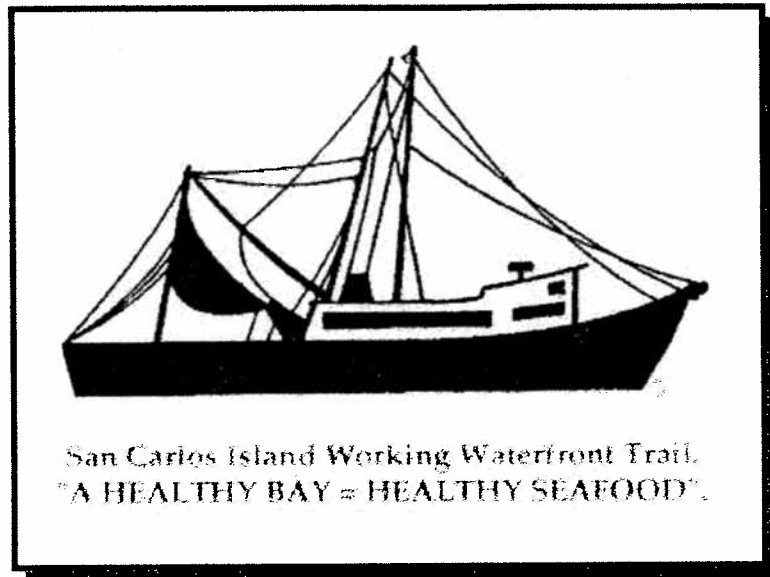


**San Carlos Island Special Area
Management Plan**
*A Vision and Suggested Actions for the Areas
Designated Under the San Carlos Island
Waterfronts Florida Program*



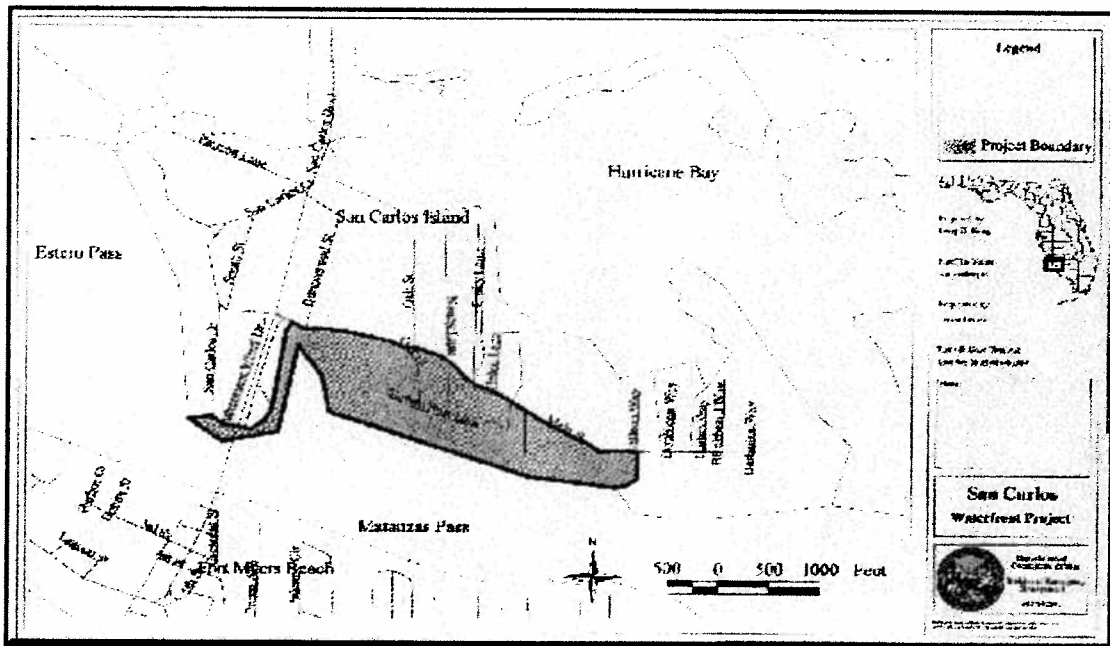
This Special Area Management Plan reflects work limited to the San Carlos Island Waterfronts Committee, the Lee County Office of Economic Development and the Tallahassee Office of Waterfronts Florida Partnership. The view expressed herein are those of the authors and do not necessarily reflect the views of the Waterfronts Florida Partnership, the State of Florida or NOAA or any of its subagencies.

