



Economic Development Strategic Plan - RCM2342AS Proposal

prepared for:

City of Cape Coral Financial Services Dept.
Cape Coral City Hall
1015 Cultural Park Blvd., 2nd 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



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



D-H & Associates Consulting, LLC
21 Azelia Drive
Key West, FL 33040-6206

May 25, 2023

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Letter of Interest

Ms. Alicia Sinclair
Procurement Specialist
Cape Coral City Hall
1015 Cultural Park Blvd., 2nd Fl.
Cape Coral, FL 33990



Re: Request for Proposals - Economic Development Strategic Plan
RCM2342AS

Dear Ms. Sinclair,

DCG Corplan Consulting LLC is pleased to submit our proposal via IonWave for the above project. We are quite familiar with Cape Coral having worked for Lee County in a major revitalization strategic plan for North Fort Myers. We have generated many similar studies for communities throughout Florida and the US, and we look forward to the possibility of working for your community as well. We have a demonstrated track record of solving difficult economic development challenges through creative thinking which we would like to share from over 25 years of national practice.

Our location in Northern New Jersey is convenient for travel to Cape Coral by air as it has been for our numerous Florida assignments. Joining us in this project will be an excellent tourism consultant, Parter International, Inc. of Larchmont, NY. And we bring two South Florida consultants along as well: Forgey Planning of Cape Coral; and, D-H & Associates, LLC of Key West.

We have been in contact with Lee County following the devastating Hurricane Ian and we are aware of the pace of recovery. Rebound from the Covid-19 epidemic should have been enough work to do for Cape Coral. The City did not need the natural disaster to compound efforts. But knowing South Florida as we do, we are confident in the community's potential for resurgence and the need for economic development strategic plan at time this makes sense.

Our firm provides strategic guidance to public agencies with practical business attraction/retention programs and implementation. Public sector clients include regional, state, county and municipalities who seek economic development and diversification in specific industrial, commercial, trade, and tourism activities, as well as development entities who seek assistance on positioning surplus or underutilized facilities into positive cash flows.

The DCG Corplan Team looks forward to bringing decades of pragmatic experience to The City of Cape Coral. If selected for the assignment, I will be serving as Project Manager and Point-of-Contact.

Please note that References and all other required proposal forms have been separately uploaded to the IonWave platform. Additionally, we have read and reviewed Addendums #1 and #2.

Cordially,



Bruce M. Hoch
Managing Director

Firm Background and Experience

DCG Corplan Consulting LLC

623 Eagle Rock Ave., Ste. 102

West Orange, NJ 07052

LEAD CONSULTANT

DCG Corplan Consulting LLC (*DCG Corplan*) provides strategic guidance on location and development issues that are indelibly tied to economic geography. Our value lies in being able to navigate the complex relationship between the private and public sectors and in helping our clients to be able to capitalize on, or alternatively, to promote the unique characteristics of individual places.

DCG Corplan is a national leader in strategic planning, economic development, corporate site selection, real estate development feasibility, studies and market analyses. DCG Corplan has conducted hundreds of assignments for public development agencies in the United States, Europe and the Caribbean.

The firm provides strategic guidance to public agencies with practical business attraction/retention programs and implementation. Public sector clients include regional, state, county and municipalities who seek economic development and diversification in specific industrial, commercial, housing, trade, and tourism activities, as well as development entities who seek assistance on positioning surplus or underutilized facilities into positive cash flows.

DCG Corplan Consulting LLC was formed in 1997 as a result of merger between two consulting entities. Development Concepts Group (*DCG*) specialized in strategic market analysis and real estate development consulting. Corplan, Inc. (*Corplan*) provided corporate site selection and economic development services. As the new company, we are known nationally and internationally as location and development advisors. Leadership of the firm is traced back to the original Fantus Company of the mid-1950's, whose area development and site selection practice is partly responsible for much of the southern tier of the United States economic prosperity today. Our late Managing Director of Location Services, L. Clinton Hoch, was personally responsible for relocation of over 50 major corporate headquarters from New York City to new locations worldwide.

This is a vast marketplace, with great variability of costs and opportunities, and if more companies would simply look inward rather than off-shoring they would recognize America's innate capability to compete globally."

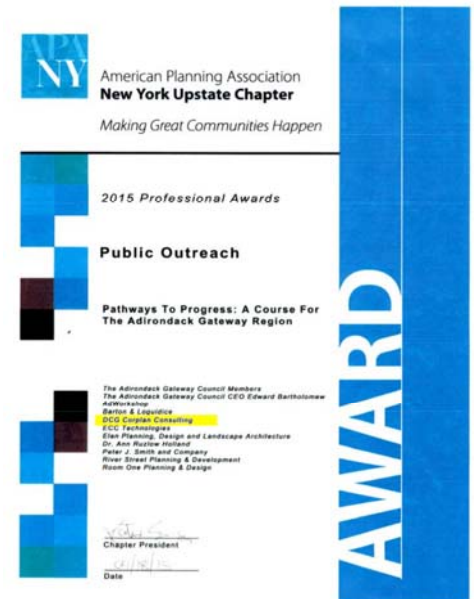
--Bruce M. Hoch

DCG Corplan

DCG Corplan Public Clients

(Southeast Clients Highlighted)

Adirondack Gateway Council (NY)
Adirondack Partnership (NY)
Appomattox Basin Industrial Development Corporation (VA)
Baldwin County Economic Development Alliance (AL)
Barbados Investment & Development Corp. (Barbados)
Belleville Economic Development Committee (NJ)
Bennington County Industrial Corporation (VT)
Broward County Office of Econ. & Small Business Development (FL)
Business & Industrial Development Corporation of Charleston (WV)
Carolinas Gateway Partnership (NC)
Centralia Economic Development (IL)
Charleston Regional Development Alliance (SC)
City of Albuquerque Dept. of Economic Development (NM)
City of Kingston Dept. of Economic Development (NY)
City of Miami Gardens Dept. of Planning & Development (FL)
City of Millville Economic Development Office (NJ)
City of Palmdale Dept. of Economic Development (CA)
City of Rahway Dept. of Economic Development (NJ)
City of Trenton Dept. of Economic Development (NJ)
Continental Cooperative Services (IL)
Corpus Christi Regional Economic Development Corporation (TX)
East Texas Council of Governments (TX)
Economic Development Board for Tacoma-Pierce County (WA)
Empire State Development Corporation (NY)
England Airpark (LA)
Fulton County Board of Supervisors (NY)
Greater Des Moines Economic Development Federation (IA)
Greater Scranton Chamber of Commerce (PA)
IDA of the Town of Front Royal and County of Warren (VA)
Market Lubbock, Inc. (TX)
MEAG Power Economic Development (GA)
Meigs County Economic Development Office (OH)
Memphis Area Chamber of Commerce (TN)
Morgan County Commission (WV)
Office of Tourism, Trade & Economic Development - State of Florida (FL)
Ogdensburg Bridge and Port Authority (NY)
Peninsula Alliance for Economic Development (VA)
Piedmont Triad Partnership (NC)
Pittsburgh Regional Alliance (PA)
Port Authority of NY & NJ
Port of South Louisiana (LA)
Prince William County Office of Economic Development (VA)
Pueblo Economic Development Corp. (CO)
Raquette River Blueway (NY)
Staunton Office of Economic Development (VA)
Tri-County Council for Western Maryland (MD)
Troy Local Development Corporation (NY)
Tulsa Port of Catoosa (OK)
Union County Dept. of Economic Development (NJ)
University Heights Science Park (NJ)
Veterans Administration (US)
Washington-Baltimore Regional Association (MD)
West Kentucky Corporation (KY)
West Virginia Development Office (WV)



CREDENTIALS

DCG Corplan Consulting LLC is a Limited Liability Company registered in the State of New Jersey.

1. We are authorized by the State of Florida Department of State to conduct business in Florida (Document #M17000009614).
2. We have no history of bankruptcy, or any history of claims or disputes against us.
3. We have no history of criminal proceedings or hearings in which we were involved.
4. We have completed all work awarded to us.
5. We have never been terminated from a contract.
6. There are no standard terms and conditions with which we cannot agree.

Project Examples/References



Market-Based Assessment of a City-Owned 40-acre Parcel

Client: City of Miami Gardens/Norman E. Taylor & Associates

Location: Miami Gardens, FL

Completion date: 2018

Fee: \$25,000

Reference: Norman E. Taylor

(954) 826-2827

In response to a direct request from the client, the DCG Corplan project team analyzed the development potential of a public property for a Florida municipality in advance of marketing the site to the development community. Team member Norman E. Taylor and Associates, LLC (NETA) led the effort, with DCG Corplan providing market analysis, conceptualization, and economic impact evaluation.

The City of Miami Gardens, driven by a need to improve the appearance and vitality of one of its main thoroughfares, Northwest 27th Avenue between the Miami-Dade County border line and NW 183rd Street, began by establishing an Entertainment Overlay District to capitalize on a hub including sports, gaming and entertainment. The Mayor, City Council, and other City leaders envisioned this development to be a true “downtown” Miami Gardens connecting other assets stretched along the NW 27th Avenue Corridor. The Entertainment Overlay District’s features will drive the core of an attractive and aesthetically pleasing “City Center”. Study parameters included gaging market demand for a variety of key drivers:

- Entertainment/Sports/Recreation
- Retail/Office
- Hotel Lodging/Restaurant

A financial analysis of a conceptual multipart development on the 40±acre site assumes the inclusion of rental housing, office and commercial space, retail, upscale lodging, restaurants/bar, restaurants, live entertainment, a movie theater, and sports and recreation activity. This scenario involves enhanced tax revenues flowing to the City, while new jobs are created. A financially viable internal rate of return of 13.0% (unleveraged) is projected for the investment. Overall, the development costs are estimated at \$289 million. A six-year (6) construction cycle is anticipated and total economic impacts to the City of Miami Gardens are calculated at \$223 million by year six (in 2018 dollars). First year impacts are estimated at \$33 million plus the sale revenue of \$15 million for the property. A total of 2,146 new jobs are forecasted to be needed over the development period.



Market-Based Assessment for North Fort Myers

Client: Lee County Economic Development Office

Location: Fort Myers, FL

Completion date: 2016

Fee: \$50,000

Reference: Glen Salyer, Asst. County Manager, Lee County
(239) 533-2221

DCG Corplan conducted a detailed market study of an unincorporated area within Lee County, FL in need of investment and upgrade. The primary objective was an identification of the market demand for a mix of development uses and to pinpoint strategic actions that would facilitate the revitalization of North Fort Myers. Market difficulties have caused a steady economic decline in the Study Area, and many once-thriving businesses are today in financial distress. Vacancies are visibly prevalent, and many properties are for sale. With recovery from the 2008 Recession, North Fort Myers should have emerged as a target for investment in several development categories, but investor interest is lagging.

The study covered outreach and survey of business owners, detailed real estate analysis, and economic impact modeling of development scenarios. Analysis of projected job growth and its associated demand for new office space indicted the need for a new “downtown” business center capable of intercepting commuters and providing professional and business services to a growing North Fort Myers community.

As former and underutilized highway-oriented retail is transformed into a new vibrant combination of offices, entertainment, institutional and cultural uses, a recognition of a “sense of place” will evolve and demand for housing should emerge that will encourage “millennials” to consider the Study Area as an attractive live-work environment.

- Projections for the Study Area’s market absorption result in the following estimates:
- Housing: 400+ mid-rise condominium units and 220+ rental units.
- Retail: 18,000 sf of new consumer- and business-oriented retail space
- Lodging: 120+ rooms plus conference space
- Office: 320,000+ sf of new office space
- Flex/Wholesale: 50,000+ sf of flex space
- Sports/Recreational: 25,000+ sf indoor sports recreation
- Food Service: 29,000+ SF fine dining and catering facilities



Broward County New Targeted Industries Study

Client: Office of Economic and Small Business Development

Location: Fort Lauderdale, FL

Completion date: 2010

Fee: \$241,360

Reference: Norman E. Taylor, (Ret).

(954) 826-2827

In acknowledgement that Broward County's strongest job growth since 2000 has been concentrated among its lowest paying industries, the Broward County Office of Economic and Small Business Development (BCOESBD), through the Board of County Commissioners engaged DCG Corplan Consulting LLC to undertake a year-long investigation of the County's opportunity to develop a new group of 10 industries or clusters that would encourage high skill/high wage jobs and help reverse the trends noted above. Throughout the project duration, there had been a destabilizing of economic conditions, of the kind not witnessed in living memory. Unemployment figures during much of the project were initially in the vicinity of 5% to 6%, but by December 2009, the Broward County unemployment had reached 10.0%.

Attempting to be more proactive than reactive in outlook, the study supported the continued relevance of the 2006-07 data as it establishes a pre-recessionary trend for employment growth, as opposed to relying too heavily on the downward trending of the 2008-09 period. Realistic employment projections were judiciously constructed from the data.

Organized into four main objectives, the project incorporated: (1) industry and workforce analyses and projections; (2) competitive region comparisons; (3) a methodology of target industry selection; and, (4) a strategic marketing campaign. Results of the study produced 10 industry clusters containing numerous sub-industry categories. Implementation of the program is now underway:

- Advanced Materials and High-Tech Manufacturing
- Alternative Energy and Renewable Resources
- Aviation / Aerospace
- Global Business Services
- Global Media and Production
- Headquarters and Management Operations
- Human Resources and Higher Education
- International Trade and Logistics
- Life Sciences
- Marine Industries



Economic Diversification Planning for Bay County FL

Client: Governor's Office of Trade, Tourism and Economic Development

Location: Panama City, FL

Completion date: 2006

Fee: \$136,400

Reference: Ted Clem

(334) 353-0938

The Office of Economic Adjustment (OEA) & Department of Defense issued a grant to Bay County, Florida due to its heavy reliance on defense installations in the Panhandle region. The purpose of the grant was to produce an economic diversification plan that promotes technology-driven industries, especially in connection with the federal Government's WIRED technology program. The project was administered by the Governor's Office of Office of Tourism, Trade and Economic Development (OTTED).

DCG Corplan carefully measured the strengths and weaknesses of Bay County's resources for technology-related businesses. The framework for the review was structured around the six characteristics commonly sought by major corporations in qualifying:

- Talent
- University
- Pillar companies
- Support services
- Local government support
- Access to capital

Outcomes of the analysis provided determination of the demand of the high-tech market. DCG Corplan qualified the effect of military spending and identified high-technology clusters and target industries that could thrive and grow in Bay County as well as benefit from military commercialization and technology-transfer. Bay County's high-technology infrastructure was evaluated as were existing or proposed real estate facilities. Strategic directions were developed including a Forward Bay County Action Plan with budget and staffing requirements, with special emphasis on downtown Panama City redevelopment. Future marketing and promotions procedures were also established which are now being implemented by the Bay County Economic Development Alliance.



Economic Diversification Planning for Monroe County FL

Client: Governor's Office of Trade, Tourism and Economic Development

Location: Key West, FL

Completion date: 2006

Fee: \$132,160

Reference: John Dolan-Heitlinger

(305) 292-1208

Monroe County is among a number of Florida counties significantly influenced by both the U.S. military (NAS Key West) and the tourism economy. To make certain that Florida communities that are affected by military presences engage in advanced planning activities, the Office of Tourism, Trade and Economic Development (OTTED) engaged DCG Corplan Consulting LLC (DCG Corplan) to develop a strategy that will ensure optimal economic adjustment and diversification for Monroe County, and specifically, the Lower Keys.

The objective of this project was to develop a database of demographic economic factors, determine the synergy between the military and hospitality sectors, and generate a list of emerging cluster opportunities for the region, and to develop a practical implementation plan to achieve that end. Added to the critical findings was a special emphasis on the overarching critical need of the Lower Keys – affordable housing.

Important synergies emerged as primary drivers for the military and hospitality sectors. As a result, a “Forward Lower Keys” action plan was developed that prioritized implementation steps, including:

- Formation of Lower Keys Economic Development Alliance
- Assure availability of Qualified Target Industry Tax Refund (QTI)
- Establish hurricane shelter program & re-examine ROGO objectives
- Create Workforce High Density Infill Housing program (WHIDH)
- Establish Vocational Center to serve Lower Keys

Qualification and Experience of Team Personnel

DCG Corplan Consulting LLC

LEAD CONSULTANT

Project Personnel

Bruce M. Hoch

Project Manager

**Note: Please Refer to the
Appendices for Team Resumes
and Qualifications**

Bruce has performed strategic analyses and market studies for numerous state and regional agencies throughout his 35 years of experience. With background in planning and architecture, he has written extensively on adaptive reuse of obsolete facilities and served as an advisor to (former) the Office of the Vice President (Al Gore) on the feasibility of assembling a national catalogue of adaptive reuse opportunities. Bruce is accredited with developing one of the first strategic methodologies for implementing brownfields redevelopment in a groundbreaking study for the City of Trenton (NJ). He has also provided consulting services to the U.S. Department of State in office projects internationally.

Bruce will serve as Project Manager and will develop research objectives, conduct market analysis, evaluate real estate site development potentials, and prepare reporting documents.

Keith E. Parsick

Data Services Manager

Keith has broad experience in determining the economic feasibility of proposed economic development initiatives. In the public sector, he has been directly involved in systems development and analyses of competitive position for such DCG Corplan clients as the Belleville (NJ) Industrial Development Committee, the Greater Des Moines (IA) Chamber of Commerce Foundation, the Paducah (KY) Information Age Park, the County of Prince William (VA), the City of Trenton (NJ), the City of Virginia Beach (VA), the state of West Virginia Development Office, and the Town of Waterford (CT). He has made important contributions to the analysis of incentive packages and the economic feasibility of establishing incubator facilities. Keith will oversee data management, provide research support for GIS development, and advise on technical information relating to smart city and infrastructure investment.

Christina Snyder

Graphic Designer

Christina is a graphic designer of award winning local and regional projects and strategies. Her work documents the iterative planning process DCG Corplan delivers as part of its emphasis on community engagement work. She will be on temporary assignment from our long-term consulting partner, River Street Planning & Development, LLC from Troy, NY. Christina will provide graphic design, website development, and StoryMaps integration with GIS mapping.

Parter International, Inc.

SUB-CONSULTANT

Project Personnel

Alan Parter

Principal

Alan has provided tourism strategic planning counsel to communities worldwide. As an attorney, high-ranking government official, and senior business executive, he has devoted his entire career to helping corporations, governments, and not-for-profits succeed in the international business arena. Prior to founding Parter International, Inc., Alan served as Executive Vice President of the GCI Group, an international public relations firm with offices in 26 cities around the world. He was a communications consultant to major international companies doing business in the U.S. and represented numerous government trade and investment offices.

Alan served as Deputy Commissioner of Commerce for New York State, heading its International Division, which is responsible for promoting exports and attracting foreign investment. Under his direction, New York became the leading U.S. state in attracting foreign investment. He organized and led more than 20 overseas trade and investment missions, was responsible for the state's seven overseas offices and initiated the State's Joint Venture/Acquisition Program, and its High Tech/Made in New York Trade Shows. Alan will lead the tourism and marketing analysis activities.

Forgey Planning

SUB-CONSULTANT

Project Personnel

Max Forgey

Principal

Max is an experienced land use planner with more than three decades of professional experience and exceptional success in administration of local government comprehensive planning strategies, land development and regulatory controls, governmental relations, and public policy communications. Primary clients are governmental organizations and private property owners.

His professional knowledge encompasses creating and developing community and small-area plans, urban design and architectural standards, land development entitlements, project management, and expert witness testimony. He has worked on more than 30 cases across 25 Florida counties and municipalities, appearing before local planning agencies, city and county elected bodies, hearing examiners, administrative law judges, and circuit court proceedings. Max will coordinate public meetings, interpret local planning requirements, and help with real estate development analysis.

D-H & Associates Consulting, LLC

SUB-CONSULTANT

Project Personnel

John Dolan-Heitlinger

Principal

John is an Innovative, enthusiastic, and forward-thinking leader with a proven track record in leading expansion, growth, and turnarounds. He has demonstrated excellence in planning, analytical, and problem-solving skills based on 30 years as a CEO, senior executive, and consultant. His areas of expertise include: Strategic Planning & Execution; Board Governance; Lending & Collections; Regulatory Management; Turnarounds & Workouts; Financial Analysis & Forecast Modeling; Facilities Planning & Staff Restructuring; and, Community & Public Relations.

He provides strategic and tactical consulting to businesses and agencies including leadership and financial and marketing analyses focused on growth and revenue and profitability enhancements. John will lead the efforts for outreach to the Cape Coral business audience.

Demonstrated Knowledge and Resources

Approach to the Workplan

Understanding the Objective

According to the Cape Coral Office of Economic and Business Development (OEDB), the city's current population size of about 200,000 is less than halfway to its expected build-out size of 400,000 residents¹. The rapid growth of Cape Coral now places the community as eighth in size among the state's major cities². Given the current in-migration to Florida by many US residents, Cape Coral's growth should be expected to continue, and Florida cities now account for one third of the Top 15 fastest growing cities in the nation, according to new data from Woods & Poole Economics³.

Acknowledging that population growth can often be affected by political or environmental change, we must recognize the recent impact that Hurricane Ian has had on Lee County. For some new residents, the storm must have been viewed as a life-altering event. For more seasoned residents, perhaps less so. But, the somewhat slow pace of recovery in the area continues to serve as a reminder that natural events are prevalent in the Sunshine State. The national news media coverage is quick to point out the ravages wrought by hurricanes, but as we have often perceived, follow-up coverage of repair and restoration rarely make the news cycles.

What we view as the main objective of this study is to identify the strengths of the City of Cape Coral and determine a means of leveraging those advantages to spur economic growth. We are aware of the many strategic initiatives already being considered by the City, including the Urban Land Institute's (ULI) Advisory Program Report, the Cape Compass 2030 Strategic Plan, ResilientLee Task Force, the Cape Coral Opportunity Zone Program, and possibly others. We feel that perhaps there may be already too many "plans" for Cape Coral, but what is really needed is a tactical pathway that takes the best ideas from these studies and proves out their viability in a clear course of action. The Team we have assembled has decades of experience in accomplishing such goals,

¹ City of Cape Coral, EDO; Target Industries - Back Office Operations;
https://www.capecoral.gov/edo/industries/back_office_operations.php

² US Census, American Community Survey, 2021; Table S0101

³ The Capitolist; *These 5 Florida Cities Made the National Top 15 List; Sept. 2022*; <https://thecapitolist.com/florida-scores-these-5-cities-in-national-top-15-list-for-projected-population-growth/>

and the following sections outline our approach to achieving the mission. Some reorganization of the RFP scope items have been undertaken for efficiency of the workplan.

Task 1: Project Kick Off/Facilitation of the Vision

1.a – Project Kick-off/Project Management

The DCG Corplan Team principals will assemble in Cape Coral to meet with the Project Review Committee to discuss the project and to obtain names and contact information of stakeholders. We will use this session as a review of existing objectives, project timeline, deliverables, and final presentation.

1.b – Project Website

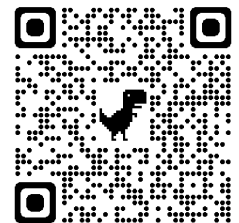
The team will develop a simple ADA compliant website as a landing pad for project information, join-at-your-own-pace presentations, and workshops and surveys. For the earlier phases of the study, it is recommended that a password-protected version be employed for the study team, project review members, and key stakeholders. A “live” version will be generated at a point later in the process.

1.c – Surveys and Interviews

We would like to propose gathering public input earlier in the process, to obtain information a ebe responsive to make course corrections.

Online survey

The DCG Corplan team will prepare a public online survey that will query consumer trends, problems, issues, concerns, and needs. We will prepare a press release regarding the survey availability and have the announcement placed in the News-Press and the Cape Coral Breeze. The survey will be hosted by a commercial provider (Survey Monkey)⁴ and a QR code will be generated to allow cell phone users immediate access.



