

Lee County Board Of County Commissioners
Agenda Item Summary

Blue Sheet No. 20021190

1. REQUESTED MOTION:

ACTION REQUESTED:

Adopt a Resolution in support of the City of Fort Myers "Urban Infill and Redevelopment Plan."

WHY ACTION IS NECESSARY:

The City of Fort Myers is requesting County support of the City's planning efforts in the incorporated and unincorporated Urban Infill Area.

WHAT ACTION ACCOMPLISHES:

Continued support of the City's planning efforts in the Lee Plan designated Urban Infill Area will help to better the quality of life to both the incorporated and unincorporated residents.

2. DEPARTMENTAL CATEGORY:
COMMISSION DISTRICT #2

C4C

3. MEETING DATE:

10-29-2002

4. AGENDA:

X CONSENT
ADMINISTRATIVE
APPEALS

PUBLIC
WALK ON

TIME REQUIRED:

5. REQUIREMENT/PURPOSE:
(Specify)

STATUTE
ORDINANCE
ADMIN.
CODE
X OTHER

6. REQUESTOR OF INFORMATION:

A. COMMISSIONER
B. DEPARTMENT Community Development
C. DIVISION Planning

BY: Paul O'Connor, AICP

7. BACKGROUND:

On September 5, 2000 the Board Authorized the Chairman to co-sign a Planning Grant Application with the City of Fort Myers for a Florida Urban Infill and Redevelopment Assistance Planning Grant. The grant's purpose was to develop a planning document, in accordance with Florida Statute 163.2517, that describes the infill and redevelopment objectives for the area designated as an Urban Infill Area in both the County's and City's comprehensive plans. The City's staff, working closely with the community, developed the planning study. The study was adopted, by Ordinance, by the City Council on October 7, 2002. The City is requesting that the County adopt a resolution in support of the plan.

Attachments: Resolution
Resolution "Attachment A"

8. MANAGEMENT RECOMMENDATIONS:

9. RECOMMENDED APPROVAL:

A Department Director	B Purchasing or Contracts	C Human Resources	D Other	E County Attorney	F Budget Services				G County Manager
Man Gatta	N/A	N/A	N/A	Linzyth	OA	OM	Risk	GE	10-17-02
					10/15/02	10/17/02	10/17/02	10/17/02	

10. COMMISSION ACTION:

APPROVED
DENIED
DEFERRED
OTHER

Rec. by Comtty
Date: 10/15/02
Time: 3:40
Forwarded To:

RECEIVED BY COUNTY ADMIN. TD
10-15-02
4:30
COUNTY ADMIN. FORWARDED TO: BH
10/17/02

**LEE COUNTY BOARD OF COUNTY COMMISSIONERS
RESOLUTION 2002-____
A RESOLUTION OF THE LEE COUNTY BOARD OF COUNTY
COMMISSIONERS IN SUPPORT OF THE CITY OF FORT MYERS
URBAN INFILL AND REDEVELOPMENT PLAN**

WHEREAS: The County co-applied with the City of Fort Myers for a Florida Urban Infill and Redevelopment Assistance Planning Grant; and

WHEREAS: The Urban Infill and Redevelopment Plan has been prepared by City of Fort Myers in compliance with Chapter 163, Florida Statutes, and properly submitted for review by the appropriate agencies; and

WHEREAS: The City of Fort Myers has solicited public comment in accordance with its duly adopted public participation procedures; and

WHEREAS: Two public hearings, with due public notice, have been held: one before the Planning Board and one before the Mayor and City Council to inform the public and receive objections or recommendations, and comments; and

WHEREAS: The Urban Infill and Redevelopment area is located within an area that contains both incorporated and unincorporated properties of the City of Fort Myers and Lee County; and

WHEREAS: The Urban Infill and Redevelopment area has been designated by both the City and County as an urban infill area in their respective Comprehensive Plans; and

WHEREAS: The comments and objections received from all persons, agencies, or governments to date have been duly considered.

