



Joint Meeting

Lee County Board of County Commissioners
Horizon Council
Tourist Development Council
Airports Special Management Committee

March 20, 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

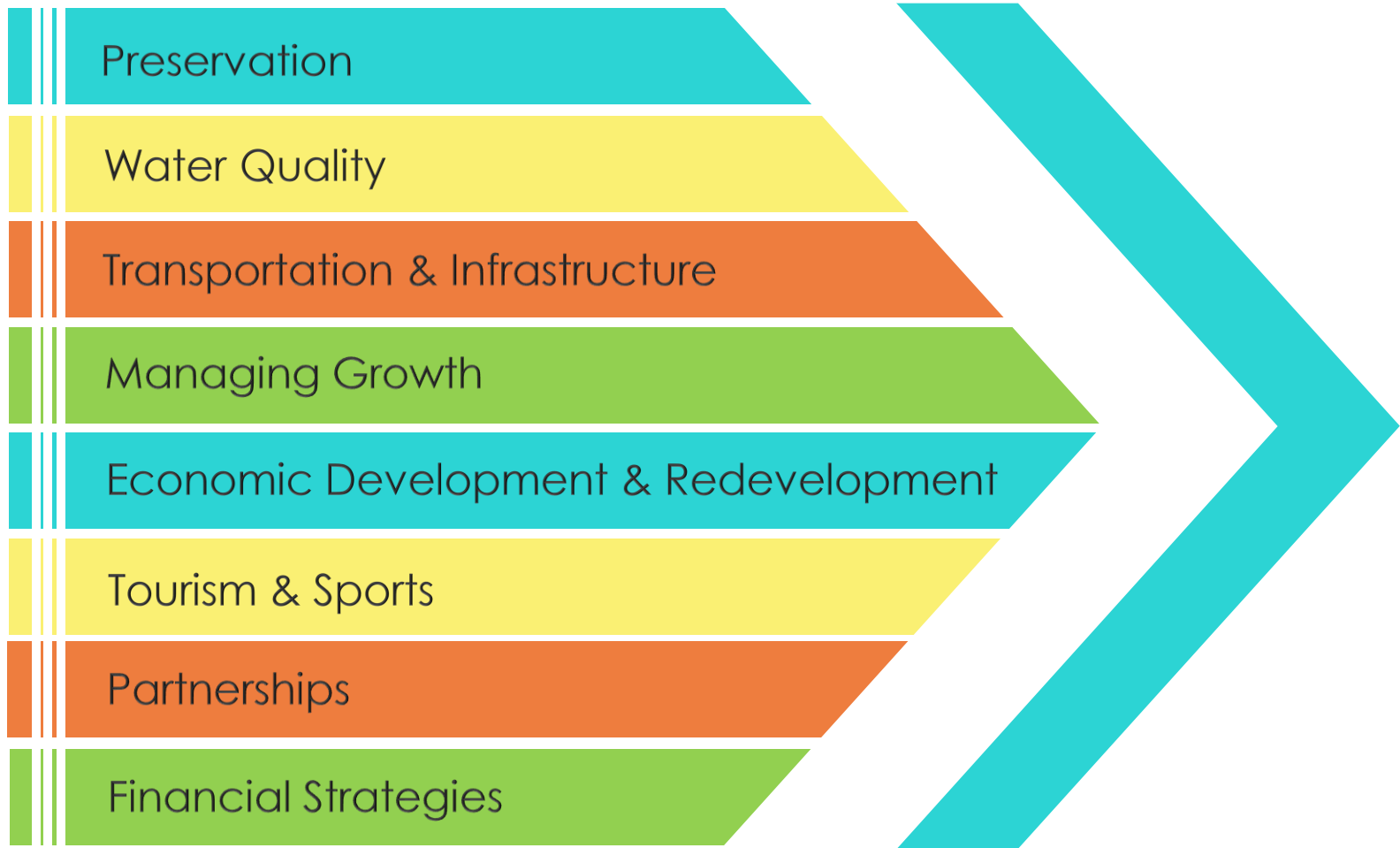
Fiscal Stability

Culture

Cohesive & Sophisticated Policy



Strategic Priorities



Priority: 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: April 2017

- 5-Plex Player Development Expansion





Strategic Investments

Transportation: ADDITIONAL FY15-16 through FY21-22	\$106.4 Million
Water Quality 10 Year Total	\$37.2 Million
Preservation: 25,000 Acres	\$316 Million
Tourism: ADDITIONAL	\$2.825 Million
Sports: Five-Plex Expansion	\$5.8 Million
FY17 Economic Incentives: 722 Jobs	\$2.3 Million





Gary Griffin
2017 Horizon Council
Chair

Vision

The Horizon Council will work to create a sustainable economy in Lee County where all residents and businesses can prosper.

Mission

The Horizon Council will make
Lee County a better place to live
and work by ...

An aerial photograph of a cityscape. In the foreground, there are several tall, modern apartment buildings with balconies and a swimming pool. A large body of water is visible on the left side, with a bridge spanning across it in the background. The city is densely packed with buildings and greenery. The text "Assist businesses and citizens to achieve economic success" is overlaid in large white letters across the center of the image.

**Assist businesses and
citizens to achieve
economic success**

An aerial photograph of a city waterfront. In the foreground, there are several tall, modern high-rise buildings with balconies and a distinctive architectural style. Below them are parking lots, a tennis court, and some smaller commercial buildings. The middle ground shows a mix of residential and commercial buildings, interspersed with lush green trees and parks. In the background, a large body of water stretches across the horizon under a clear sky. The overall scene depicts a vibrant, urban environment with a focus on green spaces and modern infrastructure.

**Create a sustainable and
diverse environment for
new & existing businesses**

An aerial photograph of a cityscape. In the foreground, there are several tall, modern high-rise buildings with balconies and a swimming pool. A large body of water is visible on the left side, with a bridge spanning across it in the background. The city extends into the distance with various buildings and greenery. The text is overlaid in large, white, bold letters across the center of the image.

