years. This Live Local “land use preemption,” as it has been called, could be utilized by affordable housing developers until 2033. *[See s. 125.01055(7)/166.04151(7) of Florida Statutes for more details, additional conditions, and exceptions that apply regarding the land use standards.]*

Additionally, the Live Local Act provided three new property tax exemptions for affordable housing:

1. **Local option affordable housing property tax exemption:** local governments may provide property tax exemptions for developments of 50 or more units with at least 20% of units affordable to households at or below 60% AMI.
2. **Nonprofit land used for affordable housing with a 99-year ground lease.** This exemption applies to land owned entirely by a nonprofit, such as a housing corporation, that is leased for a minimum of 99 years and predominantly used to provide affordable housing for households up to 120% AMI.
3. **“Missing middle” property tax exemption:** This exemption applies to newly constructed multi-family developments that have more than 70 affordable units for households up to 120% AMI, excluding units subject to an agreement with FHFC to provide housing to persons up to 80% AMI and property receiving the previously mentioned local option property tax exemption.

*[Research above identified by Symbiosis Planning Consulting LLC.]*

## Strategies and Programs from Other Communities

### 1. Teacher Housing Programs

- **San Francisco, CA**
  - **Project Overview:** The city developed housing specifically for teachers, offering below-market rents and home-buying assistance.
  - **Project Details:** The initiative includes multiple projects, such as Shirley Chisholm Village, providing 135 affordable homes. The city has allocated \$32 million for two additional projects: 63 units at 2205 Mission St. and 75 units at 750 Golden Gate Ave.
  - **Funding Sources:** The \$32 million funding comprises \$20 million from voter-approved 2019 General Obligation Bonds and \$12 million from Certificates of Participation issued by the Controller’s Office of Public Finance.
  - **Data and Impact:** The programs aim to support over 200 educators with affordable housing, significantly lowering living costs and improving retention rates by allowing teachers to live closer to their workplaces.
  
- **Santa Clara, CA**
  - **Project Overview:** The Teacher Housing Act of 2016 allowed school districts to lease district-owned land for affordable housing development.
  - **Project Details:** This policy facilitated the construction of affordable housing projects on surplus school properties, providing units for teachers and staff.
  - **Funding Sources:** Various funding sources including state grants and local government allocations.
  - **Data and Impact:** Several housing units have been developed under this act, significantly reducing housing costs for educators and aiding in teacher retention within the district.

### 2. Public Safety and Health Care Worker Housing

- **New York City, NY**
  - **Project Overview:** The Housing Development Corporation’s "House New York" program provides subsidized housing to first responders and health care workers.
  - **Project Details:** The program includes multiple developments offering affordable rental units specifically for essential workers.
  - **Funding Sources:** Funded through a mix of city budget allocations and federal grants.

- **Data and Impact:** Thousands of units have been allocated to first responders and health care workers, improving their living conditions and job retention rates.
- **Baltimore, MD**
  - **Project Overview:** The “Live Near Your Work” program offers grants to city employees to buy homes in designated areas.
  - **Project Details:** This initiative provides financial assistance for down payments and closing costs, encouraging employees to live near their workplaces.
  - **Funding Sources:** Funded through city budget allocations and state grants.
  - **Data and Impact:** The program has awarded hundreds of grants, fostering community stability and reducing commute times.

### 3. Mixed-Use and Transit-Oriented Developments

- **Arlington, VA**
  - **Project Overview:** Created mixed-use developments near transit hubs with a significant portion of units designated for affordable housing.
  - **Project Details:** Developments such as the "Courthouse Plaza" offer residential units, retail spaces, and office buildings, all within walking distance of public transit.
  - **Funding Sources:** Combination of private investment and public funds.
  - **Data and Impact:** These projects have successfully integrated affordable housing with commercial and office spaces, promoting sustainable urban growth and reducing reliance on cars.
- **Denver, CO**
  - **Project Overview:** Developed workforce housing near public transportation to improve access and reduce commuting costs.
  - **Project Details:** Projects like the "Mariposa District" offer mixed-income housing with easy access to light rail stations and bus lines.
  - **Funding Sources:** Funded through a combination of federal grants and city allocations.
  - **Data and Impact:** These developments have increased public transit usage, decreased traffic congestion, and provided affordable housing options for the workforce.

## Examples Specific to Florida

### 1. Miami-Dade County, FL

- **Teacher Support Program**
  - **Project Overview:** Offers down payment assistance and rental subsidies to teachers, improving retention rates.
  - **Project Details:** The program provides financial support for housing costs, making homeownership and affordable renting accessible to educators.
  - **Funding Sources:** Funded through state grants and local government allocations.
  - **Data and Impact:** Hundreds of teachers have benefited from this program, leading to higher retention rates and improved job satisfaction.
- **Affordable Housing Initiatives**
  - **Project Overview:** Partnered with private developers to create mixed-income housing developments that include units reserved for essential workers.
  - **Project Details:** Projects like "Liberty Square" have been developed, providing a mix of affordable and market-rate units.
  - **Funding Sources:** Funded through a combination of private investments and public funds.
  - **Data and Impact:** These initiatives have increased the supply of affordable housing, helping to stabilize the local housing market and support the workforce.

### 2. Orlando, FL

- **Housing for Heroes**
  - **Project Overview:** A program that provides affordable housing options specifically for first responders and health care workers, including subsidized rental units and assistance with home purchases.
  - **Project Details:** The initiative offers financial assistance and dedicated housing units to essential workers.
  - **Funding Sources:** Funded through local government allocations and federal grants.
  - **Data and Impact:** The program has successfully housed many first responders and health care workers, reducing their housing costs and increasing their job stability.
- **Public-Private Partnerships**

- **Project Overview:** Leveraged PPPs to fund and manage the development of workforce housing projects, ensuring long-term affordability and maintenance.
- **Project Details:** Projects like "Creative Village" in downtown Orlando combine residential, commercial, and educational spaces with affordable housing units.
- **Funding Sources:** Funded through a mix of private investment and public funds.
- **Data and Impact:** These partnerships have led to the creation of sustainable communities, integrating affordable housing with essential services and amenities.

### 3. Tampa, FL

- **Workforce Housing Fund**

- **Project Overview:** Established a dedicated fund to support the development of affordable housing for essential workers, utilizing local government allocations and federal grants.
- **Project Details:** The fund finances various housing projects, providing grants and low-interest loans to developers.
- **Funding Sources:** Funded through a mix of local government allocations and federal grants.
- **Data and Impact:** Numerous affordable housing units have been built, helping to alleviate the housing shortage for essential workers.

- **Transit-Oriented Development**

- **Project Overview:** Focused on creating affordable housing near major transit routes to reduce commuting costs and improve accessibility for essential workers.
- **Project Details:** Developments such as "Encore!" near downtown Tampa offer affordable housing with easy access to public transit.
- **Funding Sources:** Funded through a combination of federal grants and local government allocations.
- **Data and Impact:** These projects have improved access to affordable housing and public transportation, making it easier for workers to commute and live affordably.

## Examples Specific to City

### Cape Coral - Affordable Housing Community

**Project Overview:** Civitas of Cape Coral is a affordable housing development located at 105 Civitas Court, Cape Coral, FL. This project marks the city's first major effort to provide attainable workforce housing, addressing a longstanding need for affordable living options in the community.

#### Development Details

- **Units:** 96 units catering to residents earning 80%, 60%, and 30% of the area median income (AMI).
- **Funding:** The project is funded through a mix of local, state, and federal dollars, following HUD guidelines.
- **Construction:** The development consists of three energy-efficient, green building-certified residential buildings offering one-, two-, and three-bedroom units.
- **Rent:** Average rent is approximately \$950 per month.

#### Community Impact

- **Target Residents:** The project aims to house adults primarily in the workforce (80%) and those on fixed incomes (20%), including individuals on Social Security, disability, or veterans affairs housing assistance.
- **Industries Represented:** Expected residents will come from various sectors such as tourism, government, retail, healthcare, and transportation.
- **Amenities:** The community will feature a 6,100-square-foot clubhouse, a business center, fitness center, swimming pool, and on-site property management and maintenance. Additionally, residents will have access to financial literacy and employment training assistance.

#### Significance and Future Projects

- **Economic Growth:** By providing affordable housing, Civitas aims to attract workers essential for local businesses, thus addressing staffing shortages and promoting economic growth.
- **Expansion Potential:** With the county recently awarded a \$1.1 billion grant from HUD, there are opportunities for more projects similar to Civitas, expanding the availability of affordable housing in the region.

## Cape Coral Comprehensive and Strategic Plan Linkages

### Comprehensive Plan Policies

The Cape Coral Comprehensive Plan includes several key elements that guide the city's development and strategic planning. Key chapters relevant to housing and community development include:

#### 1. Housing Element

- **Goal:** Ensure a diverse and affordable housing supply to meet the needs of all current and future residents.
- **Objective 1:** Promote the development of affordable housing units.
  - **Policy 1.1:** Provide incentives such as density bonuses for developments that include affordable housing units.
  - **Policy 1.2:** Collaborate with private developers and non-profit organizations to increase affordable housing stock.

#### 2. Future Land Use Element

- **Goal:** Guide the type, density, and intensity of land use to ensure sustainable and orderly growth.
- **Objective 2:** Facilitate mixed-use development to promote a live-work-play environment.
  - **Policy 2.1:** Designate areas for mixed-use development in the future land use map.
  - **Policy 2.2:** Implement zoning regulations that support higher density and mixed-use projects.

#### 3. Economic Development Element

- **Goal:** Diversify the economy and create job opportunities.
- **Objective 3:** Support businesses that provide essential services and housing.
  - **Policy 3.1:** Offer financial incentives to businesses that contribute to the local economy and provide workforce housing.
  - **Policy 3.2:** Promote public-private partnerships to develop affordable housing for essential workers.

#### 4. Infrastructure Element

- **Goal:** Ensure the provision of essential services and infrastructure.



- **Objective 4:** Plan for and invest in infrastructure to support new housing developments.
  - **Policy 4.1:** Prioritize infrastructure improvements in areas designated for affordable housing development.
  - **Policy 4.2:** Ensure new developments comply with sustainability and hazard mitigation standards.

### Strategic Plan Linkages

Cape Coral's strategic plan aligns with the comprehensive plan to ensure coordinated development efforts. Key focus areas include:

- **Sustainable Growth:** Balancing development with environmental conservation.
- **Economic Diversification:** Supporting sectors that provide stable employment and housing opportunities.
- **Community Engagement:** Involving residents in planning processes to ensure developments meet community needs.

### Housing Statistics and Programs

#### Housing Statistics for Cape Coral, FL

Cape Coral's housing market reveals a growing demand for affordable housing options, characterized by high property values and rising rental prices. Here's a detailed look at the current market trends and key data points:

#### Key Data Points

- Median Sale Price: \$391,000 (down 5.8% YoY)
- Median Sale Price per Square Foot: \$230 (down 5.7% YoY)
- Number of Homes Sold: 632 (up 3.6% YoY)
- Median Days on Market: 60 days (up from 34 days YoY)
- Sale-to-List Price Ratio: 96.7%
- Homes Sold Above List Price: 8.4%
- Homes with Price Drops: 39.1%
- Inbound Migration: Major sources include Miami (2,708), Chicago (1,962), and New York (1,256)

- **Outbound Migration:** Popular destinations include Sarasota (473), Jacksonville (72), and Knoxville (60)

### Current Housing Market

- **Market Competitiveness:** The Cape Coral housing market is somewhat competitive, with homes receiving one offer on average and selling in about 60 days.
- **Median Sale Price:** The median sale price of a home in Cape Coral was \$391,000 as of May 2024, which is a 5.8% decrease compared to the previous year.
- **Price Per Square Foot:** The median sale price per square foot is \$230, down 5.7% year-over-year.