San Carlos Island Waterfronts Florida Community Actions and Future Plan Development August 1999

VISION: San Carlos Island is a people-oriented community with an important working waterfront that includes vibrant commercial seafood and other marine-based industries and recreational opportunities. These assets contribute in making San Carlos Island an attractive community for its permanent and seasonal residents as well as an interesting area for visiting tourist.

Introduction

The *Waterfronts Florida* community of San Carlos Island is one of the state's most active and productive fishing communities. The Island's working waterfront is one-half mile long and supports a variety of commercial fishing, marine and tourist related industries. For six months of



the year, the waterfront is highly active with fishing and shrimping businesses and those that help to service these businesses. The area provides major employment opportunities for people on the island and on the mainland and provides a significant positive impact to Lee County and the Southwest region of Florida. The recent report entitled, "An Assessment of the Economic Importance of the San Carlos Island Shrimp Processing Industry to the Lee County Economy" by Professor Charles M. Adams, et al of the Florida Sea Grant Program concluded:

The shrimp processing/packing industry on San Carlos Island represents an important component of the Lee County economy. Activities associated with the harvesting, off-loading, processing, packing and shipping of shrimp from San Carlos Island facilities has been shown to be intrinsically linked with several factors of the local economy. These activities create positive economic impacts to the local economy as shrimp products are sold to buyers located outside of Lee County and as shrimp is purchased locally by non-residents. The sale of shrimp to both local and non-local buyers results in the purchase of inputs from a variety of services and supply firms, and the distribution of incomes to local employees. These expenditures are circulated within the Lee County economy as these dollars are spent and re-spent."

In addition, related to these activities are charter boat fishing, bait shops, and seafood restaurants and other waterfront business that have appeared. San Carlos Island is well suited to provide facilities and services to meet the needs of the many tourist and seasonal residents that come to the Ft. Myers/Ft. Myers Beach area. Though strongly tied to the seafood and marine industries, the Island also has strong linkages to the beach-front and gulf fishing tourist activities with Ft. Myers Beach directly across the bridged intercoastal waterway at Mantanzas Harbor. This linkage results in a active and continuous flow of tourist through and onto San Carlos Island. Further, a large portion of the land area of the Island supports homes used by seasonal residents (a.k.a. "snowbirds").

Background & History

San Carlos Island is home to an active fishing fleet. It represents an important component of the Florida commercial fishing industry, producing the third largest seafood landings in the State. The primary catch is pink shrimp, as well as brown and white shrimp, many varieties of fish, stone and blue crabs and other types of seafood.

The Town of Fort Myers Beach is directly across the Matanzas Harbor from the fishing docks of San Carlos Island and is a primary tourist destination for the southwest Florida coastal area. San Carlos Island is linked via a bridge to the Town and has numerous businesses that attract and cater to the tourist.

Over the years, San Carlos has had various planning scenarios and redevelopment efforts initiated such as, the creation of a Community Redevelopment Area (CRA) for the Island to help develop a source of funding to assist in revitalization. The CRA involved creating a fund based on tax incremental financing (TIF). TIF takes a portion of the area's ad-valorem taxes from the County's general fund based on the increase in tax value from within the designated area. Those tax dollars are then reinvested in revitalization project for the Island which again should help to increase local land values and thus the available tax increment.

In addition, in the early 1990s, *The Waterfronts Center*, a group that provides consultation for areas seeking to redevelop their waterfronts was hired and through a series of meetings and visioning session a proposed plan was generated. The results of this effort appeared to be too

ambitious for the area focusing on actions that would require major changes in land use and community structure. Though many worthwhile recommendations were made (See attachment 3), the effort did not proceed under any particular organized fashion.