**Facilitate public private
partnerships with local
stakeholders on business
issues**

An aerial photograph of a coastal city. In the foreground, there are several tall, modern high-rise apartment buildings with balconies and terraces. Below them are lower-rise buildings, parking lots, and a tennis court. A large body of water is visible on the left side, with a bridge spanning across it in the middle ground. The city extends into the distance with various buildings and greenery under a clear sky.

**Advise the County
Commissioners when
public policy can help
achieve these goals**



Horizon Council Committees

Business Issues

Co-chairs – Russell Schropp & Mike Quaintance

New 2017 Initiative

- Evaluate options to improve attainable workforce housing – Initial meeting is April 7, 2017 from 1 PM to 3 PM at EDO.

Ongoing

- Streamline permitting process
- Provide feedback on government services
- Provide input for Comp Plan Update

Workforce

Chair – David Miller

- Initial meeting March 24, 2017 - 10 AM to noon at FGCU.
- Support business community and education institution collaboration
- Strengthen Lee County workforce talent and skills availability

Outreach

Chair – Chris Spiro

- Stakeholder engagement
- Horizon Council event planning
- Business attraction networking events
- Horizon Foundation investor support



Horizon Council Task Forces

Healthcare

Chair – Dan Thompson

- Meetings are the first Monday of each month, 8 AM at the EDO.
- Engage CEO's to share best practices for workforce wellness.
- Educate businesses on the benefits of workforce wellness and lifestyle medicine
- Connect them with resources to incorporate these programs into their benefit plans

Commercial Revitalization Committee

Chair – Dan Eveloff

Help drive commercial growth within the areas of Lee County that have lagged in the ongoing economic recovery



Thank you to the Lee County
BOCC for showing that
Lee County truly is
“Open for Business”.

TDC UPDATE

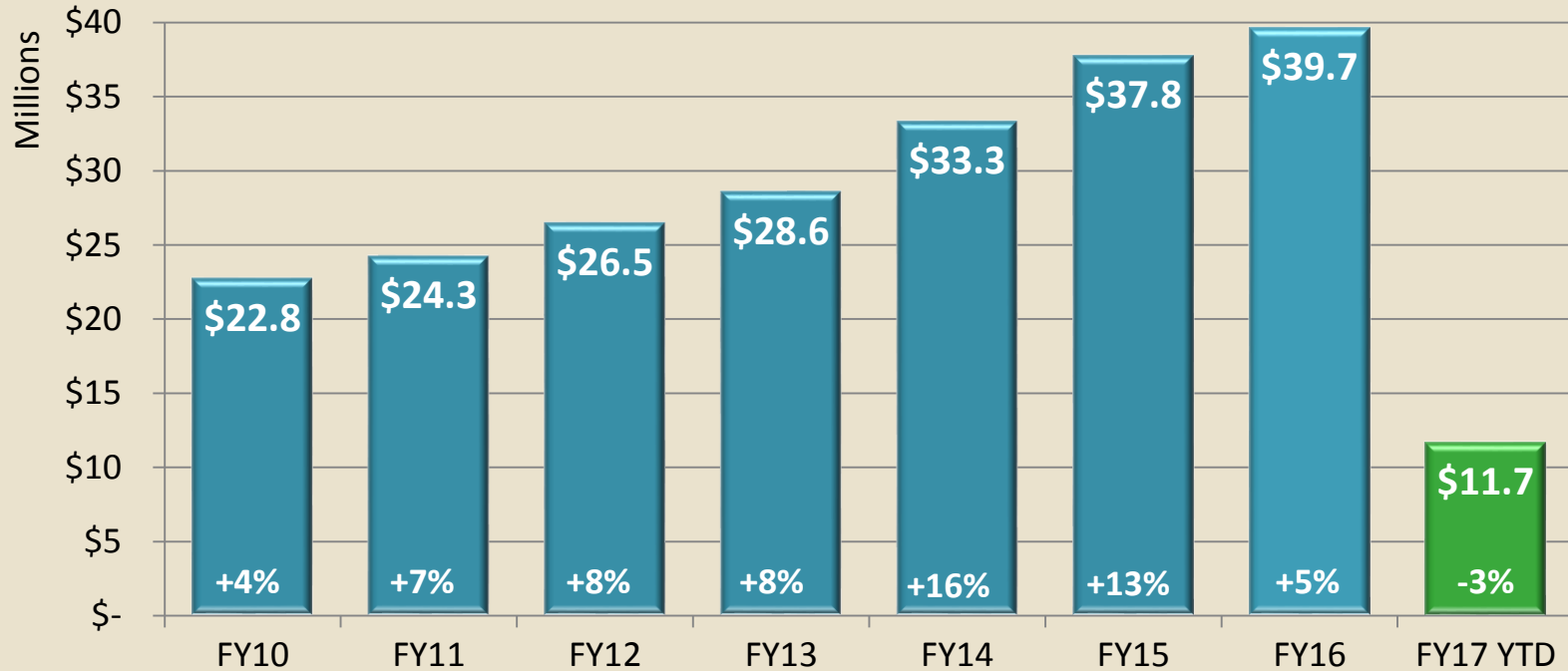


THE BEACHES OF
**FORT MYERS
AND SANIBEL**
FORTMYERS-SANIBEL.COM

THE VALUE OF TOURISM

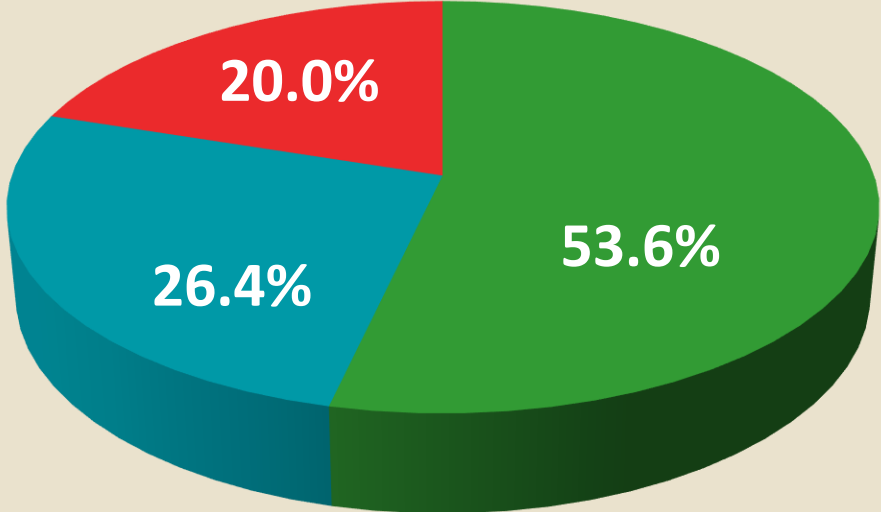
Visitation to Lee County 2016	4,808,677
Visitor Expenditures 2016	\$3.04 billion
Tourist Tax Revenue FISCAL YEAR 2015-16	\$39.7 million
Jobs County Residents Employed Directly or Indirectly by Tourism 2016	57,723