### Market Trends

- **Homes Sold:** In May 2024, there were 632 homes sold in Cape Coral, a 3.6% increase from 610 homes sold in May 2023.
- **Days on Market:** Homes in Cape Coral sell after an average of 60 days on the market, up from 34 days last year.

### Rental Market

- **Cost Burden:** A significant portion of renters in Cape Coral are cost-burdened, spending more than 30% of their income on housing.
- **Rental Prices:** Increasing rental prices continue to challenge affordability for many residents.

### Housing Market Metrics

- **Sale-to-List Price:** Homes in Cape Coral sell for about 96.7% of the list price on average, slightly down by 0.51 points year-over-year.
- **Homes Sold Above List Price:** Approximately 8.4% of homes sold above list price, which is a decrease of 2.9 points from the previous year.
- **Homes with Price Drops:** About 39.1% of homes had price drops, up by 4.1 points year-over-year.

### Migration and Relocation Trends

- **Inbound Migration:** 61% of homebuyers searched to stay within the Cape Coral metropolitan area. Popular inbound migration sources include Miami, Chicago, and New York.
- **Outbound Migration:** Cape Coral residents frequently move to Sarasota, Jacksonville, and Knoxville. The most popular destinations for those moving out of Cape Coral include Sarasota (473 people), Jacksonville (72 people), and Knoxville (60 people).

## Housing Plans and Programs

Cape Coral implements several housing programs to address these affordability and supply challenges:

### 1. Community Development Block Grant (CDBG) Program

- Funds used for housing rehabilitation, homeownership assistance, and public facilities improvements.

### 2. State Housing Initiatives Partnership (SHIP) Program

- Provides down payment assistance, home rehabilitation, and new construction programs.

### 3. Neighborhood Stabilization Program (NSP)

- Focuses on acquiring and redeveloping foreclosed properties to prevent blight and stabilize neighborhoods.

## Key Personnel

- **Amy Yearsley Thomas:** Housing Coordinator involved in pursuing funding and managing housing programs.
- **Milica Babic:** Senior Planner focusing on community development initiatives.

## Potential Funding and Financing Mechanisms

- **Local Government Allocations:** Dedicate a portion of city funds to workforce housing projects.
- **State and Federal Grants:** Leverage programs such as the Low-Income Housing Tax Credit (LIHTC) and Community Development Block Grants (CDBG).
- **Public-Private Partnerships (PPPs):** Collaborate with private developers to share risks and leverage additional funding.
- **Revenue Bonds and Tax Increment Financing (TIF):** Use these tools to finance large-scale development projects.

## Legal and Regulatory Considerations

### Review and Amend Zoning Regulations:

- **Higher Density and Mixed-Use Developments:** Evaluate and modify existing zoning laws to support higher-density residential projects and mixed-use developments. This can include creating new zoning categories or updating current regulations to allow for more flexible land use that integrates residential, commercial, and recreational spaces.

- **Public Development Corporation (PDC):** Establish a PDC to manage and oversee housing projects. PDCs operate with greater flexibility than traditional government departments, allowing for more efficient project execution. They can stimulate local economies, revitalize underutilized areas, and engage in various real estate projects, including affordable housing and infrastructure improvements.

**Example:**

- **New York City Economic Development Corporation (NYCEDC):** Successfully redeveloped the Brooklyn Navy Yard and revitalized Times Square, improving urban spaces and attracting private investment.

**Site Selection and Development Planning**

**Identify Suitable Land for Development:**

- **City-Owned or Underutilized Land:** Prioritize the identification and acquisition of city-owned or underutilized land for development. Assess these sites for their potential to support new housing projects, considering factors like location, size, and existing infrastructure.
- **Environmental Impact Assessments:** Conduct thorough assessments to ensure sustainability and minimize negative environmental impacts. This is crucial for maintaining ecological balance and adhering to regulatory requirements.

**Prioritize Strategic Locations:**

- **Proximity to Employment Centers, Schools, and Public Transportation:** Focus on sites near key amenities and infrastructure to ensure that residents have easy access to jobs, education, and transportation. This reduces commuting times and enhances the overall quality of life for residents.
- **Mixed-Use Development Integration:** Collaborate with architects and urban planners to design developments that integrate residential units with commercial spaces, green areas, and community facilities. Sustainable building practices and community interaction features should be prioritized.

**Example:**

- **Denver's Mariposa District:** A mixed-income housing development near public transportation that has increased public transit usage and provided affordable housing options.

## Community Engagement and Support

### Conduct Public Meetings and Forums:

- **Gather Input and Build Support:** Engage with local residents through public meetings and forums to gather input and build community support for housing projects. Transparency and inclusiveness are key to fostering trust and cooperation.
- **Regular Updates and Feedback Incorporation:** Keep the community informed about project progress through newsletters, social media, and regular updates. Actively incorporate community feedback into project plans to address concerns and enhance support.

### Example:

- **Baltimore’s “Live Near Your Work” Program:** Offers grants to city employees to buy homes in designated areas, fostering community stability and reducing commute times.

### Community Engagement Strategies:

- **Public Meetings and Forums:** Actively engage local residents to gather input and build support. Ensure transparent communication and address community concerns.
- **Regular Updates:** Maintain consistent communication about project progress and incorporate community feedback.

### Example:

- **Miami-Dade’s Affordable Housing Initiatives:** Partnered with private developers to create mixed-income housing, increasing affordable housing supply and stabilizing the local housing market.

Page Not Used.



# Economic Development Strategic Plan - RCM2342AS Task 10 Report – Appendices

prepared for:

## City of Cape Coral Office of Economic and Business Development

Cape Coral City Hall  
1015 Cultural Park Blvd., 2<sup>nd</sup> Fl.  
Cape Coral, FL 33990

prepared by:



## DCG Corplan Consulting LLC

623 Eagle Rock Ave., Ste. 102  
West Orange, NJ 07052

In association with:



## Parter International, Inc.

2005 Palmer Ave., Ste. #11  
Larchmont, NY 10538



## Forgey Planning

4704 Vincennes Blvd., Ste. B  
Cape Coral, FL 33904



## D-H & Associates Consulting, LLC

21 Azelia Drive  
Key West, FL 33040-6206

June 11, 2024

Appendix Table 10.a.1 – Retail Trade					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
41-0000	Sales and Related	7,560,970	48.5%	1	3,144
53-0000	Transportation and Material Moving	2,921,740	18.8%	2	1,215
43-0000	Office and Administrative Support	1,332,920	8.6%	3	554
49-0000	Installation, Maintenance, and Repair	772,130	5.0%	4	321
11-0000	Management	631,880	4.1%	5	263
29-0000	Healthcare Practitioners and Technical	566,980	3.6%	6	236
35-0000	Food Preparation and Serving Related	565,160	3.6%	7	235
51-0000	Production	366,710	2.4%	8	152
13-0000	Business and Financial Operations	236,710	1.5%	9	98
27-0000	Arts, Design, Entertainment, Sports, and Media	169,570	1.1%	10	71
37-0000	Building and Grounds Cleaning and Maintenance	114,140	0.7%	11	47
33-0000	Protective Service	81,680	0.5%	12	34
39-0000	Personal Care and Service	80,710	0.5%	13	34
15-0000	Computer and Mathematical	55,750	0.4%	14	23
31-0000	Healthcare Support	39,830	0.3%	15	17
47-0000	Construction and Extraction	37,600	0.2%	16	16
45-0000	Farming, Fishing, and Forestry	23,680	0.2%	17	10
25-0000	Educational Instruction and Library	10,850	0.1%	18	5
17-0000	Architecture and Engineering	3,620	0.0%	19	2
23-0000	Legal	3,080	0.0%	20	1
21-0000	Community and Social Service	1,290	0.0%	21	1
<b>Total</b>		<b>15,577,000</b>	<b>100.0%</b>		<b>6,477</b>
		<b>6,477</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)



