CAPE CORAL
ECONOMIC DEVELOPMENT
MASTER PLAN

BLUEPRINT FOR PROMOTING GROWTH

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EXECUTIVE SUMMARY

INTRODUCTION

Cape Coral is a young city, a growing city, a city with vast promise. The City of Cape Coral is dedicated to reaching its potential. A diverse and thriving economy is essential to all great cities. Cape Coral is undertaking an Economic Development Master Plan in order to establish a foundation for the present and to chart a pathway for growth in the future.

Cape Coral is situated on the West coast of Florida, and is in one of the fastest-growing counties in Florida and the entire United States (U.S. Census Bureau). Historically, Cape Coral has been known as a place to escape northern winters or relocate upon retirement; however, the past decade has seen Cape Coral emerge into a city that is becoming more youthful, more diverse, and more economically well-rounded. This Economic Development Master Plan is intended to guide the City in its next transition.

PURPOSE

Exactly what is "Economic Development"? To some, "Economic Development" means attracting new businesses to a city; to others "Economic Development" means growing and retaining the existing businesses that call an area home. Thriving economies are not focused solely on new or existing businesses, but are instead focused on building robust economies that prioritize all businesses as well as strengthen infrastructure, producing a more educated and skilled workforce and creating an environment that is attractive for the workers and their families.

(Wunderlich, 2016)

This Plan aims to create a framework that addresses the economic needs for the City as it continues along its path towards becoming one of the top cities in Florida and the country. Specific plans and programs will be identified that can lead to increased commercial lands and better utilized commercial areas, creating opportunities for growth in several key business sectors.

This Plan has six core initiatives that are intended to jump-start and sustain the City's economic growth. Each initiative has objectives and strategies, and offers actions for implementation. The Plan also addresses performance measures that are critical to measuring the outcome and the effectiveness of each principle.

UTILIZING THE PLAN

If this Economic Development Plan is going to succeed, the Plan cannot sit on the shelf and collect dust. The Economic Development Plan must be promoted, publicized, and utilized throughout the City departments and throughout the business and political communities. Actions will need to be taken by City staff and by business leaders throughout the community. Successful implementation of the Economic Development Plan will benefit public and private sectors, and the positive impact will be felt by citizens throughout the City.

CITY OF CAPE CORAL – AN OVERVIEW

HISTORY

The City of Cape Coral is, by modern standards, a very young city. Consisting of pine woods, marshes and swamplands that were once a part of the Everglades ecosystem, Cape Coral was forever changed upon the introduction of two brothers, Leonard and Jack Rosen. The Rosens, as owners of Gulf American Corporation (GAC), began a process of draining the marshes, constructing miles upon miles of canals, and platting the City into thousands of 5,000 square-foot lots. Cape Coral was originally envisioned and platted to be a bedroom, retirement community that would provide seasonal residents a warm home for escaping the cold, northern winters.

The canals, estimated at more than 400 miles, were an immediate attraction to prospective homebuyers and population growth was steady for the next several decades until a population explosion occurred in the '90s. Cape Coral incorporated in 1970 and is a principal city within the Cape Coral – Fort Myers Metropolitan Statistical Area (MSA). Geographically, the City is one of the largest municipalities in the state of Florida, comprising just over 120 square miles. The City is considered a peninsula, as a significant portion of Cape Coral is bordered by the Caloosahatchee River and Matlacha Pass. Due to its location along major waterfronts and the large amount of navigable waterways, the City is considered a boater's paradise.

While Cape Coral is considered a master-planned community, the sole focus of the Rosens' efforts was to create a large amount of residential properties, with little forethought given to providing tracts suitable for commercial or industrial development. Since the adoption of the City's Comprehensive Plan in 1989, which recognized a shortage in commercial land, efforts have been made to increase the stock of properties available for non-residential development. The current ratio of residential to non-residential[1] areas of land stands at approximately 90% residential to 10% non-residential.[2]

[1] Properties available for Commercial, Professional, Industrial or Mixed-use Development
[2] Excludes properties designated for civic purposes or presentation (Lee County Tax Collector)

Cape Coral, like most of Florida, has seen steady and occasionally explosive growth over the past two decades. The population in the year 2000 was just over 100,000 residents. According to the most recent Census estimate, the population of Cape Coral is 169,854 (U.S. Census Bureau, State and County Quick Facts, 2016). This growth places the Cape Coral-Fort Myers MSA as one of the top 10 fastest-growing regions in the country. A build-out study conducted by the City's Department of Community Development projects a final build-out population near 400,000 residents (City of Cape Coral Population Forecast and Land Use Analysis, 2010 to Build-Out, 2010). While the City was created by its founders as a destination for retirees, the median age of Cape Coral residents (41 years in 2000, 43 years in 2010) is close to the national median age of 37 years (U.S. Census Bureau, State and County Quick Facts, 2016).

The combination of population increase and the decrease of the median age in the City has created a need for the City to become economically sustainable. Cape Coral has historically been a workforce housing center[3] for incorporated Lee County. Many residents live in Cape Coral and commute daily to a place of employment located outside the City.

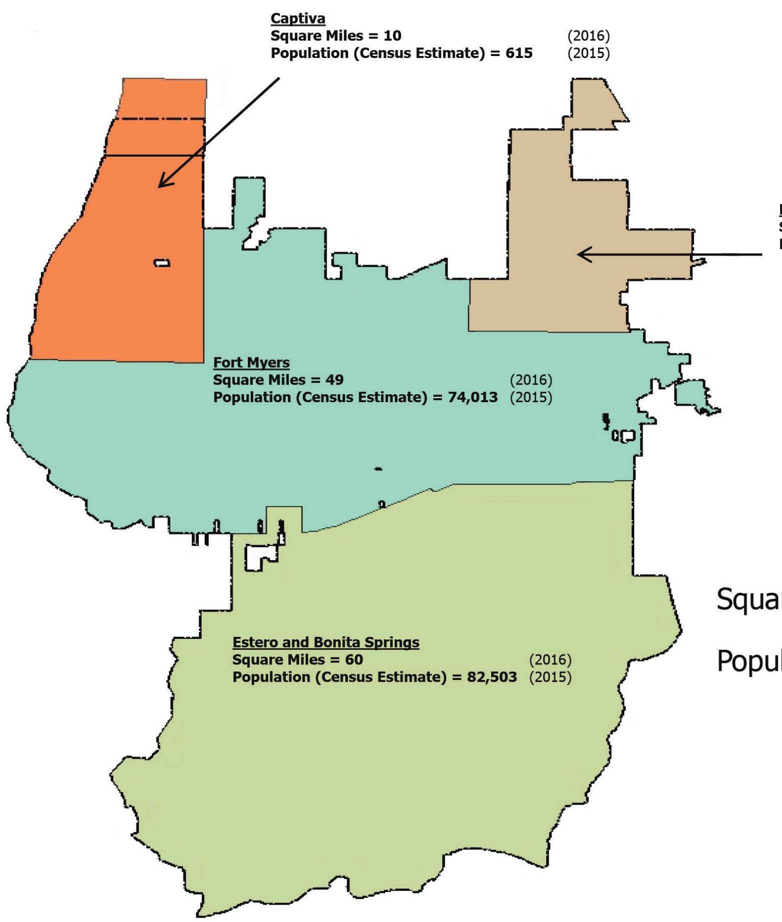
Another issue that has faced the City for years is that a large portion of Cape Coral lacks centralized utility systems for water and sewer service. Utility construction and expansion projects have occurred for decades; however, given the large area of the City, all residents are not expected to have access to centralized utilities for several years. The lack of utility infrastructure has hindered commercial expansion for many parts of the City since access to utilities is vital for the majority of commercial and industrial enterprises.

ECONOMIC PROFILE

At nearly 170,000 residents, Cape Coral is the most-populated municipality within Lee County. Total county population is 701,982 (U.S. Census Bureau, 2015).

CITY	POPULATION	PERCENTAGE
Cape Coral	175,229	25%
Fort Myers	74,013	11%
Bonita Springs	51,704	7%
Estero	30,799	4%
Sanibel	7,236	>1%
Fort Myers Beach	6,983	>1%
Unincorporated Lee County	356,018	51%

[3] *Place of residence for workers*



	Cape Coral	Other Cities
Square Miles	120	125
Population	175,229	164,114

Over the past 15 years, Cape Coral has added over 70,000 residents, assisting in the Cape Coral – Fort Myers MSA ranking in the top 10 nationally for growth. The average annual rate of growth for the City of Cape Coral is just over 2% (US Census Bureau, 2015).

YEAR	POPULATION
2000	102,286
2010	163,095
2015	175,229
Average Annual Growth Rate – 2%±	

Workforce Population

As of 2014, Cape Coral had around 91,118 residents that were in the typical working class age range of 20-64. This accounts for approximately 56.3 % of the total population of the City (American Community Survey, 2014).

AGE RANGE	PERCENT OF POPULATION
20-24	4.6
25-34	10.2
35-44	12.3
45-54	15.1
55-59	7.3
60-64	6.8

The City of Cape Coral has approximately 126,193 residents aged 16 years or older of which 60.5% are in the labor force. The Bureau of Labor Statistics estimates that 4.7% of Cape Coral residents are unemployed as of April 2015.

LABOR FORCE POPULATION 16 YEARS AND OVER (126,193 PERSONS)	ESTIMATE	PERCENT
In labor force	76,303	60.5%
Civilian labor force	76,201	60.4%
Employed	64,886	51.4%
Unemployed	11,315	9.0%
Armed Forces	102	0.1%
Not in labor force	49,890	39.5%

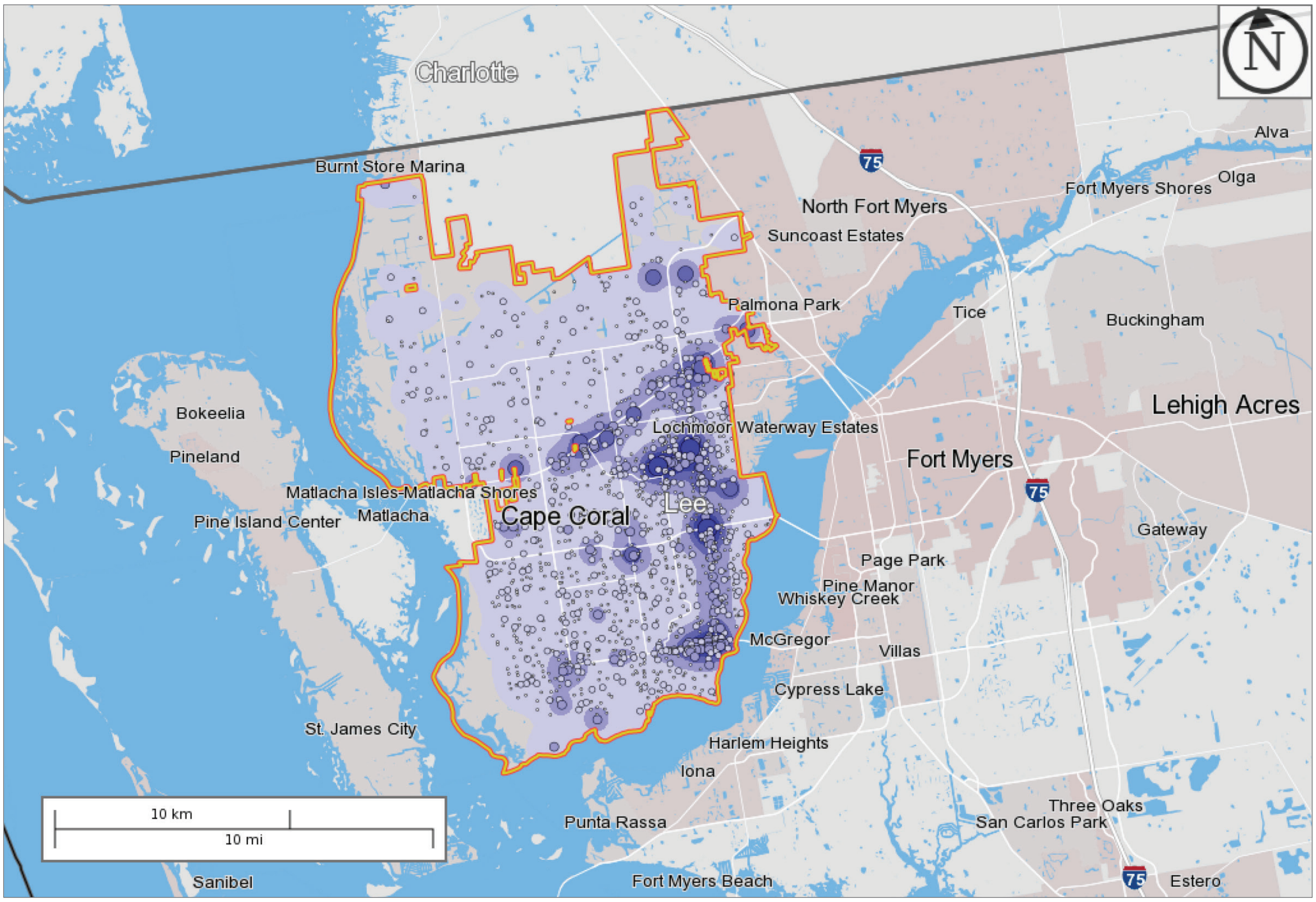
The occupations of Cape Coral residents are primarily comprised of:
1) Management/Business 2) Service 3) Sales and Office Occupations

Primary industries include:
1) Retail Trade 2) Professional Services 3) Entertainment Services 4) Education Services

OCCUPATION	ESTIMATE	PERCENTAGE
Civilian employed population 16 years and over	64,886	N/A
Management, business, science, and arts occupations	18,941	29.2%
Service occupations	13,374	20.6%
Sales and office occupations	20,385	31.4%
Natural resources, construction, and maintenance occupations	7,138	11.0%
Production, transportation, and material moving occupations	5,048	7.8%

INDUSTRY	ESTIMATE	PERCENTAGE
Civilian employed population 16 years and over	64,886	64,886
Agriculture, forestry, fishing and hunting, and mining	209	0.3%
Construction	5,844	9.0%
Manufacturing	2,302	3.5%
Wholesale trade	1,711	2.6%
Retail trade	10,277	15.8%
Transportation and warehousing, and utilities	3,445	5.3%
Information	1,054	1.6%
Finance and insurance, and real estate and rental and leasing	4,405	6.8%
Professional, scientific, and management, and administrative and waste management services	7,356	11.3%
Educational services, and health care and social assistance	13,903	21.4%
Arts, entertainment, and recreation, and accommodation and food services	7,162	11.0%
Other services, except public administration	3,762	5.8%
Public administration	3,456	5.3%

The following map from the U.S. Census Bureau shows the concentration of jobs within Cape Coral. The majority of jobs are within the Del Prado Corridor and the Pine Island Road Corridor (U.S. Census Bureau, 2014).



Map Legend

Job Density [Jobs/Sq. Mile]

- 5 - 257
- 258 - 1,016
- 1,017 - 2,280
- 2,281 - 4,049
- 4,050 - 6,325

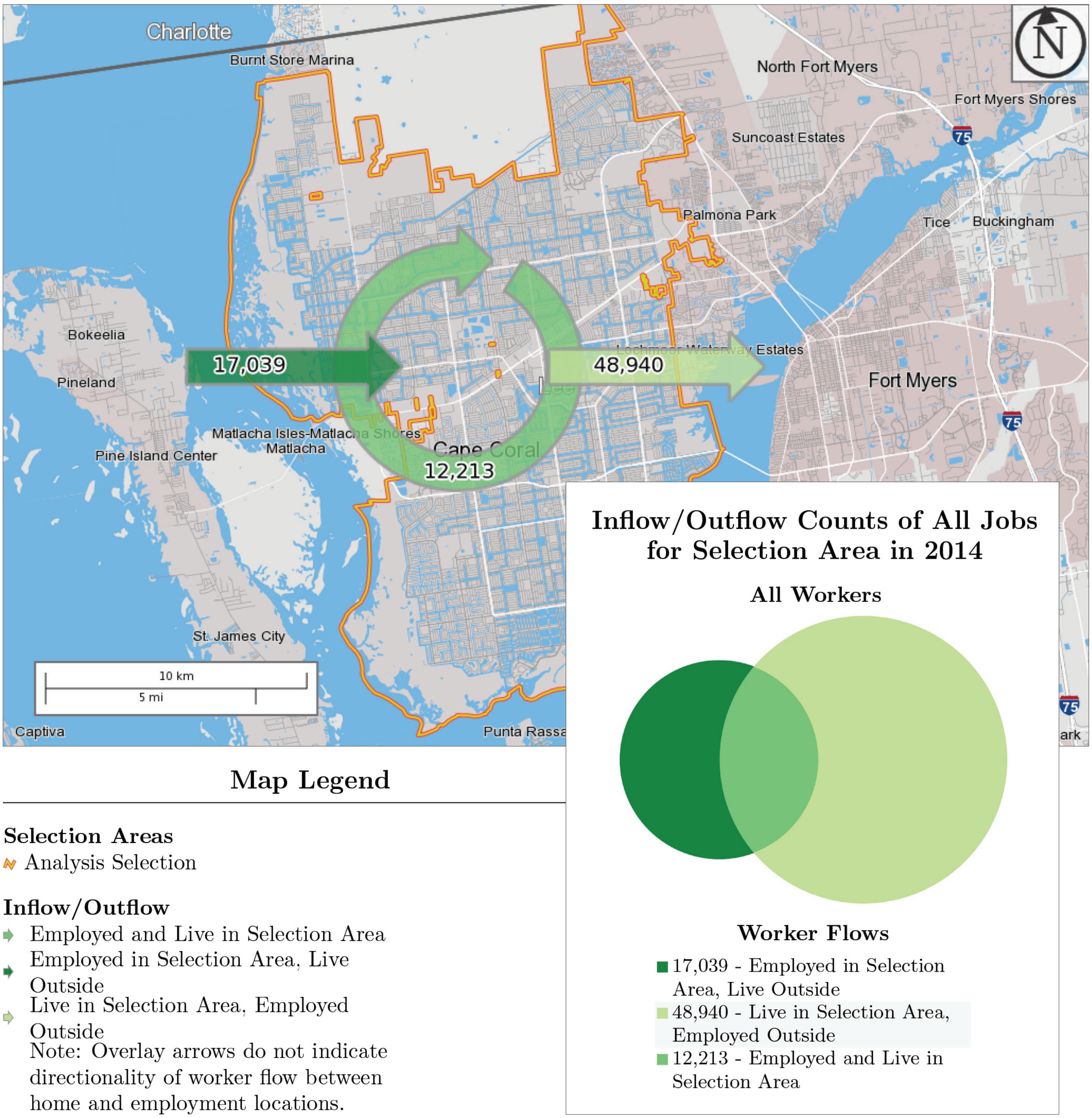
Job Count [Jobs/Census Block]

- 1 - 4
- 5 - 53
- 54 - 265
- 266 - 836
- 837 - 2,042

Selection Areas

- Analysis Selection

The following map from the U.S. Census Bureau analyzes the number of residents living and working in Cape Coral, the number of residents living in Cape Coral and working outside Cape Coral, and the number of residents living outside Cape Coral but working in Cape Coral (U.S. Census Bureau, 2014).



A large majority of Cape Coral residents possess a degree from high school or an equivalent institution; however, less than a quarter of residents have a bachelor's degree or higher (American Community Survey, 2014).

EDUCATION LEVEL	CAPE CORAL, FL	UNITED STATES
High school graduate or higher[4]	90.1%	86%
Bachelor's degree or higher[5]	21.1%	29.3%

Cape Coral is the 10th largest city in the State of Florida and ranks 12th in terms of total employment within the state (U.S. Census Bureau, State and County Quick Facts, 2016).

CITY	TOTAL POPULATION	TOTAL EMPLOYMENT (2014)	PERCENTAGE OF EMPLOYMENT
Jacksonville	861,252	377,025	43.8
Miami	439,509	186,344	42.4
Tampa	358,279	159,456	44.5
Orlando	262,949	130,785	49.7
St. Petersburg	256,681	66,935	26.1
Hialeah	233,053	99,236	42.6
Tallahassee	187,996	89,325	47.5
Fort Lauderdale	175,123	82,781	47.2
Port St. Lucie	174,132	71,199	40.8
Cape Coral	**166,508**	**66,935**	**40.1**
Pembroke Pines	159,922	76,824	48.1
Hollywood	144,926	69,455	47.9
Miramar	132,096	63,478	48.1
Gainesville	127,955	57,512	44.9
Coral Springs	124,282	63,520	51.1
Clearwater	110,679	49,344	44.6
Palm Bay	107,481	42,715	39.7
West Palm Beach	106,525	48,419	45.4
Pompano Beach	106,260	43,060	40.5
Lakeland	101,517	38,524	37.9

[4] *Persons 25 years or older*
[5] *Persons 25 years or older*

According to U.S. Census Bureau estimates, Cape Coral residents had a 2014 median household income of $50,931.

INCOME AND BENEFITS (IN 2014 INFLATION ADJUSTED DOLLARS)	ESTIMATE	PERCENTAGE
Total households	64,329	(X)
Less than $10,000	3,525	5.5%
$10,000 to $14,999	2,649	4.1%
$15,000 to $24,999	7,451	11.6%
$25,000 to $34,999	6,118	9.5%
$35,000 to $49,999	11,485	17.9%
$50,000 to $74,999	15,576	24.2%
$75,000 to $99,999	7,893	12.3%
$100,000 to $149,999	5,678	8.8%
$150,000 to $199,999	1,636	2.5%
$200,000 or more	2,318	3.6%
Median household income (dollars)	50,931	(X)

Cape Coral employment is greater than the national average in several occupation groups; however, Cape Coral is also well below the national average in several other key occupation groups. In most of the occupation groups, Cape Coral workers are below the national average for hourly wages. There are two occupation groups (healthcare practitioner and healthcare support) where Cape Coral workers are paid higher than the national average.

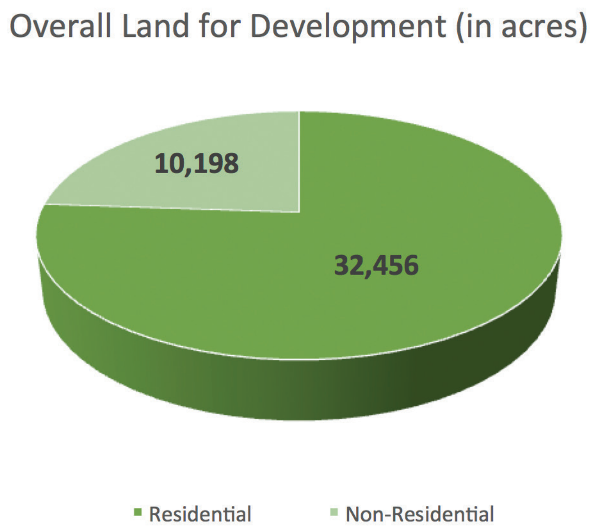
Table A. Occupational employment and wages by major occupational group, United States and the Cape Coral-Fort Myers Metropolitan Statistical Area, and measures of statistical significance (U.S. Census Bureau, 2014).