Interviews

We will conduct personal interviews with a sampling of local businesses to collect information on operations, conditions, plans for expansion, other pertinent information to better understand the needs within the Cape Coral area. These interviews will be made by telephone or email but will be presented as confidential inquiries so that responders will feel comfortable to share their opinions.

⁴ Surveymonkey.com

1.d – Facilitation of the Vision

The Vision for Cape Coral’s future should be a long-term aspirational goal with a direct and inspiring message. In the supplementary Mission statement, the means of achieving the vision is more practical and short-term.

The Cape Compass Vision and Mission Statements indicates that the city “*will thoughtfully grow into a vibrant and inclusive community that encourages residential character, creates economic opportunity, and ensures respect for its unique environment*”⁵. The mission will be to provide services and resources that enhance the quality of life for those who live, learn, work, and play in Cape Coral.

We will begin the crafting of the Vision and Mission statements which will likely be modified as the study reveals more information. This will be a continuing effort requiring multiple iterations before finalization. The overarching themes for this effort will be Adaptability and Resiliency. Recognizing Cape Coral’s physical limitations is obvious, with only a few mentioned below:

- Large number of canals and difficulty of movement throughout the city
- Low density sprawl and absence of high-rise urban core
- Lack of direct interstate highway access
- Potential for on-going cataclysmic weather events

Adaptability

How strengths and potentials can overcome drawbacks is the key. We will explore SWOT in later tasks, but an early appreciation of this process is warranted at this early juncture. For now, we will consider the following as strengths to be leveraged:

- Considerable population size with expected growth in near term
- Decreasing median age indicating younger family influx
- Recreational water-oriented city theme
- Affordable living opportunities
- Low crime rate
- Abundant natural and recreational amenities

Resiliency

With the influx of in-migrants to Southwest Florida, the sudden and shocking revelation of hurricane impacts must be daunting to new residents. There is no other state in the US that is more adept at storm recovery than Florida, but hurricanes are getting bigger and will result in

⁵ Cape Compass 2030 Strategic Plan

more damage⁶. With the City's near sea-level character and the proliferation of canals, the reality of storm surge and flooding will remain a significant factor.

In our home state of New Jersey following Super Storm Sandy, a campaign of house-raising to accommodate higher flooding was undertaken in earnest. As of 2023, the US Army Corps of Engineers has developed a flood mitigation program for New York Harbor and Tributaries that contains flood gates and higher bulkhead development which will cost \$53 billion and take 14 years to complete⁷.

The City of Cape Coral cannot afford to tackle climate change on its own, but what it can do is constantly balance development planning with the cost of severe weather realities. Dual-duty infrastructure investment such as parks that serve as stormwater management facilities, as used in Atlanta, is the type of resiliency planning that must accompany economic development⁸. While the ULI Advisory Panel report should be praised for raising the subject of resiliency awareness, the proposals suggested must have pragmatic follow-ons that can be dual-acting, such as bike paths that are also storm run-off swales and complete streets that contain green infrastructure.

We will work with the City and stakeholders to develop a vision that is achievable and grounded in the financial and social benefit capabilities of Cape Coral. This will be accomplished over a two-day period following the kick-off meeting. Attendees of the visioning sessions will include stakeholders identified at the kick-off.

1.e – Task 1 Progress Report/video conference

We will conduct a video conference with the Project Review Committee on progress to date. Work product to date will be uploaded to the project website. A memorandum of findings will be submitted via email prior to the conference.

⁶ Scientific American; *"Even Weak Hurricanes are Getting Stronger as the Climate Warms"*; November 2022; <https://www.scientificamerican.com/article/even-weak-hurricanes-are-getting-stronger-as-the-climate-warms/#:~:text=The%20ocean%20measurements%20suggest%20that,storms%20all%20over%20the%20world.>

⁷ Waterfront Alliance; *"What Exactly is the New York-New Jersey Harbor and Tributaries Study"*; January 2023; <https://waterfrontalliance.org/2023/01/26/what-exactly-is-the-new-york-new-jersey-harbor-and-tributaries-study-nynjhats/#:~:text=In%20August%202022%2C%20the%20Corps,with%20a%20%2452.7%20billion%20cost.>

⁸ SmartCitiesDive; *"Parks Can Do Double-Duty as Green Infrastructure"*; 2017 <https://www.smartcitiesdive.com/ex/sustainablecitiescollective/parks-can-do-double-duty-green-infrastructure/1225533/>

Task 2: Community Assessment, Labor, and Educational Institution Analysis

2.a – Background Research/Site Tours

Following the project kick-off, we will schedule a day of site tours of Cape Coral and the key development locations. We will meet with local realtors to gain awareness of available properties and their redevelopment potential.

2.b – GIS Mapping

We will familiarize ourselves with the GIS mapping opportunities from the City's GIS. Where new maps may be needed for use in the study, they will be created through downloads of parcel data from the tax assessors' offices, tabular/shapefile data from various town, county, state and federal sources. Maps will be generated through use of ESRI ArcGis⁹ and will coordinate with local GIS resources.

We appreciate the City's creation of the Interactive EDO Projects Map. Mapping is useful for indicating progress, and the GIS color coding of project status is a good idea. We will interface with the City about the possible use of ESRI StoryMaps¹⁰ resource to bring more information to the user, such as narratives, street and aerial photography, videos, and more.

2.c – Review of Preceding Studies and Plans

We will review all background studies that precede this plan and try to interview authors for any follow-on input they may convey.

Based on the results of the initial public survey and business interviews, we will be seeking the disconnects where previous planning efforts have not met expected objectives. This is not meant to be a finger-pointing exercise but a clear and fresh look at the problem.

Acting on the recommendations from the ULI report, it is encouraging to see the formation of the Cape Competes Advisory Board. We will be eager to evaluate the ramifications of implementing other elements of their program and whether they will be undertaken.

The eight branches of the ResilientLee task force report are tactical approaches to recovery, and while the resident survey is thoughtful, what is clearly missing is a business outreach. How

⁹ ESRI ArcGIS; industry leading GIS software provider; <https://www.esri.com/en-us/arcgis/about-arcgis/overview>

¹⁰ ESRI ArcGIS StoryMaps; <https://storymaps.arcgis.com/>

employers are dealing with the disaster, if and when they will consider re-investment, and attitudes toward government response are really needed.

The Southwest Florida Comprehensive Economic Development Strategy (CEDS) for 2023-2028 provides high-level economic development direction under the six pillars framework. The CEDS process is a structure that we will review for applicability to the format of this study. The Southwest FL Council also offers local guidance through two foundational reports:

- Cape Coral Climate Change Vulnerability Assessment (2016)
- Cape Coral Climate Change Resiliency Strategy (2017)

Finally, review of Cape Coral's Opportunity Zone program and the Foreign Trade Zones may also yield overlooked strategic avenues for economic development.

2.d – Cape Coral Market Profile

As demographics and real estate market studies have already been done at length for Cape Coral, we do not see the need to replicate previous efforts. We will combine salient elements from various reports into a general market overview and update data as necessary. Alternatively, we will generate an "Econographics" market profile of the City of Cape Coral in three groups of specific factors. The first part will include Demographics topics such as:

- | | |
|-----------------------|---|
| • Population growth | • Households and income |
| • Working ages | • Educational attainment |
| • Racial diversity | • Housing (home ownership, renters, and values) |
| • Age and gender | • Cost of living |
| • Language capability | • Quality of life |

In the Economics section we will cover:

- | | |
|--|--------------------------------|
| • Labor force and Participation rate | • Commercial real estate rents |
| • Goods/Service Industries ratio | • Industrial real estate rents |
| • Good-producing industries wages | • Raw land prices |
| • Service-producing industries wages | • Electric utility rates |
| • Industry employment location quotients | |

And, in the Market section we will address:

- | | |
|-------------------|-------------------------------|
| • US market reach | • Retail sales activity |
| • Worker mobility | • Major airport accessibility |

The result will be a realistic profile of the City of Cape Coral market that would be useful to corporate site selectors and potential employers. We will also compare these same metrics against the State of Florida as a benchmark to gauge the community's strengths and weaknesses. The analysis will also include a comparative study of Cape Coral versus at least three other competing Florida locations. Selection of those comparative targets will be made at the Kick-Off meeting.

2.e – Educational Institution Analysis

In the preceding market profile, we will have ascertained Cape Coral's educational attainment statistics. In this task, we will review the post-high school education environment. Using the College Navigator¹¹, there are eight four-year colleges and nine two-years institutes within 50 miles of Cape Coral zip code 33990. We will review all 4- and 2-year matriculation statistics to determine the prevalent degrees sought, the number of graduates per year in each curriculum area, and the estimation of new entrants to the labor force with degrees or certificates.

The lack of skilled tradesperson nationwide should be considered, and although white collar jobs are more easily pursued, the need for workers in many fields is going unanswered. If technical or vocational education is found to be needed, especially in the marine or recreational industries, it will be noted.

2.f – SWOT Analysis

We will develop a Strengths-Weakness-Opportunities-Threats (SWOT) analysis of important factors relevant to economic growth and sustainability. A SWOT chart will be generated that compare the following topics (may include additional points as well):

- Existing and planned infrastructure
- Residential housing growth and development
- Local land and building availability
- Locations for commercial and industrial growth
- Regional competition and competitive assets
- Special initiatives for economic growth
- Comparative analysis of benchmark communities
- Evaluation of local and regional labor characteristics, market trends, employment development resources, and workforce training opportunities.

¹¹ National Center for Education Statistics; CollegeNavigator; <https://nces.ed.gov/collegenavigator/>

SWOT Tactical Matrix

The outcome of the SWOT will be a strategic picture of how the City of Cape Coral can move forward. A matrix will be created that illustrates the ways in which strengths and Opportunities can overcome Threats and Weaknesses.

2.g – Task 2 Progress Report/video conference

We will conduct a video conference with the Project Review Committee on progress to date. Work product to date will be uploaded to the website. A memorandum of findings will be submitted via email prior to the conference.

Task 3: Cluster, Location Quotient, Target Industry and Operational Analysis

3.a – Cape Coral Target Industry Evaluation

The Cape Coral OEDB lists target industries for the City:

- Tech/Biotech
- Medical/healthcare
- Light manufacturing
- Corporate headquarters
- Back office operations

These would be considered as clusters that each contain several 4-digit to 6-digit NAICS industries. We would like to know more background on how these targets were developed, but we will use the list to evaluate sensitivity of these industries to growth, effect of competition, structural industry change, and more.

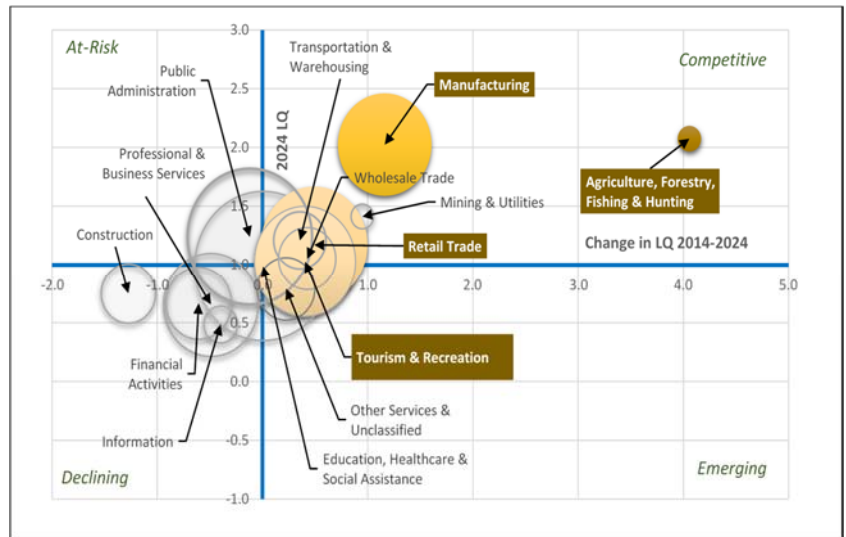
Location Quotient (LQ) Charts

We will identify the NAICS industries that comprise each cluster by tabular calculation and visual display of the Location Quotient (LQ) of each industry. The LQ chart is important resource as industries can be graphically represented in four quadrants that point out the changing conditions during the time evaluation.

By evaluating groups of 4-digit NAICS industries present in Cape Coral, we will be able to identify those categories that may be susceptible to competition threats, decline, or other constraints. Conversely, those industries that illustrate dynamic strength or opportunities for growth will be important to promote. An example of a LQ chart is shown below. Graphic visualization using the LQ chart illustrates how sector and component industries within the sectors interact with each other.

The location of the employment “bubbles” on the chart by which quadrant they occur, and their diameter indicate relative growth, decline, or stagnation based on the distance of bubbles from the cross-axis center point.

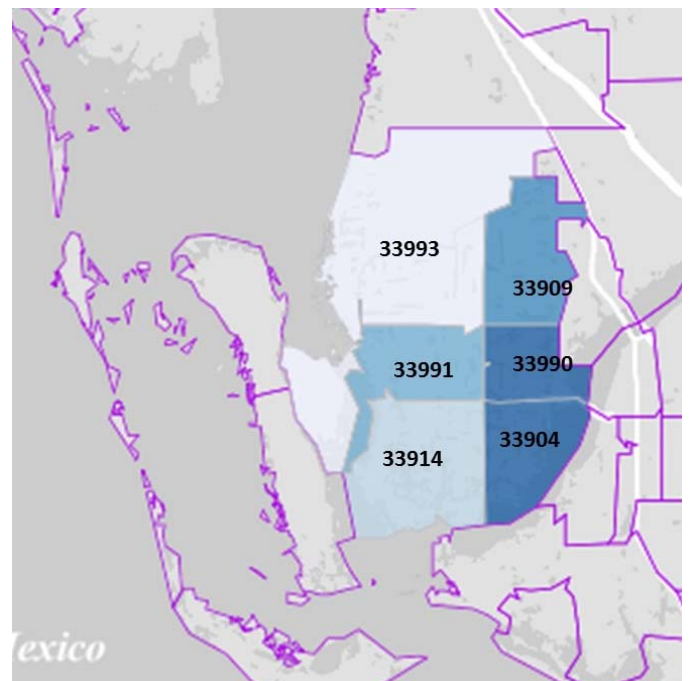
For each chart, a table of values will be produced that provides support to the graphic materials in LQ Chart and entries with LQ Impact Factors of value higher than a pre-determined average will generate checkmarks in the Target Industries column. Highlighted rows will indicate the results.



Industries are organized into the North American Industrial Classification System (NAICS) hierarchy. Data will be drawn from the Florida Dept. of Economic Opportunity Quarterly Census of Employment & Wages (QCEW), ESRI, and the US Census Bureau’s County Business Patterns (CBP) for private non-farm employment and number of establishments. The Census CBP data will be based on the six Zip Code Tabulation Areas (ZCTAs) that comprise Cape Coral as shown in the graphic to the right.

3.b – Identification of Unmet Opportunities

In this section, the unmet potential for Cape Coral will be identified. To forecast growth in otherwise untapped markets, examination of National, State, and County trends will be necessary. Employment growth projections in the top 20 US industries for yr. 2030 will be presented in a range of various NAICS level of detail. Fastest-growing Florida industries by compound annual growth of employment in the 2022-2030 period along with Lee



County's fastest-growth industries will be analyzed for projected values for Cape Coral.

Given that there are competing labor markets in Florida, potentials will emerge for Cape Coral by nature of the city's proximity to these markets. The analysis will seek out those industries that are indicating growth in areas surrounding Cape Coral but are not present in the market at the current time. DCG Corplan will test the applicability of these industries by examining their labor, real estate, utility/energy, and transportation requirements. For those industries that indicate merit, an addition to the selected target industries from above will be made.

3.c – Cluster Mapping

It is apparent that there are synergies to identified target industries that place them together into logical groupings, or "Clusters". Cluster analysis permits a broader definition of how industries and businesses can be recruited to Cape Coral. As the inputs from the preceding tasks are aggregated, a series of conclusions will become evident as the NAICS industries viability and the cluster assemblages are formed.

Clusters are often catalogued as: "Traded", meaning that they bring outside investment into an area; "Local", in that business interchanges are normally local in nature; and, "Natural Resources", meaning that they are heavily dependent on leveraging resources only found within the area. The cluster concept is attributable to Dr. Michael Porter of Harvard University¹² and his work will be helpful in this process.

DCG Corplan has developed a proprietary "mapping" technique whereby the 290 national industries in 4-digit NAICS format can be distilled to 60 cluster categories (channels) created from a "best practices" review of multiple cluster analyses from other US communities and states, cluster mapping white papers for the US Dept. of Commerce, and primary-related industry taxonomies from numerous commercial enterprises (Hoovers. e.g.).

Arising from the mapping analysis will be an estimation of market demand for various industry clusters (advanced manufacturing, technology, food-based, transportation, etc.). Narratives for each recommended cluster will be prepared that details required skills, wages and supply chain synergies.

An outcome of this study will be recommendations for modifications or reinforcements of the current target industries.

¹² US Cluster Mapping Initiative; Harvard University; <https://clustermapping.us/>

3.d – Operational Analysis

To prove out the viability of new opportunity industries for Cape Coral, DCG Corplan will generate operation models for hypothetical companies. An example of is shown below (from Fulton County, NY):

Biomedical Research & Development: In-Vitro Diagnostic Substance Mfg.

This U.S. industry is engaged in the manufacturing of in-vitro diagnostic substances, such as chemical, biological, or radioactive substances used for diagnostic tests that are performed in test tubes, petri dishes, machines, and other diagnostic test-type devices. Firms in the industry produce a variety of substances, solid, liquid and gel, through chemical synthesis, fermentation, or product extraction processes. The diagnostics industry is closely intertwined with cutting-edge developments in the treatment of human and animal disorders, which includes a multitude of genetic research and studies centered on high-profile diseases like cancer and AIDS.

As the national average size for a typical facility is 106 persons, and the State of New York's is 230 persons, a nominal facility size of 170-persons is selected for as a numerically-averaged model for this model.

Industry metrics are obtained from U.S. Census Annual Census of Manufactures 2013 for NAICS 325413 – In Vitro Diagnostic Substance Manufacturing and projected for present-day values. Average output in the industry in New York is estimated at \$368,900 per employee and costs of materials and value added per employee are \$125,400 and \$299,000, respectively.

<i>Typical In Vitro Diagnostic Substance Manufacturing Facility</i>	
<i>Annual Net sales</i>	<i>\$62,713,000</i>
<i>Total Employment</i>	<i>170 persons</i>
<i>Production Employment</i>	<i>58 persons</i>
<i>Average hourly Wage – Total workforce</i>	<i>\$33.95</i>
<i>Average hourly wage – Production workforce</i>	<i>\$19.37</i>
<i>Fringe benefits Percentage</i>	<i>30%</i>
<i>Total Payroll</i>	<i>\$15,247,000</i>
<i>Total Cost of Raw Materials</i>	<i>\$18,777,000</i>
<i>Total Value Added</i>	<i>\$43,281,000</i>
<i>Site Acreage</i>	<i>60 acres</i>
<i>Plant Footprint sq. ft.</i>	<i>242,000 sq. ft.</i>
<i>Employee Occupancy</i>	<i>1,420 sq. ft./person</i>
<i>Floor-Area-Ratio</i>	<i>0.09</i>
<i>Plant Construction Cost/sq. ft.</i>	<i>\$150</i>
<i>Plant Construction Cost</i>	<i>\$36,300,000</i>

<i>Estimated Equipment Cost</i>	<i>\$48,400,000</i>
<i>Land Cost</i>	<i>\$1,200,000</i>
<i>Total Investment</i>	<i>\$85,900,000</i>

A calculation of operating profits for each test model will be performed to verify a location in Cape Coral as viable. Industry standards for profitability will be obtained from Dunn & Bradstreet.

Retail Component

To gauge the retail industry performance, the generation of a Gap/Leakage Analysis has been the traditional course of action. The surge of online shopping use has made this methodology somewhat obsolete as internet retail has changed the marketplace. Accordingly, ESRI, one of the nation's premier data providers, has discontinued production of the Retail Marketplace Profile in favor of the Retail Demand Outlook that only tracks consumer spending. For this analysis, we will use over forty retail spending items distributed in the eight groups as follows:

- Apparel & Services
- Computers
- Entertainment & Recreation
- Food
- Health
- Household Furnishings & Equipment
- Household Operations
- Travel

The retail market will be estimated through this process. We will also examine the NAICS 4-digit retail industries identified in the LQ task for strengths or weaknesses that may need consideration.

Additionally, we will use the results of the Task 1.c survey which in part will ask what types of stores are desired but located in Cape Coral at the present. This consumer sentiment is vital for retail recruitment.

State and Federal Programs

We will analyze federal and state assistance programs that may have a bearing on cluster development and prioritization. A key Florida program currently sunset is the Qualified Target Industry Tax Refund (QTI) which had been beneficial to many Florida communities.

We will investigate all available programs that encourage industry investment and growth. An outreach will be made to the Governor's Office to discuss future programs in development. We will

also contact the Southwest Florida Regional Planning Council for input on economic development programs. Programs research will include but not be limited to the following:

- Go Bond (2018) for parks
- ResilientLee
- Resilient Florida Program
- Florida Hurricane Loss Mitigation Retrofit Program
- Florida Property Assessed Clean Energy Program (PACE)
- FEMA Community Rating System

3.e – Task 3 Progress Report/video conference

We will conduct a video conference with the Project Review Committee on progress to date. Work product to date will be uploaded to the website. A memorandum of findings will be submitted via email prior to the conference.

Task 4: Assessment of City Economic Development Structure

The Cape Coral Office of Economic & Business Development (OEBD) is the Economic Development Organization (EDO) for the City. The goal of this task will be an assessment of staffing, funding (including grant applications), community leadership, risk tolerance, and more.

4.a – EDO's Best Practices

In our experience, each EDO operates differently but with a shared outlook toward making their community and the state better. Our “best practices” approach toward recommending organizational efficiencies or modifications will be invaluable to the City. In the past, we have worked with many city, county, and regional EDO's in Florida, including:

- Lee County
- Broward County
- Palm Beach County
- Hillsborough County
- Bay County
- Monroe County
- City of Fort Myers
- City of Fort Lauderdale
- City of Miami Gardens

- Enterprise Florida
- Space Coast
- Floridas Great Northwest
- Governor’s Office of Tourism, Trade, and Economic Development

We will revisit these EDO’s websites and examine staffing characteristics and explore their annual budgets if information can be obtained from controller’s offices. We will summarize the findings in chart format.

4.b – Effective Economic Development

With the creation of the Cape Coral Community Redevelopment Area (CRA) for the South Cape district, the City has demonstrated its pro-active attitude, and we will investigate the effectiveness of the CRA and whether any additional areas would benefit from district identification. The City of Tampa, for example, has eight community redevelopment areas, each with their own boundary maps, legal descriptions, redevelopment plan, and vision/strategic action plan.

Alternatively, we are sensitive that many communities in Florida do not consider the CRA process as a desirable course of action. Our analysis of North Fort Myers in 2016 revealed such reluctance by Lee County, and the CRA was never considered. But we did suggest the formation of a Non-Profit Development Corporation (NDC). An NDC would be valuable in providing the following services:

- Provide micro-loans for building improvements and infrastructure upgrade.
- Serve as a fund-raising organization.
- Research available state and federal grant and funding opportunities.
- Administer public-private partnerships.
- Facilitate site assemblage strategies.
- Conduct branding, marketing and website functions.

Finding creative and nimble means of accomplishing economic development objectives should be the pathway forward for the City of Cape Coral OEBD. We will combine our collective team expertise to devise new or alternative ways of effectively addressing these goals.

