



CAPE COMPASS 2030 Strategic Plan





OUR VISION

Cape Coral will thoughtfully grow into a vibrant and inclusive community that encourages residential character, creates economic opportunity, and ensures respect for its unique environment.

OUR MISSION

Provide services and resources that enhance the quality of life for those who live, learn, work, and play in our city.

CITY COUNCIL AND STAFF



Mayor
John Gunter



Councilmember
District 1
Gloria Raso Tate



Councilmember
District 2
Dan Sheppard



Councilmember
District 3
Tom Hayden



Councilmember
District 4
Jennifer Nelson



Councilmember
District 5
Robert Welsh



Councilmember
District 6
Keith Long



Councilmember
District 7
Jessica Cosden



City Manager
Rob Hernandez



City Attorney
Dolores Menendez



City Auditor
Andrea Russell

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GUIDING PRINCIPLES AND CORE VALUES

INTEGRITY AND TRANSPARENT GOVERNMENT

We conduct ourselves, at all times, with the highest degree of **Integrity**, respect, and fairness to promote **Open and Transparent Government**.

ENVIRONMENTAL SUSTAINABILITY

We serve as stewards of the environment by protecting the well-being of future generations by advancing **Environmental Sustainability**.

PUBLIC SAFETY AND QUALITY OF LIFE

We are committed to high levels of **Public Safety** to maintain a safe, prosperous, and enjoyable **Quality of Life** for all members of the community.

FISCALLY RESPONSIBLE

We safeguard the public's resources and hold ourselves **Fiscally Responsible** for efficiency, effectiveness, and future planning.

CITIZEN AND COMMUNITY ENGAGEMENT

We focus on listening to and supporting the needs of our community through **Citizen and Community Engagement**.

INNOVATIVE THINKING

We use **Innovative Thinking** to anticipate opportunities and trends to transform our community and enhance the value of services provided.

STRATEGIC PRIORITIES AND GOALS

CITY SERVICES AND AMENITIES



**Deliver exceptional
City services and
high-quality amenities**

COMMUNICATION



**Cultivate an engaged
and informed
community and workforce**

ECONOMY, EDUCATION, AND WORKFORCE



**Create a community of prosperous
residents, thriving neighborhoods,
and successful businesses**

FISCAL SUSTAINABILITY



**Maintain a financially
sound government and
high-performing organization**

INFRASTRUCTURE



**Invest in resilient
infrastructure**

ENVIRONMENTAL SUSTAINABILITY



**Preserve Cape Coral's
natural resources for
current and future generations**



CITY SERVICES AND AMENITIES



**GOAL:
Deliver
exceptional
City services and
high-quality
amenities**

CITY SERVICES AND AMENITIES

PUBLIC SAFETY - Keep Cape Coral safe through public safety service excellence, professionalism, accountability, and transparency.

WAYPOINTS:

- Attain Fire Department accreditation from the Center for Public Safety Excellence.
- Maintain Police Department accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Achieve emergency management accreditation through the Emergency Management Accreditation Program (EMAP).
- Complete construction of the police and fire rescue training centers.
- Remain among the top five safest cities in Florida.
- Implement new policing and fire resource deployment models to address population growth and maintain response time goals.
- Respond to police priority one calls within 6 minutes or less, on average.
- Ensure first unit arrival at structure fires, hazardous material releases, and other crisis incidents within 10 minutes, 90 percent of the time.
- Provide Advanced Life Support capable/first unit to EMS calls within 10 minutes and 40 seconds, 90 percent of the time.
- Reduce motor vehicle involved crashes, fatalities, and injuries.
- Reduce alcohol-impaired or drug-impaired driving.
- Continue strategic investments in public safety staffing, facilities, and vehicle replacements.
- Ensure the city is well prepared for emergencies by identifying major risks, maintaining a comprehensive training and exercise program, evaluating and testing components of the emergency management system, and communicating a culture of preparedness to our residents and businesses.