Appendix Table 10.a.2 – Healthcare & Social Assistance					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
29-0000	Healthcare Practitioners and Technical	7,203,070	32.6%	1	1,706
31-0000	Healthcare Support	6,452,600	29.2%	2	1,528
43-0000	Office and Administrative Support	2,760,640	12.5%	3	654
21-0000	Community and Social Service	1,255,610	5.7%	4	297
11-0000	Management	953,310	4.3%	5	226
25-0000	Educational Instruction and Library	566,680	2.6%	6	134
39-0000	Personal Care and Service	563,440	2.6%	7	133
35-0000	Food Preparation and Serving Related	512,750	2.3%	8	121
13-0000	Business and Financial Operations	469,080	2.1%	9	111
37-0000	Building and Grounds Cleaning and Maintenance	413,710	1.9%	10	98
49-0000	Installation, Maintenance, and Repair	165,540	0.8%	11	39
53-0000	Transportation and Material Moving	153,810	0.7%	12	36
15-0000	Computer and Mathematical	144,390	0.7%	13	34
19-0000	Life, Physical, and Social Science	143,040	0.6%	14	34
33-0000	Protective Service	86,070	0.4%	15	20
51-0000	Production	78,770	0.4%	16	19
41-0000	Sales and Related	71,540	0.3%	17	17
27-0000	Arts, Design, Entertainment, Sports, and Media	39,840	0.2%	18	9
47-0000	Construction and Extraction	18,810	0.1%	19	4
23-0000	Legal	8,270	0.0%	20	2
17-0000	Architecture and Engineering	5,370	0.0%	21	1
45-0000	Farming, Fishing, and Forestry	2,230	0.0%	22	1
<b>Total</b>		<b>22,068,570</b>	<b>100.0%</b>		<b>5,226</b>
		<b>5,226</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.3 – Accommodation & Food Services					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
35-0000	Food Preparation and Serving Related	10,989,090	78.9%	1	3,971
37-0000	Building and Grounds Cleaning and Maintenance	587,030	4.2%	2	212
11-0000	Management	511,230	3.7%	3	185
43-0000	Office and Administrative Support	460,640	3.3%	4	166
41-0000	Sales and Related	433,080	3.1%	5	157
53-0000	Transportation and Material Moving	279,220	2.0%	6	101
49-0000	Installation, Maintenance, and Repair	155,030	1.1%	7	56
39-0000	Personal Care and Service	142,910	1.0%	8	52
51-0000	Production	127,520	0.9%	9	46
13-0000	Business and Financial Operations	106,800	0.8%	10	39
33-0000	Protective Service	76,750	0.6%	11	28
27-0000	Arts, Design, Entertainment, Sports, and Media	20,310	0.1%	12	7
31-0000	Healthcare Support	11,470	0.1%	13	4
29-0000	Healthcare Practitioners and Technical	7,700	0.1%	14	3
15-0000	Computer and Mathematical	7,130	0.1%	15	3
47-0000	Construction and Extraction	6,340	0.0%	16	2
25-0000	Educational Instruction and Library	1,930	0.0%	17	1
45-0000	Farming, Fishing, and Forestry	1,550	0.0%	18	1
17-0000	Architecture and Engineering	950	0.0%	19	0
19-0000	Life, Physical, and Social Science	630	0.0%	20	0
21-0000	Community and Social Service	430	0.0%	21	0
23-0000	Legal	190	0.0%	22	0
<b>Total</b>		<b>13,927,930</b>	<b>100.0%</b>		<b>5,033</b>
		<b>5,033</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.4 – Construction					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
47-0000	Construction and Extraction	4,650,610	58.7%	1	2,333
43-0000	Office and Administrative Support	719,600	9.1%	2	361
49-0000	Installation, Maintenance, and Repair	698,470	8.8%	3	350
11-0000	Management	620,000	7.8%	4	311
13-0000	Business and Financial Operations	479,800	6.1%	5	241
53-0000	Transportation and Material Moving	244,740	3.1%	6	123
41-0000	Sales and Related	167,800	2.1%	7	84
51-0000	Production	127,070	1.6%	8	64
17-0000	Architecture and Engineering	103,940	1.3%	9	52
37-0000	Building and Grounds Cleaning and Maintenance	38,150	0.5%	10	19
15-0000	Computer and Mathematical	22,890	0.3%	11	11
19-0000	Life, Physical, and Social Science	21,740	0.3%	12	11
27-0000	Arts, Design, Entertainment, Sports, and Media	12,440	0.2%	13	6
33-0000	Protective Service	8,230	0.1%	14	4
23-0000	Legal	2,620	0.0%	15	1
45-0000	Farming, Fishing, and Forestry	950	0.0%	16	0
35-0000	Food Preparation and Serving Related	910	0.0%	17	0
39-0000	Personal Care and Service	530	0.0%	18	0
25-0000	Educational Instruction and Library	210	0.0%	19	0
21-0000	Community and Social Service	200	0.0%	20	0
31-0000	Healthcare Support	110	0.0%	21	0
29-0000	Healthcare Practitioners and Technical	100	0.0%	22	0
<b>Total</b>		<b>7,921,110</b>	<b>100.0%</b>		<b>3,974</b>
		<b>3,974</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.5 – Educational Services					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
25-0000	Educational Instruction and Library	7,721,780	58.7%	1	2,333
43-0000	Office and Administrative Support	1,123,970	9.1%	2	361
11-0000	Management	799,140	8.8%	3	350
37-0000	Building and Grounds Cleaning and Maintenance	460,480	7.8%	4	311
21-0000	Community and Social Service	445,380	6.1%	5	241
13-0000	Business and Financial Operations	404,880	3.1%	6	123
35-0000	Food Preparation and Serving Related	362,750	2.1%	7	84
29-0000	Healthcare Practitioners and Technical	314,810	1.6%	8	64
27-0000	Arts, Design, Entertainment, Sports, and Media	269,580	1.3%	9	52
15-0000	Computer and Mathematical	246,890	0.5%	10	19
53-0000	Transportation and Material Moving	240,490	0.3%	11	11
39-0000	Personal Care and Service	209,980	0.3%	12	11
33-0000	Protective Service	189,630	0.2%	13	6
19-0000	Life, Physical, and Social Science	182,470	0.1%	14	4
49-0000	Installation, Maintenance, and Repair	171,630	0.0%	15	1
31-0000	Healthcare Support	54,110	0.0%	16	0
47-0000	Construction and Extraction	40,960	0.0%	17	0
41-0000	Sales and Related	34,670	0.0%	18	0
17-0000	Architecture and Engineering	16,780	0.0%	19	0
51-0000	Production	14,170	0.0%	20	0
23-0000	Legal	6,530	0.0%	21	0
45-0000	Farming, Fishing, and Forestry	2,510	0.0%	22	0
<b>Total</b>		<b>13,313,590</b>	<b>100.0%</b>		<b>3,489</b>
		<b>3,489</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.6 – Other Services (Ex. Pub. Admin.)					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
39-0000	Personal Care and Service	881,660	20.4%	1	669
49-0000	Installation, Maintenance, and Repair	705,320	16.3%	2	536
43-0000	Office and Administrative Support	564,000	13.1%	3	428
53-0000	Transportation and Material Moving	399,060	9.2%	4	303
11-0000	Management	377,980	8.8%	5	287
13-0000	Business and Financial Operations	307,080	7.1%	6	233
51-0000	Production	235,880	5.5%	7	179
41-0000	Sales and Related	171,900	4.0%	8	131
21-0000	Community and Social Service	128,070	3.0%	9	97
37-0000	Building and Grounds Cleaning and Maintenance	90,940	2.1%	10	69
35-0000	Food Preparation and Serving Related	88,740	2.1%	11	67
27-0000	Arts, Design, Entertainment, Sports, and Media	78,920	1.8%	12	60
31-0000	Healthcare Support	64,340	1.5%	13	49
25-0000	Educational Instruction and Library	64,310	1.5%	14	49
15-0000	Computer and Mathematical	42,620	1.0%	15	32
33-0000	Protective Service	37,210	0.9%	16	28
29-0000	Healthcare Practitioners and Technical	17,920	0.4%	17	14
47-0000	Construction and Extraction	17,480	0.4%	18	13
19-0000	Life, Physical, and Social Science	16,970	0.4%	19	13
17-0000	Architecture and Engineering	13,000	0.3%	20	10
23-0000	Legal	10,120	0.2%	21	8
45-0000	Farming, Fishing, and Forestry	2,890	0.1%	22	2
<b>Total</b>		<b>4,316,410</b>	<b>100.0%</b>		<b>3,277</b>
		<b>3,277</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.7 – Real Estate Rental & Leasing					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
41-0000	Sales and Related	471,030	20.4%	1	669
49-0000	Installation, Maintenance, and Repair	449,860	16.3%	2	536
11-0000	Management	416,830	13.1%	3	428
43-0000	Office and Administrative Support	393,790	9.2%	4	303
13-0000	Business and Financial Operations	172,280	8.8%	5	287
53-0000	Transportation and Material Moving	160,750	7.1%	6	233
37-0000	Building and Grounds Cleaning and Maintenance	131,310	5.5%	7	179
47-0000	Construction and Extraction	33,950	4.0%	8	131
33-0000	Protective Service	25,730	3.0%	9	97
39-0000	Personal Care and Service	24,640	2.1%	10	69
15-0000	Computer and Mathematical	22,390	2.1%	11	67
27-0000	Arts, Design, Entertainment, Sports, and Media	20,040	1.8%	12	60
51-0000	Production	13,840	1.5%	13	49
23-0000	Legal	9,070	1.5%	14	49
17-0000	Architecture and Engineering	5,290	1.0%	15	32
29-0000	Healthcare Practitioners and Technical	3,210	0.9%	16	28
21-0000	Community and Social Service	2,470	0.4%	17	14
19-0000	Life, Physical, and Social Science	1,190	0.4%	18	13
25-0000	Educational Instruction and Library	720	0.4%	19	13
<b>Total</b>		<b>2,358,390</b>	<b>100.0%</b>		<b>2,958</b>
		<b>2,958</b>		<b>Cape Coral Business Employment</b>	

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.8 – Professional, Scientific & Technical					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
13-0000	Business and Financial Operations	2,012,790	18.7%	1	496
15-0000	Computer and Mathematical	1,860,550	17.3%	2	459
43-0000	Office and Administrative Support	1,527,990	14.2%	3	377
11-0000	Management	1,353,100	12.6%	4	333
17-0000	Architecture and Engineering	968,090	9.0%	5	239
23-0000	Legal	784,630	7.3%	6	193
41-0000	Sales and Related	497,810	4.6%	7	123
27-0000	Arts, Design, Entertainment, Sports, and Media	400,530	3.7%	8	99
19-0000	Life, Physical, and Social Science	381,220	3.5%	9	94
29-0000	Healthcare Practitioners and Technical	254,750	2.4%	10	63
51-0000	Production	137,290	1.3%	11	34
31-0000	Healthcare Support	119,270	1.1%	12	29
53-0000	Transportation and Material Moving	114,590	1.1%	13	28
47-0000	Construction and Extraction	98,010	0.9%	14	24
49-0000	Installation, Maintenance, and Repair	89,450	0.8%	15	22
39-0000	Personal Care and Service	48,750	0.5%	16	12
37-0000	Building and Grounds Cleaning and Maintenance	36,560	0.3%	17	9
33-0000	Protective Service	18,200	0.2%	18	4
21-0000	Community and Social Service	17,070	0.2%	19	4
25-0000	Educational Instruction and Library	13,740	0.1%	20	3
35-0000	Food Preparation and Serving Related	7,470	0.1%	21	2
45-0000	Farming, Fishing, and Forestry	5,450	0.1%	22	1
<b>Total</b>		<b>10,747,310</b>	<b>100.0%</b>		<b>2,649</b>
		<b>2,649</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.9 – Public Administration					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
25-0000	Educational Instruction and Library	6,349,650	29.1%	1	754
43-0000	Office and Administrative Support	3,024,000	13.9%	2	359
33-0000	Protective Service	2,061,420	9.4%	3	245
13-0000	Business and Financial Operations	1,420,470	6.5%	4	169
29-0000	Healthcare Practitioners and Technical	1,270,690	5.8%	5	151
11-0000	Management	1,225,380	5.6%	6	145
21-0000	Community and Social Service	860,650	3.9%	7	102
37-0000	Building and Grounds Cleaning and Maintenance	683,070	3.1%	8	81
53-0000	Transportation and Material Moving	668,070	3.1%	9	79
49-0000	Installation, Maintenance, and Repair	592,570	2.7%	10	70
47-0000	Construction and Extraction	497,040	2.3%	11	59
19-0000	Life, Physical, and Social Science	494,840	2.3%	12	59
15-0000	Computer and Mathematical	483,550	2.2%	13	57
35-0000	Food Preparation and Serving Related	458,460	2.1%	14	54
39-0000	Personal Care and Service	363,520	1.7%	15	43
31-0000	Healthcare Support	303,950	1.4%	16	36
17-0000	Architecture and Engineering	298,610	1.4%	17	35
23-0000	Legal	274,040	1.3%	18	33
27-0000	Arts, Design, Entertainment, Sports, and Media	198,540	0.9%	19	24
51-0000	Production	179,330	0.8%	20	21
41-0000	Sales and Related	85,630	0.4%	21	10
45-0000	Farming, Fishing, and Forestry	21,370	0.1%	22	3
<b>Total</b>		<b>21,814,850</b>	<b>100.0%</b>		<b>2,590</b>
		<b>2,590</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)