TOURIST TAX REVENUE



Source: Lee County Clerk of Courts

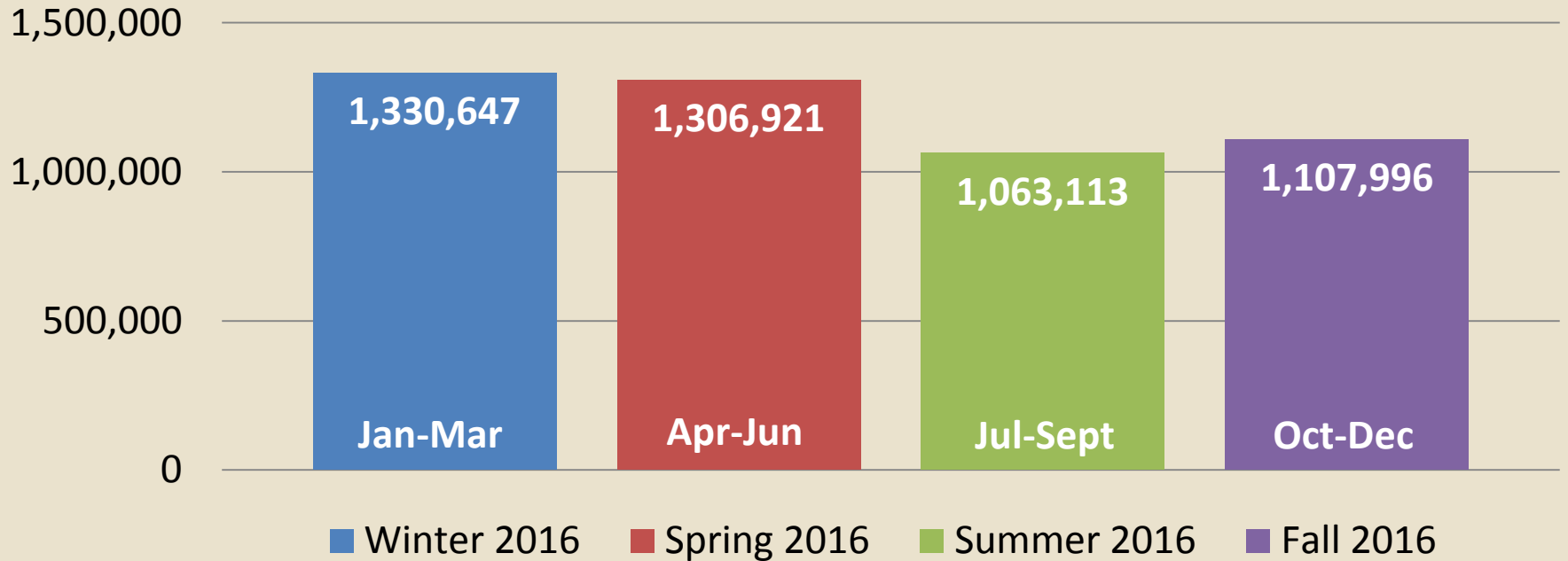
TOURIST TAX ALLOCATION



■ Advertising/Promotions ■ Beach & Shoreline ■ Stadium Facilities

Source: Lee County Ordinance 13-14

ESTIMATED VISITATION BY SEASON

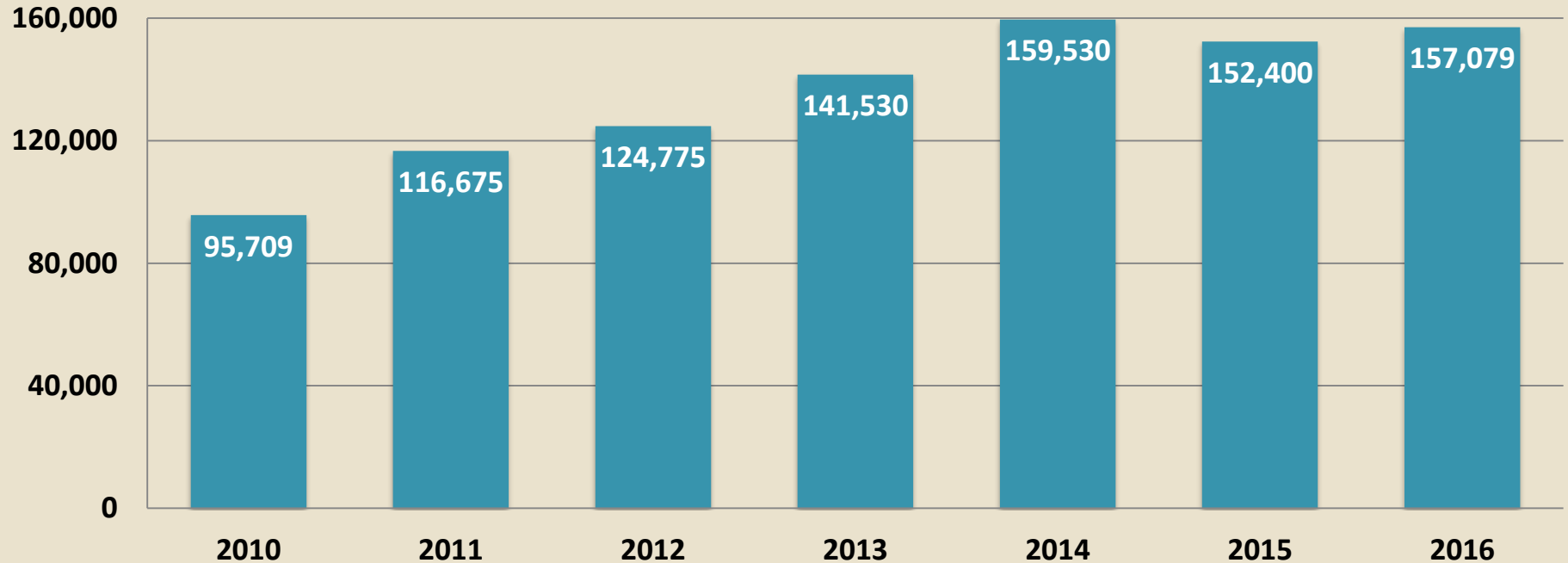


Source: Visitor Profile and Occupancy Analysis (DPA)

