

WORKSHOP ITEM SUMMARY SHEET
VILLAGE COUNCIL MEETING
May 16, 2018

Workshop Item:

Village of Estero Strategic Plan and Capital Improvement Program (CIP)

Description:

The first step in establishing the 2018-2019 Village Budget is the preparation of the Village's Strategic Plan and the CIP. This topic is informational and no Council action is needed on these topics at this time.

The Strategic Plan has been developed using a compilation of all of the studies, master Plans and community outreach efforts over the past 3 years. Major issues of interest have been culled from those efforts. The staff then did a SWOT Analysis on those issues to focus our vision, values and target our objectives for the coming few years. This effort will be summarized in a presentation by Kyle Coleman.

The CIP builds on the objectives identified in the Strategic Plan. The CIP will be a compilation of all known or anticipated projects that may benefit the community. Importantly for our Budget, the CIP outlines the Village's public infrastructure projects for the next 5-years. The CIP will be updated annually as new projects are identified and the entire list of possible project is reprioritized. David Willems, our Director of Public Works will be presenting the CIP.

We will also be presenting a preliminary Budget Calendar. Staff is proposing CIP Informational Meetings on Tuesday, June 5th at 9:30 am and Thursday, June 7th at 6:30 pm for the Village staff to be available for anyone who would like any additional information on the CIP. These sessions will be at Village Hall and be very informal.

Attachments:

1. Strategic Plan presentation
2. Capital Improvement Program

Capital Improvement Program (5/16/2018)

Project Name	Entity	Estimated Current Project Cost	Funding Source	CIP Budget FY 18-19	CIP Budget FY 19-20	CIP Budget FY 20-21	CIP Budget FY 21-22	CIP Budget FY 22-23	CIP Budget Future	Total Cost	
1 Roadway Projects											
2	Broadway W. Ave Improvements (US 41-West)	\$ 737,500	GT		\$ 120,820	\$ 651,210	\$ -	\$ -	\$ -	\$ 772,030	
3	Estero Parkway Improvements (US41-Three Oaks)	\$ 9,300,000	GF	\$ 6,004,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,304,000	
4			GT	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000	
5			LDOT	\$ 2,196,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,196,000	
6	Williams Road Widening (US41 - Via Coconut)	\$ 2,162,000	RIF		\$ -	\$ -	\$ 344,420	\$ 2,045,850	\$ -	\$ 2,390,270	
7	River Ranch Road Improvements	\$ 785,000	GF	\$ 119,000	\$ 685,980	\$ -		\$ -	\$ -	\$ 804,980	
8	Corkscrew Road Widening (Ben Hill to Bella Terra)	\$ 14,930,000	LDOT		\$ 1,537,790	\$ 7,054,430	\$ 7,255,980	\$ -	\$ -	\$ 15,848,200	
9 Intersection Improvements											
10	Coconut Road Roundabout (west of US-41)	\$ 763,600	GT		\$ -	\$ -	\$ -	\$ -	\$ 870,510	\$ 870,510	
11	Williams Road west of US41 Intersection Improvements (Walgreens)	\$ 642,900	GT	\$ 104,400	\$ 554,660	\$ -	\$ -	\$ -	\$ -	\$ 659,060	
12	Williams Road Estero High Turn Lanes	\$ 381,500	GT		\$ 76,640	\$ 322,460	\$ -	\$ -	\$ -	\$ 399,100	
13	North Point Railroad Crossing	\$ 1,000,000	GT		\$ -	\$ -	\$ -	\$ -	\$ 1,140,000	\$ 1,140,000	
14	Coconut Road /US-41 Intersection Improvements	\$ 379,200	LDOT		\$ 23,320	\$ 108,960	\$ -	\$ -	\$ -	\$ 132,280	
15			Estero / LDOT / Bonita Springs	Bonita Springs		\$ 23,320	\$ 108,960	\$ -	\$ -	\$ -	\$ 132,280
16			GT		\$ 23,320	\$ 108,960	\$ -	\$ -	\$ -	\$ -	\$ 132,280
17	Corkscrew-I75 Interchange Improvements	\$ 12,765,730	FDOT		\$ 13,148,710	\$ -	\$ -	\$ -	\$ -	\$ 13,148,710	
18	Corkscrew-US 41 Intersection Improvements	\$ 273,600	LDOT & FDOT		\$ -	\$ -	\$ -	\$ -	\$ 311,910	\$ 311,910	
19	Corkscrew-Cypress Shadows Blvd. Intersection Improvements	\$ 692,600	LDOT		\$ -	\$ -	\$ -	\$ -	\$ 789,570	\$ 789,570	
20	Corkscrew-Corkscrew Woodland Blvd. Intersection Improvements	\$ 27,000	LDOT		\$ -	\$ -	\$ -	\$ -	\$ 30,780	\$ 30,780	
21	Corkscrew-Three Oaks Pkwy. Intersection Improvements	\$ 132,200	LDOT		\$ -	\$ -	\$ -	\$ -	\$ 150,710	\$ 150,710	
22	Ben Hill Griffin Pkwy-Corkscrew Rd. Intersection Improvements	\$ 91,400	LDOT		\$ -	\$ -	\$ -	\$ -	\$ 104,200	\$ 104,200	
23	Ben Hill Griffin Pkwy at Grande Oaks Blvd Signal	LDOT	\$ 473,900	LDOT	\$ 423,900	\$ -	\$ -	\$ -	\$ -	\$ 423,900	
24		Estero		GF	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	
25	Corkscrew Rd-Estero Town Commons Signal	\$ 421,300	Estero Crossing		\$ 433,940	\$ -	\$ -	\$ -	\$ -	\$ 433,940	
26	US41-Pelican Sound Intersection Improvements	\$ 556,200	North Point DRI		\$ -	\$ -	\$ -	\$ -	\$ 634,070	\$ 634,070	
27	US41-Williams Rd Intersection Improvements (after Williams Widening)	\$ 14,900	North Point DRI		\$ -	\$ -	\$ -	\$ -	\$ 16,990	\$ 16,990	