Appendix Table 10.a.10 – Administrative, Support & Waste Management					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
37-0000	Building and Grounds Cleaning and Maintenance	1,991,880	21.0%	1	275
43-0000	Office and Administrative Support	1,514,420	15.9%	2	209
53-0000	Transportation and Material Moving	1,216,460	12.8%	3	168
33-0000	Protective Service	902,630	9.5%	4	125
51-0000	Production	638,670	6.7%	5	88
13-0000	Business and Financial Operations	608,560	6.4%	6	84
11-0000	Management	458,020	4.8%	7	63
41-0000	Sales and Related	413,740	4.4%	8	57
49-0000	Installation, Maintenance, and Repair	288,690	3.0%	9	40
47-0000	Construction and Extraction	287,550	3.0%	10	40
15-0000	Computer and Mathematical	284,850	3.0%	11	39
29-0000	Healthcare Practitioners and Technical	264,410	2.8%	12	37
31-0000	Healthcare Support	165,970	1.7%	13	23
35-0000	Food Preparation and Serving Related	99,020	1.0%	14	14
25-0000	Educational Instruction and Library	71,060	0.7%	15	10
27-0000	Arts, Design, Entertainment, Sports, and Media	68,620	0.7%	16	9
17-0000	Architecture and Engineering	66,560	0.7%	17	9
39-0000	Personal Care and Service	55,250	0.6%	18	8
19-0000	Life, Physical, and Social Science	38,390	0.4%	19	5
21-0000	Community and Social Service	23,280	0.2%	20	3
23-0000	Legal	19,380	0.2%	21	3
45-0000	Farming, Fishing, and Forestry	19,170	0.2%	22	3
<b>Total</b>		<b>9,496,580</b>	<b>100.0%</b>		<b>1,312</b>
		<b>1,312</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.11 – Finance & Insurance					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
43-0000	Office and Administrative Support	2,013,460	32.2%	1	357
13-0000	Business and Financial Operations	1,759,260	28.1%	2	312
41-0000	Sales and Related	1,013,860	16.2%	3	180
11-0000	Management	762,220	12.2%	4	135
15-0000	Computer and Mathematical	490,660	7.8%	5	87
23-0000	Legal	64,670	1.0%	6	11
29-0000	Healthcare Practitioners and Technical	63,750	1.0%	7	11
27-0000	Arts, Design, Entertainment, Sports, and Media	22,650	0.4%	8	4
49-0000	Installation, Maintenance, and Repair	15,160	0.2%	9	3
21-0000	Community and Social Service	14,820	0.2%	10	3
33-0000	Protective Service	10,600	0.2%	11	2
37-0000	Building and Grounds Cleaning and Maintenance	6,840	0.1%	12	1
19-0000	Life, Physical, and Social Science	4,340	0.1%	13	1
17-0000	Architecture and Engineering	4,100	0.1%	14	1
53-0000	Transportation and Material Moving	3,440	0.1%	15	1
51-0000	Production	2,580	0.0%	16	0
31-0000	Healthcare Support	2,480	0.0%	17	0
35-0000	Food Preparation and Serving Related	780	0.0%	18	0
45-0000	Farming, Fishing, and Forestry	750	0.0%	19	0
25-0000	Educational Instruction and Library	700	0.0%	20	0
47-0000	Construction and Extraction	680	0.0%	21	0
39-0000	Personal Care and Service	520	0.0%	22	0
<b>Total</b>		<b>6,258,320</b>	<b>100.0%</b>		<b>1,109</b>
		<b>1,109</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.12 – Information					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
15-0000	Computer and Mathematical	748,590	24.6%	1	225
27-0000	Arts, Design, Entertainment, Sports, and Media	440,720	14.5%	2	132
11-0000	Management	376,460	12.4%	3	113
43-0000	Office and Administrative Support	346,160	11.4%	4	104
41-0000	Sales and Related	341,520	11.2%	5	103
13-0000	Business and Financial Operations	323,980	10.7%	6	97
49-0000	Installation, Maintenance, and Repair	205,990	6.8%	7	62
39-0000	Personal Care and Service	78,090	2.6%	8	23
17-0000	Architecture and Engineering	41,460	1.4%	9	12
35-0000	Food Preparation and Serving Related	32,580	1.1%	10	10
53-0000	Transportation and Material Moving	28,540	0.9%	11	9
51-0000	Production	18,570	0.6%	12	6
25-0000	Educational Instruction and Library	17,960	0.6%	13	5
23-0000	Legal	14,040	0.5%	14	4
47-0000	Construction and Extraction	6,770	0.2%	15	2
37-0000	Building and Grounds Cleaning and Maintenance	5,510	0.2%	16	2
33-0000	Protective Service	4,760	0.2%	17	1
19-0000	Life, Physical, and Social Science	3,780	0.1%	18	1
29-0000	Healthcare Practitioners and Technical	3,100	0.1%	19	1
21-0000	Community and Social Service	1,110	0.0%	20	0
31-0000	Healthcare Support	250	0.0%	21	0
15-0000	Computer and Mathematical	748,590	24.6%	1	225
<b>Total</b>		<b>3,039,940</b>	<b>100.0%</b>		<b>913</b>
		<b>913</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.14 – Manufacturing					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
51-0000	Production	6,263,050	48.8%	1	444
53-0000	Transportation and Material Moving	1,158,820	9.0%	2	82
43-0000	Office and Administrative Support	980,920	7.6%	3	70
11-0000	Management	849,770	6.6%	4	60
17-0000	Architecture and Engineering	782,730	6.1%	5	56
49-0000	Installation, Maintenance, and Repair	690,690	5.4%	6	49
13-0000	Business and Financial Operations	647,340	5.0%	7	46
41-0000	Sales and Related	417,230	3.3%	8	30
15-0000	Computer and Mathematical	331,370	2.6%	9	24
47-0000	Construction and Extraction	199,580	1.6%	10	14
19-0000	Life, Physical, and Social Science	152,560	1.2%	11	11
35-0000	Food Preparation and Serving Related	132,220	1.0%	12	9
27-0000	Arts, Design, Entertainment, Sports, and Media	84,370	0.7%	13	6
37-0000	Building and Grounds Cleaning and Maintenance	78,060	0.6%	14	6
45-0000	Farming, Fishing, and Forestry	32,300	0.3%	15	2
29-0000	Healthcare Practitioners and Technical	12,090	0.1%	16	1
33-0000	Protective Service	11,310	0.1%	17	1
23-0000	Legal	7,190	0.1%	18	1
39-0000	Personal Care and Service	1,730	0.0%	19	0
31-0000	Healthcare Support	1,070	0.0%	20	0
25-0000	Educational Instruction and Library	420	0.0%	21	0
21-0000	Community and Social Service	200	0.0%	22	0
<b>Total</b>		<b>12,835,020</b>	<b>100.0%</b>		<b>910</b>
		<b>910</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.14 – Arts, Design, Entertainment, Sports, and Media					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
39-0000	Personal Care and Service	726,040	28.8%	1	252
35-0000	Food Preparation and Serving Related	330,940	13.1%	2	115
43-0000	Office and Administrative Support	246,840	9.8%	3	86
27-0000	Arts, Design, Entertainment, Sports, and Media	242,290	9.6%	4	84
37-0000	Building and Grounds Cleaning and Maintenance	175,380	6.9%	5	61
41-0000	Sales and Related	172,100	6.8%	6	60
11-0000	Management	167,680	6.6%	7	58
33-0000	Protective Service	101,880	4.0%	8	35
13-0000	Business and Financial Operations	101,030	4.0%	9	35
49-0000	Installation, Maintenance, and Repair	93,740	3.7%	10	33
25-0000	Educational Instruction and Library	58,390	2.3%	11	20
53-0000	Transportation and Material Moving	55,250	2.2%	12	19
15-0000	Computer and Mathematical	13,140	0.5%	13	5
47-0000	Construction and Extraction	9,870	0.4%	14	3
51-0000	Production	6,580	0.3%	15	2
29-0000	Healthcare Practitioners and Technical	6,260	0.2%	16	2
31-0000	Healthcare Support	4,540	0.2%	17	2
45-0000	Farming, Fishing, and Forestry	3,660	0.1%	18	1
19-0000	Life, Physical, and Social Science	3,470	0.1%	19	1
21-0000	Community and Social Service	2,220	0.1%	20	1
17-0000	Architecture and Engineering	1,390	0.1%	21	0
23-0000	Legal	950	0.0%	22	0
<b>Total</b>		<b>2,523,640</b>	<b>100.0%</b>		<b>876</b>
		<b>876</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.15 – Wholesale Trade					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
53-0000	Transportation and Material Moving	1,465,580	24.4%	1	211
41-0000	Sales and Related	1,321,960	22.0%	2	190
43-0000	Office and Administrative Support	892,520	14.8%	3	128
11-0000	Management	605,370	10.1%	4	87
49-0000	Installation, Maintenance, and Repair	430,870	7.2%	5	62
13-0000	Business and Financial Operations	401,240	6.7%	6	58
51-0000	Production	337,240	5.6%	7	48
15-0000	Computer and Mathematical	196,230	3.3%	8	28
27-0000	Arts, Design, Entertainment, Sports, and Media	100,120	1.7%	9	14
17-0000	Architecture and Engineering	73,350	1.2%	10	11
45-0000	Farming, Fishing, and Forestry	45,390	0.8%	11	7
47-0000	Construction and Extraction	32,920	0.5%	12	5
29-0000	Healthcare Practitioners and Technical	32,680	0.5%	13	5
37-0000	Building and Grounds Cleaning and Maintenance	25,780	0.4%	14	4
19-0000	Life, Physical, and Social Science	24,670	0.4%	15	4
35-0000	Food Preparation and Serving Related	11,490	0.2%	16	2
23-0000	Legal	5,200	0.1%	17	1
33-0000	Protective Service	3,990	0.1%	18	1
31-0000	Healthcare Support	2,630	0.0%	19	0
39-0000	Personal Care and Service	1,910	0.0%	20	0
25-0000	Educational Instruction and Library	1,240	0.0%	21	0
21-0000	Community and Social Service	830	0.0%	22	0
<b>Total</b>		<b>6,013,210</b>	<b>100.0%</b>		<b>865</b>
		<b>865</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.16 – Transportation & Warehousing					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
53-0000	Transportation and Material Moving	4,673,120	63.7%	1	418
43-0000	Office and Administrative Support	1,433,490	19.5%	2	128
49-0000	Installation, Maintenance, and Repair	360,170	4.9%	3	32
11-0000	Management	260,190	3.5%	4	23
13-0000	Business and Financial Operations	170,040	2.3%	5	15
41-0000	Sales and Related	91,470	1.2%	6	8
51-0000	Production	86,500	1.2%	7	8
33-0000	Protective Service	53,680	0.7%	8	5
15-0000	Computer and Mathematical	45,740	0.6%	9	4
37-0000	Building and Grounds Cleaning and Maintenance	43,590	0.6%	10	4
47-0000	Construction and Extraction	37,150	0.5%	11	3
17-0000	Architecture and Engineering	25,530	0.3%	12	2
19-0000	Life, Physical, and Social Science	18,790	0.3%	13	2
39-0000	Personal Care and Service	12,300	0.2%	14	1
27-0000	Arts, Design, Entertainment, Sports, and Media	7,940	0.1%	15	1
35-0000	Food Preparation and Serving Related	5,970	0.1%	16	1
45-0000	Farming, Fishing, and Forestry	2,980	0.0%	17	0
23-0000	Legal	1,500	0.0%	18	0
29-0000	Healthcare Practitioners and Technical	1,460	0.0%	19	0
25-0000	Educational Instruction and Library	1,350	0.0%	20	0
21-0000	Community and Social Service	230	0.0%	21	0
31-0000	Healthcare Support	190	0.0%	22	0
<b>Total</b>		<b>7,333,380</b>	<b>100.0%</b>		<b>657</b>
		<b>657</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.17 – Management of Companies & Enterprises					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
13-0000	Business and Financial Operations Occupations	654,180	23.6%	1	15
11-0000	Management Occupations	593,600	21.4%	2	13
43-0000	Office and Administrative Support Occupations	547,900	19.8%	3	12
15-0000	Computer and Mathematical Occupations	345,890	12.5%	4	8
41-0000	Sales and Related Occupations	122,040	4.4%	5	3
17-0000	Architecture and Engineering Occupations	74,710	2.7%	6	2
29-0000	Healthcare Practitioners and Technical Occupations	71,380	2.6%	7	2
53-0000	Transportation and Material Moving Occupations	64,210	2.3%	8	1
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	51,320	1.9%	9	1
49-0000	Installation, Maintenance, and Repair Occupations	47,900	1.7%	10	1
23-0000	Legal Occupations	30,620	1.1%	11	1
19-0000	Life, Physical, and Social Science Occupations	28,160	1.0%	12	1
51-0000	Production Occupations	27,580	1.0%	13	1
21-0000	Community and Social Service Occupations	25,520	0.9%	14	1
35-0000	Food Preparation and Serving Related Occupations	19,670	0.7%	15	0
31-0000	Healthcare Support Occupations	18,910	0.7%	16	0
33-0000	Protective Service Occupations	12,060	0.4%	17	0
47-0000	Construction and Extraction Occupations	11,550	0.4%	18	0
37-0000	Building and Grounds Cleaning and Maintenance Occupations	9,600	0.3%	19	0
25-0000	Educational Instruction and Library Occupations	7,250	0.3%	20	0
39-0000	Personal Care and Service Occupations	5,650	0.2%	21	0
45-0000	Farming, Fishing, and Forestry Occupations	1,310	0.0%	22	0
<b>Total</b>		<b>2,771,010</b>	<b>100.0%</b>		<b>62</b>
		<b>62</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)