CITY SERVICES AND AMENITIES

PARKS AND RECREATION - Provide a vibrant, accessible, and diverse recreation and open space system.

WAYPOINTS:

- Complete construction of seven new neighborhood parks, two community parks, and improvements to 19 existing parks under the 2018 Parks GO Bond program.
- Update the Parks Master Plan by 2026.
- Complete enhancements to Founders Park and Four Freedoms Park.
- Expand access to marine recreation by completing the design and construction of the D&D Boat Ramp Facility, Jaycee Park improvements, and Bimini Basin Mooring Field.
- Expand recreational facilities and park land to meet established level of service standards as detailed in the City's Comprehensive Plan.
- Improve access to parks, recreational services, and facilities through improved or additional side-walks, bike lanes, bike paths, and trails.
- Provide access to a neighborhood park within one mile of every resident.
- Ensure that each resident has access to a community park within three miles of their home.
- Expand indoor recreational facilities by constructing indoor recreation centers providing a variety of fitness, wellness, recreation, and social activities and programs.
- Complete improvements to the Coral Oaks Golf Course, including a new clubhouse.

CITY SERVICES AND AMENITIES

COMMUNITY BEAUTIFICATION - Maintain an attractive community and preserve the integrity of residential neighborhoods and commercial corridors.

WAYPOINTS:

- Complete an organizational review of the Code Compliance division.
- Increase the visibility and presence of code compliance in neighborhoods.
- Attain a proactive code compliance rate of 75%.
- Strengthen commercial landscaping standards and compliance.
- Evaluate and improve regulations that impact neighborhood appearance and promote maintenance of commercial and residential property.
- Provide an ongoing education program on property maintenance and appearance regulations.
- Accelerate median beautification and streetscape projects.
- Update the City's Comprehensive Plan.

CITY SERVICES AND AMENITIES

COMMUNITY SERVICES - Improve the well-being of individuals, families, and neighborhoods through strong community partnerships, community-based programs, and innovative practices.

WAYPOINTS:

- Complete a city-wide needs assessment to identify and respond to the needs of the city's growing and diversifying population.
- Identify and implement opportunities for aligning identified community needs with non-profit and community-based organizations.
- Establish a coordinated online information resource hub based on the needs identified in the city-wide needs assessment.





COMMUNICATION



GOAL:
**Cultivate an
engaged and
informed
community and
workforce.**

COMMUNICATION

PUBLIC COMMUNICATIONS - Keep our residents, businesses, and visitors well-informed.

WAYPOINTS:

- Create proactive communications plans and materials to inform residents of city initiatives, projects, and issues.
- Create a new resident guide providing useful information regarding Cape Coral codes, services, and amenities.
- Redesign the City's website.
- Publish the annual budget in a clear and easily understood format.
- Provide regular training and education materials on navigating the development review and approval process.
- Maximize the use of technology in communicating with the public.
- Implement methods to better communicate with youth.



COMMUNICATIONS

COMMUNITY ENGAGEMENT - Promote public participation in key issues, policy development, and community priorities.

WAYPOINTS:

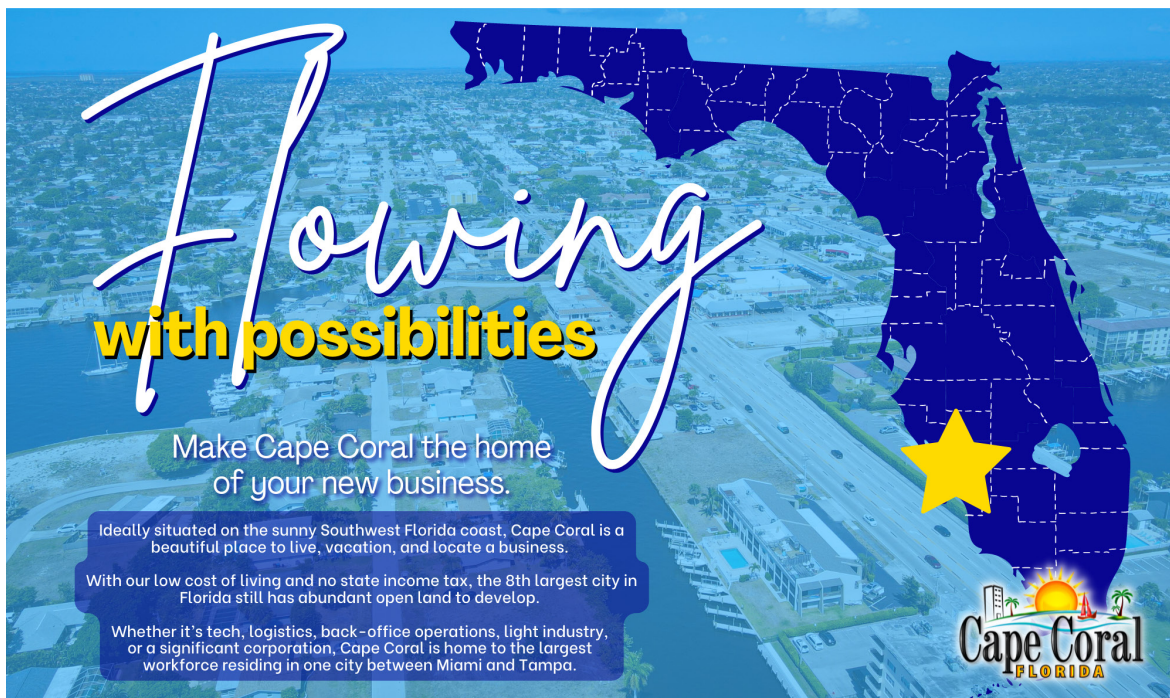
- Organize quarterly community meetings to provide updated information to the public on City events, projects and priorities.
- Conduct a citizen feedback survey every two years assessing the quality of municipal services.
- Fill vacancies on advisory boards within three months.
- Increase the number of Full-Time Equivalent volunteer hours.
- Continue to host the Citizens Academy.
- Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.

COMMUNICATIONS

MARKETING - Promote the City regionally, nationally, and internationally as a destination and place for business.

WAYPOINTS:

- Develop an annual communication plan.
- Update the City's logo and branding materials.
- Maximize use of the "Flowing with Possibilities" tagline.



SITES AVAILABLE

for industrial and commercial development



INCENTIVES

available for economic development

A BIG CITY
with small town
charm



22% INCREASE

in Cape Coral's population from 2010-2018



FULL SERVICE

emergency services included in tax rate

COMMUNICATIONS

EMPLOYEE COMMUNICATIONS - Enhance internal communications, employee appreciation efforts, and employee engagement opportunities.

WAYPOINTS:

- Develop and implement employee recognition and appreciation strategies.
- Provide employees with regular opportunities to learn about issues and challenges.
- Distribute regular employee newsletters, email blasts, and messages from the City Manager and other executive team members.
- Keep City employees informed and involved in public dialogue so they can assist in telling the City of Cape Coral's story.





ECONOMY, EDUCATION, AND WORKFORCE



GOAL:
**Create a community
of prosperous
residents, thriving
neighborhoods, and
successful
businesses.**

ECONOMY, EDUCATION, AND WORKFORCE

ECONOMIC AND BUSINESS DEVELOPMENT - Create an economically balanced community.

WAYPOINTS:

- Attract new businesses and commercial development, especially office, light industrial, and logistics, to the former Academic Village site, Burnt Store Technology and Innovation Park, Mid-Cape Village, and City Square.
- Create a mixed-use destination at 7 Islands as a catalyst for new commercial activity in the Northwest Cape.
- Expand and diversify the city's overall tax base.
- Retain and grow existing businesses in targeted industries.
- Expand employment opportunities within the city.
- Offer incentives to qualified businesses and developers looking to invest in and create jobs in the city.
- Update the City's Economic Development Master Plan.
- Foster cultural development by incentivizing individuals, nonprofit cultural organizations, and other entities to support arts and culture offerings.
- Seek electorate approval of the Economic Development Ad Valorem Property Tax Exemption.
- Strengthen regional economic development partnerships with Lee County Economic Development and the Horizon Council.
- Establish a corridor development plan for the Burnt Store Road corridor.