In 1997, with the assistance of the Lee County Office of Economic Development, San Carlos Island residents applied for and were designated a Waterfronts Florida community. A committee of local residents, business persons and a County representative was established to guide the actions and progress under the Waterfronts program. Early on, the Committee began to focus on two principal issues. First, there was the desire to increase the visibility and educate people about the San Carlos Island waterfront thereby helping to encourage their visits and business. Second, there was an objective of trying to develop greater capacity to handle shrimping/fishing boats during the peak portion of the fishing season. The local committee believed there was the need to address each of these issues. Over the course of the next two years the San Carlos Island Waterfronts Florida Committee, the local program manager and the Lee County Office of Economic Development with assistance from the Waterfronts Florida Partnership staff in Tallahassee all sought to cooperatively develop actions to address the identified issues.

First Year San Carlos Island WFF Project - A Working Waterfront Trail

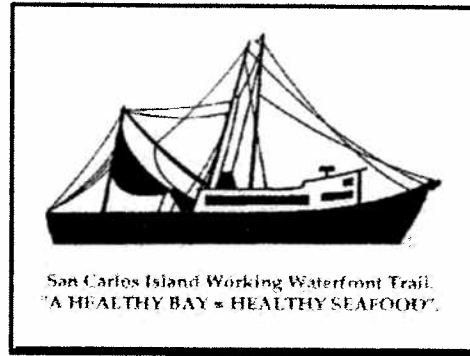
The San Carlos Island Waterfronts Florida Partnership used the first year program grants funds (\$ 10,000) in addition to matching funds and in-kind labor to establish a self-guided walking tour. The proposed self-guided tour directs and increases public attention toward the islands working waterfront and highlights other important environmental, historical and cultural aspects of San Carlos Island. The decision was made to pursue the development of the trail because there is as noted above, continuous flow of tourist through and onto San Carlos Island from the neighboring tourist-based community of Ft. Myers Beach. Even without a trail, tourist regularly walk over the connecting bridge and explore San Carlos Island. With a defined trail, it was believed that the activities and features of the working waterfront could serve as an added attraction and amenity and would help to support some business opportunities.

On March 19, 1998 a working group of local, state, county and city members was organized through the efforts of the Waterfronts Florida Partnership to discuss and refine the development of the walking tour. A representative from the Florida Department of Environmental Protection's Rookery Bay Aquatic Preserve, an expert in trail design, helped the group direct and narrow their efforts toward identification of a trail theme, title, station locations and functions. The local program manager for Waterfronts Florida who is also a longtime resident of San Carlos Island, with help from other Waterfronts Committee members, worked to setup the meeting and provide much of the background historical and locational information. Representatives from the Lee County Parks Department and the Estero Bay Aquatic Preserve were also in attendance (San Carlos sits adjacent to the Aquatic Preserve and the Preserve's office is on the San Carlos Waterfront). After brief presentations, viewing of aerial photos of the Island and points of interest and some general discussion the group developed the following theme for the trail:

A HEALTHY BAY = HEALTHY SEAFOOD

The theme was simple and concise, relaying the underlying links between the working waterfront and the natural environment. It was short and could easily be repeated on each major stop to strengthen the desired public message. Next, a trail title was chosen:

“San Carlos Island Working Waterfront Trail.”



The group further defined the Working Waterfronts Trail to consist of the 5 principle anchor stations along with approximately 13 other points of interest (see attached map- attachment 1) to form a loop through the community. The loop is intended to be further integrated to the larger community of Fort Myers Beach across the intra-coastal by providing for trail brochures at the existing “Time Square” informational kiosk in Fort Myers Beach.

Further, a logo (graphic icon) was developed which will be stenciled along the-trail to effectively “blaze” the path. A shrimp boat was chosen for this purpose since the existing San Carlos Island street signs already use this emblem.

Station Location & Function - Five locations were selected to be the principle anchors of the tour. They are to be linked by a marked path with each site serving a particular purpose in making a complete trail and expanding upon the chosen theme. The five anchor locations and the function of each are provided below.