Appendix Table 10.a.18 – Agriculture, Fishing, Forestry & Hunting					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
45-0000	Farming, Fishing, and Forestry Occupations	654,180	23.6%	1	15
53-0000	Transportation and Material Moving Occupations	593,600	21.4%	2	13
43-0000	Office and Administrative Support Occupations	547,900	19.8%	3	12
51-0000	Production Occupations	345,890	12.5%	4	8
11-0000	Management Occupations	122,040	4.4%	5	3
49-0000	Installation, Maintenance, and Repair Occupations	74,710	2.7%	6	2
39-0000	Personal Care and Service Occupations	71,380	2.6%	7	2
37-0000	Building and Grounds Cleaning and Maintenance Occupations	64,210	2.3%	8	1
13-0000	Business and Financial Operations Occupations	51,320	1.9%	9	1
41-0000	Sales and Related Occupations	47,900	1.7%	10	1
19-0000	Life, Physical, and Social Science Occupations	30,620	1.1%	11	1
47-0000	Construction and Extraction Occupations	28,160	1.0%	12	1
15-0000	Computer and Mathematical Occupations	27,580	1.0%	13	1
33-0000	Protective Service Occupations	25,520	0.9%	14	1
25-0000	Educational Instruction and Library Occupations	19,670	0.7%	15	0
17-0000	Architecture and Engineering Occupations	18,910	0.7%	16	0
29-0000	Healthcare Practitioners and Technical Occupations	12,060	0.4%	17	0
35-0000	Food Preparation and Serving Related Occupations	11,550	0.4%	18	0
<b>Total</b>		<b>413,230</b>	<b>100.0%</b>		<b>54</b>
		<b>54</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.19 – Utilities					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
49-0000	Installation, Maintenance, and Repair Occupations	156,510	27.7%	1	5
43-0000	Office and Administrative Support Occupations	80,520	14.3%	2	3
51-0000	Production Occupations	75,930	13.4%	3	2
13-0000	Business and Financial Operations Occupations	54,190	9.6%	4	2
11-0000	Management Occupations	48,330	8.6%	5	2
17-0000	Architecture and Engineering Occupations	47,490	8.4%	6	1
47-0000	Construction and Extraction Occupations	38,270	6.8%	7	1
15-0000	Computer and Mathematical Occupations	19,340	3.4%	8	1
53-0000	Transportation and Material Moving Occupations	11,420	2.0%	9	0
19-0000	Life, Physical, and Social Science Occupations	10,660	1.9%	10	0
41-0000	Sales and Related Occupations	9,310	1.6%	11	0
33-0000	Protective Service Occupations	5,540	1.0%	12	0
37-0000	Building and Grounds Cleaning and Maintenance Occupations	2,820	0.5%	13	0
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	2,450	0.4%	14	0
23-0000	Legal Occupations	1,630	0.3%	15	0
45-0000	Farming, Fishing, and Forestry Occupations	170	0.0%	16	0
29-0000	Healthcare Practitioners and Technical Occupations	70	0.0%	17	0
25-0000	Educational Instruction and Library Occupations	50	0.0%	18	0
<b>Total</b>		<b>564,700</b>	<b>100.0%</b>		<b>18</b>
		<b>18</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.a.20 – Mining					
SOC	Occupation	Nat'l. Empl.	Nat'l. Empl. Dstrb.	Rank	Est. Cape Coral Jobs
47-0000	Construction and Extraction Occupations	237,450	41.6%	1	5
53-0000	Transportation and Material Moving Occupations	79,320	13.9%	2	2
49-0000	Installation, Maintenance, and Repair Occupations	56,880	10.0%	3	1
11-0000	Management Occupations	45,630	8.0%	4	1
43-0000	Office and Administrative Support Occupations	38,190	6.7%	5	1
51-0000	Production Occupations	33,710	5.9%	6	1
17-0000	Architecture and Engineering Occupations	25,070	4.4%	7	1
13-0000	Business and Financial Operations Occupations	22,580	4.0%	8	0
19-0000	Life, Physical, and Social Science Occupations	12,190	2.1%	9	0
41-0000	Sales and Related Occupations	9,890	1.7%	10	0
15-0000	Computer and Mathematical Occupations	5,460	1.0%	11	0
23-0000	Legal Occupations	1,710	0.3%	12	0
33-0000	Protective Service Occupations	1,170	0.2%	13	0
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,010	0.2%	14	0
45-0000	Farming, Fishing, and Forestry Occupations	310	0.1%	15	0
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	250	0.0%	16	0
35-0000	Food Preparation and Serving Related Occupations	160	0.0%	17	0
29-0000	Healthcare Practitioners and Technical Occupations	100	0.0%	18	0
39-0000	Personal Care and Service Occupations	80	0.0%	19	0
<b>Total</b>		<b>571,160</b>	<b>100.0%</b>		<b>12</b>
		<b>12</b>	<b>Cape Coral Business Employment</b>		

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.b.1 – Cape Coral Jobs Shortfall Business & Financial Services Cluster					
SOC	Occupation	Shortfall Jobs	Jobs Dstrb.	Rank	Non-Reported in MSA
43-3071	Tellers	104	26.0%	1	
41-3031	Securities, Commodities, and Financial Services Sales Agents	36	9.0%	2	
13-2072	Loan Officers	34	8.5%	3	
41-9041	Telemarketers	28	7.0%	4	■
51-2090	Miscellaneous Assemblers and Fabricators	25	6.3%	5	
51-9199	Production Workers, All Other	24	6.0%	6	
43-4131	Loan Interviewers and Clerks	23	5.8%	7	
43-4141	New Accounts Clerks	15	3.8%	8	■
23-1011	Lawyers	12	3.0%	9	
43-3011	Bill and Account Collectors	10	2.5%	10	
43-6012	Legal Secretaries and Administrative Assistants	9	2.3%	11	
13-2041	Credit Analysts	8	2.0%	12	
13-2061	Financial Examiners	8	2.0%	12	
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	8	2.0%	12	■
43-4011	Brokerage Clerks	7	1.8%	13	■
31-9094	Medical Transcriptionists	4	1.0%	14	
13-2054	Financial Risk Specialists	3	0.8%	15	
33-9091	Crossing Guards and Flaggers	3	0.8%	15	
43-3099	Financial Clerks, All Other	3	0.8%	15	
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	3	0.8%	15	■
27-3092	Court Reporters and Simultaneous Captioners	2	0.5%	16	■
31-9097	Phlebotomists	2	0.5%	16	■
51-4199	Metal Workers and Plastic Workers, All Other	2	0.5%	16	■
51-9198	Helpers--Production Workers	2	0.5%	16	
13-2052	Personal Financial Advisors	1	0.3%	17	
13-2099	Financial Specialists, All Other	1	0.3%	17	
17-2081	Environmental Engineers	1	0.3%	17	■
17-3026	Industrial Engineering Technologists and Technicians	1	0.3%	17	■
19-1042	Medical Scientists, Except Epidemiologists	1	0.3%	17	■
19-2031	Chemists	1	0.3%	17	■
19-2042	Geoscientists, Except Hydrologists and Geographers	1	0.3%	17	■
33-1011	First-Line Supervisors of Correctional Officers	1	0.3%	17	
33-3012	Correctional Officers and Jailers	1	0.3%	17	

35-2019	Cooks, All Other	1	0.3%	17	■
43-2011	Switchboard Operators, Including Answering Service	1	0.3%	17	
43-4041	Credit Authorizers, Checkers, and Clerks	1	0.3%	17	■
47-2231	Solar Photovoltaic Installers	1	0.3%	17	■
49-9043	Maintenance Workers, Machinery	1	0.3%	17	■
49-9044	Millwrights	1	0.3%	17	■
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	1	0.3%	17	■
51-3023	Slaughterers and Meat Packers	1	0.3%	17	■
51-4021	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	1	0.3%	17	■
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1	0.3%	17	■
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	1	0.3%	17	■
51-5113	Print Binding and Finishing Workers	1	0.3%	17	■
51-8021	Stationary Engineers and Boiler Operators	1	0.3%	17	
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	1	0.3%	17	■
51-9111	Packaging and Filling Machine Operators and Tenders	1	0.3%	17	
53-7063	Machine Feeders and Offbearers	1	0.3%	17	■
<b>Total Jobs</b>		<b>400</b>	<b>100%</b>		
<b>Total # of Occupations</b>				<b>49</b>	
<b>Total # of Occupations non-reported in MSA</b>					<b>26</b>

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.b.2 – Cape Coral Jobs Shortfall Community Services Cluster					
SOC	Occupation	Jobs Shortfall	Jobs Dstrb.	Rank	Non-Reported in MSA
33-3051	Police and Sheriff's Patrol Officers	148	15.7%	1	
33-3012	Correctional Officers and Jailers	118	12.5%	2	
47-4051	Highway Maintenance Workers	55	5.8%	3	■
33-2011	Firefighters	47	5.0%	4	
53-3052	Bus Drivers, Transit and Intercity	47	5.0%	4	■
21-1092	Probation Officers and Correctional Treatment Specialists	34	3.6%	5	■
33-1012	First-Line Supervisors of Police and Detectives	31	3.3%	6	
43-4031	Court, Municipal, and License Clerks	25	2.7%	7	
43-4061	Eligibility Interviewers, Government Programs	25	2.7%	7	

33-1011	First-Line Supervisors of Correctional Officers	20	2.1%	8	■
43-4121	Library Assistants, Clerical	20	2.1%	8	■
43-5031	Public Safety Telecommunicators	20	2.1%	8	
33-3021	Detectives and Criminal Investigators	19	2.0%	9	
25-4031	Library Technicians	17	1.8%	10	■
51-8031	Water and Wastewater Treatment Plant and System Operators	15	1.6%	11	
15-1299	Computer Occupations, All Other	14	1.5%	12	
33-1021	First-Line Supervisors of Firefighting and Prevention Workers	12	1.3%	13	
23-1023	Judges, Magistrate Judges, and Magistrates	10	1.1%	14	■
19-4071	Forest and Conservation Technicians	9	1.0%	15	■
11-1031	Legislators	8	0.8%	16	
19-3099	Social Scientists and Related Workers, All Other	8	0.8%	16	■
13-2081	Tax Examiners and Collectors, and Revenue Agents	7	0.7%	17	
17-2199	Engineers, All Other	7	0.7%	17	
21-1015	Rehabilitation Counselors	7	0.7%	17	
19-1031	Conservation Scientists	6	0.6%	18	■
23-1021	Administrative Law Judges, Adjudicators, and Hearing Officers	6	0.6%	18	■
25-4022	Librarians and Media Collections Specialists	6	0.6%	18	
29-1299	Healthcare Diagnosing or Treating Practitioners, All Other	6	0.6%	18	■
33-3011	Bailiffs	6	0.6%	18	■
33-9091	Crossing Guards and Flaggers	6	0.6%	18	
53-2021	Air Traffic Controllers	6	0.6%	18	■
17-2081	Environmental Engineers	5	0.5%	19	■
23-1012	Judicial Law Clerks	5	0.5%	19	■
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	5	0.5%	19	
43-4199	Information and Record Clerks, All Other	5	0.5%	19	
53-4041	Subway and Streetcar Operators	5	0.5%	19	■
53-6051	Transportation Inspectors	5	0.5%	19	■
11-9039	Education Administrators, All Other	4	0.4%	20	■
19-1023	Zoologists and Wildlife Biologists	4	0.4%	20	■
19-2031	Chemists	4	0.4%	20	■
19-2099	Physical Scientists, All Other	4	0.4%	20	■
19-3011	Economists	4	0.4%	20	■
19-3051	Urban and Regional Planners	4	0.4%	20	
19-4099	Life, Physical, and Social Science Technicians, All Other	4	0.4%	20	■
27-3092	Court Reporters and Simultaneous Captioners	4	0.4%	20	■
33-9011	Animal Control Workers	4	0.4%	20	■
43-5041	Meter Readers, Utilities	4	0.4%	20	■