ECONOMY, EDUCATION, AND WORKFORCE

SOUTH CAPE REDEVELOPMENT - Facilitate the emergence of a vibrant urban village where people of all ages live, work, shop, and are entertained.

WAYPOINTS:

- Encourage and provide incentives for new projects to use structured parking.
- Establish a Parking Development Program including payment instead of parking, shared valet parking, club square redevelopment, satellite parking agreements, and surface parking lot development.
- Complete median and landscaping improvement projects within the CRA.
- Encourage and incentivize the development of mixed-use buildings to create attractive pedestrian-oriented streets.
- Expand small-scale events that focus on attracting attendees to patronize CRA businesses regularly.
- Complete public art installation projects.
- Assist in the acquisition and development of affordable and mixed-income multi-family properties.



ECONOMY, EDUCATION, AND WORKFORCE

COMMUNITY WORKFORCE - Ensure employers have access to a talented and skilled workforce.

WAYPOINTS:

- Connect qualified workers with employers by collaborating with regional workforce training opportunities through CareerSource, Cape Coral Technical College, the Lee County School District, and Oasis charter schools.
- Establish apprenticeship and training programs for high school students to learn about public service career opportunities.
- Work with employers to establish internship programs.
- Work with local businesses to create a summer youth employment program.

ECONOMY, EDUCATION, AND WORKFORCE

EDUCATION - Promote educational excellence, innovative learning, and continuous improvement in all schools.

WAYPOINTS:

- Ensure the City of Cape Coral Charter School System meets the highest educational excellence and student achievement standards.
- Partner with Lee County School District Public Schools to ensure quality education programs and sufficient facilities are provided to meet current and future educational demands.
- Host an annual forum of school principals and key City staff to promote understanding between city government and educators.
- Explore assigning a management-level position within City Government to develop strong partnerships with all educational institutions and ensure high-quality education services are provided city-wide.



ECONOMY, EDUCATION, AND WORKFORCE

VISITOR AND RESIDENT EXPERIENCE -

Establish Cape Coral as a destination for arts, culture, special events, and eco-tourism.

WAYPOINTS:

- Promote the city's eco-tourism assets to attract visitors to Cape Coral and expand understanding of the city's natural environment.
- Create a visitor development strategy.
- Develop a Public Art Master Plan.
- Implement the "Celebrate the Cape" initiative to provide more opportunities for residents and visitors to gather to highlight the Cape's natural and cultural resources and expand special event programming to include new Signature Events such as New Year's Eve and cultural diversity celebrations.



FISCAL STABILITY



GOAL:
Maintain a
financially sound
government and
high-performing
organization.

FISCAL STABILITY

ORGANIZATIONAL PERFORMANCE EXCELLENCE - Be the best at providing municipal services.

WAYPOINTS:

- Reinstatement performance management and benchmarking practices to identify efficiencies and organizational improvement opportunities.
- Demonstrate a commitment to continuous improvement.
- Seek out and implement leading industry practices.
- Provide appropriate resources, tools, and technology to meet service demands and population growth.
- Streamline or eliminate unnecessary processes or requirements that serve as a barrier to providing excellent service or innovation.
- Align organizational resources to performance expectations and outcomes.



FISCAL STABILITY

FINANCIAL STRENGTH AND RESPONSIBILITY -

Operate a fiscally resilient municipal services organization.