MAJOR OCCUPATIONAL GROUP	PERCENT OF TOTAL EMPLOYMENT		MEAN HOURLY WAGE		
	U.S.	CAPE CORAL	U.S.	CAPE CORAL	PERCENTAGE DIFFERENCE(*1)
Total, all occupations	100.0%	100.0%	$23.23	$19.21*	-17
Management	5.0	3.0*	55.30	49.47*	-11
Business and financial operations	5.1	3.6*	35.58	30.58*	-14
Computer and mathematical	2.9	1.3*	41.43	31.98*	-23
Architecture and engineering	1.8	0.7*	39.89	29.74*	-25
Life, physical, and social science	0.8	0.3*	34.24	27.10*	-21
Community and social services	1.4	0.9*	22.19	20.80	-6
Legal	0.8	0.7*	49.74	36.34*	-27
Education, training, and library	6.2	4.7*	25.48	22.78*	-11
Arts, design, entertainment, sports, and media	1.3	1.3*	27.39	19.58*	-29
Healthcare practitioner and technical	5.8	6.4*	37.40	37.41	0
Healthcare support	2.9	3.2*	14.19	14.49	2
Protective service	2.4	2.5	21.45	19.50*	-9
Food preparation and serving related	9.1	14.1*	10.98	10.38	-2
Building and grounds cleaning and maintenance	3.2	4.4*	13.02	12.44	-2
Personal care and service	3.1	2.8*	12.33	12.42	3
Sales and related	10.5	14.5*	18.90	16.91*	-9
Office and administrative support	15.8	16.2	17.47	15.13*	-11
Farming, fishing, and forestry	0.3	0.4*	12.67	9.86*	-18
Construction and extraction	4.0	6.1*	22.88	17.54*	-22
Installation, maintenance, and repair	3.9	4.8*	22.11	19.30*	-11
Production	6.6	2.6*	17.41	15.18*	-11
Transportation and material moving	6.9	5.4*	16.90	13.71*	-17

A positive percent difference measures how much the mean wage in Cape Coral is above the national mean wage, while a negative difference reflects a lower wage.

** The percent share of employment or mean hourly wage for this area is significantly different from the national average of all areas at the 90-percent confidence level.*

According to the most recent build-out analysis conducted by City of Cape Coral staff, the City has approximately 10,198 acres that are designated for commercial, industrial or mixed-use development, while 32,456 acres are designated for residential development.



Based on the City's build-out analysis, total developable square footage within the City (at final build-out) ranges from 71.4 million square feet to 372.4 million square feet. Existing development within the City occupies an estimated 21.6 million square feet.

EXISTING NON RESIDENTIAL FLOOR AREA 2015* (MILLION SQ. FT)	PROJECTED NON RESIDENTIAL FLOOR AREA AT BUILD OUT (MILLION SQ. FT.)	
	LOW	HIGH
21.6	71.4	372.4

The following table shows the City's 10 largest employers.

2015 CAPE CORAL'S LARGEST EMPLOYERS	
Lee County School District	2,455
Cape Coral Hospital / Lee Health	2,108
City of Cape Coral	1,291
Publix	1,288
Wal-Mart	735
Home Depot	567
Lee County VA Healthcare Center	561
Gulf Coast Village	424
Cape Coral Charter Schools	387
Lowe's	315
Total Jobs	**10,131**

The City's 10 largest employers constitute approximately 35% of all jobs within Cape Coral.[6]

[6] *Approximately 29,252 jobs within Cape Coral*

A look at the vacancy and rental rates for 2014 and 2015 shows that Cape Coral had one of the lowest vacancy rates for industrial and office space in Lee County, while Cape Coral had the highest vacancy rate for retail space in the County. Rental rates for industrial and retail space were among the highest in Lee County, while rental rates for office space were the lowest in the County (The News-Press Real Estate Market Watch 2015).

Lee County Lease Market Summary
Year-End 2014

INDUSTRIAL / FLEX 20,000+ SF, NON OWNER OCCUPIED					
Submarket	**# Bldgs Tracked**	**Building SF**	**Vacant SF**	**Vacancy Rate**	**Average Asking Base Rent PSF**
Fort Myers North*	128	5,253,781	648,062	12.3%	$5.04
Fort Myers South*	169	6,363,824	664,093	10.4%	$6.60
Bonita/Estero	14	508,228	117,205	23.1%	$5.63
Cape Coral	34	1,209,072	136,439	11.3%	$5.90
Total	**345**	**13,334,905**	**1,565,799**	**11.7%**	**$5.82**

OFFICE 15,000+ SF, CLASS A&B, NON OWNER OCCUPIED, NON GOVERNMENT					
Submarket	**# Bldgs Tracked**	**Building SF**	**Vacant SF**	**Vacancy Rate**	**Average Asking Base Rent PSF**
Fort Myers North*	26	939,200	364,472	38.8%	$10.54
Fort Myers South*	83	3,349,546	626,880	18.7%	$11.57
Bonita/Estero	33	1,438,836	468,350	32.6%	$11.40
Cape Coral	16	455,229	105,755	23.2%	$9.63
Total	**158**	**6,182,811**	**1,565,457**	**25.3%**	**$11.15**

RETAIL 30,000+ SF					
Submarket	**# Bldgs Tracked**	**Building SF**	**Vacant SF**	**Vacancy Rate**	**Average Asking Base Rent PSF**
Fort Myers North*	63	4,673,160	610,641	13.1%	$10.63
Fort Myers South*	102	8,332,740	861,062	10.3%	$13.34
Bonita/Estero	50	4,192,799	390,553	9.3%	$15.32
Cape Coral	45	3,601,423	579,495	16.1%	$14.26
Total	**260**	**20,800,122**	**2,441,751**	**11.7%**	**$13.20**

Lee County Lease Market Summary
Year-End 2015

INDUSTRIAL / FLEX					
Submarket	**# Bldgs Tracked**	**Building SF**	**Vacant SF**	**Vacancy Rate**	**Average Asking Base Rent PSF**
Fort Myers North	820	12,062,653	944,430	7.8%	$5.66
Fort Myers South	810	13,113,811	709,077	5.4%	$5.95
Bonita/Estero	121	1,406,921	154,676	11.0%	$9.74
Cape Coral	373	3,456,930	254,277	7.4%	$7.38
The Islands	40	364,972	375	.01%	n/a
Total	**2,164**	**30,405,287**	**2,062,835**	**6.8%**	**$5.99**

OFFICE					
Submarket	**# Bldgs Tracked**	**Building SF**	**Vacant SF**	**Vacancy Rate**	**Average Asking Base Rent PSF**
Fort Myers North	520	5,480,600	659,049	12.0%	$10.49
Fort Myers South	718	7,953,033	784,088	9.9%	$12.24
Bonita/Estero	226	3,179,524	447,078	14.1	$12.74
Cape Coral	382	2,529,288	228,366	9.0%	$11.78
The Islands	79	321,716	5,810	1.8%	$18.85
Total	**1,925**	**19,464,161**	**2,124,361**	**10.9%**	**$11.86**

RETAIL					
Submarket	**# Bldgs Tracked**	**Building SF**	**Vacant SF**	**Vacancy Rate**	**Average Asking Base Rent PSF**
Fort Myers North	1,069	11,199,368	838,703	7.5%	$10.51
Fort Myers South	815	15,162,711	856,087	5.6%	$15.22
Bonita/Estero	421	7,672,613	411,225	5.4%	$15.07
Cape Coral	760	8,813,587	754,030	8.6%	$12.27
The Islands	317	2,278,347	65,388	2.9%	$18.72
Total	**3,382**	**45,126,626**	**2,925,433**	**6.5%**	**$13.50**

QUALITY OF LIFE

Education Opportunities

The City of Cape Coral lacks a college or university within City limits. Secondary education opportunities within the City are available at the Cape Coral Technical College. Other opportunities for post-high school education are located within Lee County at a state university, a state college and several other private colleges.

NAME OF INSTITUTION	TYPE OF INSTITUTION	LOCATION
Cape Coral Technical College	Trade School	City of Cape Coral
Florida Gulf Coast University	State University	Unincorporated Lee County
Florida Southwestern State College	State College	Unincorporated Lee County
Hodges University	Private/For-Profit College	City of Fort Myers
Rasmussen College	Private/For-Profit College	City of Fort Myers
Keiser University	Private/For-Profit College	City of Fort Myers
Southern Technical College	Private/For-Profit College	City of Fort Myers
Fort Myers Technical College	Private/For-Profit College	City of Fort Myers
Barry University	Private/For-Profit College	City of Fort Myers

City of Cape Coral Public Schools K-12

There are more than a dozen schools within the Lee County School District located in Cape Coral that serve students from kindergarten to high school. The City also has a City-run charter school system that includes four levels of education, along with several other privately run charter schools. The majority of the schools within the City received grades of "A" or "B" in 2014 (Lee County School District).

SCHOOL NAME	LEVEL	2014 GRADE[7]
Caloosa Elementary	K-5	A
Cape Elementary	K-5	B
Diplomat Elementary	K-5	A
Gulf Elementary	K-5	B
Hector A. Cafferata	K-5	B
Skyline Elementary	K-5	A
Trafalgar Elementary	K-5	A
Caloosa Middle	6-8	B
Challenger Middle	6-8	A
Diplomat Middle	6-8	A
Mariner Middle	6-8	C
Trafalgar Middle	6-8	A
Cape Coral High	9-12	A
Island Coast High	9-12	B
Mariner High	9-12	B
Cape Coral Charter	K-8	B
Cape Coral Preparatory and Fitness Academy	K-8	C
Christa McAuliffe Charter Elementary	K-5	A
Oasis Charter Elementary	K-5	A
Oasis Charter Middle	6-8	A
Oasis Charter High	6-8	A
Ida Baker High	9-12	B

[7] *State of Florida grading system*

Hospitals/Health Facilities

The City of Cape Coral is served by one major hospital – Cape Coral Hospital – owned by Lee Health, which also owns three other hospitals that are located outside of the City listed below:

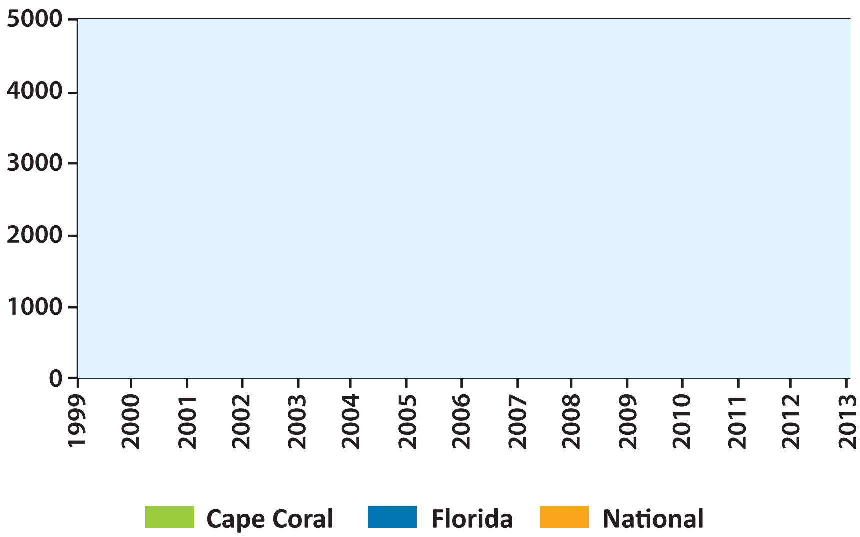
- Lee Memorial Hospital
- Gulf Coast Medical Center
- HealthPark Medical Center

Ethnicity[8]

2015 POPULATION BY RACE/ETHNICITY	
Total	180,304
White Alone	84.2%
Black Alone	4.6%
American Indian Alone	0.3%
Asian or Pacific Islander Alone	1.6%
Some Other Race Alone	6.1%
Two Other Races	3.2%
Hispanic Origin	2.3%

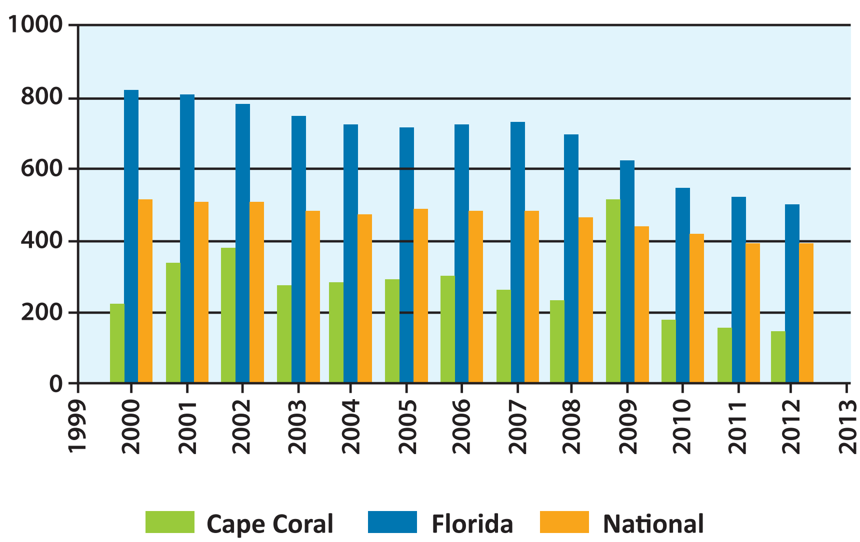
[8] *Per U.S. Census Bureau*

Cape Coral Property Crime Index



Crime Index corresponds to incidents per 100,000 inhabitants

Cape Coral Violent Crime Index



Crime Index corresponds to incidents per 100,000 inhabitants

Crime Statistics

During the past 10 years, the City has been below the national and state levels for property crime and has been well below the national and state levels for violent crime. Cape Coral also ranks as the 2nd safest city in Florida for cities with a population greater than 100,000.[9]

[9] *Per Florida Department of Law Enforcement*

Permitting Activity

During the past 10 years, the City of Cape Coral has experienced wide ranges of permitting activity for new commercial and residential development. During the housing boom of the early-mid 2000s, the City experienced substantial growth in commercial and residential activity. During the post-2006 recession, the number of new buildings dropped dramatically. During the most recent years of recovery, development of all types has seen slow and steady growth.

YEAR	COMMERCIAL	SINGLE FAMILY	MULTI FAMILY	TOTAL
2005	96	7694	185	7975
2006	114	4313	157	4584
2007	98	1170	27	1295
2008	66	191	5	262
2009	23	159	0	182
2010	3	223	0	226
2011	13	237	2	252
2012	9	329	6	344
2013	6	451	12	469
2014	16	591	15	622
2015	17	937	24	978

The City of Cape Coral is currently working towards implementation of an e-permitting system that will allow for electronic submission of all building and site development permits.

ECONOMIC DEVELOPMENT MASTER PLAN FRAMEWORK

The City of Cape Coral Economic Development Master Plan is composed of the following elements:
- Initiatives, objectives, strategies and actions
- Timeframes for implementation
- Potential cost of implementation

INITIATIVES, OBJECTIVES, STRATEGIES AND ACTIONS

In the recommended Economic Development Master Plan, six initiatives are provided as a means of identifying six steps that the City needs to embark on for future economic growth and sustainability. Statements are set forth to describe the initiatives and their importance to the City. Objectives and strategies describe steps to be taken towards meeting each initiative, and actions stipulate how activities and programs shall be conducted to achieve the initiatives and objectives.

Initiatives and objectives need to be clearly stated and defined and based on realistic expectations in order to formulate specific programs for each action. The economic development strategies represent action-oriented approaches to the achievement of the stated initiatives and objectives.

An action consists of a project or course of action to be undertaken to accomplish an objective or strategy. Actions should be expressed in a single sentence or phrase reflecting a step to be taken. The actions should be considered incremental and chronological.

The Economic Development Master Plan is the means by which the initiatives recommended herein can be accomplished, despite changes taking place over time. The strategies should be clearly stated, but flexibility for implementation is desirable. If objectives, strategies and actions are structured properly, the plan will be flexible enough to respond to unexpected changes with a minimum degree of disruption. The Economic Development Master Plan is intended as a living document and should be reviewed and analyzed yearly to evaluate the effectiveness of the plan and to make accommodations for future changes.

TIMEFRAMES FOR IMPLEMENTATION

Each initiative, objective, strategy and action should be accompanied by a timeframe that is realistic and achievable. Some actions may be viewed as more immediate, such as placing entitlements or reaching out to colleges or universities, while other actions may require more time and planning. The timeframes should also be flexible, recognizing that many variables and unexpected conditions may arise, forcing a re-configuration of the timing. Ideally, timeframes should be within 1-3 years to correlate with the City's 3-year rolling budget. Implementation may take longer than 5 years; however, no timeframe should be longer than 10 years. The timeframes should be benchmarked and analyzed on an annual basis to determine if the actions have been met, are near being met or perhaps require additional actions for implementation.

POTENTIAL COST OF IMPLEMENTATION

With the proposed Economic Development Master Plan, there must be a link between strategy and budget. Although some strategies will be oriented to policy changes and removal of administrative barriers and not involve monetary resources, successful strategic planning will require allocation of scarce financial resources to implement project-oriented strategies. The estimated cost provided for each action is projected, but involves thought and analysis. The potential cost is also meant to be fluid in the event that policymakers decide to add additional funds to an action over and above what is originally projected. Potential cost estimates are broken down in the following ranges:

1. 0-$25,000
2. $25,000-$50,000
3. $50,000-$100,000
4. >$100,000

All estimates should be considered preliminary and subject to change. The potential cost estimates also acknowledge that other factors may increase or decrease the estimated costs, such as county, state or federal funding, the participation of various county or state agencies, or changes in materials and labor costs.

SIX INITIATIVES FOR ECONOMIC GROWTH

INITIATIVE 1 - FOCUS ON KEY AREAS

A long-time concern for policymakers, government officials and business people within Cape Coral has been the large discrepancy between land designated for residential development and the land available for commercial development[10]. The adoption of the City's Comprehensive Plan in 1989 identified increasing commercial lands as a key component in the City's growth. The Comprehensive Plan established what is known as a Future Land Use Map in order to establish a framework for identifying the type of development that is allowed on properties within the City. However, this Future Land Use Map was not designed to be static, and therefore, over the past 26 years, numerous amendments have been made to this map with the goal of increasing the amount of commercial land in Cape Coral.

Below is a breakdown of the acreage in Cape Coral and what the land is designated for (residential, commercial, public use/preservation)

DESIGNATION	ACRES	OVERALL PERCENTAGE
Residential[11]	32,982	57%
Commercial[12]	10,198	18%
Public use/Preservation[13]	13,119	23%
Undesignated	1,322	2%
Total Acres	56,299	100%

Below is a breakdown of the difference between residential and commercial if Public Use/Preservation and Undesignated categories are removed

DESIGNATION	ACRES	OVERALL PERCENTAGE
Residential	32,982	77%
Commercial	10,198	23%
Total Acres	43,180	100%

[10] For purposes of this report, Commercial shall include Industrial, Professional and Mixed-Use unless otherwise noted
[11] Single-Family and Multi-Family
[12] Includes Commercial, Office, Industrial, and Mixed-use
[13] Parks, Preservation, Open Space, Public Facilities

The Comprehensive Plan has identified two key ways whereby the City can add commercial lands in order to reduce the deficit created by the original master-planning of the City. The first method is expanding existing commercial areas to create larger and higher-quality developments. The second technique is to create new commercial lands in areas that are suitable for non-residential development. Expanding or creating new commercial areas is occasionally challenging as creating commercial lands in the wrong area of the City can lead to many issues, such as dissension amongst residents, increased traffic and potential impact on residential property values.

The Comprehensive Plan seeks to aid in the identification of properties suitable for commercial development by describing several criteria known as “Commercial Siting Guidelines.” These guidelines are useful as they address such factors as vehicular access, neighborhood disruption, scale of development, etc. Two of the most important factors for determining suitable commercial locations are: 1) amount of existing residential on the desired location or in the surrounding area, and 2) transportation network that the property has access to and from.

While the City is not even half-way built out, residential development is spread out throughout Cape Coral, resulting in a patchwork of homes in many areas where commercial development would seem appropriate. The pre-platting of the City into 10,000-square-foot lots also creates a need for developers to assemble properties in order to achieve a commercial product that meets all requirements for development. Assemblage of property becomes more difficult as the density of homes in an area increases.

Another crucial component for commercial development is road/street access and visibility to customers[14]. The majority of the City of Cape Coral is designed on a grid system resulting in 7-8 major roadways. A unique feature of these major roadways is their length. Several streets extend the entire length and width of the City. The grid system street design of Cape Coral has resulted in the creation of large pockets of residential development, typically single-family homes or duplexes, on either side of the main road corridors. Further complicating the access and visibility for commercial developments is the Cape Coral canal system. Hundreds of miles of canals bifurcate the city, creating many blocks that are 250-300 feet wide.

The residential development, road network and canal system have led to an abundance of “strip commercial centers.” These are developments that are long, narrow projects that generally consist of a row of parking along the street and a one-story building(s) behind the parking. Uses within these strip commercial centers are usually retail, office or service-oriented. While these strip commercial centers have their place in Cape Coral, they may not represent the best form of commercial development.

Ideal developments consist of areas greater than five acres with a minimum depth of 250 feet, although a greater depth is preferred. The goal of the Economic Opportunity Map is to identify areas that may be able to support commercial areas that are attractive, have quality street access, and provide a benefit to the community.

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[14] *Much less so for industrial or office development*

Objective 1 – Identify Areas of Economic Opportunity

Strategy 1.1 – Create Economic Opportunity Map

An important initiative to creating a City of Cape Coral Economic Development Master Plan is identifying lands within the City that have an opportunity to create new commercial developments or expand on existing commercial areas. To achieve what will be called an Economic Opportunity Map, the City has analyzed four quadrants: Southeast, Southwest, Northeast and Northwest. Each area is evaluated based on a multitude of factors, such as existing commercial entitlements[15], existing and surrounding development, available transportation and utility infrastructure, size of land, and level of property assemblage.