13-2099	Financial Specialists, All Other	3	0.3%	21	
15-1221	Computer and Information Research Scientists	3	0.3%	21	■
15-2041	Statisticians	3	0.3%	21	■
17-2011	Aerospace Engineers	3	0.3%	21	■
17-2072	Electronics Engineers, Except Computer	3	0.3%	21	
17-3029	Engineering Technologists and Technicians, Except Drafters, All Other	3	0.3%	21	
19-1029	Biological Scientists, All Other	3	0.3%	21	
19-1041	Epidemiologists	3	0.3%	21	■
19-3039	Psychologists, All Other	3	0.3%	21	■
25-3099	Teachers and Instructors, All Other	3	0.3%	21	
31-1133	Psychiatric Aides	3	0.3%	21	■
33-3031	Fish and Game Wardens	3	0.3%	21	■
45-2011	Agricultural Inspectors	3	0.3%	21	■
53-4031	Railroad Conductors and Yardmasters	3	0.3%	21	■
53-6041	Traffic Technicians	3	0.3%	21	■
13-1031	Claims Adjusters, Examiners, and Investigators	2	0.2%	22	
13-2020	Property Appraisers and Assessors	2	0.2%	22	
17-1021	Cartographers and Photogrammetrists	2	0.2%	22	■
17-2061	Computer Hardware Engineers	2	0.2%	22	■
17-3022	Civil Engineering Technologists and Technicians	2	0.2%	22	
19-1022	Microbiologists	2	0.2%	22	■
19-2042	Geoscientists, Except Hydrologists and Geographers	2	0.2%	22	■
21-1019	Counselors, All Other	2	0.2%	22	■
33-3041	Parking Enforcement Workers	2	0.2%	22	■
33-9094	School Bus Monitors	2	0.2%	22	■
47-4061	Rail-Track Laying and Maintenance Equipment Operators	2	0.2%	22	■
47-4071	Septic Tank Servicers and Sewer Pipe Cleaners	2	0.2%	22	■
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	2	0.2%	22	■
51-8021	Stationary Engineers and Boiler Operators	2	0.2%	22	■
53-5011	Sailors and Marine Oilers	2	0.2%	22	■
11-9161	Emergency Management Directors	1	0.1%	23	
17-2161	Nuclear Engineers	1	0.1%	23	■
17-3025	Environmental Engineering Technologists and Technicians	1	0.1%	23	■
19-1032	Foresters	1	0.1%	23	■
19-2012	Physicists	1	0.1%	23	■
19-2021	Atmospheric and Space Scientists	1	0.1%	23	■
19-3091	Anthropologists and Archeologists	1	0.1%	23	■
19-3094	Political Scientists	1	0.1%	23	■
19-4044	Hydrologic Technicians	1	0.1%	23	■

21-1021	Child, Family, and School Social Workers	1	0.1%	23	
21-1094	Community Health Workers	1	0.1%	23	
23-1022	Arbitrators, Mediators, and Conciliators	1	0.1%	23	■
23-2099	Legal Support Workers, All Other	1	0.1%	23	
25-3011	Adult Basic Education, Adult Secondary Education, and English as a Second Language Instructors	1	0.1%	23	■
25-4013	Museum Technicians and Conservators	1	0.1%	23	■
27-1019	Artists and Related Workers, All Other	1	0.1%	23	■
27-4099	Media and Communication Equipment Workers, All Other	1	0.1%	23	■
29-1125	Recreational Therapists	1	0.1%	23	■
29-1223	Psychiatrists	1	0.1%	23	■
33-2021	Fire Inspectors and Investigators	1	0.1%	23	
33-3052	Transit and Railroad Police	1	0.1%	23	■
39-9099	Personal Care and Service Workers, All Other	1	0.1%	23	■
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	1	0.1%	23	■
45-4011	Forest and Conservation Workers	1	0.1%	23	■
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	1	0.1%	23	■
49-3043	Rail Car Repairers	1	0.1%	23	■
49-9043	Maintenance Workers, Machinery	1	0.1%	23	■
49-9069	Precision Instrument and Equipment Repairers, All Other	1	0.1%	23	■
49-9097	Signal and Track Switch Repairers	1	0.1%	23	■
51-8099	Plant and System Operators, All Other	1	0.1%	23	■
53-2011	Airline Pilots, Copilots, and Flight Engineers	1	0.1%	23	■
53-3011	Ambulance Drivers and Attendants, Except Emergency Medical Technicians	1	0.1%	23	■
<b>Total Jobs</b>		<b>942</b>	<b>100.0%</b>		
<b>Total # of Occupations</b>				<b>109</b>	
<b>Total # of Occupations non-reported in MSA</b>					<b>76</b>

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.b.3 – Cape Coral Jobs Shortfall Consumer Products & Services Cluster					
SOC	Occupation	Jobs Shortfall	Jobs Dstrb.	Rank	Non-Reported in MSA
41-4011	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	12	40.0%	1	
49-9062	Shipping, Receiving, and Inventory Clerks	5	16.7%	2	
49-3091	Bicycle Repairers	4	13.3%	3	■
27-1023	Floral Designers	3	10.0%	4	



41-9031	Production, Planning, and Expediting Clerks	2	6.7%	5	■
17-2031	Electric Motor, Power Tool, and Related Repairers	1	3.3%	6	■
49-9063	Musical Instrument Repairers and Tuners	1	3.3%	6	■
49-9069	Billing and Posting Clerks	1	3.3%	6	■
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	1	3.3%	6	■
<b>Total Jobs</b>		<b>30</b>	<b>100.0%</b>		
<b>Total # of Occupations</b>				<b>9</b>	
<b>Total # of Occupations non-reported in MSA</b>					<b>6</b>

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.b.4 – Cape Coral Jobs Shortfall Culinary Tourism Cluster					
SOC	Occupation	Jobs Shortfall	Jobs Dstrb.	Rank	Non-Reported in MSA
35-9099	Food Preparation and Serving Related Workers, All Other	1	50.0%	1	■
35-2019	Cooks, All Other	1	50.0%	1	■
<b>Total Jobs</b>		<b>2</b>	<b>100.0%</b>		
<b>Total # of Occupations</b>				<b>2</b>	
<b>Total # of Occupations non-reported in MSA</b>					<b>2</b>

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.b.5 – Cape Coral Jobs Shortfall Healthcare & Life Sciences Cluster					
SOC	Occupation	Jobs Shortfall	Jobs Dstrb.	Rank	Non-Reported in MSA
29-1141	Registered Nurses	88	31.4%	1	
31-9097	Phlebotomists	36	12.9%	2	■
19-1042	Medical Scientists, Except Epidemiologists	18	6.4%	3	■
31-1120	Home Health and Personal Care Aides	16	5.7%	4	
29-1126	Respiratory Therapists	9	3.2%	5	
29-1224	Radiologists	8	2.9%	6	■
29-1071	Physician Assistants	7	2.5%	7	
29-1249	Surgeons, All Other	6	2.1%	8	■
29-2055	Surgical Technologists	6	2.1%	8	
29-2034	Radiologic Technologists and Technicians	5	1.8%	9	
31-9093	Medical Equipment Preparers	5	1.8%	9	
29-1124	Radiation Therapists	4	1.4%	10	■

29-1215	Family Medicine Physicians	4	1.4%	10	
29-1218	Obstetricians and Gynecologists	4	1.4%	10	■
29-1223	Psychiatrists	4	1.4%	10	■
29-2032	Diagnostic Medical Sonographers	4	1.4%	10	
19-1021	Biochemists and Biophysicists	3	1.1%	11	■
29-1212	Cardiologists	3	1.1%	11	■
29-1213	Dermatologists	3	1.1%	11	■
29-1221	Pediatricians, General	3	1.1%	11	
29-1242	Orthopedic Surgeons, Except Pediatric	3	1.1%	11	■
29-9093	Surgical Assistants	3	1.1%	11	■
31-1133	Psychiatric Aides	3	1.1%	11	■
17-2061	Computer Hardware Engineers	2	0.7%	12	■
19-2031	Chemists	2	0.7%	12	■
19-4099	Life, Physical, and Social Science Technicians, All Other	2	0.7%	12	■
29-1125	Recreational Therapists	2	0.7%	12	■
29-1211	Anesthesiologists	2	0.7%	12	
29-1217	Neurologists	2	0.7%	12	■
29-1222	Physicians, Pathologists	2	0.7%	12	■
29-1241	Ophthalmologists, Except Pediatric	2	0.7%	12	■
53-3011	Ambulance Drivers and Attendants, Except Emergency Medical Technicians	2	0.7%	12	■
15-1221	Computer and Information Research Scientists	1	0.4%	13	■
15-2041	Statisticians	1	0.4%	13	■
17-2011	Aerospace Engineers	1	0.4%	13	■
17-2031	Bioengineers and Biomedical Engineers	1	0.4%	13	■
17-3027	Mechanical Engineering Technologists and Technicians	1	0.4%	13	■
19-1022	Microbiologists	1	0.4%	13	■
19-2012	Physicists	1	0.4%	13	■
19-4021	Biological Technicians	1	0.4%	13	
19-4031	Chemical Technicians	1	0.4%	13	■
19-4061	Social Science Research Assistants	1	0.4%	13	■
29-1128	Exercise Physiologists	1	0.4%	13	■
29-1161	Nurse Midwives	1	0.4%	13	■
29-1181	Audiologists	1	0.4%	13	■
29-9099	Healthcare Practitioners and Technical Workers, All Other	1	0.4%	13	
31-9094	Medical Transcriptionists	1	0.4%	13	

51-8021	Stationary Engineers and Boiler Operators	1	0.4%	13	■
51-9083	Ophthalmic Laboratory Technicians	1	0.4%	13	■
<b>Total Jobs</b>		<b>280</b>	<b>100.0%</b>		
<b>Total # of Occupations</b>				<b>49</b>	
<b>Total # of Occupations non-reported in MSA</b>					<b>35</b>

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.b.6 – Cape Coral Jobs Shortfall Industrial Services Cluster					
SOC	Occupation	Jobs Shortfall	Jobs Dstrb.	Rank	Non-Reported in MSA
49-3041	Farm Equipment Mechanics and Service Technicians	3	21.4%	1	■
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	2	14.3%	2	■
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	2	14.3%	2	■
51-4193	Plating Machine Setters, Operators, and Tenders, Metal and Plastic	2	14.3%	2	■
49-9044	Millwrights	1	7.1%	3	■
49-9081	Wind Turbine Service Technicians	1	7.1%	3	■
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1	7.1%	3	■
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1	7.1%	3	■
51-4111	Tool and Die Makers	1	7.1%	3	■
<b>Total Jobs</b>		<b>14</b>	<b>100.0%</b>		
<b>Total # of Occupations</b>				<b>9</b>	
<b>Total # of Occupations non-reported in MSA</b>					<b>9</b>