As mentioned earlier, in response to the 2022 ULI Panel Report, the City has established the Cape Competes Advisory Board. The ULI also suggests the establishment of a Chief Resilience Officer. We are not certain that such a salaried position is warranted, but resiliency policies applied unilaterally to development approval and permitting processes throughout the City should be considered as achievable outcomes.

We will share our best practices research outcomes with the City and determine if additional City departments, boards, or committees are needed to accomplish the strategic vision.

4.c – Task 4 Progress Report/video conference

We will conduct a video conference with the Project Review Committee on progress to date. Work product to date will be uploaded to the website. A memorandum of findings will be submitted via email prior to the conference.

Task 5: Incentive Program

The use of incentives has been a traditional hallmark for economic development nationwide. There are criticisms, however, on the effectiveness of incentive use¹³. The use of incentives, therefore, should be a measured practice does not impose unrealizable financial burdens on the local issuer.

5.a – Review of Existing Programs

The State of Florida offers many incentive programs as does Lee County. The City's Cape Competes incentives are more targeted for local investment. These programs will be scrutinized for applicability to the targeted industries as well as existing business:

- Ad Valorem Tax Incentive Program
- Business Infrastructure Grant
- Cape Collaborates – Small Business Partner Program
- CreativeCape Arts Program
- Enhanced Property Value Recapture Grant

The formation of new incentive programs should be considered in Green Infrastructure that address resiliency. In Lee County, the Develop North Fort Myers Pilot Program offers up to 50% reduction in permit fees for items that include storm water retention and flood-proofing. While this is not a very expansive incentive, it does provide for impetus for investment in a blighted area

The cost of incentives must be weighed prior to their issuance. In North Fort Myers, we proposed two incentives that would spur development:

¹³ AmericanProgress.org; "The Realities of Economic Development Incentives"; November 2018; <https://www.americanprogress.org/article/realities-economic-development-subsidies/>

- Targeted Industries Property Tax Credit -- ten-year property increment tax abatement post construction on a descending scale (10% per year) which begins at 90% of the tax increment in first year of occupancy and is eliminated by the tenth year.
- Strategic Site Assemblages Impact Fee Tax Credit Strategic Site Assemblages Impact Fee Tax Credit -- a tax credit that rebates impact fees from property tax increase development after construction over a ten-year period.

We see the use of a site assemblage credit as particularly valuable in Cape Coral as small platted properties continue to encourage sprawl in favor a denser urban fabric. In a first of two examples contained in the Appendix, an assembly of 34 acres along US 41 was recommended for the establishment of a government/higher educational/government campus. The use of incentives was warranted, producing an impressive Economic Impacts/ Incentives costs ratio of 788.7. In the second example, the creation of a new waterfront park for North Fort Myers resulted in a significantly lower but still positive 2.20 ratio.

5.b – Economic Impact Analysis

For each of these examples, an Economic Impact Analysis (EIA) was conducted, using IMPLAN software¹⁴. The EIA allows us to forecast direct, indirect, and induced impacts from labor and investment in projects, including numbers of jobs created and tax revenue.

For any incentive proposed or evaluated, we will conduct and determine the Net present Value of the incentive program to determine its viability for the City. This will Green Infrastructure entitlements which in many location s have yet to be financially vetted. Working with the City, we will establish benchmark guidelines of acceptable economic impacts/ incentives costs ratios.

5.c – Task 5 Progress Report/video conference

We will conduct a video conference with the Project Review Committee on progress to date. Work product to date will be uploaded to the website. A memorandum of findings will be submitted via email prior to the conference.

¹⁴ IMPLAN; Economic modeling analysis application; <https://implan.com/>

Task 6: Existing Business Development

6.a – Business Retention and Expansion Roundtables

For some economic development organizations, Business Retention and Expansion (BR&E) is the central role they play. Some years ago, DCG Corplan was retained to identify a new location for a medical services firm that was leaving Cape Coral. The company felt that entry workers were not adequately prepared for work and more seasoned workers had a poor work attitude. The company also noted the lack of higher educational or on-the-job training opportunities.

It is important that the OEBC recognize that many businesses simply are unaware of BR&E incentives or programs available. This is a common problem in communities across the US.

Use of existing programs such as the Cape Collaborates forgivable loans should be a successfully utilized program, if it is not one already. The newly established Cape Competes Advisory Board mandate is *“to serve as a voice of local businesses to assist them in their ability to do business in the city, maintain a positive relationship with the local business community and the city, and enhance the overall business climate within the city”*.

We will schedule at least two business meeting “roundtables” in different parts of the City oriented at bringing more awareness of available governmental assistance to the business community. Coordination with the Cape Competes Advisory Board will occur to locate suitable venues for the meetings.

6.b – Employer Survey

As the consumer survey was developed in Task 1, we will issue a brief online employer survey in this task. The goal will be to Identify issues relating to the availability and preparedness new hires, the use of job training resources, and awareness of incentive programs, with the focus on BR&E issues.

6.c – BR&E On-Line Webinar

Following the survey, we will prepare an online webinar to discuss retention and expansion issues with the business community. Our subcontractor, D-H & Associates Consulting is a full-time business growth specialist with decades of practical management counseling for firms Florida and throughout the Southeast and will lead this program.

6.d – Task 6 Progress Report/Meeting

With the study about half complete, we believe that an in-person meeting with the Review Committee will be warranted on progress to date. Work product will be uploaded to the website. A memorandum of findings will be submitted via email prior to the meeting.

Task 7: Tourism and Marketing Analysis

7.a – Tourism Baseline

Tourism is a fundamental driver in economic development for cities such as Cape Coral. The natural beauty, water-oriented nature, and physical location propels the growth of tourism activities. With more population expected, growth in leisure and tourism activities is undeniable.

Newer concepts such as eco-tourism are expanding the need to unique destinations. Nature parks are plentiful in Cape Coral, including:

- Rotary Park & Environmental Center
- Four Mile Cove Ecological Preserve
- Sirenia Vista Park

We will ask our tourism subconsultant, Parter International, to develop a tourism assessment of the City of Cape Coral and determine the advantages and drawbacks which affect optimal tourism economics. The work will entail lodging, concerts, festivals, sporting events, and more. We will meet with the City as well as the Lee County Visitor & Convention and Visitors Bureau to discuss the current and future level of tourism advertising.

7.b – Marketing Recommendations

From the baseline assessment, we will determine whether adjustments are needed in the approach to tourism marketing. From a “best practices” approach from knowledge of other Florida locations, we will be able to gauge the need for new methods, budgets, and focus. We will also discuss the potential for new leisure/recreational facilities that might serve to stimulate vacation or convention attraction to Cape Coral.

7.c – Task 7 Progress Report/video conference

We will conduct a video conference with the Project Review Committee on progress to date. Work product to date will be uploaded to the website. A memorandum of findings will be submitted via email prior to the conference.

Task 8: Infrastructure Analysis

8.a – The Need for Speed

The Covid-19 epidemic clearly demonstrated the need for high-speed internet communications for everyone. The nearly universal application of video conferencing has resulted in a keen awareness of infrastructure capacities and limitations.

The City of Cape Coral Information Technology Plan 2023 recommends expansion of the City fiber ring to additional City assets. For this to happen, considerable costs will be incurred. Cost mitigation efforts could be made in partnership with commercial providers who are expanding private use cable in many developing areas of the City.

We will meet with the Cape Coral Information Technology Service department to review E-Government deployment, mobile applications, and other technical internet/intranet topics that may affect development of future facilities and amenities serving a growing population. DCG Corplan's business analytics and optimization manager will be useful in discerning the key elements of IT infrastructure development

Smart Cities

Smart cities rely on data being collected, distributed and shared in real-time with all relevant stakeholders, from municipal staff to businesses and citizens¹⁵. The building blocks for successful smart city development include the following:

- A comprehensive 4G/5G communications network that spans the municipality Real-time
- Internet of Things (IoT) sensors, deployed to collect a range of data, from air quality and traffic volumes to energy usage and water levels
- Open standards for data, that mean they can be easily shared internally and externally
- User friendly interfaces to deliver information to citizens, businesses and staff. These could be online portals, digital signage, apps, connected cars, or data visualizations
- Ways of analyzing/using data (such as AI, digital twins, and automation), enabling effective action to be taken, based on up-to-date information

¹⁵ OpenDataSoft; "Harnessing Open Data to Create Smart Communities"; ebook; 2022

The City of Cape Coral has embarked on a smart city infrastructure through the innovations shown below:

- Surveillance cameras
- Public Wi-fi
- Informational kiosks
- License plate readers

We would recommend that the City's Utilities and Public Works departments be engaged to consider Real-time IoT sensors that monitor street flooding, provide traffic flow coordination, and other resiliency information that can be integrated with Cape Coral's 3-1-1 network. We will review the planned smart city improvements with department representatives to develop a matrix of projects, probable costs, returns on investment, and timing to result in a strategic ordering of smart city projects.

8.b – Physical Infrastructure

With a growing public, the need for physical services is an ongoing requirement. We will meet with the departments of Public Works and Utilities to discuss the Utilities Extension Project (UEP). We recognize that Cape Coral is a leader in water reuse technology, and we would like to learn more.

Solar Infrastructure

A casual examination solar use reveals few instances of roof-top solar being employed in Cape Coral (see photo below). We have found this to be not uncommon in other Florida locations as well, where more northern states are taking great advantages of the opportunity for solar installation and its accompanying utility costs benefits. We will explore the



discussion of solar farm and other applications with the City to determine how to encourage more widespread use.

Engineering Coordination

As corporate site selectors and architect, DCG Corplan is adept at understanding the intricacies of site services and physical infrastructure demands and capacities. We will meet with the Public Work Department to discuss infrastructure issues relating to both the fiber connectivity as well as extensions of city services to new development areas. Our focus will be the on the ultimate build-out and service capacity of the City's system and suitability to meet future demands.

8.c – Task 8 Progress Report/video conference

We will conduct a video conference with the Project Review Committee on progress to date. Work product to date will be uploaded to the website. A memorandum of findings will be submitted via email prior to the conference.

Task 9: Land Use and Real Estate Analysis

As already discussed, we feel that continued minor subdivisions for single family lots is not in the future interests of a city of 400,000 persons, and more urbanization is needed. Taller building heights, mixed uses, increased FAR (floor area ratio), greater density, and assemblage of smaller lots is the way forward.

9.a – City-Wide Analysis

We will examine the future land uses within the four quadrants of Cape Coral and assess their need to support new economic activity. Where concepts such a new business parks or higher education or governmental campuses are suggested, we will be seeking justifications for land use that meet the City's long-term stability and diversification goals. Through GIS review of City parcels and satellite and street imagery (Google Earth), we will identify non-residential buildings in the City. These will be coded on maps that convey overall age, observable condition, use potential, and more to be determined.

Site assemblage of smaller parcels will be one of the goals. Our expertise in architecture, development, and site selection will be invaluable for this exercise, and we will call upon our local planning partner, Forgey Planning, to be essential in this effort.

9.b – Targeted Areas Analyses

Additionally, we will investigate targeted areas identified as below:

- **Burnt Store 300**
300+ acres
Location: Old Burnt Store Road North, east by Burnt Store Road North, south by Kismet Parkway
Owner: City of Cape Coral
Vision: Corporate office/flex space
- **North Del Prado Commerce Park**
165 acres
Northwest corner of Kismet Parkway and Del Prado Boulevard
Owner: City of Cape Coral
Vision: Retail, mixed-use, entertainment, corporate, academic and research parks
- **South Cape CRA**
Key Property: Bimini East (17-20 acres)
- **Pine Island Road Corridor**
Key Properties:
 - 2015-2025 NE Pine Island Road (16 acres)
 - 2570 NE Pine Island Road (40 acres)
 - 715 NE Pine Island Rd and NE Corner of Corbet and Pine Island (11 acres and 20 acres sites)
 - SW Pine Island Road (5.8 acres, 20 acres, and 30 acres sites)

For these areas, we will review proposed development schematics (if existing) and provide recommendations for resiliency or other strategic modifications that will be emerging from this study.

At our discretion and to convey property reuse potentials, we may introduce some 3-D imagery studies of siting, building masses, and preliminary architectural surface treatments as shown in the graphic to the right.



9.c – Task 9 Progress Report/video conference

We will conduct a video conference with the Project Review Committee on progress to date. Work product to date will be uploaded to the website. A memorandum of findings will be submitted via email prior to the conference.

Task 10: Workforce Analysis/Development

10.a – Labor Force Analysis

From the earlier Task 2 and Task 3 research, we will have gathered preliminary data on the Cape Coral labor force. We will supplement this information by determining the labor shed for employment in the City. This will be determined by survey analysis of average travel time to work, county of origin, and other metrics. A polygon of travel originations will be developed in the GIS mapping system and data will be obtained by zip code tabulation area. A reasonable estimate is that worker might travel as much as 45 minutes to arrive at a job in Cape Coral and this analysis will identify the industries of these workers and the occupations that they hold. By review of Lee County Quarterly Wages and Employment (QCEW), we will know the salary expectations of new hires as well as seasoned workers.

10.b – Job Training

Job training is available in local technical institutes in Cape Coral and Fort Myers. In the City, these are:

- Cape Coral Technical College
- Southwestern Vocational Training

Other training programs are managed by Career Source Southwest Florida in technical centers in Lee, Collier, and Charlotte Counties. The nearest center is in Fort Myers. Another resource for training opportunities is the EmployFlorida website.

The employer survey will provide insight into the effectiveness of job training to meet employers' needs. In our experience, most companies tend to train worker in-house rather than use outside classrooms. Whether there are available resources to train new worker at the jobsite is the issue to be answered. We will interview several training centers to get a better understanding of the jobs and industries they feel warrant training investment.

The outcome of this evaluation is to verify that training is being done for the correct industries. If program modifications are required, recommendations will be provided.

10.c – Task 10 Progress Report/video conference

We will conduct a video conference with the Project Review Committee on progress to date. Work product to date will be uploaded to the website. A memorandum of findings will be submitted via email prior to the conference.

Task 11: Implementation Plan

In this task, the summation of all preceding work will occur. A compendium of strategic initiatives will be compiled, covering topics below as well as others yet to be determined.

11.a – Target Industries and Existing Employment Base

With the target industry list updated, we will determine if businesses in Cape Coral are of typical size for Florida or national averages. We will also have the occupational data of the labor force and be able to project which occupations may have multiple applicability to growth industries that are not present in Cape Coral.

11.b – Assessment of Business Startups

We will cross reference new business registrations from the State of Florida Business Registration Portal with Cape Coral addresses to determine the type of new startups and their industries. If we can obtain street addresses, we will populate a GIS map with their locations to see which quadrant has greater or less activity.

11.c – Adequacy of Training Programs

Some of the questions we will pose to employers is whether their work requires on the job training, if they have ever used available public training, or do they find that there are no training needs. Based on this assessment as well as interviews with training centers, we will identify gaps or missing industry focus that should be addressed.

11.d – Growth Plans for Higher Education

As mentioned before, there are eight 4-year colleges within 50 miles of Cape Coral. These are as follows:

- Florida Gulf Coast University (Fort Myers)
- Florida Southwestern State College (Fort Myers)
- Southern Technical College (Fort Myers)
- Hodges University-Fort Myers (Fort Myers)

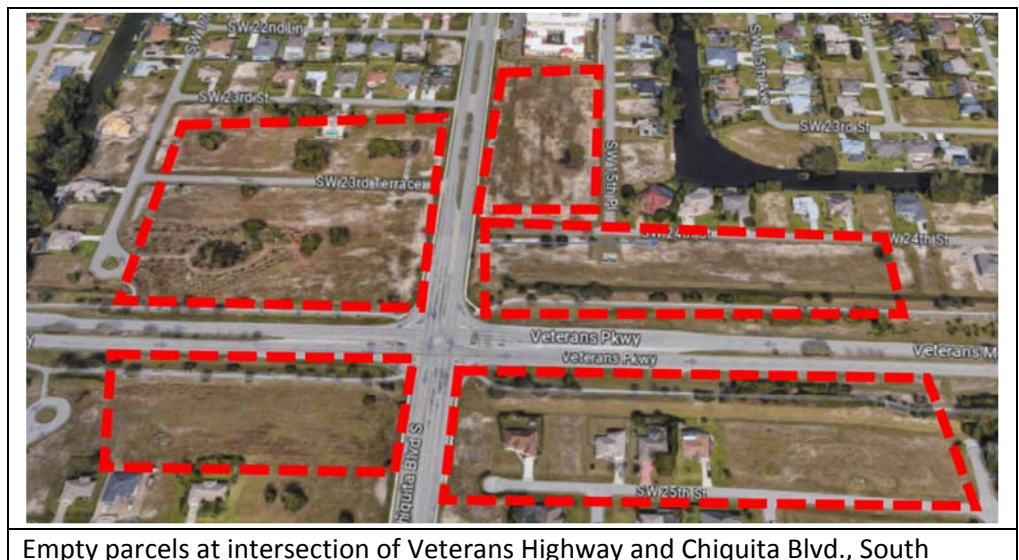
- Keiser University -Fort Myers (Fort Myers)
- Rasmussen University-Fort Myers (Fort Myers)
- Ave Maria School of Law (Naples)
- Ave Maria University (Ave Maria)

We have not yet drilled down to two-year, technical, or vocational institutions, but there may not be many computer training, nursing schools, art schools, music/dance schools, etc. that would be necessary for a growing population. We will discuss Cape Coral with schools not on this list such as University of Florida, Nova Southeastern, and more for the consideration of satellite campus locations.

11.e – Mixed-Use, Downtown, Green Building, Incubators, & Other Programs

As pointed out, continuation of small lot development in Cape Coral is unsustainable. When properties can be assembled into larger parcels, especially in vicinity of intersections, this should become a priority. The establishment of place-making development, with bulk and height, is an urban hallmark, one that is clearly missing in downtown (see aerial photo below).

With a pedestrian-first planning model for streetscaping (ULI report), the need for combined work/live or shop/live buildings types provide the solution. In conjunction with green building design, newer “places” can be developed in concert with existing facilities.



Empty parcels at intersection of Veterans Highway and Chiquita Blvd., South

We will have identified many potential locations for mixed-use or innovative development models throughout the City. A presentation of concepts will be developed in this task that can be achievable with cooperation of public and private interests. Use of zone overlays, special development districts, or other land use programs that could be employed to spur development will be evaluated.

The use of business incubators to encourage entrepreneurial startups is a proven method of economic development. We will examine the incubation industry in Cape Coral such as Cape Coral

Re:Made¹⁶ or the Southwest Enterprise Center in Fort Myers to see if entrepreneurship is a driving force in the City. The possibility of the creation of a larger municipally run business incubator in Cape Coral will be explored.

11.f – New Business or Industrial Park Development

Larger development sites such as the Burnt Store 300 or the North Del Prado Commerce Park are likely on their way forward and may not need much support from this economic development strategy. What will be useful, however, will be the physical demand in terms of acreage, infrastructure, or building size that identified target industry opportunities will present.

Our review of target industries will shed light on the type of business or industrial tenants the new parks should attract. Additionally, we will evaluate the ownership/operational characteristics of planned parks, the potential for public-private partnerships, the use of PILOTs (Payment in Lieu of Taxes), TIFs (tax increment financing), and other topics. Spreadsheets will be prepared showing likely returns on investments, economic impacts, incentives use, and property tax revenues.

11.g – Potential for Convention and Tourism Promotion

The preceding tourism analysis will be evaluated for potential of convention, sports events, music/theater promotion and more. With resources such as the Westin Cape Coral Resort at Marina Village¹⁷, the City has the convention space available for meetings and events. The issue is whether Cape Coral can attract the business convention use that might otherwise go to Fort Myers, with its direct Interstate highway access and proximity to Southwest Florida International Airport.

More than likely, Cape Coral will depend on niche tourism drivers such as ecotourism, water tourism, glamping, or others. Opportunities such as creating a “foodie” experience by local chefs and restaurants could drive tourism. We will also draw upon results of the consumer survey that will have queried the types of tourism experiences are available in Cape Coral and what are missing. Learning from successful tourism events in PGA golf will be an important outcome.

We will develop a strategic methodology for approaching the fulfillment of viable tourism facilities based on the demand we have identified.

¹⁶ Cape Coral Re: Made; A group of artists and volunteers working to repurpose items to sell at a store in Cape Coral; <https://www.capecoralremade.com/>

¹⁷ Westin Cape Coral Resort at Marina Village; meeting space: 29,910 sf; largest room capacity: 1,400; <https://www.marriott.com/en-us/hotels/rswwi-the-westin-cape-coral-resort-at-marina-village/events/>

11.h – Potential Funding Sources

From review of incentives and the economic impacts associated with new program development, we will assess the sources of funding available from the State or Lee County. In many places nationally, public-private partnerships are arising, signaling the role that the private sector can play in economic development.

Venture capital and angel investment networks in the Cape Coral area will be explored. The Florida CAPCO¹⁸ is program that can enhance venture capital-funded projects. We will develop a chart of funding sources and their applicability to strategic initiatives.

11.i – 10-Year Strategic Initiatives Action Plans

For each strategic initiative identified in this Task 11 section, an action plan will be produced. The development of an action plan requires the delineation of tasks, assignment of responsibilities, the allocation of resources, and the establishment of timelines. Certain steps must be taken well in advance of others, or perhaps in union, for only through coordination of efforts, will the economic diversification strategy prove to be ultimately successful.

Resource Matrix

The Resource Matrix lists the strategic recommendations and codes them with three action plan resource demands:

- *Fund-intensive resources* – To complete this initiative, major capital funds may be necessary. For example, start-up or matching funds need to be put in place prior to implementation of the initiative.
- *Personnel-intensive resources* – For these programs, staffing must be committed, or outside help engaged, for dialogues or campaigns with large numbers of people, e.g., lobbying the State legislature for incentives alterations.
- *Time-intensive resources* – These programs will require long durations to accomplish and may also be linked with funding or personnel commitments.

The following five combinations of actions codes will appear in the resource matrix. (Although seven combinations are possible, non-applicable instances are ignored):

- *Fund-, Personnel-, and Time-intensive* – probably the most difficult, and should be addressed first, especially if marked critical.

¹⁸ Certified Capital Company (CAPCO); <https://www.capcoprogram.com/category/florida/>

- *Fund- and Time-Intensive* – long term capital investments, probably managed by others, and not immediately required unless marked critical.
- *Personnel- and Time-Intensive* – long term or ongoing personnel or subcontracted assistance, not immediately required unless marked critical.
- *Fund-only intensive* – financial commitment is possible at any point, unless marked critical.
- *Personnel-only intensive* – staffing commitment is possible at any point, unless marked critical.

Actions can then be ranked in priority.

1. Level-One Priority (high): From the resource matrix, critical items that require the greatest resource demand should be set as the first priority. In all likelihood, these will take the longest time to secure funds, assign personnel, and achieve end results.
2. Level Two Priority (moderate): Action items of critical need but of less resource demand.
3. Level Three Priority (low): Action items of critical need but of even less resource demand than Level Two.
4. Items of Non-Immediate Need: important but not immediately essential.

The following is an example of an action scenario from a strategic plan prepared for Bay County, FL that was based on a Resource Matrix:

FORWARD BAY COUNTY

Strategy

LINK POST-SECONDARY EDUCATION DIRECTLY WITH WORKFORCE DEVELOPMENT

Priority

LEVEL ONE (HIGH)

Resources

FUNDS, PERSONNEL, TIME

Strategic Objective

Currently, only 18.5% percent of Bay County's adult residents have completed four years of college, well below the state average of 24.9% and the national average of 26.4%

This program will be called the "Bay County Promise". The plan is to develop a grant from a group of anonymous donors that will provide free college tuition to students who live in the County, graduate from its high schools, and attend a public university or community college in Florida, and major in technology disciplines. The fund will cover tuition only. Sales tax proceeds may be used in lieu of initial donor contributions, but private investors must be sought on a continuing basis.