2016 SPORTS TOURISM HIGHLIGHTS

- Hotel Room Nights Sold – 157,079
- Sports Tourism Visitors – 147,463
- Direct Visitor Spending – \$67,079,827
 - Increased number of annual events by 24 (115 to 139)
 - Perfect Game & The Series continues to evolve
 - North American Roller Hockey Championship (NARCh)
 - International baseball & softball efforts
 - 2nd half of calendar made up for 1st half

SPORTS ROOM NIGHT TRENDS



Source: Lee County Sports Development

LATEST CAMPAIGN: ISLANDOLOGY



THE BEACHES OF
**FORT MYERS
AND SANIBEL**
FORTMYERS-SANIBEL.COM



NO 16

A full day starts with a wide-open schedule.

That's ISLANDOLOGY



CAPTIVA ISLAND, FL



THE BEACHES OF
FORT MYERS
AND SANIBEL
FORTMYERS-SANIBEL.COM

Islandology is our way of life. It's slowing down to a relaxing pace. It's letting ourselves unwind and get closer to what matters. It's knowing lifelong memories can't be scheduled – they just happen when they're supposed to.

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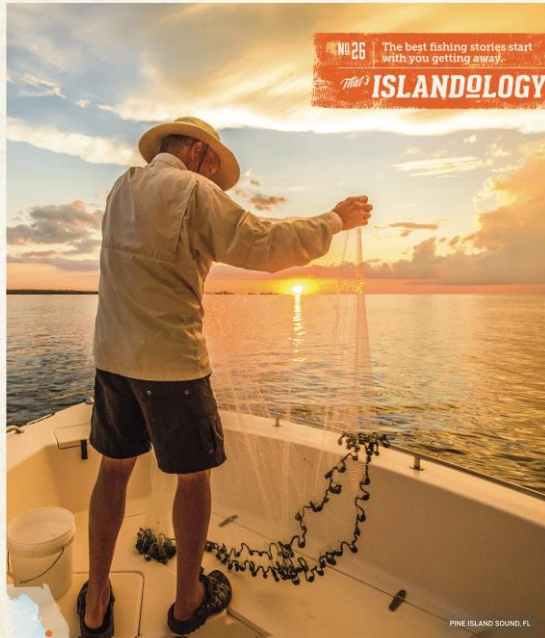


WEST WIND INN
Experience TRUE Sanibel at this peaceful inn nestled on 500 feet of white-sand shelling beach. Voted Best Inn on the Islands!
WestWindInn.com
800-824-0476



SANIBEL HARBOUR
Experience TRUE Sanibel at this peaceful inn nestled on 500 feet of white-sand shelling beach. Voted Best Inn on the Islands!
WestWindInn.com
800-824-0476

NO 26 | The best fishing stories start with you getting away.
That's ISLANDOLOGY



PINE ISLAND SOUND, FL



Islandology is our way of life. It's trying a new, secluded spot and finding no matter what you catch - you're hooked.

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NO 18 | A single visit leads to yearly migrations.
That's ISLANDOLOGY



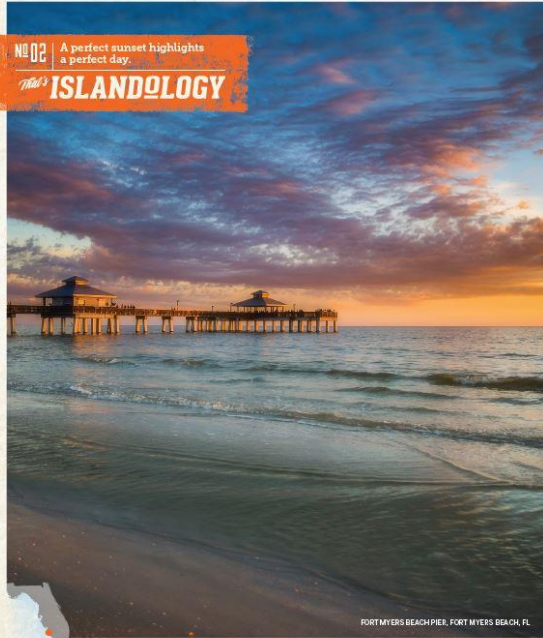
J.N. "DING" DARLING NATIONAL WILDLIFE REFUGE, SANIBEL ISLAND, FL



Islandology is our way of life. It's having more than 245 reasons to birdwatch at J.N. "Ding" Darling National Wildlife Refuge, or Corkscrew Swamp Sanctuary. For some, it's instinct. For us, it's about following your heart.

Plan your trip at FortMyers-Sanibel.com

NO 02 | A perfect sunset highlights a perfect day.
That's ISLANDOLOGY



FORT MYERS BEACH PIER, FORT MYERS BEACH, FL



Islandology is our way of life. It's finding front-row seats on warm sand and watching the sun melt quietly into the Gulf of Mexico. It's taking time to reflect and remember there's more on the horizon.