SOUTHEAST QUADRANT

Geographic Region: Starting from the eastern border along the Caloosahatchee River, running westward towards Santa Barbara Boulevard and northward towards Pine Island Road

Highlights: Historically speaking, the southeastern quadrant of the City was one of the first areas in the City to develop in the 1960s. More densely developed than other quadrants of Cape Coral, it includes the South Cape Community Redevelopment Area (CRA). The majority of commercial lands are located along four major roadways: Cape Coral Parkway and Pine Island Road, which run east/west, and Santa Barbara Boulevard and Del Prado Boulevard, which run north/south. Aside from a few isolated areas, the remainder of the commercial land in the southeast quadrant is within the South Cape CRA and the Viscaya Industrial Park/Cape Coral City Hall area.

Notable Commercial Developments: Five developments that exceed 45,000 sq. ft. include a Super Target, Super Wal-mart, two grocery stores, Cape Coral Hospital, and Gulf Coast Village.

Total commercial acreage: 2,251 acres

[15] *Commercial land use or zoning*

SOUTHEAST 1

Location: East of Del Prado Boulevard, south of Pine Island Road, north of NE 6th Street and west of NE 19th Place

Total area: 64 acres

Strengths: Located east, west and south of commercial areas. Would expand the commercial area located at the intersection of two major roadways – Del Prado Boulevard and Pine Island Road. Housing stock is aging (>20 years old) and includes some lands that have been annexed into Cape Coral over time. Could result in additional clustering of industrial or manufacturing uses. Utilities available.

Challenges: Densely developed with residential. Lacks internal street connectivity. Would require large-scale assemblage. No commercial entitlements.

Current Zoning: Combination of Pedestrian Commercial, Corridor, and Single-Family Residential

Potential Zoning: Corridor

SOUTHEAST 2

Location: Cape Coral Parkway, west of Coronado Parkway and east of Santa Barbara Boulevard

Total area: 177 acres

Strengths: Currently part of the South Cape CRA. Has been identified as a priority by Bimini Basin Visioning Project. Potential for a pedestrian-friendly, walkable urban center. Opportunities for waterfront commercial or mixed-use. Portion of property is a City-owned park. Utilities are available. Large amounts of land are under unified ownership. Area has commercial entitlements.

Challenges: Some areas are densely developed with multi-family residential units. Would require land assemblage. Street vacations may be required.

Current Zoning: Combination of South Cape and Multi-Family Residential

Potential Zoning: South Cape or a specific district addressing the Bimini Basin Vision

SOUTHEAST 3

Location: Jaycee Park. Eastern end of Beach Parkway, West of Caloosahatchee River

Total area: 10 acres

Strengths: Riverfront/waterfront property. Surrounding area is dense with multi-family. Owned by the City of Cape Coral. Utilities available. Could be a destination-style development.

Challenges: Currently a City of Cape Coral park. Lacks ideal access. No commercial entitlements.

Current Zoning: Single-Family Residential

Potential Zoning: Pedestrian Commercial

SOUTHEAST 4

Location: Cape Coral Yacht Club, southern end of Driftwood Parkway

Total area: 14 acres

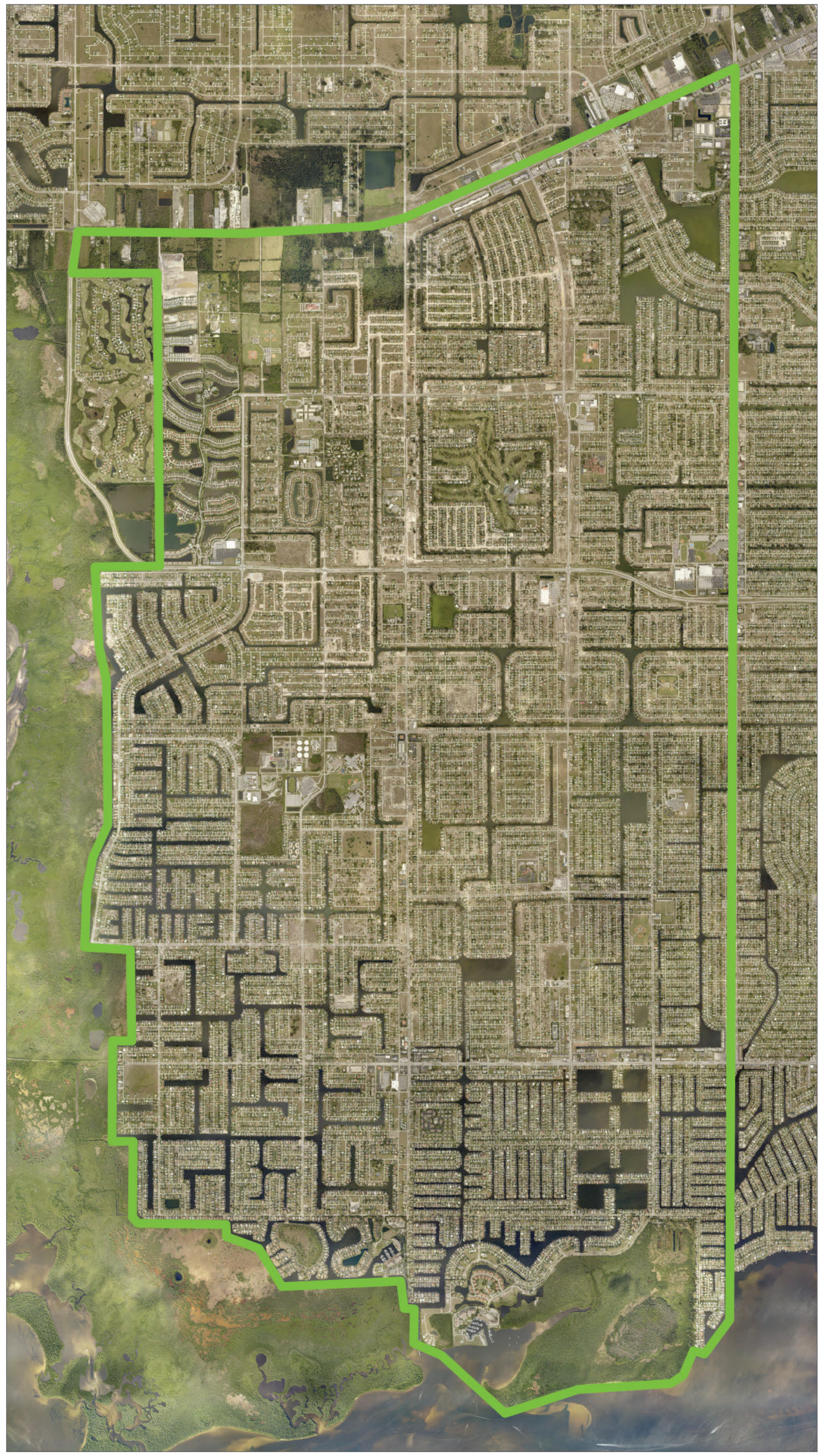
Strengths: Owned by the City of Cape Coral. Riverfront access. Existing marina. Could transform into destination-style development. Some commercial uses are already onsite. Has commercial entitlements. Utilities available.

Challenges: Surrounding residential neighborhood. Potential loss of some park features. Property's shape is not ideal. Lacks ideal access.

Current Zoning: Thoroughfare Commercial

Potential Zoning: Pedestrian Commercial

SOUTHWEST QUADRANT



Geographic Region: North of Caloosahatchee River, west of Santa Barbara Boulevard, east of Spreader Canal, and south of Pine Island Road

Highlights: Well-established residential areas that include residential subdivisions such as Sandoval and Heatherwood Lakes and mixed-use. Master-planned, mixed-use waterfront developments in Cape Harbour and Tarpon Point. Commercial corridors are located along Chiquita Boulevard, Skyline Boulevard, Santa Barbara Boulevard (which run north/south), Cape Coral Parkway, Veterans Parkway, and Pine Island Road (which run east/west). Large areas of wetlands and preservation areas within the Caloosahatchee River and the Spreader Waterway.

Notable Commercial Developments: Ten commercial developments that exceed 40,000 sq. ft. including a Super Target, a Neighborhood Wal-Mart, Surfside Plaza and three grocery stores; Sun Splash Family Waterpark; two home improvement stores; Cape Harbour and Tarpon Point mixed-use developments.

Total commercial acreage: 2,497 acres

SOUTHWEST 1

Location: North of Veterans Parkway, east of Armstrong Canal/SW 20th Avenue, south of Boris Canal, west of Surfside Boulevard

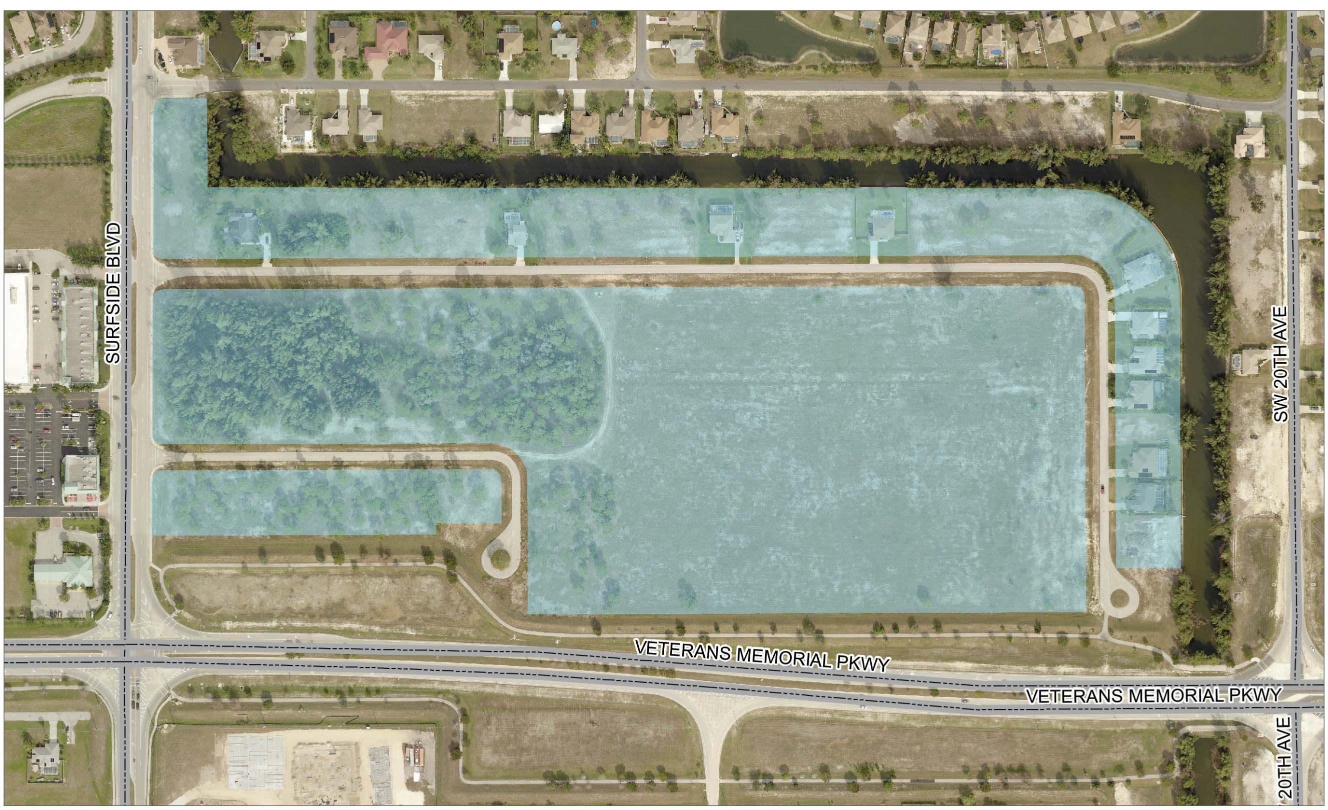
Total area: 43 acres

Strengths: Located at the intersection of a principal arterial and minor arterial. Three large tracts, two under common ownership, another owned by the City of Cape Coral. Large percentage of area has commercial entitlements. Existing commercial nearby. More than half of waterfront properties are undeveloped. Separated from surrounding residential development by canal. Utilities available.

Challenges: No existing access from Veterans Parkway. Waterfront properties are on closed-system canal. Loss of land designated as Parks and Recreation.

Current Zoning: Combination of Pedestrian Commercial, Marketplace Residential, Single-Family Residential and Agricultural

Potential Zoning: Pedestrian Commercial or Marketplace Residential



SOUTHWEST 2

Location: North of SW 44th Street, east of SW 9th Avenue, south of SW 42nd Terrace, west of Skyline Boulevard

Total area: 27.04 acres

Strengths: Located west of Skyline Boulevard/minor arterial. One large tract owned by the City of Cape Coral – designated as "City Parking Lot." Existing commercial entitlements. Some assemblage of properties. Utilities are available.

Site Considerations: Not located at major intersection. Large number of small properties still require assemblage. Some existing commercial located near southern edge of area boundary.

Current Zoning: Pedestrian Commercial

Potential Zoning: N/A

SOUTHWEST 3

Location: North/South/East/West intersection of Beach Parkway and Agualinda Boulevard

Total area: 21 acres

Strengths: Located at intersection of two collector roads. Properties are under single ownership and have commercial entitlements through land use and zoning.

Site Considerations: Lack of frontage/access on arterial road. Location at four intersections may provide some site design challenges/development may be broken up. Single-family homes in close proximity.

Current Zoning: Marketplace Residential

Potential Zoning: Marketplace Residential or Pedestrian Commercial

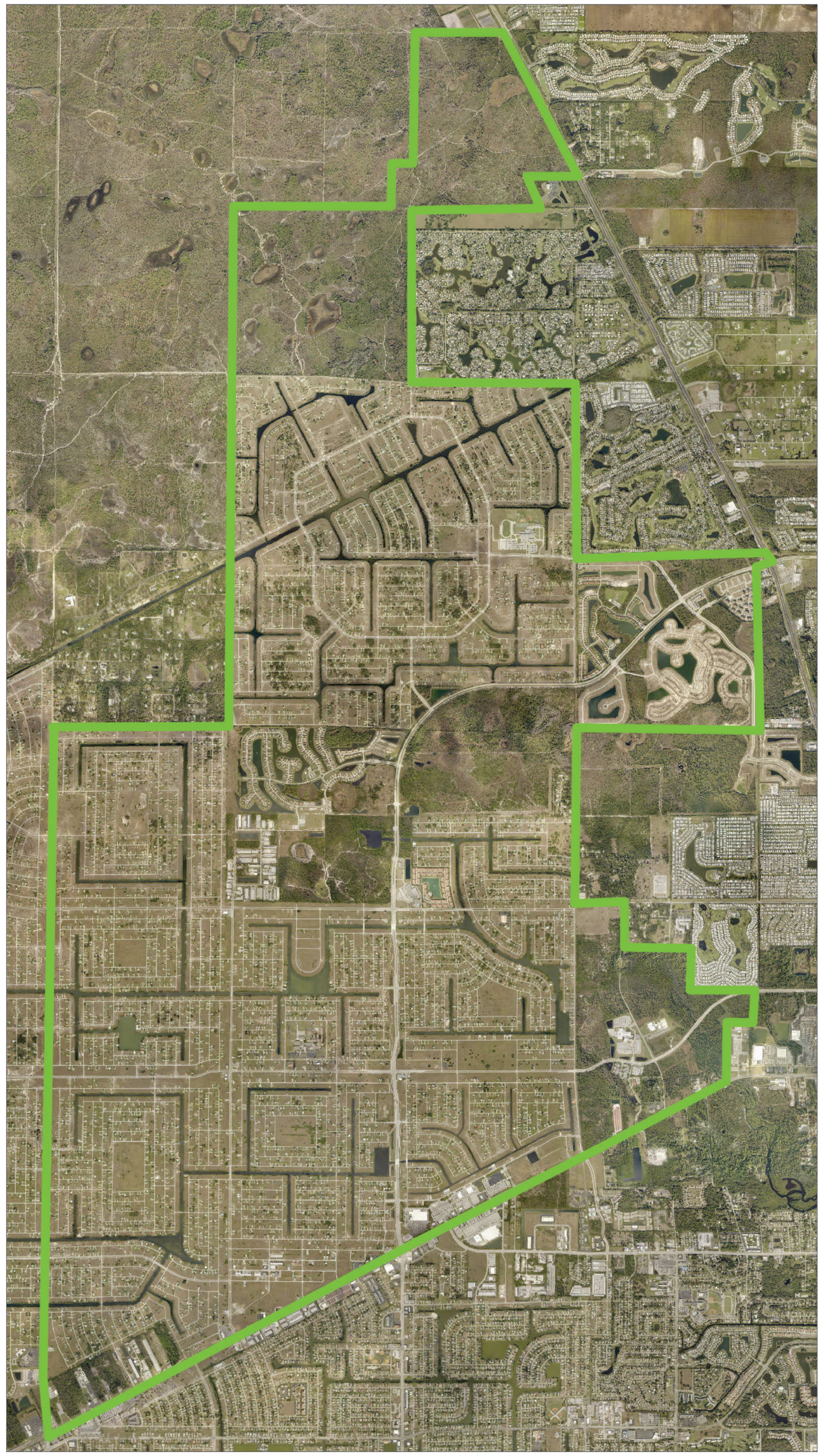
NORTHEAST QUADRANT

Geographic Region: Starting from the eastern boundary of Cape Coral, running westward to eastern side of Santa Barbara Boulevard, north from Pine Island Road to northern edge of Cape Coral

Highlights: Lack of well-established residential neighborhoods except for 2-3 residential subdivisions. Contains 3 former Developments of Regional Impact (DRI) that have various levels of existing development. North Cape Industrial Park. City-owned site formerly known as Academic Village. Partially serviced by centralized utilities. Lack of major commercial corridors found within southeast and southwest quadrants. Commercial is more focused on nodes/commercial intersections. Contains conceptual Veteran's Investment Zone (VIZ). Includes North Zemel annexation area.

Notable Commercial Developments: 2-3 commercial developments exceeding 40,000 sq. ft. including a Publix Shopping Center. Also includes North Cape Industrial Park and the Lee County VA Healthcare Center.

Total commercial acreage: 3,979 acres



NORTHEAST 1

Location: North of Diplomat Parkway, east of NE 19th Avenue, south of NE 17thTerrace, west of NE 21st Avenue

Total area: 83 acres

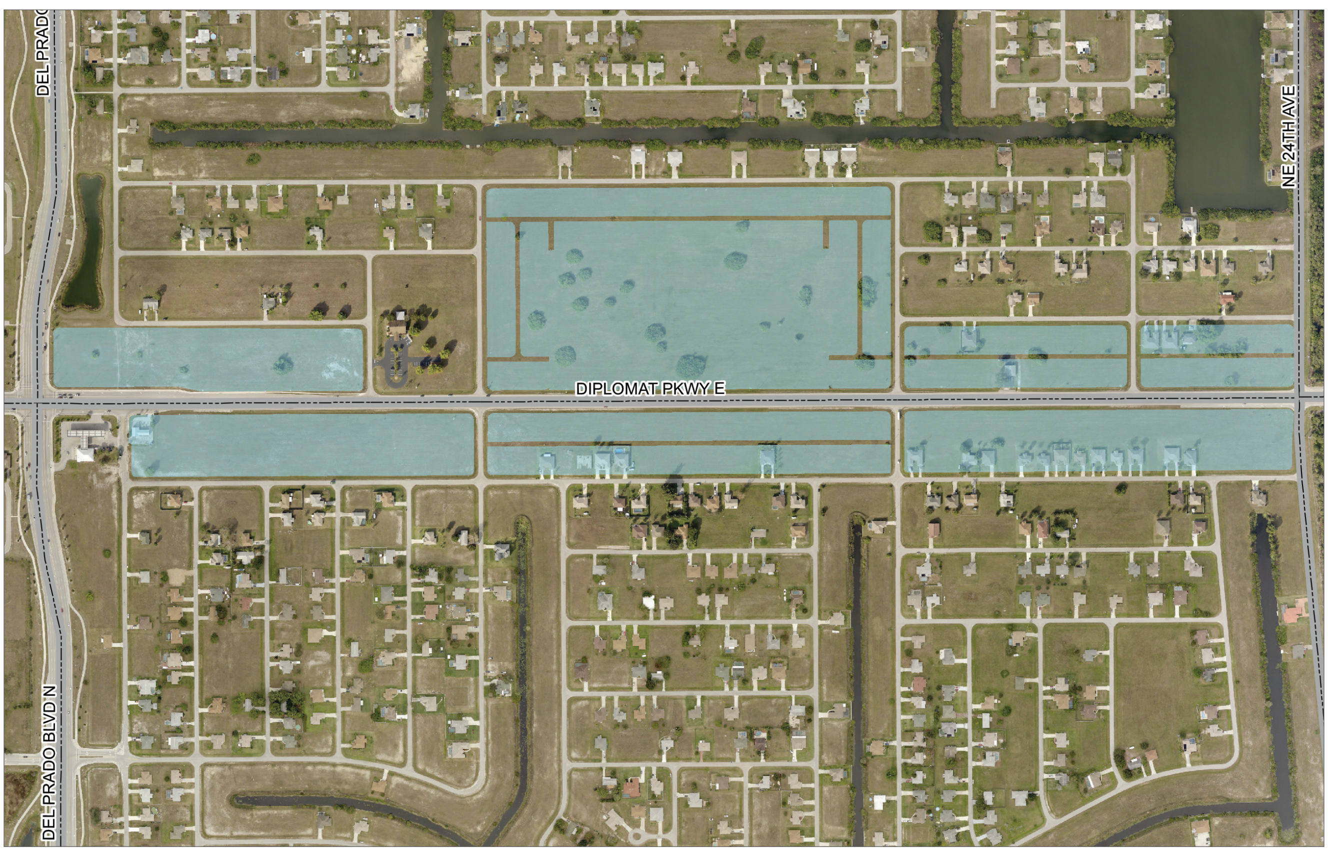
Strengths: Located along major arterial/Diplomat Parkway, east of Del Prado Boulevard and Diplomat Parkway intersection. One large tract is owned by the City of Cape Coral – designated as "City Parking Lot." Existing commercial designation. Some assemblage of properties has already occurred. Centralized utilities are available.

Challenges: Large number of small properties that still require assemblage.

Site Considerations: May require vacation of existing platted alley rights-of-way.

Current Zoning: Combination of Pedestrian Commercial, Professional Office and Multi-Family Residential

Potential Zoning: Pedestrian Commercial



NORTHEAST 2

Location: North of NE 27th Terrace, east of Santa Barbara Boulevard, south of NE 29th Street, west of NE 1st Place

Total area: 26 acres

Strengths: Located along major arterial/Santa Barbara Boulevard, east of Del Prado Boulevard and Diplomat Parkway intersection. One large tract owned by the City of Cape Coral – designated as "City Parking Lot." Existing commercial designation. Entirety of area is undeveloped. Some assemblage of properties has already occurred. Centralized utilities are not available.

