

STRATEGIC PLAN

2013 → 2018 → 2028

EXECUTIVE SUMMARY

Mayor and
City Council



Fort Myers, Florida
April 2013



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STRATEGIC FRAMEWORK

VISION 2028

“Desired Destination for City of Fort Myers”

PLAN 2018

“Map to City of Fort Myers’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of City of Fort Myers”

BELIEFS

“How the City of Fort Myers Should Operate”

Fort Myers Vision 2028

FORT MYERS 2028 is the
GATEWAY OF SOUTHWEST FLORIDA ⁽¹⁾
known for ***HISTORY, ARTS AND CULTURE.*** ⁽²⁾

Fort Myers 2028 is a
FAMILY FRIENDLY ⁽³⁾ and ***ONE OF THE***
SAFEST CITIES IN FLORIDA. ⁽⁴⁾

Fort Myers 2028 has a
VIBRANT DOWNTOWN ON THE RIVER ⁽⁵⁾ and
LIVABLE NEIGHBORHOODS. ⁽⁶⁾

In 2028, Fort Myers Residents
have an abundance of ***OPPORTUNITIES for***
ECONOMIC PROSPERITY ⁽⁷⁾ and ***RELAXED***
LIFE STYLE. ⁽⁸⁾

Vision 2028

Guiding Principles

PRINCIPLE 1

GATEWAY TO SOUTHWEST FLORIDA

► Means

1. Regional center for arts, culture and entertainment
2. Year round destination for tourists
3. Seat of government: federal, state, county and city
4. Cross state intra-coastal waterway
5. Diverse population and different cultures in an inclusive community
6. Strong middle class community
7. Major regional transportation with connectivity to the state, region and nation

PRINCIPLE 2

HISTORY, ARTS AND CULTURE

► Means

1. Preservation of buildings and homes of architectural significance
2. Major museums capturing the history and culture of Fort Myers
3. Tradition of baseball spring training
4. Destination for tourism: celebrating our history, arts and culture
5. Long standing major events for residents and visitors
6. Home for Edison, Ford and Firestone
7. Rich military history particularly World War II which influenced growth and development
8. Residents know and appreciate Fort Myers traditions and heritage

PRINCIPLE 3

FAMILY FRIENDLY COMMUNITY

► **Means**

1. Families making the choice to live in Fort Myers
2. Diverse population and different cultures feeling welcome and included
3. Affordable recreation and leisure activities for all generations
4. Residents volunteering and community organizations/faith based institutions contributing to the community and supporting youth and seniors
5. Quality local public and private schools with excellent and unique educational programs
6. Parents having opportunities to be involved with their children
7. Convenient living with access to quality shopping and retail
8. Parades, festivals and community events focusing on the family
9. Children return to raise their families here

PRINCIPLE 4

ONE OF THE SAFEST CITIES IN FLORIDA

► **Means**

1. Low crime rate and low homicide rate
2. Police working with the neighborhoods and residents to create a safe community
3. Visible police presence in the community and in neighborhoods
4. People feeling safe and secure in their homes, in the neighborhood, in crowds and gatherings, and throughout the community
5. No tolerance for violent crimes, drugs and gangs

PRINCIPLE 5

**VIBRANT DOWNTOWN ON THE RIVER
(River to Edison Avenue)**

► **Means**

1. Pedestrian friendly and walkable area
2. Top quality hotel with conference center
3. Higher educational programs and degrees
4. Easy access, convenient public transportation and available parking
5. Choice of housing options: types, life styles, prices
6. Range of restaurants and entertainment businesses
7. Attractive corridors and gateways to Downtown
8. Ground floor retail businesses: basic services; unique, locally owned
9. Class “A” office space

PRINCIPLE 6

LIVABLE NEIGHBORHOODS

► **Means**

1. Well maintained neighborhood infrastructure including sidewalks, streets, utilities and lighting
2. Safe neighborhoods with residents sharing responsibility for a safe community
3. High percentage of homeownership
4. Urban infill on vacant lots upgrading and adding value to the neighborhood
5. Quality, well maintained homes and landscaping
6. Strong neighborhood identity and organizations
7. Preferred place to live in the region
8. Redevelopment/upgrade of neighborhoods needing rehabilitation
9. Convenient neighborhood retail businesses serving the needs of residents in the area