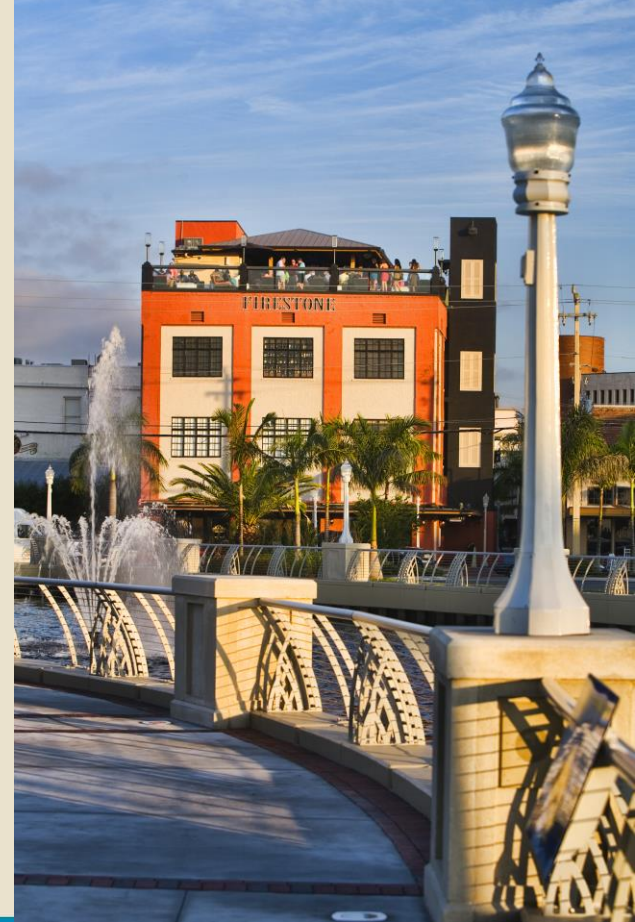
Plan your trip at FortMyers-Sanibel.com

NEW VIDEOS

A night-time photograph of a harbor. The sky is dark blue with some clouds. The water is a deep blue, reflecting the lights from the buildings and boats. In the foreground, several sailboats are visible, some with their masts up. In the background, a large building is brightly lit with yellow lights, and other smaller buildings and lights are visible along the waterfront. The overall scene is a peaceful harbor at night.

LOOKING AHEAD

- Yield (Visitor Spending)
- Off-Peak and Shoulder Visitation – including Amateur Sports Tourism
- Sports Facility Development
- Gen X and Millennial Targeting
- Air Service Development



Making Connections

The Impact of Our Airports in Lee County



March 20, 2017 | flylcpa.com

Who We Are

- ▶ The Lee County Port Authority (**LCPA**) operates both Southwest Florida International Airport and Page Field in Fort Myers.



RSW

**Southwest Florida
International Airport**



FMY

Page Field



LCPA Funding

- ▶ The Port Authority operates as an enterprise fund with revenue generated from airport operations.
 - **No ad valorem (property) tax dollars** support the airport operations or construction.
- ▶ Sources of revenue include rents and fees from our tenants and user fees from travelers, which fund our operations.
- ▶ Passenger Facility Charges and grants from the Federal Aviation Administration and Florida Department of Transportation fund airport construction projects.



Airport History

- RSW was certified for operations and opened on May 14, 1983. It is still one of the newest major airports in the nation.



- RSW became an international airport in 1993 with scheduled flights to Canada and Germany.

RSW Today

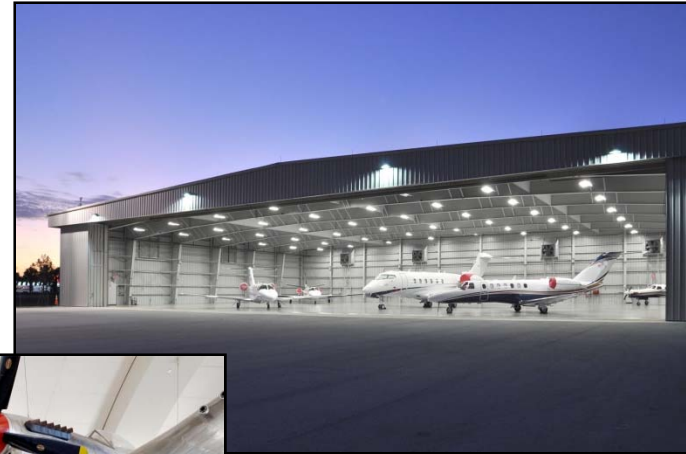
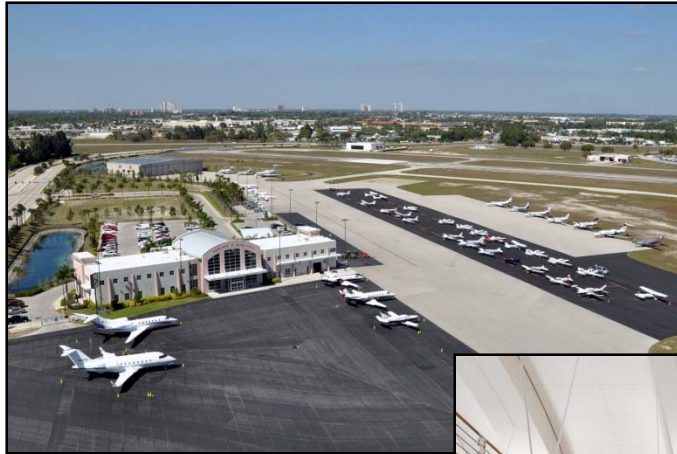
- To handle unprecedented growth, a new terminal complex opened on Sept. 9, 2005 with 798,000 square feet, 28 gates, new taxiways, a dual roadway system and triple the amount of parking. It is still one of the newest facilities in the U.S.



- This facility cost \$438 million and is the largest public works project in Lee County history. It is paid for by revenues from our tenants and special grants from federal and state resources.

Page Field Today

- ▶ Page Field has been transformed into a thriving, prosperous, rapidly developing general aviation facility. It serves as a reliever airport for RSW and handled nearly 109,000 operations in 2016.



Recent Infrastructure Improvements

- The Florida Department of Transportation opened the direct connect roadway linking the two largest transportation hubs in our region – RSW and I-75 .