Project Name	Entity	Estimated Current Project Cost	Funding Source	CIP Budget FY 18-19	CIP Budget FY 19-20	CIP Budget FY 20-21	CIP Budget FY 21-22	CIP Budget FY 22-23	CIP Budget Future	Total Cost
28 Bike-Pedestrian Projects										
29	Coconut Road Crosswalks	Estero	\$ 16,400	GF	\$ 16,400	\$ -	\$ -	\$ -	\$ -	\$ 16,400
30	Via Coconut Point Roundabouts Bicycle improvements	Estero	\$ 290,300	GF	\$ -	\$ -	\$ 46,230	\$ 274,730	\$ -	\$ 320,960
31	Corkscrew Palms Blvd. Sidewalk	Lee County	\$ 24,900	Lee County	\$ 25,650	\$ -	\$ -	\$ -	\$ -	\$ 25,650
32	Bicycle & Pedestrian Master Plan	MPO	\$ 100,000	MPO	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
33 Landscaping Projects										
34	US41 Shoulder Landscaping	Estero	\$ 3,263,700	GF	\$ -	\$ -	\$ -	\$ 299,700	\$ 3,412,820	\$ 3,712,520
35	Corkscrew Road Landscape Enhancement (US-41 to I-75)	Estero	\$ 1,854,800	GF	\$ 144,000	\$ 1,762,130	\$ -	\$ -	\$ -	\$ 1,906,130
36	Via Coconut Point Landscape Enhancement	Estero	\$ 2,899,600	GF	\$ -	\$ -	\$ 308,880	\$ -	\$ 2,979,510	\$ 3,288,390
37	Three Oaks Parkway Landscape Enhancement (Excluding Brooks)	Estero	\$ 2,618,700	GF	\$ -	\$ 254,840	\$ 2,566,080	\$ -	\$ -	\$ 2,820,920
38	Ben Hill Griffin Pkwy Landscape Enhancement	Estero	\$ 1,047,400	GF	\$ -	\$ -	\$ -	\$ 107,670	\$ 1,083,460	\$ 1,191,130
39	Monument Sign/Estero Branding	Estero	\$ 96,000	GF	\$ 96,000	\$ -	\$ -	\$ -	\$ -	\$ 96,000
40	US-41 Monument Signs	Estero	\$ 144,000	GF	\$ 144,000	\$ -	\$ -	\$ -	\$ -	\$ 144,000
41	I-75 Monument Signs	Estero	\$ 210,000	GF	\$ -	\$ 44,100	\$ -	\$ 186,480	\$ -	\$ 230,580
42	Three Oaks Parkway Monument Signs	Estero	\$ 138,000	GF	\$ 138,000	\$ -	\$ -	\$ -	\$ -	\$ 138,000
43	Ben Hill Griffin Monument Sign	Estero	\$ 72,000	GF	\$ 74,160	\$ -	\$ -	\$ -	\$ -	\$ 74,160
44	Corkscrew Road Monument Sign	Estero	\$ 72,000	GF	\$ -	\$ -	\$ -	\$ -	\$ 82,080	\$ 82,080
45	US41 Median Landscaping	FDOT/Estero	\$ 1,165,500	FDOT	\$ 766,000	\$ -	\$ -	\$ -	\$ -	\$ 766,000
46				GF	\$ 249,500	\$ -	\$ -	\$ -	\$ -	\$ 399,500
47	Corkscrew-I75 Interchange Landscaping	FDOT	\$ 7,650,000	FDOT	\$ -	\$ -	\$ 8,262,000	\$ -	\$ -	\$ 8,262,000
48 Parks & Recreation										
49	Parks & Recreation Master Plan	Estero	\$ 100,000	GF	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
50	Koreshan State Park Boat Ramp Improvements	Estero	\$ 300,000	GF	\$ 309,000	\$ -	\$ -	\$ -	\$ -	\$ 309,000
51 Building Projects										
52	Public Works Storage Facility	Estero	\$ 120,000	GT	\$ 123,600	\$ -	\$ -	\$ -	\$ -	\$ 123,600