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.b.7 – Cape Coral Jobs Shortfall IT & Media Cluster					
SOC	Occupation	Jobs Shortfall	Jobs Dstrb.	Rank	Non-Reported in MSA
15-1252	Software Developers	12	36.4%	1	
27-1014	Special Effects Artists and Animators	4	12.1%	2	■
17-2061	Computer Hardware Engineers	3	9.1%	3	■
27-2011	Actors	3	9.1%	3	■
41-9031	Sales Engineers	3	9.1%	3	■
15-1221	Computer and Information Research Scientists	2	6.1%	4	■

27-3011	Broadcast Announcers and Radio Disc Jockeys	2	6.1%	4	
27-4014	Sound Engineering Technicians	2	6.1%	4	■
49-2097	Audiovisual Equipment Installers and Repairers	1	3.0%	5	■
49-9069	Precision Instrument and Equipment Repairers, All Other	1	3.0%	5	■
<b>Total Jobs</b>		<b>33</b>	<b>100.0%</b>		
<b>Total # of Occupations</b>				<b>10</b>	
<b>Total # of Occupations non-reported in MSA</b>					<b>8</b>

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.b.8 – Cape Coral Jobs Shortfall Sustainable Real Estate Cluster					
SOC	Occupation	Jobs Shortfall	Jobs Dstrb.	Rank	Non-Reported in MSA
17-1011	Architects, Except Landscape and Naval	6	35.3%	1	
11-9041	Architectural and Engineering Managers	1	5.9%	2	
17-2011	Aerospace Engineers	1	5.9%	2	■
17-2061	Computer Hardware Engineers	1	5.9%	2	■
17-2081	Environmental Engineers	1	5.9%	2	■
17-3025	Environmental Engineering Technologists and Technicians	1	5.9%	2	■
17-3026	Industrial Engineering Technologists and Technicians	1	5.9%	2	■
17-3027	Mechanical Engineering Technologists and Technicians	1	5.9%	2	■
19-2031	Chemists	1	5.9%	2	■
19-2042	Geoscientists, Except Hydrologists and Geographers	1	5.9%	2	■
19-4031	Chemical Technicians	1	5.9%	2	■
19-4043	Geological Technicians, Except Hydrologic Technicians	1	5.9%	2	■
<b>Total Jobs</b>		<b>17</b>	<b>100.0%</b>		
<b>Total # of Occupations</b>				<b>12</b>	
<b>Total # of Occupations non-reported in MSA</b>					<b>10</b>

Source: Bureau of Labor Statistics (2023)

Appendix Table 10.b.9 - Employment Shortfall Jobs Summary for Target Clusters							
SOC	Occupation	# of Jobs	Rank	Non-Reported in MSA	Typical education needed for entry	Work experience in a related occupation	Typical on-the-job training needed to attain competency in the occupation
33-3051	Police and Sheriff's Patrol Officers	148	1		High school diploma or equivalent	None	Moderate-term on-the-job training
33-3012	Correctional Officers and Jailers	119	2		High school diploma or equivalent	None	Moderate-term on-the-job training
43-3071	Tellers	104	3		High school diploma or equivalent	None	Short-term on-the-job training
29-1141	Registered Nurses	88	4		Bachelor's degree	None	None
47-4051	Highway Maintenance Workers	55	5	■	High school diploma or equivalent	None	Moderate-term on-the-job training
33-2011	Firefighters	47	6		Postsecondary nondegree award	None	Long-term on-the-job training
53-3052	Bus Drivers, Transit and Intercity	47	6	■	High school diploma or equivalent	None	Moderate-term on-the-job training
31-9097	Phlebotomists	38	7	■	Postsecondary nondegree award	None	None
41-3031	Securities, Commodities, and Financial Services Sales Agents	36	8		Bachelor's degree	None	Moderate-term on-the-job training
13-2072	Loan Officers	34	9		Bachelor's degree	Less than 5 years	Moderate-term on-the-job training
21-1092	Probation Officers and Correctional Treatment Specialists	34	9	■	Bachelor's degree	None	Moderate-term on-the-job training
33-1012	First-Line Supervisors of Police and Detectives	31	10		High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
41-9041	Telemarketers	28	11	■	No formal educational credential	None	Short-term on-the-job training
43-4031	Court, Municipal, and License Clerks	25	12		High school diploma or equivalent	None	Long-term on-the-job training
43-4061	Eligibility Interviewers, Government Programs	25	12		High school diploma or equivalent	None	Moderate-term on-the-job training

51-2090	Miscellaneous Assemblers and Fabricators	25	12		High school diploma or equivalent	None	Moderate-term on-the-job training
51-9199	Production Workers, All Other	24	13		High school diploma or equivalent	None	Moderate-term on-the-job training
43-4131	Loan Interviewers and Clerks	23	14		High school diploma or equivalent	None	Short-term on-the-job training
33-1011	First-Line Supervisors of Correctional Officers	21	15	■	High school diploma or equivalent	Less than 5 years	None
43-4121	Library Assistants, Clerical	20	16	■	High school diploma or equivalent	None	Short-term on-the-job training
43-5031	Public Safety Telecommunicators	20	16		High school diploma or equivalent	None	Moderate-term on-the-job training
19-1042	Medical Scientists, Except Epidemiologists	19	17	■	Doctoral or professional degree	None	None
33-3021	Detectives and Criminal Investigators	19	17		High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
25-4031	Library Technicians	17	18	■	Postsecondary nondegree award	None	None
31-1120	Home Health and Personal Care Aides	16	19		High school diploma or equivalent	None	Short-term on-the-job training
43-4141	New Accounts Clerks	15	20	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-8031	Water and Wastewater Treatment Plant and System Operators	15	20		High school diploma or equivalent	None	Long-term on-the-job training
15-1299	Computer Occupations, All Other	14	21		Bachelor's degree	None	None
15-1252	Software Developers	12	22		Bachelor's degree	None	None
23-1011	Lawyers	12	22		Doctoral or professional degree	None	None
33-1021	First-Line Supervisors of Firefighting and Prevention Workers	12	22		Postsecondary nondegree award	Less than 5 years	Moderate-term on-the-job training
41-4011	Sales Representatives, Wholesale and Manufacturing, Except	12	22		Bachelor's degree	None	Moderate-term on-the-job training

	Technical and Scientific Products						
23-1023	Judges, Magistrate Judges, and Magistrates	10	23	■	Doctoral or professional degree	5 years or more	Short-term on-the-job training
43-3011	Bill and Account Collectors	10	23		High school diploma or equivalent	None	Moderate-term on-the-job training
19-4071	Forest and Conservation Technicians	9	24	■	Associate's degree	None	None
29-1126	Respiratory Therapists	9	24		Associate's degree	None	None
33-9091	Crossing Guards and Flaggers	9	24		No formal educational credential	None	Short-term on-the-job training
43-6012	Legal Secretaries and Administrative Assistants	9	24		High school diploma or equivalent	None	Moderate-term on-the-job training
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	9	24	■	High school diploma or equivalent	None	Moderate-term on-the-job training
11-1031	Legislators	8	25		Bachelor's degree	Less than 5 years	None
13-2041	Credit Analysts	8	25		Bachelor's degree	None	None
13-2061	Financial Examiners	8	25		Bachelor's degree	None	Long-term on-the-job training
17-2061	Computer Hardware Engineers	8	25	■	Bachelor's degree	None	None
19-2031	Chemists	8	25	■	Bachelor's degree	None	None
19-3099	Social Scientists and Related Workers, All Other	8	25	■	Bachelor's degree	None	None
29-1224	Radiologists	8	25	■	Doctoral or professional degree	None	Internship/residency
13-2081	Tax Examiners and Collectors, and Revenue Agents	7	26		Bachelor's degree	None	Moderate-term on-the-job training
17-2081	Environmental Engineers	7	26	■	Bachelor's degree	None	None
17-2199	Engineers, All Other	7	26		Bachelor's degree	None	None

21-1015	Rehabilitation Counselors	7	26		Master's degree	None	None
29-1071	Physician Assistants	7	26		Master's degree	None	None
43-4011	Brokerage Clerks	7	26	■	High school diploma or equivalent	None	Moderate-term on-the-job training
15-1221	Computer and Information Research Scientists	6	27	■	Master's degree	None	None
17-1011	Architects, Except Landscape and Naval	6	27		Bachelor's degree	None	Internship/residency
19-1031	Conservation Scientists	6	27	■	Bachelor's degree	None	None
19-4099	Life, Physical, and Social Science Technicians, All Other	6	27	■	Associate's degree	None	None
23-1021	Administrative Law Judges, Adjudicators, and Hearing Officers	6	27	■	Doctoral or professional degree	5 years or more	Short-term on-the-job training
25-4022	Librarians and Media Collections Specialists	6	27		Master's degree	None	None
27-3092	Court Reporters and Simultaneous Captioners	6	27	■	Postsecondary nondegree award	None	Short-term on-the-job training
29-1249	Surgeons, All Other	6	27	■	Doctoral or professional degree	None	Internship/residency
29-1299	Healthcare Diagnosing or Treating Practitioners, All Other	6	27	■	Master's degree	None	None
29-2055	Surgical Technologists	6	27		Postsecondary nondegree award	None	None
31-1133	Psychiatric Aides	6	27	■	High school diploma or equivalent	None	Short-term on-the-job training
33-3011	Bailiffs	6	27	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	6	27	■	High school diploma or equivalent	None	Moderate-term on-the-job training
53-2021	Air Traffic Controllers	6	27	■	Associate's degree	None	Long-term on-the-job training
17-2011	Aerospace Engineers	5	28	■	Bachelor's degree	None	None



23-1012	Judicial Law Clerks	5	28	■	Doctoral or professional degree	None	None
29-1223	Psychiatrists	5	28	■	Doctoral or professional degree	None	Internship/residency
29-2034	Radiologic Technologists and Technicians	5	28		Associate's degree	None	None
31-9093	Medical Equipment Preparers	5	28		High school diploma or equivalent	None	Moderate-term on-the-job training
31-9094	Medical Transcriptionists	5	28		Postsecondary nondegree award	None	None
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	5	28		No formal educational credential	None	Short-term on-the-job training
41-9031	Production, Planning, and Expediting Clerks	5	28	■	Bachelor's degree	None	Moderate-term on-the-job training
43-4199	Information and Record Clerks, All Other	5	28		High school diploma or equivalent	None	Short-term on-the-job training
49-9062	Shipping, Receiving, and Inventory Clerks	5	28		Associate's degree	None	Moderate-term on-the-job training
53-4041	Subway and Streetcar Operators	5	28	■	High school diploma or equivalent	None	Moderate-term on-the-job training
53-6051	Transportation Inspectors	5	28	■	High school diploma or equivalent	None	Moderate-term on-the-job training
11-9039	Education Administrators, All Other	4	29	■	Bachelor's degree	Less than 5 years	None
13-2099	Financial Specialists, All Other	4	29		Bachelor's degree	None	None
15-2041	Statisticians	4	29	■	Master's degree	None	None
19-1023	Zoologists and Wildlife Biologists	4	29	■	Bachelor's degree	None	None
19-2042	Geoscientists, Except Hydrologists and Geographers	4	29	■	Bachelor's degree	None	None
19-2099	Physical Scientists, All Other	4	29	■	Bachelor's degree	None	None
19-3011	Economists	4	29	■	Master's degree	None	None