Budget

Initial allocation is for 20 students, at \$60,000 estimated for public university tuition. Fund raising may require initial public seed money.

Total cost: \$1.2 million

Anticipated future goal: \$5 million

Staffing Responsibility

BCEDA

Strategic Timeline

Project mobilization: years 1-2

Progress review: end of year 3

Public investment: end of year 4

Operating completion: end of year 10

11.j – Implementation and Budget SchedulesTimeline

Each of the strategic initiatives will be entered into a Gantt-style chart¹⁹, ranked by order of resources priority (right):

- Level 1 (high priority)
- Level 2 (moderate priority)
- Level 3 (low priority)
- Non-immediate need, high resource demand
- Non-immediate need, low resource demand

An example of a Strategic Initiatives Timeline is shown to the right. The chart will cover a 10-year planning period, using color bars to indicate project mobilization periods, operational periods requiring public funding, and operational periods that are self-sustaining. Progress meeting milestones dates will be indicated.

Table 2.b.1 - Strategic Initiatives Timeline

Priority	Initiative	1	2	3	4	5	6	7	8	9	10
Lev1	Assure availability of the Qualified Target Industry Tax Refund (QTI)										
Lev1	Link post-secondary education directly with workforce development										
Lev1	Creation of a Bay County Affordable Housing Trust Fund										
Lev1	Promotion of downtown redevelopment										
Lev1	Establish a Technology Incubator in Bay County										
Lev2	Apply a more pro-active approach to workforce training										
Lev2	Complete the strategic plan for Bay District Schools										
Lev2	Establish an apprentice program										
Lev2	Drafting of Affordable Housing Zoning Ordinances										
Lev2	Expediting the new airport										
Lev2	Encourage more students to obtain bachelor's degrees or higher										
Lev2	Encourage a shift in focus from "soft" courses to technical education										
Lev2	Create Doctorate program in ECE at FSU-Panama City										
Lev2	Follow-up on value-added expansion of pillar firms										
Lev2	Coordinate workforce training										
Lev2	Coordinate management, technical, and marketing assistance										
Lev2	Promote an Undersea Technology cluster in Bay County										
Lev3	Promote the Qualified Defense Contractor Tax Refund (QDC)										
Lev3	Seek to expand the use of Quick Response Training initiative (QRT)										
Lev3	Determine the cost-benefit to Bay County of incentive deals										
Lev3	Prepare prospectus for target industries										
NIHR	Meeting needs at the Port										
NIHR	Implement St. Andrews Bay water taxi										
NIHR	Attract venture capital										
NIHR	Improve Certified Capital Company Act (CAPCO) funding										
NIHR	Improving highway access										
NIHR	Reviving rail passenger service										
NILR	Participate in the Florida Enterprise Zone Program										
NILR	Explore other states' unique incentive programs										
NILR	Improving trucking services										
NILR	Prepare tentative "Road Fund" applications										

Legend

Lev1 Level 1 (high priority)
 Lev2 Level 2 (moderate priority)
 Lev3 Level 3 (low priority)
 NIHR Non-immediate need, high resource demand
 NILR Non-immediate need, low resource demand

Project mobilization period
 Project operational requiring public funding
 Project operational duration without public funding
 Progress meeting required

¹⁹ Gantt chart -- a project management tool that illustrates work completed over time in relation to the time planned for the work.

Funding Schedule

Accompanying the initiatives timeline will be an Initiatives Funding Schedule. This will be a financial pro forma-type chart that again lists the strategic initiatives in priority order, and then outlines the annual funding expenses in dollar for each of ten years. The years are then totaled and a Net Present Value (NPV)²⁰ estimation of the total costs is established.

11.k – Task 11 Progress Report/video conference

We will conduct a video conference with the Project Review Committee on progress to date. Work product to date will be uploaded to the website. A memorandum of findings will be submitted via email prior to the conference.

Task 12: Presentation of Findings

12.a: Draft Final Report

All preceding work products will be organized and compiled into a draft Final Report. Tables of Contents, Exhibits, and Tables will be linked to chapter and section headings. An Executive Summary will be written, and the draft will be printed for distribution at the final presentation meeting. Any edits or changes to the draft after the meeting will be accommodated and eight (8) copies of the draft final report will be produced.

12.b – Presentation Meeting and Briefings

The DCG Corplan Team principals will present the draft final report in Cape Coral to the Review Committee, Boards, Commissioners, and staff members, and the public. A PowerPoint slide presentation of the study will be created in advance of the meeting. Location and venue for the meeting will be coordinated with the Review Committee.

Once the draft Plan is approved, we will schedule a series of online live presentations with stakeholder organizations identified at the project kick-off to present the project's key findings and recommendations and ensure inclusion of stakeholder needs and desires in the final plan. Pre-recorded, "join at your own pace" presentations may be used to supplement this and will be accessible to stakeholders at their convenience. We will develop a graphic executive summary in print and PPT format.

²⁰ Net Present Value -- how much an investment is worth throughout its lifetime, discounted to today's value.

12.c – Final Report and Marketing Materials

Following the presentation of findings, we will await comments from the City. Changes, re-writes, or edits will be accommodated as needed. With completed edits, we will deliver eight (8) copies of the final report to the Review Committee.

For use in marketing the strategic plan, we will produce a print-ready report/brochure that encapsulates the key points of the study that the City will be able to circulate in print or electronic form. From our experience, these reports have proven very effective in attraction of new business and investment in study areas.

For an example of the quality of our work, please refer to the Appendices for the Pathways to Progress marketing brochure. This document is an executive summary of a strategic economic development plan we prepared for the Adirondack Gateway Council, a two-county area in upstate New York. The study was conducted in 2015-2016 under a grant from the US Dept. of Housing and Urban Development.



The Pathways to Progress brochure was also accompanied by a bound full-color printed book of the entire project. Unless many copies of the book are anticipated to be printed, we would advise that only the marketing brochure be printed but with full report available online for download.

The Cape Coral marketing brochure will be formatted for printing, however, the cost of reproduction and size of delivery of finished materials is unknown, and therefore excluded from our project fee.

StoryMaps

If the ESRI StoryMaps resource has been used in this study we will finalize and upload all appropriate maps, databases, photographs, videos, graphics, and narratives to complete the project summary. The StoryMaps provides users with a wealth of multi-media information in a compelling message. We will have promoted the use of StoryMaps early in the process and it is hoped that the Review Committee will agree for its implementation.

12.d – Project Closeout/Archiving of Study Materials

The project website will be finalized with all embedded graphics, tables, and links fully functioning. After delivery of the final report, we will archive all materials to electronic storage media.

Successful Outcomes

North Fort Myers

The following is an excerpt from the North Fort Myers Revitalization Incentives published by Lee County²¹:

Following a market study conducted in North Fort Myers, the Lee County Board of County Commissioners (BOCC) directed the Economic Development Office (EDO) to research and design a program to spur the revitalization of areas within the County that have lagged in the ongoing economic recovery. Staff presented to the BOCC on 1/16/2017 this approach that recommends targeting a specific pilot project area in North Fort Myers with the initial intent on job creation through encouraging new commercial, office and industrial development and redevelopment of obsolete buildings.

A criterion that was important in the selection of these areas was that they reflect geographies that would benefit the most from economic development efforts and according to the market study have a market opportunity for attraction of new business, business retention and the absorption of new jobs. These designated areas are in close proximity to: public transit routes; education facilities; recreation opportunities; and existing residential, shopping and employment centers. For redevelopment to be successful, it is essential that the regulatory environment be supportive of development opportunities. In the MUO, urban design standards have recently been adopted into the land development code that allow for a more dense, intense and mixed-use form of development. Beyond initial planning efforts that create a vision for the future and regulatory incentives that support development, collaborative implementation must bridge planning discussions and proactive development strategies; an objective of these Revitalization Incentives.

²¹ North Fort Myers Revitalization Incentives; Lee County – 01/16/2018;
<https://www.trk.land/Commercial/Mixed%20Use%20Overlay3.pdf>

Miami Gardens

The following is an excerpt from Florida YIMBY publication²² :

Miami Gardens City Center is scheduled for completion by 2025. The South Florida Business Journal reports that the 35-acre project will offer “720 apartments, 270 hotel rooms, 234,000 square feet of retail, restaurant and entertainment space, and two 800-space parking garages.”

Sources report that the mixed-use venture will comprise more than 300,000 square feet of new construction.



The venture will offer residential, commercial, and retail space. He also said that the project’s first phase will offer 250 units. The second phase will offer at least 350 units, all in a tower measuring 15 stories maximum. The venture’s estimated to cost \$92 million to complete.

²² Miami Gardens City Center; Florida YIMBY; 01/28/2023; <https://floridayimby.com/2023/01/miami-gardens-city-center-scheduled-for-completion-in-2025-in-miami-dade-county-fl.html>

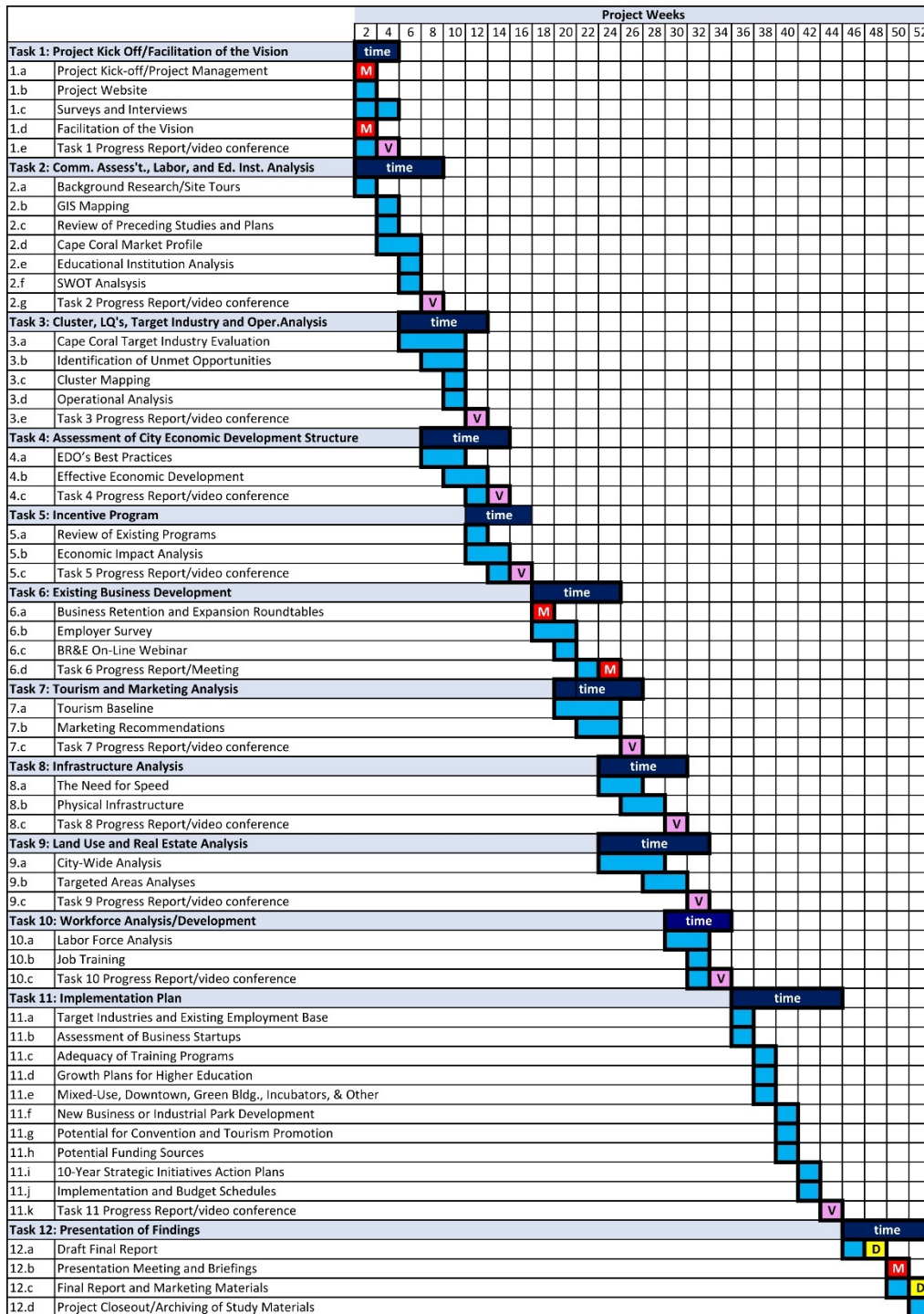
DCG Corplan's Proven Track Record

Project Name	Year	Client	Location	On-Time	On-Budget
Market Econographics Profile	2023	TexAmericas Center	New Boston, TX	✓	✓
Market Econographics Profile	2023	Powell Economic Partnership	Powell, WY	✓	✓
Corporate Site Location Evaluation	2022	Virginia Chamber Foundation	Richmond, VA	✓	✓
Labor Market Study Update	2022	Fulton County IDA	Johnstown, NY	✓	✓
Benchmark Retail Gap/Leakage Analysis	2021	City of Bloomington Economic Development	Bloomington, IL	✓	✓
Benchmark Retail Gap/Leakage Analysis	2021	Dickinson County Economic Development	Abilene, KS	✓	✓
Essex Marina Complex Redevelopment Analysis	2021	Town of Essex	Essex, NY	✓	✓
Benchmark Retail Gap/Leakage Analysis	2021	Sevier County Special Services District	Richfield, UT	✓	✓
Retail Gap/Leakage Analysis	2020	Battle Creek Unlimited	Battle Creek, MI	✓	✓
Market Study for the Conversion of a Former Elementary School	2020	Town of Hopatcong	Hopatcong, NJ	✓	✓
Retail Gap/Leakage Analysis	2020	Beartooth RC&D	Joliet, MT	✓	✓
Retail Gap/Leakage Analysis	2019	City of Bowie Economic Development Office	Bowie, MD	✓	✓
Retail Gap/Leakage Analysis	2019	Marshall Area Economic Development Alliance	Marshall, MI	✓	✓
Retail Gap/Leakage Analysis	2019	Dorchester County Economic Development	Cambridge, MD	✓	✓

Project Name	Year	Client	Location	On-Time	On-Budget
Retail Gap/Leakage Analysis	2019	Clayton County Economic Development	Morrow, GA	✓	✓
Retail Gap/Leakage Analysis	2019	Macomb County Economic Development	Mount Clemens, MI	✓	✓
Retail Gap/Leakage Analysis	2019	City of Painesville Economic Development	Painesville, OH	✓	✓
Retail Gap/Leakage Analysis	2019	City of Strongsville Economic Development	Strongsville, OH	✓	✓
Market-Based Assessment of a City-Owner 40-acre Parcel	2018	City of Miami Gardens	Miami Gardens, FL	✓	✓
Raritan Rental Apartment Development – Rental Price Points Analysis	2018	Accurate Builders & Developers	Raritan, NJ	✓	✓
Bound Brook Mixed-use Development Project Market Study	2017	Accurate Builders & Developers.	Bound Brook, NJ	✓	✓
Hamilton AirPark Opportunity Assessment and Redevelopment Plan	2017	City of Hamilton	Hamilton, NY	✓	✓
North Fort Myers Market Based Assessment	2016	Lee County	Fort Myers, FL	✓	✓
Targeted Industry Analysis and Marketing Plan for the Tryon Technology Park	2015	Fulton County	Johnstown, NY	✓	✓
Raquette River Corridor Blueway Trail Comprehensive Marketing Plan	2015	Town of Colton	Colton, NY	✓	✓
Task 8 Economic Development Strategy – Adirondack Gateway Council	2015	Adirondack Gateways Council	Glens Falls, NY	✓	✓
I-90 Connector By-Pass Study Market Analysis – Economic Impact Project	2014	MJ Engineering/Fulton County	Fonda, NY	✓	✓
Office Market Comparison Analysis for the Katy Area	2014	Katy Economic Development Council	Katy, TX	✓	✓

Project Name	Year	Client	Location	On-Time	On-Budget
Economic Development Strategy for the Adirondack Park	2013-2014	Essex County Econ. Development	Lake Placid, NY	✓	✓
Washington Manor Senior Long Term Care Analysis	2012	Highlite Properties LLC	West Orange, NJ	✓	✓
Economic Development Marketing & Attraction Plan	2011	Ogdensburg Bridge & Port Authority	Ogdensburg, NY	✓	✓
Broward County New Targeted Industries Study	2009-2010	Broward County Economic Development	Fort Lauderdale, FL	✓	✓
Evaluation of the Opportunities & Strategic Implications of the OOIL Asset Sale	2007-2008	Port Authority of NY & NJ	New York, NY	✓	✓
Strategic Reassessment of the Teleport Property	2007-2008	Port Authority of NY & NJ	New York, NY	✓	✓
EDAP Advance Planning for Bay County	2006	Governor's Office of Trade, Econ Dev. & Tourism	Panama City, FL	✓	✓
EDAP Advance Planning for Monroe County	2006	Governor's Office of Trade, Econ Dev. & Tourism	Key West, FL	✓	✓
Market & Feasibility Analysis Services for the Digital Century Center	2005	University Heights Science Park	Newark, NJ	✓	✓
Strategy for Leveraging the UWT to Recruit and Retain Technology Firms	2004	Tacoma-Pierce County Economic Development	Tacoma, WA	✓	✓

Project Timeline



12-Month Project Duration

Milestone Dates are as follows:

- Kick-Off Meeting: Week 2
- Visioning Sessions: Week 2
- Task 1 Progress Report/Video Conference: Week 4
- Task 2 Progress Report/Video Conference: Week 8
- Task 3 Progress Report/Video Conference: Week 12
- Task 4 Progress Report/Video Conference: Week 14
- Task 5 Progress Report/Video Conference: Week 17
- Task 6 Business Roundtables: Week 18
- Task 6 Progress Report/Meeting: Week 24
- Task 7 Progress Report/Video Conference: Week 26
- Task 8 Progress Report/Video Conference: Week 30
- Task 9 Progress Report/Video Conference: Week 32
- Task 10 Progress Report/Video Conference: Week 34
- Task 11 Progress Report/Video Conference: Week 44
- Task 12 Draft Final Report Presentation: Week 50
- Task 12 Final Report/Marketing Materials: Week 52
- Task 12 Close out/Archiving of Materials: Week 52

Project Fee

MAXIMUM NOT TO EXCEED FEE: \$118,120		Project Days				Total
		DCG Corplan	Parter Intl.	Forgey Planning	D-H & Assoc.	
		\$1,150	\$1,050	\$780	\$680	
Task 1: Project Kick Off/Facilitation of the Vision						
1.a	Project Kick-off/Project Management	0.75	0.50	0.50	1.00	\$ 2,458
1.b	Project Website	1.00				\$ 1,150
1.c	Surveys and Interviews	0.25		2.00	1.50	\$ 2,868
1.d	Facilitation of the Vision	0.50	0.25	0.50	0.50	\$ 1,568
1.e	Task 1 Progress Report/video conference	5.00				\$ 5,750
Task1 subtotal Fees						\$ 13,793
Task 2: Community Assessment, Labor, and Educational Institution Analysis						
2.a	Background Research/Site Tours	0.50	0.50	0.50	0.50	\$ 1,830
2.b	GIS Mapping	0.50				\$ 575
2.c	Review of Preceding Studies and Plans	0.50	0.50	0.25	0.25	\$ 1,465
2.d	Cape Coral Market Profile	1.25			1.00	\$ 2,118
2.e	Educational Institution Analysis	0.25		0.50	1.00	\$ 1,358
2.f	SWOT Analysis	0.50	0.25	0.25	0.25	\$ 1,203
2.g	Task 2 Progress Report/video conference	0.25				\$ 288
Task 2 subtotal Fees						\$ 8,835
Task 3: Cluster, Location Quotient, Target Industry and Operational Analysis						
3.a	Cape Coral Target Industry Evaluation	3.50				\$ 4,025
3.b	Identification of Unmet Opportunities	2.00				\$ 2,300
3.c	Cluster Mapping	1.50				\$ 1,725
3.d	Operational Analysis	1.25			2.50	\$ 3,138
3.e	Task 3 Progress Report/video conference	0.25				\$ 288
Task 3 Subtotal Fees						\$ 11,475
Task 4: Assessment of City Economic Development Structure						
4.a	EDO's Best Practices	1.00		0.25	1.00	\$ 2,025
4.b	Effective Economic Development	1.00		0.50	1.25	\$ 2,390
4.c	Task 4 Progress Report/video conference	0.25				\$ 288
Task 4 Subtotal Fees						\$ 4,703
Task 5: Incentive Program						
5.a	Review of Existing Programs	0.25	0.50	1.50	2.50	\$ 3,683
5.b	Economic Impact Analysis	1.50				\$ 1,725
5.c	Task 5 Progress Report/video conference	0.25				\$ 288
Task 5 Subtotal Fees						\$ 5,695
Task 6: Existing Business Development						
6.a	Business Retention and Expansion Roundtables	0.25	1.00	1.50	1.50	\$ 3,528
6.b	Employer Survey	0.25			2.50	\$ 1,988
6.c	BR&E On-Line Webinar	0.50			2.50	\$ 2,275
6.d	Task 6 Progress Report/video conference	0.25				\$ 288
Task 6 Subtotal Fees						\$ 8,078

Task 7: Tourism and Marketing Analysis						
7.a	Tourism Baseline	0.25	4.50			\$ 5,013
7.b	Marketing Recommendations	0.25	2.50			\$ 2,913
7.c	Task 7 Progress Report/video conference	0.25	0.25			\$ 550
Task 7 Subtotal Fees						\$ 8,475
Task 8: Infrastructure Analysis						
8.a	The Need for Speed	1.25				\$ 1,438
8.b	Physical Infrastructure	1.00		1.50		\$ 2,320
8.c	Task 8 Progress Report/video conference	0.25				\$ 288
Task 8 Subtotal Fees						\$ 4,045
Task 9: Land Use and Real Estate Analysis						
9.a	City-Wide Analysis	1.50		3.00		\$ 4,065
9.b	Targeted Areas Analyses	1.50		2.50		\$ 3,675
9.c	Task 9 Progress Report/video conference	0.25				\$ 288
Task 9 Subtotal Fees						\$ 8,028
Task 10: Workforce Analysis/Development						
10.a	Labor Force Analysis	2.25				\$ 2,588
10.b	Job Training	1.50				\$ 1,725
10.c	Task 10 Progress Report/video conference	0.25				\$ 288
Task 10 Subtotal Fees						\$ 4,600
Task 11: Implementation Plan						
11.a	Target Industries and Existing Employment Base	1.00				\$ 1,150
11.b	Assessment of Business Startups	1.00			1.00	\$ 1,830
11.c	Adequacy of Training Programs	1.25				\$ 1,438
11.d	Growth Plans for Higher Education	1.25		0.75		\$ 2,023
11.e	Mixed-Use, Downtown, Green Bldg., Incubators, & Other	0.75		2.50	1.50	\$ 3,833
11.f	New Business or Industrial Park Development	1.50		1.00		\$ 2,505
11.g	Potential for Convention and Tourism Promotion	0.50	3.00		0.50	\$ 4,065
11.h	Potential Funding Sources	0.50			1.00	\$ 1,255
11.i	10-Year Strategic Initiatives Action Plans	2.00	0.50	0.50	0.50	\$ 3,555
11.j	Implementation and Budget Schedules	1.00				\$ 1,150
11.k	Task 11 Progress Report/video conference	0.50	0.25	0.25	0.25	\$ 1,203
Task 11 Subtotal Fees						\$ 24,005
Task 12: Presentation of Findings						
12.a	Draft Final Report	1.75	1.00	0.50	0.50	\$ 3,793
12.b	Presentation Meeting and Briefings	0.75	0.50	0.50	0.50	\$ 2,118
12.c	Final Report and Marketing Materials	2.50				\$ 2,875
12.d	Project Closeout/Archiving of Study Materials	0.50				\$ 575
Task 12 Subtotal Fees						\$ 9,360
TOTAL PERSONNEL FEES						\$ 111,090

Reimbursable Project Expenses	Amount	Unit	Unit \$	Total \$
Air Travel - DCG2 Corplan	3	1	\$ 290.00	\$ 870
Air Travel - Parter	2	1	\$ 190.00	\$ 380
Roundtrip to Cape Coral - D-H & Assoc.	2	600 miles	\$ 0.66	\$ 790
Lodging	3	3 persons	\$ 180.00	\$ 1,620
Meals	3	3 persons	\$ 70.00	\$ 630
Car rental	4 days		\$ 65.00	\$ 260
Survey costs (SurveyMonkey.com)	1	\$350		\$ 350
Data Acquisition costs (IMPLAN- Lee County) *Discounted 50%				\$ 1,250
Report Printing/distribution	300 pages	16	\$ 0.08	\$ 380
Miscellaneous expenses				\$ 500
Subtotal - Reimbursable Project Expenses				\$ 7,030
GRAND TOTAL				\$ 118,120

Appendices

- DCG Corplan Consulting LLC Qualifications
- Parter International, Inc. Qualifications
- Forgey Planning Qualifications
- D-H & Associates Consulting, LLC Qualifications
- North Fort Myers Site Assemblage Examples
- Pathways to Progress Marketing Report

DCG Corplan Consulting Qualifications

Firm Profile

DCG Corplan Consulting LLC

Headquarters Office:

623 Eagle Rock Ave., Ste. 102

West Orange, NJ 07052

862.930.3990 tel 862.930.3993 fax

bmhoch@dgcplan.com www.dgcplan.com

Contact: Bruce M. Hoch, Managing Director

This is a vast marketplace, with great variability of costs and opportunities, and if more companies would simply look inward rather than off-shoring they would recognize America's innate capability to compete globally."