Project Name	Entity	Estimated Current Project Cost	Funding Source	CIP Budget FY 18-19	CIP Budget FY 19-20	CIP Budget FY 20-21	CIP Budget FY 21-22	CIP Budget FY 22-23	CIP Budget Future	Total Cost
53 Land Acquisition										
54	Land Purchase A	\$ 26,000,000	GF	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000
55			Debt	\$ 21,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,000,000
56	Land Purchase B	\$ 12,000,000	GF		\$ -	\$ 3,150,000	\$ -	\$ -	\$ -	\$ 3,150,000
57			Debt		\$ -	\$ 9,450,000	\$ -	\$ -	\$ -	\$ 9,450,000
58	River Oaks Preserve	\$ 900,000	Unfunded		\$ -	\$ -	\$ -	\$ -	\$ 1,026,000	\$ 1,026,000
59	Pinewood Property (along Corkscrew Rd)	\$ 4,000,000	Unfunded		\$ -	\$ -	\$ -	\$ -	\$ 4,560,000	\$ 4,560,000
60	Estero High School/Community Park Parcel	\$ 2,000,000	Unfunded		\$ -	\$ -	\$ -	\$ -	\$ 2,280,000	\$ 2,280,000
		-		-	-	-	-	-	-	-
	Total Cost	\$ 113,613,830		\$ 37,451,200	\$ 18,923,040	\$ 21,253,920	\$ 18,783,590	\$ 2,914,430	\$ 19,472,610	\$ 119,248,790

Allocated Funds:

RIF=Road Impact Fees

GT=Gas Tax

GF=General Fund

Estero Total Funds

Estero Debt Proceeds

Estero Total including Debt

Estero Unfunded

Bonita Springs

FDOT

LDOT/Lee County

Developer/Others

Total Project Cost

Allocated Fund

RIF \$ - \$ - \$ - \$ 344,420 \$ 2,045,850 \$ - \$ 2,390,270

GT 904,400 899,040 1,082,630 - - 2,010,510 4,896,580

GF 12,060,900 2,831,270 3,448,940 2,921,190 868,580 7,557,870 30,138,750

VOE Total 12,965,300 3,730,310 4,531,570 3,265,610 2,914,430 9,568,380 37,425,600

21,000,000 - 9,450,000 - - - 30,450,000

\$ 33,965,300 \$ 3,730,310 \$ 13,981,570 \$ 3,265,610 \$ 2,914,430 \$ 9,568,380 \$ 67,875,600

- - - - - 7,866,000 7,866,000

- 23,320 108,960 - - - 132,280

FDOT 766,000 13,148,710 - 8,262,000 - - 22,176,710

LDOT 2,619,900 1,586,760 7,163,390 7,255,980 - 1,387,170 20,013,200

100,000 433,940 - - - 651,060 1,185,000

\$ 37,451,200 \$ 18,923,040 \$ 21,253,920 \$ 18,783,590 \$ 2,914,430 \$ 19,472,610 \$ 119,248,790