WAYPOINTS:

- Develop and maintain a budget stabilization reserve fund at a minimum of three months of General Fund expenditures to strengthen the City's ability to protect against revenue shortfalls, emergencies, and respond to one-time opportunities.
- Develop and implement strategies to attain a AAA bond rating with Moody's and Standard & Poor's rating agencies.
- Maintain a competitive and favorable property tax rate.
- Receive the annual Distinguished Budget Presentation Award from the Government Finance Officers Association demonstrating the City's commitment to meeting the highest principles of governmental budgeting.
- Ensure financial policies are reviewed and updated every five years.
- Establish a cost recovery policy.
- Limit the use of one-time revenues for ongoing expenditures.
- Seek a diversity of revenue sources to improve the City's ability to better distribute the cost of providing services.
- Continue long-range financial planning, revenue and expenditure projections.
- Safeguard against growth in unfunded pension liabilities and other post-employment benefits.

FISCAL STABILITY

INFORMATION SYSTEMS AND CYBER RESILIENCE - Improve service delivery, digital readiness, and knowledge-sharing between departments while implementing strategies that build cyber resilience.

WAYPOINTS:

- Upgrade current information systems and implement new cost-effective technology projects to reduce inefficiency, improve business processes, improve communications, and enhance customer service.
- Protect critical components of the City's information systems by conducting regular exercises and assessments to identify and mitigate vulnerabilities.
- Develop a city-wide technology needs assessment and technology strategy master plan.
- Enable new technologies to support SMART city applications such as parking, asset management, and open government.
- Implement wireless water meter reading technology.
- Complete the transition to the EnerGov online customer service permitting and licensing software system.
- Replace the public safety Computer-Assisted Dispatch (CAD) System.
- Implement new employee timekeeping and payroll system.

FISCAL STABILITY

OUR WORKFORCE -

Attract, retain, and develop a skilled, creative, and high-performing workforce.

WAYPOINTS:

- Regularly review and refine the City's compensation and benefits approach to maintain market competitiveness.
- Invest in employees' professional growth and development through internal and external training, education, and mentorship opportunities.
- Support leadership development and effectiveness within the organization.
- Ensure succession planning initiatives are completed within each department.
- Ensure the workforce reflects the demographics of the community.
- Embrace internship and apprenticeship programs to increase the pool of candidates to fill positions.
- Conduct a comprehensive review of the City's personnel ordinance and policies to ensure they are relevant, meet the needs of current and future employees, and eliminate barriers to effective workforce management.

FISCAL STABILITY

CITY FACILITIES - Make smart investments in City facilities to keep pace with growth, improve service, and reduce expenses.

WAYPOINTS:

- Complete a long-term facility workspace needs analysis.
- Design and construct a new fleet services facility.
- Complete design and construction of new fire stations 12 and 13 and replacements for fire stations 5 and 10.
- Complete conceptual planning for permitting and licensing customer service center, emergency operations center, municipal services, and other public services.
- Encourage private sector investment in public facilities.





INFRASTRUCTURE



GOAL:
**Invest in resilient
infrastructure**

INFRASTRUCTURE

BROADBAND - Ensure all residents, businesses, and City facilities have access to affordable and reliable high-speed internet.

WAYPOINTS:

- Provide financial and other incentives to telecommunications providers when appropriate to accelerate the deployment of broadband service.
- Expand fiberoptic connectivity to critical city facilities.
- Provide free Wi-Fi service at City parks.



INFRASTRUCTURE

MOBILITY - Improve multimodal mobility on roads, bridges, and other transportation facilities to reduce congestion, connect neighborhoods, and improve safety.

WAYPOINTS:

- Develop and implement a Transportation Master Plan.
- Collaborate with FDOT to complete the Pine Island Road Corridor Vision Plan and accelerate efforts to widen Pine Island Road within the city.
- Reduce congestion at key intersections on Veterans' Parkway.
- Plan, design, and construct the missing segment of Andalusia Boulevard through the North Cape Industrial Park.
- Plan, design, and widen NE 24th Street.
- Complete signalization improvements to Del Prado Boulevard at Averill Boulevard and Del Prado Boulevard at De Navarra Parkway.
- Enhance synchronization and optimization of traffic signals.
- Support the development of an interchange at I-75 at Del Prado Boulevard.
- Support capacity improvements to Burnt Store Road, Cape Coral Bridge, and Midpoint Bridge.
- Develop and implement a Bridge Rehabilitation Master Plan prioritizing repairs, rehabilitation, and replacement of City-owned bridges.
- Collaborate with LeeTran, FDOT, and others to expand public transportation options within the city.
- Complete design and construction of the Shared-Use Nonmotorized (SUN) Trail.
- Install sidewalks within one mile of all public schools.