*--Bruce M. Hoch
DCG Corplan*

DCG Corplan Consulting LLC (*DCG Corplan*) is a national leader in strategic planning, economic development, corporate site selection, real estate development feasibility, studies and market analyses, corporate planning, and distribution, and consultative marketing. DCG Corplan has hundreds of assignments for public development agencies in the United States, Europe and the Caribbean.

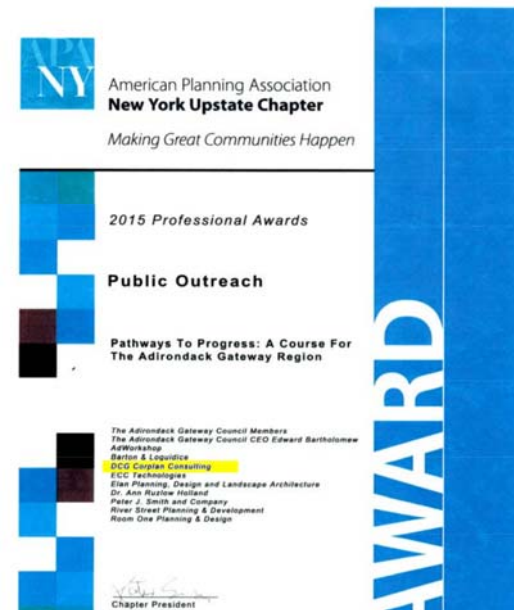
The firm provides strategic guidance to public agencies with practical business attraction/retention programs and implementation. Public sector clients include regional, state, county and municipalities who seek economic development and diversification in specific industrial, commercial, trade, and tourism activities, as well as development entities who seek assistance on positioning surplus or underutilized facilities into positive cash flows.

For private sector assignments, the firm is dedicated to helping corporations or private investors improve their bottom-line results and capitalize on growth opportunities through geographic repositioning of their capacity. Corporate clients include major industrial and service companies for whom DCG Corplan provides guidance on expansion, consolidation, or reconfiguration of administrative, marketing, production, research, and distribution facilities, including headquarters and field offices, manufacturing plants, data centers, laboratories, telemarketing centers, and warehouses.

The firm combines the talents of experienced professionals in the three practice areas: Economic Development, Corporate Site Selection, and Real Estate Development.

DCG Corplan Public Clients

Adirondack Gateway Council (NY)
Adirondack Partnership (NY)
Appomattox Basin Industrial Development Corporation (VA)
Baldwin County Economic Development Alliance (AL)
Barbados Investment & Development Corp. (Barbados)
Beartooth RC&D (MT)
Belleville Economic Development Committee (NJ)
Bennington County Industrial Corporation (VT)
Broward County Office of Economic & Small Business Development (FL)
Business & Industrial Development Corporation of Charleston (WV)
Carolinas Gateway Partnership (NC)
Centralia Economic Development (IL)
Charleston Regional Development Alliance (SC)
City of Albuquerque Dept. of Economic Development (NM)
City of Kingston Dept. of Economic Development (NY)
City of Miami Gardens Dept. of Planning & Development (FL)
City of Millville Economic Development Office (NJ)
City of Palmdale Dept. of Economic Development (CA)
City of Rahway Dept. of Economic Development (NJ)
City of Trenton Dept. of Economic Development (NJ)
Continental Cooperative Services (IL)
Corpus Christi Regional Economic Development Corporation (TX)
East Texas Council of Governments (TX)
Economic Development Board for Tacoma-Pierce County (WA)
Empire State Development Corporation (NY)
England Airpark (LA)
Fulton County Board of Supervisors (NY)
Greater Des Moines Economic Development Federation (IA)
Greater Scranton Chamber of Commerce (PA)
IDA of the Town of Front Royal and County of Warren (VA)
LEE County Board of County Supervisors (FL)
Market Lubbock, Inc. (TX)
MEAG Power Economic Development (GA)
Meigs County Economic Development Office (OH)
Memphis Area Chamber of Commerce (TN)
Morgan County Commission (WV)
Office of Tourism, Trade & Economic Development - State of Florida (FL)
Ogdensburg Bridge and Port Authority (NY)
Partnership for Community Development (NY)
Peninsula Alliance for Economic Development (VA)
Piedmont Triad Partnership (NC)
Pittsburgh Regional Alliance (PA)
Port Authority of NY & NJ
Port of South Louisiana (LA)
Powell Economic Development Partnership (WY)
Prince William County Office of Economic Development (VA)
Pueblo Economic Development Corp. (CO)
Raquette River Blueway (NY)
Staunton Office of Economic Development (VA)
TexAmericas Center (TX)
Tri-County Council for Western Maryland (MD)
Troy Local Development Corporation (NY)
Tulsa Port of Catoosa (OK)
Union County Dept. of Economic Development (NJ)
University Heights Science Park (NJ)
Veterans Administration (US)
Washington-Baltimore Regional Association (MD)
West Kentucky Corporation (KY)
West Virginia Development Office (WV)



Firm History

DCG Corplan Consulting LLC

Result of Merger in 1997

Development Concepts Group (DCG)

*Strategic Market Analysis Real
Estate Development Consulting
(Established 1985)*

Corplan Inc. (Corplan)

*Corporate Site Selection
Economic Development
(Established 1980)*



DCG Corplan Consulting LLC

*Economic Development
Corporate Site Selection
Real Estate Development
(Established 1997)*

Leadership of the firm is traced back to the original Fantus Company of the mid-1950's, whose area development and site selection practice is partly responsible for much of the southern tier of the United States economic prosperity today.

Our late Managing Director of Location Services, L. Clinton Hoch, was personally responsible for relocation of over 50 major corporate headquarters from New York City to new locations worldwide.

Bruce M. Hoch - Resume

Managing Director
DCG Corplan

Pertinent Experience

Mr. Hoch is widely recognized as a leading consultant in the field of location consulting, strategic planning, real estate and economic development. He has conducted over 400 consulting assignments involving development agencies from coast to coast, as well as several foreign countries assignments.

Mr. Hoch has performed strategic analyses and market studies for numerous state and regional agencies throughout his 35 years of experience. With background in planning and architecture, Mr. Hoch has written extensively on the subject of adaptive reuse of obsolete facilities and served as an advisor to (former) the Office of the Vice President (Al Gore) on the feasibility of assembling a national catalogue of adaptive reuse opportunities. Mr. Hoch is accredited with developing one of the first strategic methodologies for implementing brownfields redevelopment in a groundbreaking study for the City of Trenton (NJ). He has also provided consulting services to the U.S. Department of State in office projects internationally.

Project Leadership Experience

- Feasibility Study for a 100-Unit Assisted Living Facility (West Orange, NJ) – Project Manager (2023)
- Market Analysis for the Champlain Peony Company (Essex, NY) – Project Manager (2022)
- Fulton County Labor Market Study – Update (Johnstown, NY) – Project Manager (2022)
- Market Study for the Conversion of a Former Elementary School (Hopatcong, NJ) – Project Manager (2019-2020).
- Market-Based Assessment of a City-Owner 40-acre Parcel (Miami Gardens, FL) – Real Estate Project Manager (2018).
- Raritan Rental Apartment Development – Rental Price Points Analysis (Raritan, NJ) – Project Manager (2018)
- Bound Brook Mixed-use Development Project Market Study (Bound Brook, NJ) – Project Manager (2017).
- Hamilton AirPark Opportunity Assessment and Redevelopment Plan (Hamilton, NY) – Project Manager (2016-2017).
- North Fort Myers Market Based Assessment – Phase One (Lee County, FL) – Project Manager (2016)
- South Troy Industrial Waterfront Reuse Study (Troy, NY) -- Market Analysis Team Leader (2015-2016)
- Targeted Industry Analysis and Marketing Plan for the Tryon Technology Park and Incubator Center (Fulton County, NY) – Project Manager (2015 – 2017)
- Raquette River Corridor Blueway Trail Comprehensive Marketing Plan (Colton, NY) – Project Manager (2015-2016)

- Task 8 Economic Development Strategy – Adirondack Gateway Council (Glens Falls, NY) - - Project Manager (2015)
- I-90 Connector By=Pass Study Market Analysis – Economic Impact Project (Fonda, NY) – Economic Impact Analysis Project Manager (2014)
- Office Market Comparison Analysis for the Katy Area Economic Development Council (Katy, TX) – Project Manager (2014)
- Economic Development Strategy for the Adirondack Park (NY) – Economic Development Team Manager (2013/2014)
- Washington Manor Senior Long-Term Care Development Feasibility Analysis (West Orange, NJ), Project Manager (2013)
- Economic Development Marketing & Attraction Plan (Ogdensburg, NY) – Project Manager (2011-2012)
- Broward County New Targeted Industries Study (FL) -- Project Manager (2008-2009)
- Evaluation of the Opportunities & Strategic Implications of the OOIL Asset Sale (NY & NJ) -- Project Manager (2006-7)
- Strategic Reassessment of the Teleport Property (Staten Island, NY) --Project Manager (2006-7)
- EDAP Advance Planning for Bay County (Panama City, FL) -- Project Manager (2006)
- EDAP Advance Planning for Monroe County (Key West, FL) -- Project Manager (2006)
- Market & Feasibility Analysis Services for the Digital Century Center (Newark, NJ) -- Project Manager (2005)
- Strategy for Leveraging the UWT Institute of Technology to Recruit and Retain Technology Firms in Tacoma-Pierce County (Tacoma, WA) -- Project Manager (2004)
- Study to Determine the Residential Market for the Former Edison Battery Building (West Orange, NJ) – Project Manager (2004)
- Support Analysis for the Continuation of the Red Hook Container Terminal (Brooklyn, NY) -- Project Manager (2003)
- Strategic Plan for Development of Finance, Insurance and Real Estate Industries in Lower Manhattan (NYC) -- Project Manager (2002)
- Feasibility Analysis for the Establishment of an International Finance Zone in Lower Manhattan -- Project Manager (2002)
- Forward Action for Union County Economic Development Master Plan (Elizabeth, NJ) -- Project Manager (2001)
- Market Analysis and Feasibility Study for Proposed Hotel and Conference Center (Rahway, NJ) -- Project Manager (2001)
- Retail Recruitment Strategies for Downtown Rahway (Rahway, NJ) -- Project Manager (2001)
- Kingston Economic Base Diversification Master Plan (Kingston, NY) -- Economic Development Team Manager (1998)

- Trenton UEZ Underutilized Industrial Properties Brownfields Inventory and Reuse Study (Trenton, NJ) -- Project Manager (1992)
- United Parcel Service – Ash Creek Technology Park & Brownfields Reuse Study and Master Plan (Fairfield, CT) -- Project Manager (1991)
- American Wood Products Associations – Joint Exposition Center Market & Development Feasibility Analysis (Memphis, TN) - Project Manager (1987)

Education

B. Architecture, New Jersey Institute of Technology, 1978
 B. F. A., Bloomfield College, 1974

Professional Registrations

New Jersey License for Architecture, 2023
 National Planning License, 1995 (retired)

Current & Former Professional Affiliations

American Institute of Architects (AIA), American Planning Association (APA), American Institute of Certified Planners (AICP), International Association of Corporate Real Estate Executives (NACORE), Urban Land Institute (ULI), National Association of Installation Developers (NAID), National Trust for Historic Preservation, National Business Incubator Association (NBIA), and the International Economic Development Council (IEDC).

Publications

- “The 3-2-2 Workweek and Its Impact on Corporate Real Estate”, Trade & Industry Magazine, 2023
- “Returning to the New Normal in the Wake of Coronavirus”, LinkedIn, 2020
- “Strategies for Site Selectors in the Financial Services Industry”, Trade & Industry Magazine, 2019
- “American Market Really Can Compete”, LinkedIn, 2017
- “Find the Optimum Markets to Maximize Operation Savings”, LinkedIn, 2017
- “Transforming Detention into Economic Potential”, LinkedIn, 2016
- “Practical Guidance for Companies and Their Executive Site Selectors Involved in the Metalworking Industry”, Trade & Industry Magazine, 2014
- “Practical Guidance for Companies and Their Executive Site Selectors Involved in the Plastics Industry”, Trade & Industry Magazine, 2014
- "The New Real Estate Frontier: Reusing Surplus Military Bases", Transportation & Distribution, 1998.
- Contributing editor, and author of New Uses for Obsolete Buildings, Urban Land Institute, 1997.
- “Adaptive Reuse: Opportunities and New Challenges,” Corporate Real Estate Executive, 1994.

Speaking Engagements & Workshops

- Panelist, "Roundtable in the Rockies", Industry Week-Expansion Management Magazine Conference, Vail, CO, 2014
- Panelist, "Economic Development Financing in NJ", Lorman Educational Services", Parsippany, NJ, 2012
- Panelist, "Journal of Commerce Domestic Short Sea Shipping Conference", Hilton Head, SC, 2005
- "Military Base Reuse Planning", Graduate School of Design, Harvard University, 1994.
- Panelist, "Mayor's Forum on Revitalizing Urban Neighborhoods", *Urban Land Institute*, Dallas, TX, 1996.
- Panelist, "Re-Use of Thomson (RCA) Manufacturing facility", *Urban Land Institute*, Bloomington, IN, 1997.
- Panelist, "Southwest Washington Waterfront Revitalization", *Urban Land Institute*, Washington, DC 1998.

Personal Information

- Married, father of two
- US Coast Guard Licensed Captain (OUPV)
- Former Rear Commodore & Founder, Liberty Yacht Club (Jersey City, NJ)
- Owner & Skipper, S/V AkiViki, 34' Sail Catamaran
- Commercial drone pilot



Keith E. Parsick

Manager – Business Analytics and Optimization
DCG Corplan

Pertinent Experience

Mr. Parsick has broad experience in determining the economic feasibility of proposed economic development initiatives. In the public sector, he has been directly involved in systems development and analyses of competitive position for such DCG Corplan clients as the Belleville (NJ) Industrial Development Committee, the Greater Des Moines (IA) Chamber of Commerce Foundation, the Paducah (KY) Information Age Park, the County of Prince William (VA), the City of Trenton (NJ), the City of Virginia Beach (VA), the state of West Virginia Development Office, and the Town of Waterford (CT). He has made important contributions to the analysis of incentive packages and the economic feasibility of establishing incubator facilities.

In the private sector, he has provided pro forma reviews for such DCG Corplan clients as Aetna-U.S. Healthcare, American Standard, BASF, Barclay's Bank, CIGNA, Coventry Healthcare, IBM, MassMutual, MetLife, Metropolitan Structures, Pacific Bell, ProLogis Trust, Provident Bancorp, Shaklee, South Central Bell, Travelers, United Parcel Service, Unum, and Verizon.

Mr. Parsick has demonstrated expertise in advanced applications in information technology and geographic information systems.

Project Experience

- North Fort Myers Market Based Assessment – Phase One (Lee County, FL) – Extensive GIS analysis.
- Economic Development Strategy for the Adirondack Park (NY) – Extensive GIS analysis and data development.
- I-90 Connector By Pass Study Market Analysis – Economic Impact Analysis and Cost-Benefit Analysis data development, extensive spreadsheet coordination.
- Evaluation of the Opportunities & Strategic Implications of the OOIL Asset Sale (NY & NJ) -- Financial pro forma and Net Present Value calculations of various purchase scenarios.
- Support Analysis for Continuation of the Red Hook Container Terminal, (Brooklyn, NY) -- Data analysis of over 250,000 shipping records; preparation of public outreach materials for presentation of conclusions.
- Inventory and Environmental Investigation of Industrial Properties within the City of Trenton UEZ (Trenton, NJ) -- Data management services for property records analysis of over 7,000 tax files, and development analysis models preparation for review of industrial parcels on a citywide basis.
- United Parcel Service Facility (Fairfield, CT) -- Financial pro forma models preparation on several adaptive use strategies, including investment and capital return comparisons.

- West Virginia Competitive Analysis, (State government) -- Detailed analysis of state and locational characteristics and investment climate for market evaluation against surrounding Middle Atlantic States.

Education

M. of Science Information Systems Engineering, Polytechnic Univ. of NY, 1986

B. Science, New Jersey Institute of Technology, 1982

Background

President – Integrated

Technologies Corporation

Financial analyst – Deloitte &

Touche

Christina Snyder

Planner – Graphic Designer
DCG Corplan

Pertinent Experience

Christina Snyder is a planner, graphic designer and landscape designer with extensive writing, editing, and project management experience and strong analytical and communication skills. She coordinates River Street's community engagement and outreach efforts. Chris offers experience with in-house production of high-quality graphic promotional materials, including project websites, public presentation boards, tailored infographics for comprehensive plans and economic development materials as well as general report layout and design. A sample of her recent work for River Street can be seen in final reports and websites at www.Resilient-Sidney.com and <https://projectupdate.wixsite.com/CDTCSmartMobility>.

In 2022, Chris led the community outreach process for multiple complex initiatives including the 2022 NY DRI for the City of Troy; The Nature Conservancy funded Resilient Riverfront Visioning plan for the Village of Sidney, NY; and development of community planning websites including www.Recode-Troy.com and www.CatskillDowntown.com (DRI application site). She is a contributing author and graphic designer for dozens of projects each year.

Project Experience

Comprehensive and Waterfront Planning

- Village of Sidney, Envision Sidney's Resilient Riverfront - The Nature Conservancy
- Gooseberry Creek Corridor LWRP Revitalization Strategy & Implementation Plan, Tannersville, NY
- Waterfront and Community Revitalization Plan, Town of Copake, NY

Economic Development

- Countywide Retail Trade Analysis, Housing Analysis, Development Area Prospectus, and Economic Development Strategy, Fulton County, NY
- ADVANTAGE Adirondacks: Advancing Opportunities across the ADK, Hamilton County, NY
- Adirondack Wayfinder Community Toolkit, Hamilton County, NY
- Pathways to Progress: Charting a Course for The Adirondack Gateway Region

Downtown Revitalization Initiatives

- Downtown Revitalization Initiative, Community Engagement Process, Troy, NY
- Downtown Revitalization Initiative, Community Engagement Process, Plattsburgh, NY
- Downtown Revitalization Initiative, Community Engagement Process, Watertown, NY

Climate Adaptation and Resilience

- Stockade Resilience Historic District Climate Adaptation, City of Schenectady, NY
- Long Term Community Recovery Plan and NYRCR Plan, Town of Prattsville, NY
- Long Term Community Recovery Plan and NYRCR Plan, Village of Sidney, NY
- Town of Blenheim Long Term Community Recovery Plan, Blenheim, NY (FEMA ESF-14)
- Sidney GreenPlain Green Infrastructure Floodplain Reclamation, Village of Sidney, NY

Education

MA, Landscape Architecture, University of Colorado at Denver, CO (2008)
 MA, Urban and Regional Planning, University of Colorado at Denver, CO (2008)
 BA, History, Occidental College, Los Angeles, California (1994)

Parter International Qualifications

ALAN PARTER, President, Parter International, Inc.

Tourism Credentials

Among the tourism projects Alan has directed are the development and implementation of strategic tourism plans for: Houston, TX and its surrounding region; the City of Philadelphia and its Countryside; Lancaster County, PA; and Baltimore, MD.

He has also worked on tourism assignments for New York State, Jamaica, Turkey, and Mexico. The strategic planning assignments recommended a comprehensive plan that analyzed the attractions, infrastructure, marketing efforts, and structure of the tourism organization. In these and other assignments, the firm was subsequently retained to help implement the plan's recommendations.

Parter International's other tourism related assignments include: Galveston, TX - sports tourism conference; Alexandria, VA - Visitor Center Study; Kent County, DE - Underground Railroad themed tourism; Brooklyn Information & Culture, Inc — tourism attraction programs and promotions.; and Heritage Trails, New York — product analysis. The firm worked with the Pennsylvania Horticultural Society to develop a strategic plan for the Philadelphia Flower Show, which is the largest indoor flower show in the world and developed a communications plan for Longwood Gardens in Delaware. Alan also conducted a study on Civic Pride in Philadelphia.

Recent tourism assignments conducted in a partnership with Econsult Solutions Inc include: Bucks County, PA; Ocean City, NJ; Douglas County, GA, Berks County, PA, and the Kalmer Nyckel Foundation Tall Ship and Maritime Center in Wilmington, DE.

Parter International has conducted tourism, image, investment, trade, and strategic planning campaigns for the United Kingdom, Hong Kong; Japan; Greece; Turkey; Israel; Korea; Nova Scotia, Canada; New Brunswick, Canada; Mexico; California; and Pennsylvania.

Alan served as a member of the adjunct faculty at The New School for Social Research, where he taught a graduate level course titled "Comparative Governmental Approaches to Tourism." Among his speaking and moderating engagements are the Annual Culture and Heritage Tourism Alliance Forum in San Francisco; the First and Second Houston Tourism Summits; State of Maryland Tourism Conference; Greater Philadelphia Tourism Marketing Corporation Board.

Alan served as Deputy Commissioner of Commerce for New York State, heading its International Division, which is responsible for attracting foreign investment and promoting exports. The seven New York State offices around the world for which he was responsible played an active role in the famous and innovative "I Love New York" tourism campaigns.

To view case studies of the various tourism assignments, go to the Parter International, Inc. website: www.parterinternational.com



Parter International, Inc.

Investment Attraction Expertise

Case Studies



GREATER GENEVA BERNE AREA (GGBa)

Parter International Inc. served as the Northeast USA Director of the GGBa, a newly formed confederation of six Swiss cantons: Geneva, Fribourg, Vaud, Neuchatel, Valais, and Berne, whose object is to attract investment to its region. Building on its experience working for BEDA, Parter International represented this larger and more diverse geographical area for European investments. Much as it did for BEDA, the firm identified potential investors and worked with them as the company proceeded with its site selection.