19-3051	Urban and Regional Planners	4	29		Master's degree	None	None
27-1014	Special Effects Artists and Animators	4	29	■	Bachelor's degree	None	None
29-1124	Radiation Therapists	4	29	■	Associate's degree	None	None
29-1215	Family Medicine Physicians	4	29		Doctoral or professional degree	None	Internship/residency
29-1218	Obstetricians and Gynecologists	4	29	■	Doctoral or professional degree	None	Internship/residency
29-2032	Diagnostic Medical Sonographers	4	29		Associate's degree	None	None
33-9011	Animal Control Workers	4	29	■	High school diploma or equivalent	None	Moderate-term on-the-job training
43-5041	Meter Readers, Utilities	4	29	■	High school diploma or equivalent	None	Short-term on-the-job training
49-3091	Bicycle Repairers	4	29	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-8021	Stationary Engineers and Boiler Operators	4	29	■	High school diploma or equivalent	None	Long-term on-the-job training
13-2054	Financial Risk Specialists	3	30		Bachelor's degree	None	None
17-2072	Electronics Engineers, Except Computer	3	30		Bachelor's degree	None	None
17-3029	Engineering Technologists and Technicians, Except Drafters, All Other	3	30		Associate's degree	None	None
19-1021	Biochemists and Biophysicists	3	30	■	Doctoral or professional degree	None	None
19-1022	Microbiologists	3	30	■	Bachelor's degree	None	None
19-1029	Biological Scientists, All Other	3	30		Bachelor's degree	None	None
19-1041	Epidemiologists	3	30	■	Master's degree	None	None
19-3039	Psychologists, All Other	3	30	■	Master's degree	None	Internship/residency

25-3099	Teachers and Instructors, All Other	3	30		Bachelor's degree	None	None
27-1023	Floral Designers	3	30		High school diploma or equivalent	None	Moderate-term on-the-job training
27-2011	Actors	3	30	■	Some college, no degree	None	Long-term on-the-job training
29-1125	Recreational Therapists	3	30	■	Bachelor's degree	None	None
29-1212	Cardiologists	3	30	■	Doctoral or professional degree	None	Internship/residency
29-1213	Dermatologists	3	30	■	Doctoral or professional degree	None	Internship/residency
29-1221	Pediatricians, General	3	30		Doctoral or professional degree	None	Internship/residency
29-1242	Orthopedic Surgeons, Except Pediatric	3	30	■	Doctoral or professional degree	None	Internship/residency
29-9093	Surgical Assistants	3	30	■	Postsecondary nondegree award	None	None
33-3031	Fish and Game Wardens	3	30	■	Bachelor's degree	None	Moderate-term on-the-job training
43-3099	Financial Clerks, All Other	3	30		High school diploma or equivalent	None	Short-term on-the-job training
45-2011	Agricultural Inspectors	3	30	■	Bachelor's degree	None	Moderate-term on-the-job training
49-3041	Farm Equipment Mechanics and Service Technicians	3	30	■	High school diploma or equivalent	None	Long-term on-the-job training
49-9069	Precision Instrument and Equipment Repairers, All Other	3	30	■	High school diploma or equivalent	None	Long-term on-the-job training
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	3	30	■	High school diploma or equivalent	None	Moderate-term on-the-job training
53-3011	Ambulance Drivers and Attendants, Except Emergency Medical Technicians	3	30	■	High school diploma or equivalent	None	Moderate-term on-the-job training

53-4031	Railroad Conductors and Yardmasters	3	30	■	High school diploma or equivalent	None	Moderate-term on-the-job training
53-6041	Traffic Technicians	3	30	■	High school diploma or equivalent	None	Moderate-term on-the-job training
13-1031	Claims Adjusters, Examiners, and Investigators	2	31		High school diploma or equivalent	None	Long-term on-the-job training
13-2020	Property Appraisers and Assessors	2	31		Bachelor's degree	None	Long-term on-the-job training
17-1021	Cartographers and Photogrammetrists	2	31	■	Bachelor's degree	None	None
17-2031	Electric Motor, Power Tool, and Related Repairers	2	31	■	Bachelor's degree	None	None
17-3022	Civil Engineering Technologists and Technicians	2	31		Associate's degree	None	None
17-3025	Environmental Engineering Technologists and Technicians	2	31	■	Associate's degree	None	None
17-3026	Industrial Engineering Technologists and Technicians	2	31	■	Associate's degree	None	None
17-3027	Mechanical Engineering Technologists and Technicians	2	31	■	Associate's degree	None	None
19-2012	Physicists	2	31	■	Doctoral or professional degree	None	None
19-4031	Chemical Technicians	2	31	■	Associate's degree	None	Moderate-term on-the-job training
21-1019	Counselors, All Other	2	31	■	Master's degree	None	None
27-3011	Broadcast Announcers and Radio Disc Jockeys	2	31		Bachelor's degree	None	None
27-4014	Sound Engineering Technicians	2	31	■	Postsecondary nondegree award	None	Short-term on-the-job training
29-1211	Anesthesiologists	2	31		Doctoral or professional degree	None	Internship/residency
29-1217	Neurologists	2	31	■	Doctoral or professional degree	None	Internship/residency

29-1222	Physicians, Pathologists	2	31	■	Doctoral or professional degree	None	Internship/residency
29-1241	Ophthalmologists, Except Pediatric	2	31	■	Doctoral or professional degree	None	Internship/residency
33-3041	Parking Enforcement Workers	2	31	■	High school diploma or equivalent	None	Short-term on-the-job training
33-9094	School Bus Monitors	2	31	■	High school diploma or equivalent	None	Short-term on-the-job training
35-2019	Cooks, All Other	2	31	■	No formal educational credential	None	Moderate-term on-the-job training
47-4061	Rail-Track Laying and Maintenance Equipment Operators	2	31	■	High school diploma or equivalent	None	Moderate-term on-the-job training
47-4071	Septic Tank Servicers and Sewer Pipe Cleaners	2	31	■	High school diploma or equivalent	None	Moderate-term on-the-job training
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	2	31	■	Postsecondary nondegree award	Less than 5 years	Moderate-term on-the-job training
49-9043	Maintenance Workers, Machinery	2	31	■	High school diploma or equivalent	None	Long-term on-the-job training
49-9044	Millwrights	2	31	■	High school diploma or equivalent	None	Apprenticeship
51-4193	Plating Machine Setters, Operators, and Tenders, Metal and Plastic	2	31	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-4199	Metal Workers and Plastic Workers, All Other	2	31	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-9198	Helpers--Production Workers	2	31	■	High school diploma or equivalent	None	Short-term on-the-job training
53-5011	Sailors and Marine Oilers	2	31	■	No formal educational credential	None	Moderate-term on-the-job training
11-9041	Architectural and Engineering Managers	1	32		Bachelor's degree	5 years or more	None
11-9161	Emergency Management Directors	1	32		Bachelor's degree	5 years or more	None
13-2052	Personal Financial Advisors	1	32		Bachelor's degree	None	Long-term on-the-job training

17-2161	Nuclear Engineers	1	32	■	Bachelor's degree	None	None
19-1032	Foresters	1	32	■	Bachelor's degree	None	None
19-2021	Atmospheric and Space Scientists	1	32	■	Bachelor's degree	None	None
19-3091	Anthropologists and Archeologists	1	32	■	Master's degree	None	None
19-3094	Political Scientists	1	32	■	Master's degree	None	None
19-4021	Biological Technicians	1	32		Bachelor's degree	None	None
19-4043	Geological Technicians, Except Hydrologic Technicians	1	32	■	Associate's degree	None	Moderate-term on-the-job training
19-4044	Hydrologic Technicians	1	32	■	Associate's degree	None	Moderate-term on-the-job training
19-4061	Social Science Research Assistants	1	32	■	Bachelor's degree	None	None
21-1021	Child, Family, and School Social Workers	1	32		Bachelor's degree	None	None
21-1094	Community Health Workers	1	32		High school diploma or equivalent	None	Short-term on-the-job training
23-1022	Arbitrators, Mediators, and Conciliators	1	32	■	Bachelor's degree	Less than 5 years	Moderate-term on-the-job training
23-2099	Legal Support Workers, All Other	1	32		Associate's degree	None	None
25-3011	Adult Basic Education, Adult Secondary Education, and English as a Second Language Instructors	1	32	■	Bachelor's degree	None	None
25-4013	Museum Technicians and Conservators	1	32	■	Bachelor's degree	None	None
27-1019	Artists and Related Workers, All Other	1	32	■	No formal educational credential	None	Long-term on-the-job training
27-4099	Media and Communication Equipment Workers, All Other	1	32	■	High school diploma or equivalent	None	Short-term on-the-job training
29-1128	Exercise Physiologists	1	32	■	Bachelor's degree	None	None

29-1161	Nurse Midwives	1	32	■	Master's degree	None	None
29-1181	Audiologists	1	32	■	Doctoral or professional degree	None	None
29-9099	Healthcare Practitioners and Technical Workers, All Other	1	32		Postsecondary nondegree award	None	None
33-2021	Fire Inspectors and Investigators	1	32		Postsecondary nondegree award	5 years or more	Moderate-term on-the-job training
33-3052	Transit and Railroad Police	1	32		High school diploma or equivalent	None	Moderate-term on-the-job training
35-9099	Food Preparation and Serving Related Workers, All Other	1	32	■	No formal educational credential	None	Short-term on-the-job training
39-9099	Personal Care and Service Workers, All Other	1	32	■	High school diploma or equivalent	None	Short-term on-the-job training
43-2011	Switchboard Operators, Including Answering Service	1	32		High school diploma or equivalent	None	Short-term on-the-job training
43-4041	Credit Authorizers, Checkers, and Clerks	1	32	■	High school diploma or equivalent	None	Moderate-term on-the-job training
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	1	32	■	High school diploma or equivalent	Less than 5 years	None
45-4011	Forest and Conservation Workers	1	32	■	High school diploma or equivalent	None	Moderate-term on-the-job training
47-2231	Solar Photovoltaic Installers	1	32	■	High school diploma or equivalent	None	Moderate-term on-the-job training
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	1	32	■	Postsecondary nondegree award	None	Long-term on-the-job training
49-2097	Audiovisual Equipment Installers and Repairers	1	32	■	Postsecondary nondegree award	None	Short-term on-the-job training
49-3043	Rail Car Repairers	1	32	■	High school diploma or equivalent	None	Long-term on-the-job training
49-9063	Musical Instrument Repairers and Tuners	1	32	■	High school diploma or equivalent	None	Apprenticeship

49-9081	Wind Turbine Service Technicians	1	32	■	Postsecondary nondegree award	None	Long-term on-the-job training
49-9097	Signal and Track Switch Repairers	1	32	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	1	32	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-3023	Slaughterers and Meat Packers	1	32	■	No formal educational credential	None	Short-term on-the-job training
51-4021	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	1	32	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1	32	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-4111	Tool and Die Makers	1	32	■	Postsecondary nondegree award	None	Long-term on-the-job training
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	1	32	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-5113	Print Binding and Finishing Workers	1	32	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-8099	Plant and System Operators, All Other	1	32	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	1	32	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-9083	Ophthalmic Laboratory Technicians	1	32	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-9111	Packaging and Filling Machine Operators and Tenders	1	32	■	High school diploma or equivalent	None	Moderate-term on-the-job training
53-2011	Airline Pilots, Copilots, and Flight Engineers	1	32	■	Bachelor's degree	Less than 5 years	Moderate-term on-the-job training
53-7063	Machine Feeders and Offbearers	1	32	■	No formal educational credential	None	Short-term on-the-job training
<b>Total shortfall jobs</b>		<b>1,718</b>					
<b>Count shortfall occups.</b>		<b>202</b>					
<b>Total Non-Reported MSA jobs</b>		<b>657</b>					



<b>Total Non-Reported MSA occupies.</b>	<b>131</b>	
---	------------	--

Source: Bureau of Labor Statistics (2023)