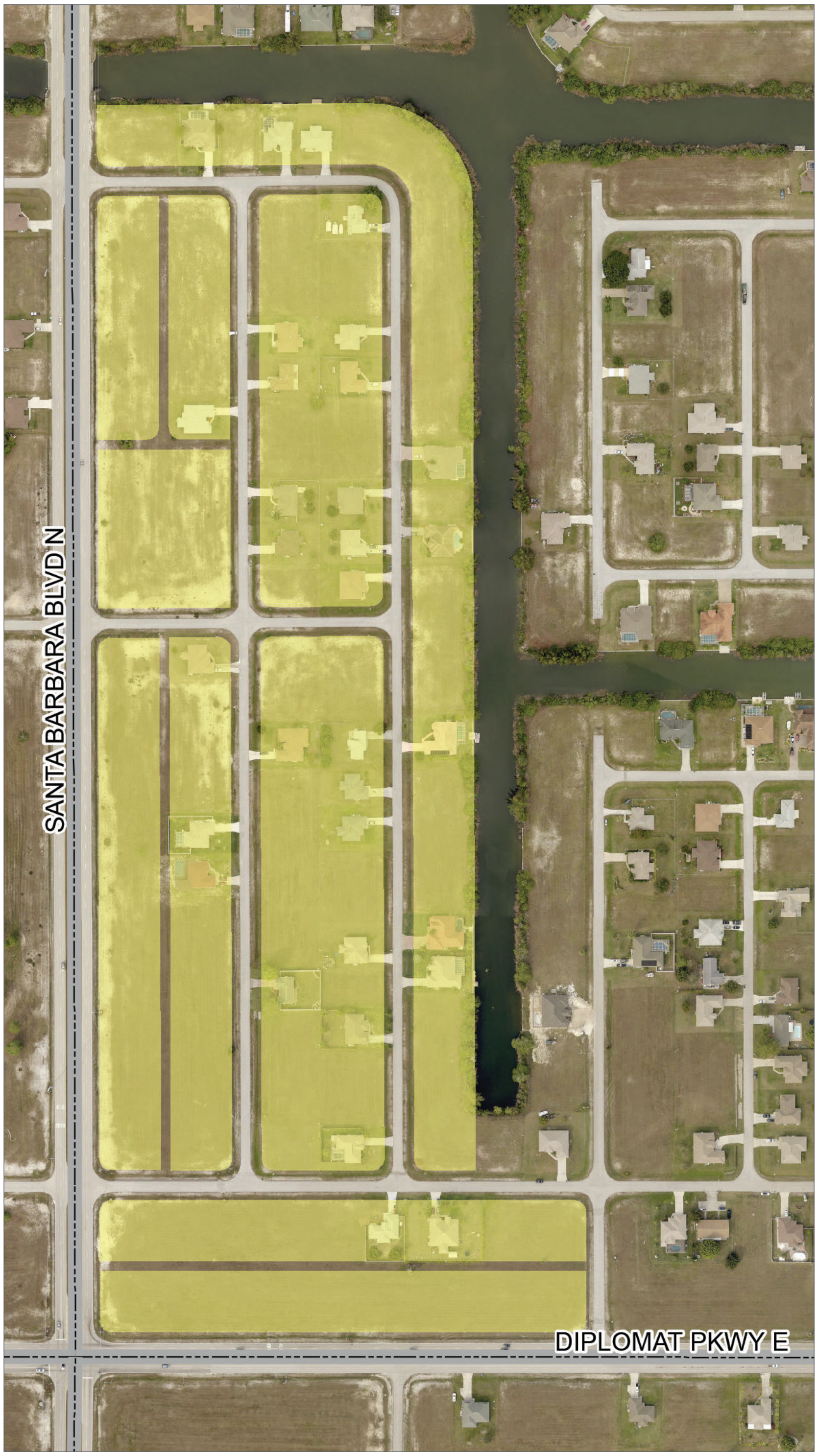
Challenges: Large number of small properties that still require assemblage.

Site Considerations: May require vacation of existing platted alley rights-of-way.

Current Zoning: Residential Development

Potential Zoning: Pedestrian Commercial

NORTHEAST 3



Location: North of Diplomat Parkway, east of Santa Barbara Boulevard North, south of Frontier Canal, west of Tacoma Canal

Total area: 35 acres

Strengths: Located at intersection of two arterial roadways - Santa Barbara Boulevard/Diplomat Parkway. Some existing commercial land along with some signs of assemblage. Provides opportunity for some commercial waterfront development. Fairly low density residential development.

Challenges: Large number of small properties that still require assemblage. May require vacation of existing platted alley rights-of-way. Utilities not available.

Current Zoning: Combination of Professional Office, Single-Family Residential and Residential Development

NORTHEAST 4

Location: North of NE 14th Street, east of NE 15th Avenue, south of NE 15th Terrace, west of Del Prado Boulevard North

Total area: 9.9 acres

Strengths: Located along major roadway. Solely owned by Lee County School District. Undeveloped. Utilities available.

Challenges: No existing direct access from Del Prado Boulevard. Nearby residential properties. Lee County School District may not be willing to sell. No commercial entitlements.

Current Zoning: Combination of Multi-Family Residential, Single-Family Residential and Professional Office

Potential Zoning: Pedestrian Commercial

NORTHEAST 5

Location: North of Pine Island Road, east of Diplomat Parkway, south of Littleton Road

Total area: 510 acres

Strengths: Large size could produce quality development(s). Access from Pine Island Road and several other streets (Diplomat Parkway, Littleton Road, NE 24th Avenue). Existing commercial development such as the Lee County VA Healthcare Center and Hope Hospice could provide for clustering of related uses. Some manufacturing uses are also present within the area. Utilities are available.

Site Considerations: Some environmental issues such as wetlands are present on the properties. Assemblage of other properties may be necessary for varying scales of development.

Current Zoning:
Combination of Corridor, Marketplace Residential and Industrial

Potential Zoning: No change

NORTHEAST 6

Location: Intersection of Kismet Parkway and Del Prado Boulevard

Total area: 182 acres

Strengths: Nearly all properties owned by the City of Cape Coral. Undeveloped. Located at intersection of two arterials. Commercial entitlements. Utilities available.

Site Considerations: Environmental issues may require mitigation.

Current Zoning: Pedestrian Commercial

Potential Zoning: No change

NORTHEAST 7

Location: West of U.S. 41, north of Durden Parkway

Total area: 1,134 acres

Strengths: Assembled land. Frontage on U.S. 41. In relatively close proximity to Interstate 75. Undeveloped. Partial commercial entitlements.

Challenges: Large portion of property is protected due to wetlands. Lacks full commercial entitlements. Access to large portion of property (western half) is undetermined and may be challenging. No utilities available.

Current Zoning: No existing zoning

Potential Zoning: High Intensity Commercial Industrial

NORTHEAST 8

Location: North of Pine Island Road, east of Andalusia Boulevard, south of Tropicana Parkway

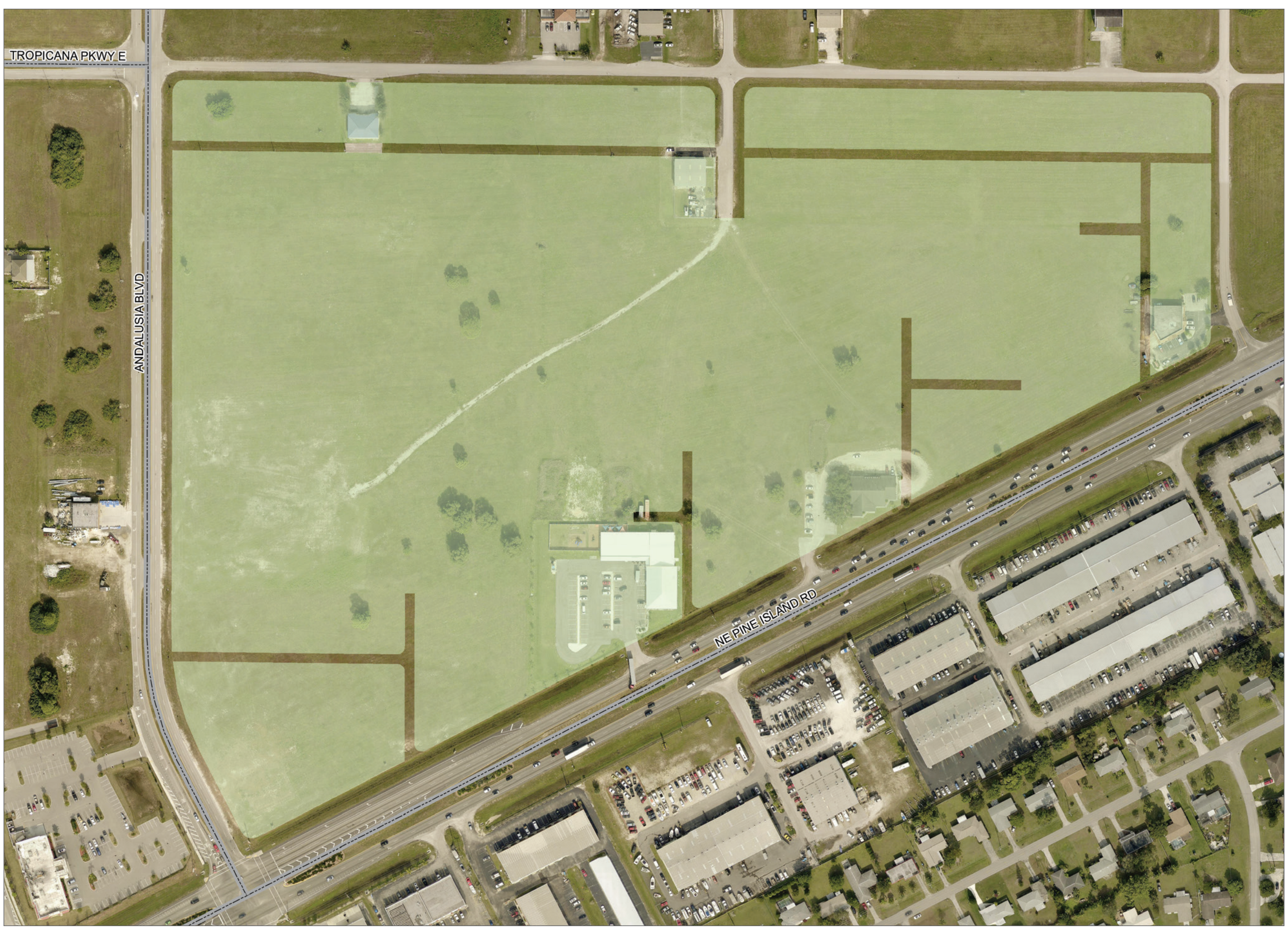
Total area: 73 acres

Strengths: Large portion of area is City-owned "Parking Lot". Utilities available. Commercial entitlements. Frontage on principal arterial and at intersection of minor arterial. Surrounding commercial development.

Site Considerations: Large number of small parcels that need assemblage. May require vacation of internal roads/ walkways.

Current Zoning: Corridor

Potential Zoning: No change



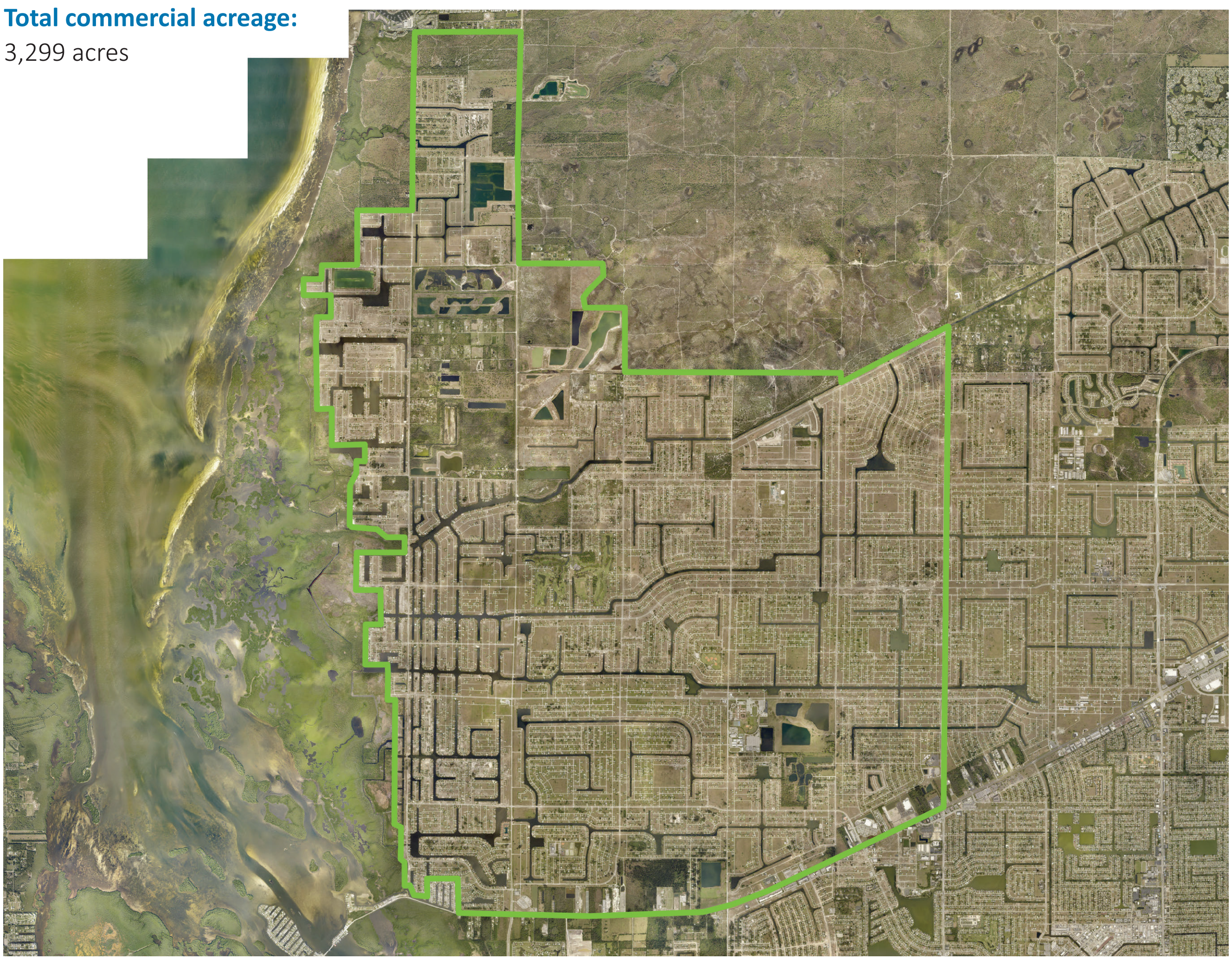
NORTHWEST QUADRANT

Geographic Region: Starting from western side of Santa Barbara Boulevard and northern side of Pine Island Road, running north to Lee County line and west to the western boundary of Cape Coral

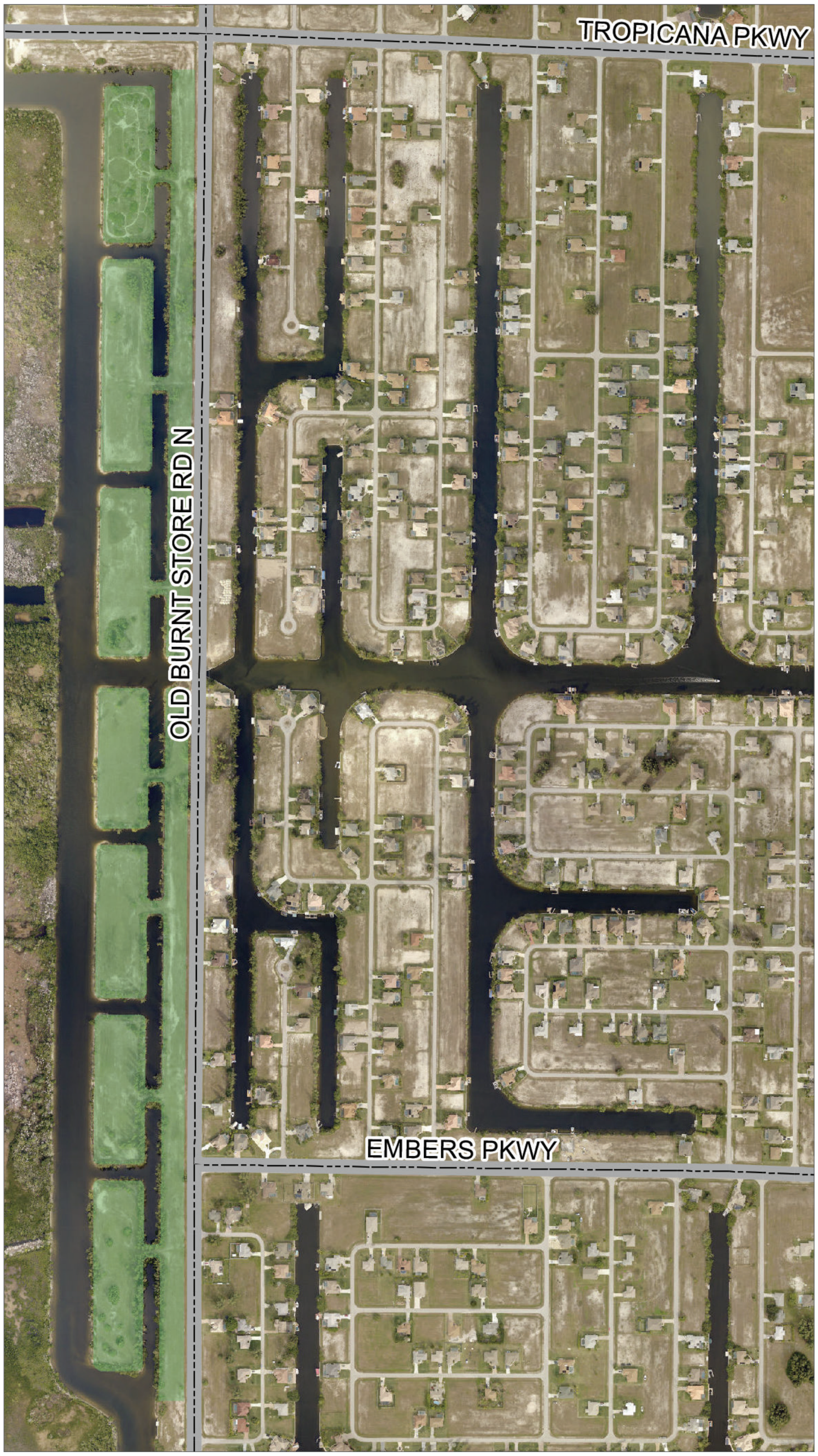
Highlights: Lack of well-established residential neighborhoods except for 2-3 residential subdivisions. Most sparsely-developed quadrant of City. Majority of area lacks centralized utilities. Spreader Canal runs along western boundary for the majority of the quadrant. Burnt Store Road is currently undergoing expansion from 2 lanes to 4 lanes.

Notable Commercial Development: 1 major commercial development over 40,000 sq. ft. that includes a grocery store.

Total commercial acreage:
3,299 acres



NORTHWEST 1



Location: West of Burnt Store Road and south of Tropicana Parkway. Generally known as “Seven Islands”

Total Area: 60.95 acres

Strengths: Solely owned by the City of Cape Coral. Large amount of waterfront. May be desirable for mixed-use or waterfront commercial. Currently undergoing a visioning process to determine best uses/design.

Site Considerations: Surrounding infrastructure will need to be improved. May require soil stabilization depending on scale of development. No commercial entitlements. Some portion of canal may require filling. No utilities available.

Current Zoning: Residential Development

Potential Zoning: Pedestrian Commercial or Marketplace Residential

NORTHWEST 2

Location: West of Burnt Store Road and Van Buren Parkway intersection

Total area: 18.7 acres

Strengths: Largely undeveloped. Presents opportunity for waterfront commercial. Located along major arterial.

Challenges: Fragmented ownership pattern. Full development would require vacation of streets. No commercial entitlements. Lacks utilities.

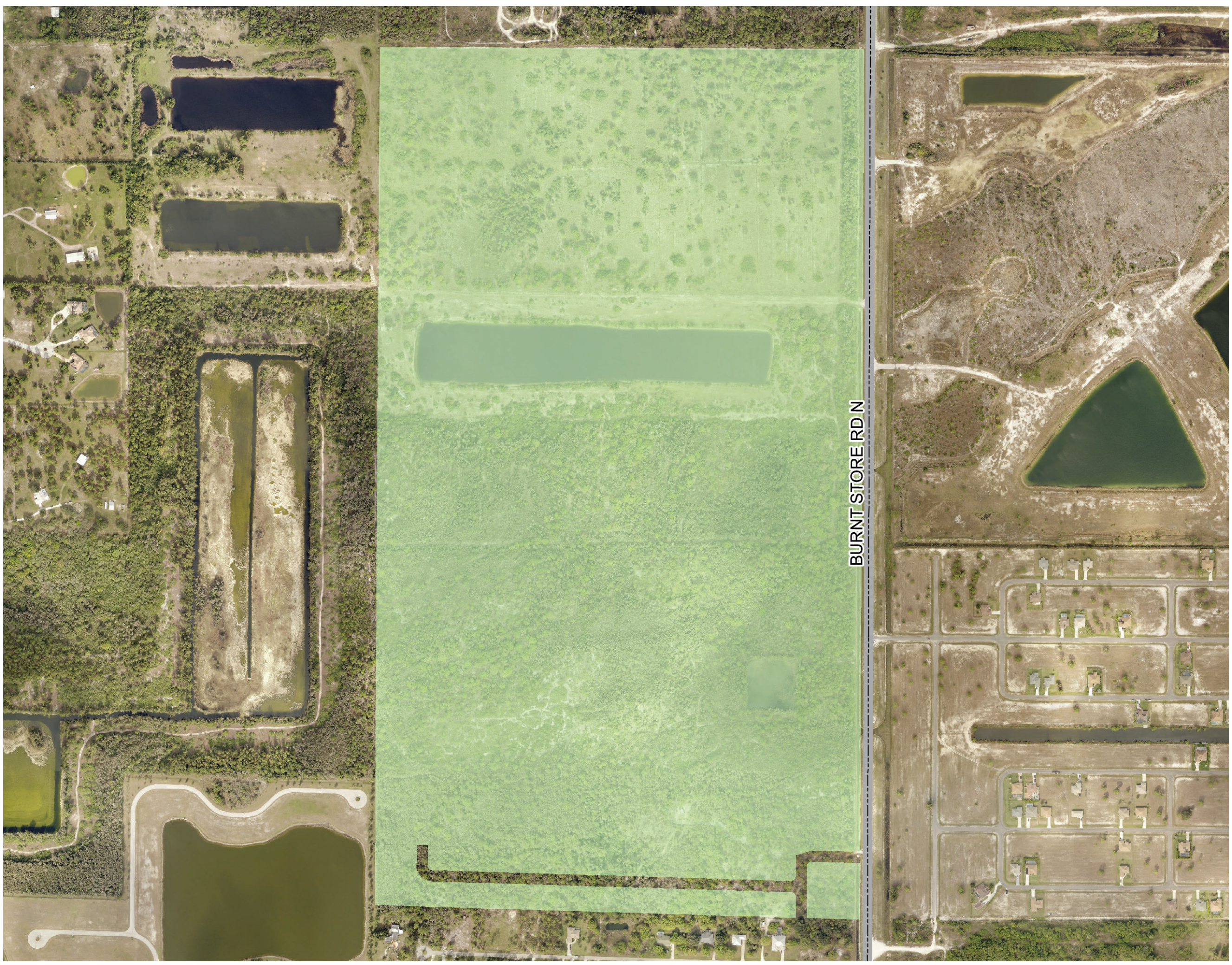
NORTHWEST 3

Location: West of Burnt Store Road and north of Kismet Parkway

Total area: 272 acres

Strengths: Approximately 175 acres owned by the City of Cape Coral. Remaining area owned by one corporation. Located along arterial roadway. Has size, depth and width to support wide range of commercial uses. Has some commercial entitlements. No nearby established residential communities. Existing lake on site that could be used for stormwater purposes.