BERNE ECONOMIC DEVELOPMENT AGENCY (BEDA)



For ten years Parter International, Inc. served as the North American representative for the government development authority for the Canton of Berne, Switzerland. It provided a full complement of services associated with inward investment promotion, including company identification, investment negotiations, media development and relations, database management, promotional document design, telemarketing, investment missions, seminars, and aftercare. Research and target list development is an ongoing activity. After determination of key "clusters" earmarked for Bernese expertise and/or growth, such as precision machinery, biotech, medical equipment and information technology, Parter International conducted research to develop a database of firms in the US and Canada that would be receptive to investment in Europe and fit the criteria for desirable firms. Telemarketing and direct outreach added additional companies to the database and provided further input used to fine-tune marketing messages and materials. A considerable number of companies have been researched and a database of approx. 8,000 companies has been retained.

This investment attraction program resulted in direct investments in the Canton of Berne by eBay; Frito-Lay; Battelle Memorial Institute; K-12; International Biomedical; Cemex; UPS Supply Chain Solutions; and many others.

NOVA SCOTIA BUSINESS INC. (NSBI)



Parter International serves as the New York representative of Nova Scotia Business Inc. (NSBI), the investment attraction body of Nova Scotia region in Canada. Focusing on the financial services industries, especially the hedge fund administration sector, as NSBI target industries, Parter International has identified potential investors, coordinated roundtables and small group events, and made connections with numerous US companies. It has also identified and developed marketing opportunities and helped implement NSBI's promotion efforts.

Parter International, Inc.



ITALIAN TRADE COMMISSION/INVEST IN TUSCANY

Our assignment was to identify US companies in the real estate, life sciences and information technology industries and convince appropriate leads to participate in an investment mission to the Tuscan region of Italy hosted by Italian Trade Commission and Invest in Tuscany. Research was conducted to identify prospects. Promotional materials were prepared. Outreach and substantial person-to-person follow-up activities were conducted. Parter International successfully reached the quota of participants set by the client.



SHENZHEN FUTIAN DISTRICT, PEOPLE'S REPUBLIC OF CHINA

Parter International was asked to organize a conference in New York City on investment opportunities in the Futian District of Shenzhen, a city of 12 million people that borders Hong Kong. With limited notice, we secured space and handled all event planning aspects of the program, including catering, audio-visual needs and simultaneous translation services. Working with our vast network of contacts and affiliations, we succeeded in attracting an audience of over 100 people from a variety of companies with interest in China.

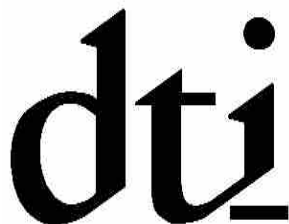


WILTON INTERNATIONAL (ENRON TEESIDE OPERATIONS LTD.)

Parter International worked with ETOL to identify industries beyond the traditional chemical sector and seek companies that were high-energy users and would benefit from Wilton's feed stocks and infrastructure. We established a 600-contact database of US and Canadian companies in chemicals and specialty chemicals, packaging, paper and pulp, glass, rubber, and plastics, among others. We created direct marketing materials and managed three direct mail campaigns in a twelve-month period.

UNITED KINGDOM DEPARTMENT OF TRADE AND INDUSTRY (UKDTI)

Parter International helped develop a strategic alliance program for the UKDTI to help British and American firms develop partnerships useful both in investment and trade. The program paired British small and medium sized enterprises with American firms, allowing each to benefit from the other's technical know-how, product expertise, marketing savvy, and/or financial support. The UKDTI adopted many of our proposed programs and developed a three-year effort to assist their small and medium sized enterprises. A couple of million pounds sterling, together with substantial manpower, were devoted to this effort by the UKDTI.



Parter International, Inc.

MEXICO CITY



Parter International was retained to develop a tourism investment promotion plan for Mexico City. The city's government and its tourism authority had launched several initiatives to refurbish and develop two corridors in the city to make them attractive for residents, businesses and tourists. The government had already planned many improvements, such as benches, parks, street lighting, training of security forces, landscaping and transportation linkages between the visitor attractions. Mexico wanted to know how to reach potential investors in order to complete its tourism development goals. Our task was to develop a marketing plan to help the government attract tourism industry investments to the city. We devised a sales strategy, developed selling messages, recommended sales materials, and formulated an investor development program composed of trade shows, telemarketing, prospecting, multiplier strategy, seminars and missions, an aftercare program, media relations and advertising.

BERTELSMANN, INC.



For Bertelsmann, Parter International, Inc. created, developed and managed a program that attracted tenants and at the same time gained the support of local economic development agencies.

Bertelsmann, Inc., a German media conglomerate, together with the City of New York, hired Parter International, Inc. to help attract foreign companies to Bertelsmann's new building on Times Square. Our idea was the development of an International Business Incubator geared specifically to attract and cater to the needs of foreign firms. While incubators have been a successful economic development tool, with over 540 located throughout North America, ours was the first devoted exclusively to attracting foreign firms.



Bertelsmann, Inc. set aside 40,000 square feet of office space in its building at 1540 Broadway, which was transformed into a successful incubator. We developed the concept, prepared the marketing materials and advertisements, marketed the space, created an environment conducive to new international start-ups, and assisted the tenants with market research, government relations and personal issues relating to living in a new country.

A unique commercial concierge program was developed and run by Parter International. Tenants received assistance from us in all aspects of developing their business in the US and through us obtained access to contacts that would otherwise take years to establish.

NEW YORK STATE



Alan Parter served as Deputy Commissioner of Commerce for New York State, heading its International Division from 1980-87. During his tenure he led New York to its rank of first among all U.S. states in attracting foreign investment. He managed a \$6 million program with seven representative offices around the world, organized and led more than 20 overseas trade and investment missions, and initiated a wide range of publications, videos, and marketing documents. The State's FDI initiatives were successful in attracting numerous Japanese and Western European companies in a wide variety of industry sectors to NYC as well as upstate suburban and rural areas.

Parter International, Inc.



STATE OF PENNSYLVANIA

Parter International was hired by the Secretary of the Department of Community and Economic Development to write a new strategic plan for the Office of International Business Development. This included: assessment and evaluation of current programs and staff; review of all administrative procedures and overseas office activities; budget recommendations, program development, measurement techniques and search for new staff. In addition to this assignment Parter International has been retained by the Commonwealth for three other trade related assignments: the development of an International Activities Website Calendar; the development of an online trade lead and overseas office measurement program; and an export of services program for the Pennsylvania Council on the Arts.



JAPAN INVESTMENT COUNCIL – JAPANESE MINISTRY OF ECONOMY, TRADE & INDUSTRY

Parter International, in cooperation with Dentsu Communications, Inc., has represented Japan in its efforts to attract foreign direct investment. We conducted primary research, defined selling messages, and created outreach programs for both the United States and Europe.



KAWASAKI CITY, JAPAN & SENSU UNIVERSITY

Parter International assisted researchers from a joint Kawasaki City, Japan/Senshu University team in locating and contacting appropriate academic, government, and corporate experts in foreign direct investment attraction in knowledge-based industries. Cities included in the study were New York, Boston, Baltimore, Washington DC, and Pittsburgh.



NATCHEZ, MISSISSIPPI

Parter International worked with The Louis Berger Group to develop an investment attraction plan for Natchez, MS. The assignment included researching appropriate industry sectors, designing an industrial park, building relationships with the state economic development authorities, suggesting appropriate incentives, recommending a new organizational structure, and preparing marketing proposals. Throughout the year and a half process, the team conducted numerous interviews and regularly made presentations to stakeholders in order to fully understand local concerns and to ensure community buy-in to the recommendations presented in the final report.

Parter International, Inc.

Testimonials

“Parter International, Inc. has provided the UK’s Department of Trade and Industry with wise counsel and innovative ideas on international investment issues such as strategic alliances. Its considerable experience in the international business alliances, acting on behalf of both US and foreign clients, helped ensure that the advice provided to DTI had immediate practical application.”

-- John V. Hagestadt
Director of Operations
Invest in Britain Bureau

“The success of the International Business Incubator in our building at 1540 Broadway is in large part due to the central role played by Parter International, Inc. Working with us from the beginning, the firm developed the concept, created the name and logo, carried out the marketing plan, acted as liaison with the City and served the new international tenants in its role as commercial concierge.”

--Janeen McDonald
Executive Director/Real Estate Services
Bertelsmann, Inc.

“Alan Parter’s extensive investment attraction experience has been an instrumental ingredient attracting investors to Berne. He understands how to identify potential leads; to effectively, efficiently, and enthusiastically respond to the needs of prospects; to help companies understand our region’s assets; and to get them to invest in Berne. In addition, he has provided wise counsel, marketing expertise and policy recommendations that have been crucial to our success.

--Denis Grisel
President
Berne Economic Development Agency

Forgey Planning Qualifications

DARYL MAX FORGEY AICP
LAND USE CONSULTANT & EXPERT WITNESS
236 SE 45th Street
Cape Coral FL 33904
max@forgeyplanning.com
239.560.5864

Max Forgey is an experienced land use planner with more than three decades of professional experience and exceptional success in administration of local government comprehensive planning strategies, land development and regulatory controls, governmental relations, and public policy communications. Primary clients are governmental organizations and private property owners.

His professional knowledge encompasses creating and developing community and small-area plans, urban design and architectural standards, land development entitlements, project management, and expert witness testimony. Max has worked on more than 30 cases across 25 Florida counties and municipalities, appearing before local planning agencies, city and county elected bodies, hearing examiners, administrative law judges, and circuit court proceedings.

Max also actively participates in and leads speaking engagements at professional development conferences and symposia through the Promised Lands section of the American Planning Association Florida chapter, with the American Institute of Certified Planners, with 1000 Friends of Florida and other organizations.

Qualifications

- FORGEY PLANNING. Owner of an urban planning and land-use consulting practice.
- Master of Public Affairs (MPA) in Urban and Regional Planning, Indiana University.
- Member American Institute of Certified Planners (AICP).
- Qualified as an expert witness in Lee County Hearing Examiner proceedings.
- Former Planning and Community Development Director in Charlotte County.
- Former Planning Commissioner (LPA), City of Cape Coral, Florida.

Accomplishments

- Established FORGEY PLANNING, an urban planning and land use consulting practice.
- Developed a template for auditing the effectiveness of existing local governments comprehensive plans and zoning code for internal consistency of plan policy framework.
- Authored “The Platted Lands Challenge” report for the six-county area of Southwest Florida offering policy guidance for platted, scattered-lot properties.
- Development of implementation strategies which employ automation to create linked mixed media tools for restructuring and updating local government planning and zoning regulations.

Certification

AICP (American Institute of Certified Planners) Certification #051,330 Florida Chapter, APA Member in good standing since 1993. A national professional certification maintained by the American Planning Association. AICPs must first meet educational standards and then pass an examination covering all aspects of professional planning practice, and are expected to maintain their membership through a self-directed program of study that is monitored by the national organization, which includes regular training in law and ethics.

Professional Experience

Forgey Planning

Cape Coral, FL

Owner. 2008-present. A solo planning practice concentrating comprehensive planning work for Lee and Sarasota Counties, the City of North Port, and the Captiva Community Panel. Developed a template for auditing the effectiveness of existing local governments comprehensive plans which has been applied in Sarasota County and the City of North Port. An expert witness since 2013, working on more than 30 cases in 25 Florida counties and municipalities, appearing before planning commissions, city councils, county commissions, hearing examiners, administrative law judges, and circuit court. Qualified as an expert witness in Lee County Hearing Examiner proceedings.

Zoning Technologies

Cape Coral, FL

President. 2011-2017. A start-up subsection 'S' corporation that specialized in restructuring and updating local government comprehensive plans and developing implementation strategies which employ automation to create linked tools (e.g. application forms, automated worksheets, case reports, and adopting resolutions). The Zoning Technologies expert system prototype products were marketed statewide and were demonstrated at the American Planning Association (APA) national conference in Atlanta in 2014.

Osceola County, Florida

Kissimmee, FL

Planning Coordinator. 2005-2008. Authored key elements of the Osceola County Comprehensive Plan and most of the County's 2008 Evaluation and Appraisal Report.

Clay County, Florida

Green Cove Springs, FL

Senior Planner. 2003-2005. Authored the county's Interlocal Service Delivery Agreement Report (ISDAR) mandated by the Florida legislature, identifying all service overlaps between and among all local governments within Clay County.

Lake County, Florida

Tavares, FL

Planning Director. 2001-2003. Staff liaison to the Environmental Lands Management Advisory Committee, a citizen organization created by the Board of County Commissioners to study the creation of an environmental land program. Recommended policies were ratified in November 2002, when Lake County voters approved a one-third mil assessment for the acquisition of environmental lands.

Southwest Florida Regional Planning Council

Fort Myers, FL

Planner. 1997-1998. Reviewed local government plan amendments throughout the six-county area and authored “The Platted Lands Challenge” report.

Charlotte County, Florida

Port Charlotte, FL

Community Development Director 1995-1997; Planning Director 1990-1995. Early in my tenure, Gulf Development Corporation (GDC), the County’s largest land subdivider, declared bankruptcy, shifting responsibility for completion of roads, bridges, drainage works, and utilities, to the public sector and forcing a host of development decisions upon the local government and public agencies. I had three memorable achievements during these seven years:

- Managed the research, preparation, and adoption of the County’s Evaluation and Appraisal Report (EAR) and Comprehensive Plan. Aggressively negotiated with the Florida Department of Community Affairs (DCA) to remove the Plan’s not-in-compliance finding.
- Led the staff team that rewrote the Charlotte County Comprehensive Plan and was the point person in the successful four-year effort to negotiate a stipulated settlement agreement between the Board of County Commissioners and the Florida Department of Community Affairs to find Charlotte County’s Comprehensive Plan in compliance with Florida’s Growth Management Act.
- Advocated against the rezoning of 42 parks (illustrated as such on GDC sales maps and the County’s Future Land Use Maps) to residential uses. The Company’s receivers eventually relented on their policy position and donated 41 parcels to the people of Charlotte County.

City of Cape Coral, Florida

Cape Coral, FL

Deputy Planning Director. 1985-1990. Authored and supervised preparation of key elements of the 1988 Comprehensive Plan (the City’s first plan under the 1985 Growth Management Act) and the City’s 1989 Land Development Code.

Education**Indiana University**

Bloomington, IN

Master of Public Affairs (MPA) from the O’Neil School of Public and Environmental Affairs, 1982. Concentration in Urban and Regional Planning.

Bachelor of Arts (BA). 1976. Undergraduate degree in English Literature and History.

Important Cases, Continuing Education, Writing & Teaching

- Program chair for APA Florida/ FPZA *"The Perfect Storm Eight Months Out: A Symposium for Professional Planners, Design Professionals, Plan Commissioners & Regular People"* at Charlotte County Event & Conference Center Punta Gorda May 12, 2023.
- Presenting a panel *"Incorporation, Annexation, and Disincorporation"* with Jim Studiale, AICP, and Luke Lirot, Esq. at APA Florida state conference on Orlando September 7, 2022.
- Co-presented a panel *"Legislative and Quasi-judicial: What Every Planner Needs to Know"* with Attorney Andrew Dickman, AICP, at annual conference of Florida Planning and Zoning Association on Captiva Island June 3, 2022.
- Program Chair for *"The Swamp Peddlers"*, an APA Florida/ Florida Planning & Zoning Association symposium conducted on August 6, 2021 in Punta Gorda. Keynote speaker Jason Vuic and other presenters explored the legacy of land sales scams in Southwest Florida on the twentieth anniversary of the General Development Corporation bankruptcy.
- Designed and co-presented *"Land Use 101"*, a seminar for planning commissioners, elected officials, and new planners, hosted by the City of Cape Coral on June 16 and July 14, 2021 with co-presenters Vince Cautero, AICP, the City's Community Development Director, and Attorney Ralf Brookes.
- Expert witness for client West Villagers for Responsible Government (WV4RG), a citizen organization which challenged the annexation of the 8730-acre non-contiguous West Villages subdivisions into the City of North Port. The City Commission rejected the Villagers' challenge by a unanimous vote, but following appeal presented by attorney Luke Lirot, the Twelfth District overturned the City's order denying petition for contraction in *West Villagers for Responsible Government v. City of North Port*.
- Moderated a panel for law credit at the September 9, 2020 Zoom-facilitated American Planning Association's Florida state conference. Co-presenters were attorneys Karen Consalo, Thomas Hawkins, and Andrew Dickman. *"The Rules are Very Different Here: How to Reform Florida's Land Use Decision-making Process"* surveyed the inconsistencies among local governments' handling of land use decision-making and proposed a new Environmental Land Management Study (ELMS) to improve those processes.
- Attended and participated in American Planning Association Florida chapter's 18th annual *Public Policy Workshop* at Florida State University, Tallahassee February 2020.
- Drafted update of Town of *Fort Myers Beach Sign Ordinance* to reflect SCOTUS *Reed v. Gilbert* opinion for Weiler Engineering Fall 2019-Winter 2020.
- Program chair for *"Planners in Peril: Law, Legislation, and Ethics for Design Professionals,"* an APA Florida Promised Lands section symposium December 6, 2019 at Bonita Springs City Hall.

- Program chair for *“How High is the Water, Ma?: Rising Sea Level on the Florida Gulf Coast and what we can do about it,”* sponsored by Friends of Boca Grande Community Center, March 22, 2019 at the Boca Grande Community Center Auditorium.
- Member, *Faith Presbyterian Affordable Housing Board*, a not-for-profit corporation which aspires to offer quality housing for low- and moderate-income persons in Cape Coral. Appointed 2018; appointment ended December 2020.
- Received 2018 American Planning Association Florida Chapter, Promised Lands section’s first-ever *Wayne Daltry Award for Planning Programs* for developing professional education symposia.
- Prepared *policy audit of Town of Fort Myers Beach Comprehensive Plan* for Weiler Engineering, Summer 2018.
- Program chair for American Planning Association symposium *“Warped Tour ’18: Land Use Law for Planners”* March 23, 2018 in Punta Gorda.
- Attended and participated in the hurricane-shortened APA Florida chapter annual conference in Daytona Beach September 4-6, 2017. Led panel with Greg Beliveau, AICP and Jane West Esq. entitled *“How to Build a Better Client.”*
- Program chair for Captiva Community Panel/ Florida APA symposium *“Now in My Back Yard: Rising Sea Level on Florida’s Gulf Coast and what can be done about it”* January 13, 2017 at South Seas Resort on Captiva Island.
- Co-authored article with Karen Consalo, Esq. *“Best Practices for Local Government Land Use Decision-making”* in Summer 2016 edition of *Florida Planning*.
- Speaker at American Planning Association Florida Chapter Annual Conference in Tampa, September 9, 2016. *“A Pre-tirement Guide for Perplexed Planners: Making the Transition to Solo Practitioner.”*
- Attended and participated in CLE International’s annual *Land Use Law symposium* in Tampa, August 18-19, 2016, and August 6-7, 2015.
- Speaker at University of Central Florida 2016 Public Administration Research Conference April 8, 2016. Topic: *“What’s the Big Idea: New Software that Aids Land Use Decisions.”*
- Attended and participated in *APA Florida chapter annual conference* in Hollywood, Florida September 10-13, 2015.

- Coordinator and presenter for daylong FAPA-sponsored symposium *“Everything You Ever Wanted to Know about Florida Land Use”* in Cape Coral May 16, 2014.

Jurisdictions - Expert Witness Work

Bonita Springs	Miramar
Bradenton	Monroe Co (ALJ)
Cape Coral (5)	Orange County
Charlotte County (2)	Ormond Beach
Collier County (2)	Pasco County (2)
DeSoto County	Palm Beach County (ALJ)
Fort Myers Beach (2)	Polk County (C court)
Hardee County	Punta Gorda (2)
Hendry County (C Court)	St. Johns County (4)
Hernando County	Sarasota County
Highlands County	Suwannee County
Hillsborough County (3)	Venice
Hillsboro Beach	
Lantana	
Lee County (8)	

D-H & Associates Consulting Qualifications

JOHN DOLAN-HEITLINGER

21 Azalea Drive
Key West, Florida 33040-6206

johndh@servethemembers.com

Office: (305) 292-1208

Cell: (305) 304-8835

EXECUTIVE SUMMARY**Leader / Manager / CEO**

Innovative, enthusiastic, and forward-thinking leader with a proven track record in leading expansion, growth, and turnarounds. Excellent planning, analytical, and problem-solving skills based on 30 years as a CEO, senior executive, and consultant.

Areas of expertise:

- | | |
|----------------------------------|---|
| • Strategic Planning & Execution | • Turnarounds & Workouts |
| • Board Governance | • Financial Analysis & Forecast Modeling |
| • Lending & Collections | • Facilities Planning & Staff Restructuring |
| • Regulatory Management | • Community & Public Relations |
-

PROFESSIONAL EXPERIENCE

D-H & ASSOCIATES CONSULTING, LLC Key West, Florida

2007 – Present

President & Principal Consultant

Provide strategic and tactical consulting to businesses and agencies including leadership and financial and marketing analyses focused on growth and revenue and profitability enhancement.

- Co-author of two books – *Finance Without Fear* (pub. by Institute for Finance & Entrepreneurship 2011) and *Entrepreneurial Finance* (pub. by FlatWorld Publishing 2019)
- Consultant for businesses and agencies in governance and planning, financial review and modeling, branch divestitures and mergers, credit union start-ups, and regulatory compliance.
- Part of a team of consulting firms that produced a Market Based Assessment and Development Strategy and Plan for North Fort Myers and the City of Miami Gardens
- Developer of Carver Policy Governance and strategic planning workshops and retreats.
- Board director of Historic Tours of America, Inc.
- Adjunct business and entrepreneurship professor at Florida Keys Community College.

KEYS FEDERAL CREDIT UNION Key West, Florida

1991 – 2007

President & CEO

Led the community-chartered credit union from troubled status to that of a lead banking institution in Key West with \$200 million in assets, 14,000 members, and 65 employees.

- Under intense regulatory scrutiny, completed a 5-year workout plan in 2 years, rebuilt a positive relationship with regulators, and transformed a non-standard mortgage portfolio.
- Created a clear mission and vision and developed and executed a 10-year strategic plan integrating forecasting and Asset Liability Management models.
- Renamed and rebranded the credit union in sync with a community charter expansion that increased potential membership by 70%.
- Tripled loan portfolio through 16 years of economic cycles with less than 1% delinquency and charge-off rates while maintaining a loan to deposit ratio of 85-100%.

KEYS FEDERAL CREDIT UNION President & CEO (continued)

- Increased mortgage portfolio from \$27 million to \$109 million without the use of sub-prime or exotic mortgages.
- Increased vehicle loan portfolio from \$3 million to \$59 million through both direct and indirect lending achieving the number one market share position with low charge-offs.
- Built a \$16 million commercial real estate portfolio serving the small inn and not-for-profit sectors with zero delinquency and significant fee income.
- Increased membership 20% despite a shrinking population in the Florida Keys and grew balances per member from \$9,000 to \$24,000.
- Re-engineered branch structure and member service processes reducing expenses, reducing staff turnover, and improving service. Developed plan for new corporate headquarters.
- Developed a unique corporate culture based on openness, coaching, celebrating success, a salary structure with substantial performance incentives, and competency based training.
- Led the Hurricane Response Team consistently reopening ahead of the competition.
- Presenter at national conventions and author of numerous professional articles.

SOLIDARITY FEDERAL CREDIT UNION Kokomo, Indiana

1989 – 1991

President & CEO

Solidarity serves the employees of Delco Electronics and 40 other special employee groups. As of August 1991 Solidarity had \$60 million in assets, 40 employees and 20,000 members.