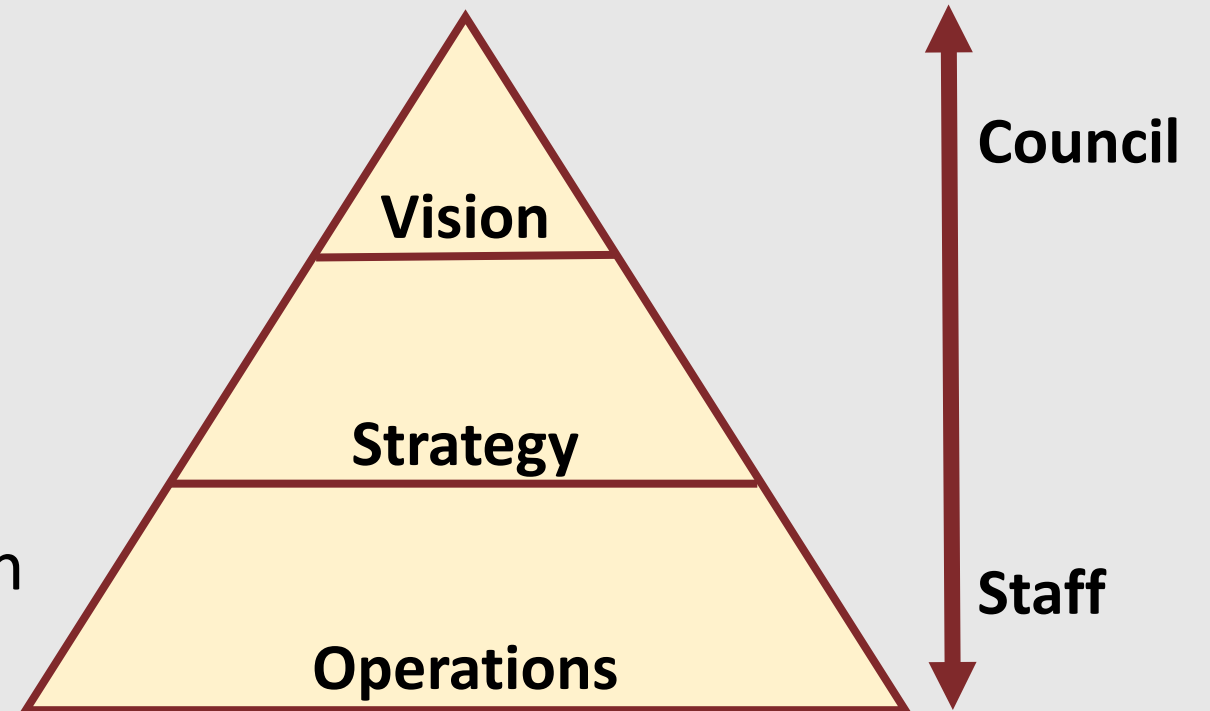


Strategic Plan

Village Staff

Agenda

- Purpose
- Key Stakeholders
- Step 1: Vision
- Step 2: Studies
- Step 3: Strategic Analysis
- Step 4: Capital Improvement Plan
- Step 5: Budget



Purpose

- Introduction to strategic planning process
 - The current (draft) version of the plan is over 800 pages long... this is a start

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Purpose

- Build a bridge between vision and operations
 - What we do, and what we don't do



Key Stakeholders

- Full-time Residents
- Part-time Residents
- Business Owners
- Nonprofit Organizations
- Independent Public Authorities



Vision

- Village with a Vision
 - Local Control
 - Estero Standards
 - Next Step:
 - Interpreting the vision



Vision

- The Estero Way

Extraordinary: going above & beyond

Sustainable: planning for the future

Thrifty: constraining cost growth

Equitable: treating all residents justly

Responsive: addressing issues quickly

Open: exercising exceptional transparency

✓	Easy to understand
✓	Defines Village with a Vision
✓	Prioritizes customer service
✓	Creates performance standards

Studies

2013:

- Feasibility Study

2015:

- Community Improvement Foundation Study

2016:

- Infrastructure Inventory Study
- Parks/Recreation/Education Coalition Report

2017:

- Area-Wide Traffic Study

2018:

- Comprehensive Plan
- Stormwater Master Plan
- Parks & Open Space Plan
- Bike & Pedestrian Master Plan
- Land Development Code

2019:

- Landscape Master Plan

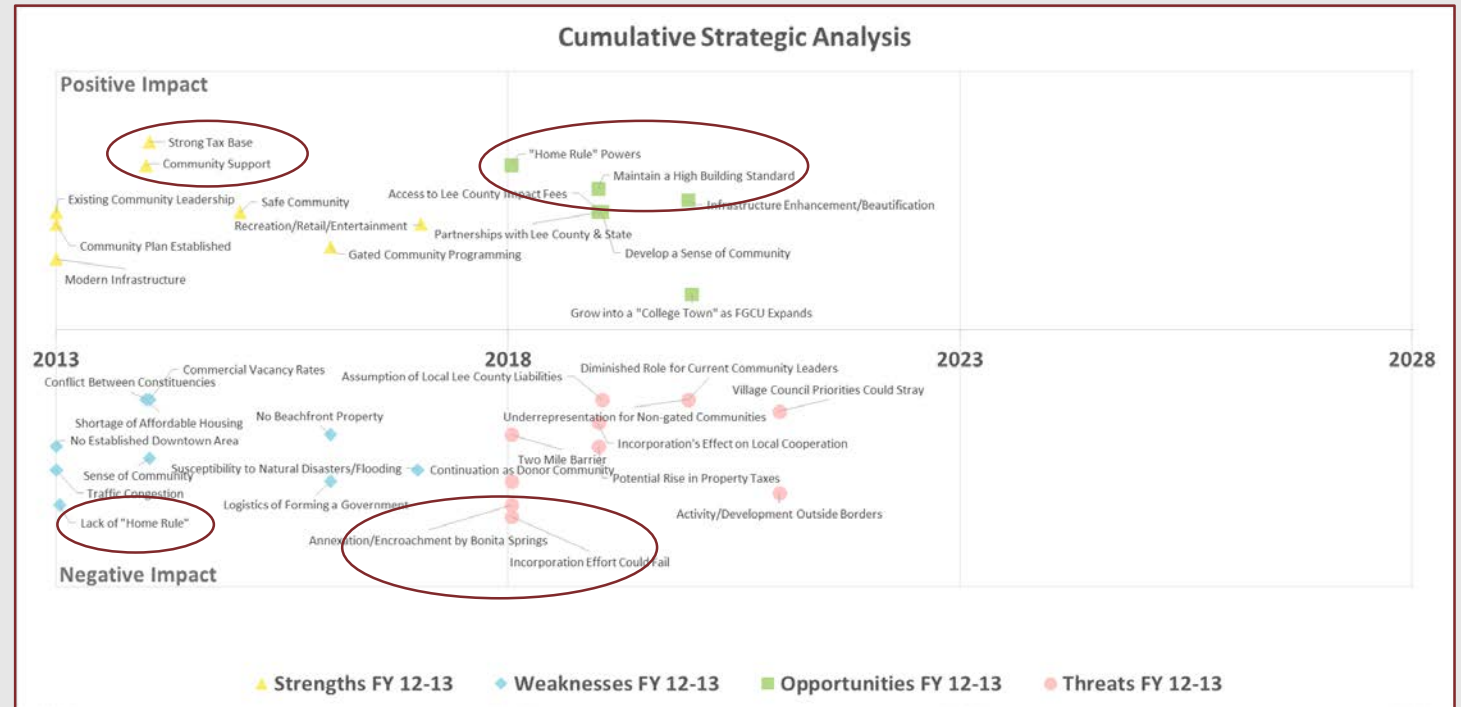
Strategic Analysis: SWOT

- What is a SWOT Analysis?
 - Strengths, Weaknesses, Opportunities, Threats
- Where does a SWOT Analysis come from?
 - Priorities flow from Village studies
- What is the value of a SWOT Analysis?
 - Quantitatively driven, graphical display, which provides priorities for action and allows for tracking of progress over time
- What is the timeline for a SWOT Analysis?
 - This process should be undertaken annually, to account for new information gleaned from studies