PRINCIPLE 7

OPPORTUNITIES FOR ECONOMIC PROSPERITY

► **Means**

1. Positive climate for diverse business investment and entrepreneurship
2. Higher educational institutions with top quality advanced degrees, spinning off business opportunities and providing continuing education for lifelong learning
3. Variety of family wage jobs (income level to support a family of four)
4. Center for medical and healthcare businesses
5. Variety of manufacturing companies producing products for global markets
6. Major international, year round tourist destination
7. State of the art information technology serving businesses and residents

PRINCIPLE 8

OPPORTUNITIES FOR RELAXED LIFE STYLE

► **Means**

1. Variety of quality recreation and sports activities for all ages
2. Affordable, accessible and diverse leisure and recreational activities and programs for all family generations
3. Well designed and well maintained parks and athletic fields
4. Quality municipal golf courses and activities
5. Multiple museums for all generations
6. Bike and runner friendly city

City of Fort Myers: Mission and Services

*The **MISSION OF THE CITY OF FORT MYERS***

*is to be **FINANCIALLY RESPONSIBLE,*** ⁽¹⁾

*and to be a
LEADER in MUNICIPAL SERVICES,* ⁽²⁾

*with a **DEDICATED CITY WORKFORCE,*** ⁽³⁾

*and an **INVOLVED COMMUNITY.*** ⁽⁴⁾

City of Fort Myers Goals 2018

**Financially Sound City
Providing Exceptional Municipal Services**



Safe and Livable Neighborhoods



Economic Prosperity and a Growing Economy



Vibrant Downtown on the River

GOAL 1

**FINANCIALLY SOUND CITY PROVIDING
EXCEPTIONAL MUNICIPAL SERVICES**

► **Objectives**

- Objective 1** Develop new revenue sources to support City government
- Objective 2** Provide adequate resources to support defined services and service levels
- Objective 3** Leverage City resources through public-private partnerships
- Objective 4** Retain and hire top quality City workforce dedicated to serving Fort Myers community
- Objective 5** Deliver City services in the most cost effective, efficient manner
- Objective 6** Maintain financial reserves consistent with national standards and city policies

► **Short-Term Challenges and Opportunities**

1. Defining and prioritizing City services and levels of City services
2. High level of City debt
3. Protecting current and identifying new revenue sources for the City
4. Maintaining competitive compensation and benefits
5. Identifying and implementing ways and delivery mechanisms to reduce the cost of services
6. Investing in the maintenance and upgrade in City facilities and infrastructure
7. Moving toward City financial self sufficiency
8. Partnering with the community and others to reduce the cost of government

► **Actions 2013**

PRIORITY

Policy Agenda

1. Long Term Financial Plan (5 years)
2. Employee Compensation Policy and Plan: Update
3. Pension Reform: Next Steps
4. Reserve Policy
5. Community Events Policy
6. City Services Outsourcing

Top Priority

Top Priority

Top Priority

High Priority

Management Agenda

1. Comprehensive Facilities and Buildings Report: Update

Top Priority

Management in Progress

1. Telecommunications Communications Tax Lobbying
2. Labor Negotiations and Contracts
3. Golf Course Improvements Analysis and Funding
4. Police Communications and CAD System
5. Telecommunications Communications Tax Lobbying
6. Labor Negotiations and Contracts
7. Golf Course Improvements Analysis and Funding
8. Police Communications and CAD System
9. Fire Engine: Purchase
10. Fire Station 1: Design Review
11. Imaginarium: HVAC
12. New Utility Pedestal at Yacht

GOAL 2

SAFE AND LIVABLE NEIGHBORHOODS

► **Objectives**

Objective 1 Upgrade City neighborhood infrastructure, streets, sidewalks and lights