INFRASTRUCTURE

WATER AND WASTEWATER - Provide cost-effective, environmentally responsible water, irrigation water, and wastewater collection services.

WAYPOINTS:

- Produce potable water that meets or exceeds all Safe Drinking Water Standards established by the Environmental Protection Agency and the Florida Department of Environmental Protection.
- Implement the Utilities Master Plan.
- Complete design and construction of the North 1, 2, 3, 4, and 5 Utility Expansion Projects.
- Facilitate the extension of utilities along Burnt Store Road to serve the Hudson Creek development.
- Provide city utilities along missing gaps on Pine Island Road.
- Complete hydrogeological modeling of the City's water wellfields to identify alternatives for wells with deteriorating water quality.
- Continue programs that address inflow, infiltration, and general rehabilitation needs of the City's gravity sewer system in older areas.
- Increase the number of sewer lift stations rehabilitated annually.
- Design and construct appropriate facilities needed to reroute flows between Everest and Southwest water reclamation facilities.
- Continue using 100 percent of the City's reclaimed water to supply the City's irrigation network.
- Expand the capacity of the Southwest Water Reclamation Facility.
- Retain more water for irrigation and maintain water levels in the city's freshwater canal system.
- Complete major capital improvements, including the Phase I Palm Tree Boulevard Storage and Booster Pump
- Improvements, CRA Force Main enhancements, Southwest administration facility, rehabilitation of raw water wells, replacement of residential meters, design, and construction of Cape Coral Reservoir and Pipeline Project, Caloosahatchee River Crossing.



ENVIRONMENTAL SUSTAINABILITY



GOAL:
Preserve and
protect Cape
Coral's natural
resources for
current and future
generations.

ENVIRONMENTAL SUSTAINABILITY

WATERSHED PROTECTION - Safeguard the City's water resources.

WAYPOINTS:

- Prevent blue-green algae blooms in city waterways by installing underwater aeration devices in local waterways.
- Implement and complete the South Spreader Waterway Environmental Investment and Sustainability Program.
- Reduce nutrient loading in area waterways by implementing new fertilization standards in the City's recently updated Fertilization Ordinance.
- Promote water conservation initiatives, including implementing new irrigation standards for residential properties.
- Support regional watershed conservation and protection efforts, including the Coastal and Heartland National Estuary Partnership, Southwest Florida Regional Resiliency Compact, and Lake Okeechobee System Operating Manual working group.
- Support water management improvements and conservation projects that contribute to water supply sustainability, mitigate drought-related impacts and increase ecological habitat protection and pollution prevention.
- Create and implement a Weir Rehabilitation Master Plan identifying weirs for rehabilitation or replacement.
- Replace or rehabilitate stormwater culverts, catch basins, and outfall pipes to improve flood control, drainage, and water quality.
- Install placards on storm drains to inform the public not to introduce pollutants into the drain.
- Reduce the percentage of impervious surfaces throughout the city.
- Increase efforts to remove excess aquatic vegetation growth in local waterways.

ENVIRONMENTAL SUSTAINABILITY

TREE CANOPY - Preserve and grow Cape Coral's tree canopy.

WAYPOINTS:

- Address changing climate conditions, increase shade, reduce water pollution and street flooding, alleviate heat stress, provide noise buffers, and provide essential wildlife habitat.
- Establish a city-wide tree canopy action plan and tree canopy goal.
- Implement tree planting initiatives in support of the City's tree canopy goal.
- Establish a tree trust fund.
- Create messaging and education campaign highlighting the benefits of a growing tree canopy.
- Remove invasive exotic tree and plant species from public properties, recreational facilities, and undeveloped residential lots.
- Review and update tree protection and preservation policies.