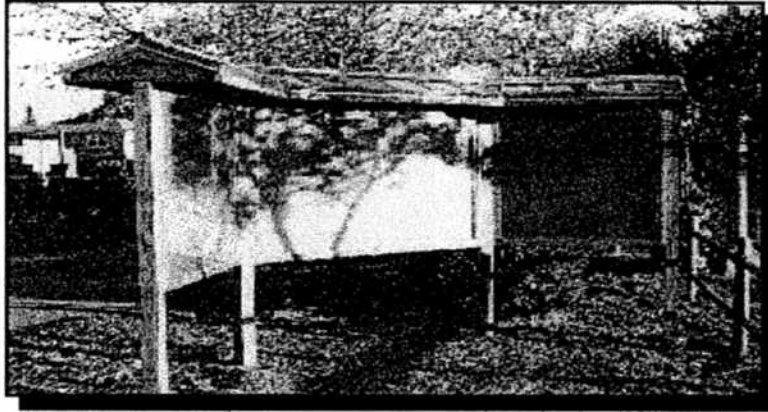
* ***Anchor Station 1 - Main Street Parking Lot and Trolley bus stop.*** The focus of this location is basic information about the walking tour, a map of both San Carlos Island and the self-guided walking tour and some general historical and cultural information. This station is strategic in that it will naturally serve to capture and inform many tourists on their way to Ft. Myers Beach since public parking is already provided at the location and a trolley service links to the beaches. This station is on County land.

* ***Anchor Station 2 - Under the FDOT bridge adjacent to the public parking lot.*** This site is informational, not a full kiosk, but a medium sized sign (approximately 4'x8' on posts). It is aimed at attracting the attention of the people who use the parking facility on their way to the fishing pier, restaurant or Key West boat tour.

* ***Anchor Station 3 - Adjacent to Dixie Fish Company, the pier and the public parking area along the Waterfront.*** This site looks out over Mantanzas Pass and includes a good view, up and down the working waterfront. This site incorporates an interesting local

historic structure, Dixie Fish Company and is also adjacent to an active bar and grill restaurant that is directly on the waterfront. This location offers descriptive information of the harbor and shows birds and mammals that sometimes call the harbor home. Associated with this location, on the neighboring railing associated with the pier, small informational signs that describe the local wildlife (e.g., manatees, seabirds aquatic vegetation, etc.) or features of the working waterfront will be erected.

*** Anchor Stations 4 & 5 -San Carlos Island Maritime Park .** One with a kiosk at the



One of the stations prior to completion.

corner of Main Street and another at the county mitigation site where an existing boardwalk has already been developed. The informational focus of this site is local natural resources and environmental concerns, (e.g., the bay, the vegetation along the trail). Some space is to be used to explain the natural area's cycle of life and habitats.

The trail stop at the other end of the Maritime Park property has been worked into the existing County mitigation site and boardwalk. This site looks directly out at shrimp boats that are tied up along the pier. The focus of the site is to explain the boats, their rigging, differences, etc. In addition, there is information regarding the shrimping industry and the aquatic preserve. This site is on County-owned property.



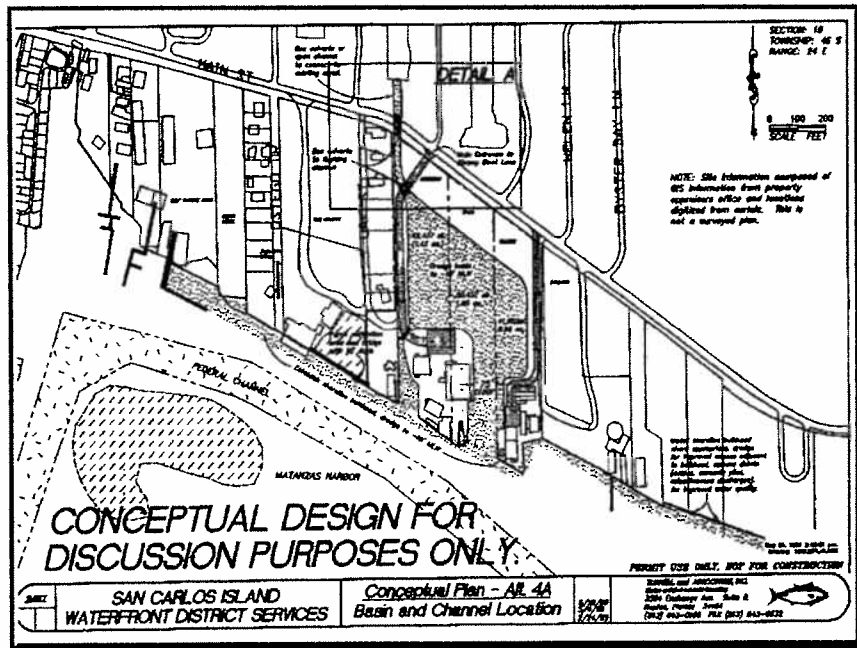
Some of the educationally oriented art on the trail kiosks