Objective 2 Reduce the crime rate and criminal activities

Objective 3 Reduce homicide rate

Objective 4 Upgrade city parks and recreational facilities

Objective 5 Increase the percentage of home ownership in the neighborhoods

Objective 6 Develop and sustain strong neighborhood associations

► **Short-Term Challenges and Opportunities**

1. Upgrading neighborhood infrastructure, parks and public amenities
2. Working in partnership with faith based institutions and community based organizations
3. Reputation as an unsafe city
4. Responding to the different needs of each neighborhood
5. Apathy among residents
6. Increasing activities for youth and seniors

► **Actions 2013**

PRIORITY

Policy Agenda

1. Street Program and Resurfacing
2. Stars Complex Renovation/Upgrade
3. Sidewalk Program
4. Annexation: Enclaves and Voluntary
5. Complete Streets

Top Priority

High Priority

Management Agenda

1. Strategy/Action Plan for Reducing Murders
2. Neighborhood Watch Expansion

Top Priority

High Priority

Management in Progress

1. McCollum Hall
2. EAR: Completion
3. Community Policing Initiative: Bike Patrol

► **Major Projects 2013**

1. Library Project (Lee County)
2. Stars Complex: Gym Floor Replacement
3. Hanson Street Resurfacing
4. Sidewalk ADA Compliance
5. S.R. 80 Median Landscape
6. Centennial Park Restrooms Renovation
7. Riverside Community Center: Floating Dock Replacement
8. Stars Complex: Gym Floor Replacement
9. Hanson Street Resurfacing Project
10. Sidewalk ADA Compliance Project
11. S.R. 80 Median Landscape Project
12. Centennial Park Restrooms Renovations (ADA Compliance)
13. Riverside Community Floating Dock Replacement
14. Sidewalk Project
15. McGregor Improvement Evaluation Report: Current Funding and Additional Funding

GOAL 3

ECONOMIC PROSPERITY AND A GROWING ECONOMY

► Objectives

Objective 1 Expand Fort Myers as a historic, arts and culture center

Objective 2 Expand and diversify the local economy

Objective 3 Develop a proactive business recruitment program with a set of economic tools

Objective 4 Develop and expand the presence of high educational programs, degrees and continuing education for lifelong learning

Objective 5 Expand medical and healthcare businesses and services

Objective 6 Attract and maintain baseball spring training

► Short-Term Challenges and Opportunities

1. Packaging and marketing Fort Myers as a great place for business investment and development
2. Expanding history, arts and culture as an economic asset
3. Developing a workforce prepared for 21st century jobs
4. Defining and funding the City's role in economic development
5. Filling vacant buildings and warehouses
6. Working with Lee County and other economic development partners
7. Streamlined business licensing and permitting processes

► **Actions 2013**

PRIORITY

Policy Agenda

1. City of Palms Ball Park
2. City Economic Development Policy, Plan, Tool Kit
3. Medical and Healthcare Business Expansion Strategy
4. History, Arts and Culture Expansion Strategy
5. University Education Strategy

Top Priority

Top Priority

Management in Progress

1. Youth Entrepreneurial Summer Program
2. Urban Farming Model Plan and Site
3. Minority Business Development
4. Harlem Lake Urban Garden Model
5. City Summer Youth Program
6. Streamlining Permitting Process City Economic Development Web page
(with link to County Economic Development Website)

GOAL 4

VIBRANT DOWNTOWN ON THE RIVER

► **Objectives**

Objective 1 Expand the Downtown boundary to Edison Avenue on the south

Objective 2 Attract a major full service hotel with conference center

Objective 3 Increase number of retail businesses

Objective 4 Maintain Downtown as a destination for arts, culture and entertainment