**NOW THEREFOR BE IT RESOLVED BY LEE COUNTY BOARD OF
COUNTY COMMISSIONERS, FLORIDA, that:**

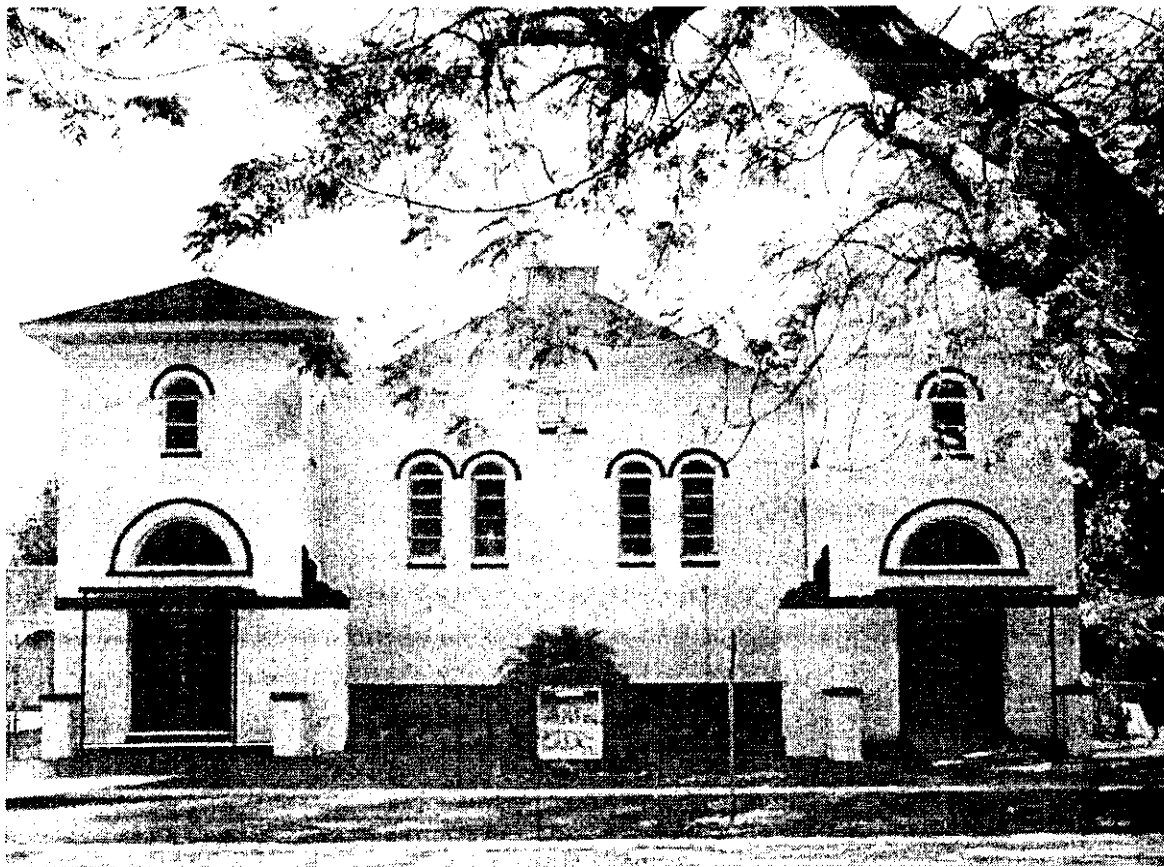
1. The Urban Infill and Redevelopment Plan, dated September 16, 2002, included as "Attachment A" is hereby accepted as an appropriate planning tool for the incorporated and unincorporated Urban Infill Area;
2. Lee County will continue to cooperate with the City of Fort Myers to promote the annexation of the Dunbar and Bellevue communities.

Passed and duly adopted this 22nd day of October, 2002

LEE COUNTY BOARD OF COUNTY COMMISSIONERS

Robert Janes, Chairman
Lee County Board of County Commissioners

CITY OF FORT MYERS
COMMUNITY DEVELOPMENT DEPARTMENT
URBAN INFILL & REDEVELOPMENT
PLAN



Mt. Olive African Methodist Episcopal Church - ca. 1929

CITY OF FORT MYERS
COMMUNITY DEVELOPMENT DEPARTMENT - PLANNING DIVISION
CONTACT PERSON: PAUL CARLSON, PLANNING MANAGER
PHONE: 941.332-6786

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EXECUTIVE SUMMARY

The Urban Infill and Redevelopment Plan (Plan) has been developed to act as a guide for the future physical, social, and economic revitalization of the designated Urban Infill and Redevelopment Area (Urban Infill area). The Plan is designed to take a holistic approach to the revitalization of the Designated Area. This approach allows the plan to focus on a specific geographic area, look broadly at the issues facing it and assist in deciding how best to allocate limited resources to resolve the issues identified.

