

Strategic Planning

Lee County BoCC

1/30/2017

New Business Model

Policy Driven

- Twice Monthly BoCC Policy Workshops
- Annual Strategic Priorities

One Organization

- County Team
 - Leverage Collective Talents and Experience
 - Customer Service Focus

Accountable

- Continuation Budget Process
- Performance Management Initiative

Back to Basics

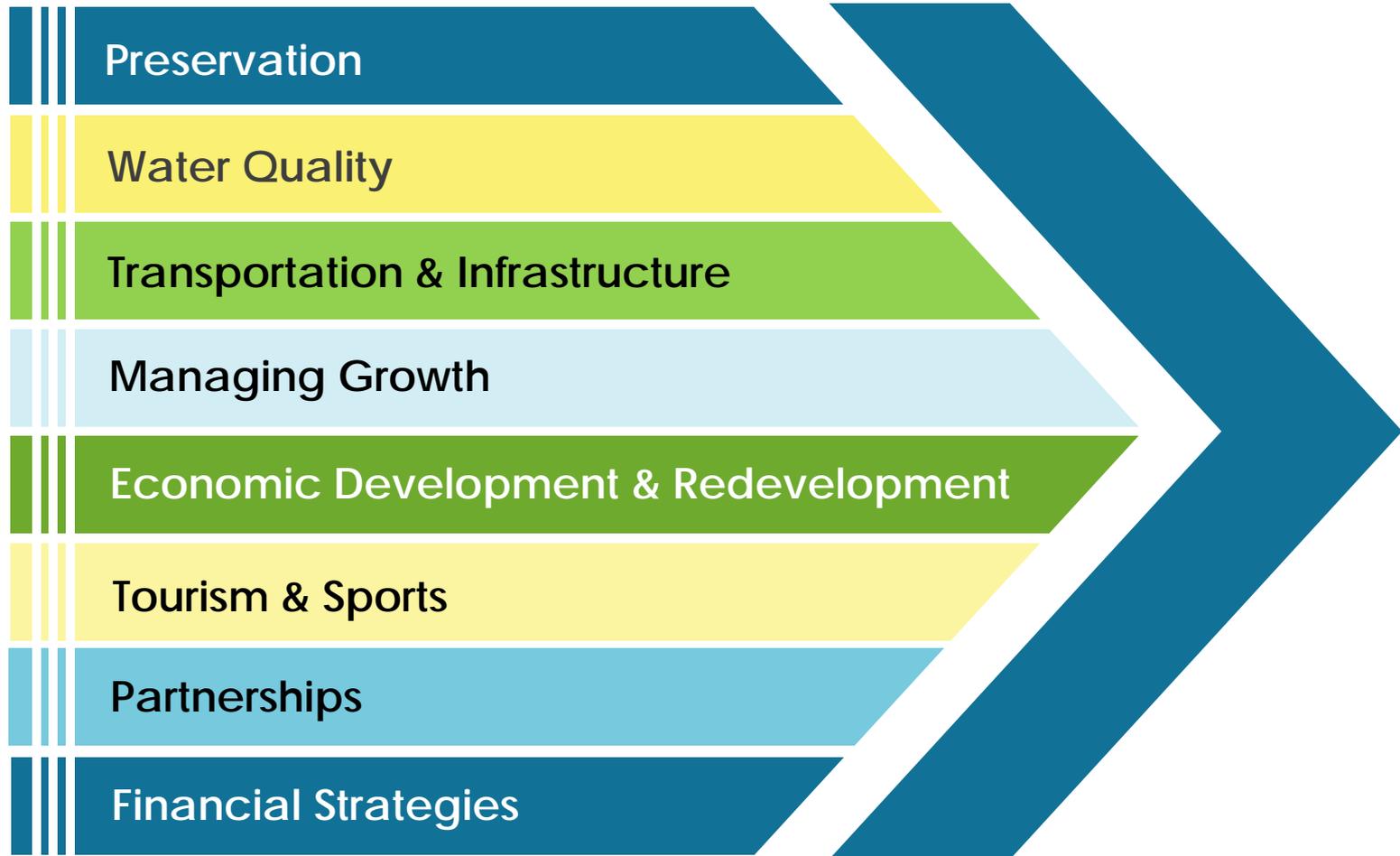
Fiscal Stability

Culture

Cohesive & Sophisticated Policy



Strategic Priorities





Priority: Preservation

Conservation 20/20

- BoCC Workshops: Acquisition Process
- Ordinance Revisions
 - Proactive Outreach for Strategic Parcels
 - Water Quality Acquisitions
 - Fund Replenishment Mechanism
- Oil, Gas & Mineral Rights Policy
- 2016 Referendum
- \$302.7 Million Spent to Acquire 24,931 Acres