Site Considerations: No utilities available. Full utilization of area would require consolidation of properties. May face some pressure to develop residentially.



NORTHWEST 4

Location: West of Old Burnt Store Road and north of Kismet Parkway

Total area: 24.5 acres

Strengths: Comprised of several large, unplatted parcels at intersection of two, four-lane roadways. Has sufficient size and depth.

Site Considerations: Lack of centralized utilities. Full utilization of area would require consolidation of properties. Would require road widening for Kismet Parkway and Old Burnt Store Road. No commercial entitlements.

NORTHWEST 5

Location: East of Burnt Store Road and north of Van Buren Parkway

Total area: 170 acres

Strengths: Comprised of four large unplatted parcels near intersection of two arterials. Has sufficient size and depth. Would be ideal for clustering of marine-type uses. Has commercial entitlements.

Site Considerations: No utilities available. Full utilization of area would require consolidation of properties. May be some environmental concerns with property. Bisected by Gator Slough.

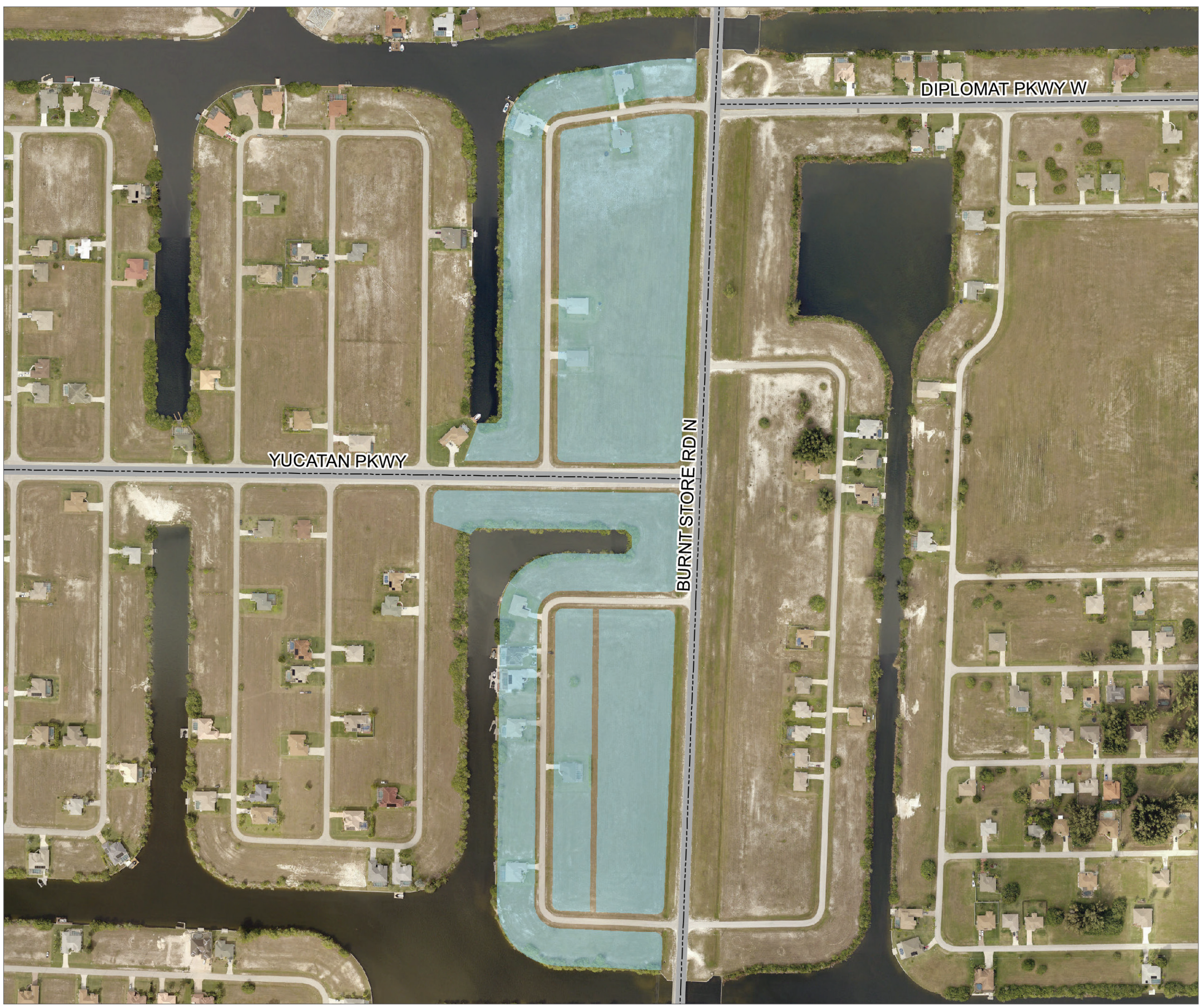
NORTHWEST 6

Location: West of Burnt Store Road and Diplomat Parkway intersection and north/south of Yucatan Parkway and Burnt Store Road intersection

Total area: 33 acres

Strengths: Low levels of residential development. Frontage along major arterial and located along node intersections. Some commercial entitlements. Some assemblage has occurred.

Site Considerations: Lacks large-scale assemblage. No utilities available. Some vacation of roads/alleys may be required.



NORTHWEST 7

Location: West of Burnt Store Road and southeast of Caloosa Parkway

Total area: 493 acres

Strengths: Located along principal arterial. Undeveloped and unplatted. Assembled acreage. Sporadic surrounding residential. Has some commercial entitlements.

Site Considerations: No utilities available. Environmental issues may require mitigation. May face pressure to develop residentially.

NORTHWEST 8

Location: Corridor along Pine Island Road that is east of Chiquita Boulevard and west of Burnt Store Road

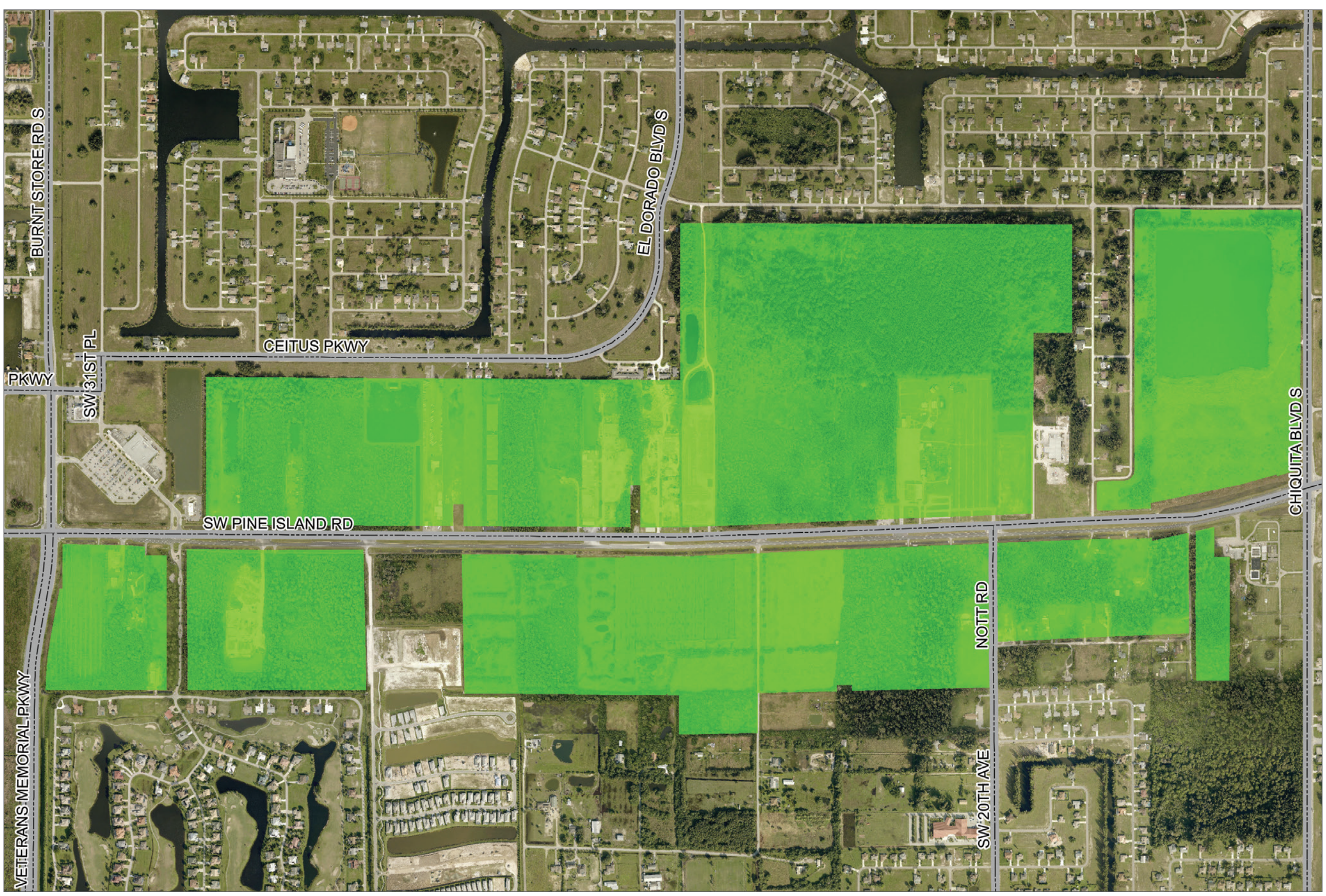
Total area: 624 acres

Strengths: Area has commercial zoning. Several properties of significant size (>20 acres). Located along a principal arterial. Lack of existing residential development.

Site Considerations: Lack of centralized utilities. Fragmented ownership. Installation of utilities could spur development.

Current Zoning: Corridor

Potential Zoning: No change



Strategy 1.2 – Expand Scope of Economic Opportunity Map

The Economic Opportunity Map presented in this report identifies key sites for economic growth; however, the overall scope of the Economic Opportunity Map can be further expanded. The map could also delineate economical, geographical and demographical details for the areas surrounding the identified sites such as population, age, wage, education level, homeownership/rental, number of daily vehicle trips, soil types, etc. Expanding the map to include this level of data could provide the City of Cape Coral staff and elected officials with a comprehensive base of knowledge when making decisions regarding the identified sites. An expanded Economic Opportunity Map could also be useful for marketing and for providing developers or site selectors with information and data regarding Cape Coral.

Action 1.2.1 – Dedicate City resources (staff or budget) to create an expanded Economic Opportunity Map or partner with an outside agency firm(s) to create an expanded Economic Opportunity Map.

Objective 2 – Make Areas of Economic Opportunity Viable for Development

Strategy 2.1 – Entitle commercial properties for targeted areas

Having partial commercial entitlements, such as Future Land Use and Zoning, allow for developers to legally construct commercial development on a property. Forty percent (40%) of the properties identified in the Economic Opportunity Map do not have commercial entitlements. While many areas of the City are ideal locations for commercial development due to street access and location, many of these areas have been developed with residential properties, making them less attractive to developers. By placing the appropriate commercial entitlements on the property, the City is able to ensure that selected properties will not be developed with residential uses. Placing commercial entitlements on selected properties is also beneficial for developers by reducing the risk and cost of applications, consultant fees, public hearings, etc.

Action 2.1.1 – Create a priority list of Economic Opportunity Map areas that do not have commercial entitlements.
Action 2.1.2 – Create desired timeline for placement of commercial entitlements.
Action 2.1.3 – In accordance with timeline, place commercial entitlements on selected areas.

Strategy 2.2 – Create a plan for utilization of City of Cape Coral "Parking Lots"

During the initial platting stages of the City, several "parking lots" were platted throughout all four quadrants of the City. These parking lots were designed to provide a public-owned parking area with development surrounding the parking area. A few of these parking lots have been developed in the CRA and along Del Prado Boulevard; however, several of these parking lots are currently undeveloped and are located in areas with commercial entitlements and available utilities. The remaining undeveloped parking lot areas range in size from 10 to 25 acres. The parking lots are also surrounded by parcels a substantial development site. The City of Cape Coral should create a strategy that allows for the best utilization of these parking lots in the future.

Action 2.2.1 – Determine a strategy that best utilizes the parking lots area for future development.
Action 2.2.2 – Determine a timeline to effectuate plan for parking lots.

Strategy 2.3 – Create a land bank for commercial opportunities

Many local governments own multiple properties within their jurisdictions to use for various public works or recreational projects. One of the great challenges facing Cape Coral is the lack of large parcels that can be used for commercial development. The City of Cape Coral should consider making a concerted effort to create a bank of land that can be utilized as a means of assemblage for certain areas of economic opportunity. For various political and legal reasons, the land bank would need to be created outside of the eminent domain process. The City could also utilize existing properties owned by the City as a means of swapping land with private owners who own parcels within areas of economic opportunity.

Action 2.3.1 – Determine strategy and budget for creation of land bank for areas of economic opportunity.
Action 2.3.2 – Prioritize areas for land banking and land swapping within areas of economic opportunity.

Strategy 2.4 – Encourage commercial intensity

Traditionally, Cape Coral has experienced a consistent style of commercial development. The majority of commercial sites are developed with one-story buildings that have an average floor area ratio (FAR) of 0.25. Very few buildings in Cape Coral exceed three stories. Several reasons exist for this standard style of development, such as land affordability and the relatively low level of existing development. While low-intensity development is prevalent throughout the City, a decreasing supply of commercial sites will require the City to encourage developments that are more intense in terms of square footage and height. More intense developments are also beneficial to the City financially. As building height and square footage increase, so do the value of the property and the taxable revenue generated. Encouraging more intense developments can assist the City in the goal of achieving a more sustainable balance between residential and commercial ad valorem tax revenue.

Action 2.4.1 – Refine Land Use Regulations to allow and encourage more intense developments in appropriate areas.
Action 2.4.2 – Embrace quality projects that provide an FAR of 0.30 or greater.

Areas of Economic Opportunity Matrix

The following is an Economic Opportunity Matrix that breaks down each area of opportunity by analyzing several factors such as utility access, road access, existing entitlements, etc. The matrix is useful to determine the actions necessary in order to make the site “shovel-ready.” The matrix should be used as a guiding tool in determining what areas should be focused on first.

AREA	ACCESS TO ARTERIAL ROAD	EXISTING UTILITIES	EXISTING ENTITLEMENTS OVER 50%	UNDER 30% DEVELOPED	OVER 50% ASSEMBLED	CITY OWNED PROPERTY OVER 25%	SIZE
SE 1	Yes	Yes	No	No	No	No	64 acres
SE 2	Yes	Yes	Yes	No	No	No	177 acres
SE 3	No	Yes	No	Yes	Yes	Yes	10 acres
SE 4	No	Yes	Yes	Yes	Yes	Yes	14 acres
SW 1	NO	Yes	No	Yes	Yes	Yes	20 acres
SW 2	Yes	Yes	Yes	Yes	Yes	Yes	27 acres
SW 3	No	Yes	Yes	Yes	Yes	No	21 acres
NE 1	Yes	No	yes	Yes	Yes	No	83 acres
NE 2	Yes	No	No	Yes	No	Yes	26 acres
NE 3	Yes	No	Yes	Yes	No	No	35 acres
NE 4	Yes	No	No	Yes	Yes	No	10 acres
NE 5	Yes	Yes	Yes	Yes	Yes	No	510 acres
NE 6	Yes	Yes	Yes	Yes	Yes	Yes	182 acres
NE 7	Yes	No	Yes	Yes	Yes	No	1,134 acres
NW 1	No	No	No	Yes	Yes	Yes	61 acres
NW 2	Yes	No	No	Yes	No	No	19 acres
NW 3	Yes	No	Yes	No	Yes	Yes	272 acres
NW 4	No	No	No	Yes	No	No	25 acres
NW 5	Yes	No	Yes	Yes	Yes	No	170 acres
NW 6	Yes	No	Yes	Yes	No	No	33 acres
NW 7	Yes	No	Yes	Yes	Yes	No	493 acres
NW 8	Yes	No	Yes	No	No	No	624 acres
						TOTAL ACRES	**4010 ACRES**

INITIATIVE 2 - BUSINESS RETENTION AND EXPANSION

A vibrant and successful business recruitment and retention program should be the cornerstone of any economic program. When existing businesses thrive, so too does the community. The economic core of many cities exists within small and medium-sized businesses. In fact, national statistics show that the vast majority of business growth comes from existing companies rather than company relocations. Prosperous, competitive businesses are more likely to remain and grow in a city that provides the best opportunity for increasing the tax base and providing jobs for residents. Business Retention and Expansion (BRE) programs are being utilized across the nation to identify barriers for business survival and to determine the best ways to support business growth. While a new company relocating to Cape Coral may grab headlines and make for a splashy news story, focusing on the small- to medium-sized companies that make up the foundation of Cape Coral is crucial to long-term economic sustainability.

Objective 1 – Create an environment of investment

Strategy 1.1 - Establish a comprehensive Business Retention and Expansion (BRE) Program

BRE programs are being utilized by numerous Economic Development departments in order to track and analyze small, medium and large businesses. These programs are useful for gaining insight into the challenges and opportunities local companies are facing. Strategies such as a business visitation program and company surveys are crucial for obtaining feedback. The program can provide helpful information that will assist the City in providing support for businesses. The program may also help the City provide local businesses with assistance or insight that would contribute to future growth. The City should also focus on increasing business visitation efforts. These visits are beneficial not only for the business, but also for the City's Economic Development department in gathering research and data regarding the City's various commercial markets. These findings can be utilized in determining where to focus additional efforts of the department.

Action 1.1.1 – Maintain comprehensive businesses inventory.

Action 1.1.2 – Install and utilize a customer relationship management (CRM) software system.

Action 1.1.2 – Increase efforts of business visitation program.

Strategy 1.2 – Promote and Utilize Small Business Development Center (SBDC)

Currently, Cape Coral has an SBDC that is operated in conjunction with Florida Gulf Coast University. Cape Coral funds approximately 30-40% of the SBDC's budget. The SBDC provides one-on-one technical assistance, advice and guidance, as well as mentorship and networking capabilities. SBDCs are funded by a combination of federal, state and local funds. Currently, the SBDC has one office located within Cape Coral, near City Hall; however, a second office could be added that would help serve more businesses, particularly in an area of high business concentration such as the South Cape CRA area.

Action 1.2.1 – Increase marketing and promotional materials focused on the Cape Coral branch of the SBDC.

Action 1.2.2 – Provide additional funding to the Cape Coral SBDC to allow for an additional branch location elsewhere in the City.

Objective 2 – Ease cost of doing business

Strategy 2.1 – Create/expand incentives for small, local businesses

Small businesses are often the backbone of a local economy, yet small businesses are often the most volatile. The U.S. Bureau of Labor states that 66% of new businesses survive the first two years and approximately 50% survive past 5 years. There are a multitude of reasons a business can fail; however, the City should make sure that business failure is not due to City-created conditions. The City of Cape Coral can implement a few strategies that can give existing small businesses a boost in their efforts for survival. These incentives should not be a handout but rather a helping hand to small businesses who need a little extra boost.

Action 2.1.1 – Refine Impact Fee Deferral/Loan Program.

Action 2.1.2 – Create Property Tax Rebate Program.

Action 2.1.3 - Consider creation of a Revolving Loan Fund.

Action 2.1.4 – Refine Cash Incentive for Jobs Program.

Strategy 2.2 – Encourage business expansion

While many businesses are eager to grow, many companies are often met with roadblocks and difficulties when trying to expand. Common complaints are often that city codes and regulations provide a hindrance that can be difficult or impossible to navigate around. Regulations such as landscaping and parking seem to be a common complaint for businesses seeking expansion. In 2015, the City hired a consultant that is re-writing the Land Use Development Regulations (LUDR). The new regulations will allow the flexibility desired by the City and from local business owners.

Action 2.2.1 – Modify Land Use Regulations to simplify business expansion.

Action 2.2.2 – Create a program that would allow expanding businesses a timeframe to complete changes such as providing extra landscaping or parking.

INITIATIVE 3 – ATTRACT KEY AND EMERGING SECTORS

The world of business is constantly evolving. Businesses that were successful 50 years ago are no longer in place today. Likewise, businesses that are thriving in today's climate may be obsolete 50 years in the future. Cape Coral needs to identify existing and emerging markets that will be key to the City's future economic growth. The City needs to attract and support these sectors in order to provide them with a business climate that will allow them to grow and prosper.

Key Sectors

Both the State of Florida and the City of Cape Coral have identified key sectors that are desirable for future growth. To attract the development or relocation of businesses in those sectors, incentives are available for companies looking to move their business to Florida or Cape Coral.