The strength of this Plan is drawn from how it was developed – public participation and citizen input. A broad range of individuals (residents, local government officials, business owners, clergy, nonprofit organizations and other affected parties) attended a series of public meetings and provided valuable input in the identification of the issues and potential solutions. The participation of residents and others living and working in the area help assure that the issues and causes are more completely addressed. Further, the Plan recognizes the dynamic nature of neighborhood revitalization. Consequently, the Plan was developed utilizing the following guidelines:

- The area residents and businesses must be involved.
- The Plan must be tailored to fit the needs of the neighborhood.
- The revitalization effort must utilize existing neighborhood assets.
- Long-, mid-, and short-term goals must be established.
- Tools must be developed to monitor neighborhood improvement.
- The Plan must provide for evaluation and modification to ensure success.

The community identified several issues during the development of the Plan. To address these issues, the Plan is organized around seven priority issues: Intergovernmental Coordination, Economic Development, Public Safety, Housing Opportunities, Transportation, Quality of Life, and Historic Preservation. Goals and objectives are then developed to identify how the priority issues should be addressed. Finally, action statements are included to identify steps needed to ensure that the goals and objectives can be successfully achieved.

GOALS

Goal 1: Improve intergovernmental coordination to create a cohesive community enhancement redevelopment program for the Urban Infill area.

Objective 1.1: Coordinate the Urban Infill and Redevelopment Plan with existing planning efforts within the designated Urban Infill and Redevelopment planning area.

Action Statement 1.1.1: The Dr. Martin Luther King, Jr. Blvd. Redevelopment Plan, as adopted in 2000, is adopted by reference.

Action Statement 1.1.2: The Weed and Seed plan, as adopted in 2000 and amended thereafter, is adopted by reference.

Action Statement 1.1.3: Ensure that future community enhancement and redevelopment planning efforts are consistent with existing adopted plans.

Action Statement 1.1.4: Ensure that the goals, objectives, and policies of The City of Fort Myers Comprehensive Plan support community enhancement and redevelopment of the Urban Infill area.

Action Statement 1.1.5: The Planning Board, and the Fort Myers City Council, and the Lee County Board Of County Commissioners until such time as all properties are annexed into the City, shall consider consistency with the Urban Infill and Redevelopment Plan when considering land development within the Urban Infill designated area.

Action Statement 1.1.6: The City of Fort Myers, in coordination with Urban Infill area residents and business owners, Lee County and other community leaders, will pursue the Front Porch Florida designation by the Governor's Office.

Action Statement 1.1.7: Establish partnerships, as needed, with other governmental entities, local businesses, lending institutions, non-governmental entities, social service institutions and other entities as appropriate to effectively and efficiently address the needs of the community.

Objective 1.2: Annex all unincorporated portions of the Urban Infill Area into the corporate boundaries of the City of Fort Myers.

Action Statement 1.2.1: Proceed with March 2003 referendum for the annexation of the unincorporated portions of Dunbar and Bellevue Communities into the City of Fort Myers.

Action Statement 1.2.2: Coordinate with Lee County to fund improvement efforts in the unincorporated portions of the

Urban Infill Area until such time as the annexation of unincorporated portions is completed.

Action Statement 1.2.3: Request Lee County funding for consistent improvement programs in the unincorporated portions of the area.

Goal 2: Restore economic health to the Urban Infill area through the stabilization, retention and expansion of existing businesses and the attraction of new businesses.

Objective 2.1: Increase the retention of existing businesses and the development of new business opportunities within the Urban Infill and Redevelopment designated area.

Action Statement 2.1.1: Work with area lending institutions to develop a micro-lending program for small businesses.

Action Statement 2.1.2: Partner with the Lee County Employment and Economic Development Corporation (LEEDCO) to fully utilize incentive programs such as the Enterprise Zone incentives and the Revolving Loan Fund.

Action Statement 2.1.3: Develop an incentives program to focus on the enhancement of businesses located along the Dr. Martin Luther King, Jr. Boulevard corridor.

Action Statement 2.1.4: Consider expanding the commercial zoning depth to accommodate new development (especially after road widening) on Dr. Martin Luther King, Jr. Boulevard.

Action Statement 2.1.5: Discourage residential development from fronting on Dr. Martin Luther King, Jr., Boulevard.

Action Statement 2.1.6: Develop a façade grant program to enhance the appearance of business storefronts.

Action Statement 2.1.7: Provide assistance, as appropriate, to LEEDCO to ensure that the Dunbar Shopping Center attracts and retains tenants that complement the anchor tenant.

Action Statement 2.1.8: Create partnerships through the Community Redevelopment Agency and the Business Development Center with educational institutions and service agencies in the delivery of technical assistance.

Action Statement 2.1.9: Actively pursue State and Federal Economic Development Assistance and funding opportunities.

Action Statement 2.1.10: Fully utilize the 7.28-acre site owned by the Business Development Center for educational, technical assistance and economic development opportunities.