Strengths	Opportunities
Weaknesses	Threats

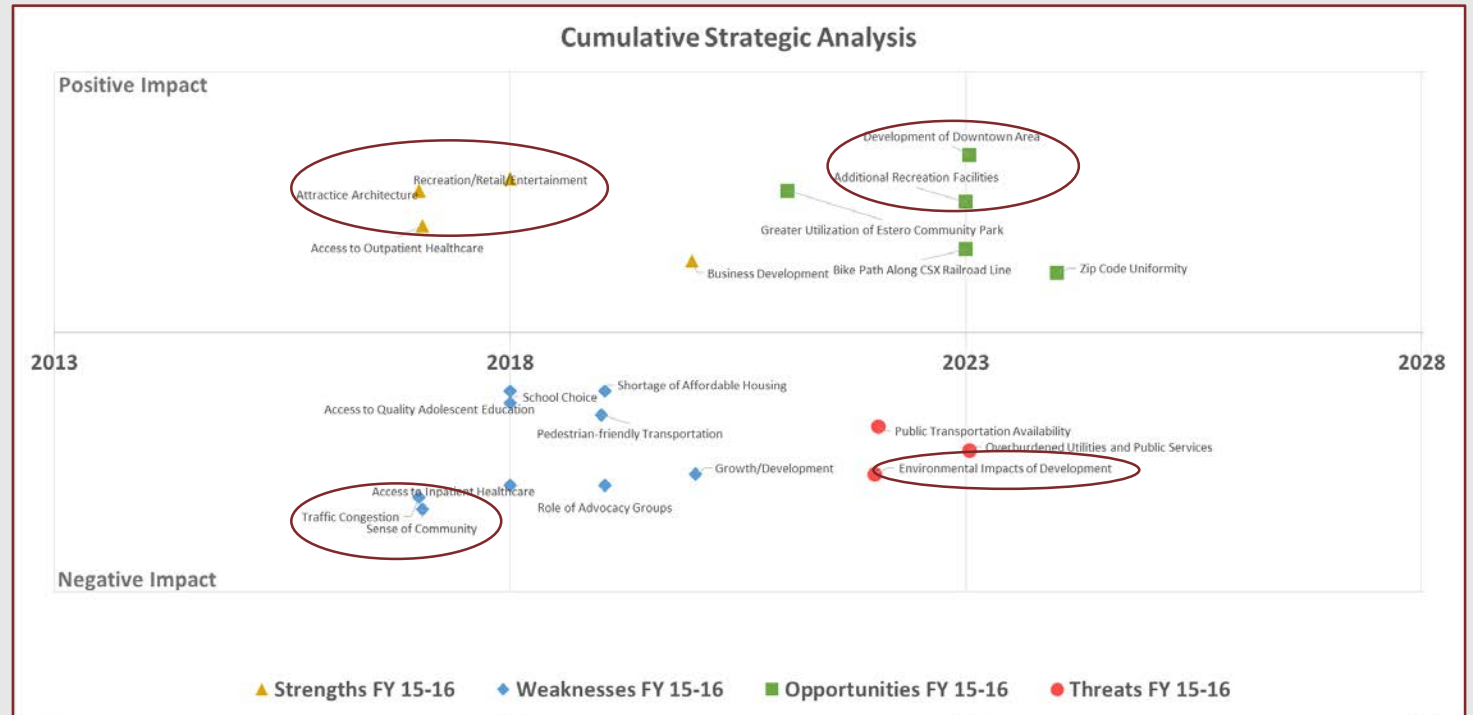
Strategic Analysis: FY 2012-2013

SWOT Analysis: FY 12-13	
<p>Strengths</p> <ul style="list-style-type: none"> Modern Infrastructure Strong Tax Base Existing Community Leadership Community Support Community Plan Established Gated Community Programming Recreation/Retail/Entertainment Safe Community Attractive Architecture Relationship with Lee County and State Access to Estero River 	<p>Weaknesses</p> <ul style="list-style-type: none"> Logistics of Forming a Government Traffic Congestion No Established Downtown Area Shortage of Affordable Housing Sense of Community Lack of "Home Rule" Conflict Between Constituencies Commercial Vacancy Rates No Beachfront Property Susceptibility to Natural Disasters/Flooding
<p>Opportunities</p> <ul style="list-style-type: none"> Partnerships with Lee County & State "Home Rule" Powers Access to Lee County Impact Fees Develop a Sense of Community Maintain a High Building Standard Grow into a "College Town" as FGCU Expands Infrastructure Enhancement/Beautification 	<p>Threats</p> <ul style="list-style-type: none"> Incorporation Effort Could Fail Two Mile Barrier Potential Rise in Property Taxes Underrepresentation for Non-gated Communities Incorporation's Effect on Local Cooperation Village Council Priorities Could Stray Annexation/Encroachment by Bonita Springs Activity/Development Outside Borders Continuation as Donor Community Assumption of Local Lee County Liabilities Diminished Role for Current Community Leaders