Currently, the City of Cape Coral has focused on 5 specific industries as the type of businesses that are viewed as key sectors. The following industries are available for incentives:

1. Medical/Healthcare
2. Light Manufacturing
3. Corporate Headquarters
4. Back Office Operations
5. Tech/Biotech

The State of Florida also identifies the following 6 industries that are available for state incentives:

1. Cleantech
2. Life Sciences
3. Infotech
4. Aviation/Aerospace
5. Homeland Security/Defense
6. Financial/Professional Services

The State of Florida has also identified the following industries as "Emerging Markets" which are available for state incentives:

1. Cloud IT
2. Marine Sciences
3. Materials Science
4. Nanotechnology

The State of Florida also offers incentives for the following types of "Manufacturing" industries:

1. Food and Beverage
2. Automotive and Marine
3. Plastics and Rubber
4. Machine Tooling

Objective 1 – Refine focus on attracting targeted sectors

Strategy 1.1 – Identify sectors that fit Cape Coral

Cape Coral is a unique city in terms of location, population demographics and land patterns. Like most cities and counties, not all businesses are well suited to thrive in Cape Coral. Understanding what industries have strong foundations in the City and Lee County can lead to adding more or additional industries to a current or future incentive list as conditions change. Targeted and core industries should exhibit several traits, such as:

1. Stable Location Quotient (LQ) in Lee County
2. Takes advantage of the existing amenities and industries that Cape Coral and Lee County offer
3. Shows potential for regional growth
4. Presents an opportunity where the City can provide assistance or incentives

Location Quotient (LQ) quantifies the concentration of a cluster in a given area as compared with the U.S. average. For example, an LQ of 1.0 denotes a concentration matching the US average, while an LQ of 2.0 denotes a specialization of double the US average.

Table A is the Location Quotient of Lee County based on the U.S. Bureau of Labor Statistics Super Sectors. The table shows that Lee County is above average (as compared to rest of the United States in traditionally strong categories such as **Construction** and **Leisure/Hospitality**. Lee County hovers around average in other categories such as **Natural Resources/Mining, Trade/Transportation/Utilities, Financial Activities, Professional/Business Services,** and **Other Services.**

Table A.

INDUSTRY	LEE COUNTY, FLORIDA
Base Industry: Total, all industries	1.00
Natural resources and mining	0.99
Construction	1.95
Manufacturing	0.25
Trade, transportation, and utilities	1.12
Information	0.69
Financial activities	0.89
Professional and business services	0.91
Education and health services	0.77
Leisure and hospitality	1.56
Other services	1.05
Unclassified	0.31
Location Quotient: Ratio of analysis-industry employment in the analysis area to base-industry employment in the analysis area divided by the ratio of analysis-industry employment in the base area to base-industry employment in the base area.	

(U.S. Bureau of Labor Statistics, 2015)

The next table, Table B, is the Location Quotient of Lee County based on the Bureau of Labor Statistics Sectors. Industries that are substantially above-average include: **Agriculture/Forestry/Fishing/Hunting, Construction, Retail Trade, Real Estate/Rental/Leasing, Arts/Entertainment/Recreation, Accommodation/Food Services.** Industries near the national average include **Utilities, Professional/Technical Services, Management of Companies, Health Care/Social Assistance, Other Services.**

Table B.

INDUSTRY	LEE COUNTY, FLORIDA
Base Industry: Total, all industries	1.00
Agriculture, forestry, fishing and hunting	1.57
Mining, quarrying, and oil and gas extraction	0.15
Utilities	0.93
Construction	1.95
Manufacturing	0.25
Wholesale trade	0.65
Retail trade	1.49
Professional and technical services	0.82
Management of companies and enterprises	0.83
Administrative and waste services	1.01
Educational services	0.61
Health care and social assistance	0.80
Transportation and warehousing	0.50
Information	0.69
Finance and insurance	0.62
Real estate and rental and leasing	1.63
Arts, entertainment, and recreation	2.00
Accommodation and food services	1.48
Other services, except public administration	1.05
Unclassified	0.31
Location Quotient: Ratio of analysis-industry employment in the analysis area to base-industry employment in the analysis area divided by the ratio of analysis-industry employment in the base area to base-industry employment in the base area.	

(U.S. Bureau of Labor Statistics, 2015)

While typically strong industries such as construction, real estate, retail and hospitality are important to Cape Coral, incentivizing these industries may not be necessary or rewarding as these industries are primarily driven by customer demand. Other industries, such as agriculture or forestry, may be strong in Lee County due to large areas of undeveloped land, but are not ideal target industries for Cape Coral which is primarily comprised of cleared lands. Other than manufacturing, industries that are less than half of Lee County's LQ should also be eliminated due to a lack of overall concentration. The following table, Table C, indicates industries that Cape Coral is willing to consider incentives for: Healthcare, Light Manufacturing, Corporate Headquarters, Back Office, and Wholesale Distribution.

Table C.

INDUSTRY	LEE COUNTY, FLORIDA
Base Industry: Total, all industries	1.00
~~Agriculture, forestry, fishing and hunting~~	~~1.57~~
~~Mining, quarrying, and oil and gas extraction~~	~~0.15~~
Utilities	0.93
Construction	1.95
Manufacturing	0.25
Wholesale trade	0.65
~~Retail trade~~	~~1.49~~
Professional and technical services	0.82
Management of companies and enterprises	0.83
Administrative and waste services	1.01
Educational services	0.61
Health care and social assistance	0.80
Transportation and warehousing	0.50
Information	0.69
Finance and insurance	0.62
~~Real estate and rental and leasing~~	~~1.63~~
~~Arts, entertainment, and recreation~~	~~2.00~~
~~Accommodation and food services~~	~~1.48~~
Other services, except public administration	1.05
~~Unclassified~~	~~0.31~~
Location Quotient: Ratio of analysis-industry employment in the analysis area to base-industry employment in the analysis area divided by the ratio of analysis-industry employment in the base area to base-industry employment in the base area.	

(U.S. Bureau of Labor Statistics, 2015)

Remaining industries include the following:

1. Utilities
2. Manufacturing
3. Wholesale Trade
4. Professional and Technical Services
5. Management of Companies and Enterprises
6. Administrative and Waste Services
7. Educational Services
8. Health Care and Social Assistance
9. Transportation and Warehousing
10. Information
11. Finance and Insurance
12. Other Services

Several of the above industries, such as **Educational Services, Utilities,** and **Waste Services,** operate as quasi-governmental agencies and may not qualify as target industries that add to the tax base. Also, Cape Coral lacks direct access to I-75, Therefore, the **Transportation and Warehousing** industry may not be prime for growth in Cape Coral. The remaining industries include:

1. Manufacturing
2. Professional and Technical Services
3. Management of Companies and Enterprises
4. Health Care and Social Assistance
5. Information
6. Finance and Insurance

The **Manufacturing Sector** includes a broad range of businesses such as food manufacturers, textile and fabric manufacturers, metal manufacturing/refining, furniture manufacturing etc.

The **Professional and Technical Services Sector** includes businesses such as law firms, research and development companies, specialized design services, computer systems companies, etc.

The **Management of Companies and Enterprises Sector** includes businesses such as holding companies, management of bank offices.

The **Health Care and Social Assistance Sector** includes businesses such as medical practices, hospitals, diagnostic services, and elderly and children's care.

The **Information Sector** includes businesses such as newspaper and book publishers, movie production companies, wireless communication carriers, sound production companies, etc.

The **Finance and Insurance Sector** includes businesses such as commercial banks, consumer credit companies, insurance companies, investment brokerages, etc.

With the exception of the Manufacturing sector, the above industry sectors fit Cape Coral as they do not require port or highway access, they typically occupy office space (which is abundant in Cape Coral), and they generally produce wages at or above the area's median wage (U.S. Bureau of Labor and Statistics). The Manufacturing sector has historically not had a large presence in Cape Coral due to factors such as travel times to airports or shipping ports and a lack of industrial areas in the City. However, some challenges that Cape Coral will face in attracting these industries is the lack of educated or skilled workers as compared to other regions, the lack of high-class office space, and competition from surrounding areas such as Estero, Bonita Springs and Naples.

Action 1.1.1 – Add the **Professional and Technical Services Sector, Information Sector,** and **Finance and Insurance Sector** to the list of industries available for incentives in Cape Coral.

Action 1.1.2 – Consider study or additional targeted research such as a market analysis to determine specific businesses within industries or sectors that would qualify for incentives.

Action 1.1.3 – Annually review new economic data regarding industries to determine if sectors should be added or removed from incentives list.

Strategy 1.2 – Promote incentive program

As discussed earlier, providing incentives is a tool that many governments utilize to attract high-quality companies that will provide jobs and revenue to a city, county or state. Many of these incentives are usually tied to job creation with average wages that pay at least 115 percent of the state, metropolitan statistical area (MSA), or local average wage. Incentives are almost entirely monetary but can take the form of cash payouts, property tax reduction/elimination, or fee (impact, building) reduction/elimination. While many incentives are available, understanding the incentive process can be daunting for a business that is looking to relocate. For instance, Cape Coral offers four incentives, Lee County offers three separate incentives, the State of Florida offers nine incentives, and Enterprise Florida offers numerous incentives and programs aimed at company relocation and small business expansion. The sheer number of incentives can be dizzying, especially for smaller businesses that are looking to relocate who may not be accustomed to the process.

Cape Coral should consider creating a tutorial or a guide that can break down the incentive process into a procedure that is easier to follow for prospective businesses. This tutorial could be utilized in print and digital form and could also be used as marketing materials for City staff to give to prospective companies. The guide should provide information regarding incentives from all three branches of government (city, county, and state).

Action 1.2.1 – Create an incentive guide for prospective businesses looking to relocate to Florida.
Action 1.2.2 – Make guide available on City website and as part of promotional materials.

Strategy 1.3 – Streamline business incentive award

The current process for the awarding of incentives involves a several-months process that includes a meeting or hearing in front of the Cape Coral City Council for approval. While this timeframe is appropriate for incentives that can exceed several thousands of dollars, there could be a process for the awarding of smaller incentives[16] that could speed up the process and, in turn, assist businesses in getting a head start. The small incentives could also help small businesses in core industries or areas that are expanding, relocating or adding additional locations. Allowing City staff to award incentives would allow for flexibility and a responsive city government for worthy businesses and projects.

Action 1.3.1 – Determine a maximum incentive amount that City staff would be allowed to award.
Action 1.3.2 – Create a formal process that would allow City staff to award incentives up to amount approved by City Council.

Objective 2 – Focus on Clustering

Strategy 2.1 – Identify high-potential clusters

Clustering is a geographic concentration of related companies, organizations and institutions in a specific field or industry. For example, a machinery manufacturer might act as a magnet to attract parts suppliers, transport and logistics companies, and IT firms with expertise in manufacturing and supply-chain management. The proximity of these related industries helps to drive productivity, collaboration, competition and business development.

Many areas around the country are incorporating a cluster-based strategy into economic development practices as a way to build on existing assets and opportunities. By focusing resources on specific clusters, the City can spur economic development more effectively and help to create a competitive advantage in emerging industries. Concentrations in high-potential clusters can create a circle where successful companies can act as a magnet for talent, related businesses and innovation. Investing in the foundational components of a dynamic economy — a robust infrastructure, well-trained workforce, favorable regulatory environment, and coordinated plan — not only supports cluster growth but also encourages growth throughout the City.

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[16] *Maximum amount determined by City Council*

Not all commercial areas in Cape Coral will work for clustering due to space, road access and/or utilities limitations. Focus should be placed on areas exceeding 10 acres and areas that have qualities that will attract particular uses. For instance, the City should attempt to cluster medical-related uses around the Veterans Administration's Lee County VA Healthcare Center or focus marine-based industrial uses within the Viscaya Industrial Park. To accommodate these clusters, special provisions or incentives could be provided to businesses such as expedited permitting, allowing flexibility with the Land Use Regulations, or some form of monetized incentive. The City should also be ready to upgrade infrastructure in potential cluster areas such as the Viscaya Industrial Park or the Veterans Investment Zone. If the proper infrastructure is in place, cluster areas will be more attractive to the businesses the City is looking to entice.

Action 2.1.1 – Create a program that seeks to create or facilitate clustering of uses at ideal locations.

Action 2.1.2 – Create an overlay that designates cluster areas that may provide benefits or incentives.

Objective 3 – Increase Regional Cooperation and Participation

Strategy 3.1 – Become more involved in regional projects

In today's economy of globalization and specialization, Cape Coral may find that the road to economic growth and sustainability is difficult if travelled alone. All over the country, states, counties and cities have tried to approach economic development on a regional level. Pooling resources, sharing data and public cooperation have proved effective in drawing in businesses, especially in emerging markets. Likewise, Cape Coral needs to reach out and participate with as many different industry groups as possible within Southwest Florida in order to put the City in prime position for growth opportunities. Local governments like Lee County and the City of Naples and public agencies, such as the Southwest Florida Regional Planning Council, are active in the realm of economic development. Consistent participation in regional affairs and projects may lead to Cape Coral attracting businesses within emerging markets that will provide both revenue and jobs. For example, the Southwest Florida Regional Planning Council is involved in a project regarding medical manufacturing throughout the South Florida corridor.

Action 3.1.1 – Engage in, at minimum, bi-monthly meetings with Southwest Florida Regional Planning Council, Horizon Council and other development groups within Southwest Florida.

Action 3.1.2 – Continue to pursue grant opportunities that involve coordination and participation with other local governments and/or agencies.

INITIATIVE 4 – DEVELOP A COMPETITIVE WORKFORCE

The foundation of any successful business, regardless of size, is the employees that make up the business. Many companies struggle with finding the right employees with the right combination of experience, skill level, and education. Similarly, many businesses are very selective in where they locate their headquarters to take advantage of the available workforce. Historically, Cape Coral has had an economy centered on construction, medical and service industries. In order to achieve economic sustainability, Cape Coral will need to attract a broader base of industries and sectors. However, in order to support existing companies and to attract new businesses, Cape Coral will need a workforce that is educated, skilled, and competitive with other cities.

This report acknowledges that many aspects of training and education are outside the sphere of a local government such as a college curriculum or degree programs. Therefore, Cape Coral must be cognizant of where opportunities exist to surgically apply resources and funding. The options discussed in this initiative are meant to focus on realistic opportunities that the City can pursue for strengthening the workforce within the City.

Objective 1 – Increase education level of Cape Coral workers

Strategy 1.1 – Attract secondary education institutions to Cape Coral

The importance of residents with a college degree is important from an economic standpoint. Studies have shown that cities and states with higher levels of education are generally correlated with higher wages. Cape Coral is a city that has a population exceeding 160,000 residents, yet the City lacks secondary education institutions. Similarly, according to the most recent U.S. Census, Cape Coral lags behind the nation in the percentage of population that has a college education. While the lack of a secondary institution in Cape Coral may not be directly responsible for the educational attainment of City residents, most municipalities the size of Cape Coral have a college or university within its limits. For instance, the City of Fort Myers, which has a population that is 2/3 smaller than Cape Coral, has five secondary institutions within its boundaries and two state-run schools within a 20-minute drive.

Cape Coral does not necessarily need to attract the next state university in order to achieve this strategy. The opening of a small satellite campus or a private, for-profit institution would provide an option for Cape Coral residents of all ages to attend a secondary educational institution within their City.

Action 1.1.1 – Consistently engage private and public universities and colleges about expansion into Cape Coral.
Action 1.1.2 – Identify sites that would fit the needs of secondary education institutions.
Action 1.1.3 – Offer assistance/incentives to bring secondary education institutions into Cape Coral.

Strategy 1.2 – Increase communication between schools and businesses

Create a program that allows for communication between local schools and businesses. Surveys show that businesses often find a disconnect between what students learn in school as opposed to what is needed for the workplace. The City of Cape Coral should not expect to influence the curriculum of schools; however, if local schools become more aware of what companies are seeking from workers, there may be opportunities for schools and businesses to work together to achieve mutually beneficial goals.

Action 1.2.1 – Establish a program that facilitates communication between local industries and area high schools, technical institutes and colleges with a focus on career preparation.

Strategy 1.3 – Support local scholarship/apprentice/internship programs and funds

The more resident-students of Cape Coral, the higher the chance that those students remain in Cape Coral to live and work. Millions of dollars of scholarships are available to all students; however, with the cost of college increasing, some students may still find college financially unattainable.

Action 1.3.1 – Coordinate with local public schools, civic organizations, Cape Coral Community Foundation and other organizations to centralize local scholarship opportunities.

Strategy 1.4 – Encourage businesses to promote employee education

Most businesses encourage employees to continue or further their college education by reimbursing or paying for their employees to continue their education; however, many businesses do not institute a college reimbursement plan for a multitude of reasons. The City should consider an incentive program for businesses that provide tuition reimbursement. This program could benefit both the business and the City of Cape Coral by strengthening the pool of workers in the City that have post-secondary degrees.

Action 1.4.1 – Conduct research and survey local businesses regarding tuition reimbursement programs.

Action 1.4.2 – Based on research and findings, create an incentive program for businesses that provide tuition reimbursement to employees achieving a higher professional certification or attending a post-secondary institution.

Objective 2 – Increase skill level of City's workforce

Strategy 2.1 – Create immersion program

Several states and local governments have created programs that allow for area high school students to work with local businesses not normally associated with high-school age workers. These programs provide for career preparation, mentoring, employment pathways, and occasionally a wage for the student. Cape Coral should work with local organizations to establish a similar program that would expand opportunities for area students.

Action 2.1.1 – Establish youth job training program with local businesses and schools.

Action 2.1.2 – Consider incentives for area businesses that participate in programs such as fee reductions or marketing opportunities.

Strategy 2.2 – Expand influence of Vocational School

Cape Coral may not have a traditional college or university within its limits, but Cape Coral Technical College (CCTC) is located within the City. CCTC is run by the Lee County School District and offers programs ranging from medical billing to hospitality to digital design. In order to increase the skill level of area workers, the City should coordinate with CCTC in order to establish a partnership that benefits that City and CCTC.

Action 2.2.1 – Establish communication with Lee County School District/CCTC in order to establish dialogue between the school and the City.

Action 2.2.2 – Assist in marketing CCTC to potential students in the area.

Cape Coral TECHNICAL College

Strategy 2.3 – Explore the creation of an additional technical or vocational school

While the City of Cape Coral currently has the CCTC within its city limits, the City should consider creating an additional technical school that can offer courses or certifications that are not offered locally. The new technical college could potentially fall under the control and governance of the Cape Coral Charter School Board that currently operates four charter schools within Cape Coral. Providing an additional technical school within Cape Coral would provide a wide variety of options for students and residents to pursue education and careers that do not fall under the umbrella of a traditional four-year college or university. An additional technical school would also assist with the goal of increasing the skill and education level of workers within the City.

Action 2.3.1 – Conduct a study to determine advantages and disadvantages of opening an additional technical school.
Action 2.3.2 – Establish timeframe for opening an additional technical school, if warranted by the study.

Strategy 2.4 – Encourage employee training for businesses

Many businesses could benefit from employees that are constantly trained on learning new skills and mastering current skills; however, businesses can fail to provide their employees with such training for a variety of reasons. The City of Cape Coral could adopt an incentive program that rewards businesses for training their employees or adopting a formal training program. Encouraging businesses to provide employee training can have long-term impacts such as providing the Cape Coral market with a growing pool of skilled workers.

Action 2.4.1 – Conduct research and survey local businesses regarding employee training programs.
Action 2.4.2 – Create Employee Training Incentive Program for local businesses.
Action 2.4.3 – Coordinate with existing training entities to access existing training programs and/or establish new programs and identify potential training grants.

INITIATIVE 5 – ENHANCE AND REVITALIZE INFRASTRUCTURE

The City of Cape Coral is a relatively young city and one of the consistent growing pains has been the provision of utilities throughout the City. Common services such as potable water, irrigation and sewer have incrementally been constructed throughout the City; however, over half of the City's land area still does not have access to these centralized utilities. Most modern commercial enterprises cannot operate without access to centralized water and sewer. In addition, the City's transportation network has also played catch-up with the explosive growth that the City has periodically experienced in the past two decades.

This plan recognizes that the City needs to provide the necessary infrastructure (water/sewer, transportation, broadband, and natural gas) to areas of the City that have the potential of being developed in the next 5 years. Additionally, the City needs to identify options for extending utilities for developers if certain properties cannot be accommodated within the next 5 years. The revitalization of existing infrastructure is critical to ensure that redevelopment can occur in desired areas. To achieve the City's goal of infrastructure revitalization and enhancement, the following objectives and strategies are recommended.

Objective 1 – Establish utility program that facilitates business growth

Strategy 1.1 – Provide necessary water/sewer utilities to Economic Opportunity Areas

The Economic Opportunity Map identifies 22 areas that are candidates for development. Not all sites have or are proposed to have access to centralized utilities as part of the currently scheduled Utilities Expansion Project (UEP).

Action 1.1.1 – Categorize Economic Opportunity Areas into 3 categories
A. Utilities available
B. Utilities available in 5-10 years
C. Utilities available in 10+ years

Action 1.1.2 – The UEP should consider, within their upcoming expansion areas, methods or strategies for delivering centralized utilities to all 22 sites identified in the Economic Opportunity Map on an accelerated schedule.