- Completed a turnaround while the credit union was under regulatory scrutiny and significantly improved regulatory exam rating in the first 8 months.
- Increased assets 40% to \$60 million and membership to 20,000 expanding product offerings and enhancing marketing programs particularly refocusing on the original sponsor.
- Negotiated a new 3-year labor contract with the credit union staff without a strike for the first time in the credit union's history.

ELI LILLY FEDERAL CREDIT UNION Indianapolis, Indiana

1985 – 1988

Vice President Finance & Marketing

The Lilly Credit Union serves the employees and retirees of Eli Lilly & Company and had \$200 million in assets and 21,000 members in 1988.

- Directed the asset/liability management program and an \$80 million investment portfolio including collateralized mortgage obligations without losses.
- Managed the member service, marketing, and systems staffs and worked with the parent company to increase cooperative ventures.
- Originated and implemented a hybrid, outsourced IT arrangement with the credit union data processor and developed a direct interface with the corporate payroll system.
- Developed and executed an innovative way to add needed credit union staff despite a corporate hiring freeze.
- Created and launched unique loan products for high net worth Lilly executives competing effectively against local community banks and national banks.

ELI LILLY & COMPANY Indianapolis, Indiana

1980 – 1985

Department Head, Financial & Scientific Public Relations

Led this research and communications department for this Fortune 200 pharmaceutical firm.

- Developed corporate public relations policies including a policy for how the company would respond to investigations by *60 Minutes* and similar programs.
- Regularly interacted with reporters from the *Wall Street Journal*, *New York Times*, *Washington Post*, et al, on diverse scientific and financial topics including genetic engineering, product launches and financial results.
- Wrote the 50-page *Recombinant DNA and Biosynthetic Human Insulin: A Source Book* to educate the medical and general scientific community about genetic engineering.
- Produced annual and quarterly reports to shareholders and directed the public relations aspects of the annual shareholder meeting.

MILITARY

UNITED STATES COAST GUARD
Retired as a Commander

Active Duty 1974 – 1978; Reserve 1978 – 1997

- Directed Coast Guard Surface Operations during the multi-billion dollar Exxon Valdez Oil Spill Clean-up in southern Alaska.
- Group Commander and Commanding Officer positions in marine safety and operations units in Kentucky, Ohio, and Florida. Responsibilities included merchant marine inspection, search and rescue, disaster response planning, and maritime law enforcement.
- Managed the Coast Guard Civil Rights and EEO program throughout New England as a certified EEO officer, consultant, instructor, and advisor to the District Commander.

EDUCATION

STANFORD UNIVERSITY, Graduate School of Business

Palo Alto, California

Credit Union CEO/Executive Development Program, July 1994

CORNELL UNIVERSITY, Johnson Graduate School of Management

Ithaca, New York

Master of Business Administration, May 1980

STATE UNIVERSITY OF NEW YORK, Potsdam College

Potsdam, New York

Bachelor of Arts in History and Economics, May 1974

CIVIC BOARD MEMBERSHIPS & COMMUNITY INVOLVEMENT

Chair and Treasurer of the Schooner Western Union Preservation Society and Finance
Director of the Basilica and School of St. Mary Star of the Sea.

Former Chair of Key West Chamber of Commerce, Community Foundation of the Florida Keys; Monroe County Land Authority Advisory Committee, and Key West Collegiate HS Board Member, Key West United Way, Eastside Community Investments; Former Board Director of the Monroe County Housing Authority, Monroe County Workforce Housing Committee, Salvation Army, Former President of Navy League Key West Council and Chair of the USS Spruance Commissioning Committee.

North Fort Myers Site Assemblage Examples

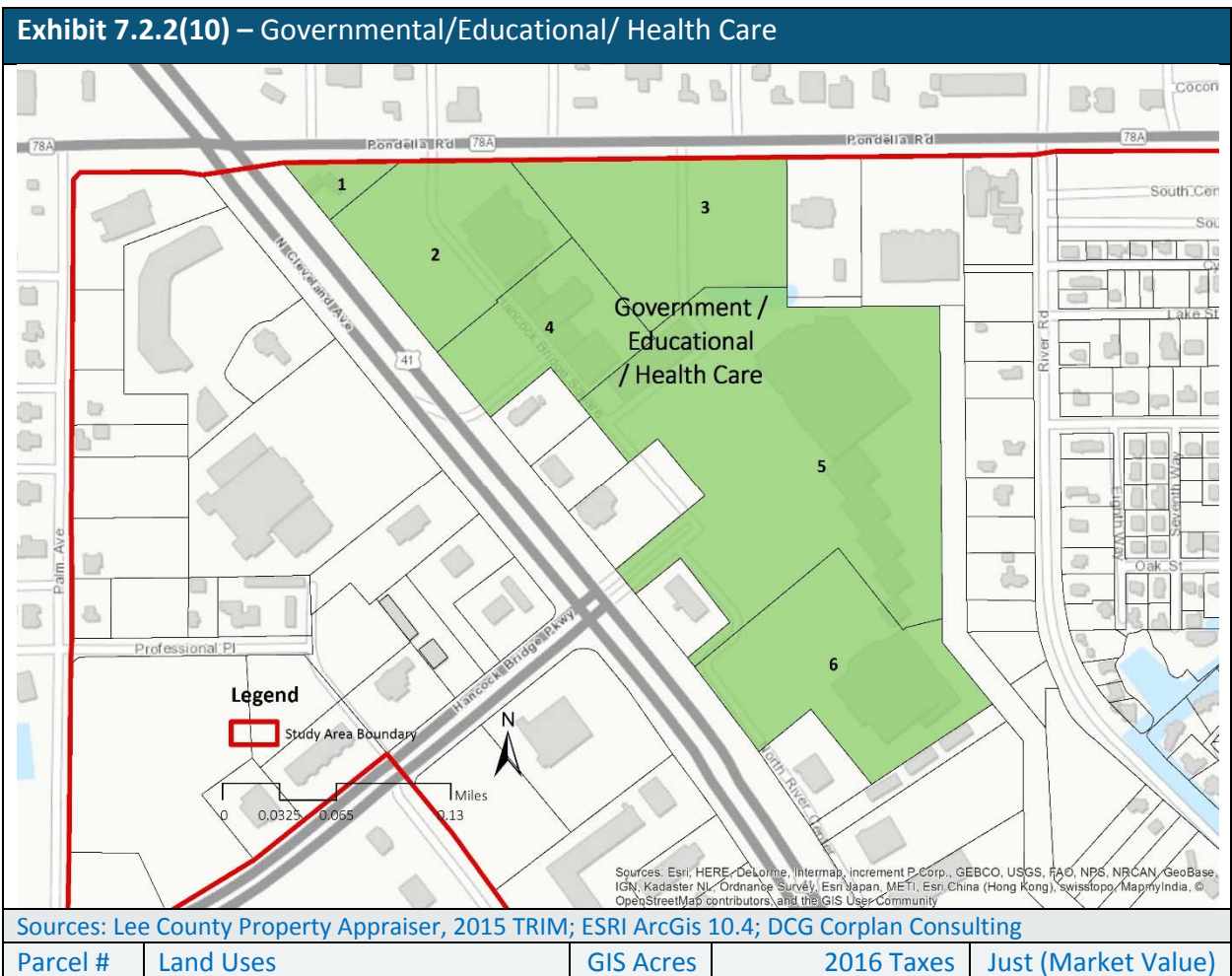
North Fort Myers – Site Assemblage Examples

Site Assemblage Scenario #10: Governmental/Educational/ Health Care

STRATEGY RECOMMENDATION: PRIMARY

A 33.8-acre site assembly of a current mix of retail and vacant commercial uses on US 41 suitable for use as a mixed commercial use of government, educational and healthcare rental occupancies. Development program is for a maximum buildout of 122,000 SF rehabilitated retail space and 61,000 SF of new office infill space in a two-story configuration with on-site parking for 915 cars, including a 20% allowance for visitor/student parking. Generous amounts of open space (70%) would allow for development of retention ponds, fountains and greenways necessary to address present storm run-off problems with the site while creating a college campus “feel” to the project.

Retail conversion/infill office construction is projected to create 190 new construction jobs over a two-year period and generate an economic impact from construction of \$48.7 million for the Lee County economy. Gov/Educ/HC operations are projected to create 732 jobs and produce and produce annual economic impact after reaching stabilized occupancy of \$191.8 million.



North Fort Myers – Site Assemblage Examples

1	Store, One (1) Floor	0.570	\$2,962	\$164,851
2	Store, One (1) Floor	4.460	\$15,299	\$850,980
3	Commercial, Vacant	5.140	\$0 (no tax data)	\$104,750
4	Shopping Center, Community	3.213	\$27,880	\$1,759,861
5	Shopping Center, Community	14.590	\$51,994	\$3,281,652
6	Department Store	5.804	\$21,745	\$1,184,004
Total		33.776	\$119,880	\$7,346,098
Lot acreage	Ratio of Parking Spaces/1,000 sf	Land Area per Parking Space SF	Assumed Open Space	Number of Stories
33.8	5	350	70%	2
Footprint SF	Number of Parking Spaces	Parking Area Total SF	Building Total SF	FAR
163,000	915	320,250	183,000	0.12
Economic Impact – Governmental/Educational/ Health Care Rehabilitation-Construction				
Total Gov./Educ./ HealthCare Development costs (not including land)			\$24,928,500	
Impact Type	Employment (local)	Labor Income	Value Added	Output
Direct Effect	190	\$8,200,143	\$13,278,713	\$31,577,492
Indirect Effect	87	\$3,332,448	\$5,696,098	\$10,178,928
Induced Effect	56	\$2,136,433	\$4,032,032	\$6,939,385
Total Effect	333	\$13,669,022	\$23,006,844	\$48,695,805
Economic Impact – Governmental/Educational/ Health Care Occupancy				
Total Gov./Educ./ HealthCare Jobs			915	
Impact Type	Employment (local)	Labor Income	Value Added	Output
Direct Effect	732	\$39,142,350	\$43,009,692	\$104,468,577
Indirect Effect	409	\$15,923,961	\$26,118,301	\$54,281,739
Induced Effect	265	\$10,191,587	\$19,232,159	\$33,098,241
Total Effect	1,406	\$65,257,897	\$88,360,152	\$191,848,557

Total development and construction is scheduled for two years, with 60% of work and employment occurring in the first year, and 40% in the second. Gov/Educ/HC occupancy will begin in the third Project year (Occupancy year 1) at 50% occupancy, increasing to 75%, 90%, and finally 100% in the 2nd, 3rd, and 4th year of occupancy, respectively. Property taxes would be reduced to raw land valuation during construction (\$1,100 per acre) and tax increase increments would then be based on this ramp-up of occupancy percentages. Property taxes are assumed to gain by 1.5% annually to adjust for inflation.

Since this is a Government, Education, and Health Care project, the Targeted Industries Incentive will apply. In total, the incentive is valued at \$2,123,105 and has an NPV (5% discount rate) of \$1,587,671. Project duration is considered as beginning in year 2017 and incentive sunset at the end of year 2028.

North Fort Myers – Site Assemblage Examples

The Economic Impact Multiplier (total benefit/total incentive cost) is 788.7 to one, resulting in an excellent value for Lee County.

Project Time	Total Economic Impacts	Estimated Property Taxes	Value of Tax Credit Incentive	Net Property Taxes Paid	Incentive Increment	Constr. Jobs	Gov / Educ/ HC Jobs
Year 1 - Office Construction Year 1	\$29,499,689	\$37,154	\$0	\$37,154	0%	115	0
Year 2 - Office Construction Year 2	\$19,196,116	\$37,711	\$0	\$37,711	0%	75	0
Year 3 - Office Occupancy Year 1	\$96,115,358	\$294,367	\$264,931	\$29,437	90.0%	0	366
Year 4 - Office Occupancy Year 2	\$143,790,886	\$422,987	\$338,389	\$84,597	80.0%	0	549
Year 5 - Office Occupancy Year 3	\$172,978,463	\$500,397	\$350,278	\$150,119	70.0%	0	660
Year 6 - Office Occupancy Year 4	\$191,848,557	\$552,206	\$331,324	\$220,883	60.0%	0	732
Year 7 - Office Occupancy Year 5	\$191,848,557	\$552,807	\$276,403	\$276,403	50.0%	0	732
Year 8 - Office Occupancy Year 6	\$191,848,557	\$553,416	\$221,367	\$332,050	40.0%	0	732
Year 9 - Office Occupancy Year 7	\$191,848,557	\$561,718	\$168,515	\$393,202	30.0%	0	732
Year 10 - Office Occupancy Year 8	\$191,848,557	\$570,143	\$114,029	\$456,115	20.0%	0	732
Year 11 - Office Occupancy Year 9	\$191,848,557	\$578,695	\$57,870	\$520,826	10.0%	0	732
Year 12 - Office Occupancy Year 10	\$191,848,557	\$587,376	\$0	\$587,376		0	732
Total	\$1,804,520,411		\$2,123,105			190	732
NPV (5% discount)	\$1,252,162,900		\$1,587,671				
Ratio of Economic Impacts/Incentives			788.7				

North Fort Myers – Site Assemblage Examples

Site Assemblage Scenario #11: Waterfront Park

STRATEGY RECOMMENDATION: TERTIARY

A 24.9-acre site assembly of a current mix of restaurants, motel, auto service, office building, single family residential, and vacant municipally or state-owned vacant land on US 41 and the Caloosahatchee River suitable for use as a public waterfront park, amphitheater, food services, recreation area, esplanade, and boat launch. Development program is for an 1,800-seat amphitheater, 15,000 SF of food service/entertainment space, a 200 foot-long fishing pier/water taxi terminal, 4,000 feet of jogging trails/bike paths, 3,000 feet of bulkheaded esplanade, a concrete-ramped public boat launch, tennis and pickle-ball courts, and on-site parking for 800 cars.

Existing food service facilities would be repositioned to service park visitors and new drinking places and tourism retail added as entertainment drivers (similar to Marinatown). Existing lodging and business property owners would be offered relocation stipends for suitable Lee County-owned properties located further up US 41 (refer to Exhibit 7.1(5)), otherwise fair market value acquisitions of remaining property would be necessary.

The new waterfront park would be considered expandable into State of Florida land on the eastern side the North Cleveland Ave./US 41 causeway, similar to the North River Park currently located on the western side. A continuous jogging trail/bike would connect both park areas at the foot of the causeway (dropping down to water level below the roadway). A new fishing pier and water taxi terminal would be constructed on the City of Fort Myers' submerged property adjacent to North Shore Park. By either installation of new signalized intersection or an elevated pedestrian walkway crossing over US 41, weekday ferry riders would be able to park vehicles within the new waterfront park parking areas and safely cross US 41 to access the pier. Aeration fountains placed just offshore from the park bulkhead would provide water quality control as well as a pleasing visual amenity.

Park construction including food service/entertainment facilities are projected to create 138 new construction jobs over a two-year period and generate an economic impact from construction of \$31.7 million for the Lee County economy. Park operations including the amphitheater and all recreation venues are projected to create 10 jobs and produce and produce annual economic impact after reaching stabilized occupancy of \$1.8 million. Food service/drinking/tourism operations are projected to create 45 jobs and produce and produce annual economic impact after reaching stabilized occupancy of \$3.2 million. Visitors to the park will be considered as local and therefore not generating additional impacts.

North Fort Myers – Site Assemblage Examples

Exhibit 7.2.2(11) – Waterfront Park



Sources: Lee County Property Appraiser, 2015 TRIM; ESRI ArcGis 10.4; DCG Corplan Consulting

Parcel #	Land Uses	GIS Acres	2016 Taxes	Just (Market Value)
1	Restaurant	0.753	\$6,676	\$381,909
2	Restaurant	0.579	\$5,687	\$318,899
3	Auto Services/Repair	0.620	\$5,262	\$286,591
4	Restaurant	0.711	\$7,738	\$435,448
5	Motel	1.463	\$12,365	\$1,105,966
6	Motel	2.206	\$13,686	\$796,314
7	Office Building, One Story	1.838	\$21,368	\$1,245,109
8	Single Family Residential	2.870	\$5,042	\$278,193
9	Submerged Acreage	1.851	\$1	\$93
10	Unidentified Acreage	12.000	\$0	\$0
Total		24.890	\$77,824	\$4,848,522
Lot acreage	Ratio of Parking Spaces/1,000 sf	Land Area per Parking Space SF	Assumed Open Space	Number of Stories
33.8	5	350	70%	2
Footprint SF	Number of Parking Spaces	Parking Area Total SF	Building Total SF	FAR
163,000	915	320,250	183,000	0.12
Economic Impact – Waterfront Park Construction				
Total Waterfront Park Development costs (not including land)			\$22,106,700	
Impact Type	Employment (local)	Labor Income	Value Added	Output

North Fort Myers – Site Assemblage Examples

Direct Effect	138	\$5,917,115	\$9,446,635	\$21,133,771
Indirect Effect	46	\$1,935,077	\$3,174,526	\$5,819,262
Induced Effect	38	\$1,454,888	\$2,745,829	\$4,725,788
Total Effect	221	\$9,307,078	\$15,366,990	\$31,678,821
Economic Impact – Waterfront Park Operations				
Total Waterfront Park Revenue				\$1,060,100
Impact Type	Employment (local)	Labor Income	Value Added	Output
Direct Effect	10	\$240,863	\$365,438	\$960,101
Indirect Effect	6	\$178,549	\$301,873	\$578,931
Induced Effect	2	\$77,540	\$146,304	\$251,774
Total Effect	17	\$496,953	\$813,616	\$1,790,806
Food Service/Entertainment Operations				
Total Food Service/Entertainment Sales				\$2,250,000
Impact Type	Employment (local)	Labor Income	Value Added	Output
Direct Effect	45	\$1,204,447	\$1,263,277	\$2,019,044
Indirect Effect	3	\$126,321	\$236,344	\$426,900
Induced Effect	6	\$246,638	\$465,499	\$801,172
Total Effect	55	\$1,577,406	\$1,965,120	\$3,247,116

Total development and construction is scheduled for two years, with 60% of work and employment occurring in the first year, and 40% in the second. Park operations will begin in the third Project year (Occupancy year 1) at 75% occupancy, increasing to 90%, and finally 100% in the 2nd and 3rd year of occupancy, respectively. Property taxes are not considered as this is a public and therefore tax exempt investment. Accordingly, there are no incentives applicable.

Barring any specific means of estimating Park operational expenses, this figure will be arbitrarily set at \$1.0 million per year, following the ramp-up of park operational percentages. Property acquisition costs, somewhat possible through negotiated land swaps, may ultimately result in eminent domain takings and the Just value of \$4.8 million from above may be the most reasonable approach to this valuation. Amortization of this amount at 3.5% interest (prime rate) for ten years results in an annual payment of \$612,750. Annual debt service (30-year term at 3.5% interest) on the \$22,860,800 waterfront park construction cost is \$1.189 million.

The Economic Impact Multiplier (total benefit/total cost) is 2.2 to one, resulting in a minor yet still positive value for Lee County.

North Fort Myers – Site Assemblage Examples

Project Time	Total Economic Impacts	Park Operational Expenses	Property Acquis. Financing	Total Park Expenses and Costs	Park Constr. Jobs	Park Oper. Jobs	Food Srv/Ent Jobs
Year 2 - Park Construction - Year 1	\$19,190,900	\$0	\$612,750	\$1,801,350	83	7	35
Year 2 - Park Construction - Year 2	\$12,487,921	\$0	\$612,750	\$1,801,350	54	9	42
Year 3 - Park Operations - Year 1	\$3,940,216	\$750,000	\$612,750	\$2,551,350	0	10	45
Year 4 - Park Operations Year 2	\$4,383,454	\$900,000	\$612,750	\$2,701,350	0	10	45
Year 5 - Park Operations Year 3	\$5,037,922	\$1,000,000	\$612,750	\$2,801,350	0	10	45
Year 6 - Park Operations Year 4	\$5,037,922	\$1,000,000	\$612,750	\$2,801,350	0	10	45
Year 7 - Park Operations Year 5	\$5,037,922	\$1,000,000	\$612,750	\$2,801,350	0	10	45
Year 8 - Park Operations Year 6	\$5,037,922	\$1,000,000	\$612,750	\$2,801,350	0	10	45
Year 9 - Park Operations Year 7	\$5,037,922	\$1,000,000	\$612,750	\$2,801,350	0	10	45
Year 10 - Park Operations Year 8	\$5,037,922	\$1,000,000	\$612,750	\$2,801,350	0	10	45
Year 11 - Park Operations Year 9	\$5,037,922	\$1,000,000	\$0	\$2,188,600	0	10	45
Year 12 - Park Operations Year 10	\$5,037,922	\$1,000,000	\$0	\$2,188,600	0	10	45
Total	\$80,305,867			\$30,040,700		190	732
NPV (5% discount)	\$63,402,094			\$21,971,966			
Ratio of Economic Impacts/Total Costs				2.2			

Pathways to Progress Marketing Brochure



*Charting a Course for the
Adirondack Gateway Region
Executive Summary*

JUNE 2015

A Project of the
Adirondack Gateway Council



www.agcny.org

EXECUTIVE SUMMARY



Photo: VisitLakeGeorge.com

Lake George, "Queen of the American Lakes," offers beaches, boat rentals, lakefront dining, and steam paddlewheel boat rides.

A Message from the CEO

The Adirondack Gateway Council (AGC) was created in 2011 through an unprecedented level of collaboration among municipalities, organizations, and members of the public across Warren, Washington and Northern Saratoga counties. With the assistance of a Sustainable Communities Planning Grant from US HUD, the AGC and its partners are addressing key issues including economic development, cellular and broadband access, housing, transportation, agriculture, and infrastructure, to promote a more equitable, sustainable and economically viable Region. We are exploring these issues and charting a course for the AGC Region through a series of technical reports and our Pathways to Progress Plan.

We would like to extend our deep appreciation to the many officials within our Region, organizations, businesses, and members of the public who have participated during the past two and half years as we undertake this important collaborative effort. Compiling information, developing a strategy, and preparing an executive summary and related information and the data is just the beginning. By creating these Regional pathways, our upstate AGC Region will have a built-in competitive edge in attracting, retaining jobs and private investment in the coming years. You can continue to follow our progress through our website: www.agcny.org.

Ed Bartholomew, CEO



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Dedicated to the hardworking and independent thinking residents of Warren, Washington, and Northern Saratoga Counties.

ACKNOWLEDGMENTS

MEMBERS OF THE ADIRONDACK GATEWAY COUNCIL ORGANIZATION

MEMBER ORGANIZATIONS

- Adirondack Glens Falls Transportation Council (MPO)
- Economic Development Corporation of Warren County
- Greater Glens Falls Housing Authority
- Greater Glens Falls Transit System
- Warren County Planning Dept.