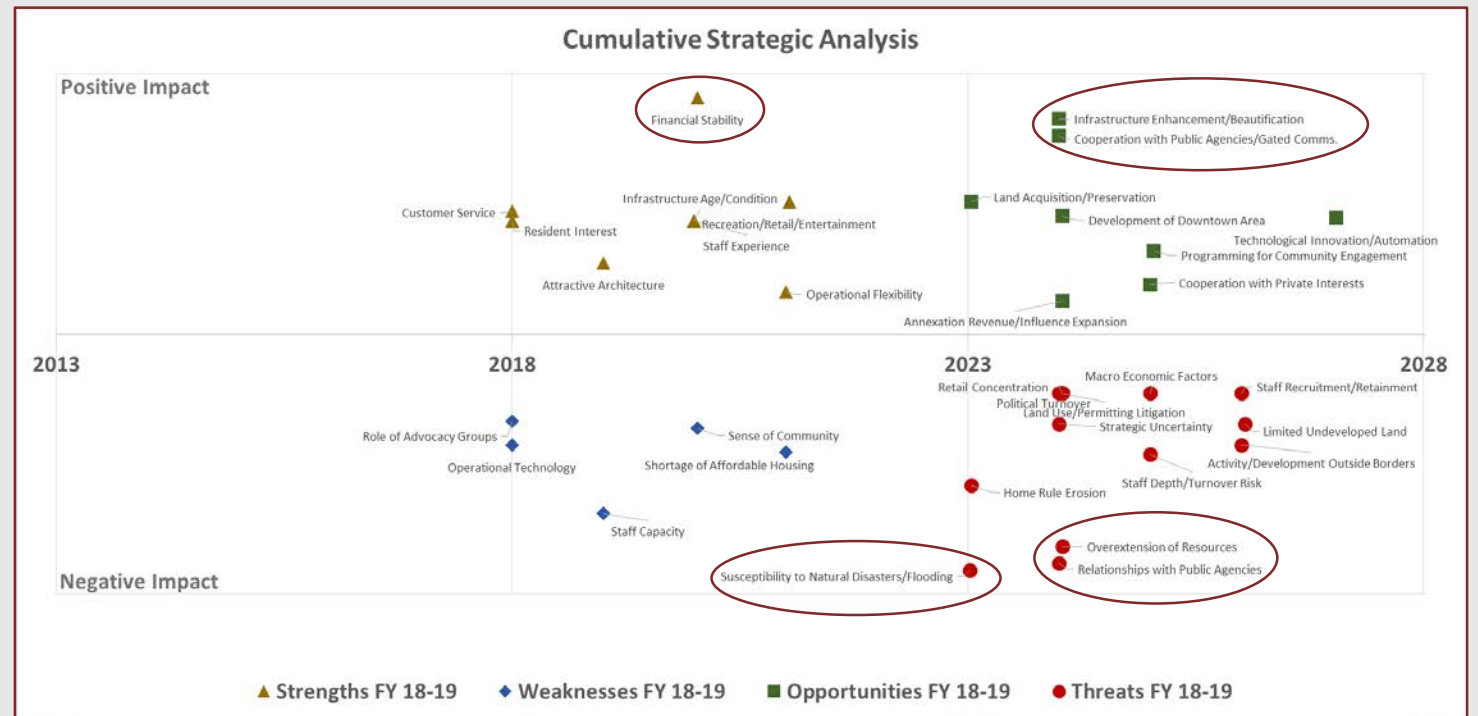
Strategic Analysis: FY 2015-2016

SWOT Analysis: FY 15-16	
<p>Strengths</p> <ul style="list-style-type: none"> Access to Outpatient Healthcare Recreation/Retail/Entertainment Business Development Attractive Architecture 	<p>Weaknesses</p> <ul style="list-style-type: none"> Traffic Congestion Sense of Community Access to Quality Adolescent Education Role of Advocacy Groups Access to Inpatient Healthcare Pedestrian-friendly Transportation Growth/Development School Choice Shortage of Affordable Housing
<p>Opportunities</p> <ul style="list-style-type: none"> Bike Path Along CSX Railroad Line Development of Downtown Area Greater Utilization of Estero Community Park Zip Code Uniformity Additional Recreation Facilities 	<p>Threats</p> <ul style="list-style-type: none"> Environmental Impacts of Development Public Transportation Availability Overburdened Utilities and Public Services