Over time, with continued diligence and effort by the local Waterfronts Florida volunteers and the Lee County Office of Economic Development, the educational and display kiosks have been erected and with the help of a local artist, pictures and artwork developed for placement up on the kiosks. Small signs using the icon of a shrimp boat are being placed along the trail path to guide visitors along the walking tour.

Second Year San Carlos Island WFF Project - Addressing Dock Overcrowding

The shrimp boats are located in the San Carlos Island area for six months out of each year (November to May) with the remaining six months being spent in along the Texas coast. When the fishing fleet is in San Carlos Island there is an obvious increase in activity and use along the waterfront which results in a shortage of dockage space needed for the unloading and reprovisioning of the fishing boats. The seafood industry is presently handcuffed by this lack of dock space and during peak season boats may be packed four to five deep up against the docks resulting in difficulties in unloading catch, and slow downs in reprovisioning prior to the boats returning to sea. In season, the packing house owners must often turn away business do to this congestion of fishing boats.

Various scenarios have been proposed over the years to attempt to solve the problem. A fixed dock located within the harbor approximately 300 feet from the San Carlos Island shoreline was initially proposed to accommodate the congestion of fishing boats. However, due to the sensitive nature of Mantanzas Harbor



(adjacent to, and portions within, Estero Bay Aquatic Preserve) and the dislike of the proposal by many Fort Myers Beach residents, it became apparent that permitting of this approach would be very difficult. Later, a different proposal to place mooring dolphin pilings in the harbor to handle the overflow of fishing boats during peak season was offered. It too met with similar obstacles.

The San Carlos Island Waterfronts Committee and the local fishing community realized that assistance was needed to find a solution to the dock overcrowding issue and to ensure that overall harbor planning efforts encompass both the San Carlos Island working waterfront issues as well as the Town of Fort Myers Beach's pleasure boat management issues. To help work through these issues the Waterfronts Committee hired a marine consultant Turrell & Associates, Inc., to work with them in developing feasible alternatives that may be acceptable to the San Carlos Island community, the adjacent Town of Fort Myers Beach and the fisherman and packing house owners along the working waterfront. The overall objective would be to identify possible solutions to the boat overcrowding issues for both the San Carlos Island working waterfront and the related harbor overcrowding and multiple use needs.

After studying the existing dockage situation and the previous efforts which considered development of mooring buoys or additional piers adjacent to the Federal channel, a new approach was suggested which would consist of using some of the upland properties to develop an enclosed basin where up to 40 fishing boats could dock. Turrell & Associates completed a conceptual design plan for a proposed basin to be dredged from upland property of willing property owners.

The basin, if developed, would provide a discrete area for fishing fleet operations and would help to alleviate the docking space crunch along with increasing opportunities for developing seafood related tourism . The plan was presented to the public and has generally been well received. Development of such a basin is still a ways off, and will require substantial environmental reviews prior to any initiation of construction. Further, funding the project has to be secured from public and/or private resources. Nevertheless, the development of this plan was viewed as a success and has demonstrated that there may be a solution to the fishing boat overcrowding issue which is acceptable to most everyone and that would be help to open new community development possibilities for the Island of San Carlos.