Strategy 1.2 – Provide developers with options and flexibility if utilities will not be available

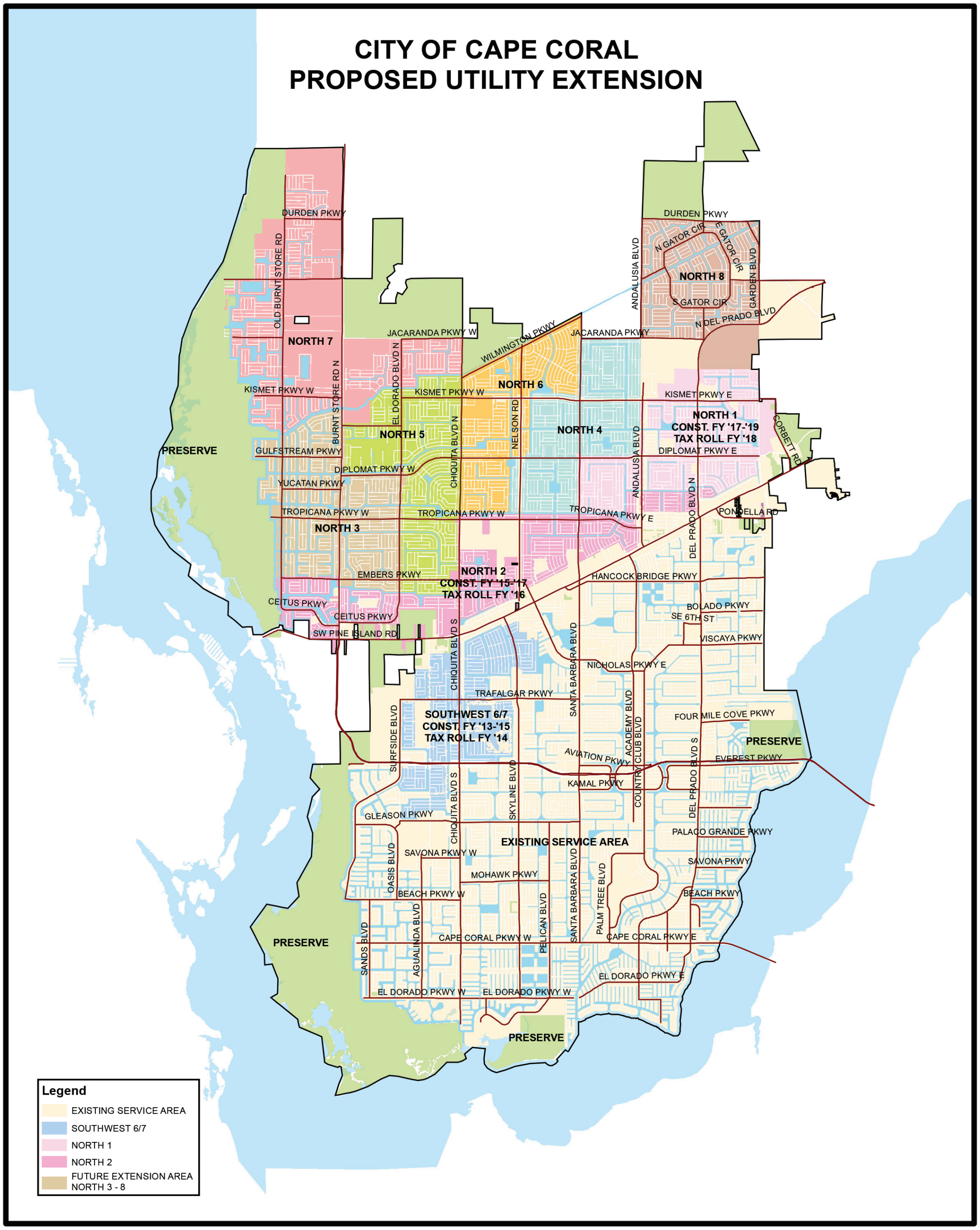
The majority of the Economic Opportunity Areas identified in this report that exceed 50 acres are in areas of the City where centralized utilities do not exist. Several of these sites could be exceedingly attractive to developers if the properties had the adequate infrastructure. While some of these areas may not be scheduled for utility installation for several years, other options could be available that would allow development prior to the UEP being introduced in these areas. The City should have plans or options available that provide developers a scenario for providing utilities to these areas. These plans should be readily available to developers and should provide for a maximum amount of flexibility.

Action 1.2.1 – Identify options for developers that include service from Charlotte County/ Lee County or Contribution in Aid of Construction (CIAC) fees. Consider incentives for developers that extend City utilities to their sites that add additional users or rate payers after initial construction.

Strategy 1.3 – Determine overall capacity for various levels of build-out

The City's overall build-out plans call for several million more square feet of commercial development. While the City has ample amount of capacity available within the existing system, the City should also make sure that capacity will still be available at various levels of build-out. This study could provide guidance to developers and City staff that can be utilized in determining the future utility needs of the City. The capacity study would be based on meeting demands of commercial development at the time of build-out. Capacity would be analyzed at various stages of build-out and on various levels of development based on FAR (Floor Area Ratio).

Action 1.3.1 – Identify capacity levels for 50%, 75% and 100% of commercial build-out.
Action 1.3.2 – If necessary, identify strategies to meet water/sewer demand based upon build-out levels.



Map and GIS Data Disclaimer
GIS data produced by the City of Cape Coral is for the sole purpose of aiding regional decisions and is not warranted for any other use. We are not warranted for small area studies or determinations. No warranty is made by the City of Cape Coral regarding map and data accuracy or completeness.

CBS 02/14/2012 (Map based on Water Layer)

0 0.5 1 2 3 4 Miles

N W E S

Objective 2 – Provide transportation network or infrastructure that encourages business growth

Strategy 2.1 – Determine transportation capacity for commercial corridors

The Economic Opportunity Map identifies 20 areas that are candidates for development. Similar to the Strategy 1.3 in this section regarding water and sewer capacity, the City should determine if the existing road network can provide required capacity to meet demand at various stages of build-out and demand based on various levels of FAR. The determination of road capacity would help guide policy decisions in the future regarding where to apply resources and help shape future growth. This determination will also provide assurances to developers and land owners that their properties can be served by a well-functioning road network.

Action 2.1.1 – Identify capacity levels for 50%, 75% and 100% of commercial build-out.

Action 2.1.2 – If necessary, identify strategies to meet roadway demand based upon build-out levels.

Strategy 2.2 – Enhance access to I-75

The City of Cape Coral is the largest city in Lee County yet, due to several factors, does not currently have direct access to I-75. Interstate access is crucial for a number of factors in terms of economic growth. Many companies utilize highways for the import/export of goods and materials and for fast, easy travel between other means of transportation, such as airports or harbors. Access to the highway system also allows for easier travel for customers or employees. Currently, the distance to I-75 access is 9.47 miles from Cape Coral Parkway/7.24 miles from Veterans Memorial Parkway/6.39 miles from Pine Island Road. Based on these distances, the shortest travel time from Cape Coral[17] to the Interstate is a minimum of 15 minutes without traffic or stop lights. The addition of an I-75 interchange closer to the border of Cape Coral could benefit the City in attracting and retaining more businesses that rely on quick and easy interstate access such as manufacturing and import/export industries. Quick and convenient interstate access is more critical for cities like Cape Coral, which lack traditional transportation modes like rail, port and airport facilities.

Action 2.2.1 – Identify routes and potential access points to I-75 that would decrease length and travel time to/from Cape Coral to the Interstate.

Action 2.2.2 – Continue to work with local, regional, state and federal authorities to secure I-75 access closer to the border of Cape Coral.

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[17] *Using the Pine Island Road access and assuming a consistent 50 mph*

Objective 3 – Establish Cape Coral as a hub for high-speed broadband

Strategy 3.1 – Secure high-speed broadband throughout Cape Coral

High-speed broadband is crucial for many businesses that utilize e-commerce or require constant internet accessibility for meetings, communications, etc. Further development of high-speed broadband would be an attraction to a wide range of companies seeking top-notch internet service. Chattanooga, Tennessee, began providing ultra-high-speed internet to residents and businesses in 2014, and various new articles have reported that several technology companies relocated to Chattanooga to take advantage of this benefit. Development of high-speed broadband (fiber optic network) in Cape Coral could be a tool in the City's efforts to attract a variety of industries to the City.

Action 3.1.1 – Work with service providers to determine current capacity of high-speed broadband.

Action 3.1.2 – Work with providers to develop strategies for increasing and expanding high speed broadband to various areas of City.

Action 3.1.3 – Create hierarchy of commercial areas that would be best served by the development of new high-speed broadband capabilities.

Action 3.1.4 – Determine if any grant-funding would support development of an ultra-high-speed internet network in Cape Coral.

Action 3.1.5 – Work with the City's UEP Program to install conduit for a fiber optic network in the north area of the City simultaneously with on-going utility construction.

Objective 4 – Increase non-traditional transportation capabilities

Strategy 4.1 – Enhance the multi-modal capabilities of major street network

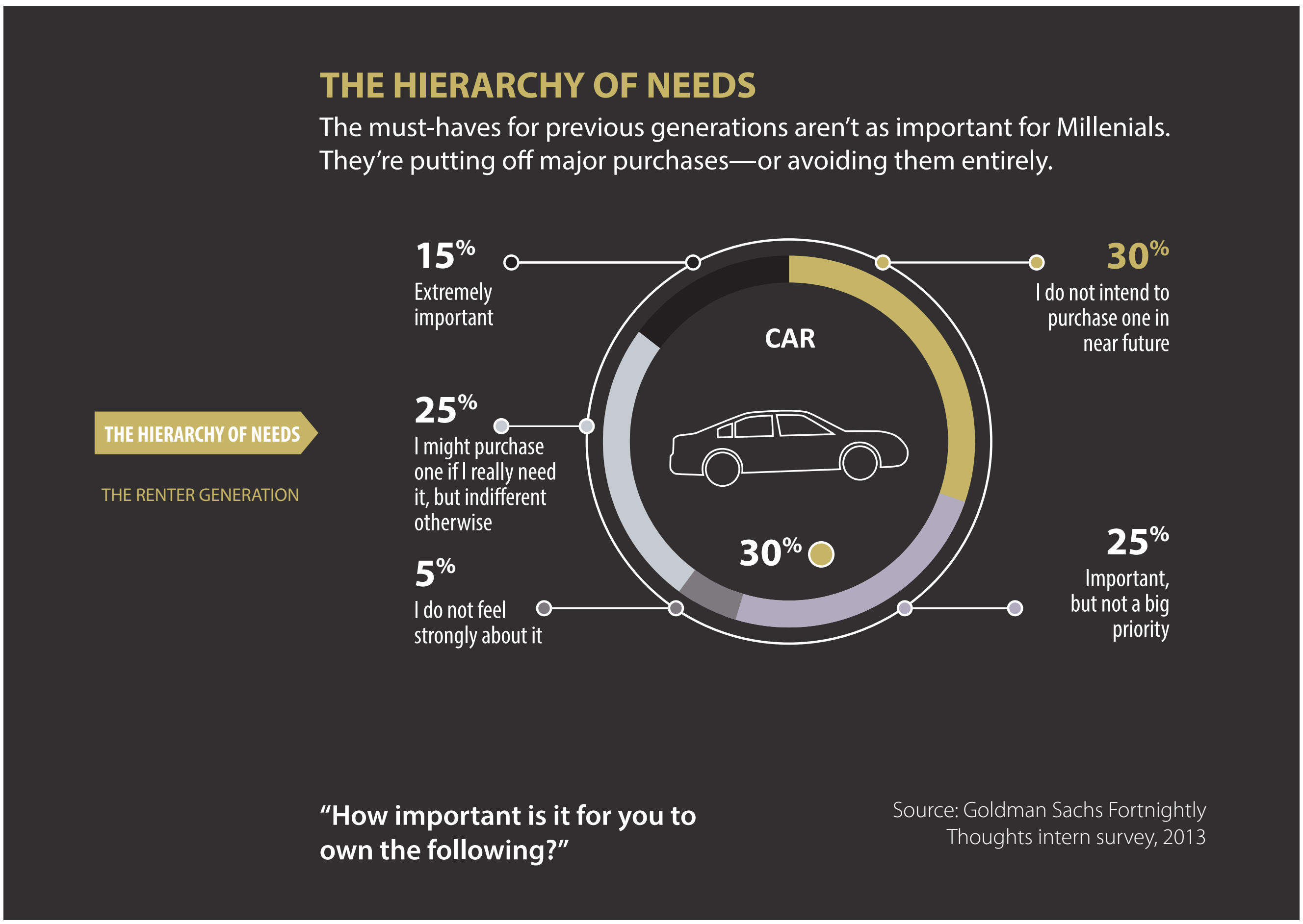
Less than 1% of workers within Cape Coral commute to work using non-automobile transportation (American Community Survey, 2014). The City should recognize that not all workers can afford or want to rely on cars as their sole means of traveling to and from work. Allowing for alternative means of transportation may provide Cape Coral businesses with access to a larger pool of workers by increasing transportation options and possibly affordability within the City. This plan recognizes that various forms of mass transit may not be realistic for Cape Coral; however, some residents may wish to walk or bike safely and comfortably to work. Similarly, younger generations of workers are hesitant to purchase cars, resulting in the need for a transportation network that appeals to a broad range of residents (Goldman Sachs, 2016). Currently, there are barriers to walking or biking, such as the lack of shaded sidewalks and dedicated bicycle lanes along major roadways. The City should work with LeeTran to determine if routes within Cape Coral are efficient in providing bus service for workers in Cape Coral, and whether expanded and new bus routes would be beneficial to employees and employers alike.

Action 4.1.1 – Explore installation of bike lanes on major roadways that lead to employment centers (100+ employees)

Action 4.1.2 – Explore installation of sidewalk trees on major roadways that lead to employment centers (100+ employees)

Action 4.1.3 – Coordinate with LeeTran on bus routes and ridership patterns.

Action 4.1.4 – Encourage and promote the use of car sharing models in the City.



INITIATIVE 6 – ENCOURAGE ENTREPRENEURS AND SMALL BUSINESS DEVELOPMENT

Entrepreneurs are a key factor in growing economies and often can have a major impact on job growth. Many Fortune 500 companies began with either a single entrepreneur or a small group of individuals who had smart ideas and big dreams. Cape Coral must create a climate and environment that is attractive to creative thinkers with the drive and desire to start new businesses from the ground up. Tapping into the entrepreneurship spirit can create and sustain momentum that leads Cape Coral to economic sustainability.

Cape Coral also needs to attract the type of workers that are vital in the modern-day economy. These individuals are well educated and possess skills that are sought by a wide range of companies across all target industries. However, young, well-educated workers will not consider calling Cape Coral home unless steps are taken to ensure that Cape Coral is the type of home they are looking for.

Cape Coral has many qualities to offer both entrepreneurs and skilled workers; however, several challenges also remain, such as high housing costs and the idea that Cape Coral is only a retirement community. If necessary steps are taken, Cape Coral can begin to define itself as a City that is welcoming to the thinkers and doers that will help establish a path of economic sustainability.

Objective 1 – Attract entrepreneurs and skilled workers

Strategy 1.1 - Promote Cape Coral to aspiring entrepreneurs

A study and report conducted by Rhett Morris of Endeavor found 80% of startup business owners had lived in their place of residence for 2 years prior to starting their business, and quality of life was an important factor in the location of the startup (Morris, 2013). During the SWOT analysis, the long-lingering notion that Cape Coral is perceived as a bedroom community for retirees emerged OR was discussed. Many young entrepreneurs may not be interested in a city that does not embrace the same quality-of-life amenities sought by people under 35 years of age. Cape Coral needs to take steps to create areas where startup business owners can feel comfortable and thrive.

Action 1.1.1 – Create marketing materials that define Cape Coral as a location that embraces entrepreneurs.

Action 1.1.2 – Consider creation of an entrepreneur district that offers amenities and benefits to entrepreneurs and micro-startups.

Action 1.1.3 – Create a rewards program that recognizes local start-ups and makes them feel valued.

Strategy 1.2 - Enhance sense of place for Cape Coral

Richard Florida, author of "Rise of the Creative Class," writes that "places are valued for uniqueness and authenticity. Authenticity comes from several aspects of a community – historic buildings, established neighborhoods, a unique music scene, or specific cultural attributes." He also states that communities with these attributes attract young, well-educated, and well-paid workers (Florida). These types of workers are drawn to cities by the sense of community and what that community can offer. Cape Coral needs to establish a sense of place that provides amenities which, in turn, will bring in entrepreneurs and the creative class.

Action. 1.2.1 – Invest in constructing attractive public spaces such as parks and plazas.

Action 1.2.2 – Attract development of venues for entertainment activities such as concerts and festivals.

Action 1.2.3 – Integrate parks with destination activities to increase visitation by wide-range of users.

Action 1.2.4 – Create a vibrant, urban downtown area that has areas for nightlife and entertainment that would provide an attraction for young entrepreneurs.

Action 1.2.5 – Establish cultural venues such as theatres, art exhibits, and museums that cater to a young, well-educated workforce.

Strategy 1.3 – Encourage development of business incubators/shareable office spaces

Business incubators, in general terms, are clusters of small office spaces usually designed for 1-5 person businesses and are low-cost options for brand new businesses. Resources such as meeting rooms, equipment and occasional administrative staff are shared by the business collective. Additionally, small capital investment firms and venture capital firms will locate within business incubators in order to provide financing assistance to startup businesses. Due to the clustering of entrepreneurs, business incubators also provide a community of like-minded individuals to provide ideas, guidance and insight.

Action 1.3.1 – Consider incentives to encourage the development of more business incubators.

Action 1.3.2 – Amend Land Use Regulations to allow business incubators the ability to locate in most areas of the City.

Objective 2 - Promote and encourage residential diversity in Cape Coral

Strategy 2.1 – Increase the amount of multi-family residential

As mentioned earlier in the report, 97% of the residential housing stock in Cape Coral consists of single-family, detached homes. With the cost of single-family homes rising throughout Cape Coral and Lee County, a single-family home may not be financially feasible for an entrepreneur with a business startup. Similarly, employees of a small business startup may also seek housing that is more affordable than a single-family home. The Cape Coral-Fort Myers region has experienced some of the most rapidly rising rental costs in the nation over the past two years. These skyrocketing prices may drive away the type of business owners and employees that the City is looking to attract. A 2016 study commissioned by the City of Cape Coral states that the City will need approximately 500 units of multi-family residential housing to meet the needs of the community. Increasing the housing diversity and affordability should potentially increase the supply of employees for small business startups.

Action 2.1.1 – Amend Land Use Regulations to remove barriers that make multi-family residential projects difficult to develop.

Action 2.1.2 – Identify sites that are ideal for multi-family development and place entitlements on the properties that allow for by-right development.

Action 2.1.3 – Consider adopting non-monetary incentives such as expedited permitting for multi-family development over a certain size.

Strategy 2.2 – Expand live/work options

While Cape Coral allows residents to have home occupation businesses where someone can run their business out of their home, several restrictions are associated with these home-based businesses, such as not allowing additional employees and not allowing customers to visit the home occupation business. Cape Coral also has a regulation that prohibits commercial buildings from being utilized as a residence. While not all commercial areas would be good fit for live/work options, various locations in Cape Coral may be appropriate to allow commercial enterprises with residential components. Allowing more flexibility with live/work options could attract entrepreneurs and owners of micro-startups by increasing affordability and convenience.

Action 2.2.1 – Amend Land Use Regulations to increase flexibility of home-based businesses.

Action 2.2.2 – Identify areas of where live/work buildings may be appropriate such as South Cape/CRA and major roadways that feature former model homes and associated parking lots.

Action 2.2.3 – Amend Land Use Regulations to allow live/work buildings in identified locations.

Strategy 2.3 – Allow varying types of single-family homes

Since the first construction of homes in Cape Coral, single-family homes have generally followed the same formula: concrete block stucco, one-story, with a minimum size of 1,100 square feet. In today's market, there is a desire for different single-family options. One new trend is allowing smaller homes that are more affordable and don't require as much space. These smaller homes tend to be favored by younger couples that do not have kids or older couples whose children may have moved out. Current regulations do not allow homes smaller than 1,100 sq. ft. However, these rules could change for specific areas of the City to allow these smaller, more affordable homes.

Action 2.3.1 – Amend Land Use Regulations to allow smaller homes in appropriate locations.

Action 2.3.2 – Determine areas that are ideal locations for development of smaller homes.

LIST OF EXHIBITS

TIMEFRAME FOR IMPLEMENTATION

The following matrix combines all the initiatives, objectives, strategies, and actions in a single table The purpose of the implementation matrix is to provide a graphic representation when the actions should realistically be implemented. The report recommends that no actions be pushed out farther than 10 years.

ACTIONS	TIMEFRAME					
	ON GOING	0 6 MOS.	6 12 MOS.	1 2 YRS.	3 5 YRS.	6 10 YRS.
INITIATIVE 1: FOCUS ON KEY AREAS						
Objective 1 – Identify Areas of Economic Opportunity						
Strategy 1.1 – Create Economic Opportunity Map						
Strategy 1.2 – Expand Scope of Economic Opportunity Map						
Action 1.2.1 – Dedicate City resources (staff, budget) to create an expanded Economic Opportunity Map or partner with an outside agency firm to create an expanded Opportunity Map						
Objective 2 – Make Areas of Economic Opportunity Viable for Development						
Strategy 2.1 – Place commercial entitlements on desired areas						
Action 2.1.1 – Create a priority list of Economic Opportunity Map areas that do not have commercial entitlements						
Action 2.1.2 – Create desired timeline for placement of commercial entitlements						
Action 2.1.3 – In accordance with timeline, place commercial entitlements on selected areas						
Strategy 2.2 – Create a plan for utilization of City of Cape Coral "Parking Lots"						
Action 2.2.1 – Determine a strategy that best utilizes the parking lots area for future development						
Action 2.2.2 – Create a timeline to effectuate plan for parking lots						
Strategy 2.3 – Create a land bank for commercial opportunities						
Action 2.3.1 – Determine strategy and budget for creation of land bank for areas of economic opportunity						
Action 2.3.2 – Prioritize areas for land banking and land swapping within areas of economic opportunity						
Strategy 2.4 – Encourage Intensity						
Action 2.4.1 – Refine Land Use Regulations to allow and encourage more intense developments in appropriate areas						
Action 2.4.2 – Embrace quality developments that provide and FAR of 0.30 or greater						

ACTIONS	TIMEFRAME					
	ON GOING	0 6 MOS.	6 12 MOS.	1 2 YRS.	3 5 YRS.	6 10 YRS.
INITIATIVE 2: RETENTION AND EXPANSION OF BUSINESSES						
Objective 1 – Provide assistance to local business						
Strategy 1.1 – Establish a comprehensive Business Retention and Expansion (BRE) Program						
Action 1.1.1 – Maintain comprehensive businesses inventory						
Action 1.1.2 – Install and utilize a customer relationship management (CRM) software system						
Action 1.1.3 – Increase efforts of business visitation program						
Strategy 1.2 – Continue to promote and utilize Small Business Development Center (SBCD)						
Action 1.2.1 – Increase marketing and promotional materials focused on the Cape Coral branch of the SBDC						
Action 1.2.2 – Provide additional funding the Cape Coral SBDC to allow for an additional branch location elsewhere in the City						
Objective 2 – Ease cost of doing business						
Strategy 2.1 – Create/expand incentives for small, local businesses						
Action 2.1.1 – Refine Impact Fee Deferral/Loan Program						
Action 2.1.2 – Create Property Tax Rebate Program						
Action 2.1.3 – Consider starting a Revolving Loan Fund						
Action 2.1.4 – Refine Cash Incentive for Jobs Program						
Strategy 2.2 – Make business expansion easier						
Action 2.2.1 – Modify Land Use Regulations to ease zoning codes for businesses looking to expand						
Action 2.2.2 – Create a program that would allow expanding businesses a timeframe to complete changes such as providing extra landscaping or parking						