ENVIRONMENTAL SUSTAINABILITY

CLIMATE RESILIENCY -

Reduce the City of Cape Coral's energy use, fossil fuel emissions, and improve energy efficiency.

WAYPOINTS:

- Explore replacing existing Charter School buses with low or no-emission buses.
- Obtain financial support from LCEC, FDOT, and the US Department of Transportation to install electric vehicle charging stations and other alternative fuel infrastructure on public roads, parks, and publicly accessible parking facilities.
- Identify sites for electric vehicles and alternate fuel charging stations.
- Establish carbon reduction and energy efficiency goals. Develop and implement programs to conserve energy, increase energy efficiency and save energy at city facilities and Oasis charter schools.
- Increase the energy efficiency of residential dwellings owned or occupied by low-income persons and vulnerable populations such as the elderly and disabled through federal and state funding programs such as CDBG and SHIP.
- Support the reduction of transportation-related emissions by expanding trail facilities for pedestrians, bicyclists, and other nonmotorized transportation methods.

ENVIRONMENTAL SUSTAINABILITY

LAND CONSERVATION - Protect and preserve endangered critical habitats and environmentally sensitive lands.

WAYPOINTS:

- Accept and administer private donations of monies and real property for the acquisition and preservation of endangered critical habitats and environmentally sensitive lands.
- Update and implement management plans for nature parks.
- Evaluate the suitability of large tracts of land as nature parks with program elements, including access, nature trails, environmental kiosks, and exotic species removal.
- Seek funding opportunities for water quality improvements, habitat restoration, exotic species removal, etc., that could facilitate natural resource protection.
- Develop a formal partnership with Cape Coral schools for environmental education at nature parks.
- Beyond nature parks, identify opportunities for environmental education and interpretation in all City parks.
- Work with State agencies to improve access to state lands for resource-based recreation such as camping and hiking.
- Construct additional paths at the Four Mile Cove Ecological Preserve, particularly the missing boardwalk link leading to Lost Pond.
- Replace Four Mile Cove Ecological Preserve boardwalk.
- Support the construction of a boardwalk at Charlotte Harbor Preserve State Park's NorthCape Flats Trail.

ENVIRONMENTAL SUSTAINABILITY

ENDANGERED AND THREATENED SPECIES -

Conserve the habitats of endangered and threatened animal and plant species.

WAYPOINTS:

- Minimize the impacts of development where it threatens the habitat of endangered and threatened species of plants and animals.
- Protect manatees from harmful collisions with watercraft by increasing speed enforcement in local waterways and on the Caloosahatchee River.
- Continue the City's participation in the Lee County Marine Law Enforcement Task Force to coordinate manatee protection efforts.
- Continuously seek ways to protect the West Indian manatee and its habitat.
- Continue educational programs to promote manatee protection awareness, including informational signs at city boat ramps and various media.
- Support, promote and organize coastal cleanup initiatives to remove objects that have the potential to harm wildlife.
- Protect, enhance and preserve critical eagle habitat by providing incentives and implementing eagle nest management zones, requiring Bald Eagle Management Plans, and restricting construction and development activities during sensitive periods.
- Protect and preserve the habitats of burrowing owls and gopher tortoises through education and enforcement.
- Ensure adequate protection of critical habitats of smalltooth sawfish through awareness education.





The Mayor, City Council, and City Manager's Office provide tremendous support for strategic planning and performance management efforts.

Each of the initiatives included in this Strategic Plan is led by a cross-departmental team of employees who work with community partners and stakeholders to move the initiatives forward. The performance measures are monitored and reported by employees from across various City departments.

In short, the City of Cape Coral's Strategic Plan represents the efforts of many dedicated public servants who are committed to building a stable platform of evolving services for our community through which we champion positive and sustainable growth and realize visionary ideas for all.



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