Work in Planning for the Future San Carlos Island Waterfronts Florida Committee

Over the year San Carlos Island has worked under various initiative to achieve differing objectives. As the community arrives at the new millennium though, the importance of planning future actions has become apparent. To help the community develop an outline of where they hope to spend their efforts, Waterfronts Florida staff went to San Carlos Island in April, 1999 to hold a visioning/planning development session. The workshop was well attended by the members of the San Carlos Island community, Lee County Planning Department, Town of Ft. Myers Beach Commissioner (now Mayor) and the representative of the Estero Bay Aquatic Preserve. At this meeting Waterfronts Florida staff facilitated community members and helped participants arrive at a specific vision statement along with corresponding objectives and action steps(see below). The products of this meeting were later mailed and reviewed by meeting participants and their comments incorporated into a final product. The results of this work have been forwarded on to the Lee County Office of Economic Development along with the Planning Department and it is hoped that they will be considered for inclusion as a part the Lee County Comprehensive Plan in the portion that specifically addresses San Carlos Island.

Results of the April 8th, 1999 Planning Workshop

VISION: San Carlos Island is a people-oriented community with an important working waterfront that includes vibrant commercial seafood and other marine-based industries and recreational opportunities. These assets contribute in making San Carlos Island an attractive community for its permanent and seasonal residents as well as an interesting area for visiting tourist.

Planning for San Carlos Island was mapped out under the major categories of:

- Economic Development
- Cultural and Historical Resource Protection
- Environmental Resource Protection
- Public Access and Community Identity
- Hazard Mitigation

ECONOMIC DEVELOPMENT

GOAL: Continue to support and develop San Carlos Island's commercial fishing and passenger carrying vessel industry while diversifying the economic base of the island to enhance recreational and tourism related opportunities and support businesses along San Carlos Boulevard and Main Street.

OBJECTIVES:

A.) Enhance the island's commercial fishing industry and existing businesses and residential areas by improving supporting infrastructure.

Partners: Lee County Economic Development Office, Office of Trade and Tourism Development (OTTED), FDEP,s Clean Marina Program, Lee County Planning, Local Chamber of Commerce, Lee County Public Works and Transportation Department.

Action Steps:

- Continue development of alternate dockage such as the proposed internal docking basin on San Carlos Island off Mantanzas Pass to increase capacity and efficiency of commercial boat off-loading.
- Identify possible public and/or private funding sources to develop/rehabilitate San Carlos Island waterfront infrastructure.
- Work through the county to develop a master stormwater management plan to help alleviate street and yard flooding (e.g., quite prevalent along Main Street and South Street) and to better treat stormwater to enhance local receiving water quality.
- Work with the FDEP Clean Marina Program to ensure San Carlos Island develops waterfront infrastructure of high environmental standards and serves as an example to other waterfront areas.

B.) Review and possibly revise the Island's water-dependant land use policies/ordinances which have been identified as limiting development options along the west side of Main Street and possibly other areas of the island.

Partners: Lee County Planning Office, Land owners, Lee County Economic Development Office and the Waterfronts Florida Partnership Office, Florida Department of Community Affairs.

Action Steps:

- Working with the Lee County Planning Office, identify and map the area currently zoned for only water-dependent uses and concurrently, identify those specific areas where greater flexibility is desired.

- Working with all the partners develop language that will increase the flexibility and mix of land use types allowable on land currently zoned for water-dependant uses to allow non-water dependent uses which may accentuate traditional commercial fishing village industry such as restaurants and mixed use commercial/residential.
- Working with the Lee County Office of Economic Development and the Planning Office amend the present zoning ordinance and comprehensive plan to include the language developed in the action steps above.

C.) Diversify the island's economic base by enhancing tourism, retail, and recreation opportunities which capitalize on San Carlos Island's commercial fishing heritage, passenger carrying vessels and marine-based ecotourism potential.

Partners: Lee County Economic Development Office, OTTED, FDEP,s Clean Marina Program, Lee County Planning, Local Chamber of Commerce.

Action Steps:

- Formulate a plan to attract tourists to the island which takes advantage of the island's unique commercial fishing and passenger carrying heritage, location, and environmental features.
- Create a brochure which provides a calender of events and recreational opportunities of San Carlos Island and surrounding areas/communities - Produce a distribution plan (work in partnership with Fort Myers Beach).
- Identify marine-based recreational opportunities appropriate for San Carlos Island and facilitate the establishment of businesses to serve those activities (e.g., canoeing/kayaking rental for access to the Estero Bay Aquatic Preserve resources.)
- Encourage business development in the area between Main Street and the existing working waterfront after revising water-dependent zoning to allow for other uses

D.) Help to ensure that local private businesses understand and are able to comply with the regulatory environment

Partners: FDEP, Southwest Florida Water Management District, Southwest Florida Regional Planning Council, U.S. Coast Guard, Florida Department of Health, Lee County Planning Office, Ostego Bay Foundation, San Carlos Island Waterfront Florida, San Carlos Island Redevelopment Corporation.