WASHINGTON COUNTY

- Washington County
- Town of Fort Edward
- Town of Kingsbury
- Village of Fort Edward
- Village of Hudson Falls

WARREN COUNTY

- Warren County
- City of Glens Falls
- Town of Bolton
- Town of Chester
- Town of Hague
- Town of Horicon
- Town of Johnsburg
- Town of Lake George
- Town of Lake Luzerne
- Town of Queensbury
- Town of Stony Creek
- Town of Thurman
- Town of Warrensburg
- Village of Lake George

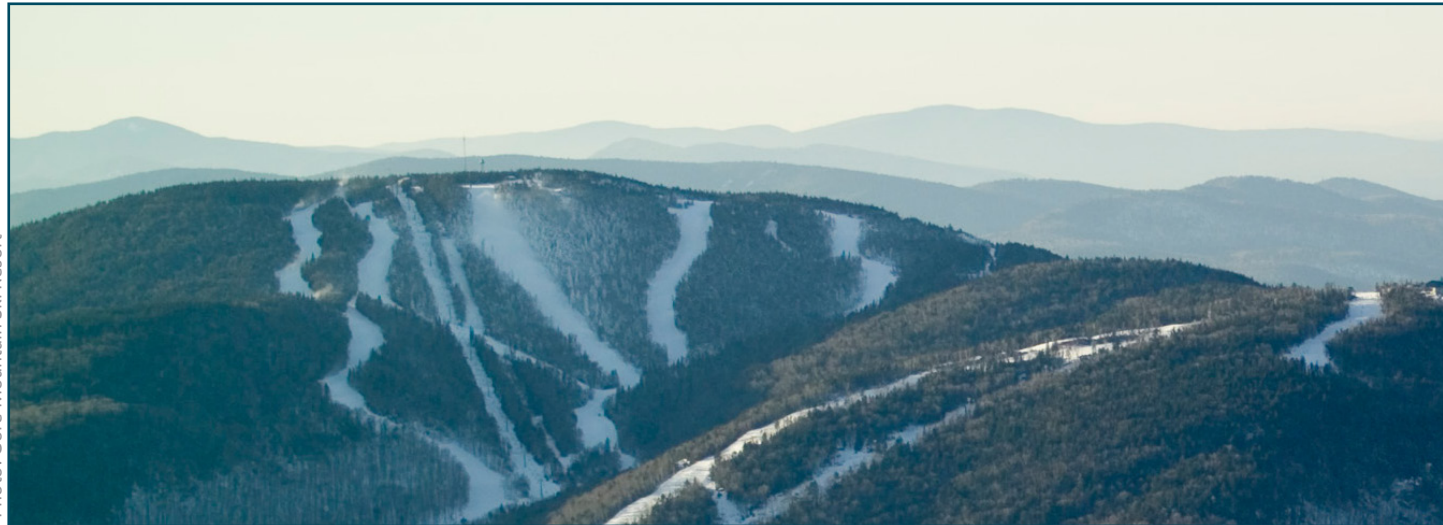
SARATOGA COUNTY

- Town of Corinth
- Town of Day
- Town of Hadley
- Town of Moreau
- Village of South Glens Falls



The AGC thanks the many partners from US HUD, other Federal State, and Regional organizations, the Capital Region REDC, municipal officials, planning organizations and numerous nonprofit partners acknowledged at www.agcny.org who made this Strategy possible.





Gore Mountain, the closest large mountain to the Albany Capital District, attracts skiers from all over the east.



Implementation Approach

The AGC facilitates collaboration between a diverse set of stakeholders, both within and outside of the Region, including municipal organizations and boards, State and federal agencies and funders, educational and research institutions, and nongovernmental organizations, supporting their efforts to secure funding and technical assistance. The AGC members will maintain lines of communication, align interagency initiatives, and educate residents and businesses about opportunities and emerging trends. To guide implementation the AGC will:

- Continue to build awareness of the Strategy and engage stakeholders in its speedy implementation;
- Advocate with funders to advance various Regional projects;
- Build local capacity, and identify matching funds and ways to cover local cost share on priority projects;
- Provide technical assistance and education to focus on sustainability;

- Broker statewide, inter-state, and global opportunities for export of goods and services;
- Expand efforts to cooperatively market and brand the Gateway Region;
- Monitor compliance with the Pathways to Progress Sustainability Plan and the FHEA;
- Communicate success and share the “good news;” and
- Evaluate project feasibility and emerging opportunities and make mid-course corrections.

The Adirondack Gateway Council (AGC) is undertaking direct support of various programs and projects that are described in detail in the full plan and technical studies at www.agcny.org. Stakeholders implementing each pathway will be encouraged to form an ongoing working group if no Regional framework currently exists. The AGC will set realistic and attainable benchmarks to track accomplishments. Above all else, the Adirondack Gateway Council will tirelessly ask and answer two key questions: “How are we doing?” and “What can we do better?”

Setting the Scene

PATHWAYS TO PROGRESS: Charting a Course for the Adirondack Gateway Region is a “sustainability game plan” for a region that covers over 1,800 square miles of Hudson River watershed, prime industrial and agricultural land, and pristine portions of the Adirondack Park. The Region’s strategic location, majestic beauty, and diversity, offering both urban and rural communities, make it an enviable place to live, work, and play. The plan expands access to opportunity, equity, and affordable housing; cultivates businesses and workforce; reuses brownfields; improves infrastructure, transportation, and telecommunications; and fosters healthy communities and protects agriculture and tourism to create and maintain vital communities with broad support from government, nonprofits, and the private sector.

The Strategy’s five essential Pathways to Progress are the fundamentals of a vital economy, a livable place, and a healthy Region. Its vision to “Support our people in a unique place and a progressive, productive, and prosperous region” uses best practices in the emerging entrepreneurial economy for creating jobs and family-sustaining wages.

The inclusive process broke down barriers for disenfranchised citizens and engaged over 800 people. It capitalizes on strengths and markets the Region’s assets, embracing locational attributes demanded by traditional industries, and anticipating the needs of new employers, especially access to a globally competitive workforce. A robust economic development component is the thread that ties together five inter-related technical plans that were conducted over three years by independent consultant teams. It identifies core business targets in Education, Healthcare, & Social Assistance; Tourism & Recreation; Professional & Business Services; Information; Manufacturing; Retail Trade; Transportation & Warehousing, and Agriculture, Forestry, Fishing & Hunting.

The Strategy builds on the “big wins” in the Capital Region’s Tech Valley to the immediate south, including breakout research from the College of Nano Scale Science and Engineering and SUNY Polytechnic Institute, and the development of GLOBALFOUNDRIES. It tailors and scales strategies to capture investment, create jobs, revitalize urban areas like Glens Falls, and reinvest in rural towns and villages in the Adirondack Park.



PATHWAY: Sustainable Economic Development

See technical report with detailed recommendations at www.agcny.org/economic-development

VISION: *Our economic development approach captures more of the growth and job creation in the AGC Region and the Capital Region’s Tech Valley and distributes products and services both locally and globally. We enjoy an adaptable and competitive workforce and strong educational partnerships that offer a path to family-sustaining wages for every resident.*

Goal 1: Provide A Full Range Of Support To Manufacturing Companies That Are The Backbone Of The Region’s Economy.

- a. Support manufacturers using locally sourced wood, stone, ceramics, natural fibers, etc.
- b. Market industrial parks to tenants in high tech, R & D, and advanced materials.
- c. Support the medical device manufacturing industry.
- d. Support tech transfer to paper companies in packaging, clean-room supplies, etc.
- e. Recruit tech companies and vendors that source local materials and services.
- f. Develop opportunities for warehouse buildings.
- g. Promote use of freight rail.

Goal 2: Retain And Grow An Educated And Adaptable Workforce With Specialized Skills In Targeted And Emerging Industries.

- a. Recruit new workers and “millennials” seeking a healthy and affordable lifestyle.
- b. Revitalize safe and attractive urban cores to attract young professionals and families.
- c. Incubate healthcare, hospitality, and information technology companies.
- d. Establish small telecommuting call centers with flexible hours and shorter travel times.
- e. Work with higher education to graduate more “knowledge workers.”
- f. Help K-12 schools to improve young workers’ interpersonal skills and work readiness.
- g. Consider developing International Baccalaureate high school diploma program.
- h. Develop a specialized “Grey Collar” labor force with unique technology skills.
- i. Focus job training to retain the largest possible rural labor force.
- j. Encourage and assist further collaboration/partnership between Glens Falls Hospital and Hudson Health Headwaters Network.

Goal 3: Market The Region’s Many Attributes And Use Incentives To Attract New Investment.

- a. Attract retail, outfitters, and manufacturers that reinforce the “Adirondack image.”
- b. Market the AGC Region as lower-cost alternative to other Capital District submarkets.
- c. Selectively use State and federal incentives to expand companies and services.
- d. Work with providers to expand service and pursue funding for broadband/cellular.
- e. Build an Adirondack “green energy” brand in solar, wind, geothermal, & wood biomass.

PATHWAY: Comprehensive Broadband, Infrastructure, & Brownfield Redevelopment

- e. Select an approach to extend sewer service to proposed developments adjacent to the Village of Hudson and Town of Kingsbury.
- f. Evaluate the need for a pump station and related infrastructure north of the Town of Moreau’s industrial park.
- g. Examine the use of alternative solid waste disposal systems in rural areas.

Goal 5: Expand And Extend Sewer To Support Development.

- a. Make various sewer infrastructure improvements in the Town of Queensbury, including infrastructure extensions; install a pump station at the intersection with Carey Road and infrastructure from the industrial park to convey projected flows to the GFWWTP.
- b. Extend infrastructure to convey flows from the proposed industrial and residential developments including the industrial park along the Hudson in the eastern part of the Town of Moreau.
- c. Serve proposed development by constructing a 2- mile sewer in the northwestern portion of the Town of Kingsbury.
- d. Connect Irving Tissue to the existing sewer collection system in the Village of Fort Edward. Construct new sewers at the southern point of Rogers Island. Add other required infrastructure and utilities, using NYSERDA’s grants such as Prize NY.



The “Take a Bite” event draws visitors to downtown Glens Falls every Wednesday throughout the summer season.

Photo: Pepe Productions



PATHWAY: Comprehensive Broadband, Infrastructure, & Brownfield Redevelopment

See technical reports with detailed full recommendations at www.agcny.org/broadband-resources and at www.agcny.org/sewer-infrastructure

VISION: *Our technology led development culture delivers essential broadband and cellular coverage to a majority of our communities and infrastructure enhancement that advances business growth, reuses brownfields, and promotes compatible affordable residential development.*

Goal 1: Create A Technology Led Culture That Educates And Builds Strategic Partnerships.

- a. Collaborate to build a tech-led development culture where stakeholders understand existing and new business critical broadband needs.
- b. Maintain, update, and educate partners about the Interactive Broadband Tool.
- c. Coordinate telecom efforts with other Regions, including the North Country REDC.

Goal 2: Expand Access To Traditional And Emerging Broadband Infrastructure.

- a. Evaluate fiber builds to unserved areas and to connect northern and southern routes.
- b. Develop a plan to deploy advanced Gigabit broadband in the Region.
- c. Work with the telecom industry to identify and resolve Regional issues and concerns.
- d. Continue to meet with individual providers to resolve specific community issues.
- e. Work with existing and new service providers to develop a multi-County plan.
- f. Collaborate with NY Connect, ESD, USDA, Federal Communication Commission, and County, State, and federal legislators to achieve results under all goals.

Goal 3: Expand Regional Capacity To Advance Broadband Expansion.

- a. Develop a formal plan to market focus sites around existing high bandwidth areas.
- b. Identify and pursue telecom and broadband grants and other funding opportunities.
- c. Partner with County IT staff to help “sell” the Region’s technology/telecom resources.
- d. Use grants, low interest loans, tax programs, right of way, franchise agreements, and Regional assets such as tall buildings and tower space to entice expansion of services.

Goal 4: Plan And Evaluate Municipal Sanitary/Wastewater Treatment Projects.

- a. Work with Regional consortium and with rural areas, to examine State and federal funding opportunities for innovative and traditional waste water infrastructure improvements.
- b. Help Glens Falls to develop an asset management plan for long-term operations and maintenance, GIS mapping, and a collection system cleaning and rehabilitation plan.
- c. Determine if expanding the main pump station in South Glens Falls will increase hydraulic capacity.
- d. Complete an inflow and infiltration study with Washington County Sewer District No. 2 for the Village of Hudson Falls.



Finch Paper in Glens Falls is undergoing a \$20 million modernization project that will help sustain local jobs.

Photo: Behan Communications

Sustainable Economic Development Pathway

A genuinely sustainable economy will exist in the AGC Region when all communities are financially viable and environmentally sound and all residents have access to opportunity. This pathway captures more of the growth and job creation that is developing south of the Region and distributes products and services both locally and globally. It builds an adaptable and competitive workforce and strong educational partnerships that offer a path to family-sustaining wages. It supports manufacturing companies that are the backbone of the economy, as well as emerging industries. It markets the Region’s many attributes and incentives to attract new investment.

The AGC Region is an affordable alternative compared to nearby markets, but deficiencies in both broadband and cellular services,

infrastructure, and workforce preparation take the edge off of that competitive advantage. Some large companies are bringing more jobs with good salaries, but if they cannot find the workforce, business environment, and resilient infrastructure to grow here, they will direct future investment elsewhere, costing this Region not only direct job creation but significant potential secondary impacts. **Key findings in the full report include:**

- There are many positive demographic trends in population, education, income, and property values.
- Economic analysis identified a range of strong business opportunities.
- Workforce support is a bottom line requirement.
- Companies expect a responsive business climate and leadership.
- Quality of life is an economic amenity.
- Staying on the map takes good marketing.



PATHWAY: Healthy Communities & Agriculture

See technical report with detailed recommendations at: www.agcny.org/agriculture-health

VISION: *Our healthy communities and farms take advantage of our strategic location, scenic beauty, and working landscapes for local food production, growing agriculture, and enhanced recreation that yields healthier, cleaner, and greener communities, attracting residents and visitors.*

Goal 1: Improve Food Access And Distribution.

a.	Establish a Regional Food Policy Council.
b.	Enhance food accessibility.
c.	Promote food nutrition and preparation education.
d.	Develop a strategic marketing program.
e.	Use land use and design to create multimodal neighborhoods with access to healthy food.
f.	Improve participation in Regional Farm-to-School programs.
g.	Promote AGC’s 20 farmers markets & expand markets in Glens Falls and Fort Edward to be year round.

Goal 2: Enhance Competitiveness And Linkages To Markets.

a.	Enhance efficiency and competitiveness for small- to medium-sized farms.
b.	Promote a Regional “Food Hub.”
c.	Promote a new logistics/distribution/wholesale sector for fresh and frozen foods.
d.	Explore the feasibility of creating a Regional Food Cooperative.
e.	Develop a coordinated marketing plan for agriculture in the Region.
f.	Promote proximity to NYC, Boston, Canadian markets, and other local submarkets, with potential overseas export of agricultural and manufactured products.
g.	Encourage all local plans and policies to support local food systems.
h.	Support recent NYS Cider Regulations and funding for the industry at the federal level.
i.	Examine use of expanding freight rail and waterways for “foodshed” distribution.
j.	Support SUNY@Adirondack’s programs in sustainable agriculture and agri-business.
k.	Support local farmers through partnerships with Cornell Coop. Extension, Hudson Valley Agriculture Development Corporation, and State and federal agencies.
l.	Facilitate the connection between retiring farmers and next-generation farmers.
m.	Develop an Agri-Tourism Program to introduce Regional farms to residents and visitors.

Goal 3: Be A Healthy Region With A Diverse Array Of Recreation Resources.

a.	Continue local bicycle paths to link the Adirondack Park and Statewide bikeways. Collaborate with Lakes to Locks Passage, the Feeder Canal Alliance, First Wilderness Scenic Byway, State agencies, recreation committees, and various sporting organizations.
b.	Support communities to improve and expand parks.
c.	Improve community connections using bike paths, walkways, and art and heritage trails.
d.	Promote and protect local waterways and lakes and address invasive species.
e.	Close gaps and make appropriate Regional connections in Trail networks.

PATHWAY: Multimodal Transportation System

See technical report with full recommendations at: www.agcny.org/housing-transportation

VISION: *Our transportation system is affordable, reliable, and fully multimodal, with expanded transit and complete streets. It takes us where we want to go, when we want to go there.*

Goal 1: Advance Transportation Planning And Evaluation.

a.	Conduct transit-integration scenario planning including location of housing along transit routes.
b.	Troubleshoot policy restrictions and find ways forward.
c.	Evaluate ridership trends and make course corrections.
d.	Collaborate and plan with Greater Glens Falls Transit System, Adirondack Glens Falls Transportation Council, Capital District Transportation Committee, Capital District Transportation Authority, local government and NYS and U.S. Transportation agencies.

Goal 2: Advance Transportation Improvements.

a.	Ramp up a comprehensive, real-time, human services-based transportation network.
b.	Deploy a Regional ride clearinghouse.
c.	Select consensus-based pilot projects to build successful enterprises.
d.	Update the transport infrastructure system.
e.	Provide for a safe transport experience for all users by using a complete streets approach, where appropriate, to planned improvements as funding permits.
f.	Improve passenger rail service, along with greater options for passengers arriving and departing from area train stations.
g.	Expand freight usage in the Region.
h.	Improve roads and bridges, as funding permits.



The Adirondack Gateway Region takes strength from its existing, in-place multimodal transportation system.

Photo: Greater Glens Falls Transit



Multimodal Transportation Pathway

This pathway helps to develop a Regional transportation system that is affordable, reliable, and fully multimodal, with expanded transit and complete streets, and anchored by Regional transportation planning and infrastructure enhancements. The research found that transportation costs are typically the second-biggest budget item for most families. This pathway provides more transportation choices and access to employment centers, educational opportunities, services, and basic needs. It increases mobility and lowers the combined cost of housing and transportation. The AGC is working with businesses, municipal leaders, policymakers, and developers to help them make more informed decisions about where people should live, work, and invest.

While available and affordable transportation is a bottom-line imperative for workers to be able to access stable employment, the pathway is also key to maintaining a quality of life. Choice of modes is a clear expectation of the millennial generation, who like to choose the most practical approach (driving, public transit, biking, or walking) for each trip. Car sharing, bike sharing, walking, and car ownership will all play a part in the multimodal network, but public transportation is ranked highest as the best mode to connect by younger people. **Key findings in the full report include:**

- The Region is highly automobile dependent.
- The Region benefits from an existing multimodal transportation system.
- Access to opportunity regarding transportation is limited.

Comprehensive Broadband, Infrastructure, & Brownfield Redevelopment

Twenty-first century businesses and residents expect 21st century infrastructure, and this pathway focuses on delivering it to every business and every resident in the AGC Region. They expect well-maintained roads and bridges, dependable utilities, clean water, and reliable wastewater. And they expect to connect – by cell phone and to the Internet - all the time and everywhere. Homebuyers will choose where they live based on connectivity. The AGC's support for broadband is as important as paved roads and reliable utilities. Successful models of providing healthcare, education, and job training remotely are working elsewhere, but for the AGC Region's rural communities to have access, high speed broadband must be available to the providers on the receiving end. This pathway stimulates a technology-led development culture that strengthens partnerships, builds capacity, leverages resources, and identifies actionable projects that address the digital divide between urban and rural areas. **Key findings in the full report include:**

- Broadband serves much of the Region, but rural areas have significantly less coverage.
- A variety of providers and technologies are available.
- The lack of broadband in poorer rural communities limits access to opportunities.
- There is a need to create a technology led culture.
- The Region has completed a comprehensive assessment of infrastructure.
- The strategic expansion of wastewater infrastructure will enhance commercial and residential development.
- Remediating brownfields in the Region is underway.
- Electric rates are currently competitively priced.

Healthy Communities & Agriculture Pathway

This pathway uses the Region's strategic location, scenic beauty, and growth in local farming to expand access to healthy food and add value to agricultural products. It enhances recreation to maintain cleaner and greener communities that attract residents, visitors, and businesses looking for a desirable and affordable quality of life. It builds on the scenic beauty, conserved open spaces, and natural environment that make the Region desirable and marketable as a business and residential location.

This pathway combines goals of preserving the environment, increasing recreation amenities, improving people's health and well-being, and expanding the ability to produce and distribute fresh food. Preservation of working farms and farmland is critical to protecting rural character, which impacts residential

development and underpins the local tax base in most communities. That same residential development opportunity, however, puts prime agricultural lands at risk – and once gone, farmland is lost forever. More collaboration between farmers, businesses, consumers, and the Region's public and private institutions is needed to conserve working landscapes that are at the heart of a beautiful and healthy community. **Key findings in the full report include:**

- The Region's agricultural lands and working farms are at risk.
- Improving food access and distribution adds value.
- Enhancing competitiveness and linkages to markets would help local farms succeed.
- Opportunities exist to brand the Region's farm products.
- Expanding trails and recreation resources will make the Region healthier.



Gardenworks Farm in Salem, NY is a third-generation family farm.

Photo: Pepe Productions



PATHWAY: Access to Opportunity, Housing, & Fair Housing Equity

See technical report and detailed recommendations at: www.agcny.org/housing-transportation

VISION: *Our neighborhoods offer housing and services that are affordable, accessible, and coordinated for people of all ages and abilities, including those with special needs. We strike a successful balance between safe and affordable housing, available jobs, and access to high quality education and healthcare.*

Goal 1: Advance Access To Opportunity.

- | | |
|----|--|
| a. | Achieve better case management, better partnerships, and better integrated planning. |
| b. | Prioritize aging initiatives to address the fastest growing Regional demographic trend. |
| c. | Develop alternatives to existing policies in order to enhance resources, apply different approaches, and institute new thinking. |
| d. | Improve income to keep pace with the cost of living. |
| e. | Honor AGC Region independent lifestyle and cultural preferences. |

Goal 2: Improve And Expand Affordable Housing Choices.

- | | |
|----|--|
| a. | Invest funding from federal, State, private foundations, and private contributions to develop compatible scale, permanent, quality, affordable workforce rental housing. |
| b. | Promote home ownership. |
| c. | Intensify investment in existing housing stock through home repair. |
| d. | Expand emergency, transitional, and supportive housing options at a compatible scale. |
| e. | Support existing partnerships to improve service networks and attract public investment in rural places and the urban core. |
| f. | Expand comprehensive and flexible wraparound services and interventions that stabilize occupancy, prevent homelessness, and promote independent living. |

Goal 3: Align Community Investments And Codes To Encourage Affordable Housing Development.

- | | |
|----|---|
| a. | Continue to invest, improve, and expand the range of properly scaled affordable housing for the young and the old, from shelters to rental properties and single-family homes, to continuum of care in hamlets, villages, and the Glens Falls area. |
| b. | Improve capacity to win funding resources and advocate for expanded State and federal financial resources and incentives for housing. |
| c. | Consider more coordination and collaboration for code compliance. |
| d. | Consider different forms of inclusionary zoning with interested communities. |
| e. | Invest in community infrastructure. Make supportive investments in rural and suburban communities and the urban core to create a pro-housing environment. |
| f. | Engage stakeholders including local officials, Planning Boards, developers, builders, real estate professionals, and others to facilitate affordable housing development. |

Access to Opportunity, Housing, & Fair Housing Equity Pathway

This pathway is the “bridge” between the overall Regional Sustainability Strategy and the Adirondack Gateway Regional Combined Housing, Transportation, and Fair Housing Equity Assessment, 2015 (FLEA). It supports housing and services for people of all ages and abilities and strikes a successful balance between housing, reliable transportation, available jobs, and access to high quality education and healthcare, aligning community investments and policies that expand access to opportunity. The pathway coordinates policies, removes barriers to private-public cooperation, leverages funding, and increases effectiveness to plan for future growth. It outlines a strategy that ensures low-income communities and vulnerable populations including the homeless, poor, elderly, veterans, and mentally/ physically impaired households can be more self-sufficient.

Key findings in the full report include:

- The Adirondack Park offers unique opportunities and challenges.
- Income and poverty shape how and where people live.
- Changing age trends will shape programs, services, labor force, and growth.
- Investment is occurring almost everywhere, but at very different scales.
- Housing, transportation, and utility costs drive location affordability.
- Availability of subsidized housing is not keeping up with demand.
- Fluctuations in federal and State housing funding slows improvements to housing supply.
- Public policy affects the availability of affordable housing.
- There is Region wide disparity between housing costs and income.
- Replacement of aging and deteriorating manufactured homes is critical.



Habitat for Humanity has built 25 homes in Glens Falls with the help of volunteers.

Photo: Habitat for Humanity