Strategic Analysis: FY 2018-2019

SWOT Analysis: FY 18-19	
<p>Strengths</p> <ul style="list-style-type: none"> Operational Flexibility Infrastructure Age/Condition Resident Interest Financial Stability Attractive Architecture Customer Service Recreation/Retail/Entertainment Staff Experience 	<p>Weaknesses</p> <ul style="list-style-type: none"> Role of Advocacy Groups Sense of Community Shortage of Affordable Housing Operational Technology Staff Capacity
<p>Opportunities</p> <ul style="list-style-type: none"> Annexation Revenue/Influence Expansion Infrastructure Enhancement/Beautification Land Acquisition/Preservation Cooperation with Public Agencies/Gated Comms. Cooperation with Private Interests Development of Downtown Area Technological Innovation/Automation Programming for Community Engagement 	<p>Threats</p> <ul style="list-style-type: none"> Activity/Development Outside Borders Staff Depth/Turnover Risk Land Use/Permitting Litigation Susceptibility to Natural Disasters/Flooding Political Turnover Relationships with Public Agencies Staff Recruitment/Retainment Limited Undeveloped Land Macro Economic Factors Home Rule Erosion Retail Concentration Strategic Uncertainty Overextension of Resources

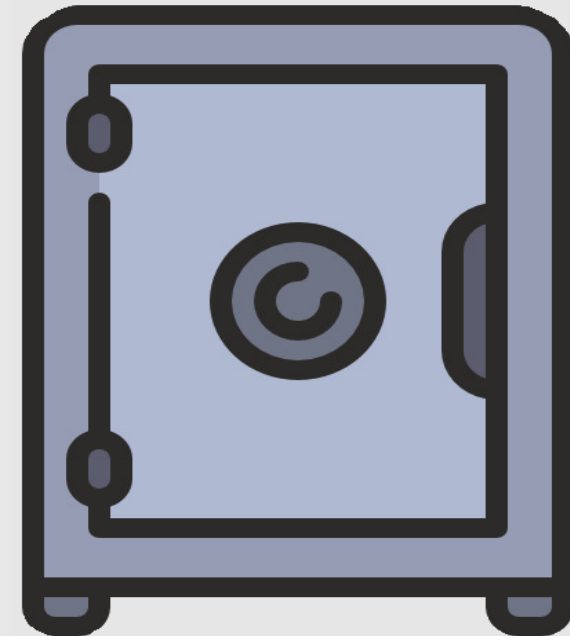


Strategic Analysis: Connection to CIP

FY 2018-2019 Village **Strengths:**

Financial Stability

- *CIP Action:* Bolster operating reserve fund, “pay yourself first” principle
- *CIP Action:* Set aside dedicated funds for road resurfacing, litigation, and stormwater management



Strategic Analysis: Connection to CIP

FY 2018-2019 Village *Weaknesses*:

Staff Capacity

- *CIP Action*: Consultant-led studies funded to increase Village knowledge and capacity to execute improvements
- *CIP Action*: Design and construction phases spread out over several years



Strategic Analysis: Connection to CIP

FY 2018-2019 Village **Opportunities:**

Infrastructure Enhancement/Beautification

- *CIP Action:* Estero Parkway road surface and landscaping improvements funded
- *CIP Action:* US-41 median landscaping improvements funded
- *CIP Action:* Trailside Drive and Poinciana Avenue road surface improvements funded

Cooperation with Public Agencies/Gated Communities

- *CIP Action:* Estero/FDOT collaboration on US-41 median landscaping
- *CIP Action:* Estero/FDOT/LDOT collaboration of I-75 interchange/landscaping improvements



Strategic Analysis: Connection to CIP

FY 2018-2019 Village Threats:

Susceptibility to Natural Disasters/Flooding

- *CIP Action:* Drainage improvements to Broadway West/Trailside/Poinciana

Overextension of Resources

- *CIP Action:* Capital and time intensive projects maintained at consistent level over time
- *CIP Action:* Maintenance of multiple reserves to contain spending

Relationships with Public Agencies

- *CIP Action:* Estero/FDOT collaboration on US-41 median landscaping
- *CIP Action:* Estero/FDOT/LDOT collaboration of I-75 interchange improvements



Questions?