Action Steps:

- Review seafood packing house and boatyard regulations (federal and state) and identify recent updates that may affect local businesses. Identify where improvements/modification may be necessary.
- Seek funds (e.g., grants, low interest economic development loans) to assist in providing for any identified upgrades necessary to meet current regulatory standards.

CULTURAL AND HISTORICAL RESOURCE PROTECTION & COMMUNITY IDENTITY

GOAL: Preserve and promote the cultural resources of San Carlos Island including:

- Commercial fishing and passenger carrying vessel industries
- Working waterfront Community character
- Archeological sites (adjacent underwater sites or any identified on the Island)
- Permanent and seasonal residential aspects

OBJECTIVE:

Identify resources available and better develop the historical/cultural themes of San Carlos Island.

Partners: Ostego Bay Foundation, DEP Estero Bay Aquatic Preserve Office, Lee County Historical Society, Florida Department of State - Division of Historical Resources, San Carlos Island Waterfronts Florida, local citizens/fishermen/businesses.

Action Steps:

Identify and pursue specific projects that will develop and accentuate the historical/cultural themes for San Carlos Island area such as:

- ▶ Promote the shrimping fleet within the context of the island's commercial fishing heritage. Explore the possibility of getting and restoring old (derelict) shrimping vessel to be included as a part of the San Carlos Island Waterfront Walking Trail. Identify possible location for shrimp boat and likely funding sources for restoration.
- ▶ Complete working waterfront trail by providing trail marker logos along the path (i.e., the shrimp boat logo)
- ▶ Develop linkages to the working waterfront trail and other points of interest in surrounding communities and Estero Bay Aquatic Preserve.

- a. Link trail to Fort Myers Beach Mainstreet and Time Square area.
 - b. Link trail to Estero Bay Aquatic Preserve via providing access from San Carlos Island by way of public and private boat ramps that cater to small fishing boats canoes and kayaks.
- ▶ Continue to develop and hold an annual San Carlos Island Shrimp Festival as a celebration of the Island's commercial fishing heritage.
 - ▶ Encourage preservation/restoration of remaining historic structures and existing commercial dock uses and land uses.
 - ▶ Recreate a version of the "gateway arch" that once introduced visitors to the Island as they drove down San Carlos Boulevard.
 - ▶ Develop a resource library and provide local businesses with access to any photo or written resources that exist regarding San Carlos Island's past (e.g., people, places, boats.). Encourage them to display and annotate these photo resources in their businesses to help educate everyone about the Island's past and cultural heritage.
 - ▶ Accentuate the Island's working waterfront character through development of signage as you enter the Island that better identifies San Carlos Island. (Possibly just relocating, providing night lighting and landscaping/vegetation to the existing "San Carlos - Home of the Shrimp Fleet" signs to locations along San Carlos Boulevard).

ENVIRONMENTAL RESOURCE PROTECTION

GOAL: Work to preserve existing commercial dock and property uses and develop and manage all of the San Carlos Island Waterfront, Island businesses and residential areas with a high regard for the protection and enhancement of surrounding natural resources of Matanzas Bay and the Estero Aquatic Preserve.

OBJECTIVE:

Understand and implement environmental quality guidelines for the commercial fishing fleet and related public and private infrastructure, incorporating state and federal regulations and local environmental concerns.

Partners: FDEP, Ostego Bay Foundation, Florida Department of Community Affairs - Coastal Management Program, Clean Marina Program, Lee County, U.S. Coast Guard Station, San Carlos Island Commercial Dock Property Owners, Ft. Myers Beach.