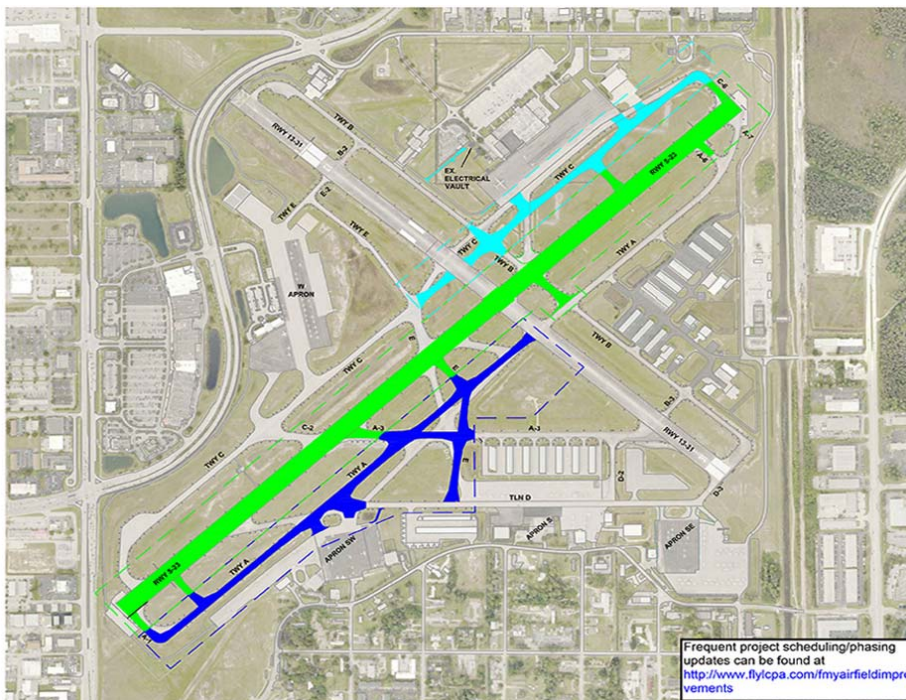
Recent Infrastructure Improvements




- Widening of Terminal Access Road to six lanes from the I-75 Direct Connect to Air Cargo Lane, which improved access into and out of the airport.



Recent Infrastructure Improvements

- The Page Field Primary Runway and Taxiway Rehabilitation Project will ensure that we can continue to meet general and business aviation needs in Southwest Florida

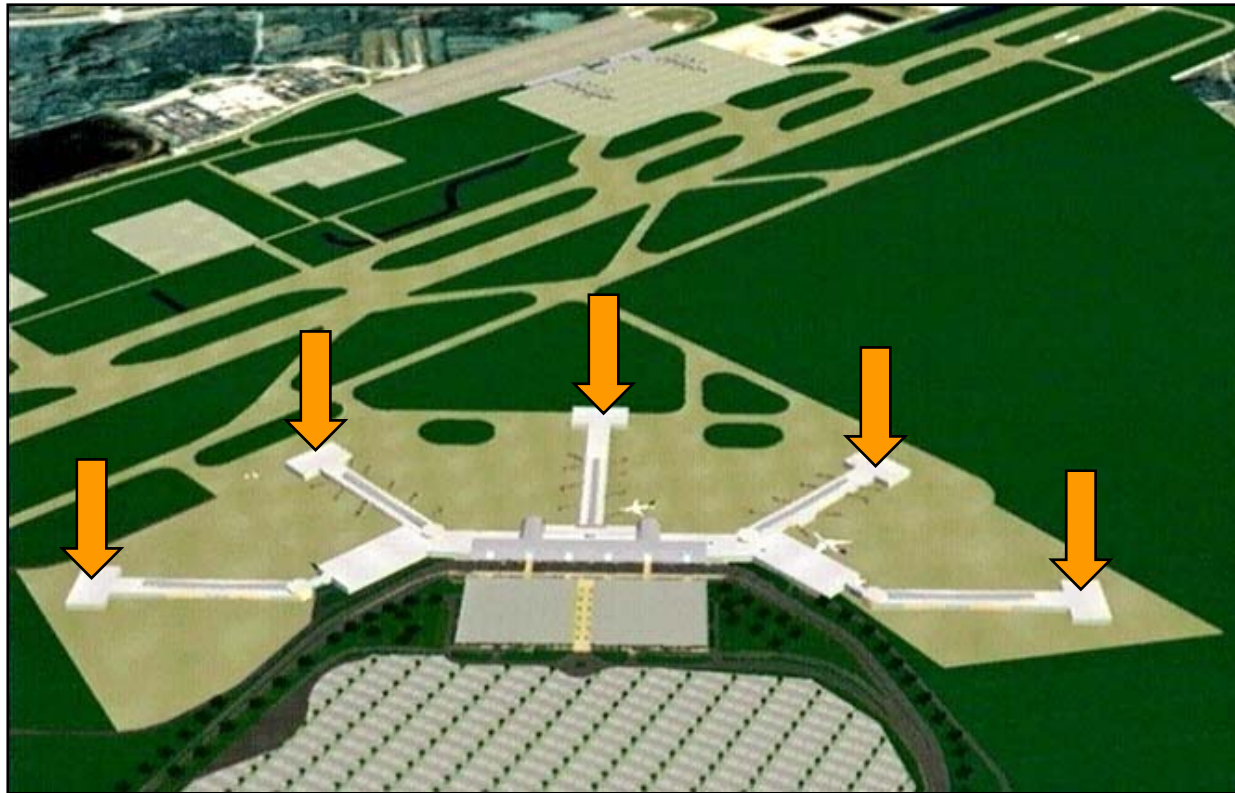


<u>TARGET DATES</u>		
<u>LEGEND</u>	<u>START</u>	<u>END</u>
 PHASE 1	01/09/17	06/17
 PHASE 2	04/19/17	07/17
 PHASE 3	07/17	11/17



Airport of the Future

- ▶ The terminal is expandable for future growth with the potential to add T-shaped extensions and eventually two more concourses to create a total of 65 gates.