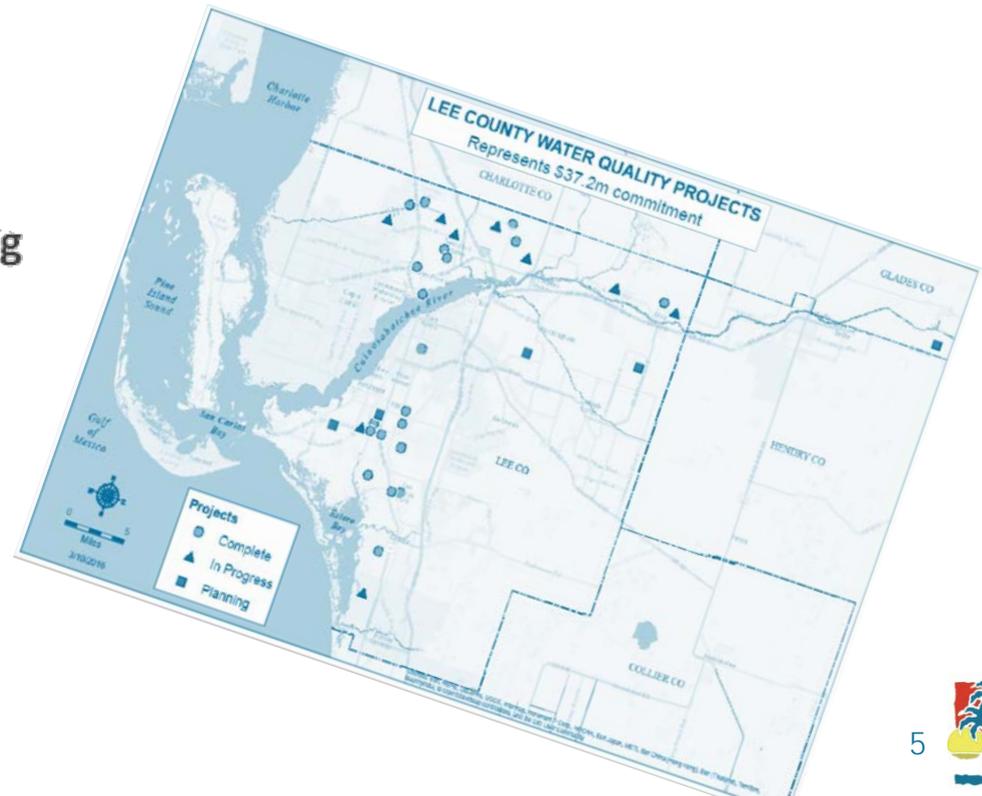
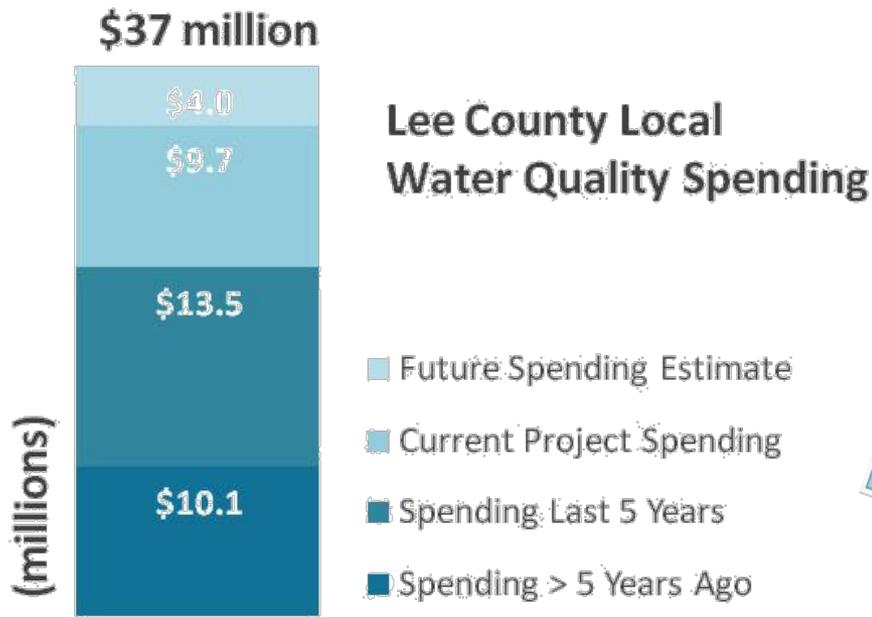
Comprehensive Water Quality Plan