Action Steps:

- ▶ Promote shrimp dock clean-up - Clean-up Day (partner with Fort Myers Beach and Lee County)
- ▶ Identify regulatory requirements for commercial vessels and related land-based facilities.
- ▶ Address bilge problem with education and enforcement.
- ▶ Explore use of shut-off valves on fuel pumping facilities.
- ▶ Develop recycling programs tailored to the commercial fishing fleet.
- ▶ Adopt a monofilament line recycling program.
- ▶ Work with various resource agencies to develop environmental resource protection and actions educational materials for distribution and display on the Island (e.g. information to post on the walking tour kiosks, hand out brochures for island restaurants and marinas)

PUBLIC ACCESS

GOALS: Promote San Carlos Island as a people-oriented community with an important working waterfront that includes vibrant commercial seafood and other marine-based industries and recreational opportunities.

Increase pedestrian, bicycle, and boat accessibility on San Carlos Island.

OBJECTIVES:

A.) Develop signage and other information presentation methods which promote San Carlos's community vision.

B.) Develop additional segments to the existing San Carlos Island Working Waterfront Walking Trail that link it to the neighboring community of Ft. Myers Beach.

C.) Redesign the existing County owned public boat ramp so that the public may use to launch small fishing boats, canoes and kayaks.

Partners: Ft. Myers Beach Main Street Program, Ostego Bay Foundation, FDEP - Estero Bay Aquatic Preserve Office, Lee County Transportation Department, Lee County Office of Parks & Recreation, Florida Department of Transportation, Florida Department of State - Division of Historical Resources, San Carlos Island Waterfronts Florida Committee, local citizens/fishermen/businesses.

Action Steps:

Improve and expand San Carlos Island's pedestrian corridors (pedestrian and bike trails) by better marking them and integrating them closely to walking/pedestrian trails of Ft. Myers Beach.

- ▶ Complete working waterfront trail by providing trail marker logos along the path through the community and over the bridge between Ft. Myers Beach and San Carlos Boulevard (i.e., the shrimp boat logo).
- ▶ Encourage development of public and /or private small boat and canoe/kayak launch access from areas of the San Carlos Island Waterfront as a means to getting out into the Estero Bay Aquatic Preserve (Improved access and enjoyment of an existing local environmental resource.)
- ▶ Explore partnerships with Fort Myers Beach to increase accessibility and community visibility such as developing a Mantanzas Harbor/San Carlos Island Working Waterfront Overlook on the center point of the bridge between Ft. Myers Beach and San Carlos Islands. At the overlook provide informational signage/pictures/photos that explains what is visible from the overlook. Link this into the San Carlos Island Walking Trail and the Ft. Myers Beach Times Square Area.

HAZARD MITIGATION

GOAL: Focus on reducing post storm costs on San Carlos Island.

OBJECTIVES:

- A.) Develop a an emergency preparedness and post-disaster plan for San Carlos Island.
- B.) Establish storm-proofing protocols for the commercial fishing fleet when threatened by extreme winds and/or hurricane conditions.
- C.) Identify and support renovation/elimination of derelict structures and code violations and where feasible, allow post-storm rebuilding of existing legal structures at the same location.
- D.) Work to develop a master stormwater management plan to reduce street and yard flooding and to improve water quality of discharged stormwater runoff.

Partners: Florida Department of Community Affairs - Division of Emergency Management, U.S. Coast Guard Station - San Carlos Island, FDEP - Estero Bay Aquatic Preserve Office and District Office in Ft. Myers, Lee County Transportation Department, Lee County Office of Parks & Recreation, Lee County Planning Department, Florida Department of Transportation, San Carlos Island Waterfronts Florida Committee, local citizens/fishermen/businesses.

Action Steps:

- ▶ To initiate actions leading to better stormwater management on the Island, organize a meeting to include the Lee County Planning, Transportation, Recreation and Emergency Management Departments to describe problem areas, identify possible infrastructure improvements that are necessary to address the problems and to identify possible monetary resource available to correct problem(s).
- ▶ To initiate development of an emergency preparedness and post-disaster plan for San Carlos Island and to work towards establishing storm-proofing protocols for the waterfront including the commercial fishing fleet, organize a meeting with the Lee County Planning and Emergency Management Offices, inviting (at a minimum) participation of DCA's office of Emergency Management, U.S. Coast Guard, County police and fire representatives, FDEP and others to develop a local strategy and identify available monetary resources.