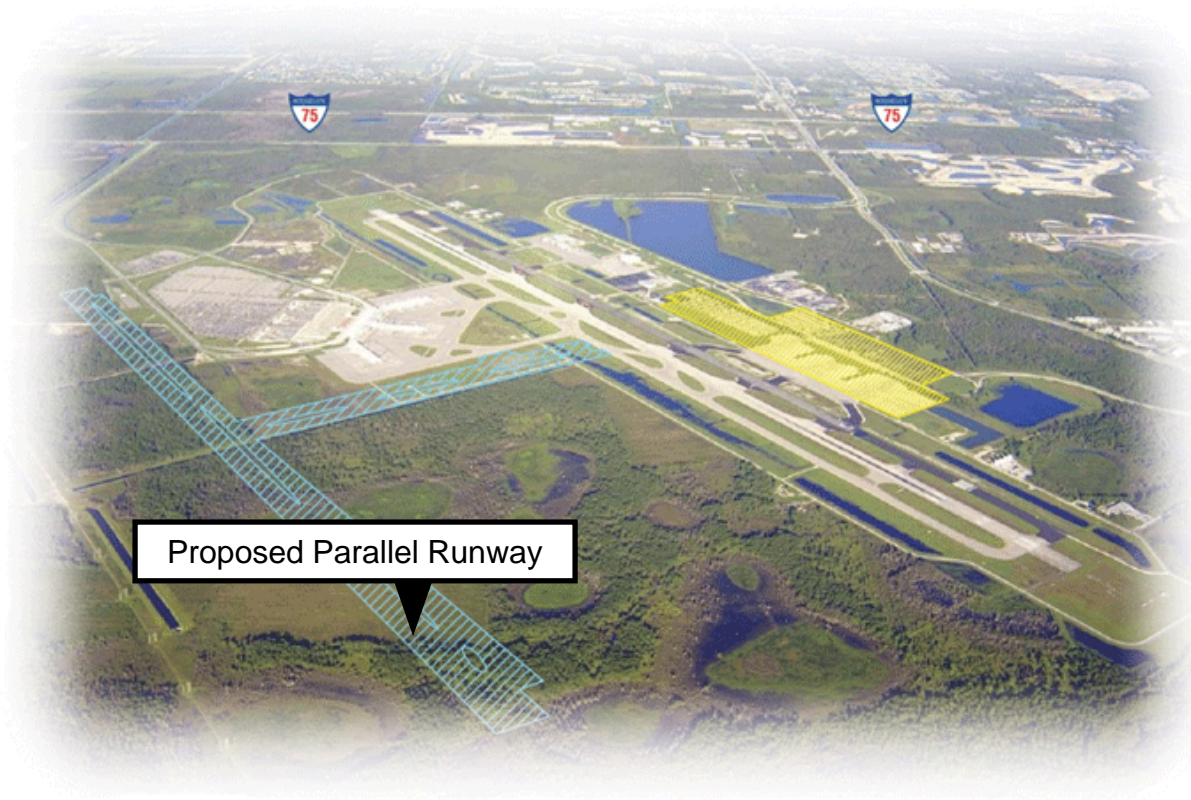
Airport of the Future

- New Air Traffic Control Tower and Terminal Radar Approach Control project has been approved and funded, with a planned completion in the early 2020s.



Airport of the Future

- A 9,100-foot parallel runway is planned for the late 2020s.



Partnerships

➤ Air Service

- Airlines do not fly to airports, they fly to communities!
- We look to the VCB, hotels, attractions and the entire travel and tourism sector to support flights with marketing dollars, promotions and cooperative advertising

➤ Land Development

- We rely on the EDO and the regional business community to provide leads about companies looking to relocate or expand in Lee County.

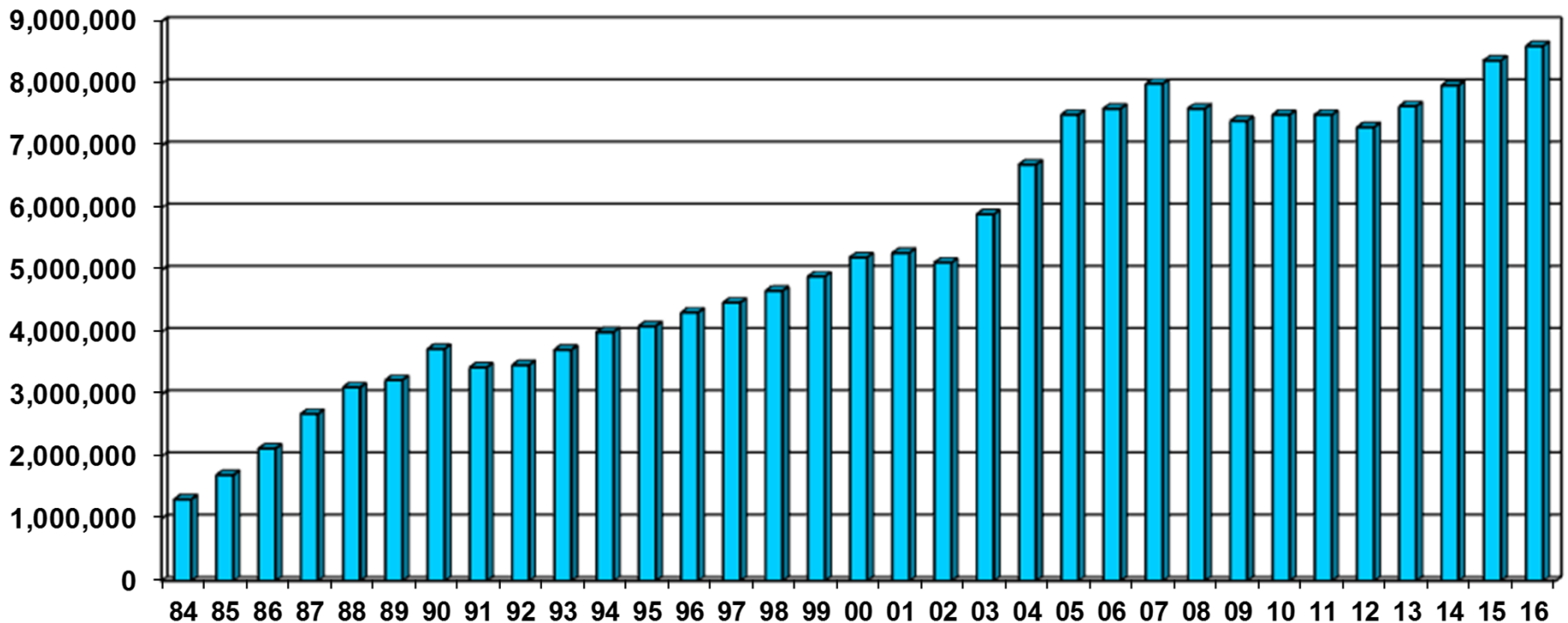
The success of these relationships has resulted in continued growth and business development at Southwest Florida International Airport and Page Field



Southwest Florida International Airport Passenger Growth

- RSW has become one of the 50 busiest airports for passenger traffic in the U.S. and served 8.6 million passengers in 2016.