- \$37.2 million on TMDL and storage projects
- General Fund & Deepwater Horizon \$\$\$
- CEPP Advocacy
 - C-43 Reservoir
 - BOMA Water Quality Facility
- Fertilizer Ordinance
- Public Education Campaigns



Priority: Water Quality

- BoCC Workshop: Comprehensive Project Review
- Increased Funding for Water Quality Projects
 - \$6 million in Excess General Fund Reserves
- More Lobbying for State and Federal Projects
- Conservation 20/20 Water Quality Component





Priority: Transportation & Infrastructure

Policy to Projects

Transportation

- CIP and BoCC Expectations
- Funding Mechanisms
- Evaluation Criteria & Tiered Rankings

Corkscrew Road Overlay Study

Big Carlos Pass Bridge PD&E

Solid Waste Long-Range Plan

Utilities Review & Financial Policy

Reclaimed Water Aquifer Storage and Recovery Projects

New NFM & Bonita Libraries



Priority: Managing Growth

Pine Island Plan Revisions

- Transfer Development Rights Off of Island to Preserve Character

Comprehensive Plan Amendments

- *Regular BoCC Workshop Reviews*
- *Objectives*
 - Integrate Land Use & Transportation Planning
 - Facilities Infill & Redevelopment
 - Encourage Density/Intensity Nodes Where Appropriate
- *Schedule*
 - Staff Report
 - Lee Plan Amendments
 - Land Development Code Amendments

Planning & Review

- Focused Coordination

Priority: Eco Dev & Redevelopment

Local Business vs. Incentive Driven

- Facilitate Existing Business Expansion
 - Business Development Opportunities
 - *Example: Gold Key Program in Partnership with State and IDA*

North Fort Myers Market-Based Assessment

- Model for Unincorporated Areas?
- February 21 Workshop



Priority: Tourism & Sports

VCB Review Workshop (Dedicated Funding)

Bed Tax Common Reserve for Enhanced Flexibility

Sports Facilities Needs Analysis

• *February 2017*





Priority: Partnerships

CITIES

Bonita Springs:

- \$8M for Downtown Improvements
- \$14.1M for New Library

Fort Myers:

- \$4M for Harborside Renovations

Cape Coral:

- \$2.1M for Kismet/Littleton Realignment
- \$46M for Burnt Store Road 4L

Fort Myers Beach:

- Estero Boulevard

Estero:

- Services Transition
- \$2.2M for Estero Parkway

Sanibel:

- Beach & Shoreline

REGIONAL

- 16 County Coalition
- SWFL Economic Development Alliance

STATE

- Water Quality Projects
 - \$2.625 Million for Local Requests
- Alico Road Widening

FEDERAL

- Appropriations Programmatic Requests
 - Transportation
 - NFIP
 - Public Safety





Priority: Financial Strategies

Policy: FY 2016 Tax Rate Reduction

Policy: Growth Increment Funding

- Estimated \$103.7 Million over 8 Years

Policy: Reserves

- 20% Target for General Fund
- \$17.5 Million of Excess Reserves for Infrastructure
- Tourist Development Tax Common Reserve

Policy: Debt Reduction

- Reduced \$104 Million Since 2013
 - \$41 Million in Savings Through Refinancings
- Repaid Gas Tax Loan Four Years Early



Agenda

Policy Issues

- Transportation
- Redevelopment
- Growth & the Outcomes We Want
- City/County Partnerships
- Advisory Committees
- Other Items to be Added by BoCC

Specific Accomplishments this Year?

Affirm or Amend Current Strategic Priorities