Objective 5 Preserve Fort Myers’ historic buildings and traditions

Objective 6 Upgrade MLK and other corridors connecting to Downtown

► **Short-Term Challenges and Opportunities**

1. Developing expanded housing options: “Brownstones”, Townhomes, Condos, Upend Rentals
2. Developing Downtown south to Edison Avenue
3. Continuing the momentum in Downtown and enhancing opportunities for the future
4. Upgrading appearance, road condition and business activity on major corridors leading to Downtown – MLK, McGregor, U.S. 41
5. Developing effective public-private partnerships in Downtown

► **Actions 2013**

PRIORITY

Policy Agenda

1. Downtown/Midtown Master Plan Update
2. MLK Corridor Redevelopment Plan
3. Palm Beach Corridor Redevelopment
4. U.S. 41/Cleveland Avenue Corridor Redevelopment Plan
5. Major Full Service Hotel and Conference Center
6. Downtown Boat Ramp and Park

High Priority

High Priority

High Priority

High Priority

Management Agenda

1. Residential Development in Downtown Strategy

High Priority

Management in Progress

1. Hickson Funeral Home Expansion
2. Boyd Funeral Home Renovation and Expansion
3. Business Directory for Corridor Businesses (Web based)
4. Central CRA Reset
5. Palm Beach CRA Reset
6. Dunbar Michigan CRA Reset
7. Amtel: Leasing Parking Space
8. Public Art at MLK/Veronica S. Shoemaker: Location, Funding
9. Parking Management Contract

► **Major Projects 2013**

1. Wayfinding Signs: Design, Construction
2. Palm Beach Corridor Median Streetscape

City of Fort Myers Policy Agenda 2013 Targets for Action

TOP PRIORITY

Long Term Financial Plan (5 years)
Employee Compensation Policy and Plan: Update
Pension Reform: Next Steps
Street Program and Resurfacing
City of Palms Ball Park
City Economic Development Policy, Plan, Tool Kit

HIGH PRIORITY

Downtown/Midtown Master Plan Update
Stars Complex Renovation/Upgrade
MLK Corridor Redevelopment Plan
Reserve Policy
Palm Beach Corridor Redevelopment
U.S. 41/Cleveland Avenue Corridor Redevelopment Plan

**City of Fort Myers
Management Agenda 2013
Targets for Action**

TOP PRIORITY

**Comprehensive Facilities and Buildings Report: Update
Strategy/Action Plan for Reducing Murders**

HIGH PRIORITY

**Residential Development in Downtown Strategy
Neighborhood Watch Expansion**

City of Fort Myers Management in Progress 2013

- 1. Telecommunications Communications Tax Lobbying**
- 2. Labor Negotiations and Contracts**
- 3. McCollum Hall**
- 4. Golf Course Improvements Analysis and Funding**
- 5. Police Communications and CAD System**
- 6. EAR: Completion**
- 7. Community Policing Initiative: Bike Patrol**
- 8. Youth Entrepreneurial Summer Program**
- 9. Urban Farming Model Plan and Site**
- 10. Minority Business Development**
- 11. Harlem Lake Urban Garden Model**
- 12. City Summer Youth Program**
- 13. Streamlining Permitting Process City Economic Development Webpage
(with Link to County Economic Development Website)**
- 14. Hickson Funeral Home Expansion**
- 15. Boyd Funeral Home Renovation and Expansion**
- 16. Business Directory for Corridor Businesses (Web based)**
- 17. Central CRA Reset**
- 18. Palm Beach CRA Reset**
- 19. Dunbar Michigan CRA Reset**
- 20. Amtel: Leasing Parking Space**
- 21. Public Art at MLK/Veronica S. Shoemaker: Location, Funding**
- 22. Parking Management Contract**

City of Fort Myers Major Projects 2013

- 1. Library Project (Lee County)**
- 2. Stars Complex: Gym Floor Replacement**
- 3. Hansen Street Resurfacing**
- 4. Sidewalk ADA Compliance**
- 5. S.R. 80 Median Landscape**
- 6. Centennial Park Restrooms Renovations**
- 7. Riverside Community Center: Floating Dock Replacement**
- 8. Wayfinding Signs: Design, Construction**
- 9. Palm Beach Corridor Median Streetscape**