Passenger Totals 1984 – 2016



New Business @ Skyplex

- A new tenant project is underway at Skyplex on the north side of the airport. Construction of Skywalk, a Publix-anchored retail center, on Daniels Parkway across from the Gateway community is planned to open in the summer of 2017.



New Business @ Page Field

- Several new businesses have recently located on airport land along the busy US-41 corridor near Page Field

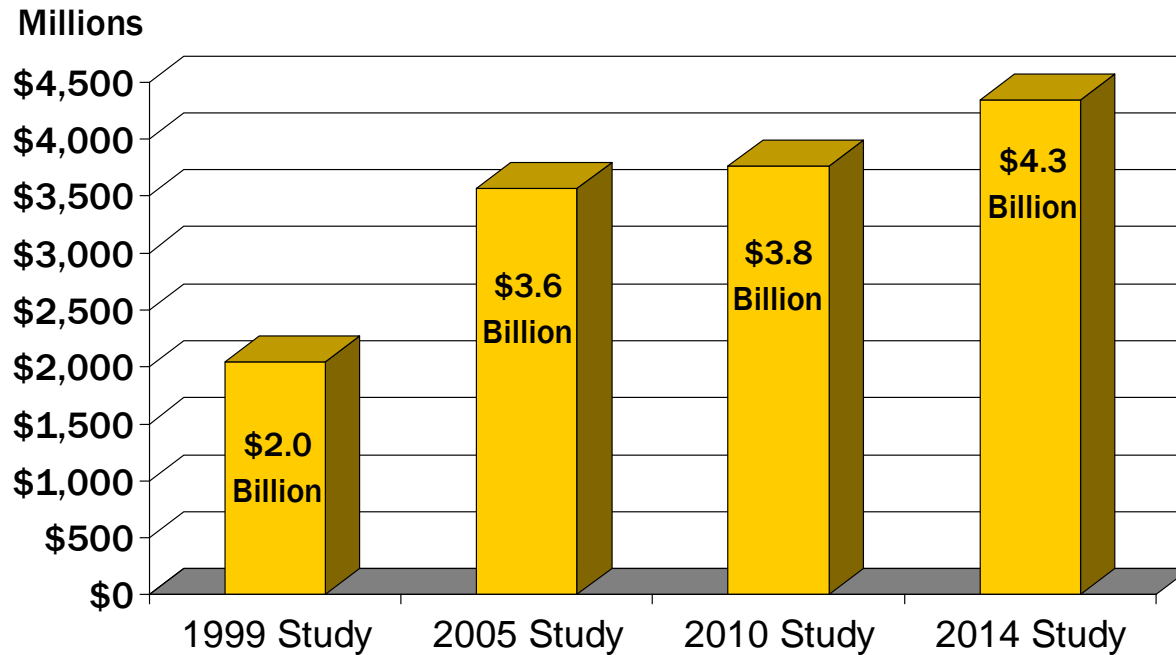


What do our airports do for Lee County?

Economic Benefit

➤ Airports bring in more than passengers, they bring in dollars!

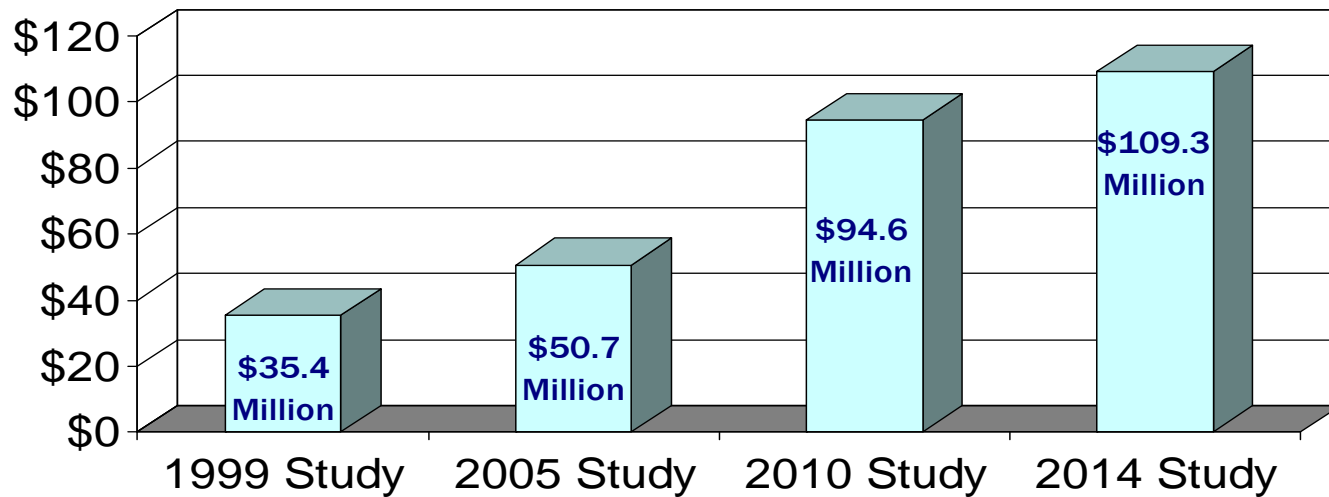
Total Output from Southwest Florida International Airport



What do our airports do for Lee County?

Total Output from Page Field

Millions



Airports are economic catalysts for our local communities!



What do our airports do for Lee County?

Local Jobs

- ▶ Our airports also support more than 46,000 jobs in Southwest Florida!

Social Benefit

- ▶ Airports have a positive social and cultural effect on a population that has access to a comprehensive transportation system. We are part of a global society and our airports connect Southwest Florida to the world.