ACTIONS	TIMEFRAME					
	ON GOING	0 6 MOS.	6 12 MOS.	1 2 YRS.	3 5 YRS.	6 10 YRS.
INITIATIVE 3 – ATTRACT KEY AND EMERGING SECTORS						
Objective 1 – Refine focus on attracting targeted sectors						
Strategy 1.1 – Identify targeted sectors that fit Cape Coral						
Action 1.1.1 – Add the Professional and Technical Services Sector, Information Sector, and Finance and Insurance Sector to the list of industries available for incentives in Cape Coral						
Action 1.1.2 – Consider study or additional targeted research such as a market analysis to determine specific businesses within industries or sectors that would qualify for incentives						
Action 1.1.3 – Annually review new economic data regarding industries to determine if sectors should be added or removed from incentives list						
Strategy 1.2 – Make incentives process easier to understand						
Action 1.2.1 – Create an incentive guide for prospective business owners looking to relocate to Florida						
Action 1.2.2 – Make incentive guide available on City website and part of promotional materials						
Strategy 1.3 – Allow City staff to award small incentives						
Action 1.3.1 – Determine a maximum incentive that City staff would be allowed to award						
Action 1.3.2 – Create a program that would allow City staff to award incentives up to amount approved by Council						
Objective 2 – Focus on clustering						
Strategy 2.1 – Identify high-potential clusters						
Action 2.1.1 – Create a program that seeks to create or facilitate clustering of uses at ideal locations						
Action 2.1.2 – Create an overlay that designates cluster areas to provide benefits or incentives						
Objective 3 – Increase Regional Cooperation and Participation						
Strategy 3.1 – Become more involved in regional projects						
Action 3.1.1 – Engage in, at a minimum, bi-monthly meetings with Southwest Florida Regional Planning Council and any other economic development groups within Southwest Florida						
Action 3.1.2 – Continue to pursue grant opportunities that involve coordination and participation with other local governments and/ or agencies						

ACTIONS	TIMEFRAME					
	ON GOING	0 6 MOS.	6 12 MOS.	1 2 YRS.	3 5 YRS.	6 10 YRS.
INITIATIVE 4: DEVELOP AN INCREASINGLY COMPETITIVE WORKFORCE						
Objective 1 – Increase the education level of Cape Coral workers						
Strategy 1.1 – Bring secondary education institutions to Cape Coral						
Action 1.1.1 – Reach out to private and public universities and colleges about expansion into Cape Coral						
Action 1.1.2 – Identify sites that would fit the needs of secondary education institutions						
Action 1.1.3 – Offer assistance/incentives to bring secondary education institution into Cape Coral						
Strategy 1.2 – Increase communication between local schools and local businesses						
Action 1.2.1 – Establish a program that facilitates communication between local industries and area high schools with a focus on career preparation						
Strategy 1.3 – Support local scholarship programs and funds						
Action 1.3.1 – Coordinate with local public schools and community organizations for scholarship opportunities						
Strategy 1.4 – Incentivize businesses for employee education						
Action 1.4.1 – Conduct research and survey local businesses regarding tuition reimbursement programs						
Action 1.4.2 – Based on research and findings, create incentive program for businesses that provide tuition reimbursement to employees						

ACTIONS	TIMEFRAME					
	ON GOING	0 6 MOS.	6 12 MOS.	1 2 YRS.	3 5 YRS.	6 10 YRS.
Objective 2 – Increase skill level of City's workforce						
Strategy 2.1 – Work with local organizations on immersion programs for local students						
Action 2.1.1 – Establish youth job training program with local businesses and schools						
Action 2.1.2. – Consider incentives for area businesses that participate in programs such as fee reductions or marketing						
Strategy 2.2 – Expand influence of Vocational School						
Action 2.2.1 – Establish communication with Lee County School District/CCTC in order to establish dialogue between the school and the City						
Action 2.2.2 – Assist in marketing CCTC to potential students in the area						
Strategy 2.3 – Explore the creation of an additional technical or vocational school						
Action 2.3.1 – Conduct a study to determine advantages and disadvantages of opening an additional technical school						
Action 2.3.2 – Establish timeframe for opening an additional technical school						
Strategy 2.4 – Incentivize businesses for training programs						
Action 2.4.1 – Conduct research and survey local businesses regarding employee training programs						
Action 2.4.2 – Create Employee Training Incentive Program						

ACTIONS	TIMEFRAME					
	ON GOING	0 6 MOS.	6 12 MOS.	1 2 YRS.	3 5 YRS.	6 10 YRS.
INITIATIVE 5 – ENHANCE AND REVITALIZE CITY'S INFRASTRUCTURE						
Objective 1 – Establish utility service that encourages business growth and expansion						
Strategy 1.1 – Provide necessary water/sewer utilities to Economic Opportunity Areas						
Action 1.1.1 – The City should categorize those sites into the following categories						
1. Utilities available						
2. Utilities						
3. Utilities available in 10+ years						
Action 1.1.2 – The UEP should consider, within their upcoming expansion areas, methods or strategies for delivering centralized utilities to all 22 sites identified in the Economic Opportunity Map						
Strategy 1.2 – Provide developers with options and flexibility if utilities will not be available in >10 years						
Action 1.2.1 – Identify options for developers that include service from Charlotte County/Lee County or Contribution in Aid of Construction (CIAC) fees. Consider incentives for developers that extend City utilities to their sites that add additional users or rate payers after initial construction						
Strategy 1.3 – Determine overall capacity available for new commercial development						
Action 1.3.1 – Identify capacity levels for 50%, 75% and 100% of commercial build-out						
Action 1.3.2 – If necessary, identify strategies to meet water/sewer demand based upon build-out levels						

ACTIONS	TIMEFRAME					
	ON GOING	0 6 MOS.	6 12 MOS.	1 2 YRS.	3 5 YRS.	6 10 YRS.
Objective 2 – Provide for transportation facilities that encourage business growth and expansion						
Strategy 2.1 – Determine transportation capacity for main commercial corridors						
Action 2.1.1 – Identify capacity levels for 50%, 75% and 100% of commercial build-out						
Action 2.1.2. – If necessary, identify strategies to meet roadway demand based upon build-out						
Strategy 2.2 – Gain access to I-75						
Action 2.2.1 – Identify routes and potential access points to I-75 that would decrease length and travel time to/from Cape Coral to the interstate						
Action 2.2.2 – Continue to work with Local, Regional, State and Federal authorities to secure I-75 access closer to the border of Cape Coral						
Objective 3 – Establish Cape Coral as hub for high speed broadband						
Strategy 3.1 – Develop and provide ultra high-speed broadband internet to new and existing businesses						
Action 3.1.1 – Work with service providers to determine current capacity of high-speed broadband						
Action 3.1.2 – Work with providers to develop strategies for increasing and expanding high speed broadband to various areas of City						
Action 3.1.3 – Create hierarchy of commercial areas that would be best served by the development of new high speed broadband capabilities						
Action 3.1.4 – Determine if any grant-funding would support development of an ultra high-speed internet network in Cape Coral						
Objective 4 – Increase non-traditional transportation capabilities						
Strategy 4.1 – Enhance the multi-modal capabilities of major street network						
Action 4.1.1 – Explore installation of bike lanes on major roadways that lead to employment centers (100+ employees)						
Action 4.1.2 – Explore installation of sidewalk trees on major roadways that lead to employment centers (100+ employees)						
Action 4.1.3 – Coordinate with LeeTran on bus routes and ridership patterns						
Action 4.1.4 – Encourage and promote the use of car sharing models in the City						

ACTIONS	TIMEFRAME					
	ON GOING	0 6 MOS.	6 12 MOS.	1 2 YRS.	3 5 YRS.	6 10 YRS.
INITIATIVE 6 – ENCOURAGE ENTREPRENEURSHIP AND SMALL BUSINESS DEVELOPMENT						
Objective 1 – Attract entrepreneurs and skilled workers						
Strategy 1.1 – Promote Cape Coral to aspiring entrepreneurs						
Action 1.1.1 – Create marketing materials that define Cape Coral as a location that embraces entrepreneurs						
Action 1.1.2 – Consider creation of entrepreneur district that offers amenities and benefits to entrepreneurs and micro-startups						
Action 1.1.3 – Create a rewards program that recognizes local start-ups and makes them feel valued						
Strategy 1.2 – Create a sense of place that will make Cape Coral desirable as a place of residence						
Action 1.2.1 – Invest in constructing attractive public spaces such as parks and plazas						
Action 1.2.2 – Attract development of venues for entertainment activities such as concerts and festivals						
Action 1.2.3 – Integrate parks with destination activities to increase visitation by wide-range of users						
Action 1.2.4 – Create a vibrant, urban downtown area that has areas for nightlife and entertainment that would provide an attraction for young entrepreneurs						
Action 1.2.5 – Establish cultural venues such as theatres, art exhibits, museums that cater to younger, educated workforce						
Strategy 1.3 – Encourage development of business incubators/shareable office space						
Action 1.3.1 – Consider incentives to encourage the development of more business incubators						
Action 1.3.2 – Amend Land Use Regulations to allow business incubators the ability to locate in most areas of the City						

ACTIONS	TIMEFRAME					
	ON GOING	0 6 MOS.	6 12 MOS.	1 2 YRS.	3 5 YRS.	6 10 YRS.
Objective 2 – Promote and encourage diversity in Cape Coral						
Strategy 2.1 – Increase the amount of multi-family residential dwelling units						
Action 2.1.1 – Amend Land Use Regulations to remove barriers that make multi-family residential difficult to achieve						
Action 2.1.2 – Identify sites that are ideal for multi-family development and place entitlements on the properties that allow for by-right development						
Action 2.1.3 – Consider adopting non-monetary incentives such as expedited permitting for multi-family development over a certain size						
Strategy 2.2 – Expand live/work options						
Action 2.2.1 – Amend Land Use Regulations to increase flexibility of home-based businesses						
Action 2.2.2 – Identify areas of where live/work building may be appropriate such as South Cape/CRA						
Action 2.2.3 – Amend Land Use Regulations to allow live/work buildings in identified locations						

POTENTIAL COST OF IMPLEMENTATION

The following matrix combines all the initiatives, objectives, strategies, and actions in a single table. The purpose of the implementation matrix is to provide a graphic representation of the potential cost for implementation of the actions. These estimates are not concrete but are based on an analysis of many factors.

ACTIONS	ESTIMATED COST			
	0 – $5,000	$5,000 $25,000	$25,000 $100,000	>$100,000
INITIATIVE 1: FOCUS ON KEY AREAS				
Objective 1 – Identify Areas of Economic Opportunity				
Strategy 1.1 – Create Economic Opportunity Map				
Strategy 1.2 – Expand Scope of Economic Opportunity Map				
Action 1.2.1 – Dedicate City resources (staff, budget) to create an expanded Economic Opportunity Map or partner with an outside agency firm to create an expanded Opportunity Map				
Objective 2 – Make Areas of Economic Opportunity Viable for Development				
Strategy 2.1 – Place commercial entitlements on desired areas				
Action 2.1.1 – Create a priority list of Economic Opportunity Map areas that do not have commercial entitlements				
Action 2.1.2 – Create desired timeline for placement of commercial entitlements				
Action 2.1.3 – In accordance with timeline, place commercial entitlements on selected areas				
Strategy 2.2 – Create a plan for utilization of City of Cape Coral "Parking Lots"				
Action 2.2.1 – Determine a strategy that best utilizes the parking lots area for future development				
Action 2.2.2 – Determine a timeline to effectuate plan for parking lots				
Strategy 2.3 – Create a land bank for commercial opportunities				
Action 2.3.1 – Determine strategy and budget for creation of land bank for areas of economic opportunity				
Action 2.3.2 – Prioritize areas for land banking and land swapping within areas of economic opportunity				
Strategy 2.4 – Encourage Intensity				
Action 2.4.1 – Refine Land Use Regulations to allow and encourage more intense developments in appropriate areas				
Action 2.4.2 – Embrace quality developments that provide and FAR of 0.30 or greater				

ACTIONS	ESTIMATED COST			
	0 – $5,000	$5,000 $25,000	$25,000 $100,000	>$100,000
INITIATIVE 2: RETENTION AND EXPANSION OF BUSINESSES				
Objective 1 – Provide Assistance to Local Business				
Strategy 1.1 – Establish a comprehensive Business Retention and Expansion (BRE) Program				
Action 1.1.1 – Maintain comprehensive businesses inventory				
Action 1.1.2 – Install and utilize a customer relationship management (CRM) software system				
Action 1.1.3 – Increase efforts of business visitation program				
Strategy 1.2 – Continue to Promote and Utilize Small Business Development Center (SBCD)				
Action 1.2.1 – Increase marketing and promotional materials focused on the Cape Coral branch of the SBDC				
Action 1.2.2 – Provide additional funding the Cape Coral SBDC to allow for an additional branch location elsewhere in the City				
Objective 2 – Ease cost of doing business				
Strategy 2.1 – Create/expand incentives for small, local businesses				
Action 2.1.1 – Refine Impact Fee Deferral/Loan Program				
Action 2.1.2 – Create Property Tax Rebate Program				
Action 2.1.3 – Consider starting a Revolving Loan Fund				
Action 2.1.4 – Refine Cash Incentive for Jobs Program				
Strategy 2.2 – Make business expansion easier				
Action 2.2.1 – Modify Land Use Regulations to simplify business expansion				
Action 2.2.2 – Create a program that would allow expanding businesses a timeframe to complete changes such as providing extra landscaping or parking				

ACTIONS	ESTIMATED COST			
	0 – $5,000	$5,000 $25,000	$25,000 $100,000	>$100,000
INITIATIVE 3 – ATTRACT KEY AND EMERGING SECTORS				
Objective 1 – Refine Focus on Attracting Targeted Sectors				
Strategy 1.1 – Identify targeted sectors that fit Cape Coral				
Action 1.1.1 – Add the Professional and Technical Services Sector, Information Sector, and Finance and Insurance Sector to the list of industries available for incentives in Cape Coral				
Action 1.1.2 – Consider study or additional targeted research such as a market analysis to determine specific businesses within industries or sectors that would qualify for incentives				
Action 1.1.3 – Annually review new economic data regarding industries to determine if sectors should be added or removed from incentives list				
Strategy 1.2 – Make incentives process easier to understand				
Action 1.2.1 – Create an incentive guide for prospective business owners to looking to relocate to Florida				
Action 1.2.2 – Make incentive guide available on City website and part of promotional materials				
Strategy 1.3 – Allow City staff to award small incentives				
Action 1.3.1 – Determine a maximum incentive that City staff would be allowed to award				
Action 1.3.2 – Create a program that would allow City staff to award incentives up to amount approved by Council				
Objective 2 – Focus on Clustering				
Strategy 2.1 – Identify high-potential clusters				
Action 2.1.1 – Create a program that seeks to create or facilitate clustering of uses at ideal locations				
Action 2.1.2 – Create an overlay that designates cluster areas which may provide benefits or incentives				
Objective 3 – Increase Regional Cooperation and Participation				
Strategy 3.1 – Become more involved in regional projects				
Action 3.1.1 – Engage in, at a minimum, bi-monthly meetings with Southwest Florida Regional Planning Council and any other economic development groups within Southwest Florida				
Action 3.1.2 – Continue to pursue grant opportunities that involve coordination and participation with other local governments and/or agencies				

ACTIONS	ESTIMATED COST			
	0 – $5,000	$5,000 $25,000	$25,000 $100,000	>$100,000
INITIATIVE 4: DEVELOP A COMPETITIVE WORKFORCE				
Objective 1 – Increase the education level of Cape Coral workers				
Strategy 1.1 – Bring secondary education institutions to Cape Coral				
Action 1.1.1 – Consistently engage private and public universities and colleges about expansion into Cape Coral				
Action 1.1.2 – Identify sites that would fit the needs of secondary education institutions				
Action 1.1.3 – Offer assistance/incentives to bring secondary education institution into Cape Coral				
Strategy 1.2 – Increase communication between local schools and local businesses				
Action 1.2.1 – Establish a program that facilitates communication between local industries and area high schools with a focus on career preparation				
Strategy 1.3 – Support local scholarship programs and funds				
Action 1.3.1 – Coordinate with local public schools and community organizations for scholarship opportunities				
Strategy 1.4 – Incentivize businesses for employee education				
Action 1.4.1 – Conduct research and survey local businesses regarding tuition reimbursement programs				
Action 1.4.2 – Based on research and findings, create incentive program for businesses that provide tuition reimbursement to employees to employees attending a post-secondary institution				

ACTIONS	ESTIMATED COST			
	0 – $5,000	$5,000 $25,000	$25,000 $100,000	>$100,000
Objective 2 – Increase skill level of City's workforce				
Strategy 2.1 – Work with local organizations on immersion programs for local students				
Action 2.1.1 – Establish youth job training program with local businesses and schools				
Action 2.1.2 – Consider incentives for area businesses that participate in programs such as fee reductions or marketing opportunities				
Strategy 2.2 – Expand influence of Vocational School				
Action 2.2.1 – Establish communication with Lee County School District/CCTC in order to establish dialogue between the school and the City				
Action 2.2.2 – Assist in marketing CCTC to potential students in the area				
Strategy 2.3 – Explore the creation of an additional technical or vocational school				
Action 2.3.1 – Conduct a study to determine advantages and disadvantages of opening an additional technical school				
Action 2.3.2 – Establish timeframe for opening an additional technical school, if warranted by the study				
Strategy 2.4 – Incentivize businesses for training programs				
Action 2.4.1 – Conduct research and survey local businesses regarding employee training programs				
Action 2.4.2 – Create Employee Training Incentive Program for local businesses				
Action 2.4.3 – Coordinate with existing training entities to access existing training programs and/or establish new programs and identify potential training grants				

ACTIONS	ESTIMATED COST			
	0 – $5,000	$5,000 $25,000	$25,000 $100,000	>$100,000
INITIATIVE 5 – ENHANCE AND REVITALIZE CITY'S INFRASTRUCTURE				
Objective 1 – Establish utility service that encourages business growth and expansion				
Strategy 1.1 – Provide necessary water/sewer utilities to Economic Opportunity Areas				
Action 1.1.1 – Categorize Economic Opportunity Areas into 3 categories				
1. Utilities available				
2. Utilities				
3. Utilities available in 10+ years				
Action 1.1.2 – The UEP should consider, within their upcoming expansion areas, methods or strategies for delivering centralized utilities to all 22 sites identified in the Economic Opportunity Map on an accelerated schedule				
Strategy 1.2 – Provide developers with options and flexibility if utilities will not be available in >10 years				
Action 1.2.1 – Identify options for developers that include service from Charlotte County/Lee County or Contribution in Aid of Construction (CIAC) fees. Consider incentives for developers that extend City utilities to their sites that add additional users or rate payers after initial construction				
Strategy 1.3 – Determine overall capacity available for new commercial development				
Action 1.3.1 – Identify capacity levels for 50%, 75% and 100% of commercial build-out				
Action 1.3.2 – If necessary, identify strategies to meet water/sewer demand based upon build-out levels				
Objective 2 – Provide for transportation facilities that encourage business growth and expansion				
Strategy 2.1 – Determine transportation capacity for main commercial corridors				
Action 2.1.1 – Identify capacity levels for 50%, 75% and 100% of commercial build-out				
Action 2.1.2 – If necessary, identify strategies to meet roadway demand based upon build-out				
Strategy 2.2 – Gain access to I-75				
Action 2.2.1 – Identify routes and potential access points to I-75 that would decrease length and travel time to/from Cape Coral to the interstate				
Action 2.2.2 – Continue to work with Local, Regional, State and Federal authorities to secure I-75 access closer to the border of Cape Coral				

ACTIONS	ESTIMATED COST			
	0 – $5,000	$5,000 $25,000	$25,000 $100,000	>$100,000
Objective 3 – Establish Cape Coral as hub for high-speed broadband				
Strategy 3.1 – Develop and provide ultra high-speed broadband internet to new and existing businesses				
Action 3.1.1 – Work with service providers to determine current capacity of high-speed broadband				
Action 3.1.2 – Work with providers to develop strategies for increasing and expanding high-speed broadband to various areas of City				
Action 3.1.3 – Create hierarchy of commercial areas that would be best served by the development of new high-speed broadband capabilities				
Action 3.1.4 – Determine if any grant-funding would support development of an ultra high-speed internet network in Cape Coral				
Action 3.1.5 – Work with City's UEP program to install conduit for a fiber optic network in the north area of the City during on-going utility construction				
Objective 4 – Increase non-traditional transportation capabilities				
Strategy 4.1 – Enhance the multi-modal capabilities of major street network				
Action 4.1.1 – Explore installation of bike lanes on major roadways that lead to employment centers (100+ employees)				
Action 4.1.2 – Explore installation of sidewalk trees on major roadways that lead to employment centers (100+ employees)				
Action 4.1.3 – Coordinate with LeeTran on bus routes and ridership patterns				
Action 4.1.4 – Encourage and promote the use of car sharing models in the City				

ACTIONS	ESTIMATED COST			
	0 – $5,000	$5,000 $25,000	$25,000 $100,000	>$100,000
INITIATIVE 6 – ENCOURAGE ENTREPRENEURSHIP AND SMALL BUSINESS DEVELOPMENT				
Objective 1 – Attract entrepreneurs and skilled workers				
Strategy 1.1 –Promote Cape Coral to aspiring entrepreneurs				
Action 1.1.1 – Create marketing materials that define Cape Coral as a location that embraces entrepreneurs				
Action 1.1.2 – Consider creation of entrepreneur district that offers amenities and benefits to entrepreneurs and micro-startups				
Action 1.1.3 – Create a rewards program that recognizes local start-ups and makes them feel valued				
Strategy 1.2 – Create a sense of place that will make Cape Coral desirable as a place of residence				
Action 1.2.1 – Invest in constructing attractive public spaces such as parks and plazas				
Action 1.2.2 – Attract development of venues for entertainment activities such as concerts and festivals				
Action 1.2.3 – Integrate parks with destination activities to increase visitation by wide-range of users				
Action 1.2.4 – Create a vibrant, urban downtown area that has areas for nightlife and entertainment that would provide an attraction for young entrepreneurs				
Action 1.2.5 – Establish cultural venues such as theatres, art exhibits, museums that cater to younger, educated workforce				
Strategy 1.3 – Encourage development of business incubators/shareable office space				
Action 1.3.1 – Consider incentives to encourage the development of more business incubators				
Action 1.3.2 – Amend Land Use Regulations to allow business incubators the ability to locate in most areas of the City				

ACTIONS	ESTIMATED COST			
	0 – $5,000	$5,000 $25,000	$25,000 $100,000	>$100,000
Objective 2 – Promote and encourage diversity in Cape Coral				
Strategy 2.1 – Increase the amount of multi-family residential dwelling units				
Action 2.1.1 – Amend Land Use Regulations to remove barriers that make multi-family residential difficult to achieve				
Action 2.1.2 – Identify sites that are ideal for multi-family development and place entitlements on the properties that allow for by-right development				
Action 2.1.3 – Consider adopting non-monetary incentives such as expedited permitting for multi-family development over a certain size				
Strategy 2.2 – Expand live/work options				
Action 2.2.1 – Amend Land Use Regulations to increase flexibility of home-based businesses				
Action 2.2.2 – Identify areas of where live/work building may be appropriate such as South Cape/CRA.				
Action 2.2.3 – Amend Land Use Regulations to allow live/work buildings in identified locations.				