Objective 2.2: Attract new business into the Enterprise Zone area and encourage and increase employment.

Goal 3: Identify and redevelop brownfield sites in the Urban Infill area.

Objective 3.1: Eliminate all brownfield sites within the Urban Infill area.

Action Statement 3.1.1: Coordinate with the Brownfields Advisory Council to emphasize the importance of brownfield identification, cleanup and redevelopment in the Urban Infill area.

Action Statement 3.1.2: The identification, cleanup and redevelopment of brownfields within the Urban Infill area shall be prioritized to maximize economic development opportunities.

Action Statement 3.1.2: Focus brownfield clean-up and redevelopment efforts on the abandoned gas stations and junkyards.

Action Statement 3.1.3: Apply for grants and other programs to clean up the area around the Imaginarium site.

Goal 4: Reduce Crime

Goal 5: Enhance public safety initiatives within the community

Objective 5.1: Discourage criminal activity through environmental design

Action Statement 5.1.1: Provide increased, well-maintained, landscaped improvements to public areas located within Urban Infill area.

Action Statement 5.1.2: Landscaping improvements should provide visibility or a clear zone between 3 to 6 feet above ground. Shrubbery should be maintained to a maximum height of three feet while trees should be maintained to a minimum height of 6 feet at the lowest branches.

Action Statement 5.1.3: Work with the City of Fort Myers Police Department and the Lee County Sheriffs Office to develop and implement a Crime Prevention Through Environmental Design program.

Action Statement 5.1.4: Provide a constant and even light level throughout the district where normal activity occurs.

Objective 5.2: Promote comprehensive, community-wide, locally generated initiatives to prevent crime and enhance residents' sense of security and well-being.

Action Statement 5.1.2: Encourage residents to become active in the Citizens on Patrol program

Action Statement 5.2.3: Coordinate with non-profits to establish a program to help eliminate crime/drug problems in the area.

Action Statement 5.2.4: Assist the non-profits and churches in developing after-school and recreational activities for youth in the area.

Action Statement 5.2.5: Strongly enforce regulatory prohibitions against loitering and outdoor consumption of alcoholic beverages, particularly around convenience stores and liquor establishments.

Action Statement 5.2.6: Encourage the establishment of neighborhood watch programs.

Action Statement 5.2.7: Increase communication and contact with the community residents and law enforcement to assist in identifying high-crime areas and developing solutions.

Action Statement 5.2.8: Coordinate code enforcement and police activities in identified problem areas within the Urban Infill area.

Action Statement 5.2.9: Increase law enforcement visibility and develop cooperative relationships between the police and citizenry in the target areas.

Goal 6: Preserve and increase opportunities for affordable housing for a range of incomes

Objective 6.1: Work with government entities, profit and non-profit entities to ensure that adequate affordable housing opportunities are provided.

Activity 6.1.1: Identify the sites within the redevelopment area for infill new construction, rehabilitation of existing structures, and enhanced code enforcement and demolition.

Activity 6.1.2: Identify vacant lots with the most potential for clearing liens and obtaining marketable title.

Activity 6.1.3: Once clear title to these lots is acquired, convey the lots to for-profit or non-profit housing providers to build affordable owner-occupied housing.

Activity 6.1.4: Identify homes for sale that can be rehabilitated (where appropriate), utilizing a variety of resources including, but not limited to State of Florida tax credits, Florida Housing Finance Corporation financing, low interest loans and grants. Upon rehabilitation, these homes can be conveyed to new owner occupants.

Activity 6.1.5: For existing owner-occupied homes with more modest repair needs, low interest loans will be made available

for home repair and renovation, this loan pool will be recycled when repaid into additional rehab projects.

Activity 6.1.6: Coordinate with local neighborhood groups to identify the best strategy and funding sources to secure improvements including increased code enforcement, new or refurbished sidewalks and streetlights, or traffic calming improvements.

Objective 6.2: Develop an acquisition plan for consolidation of entire blocks or half-blocks for new single family development.

Objective 6.3: Discourage multifamily development in majority of the Urban Infill area.

Objective 6.4: Encourage church participation in providing recreational, day care, and other community services.

Objective 6.5: Work with the neighborhood churches to accommodate future expansion plans.

Objective 6.6: Seek a qualified master developer to create, design, and market middle-income, secure, single-family communities throughout the Plan area.

Goal 7: Encourage infill development throughout the designated area.

Objective 7.1: Implement an active infill program to encourage “new development” on vacant lots; “redevelopment” of existing substandard buildings; and consolidation of parcels within the area for redevelopment opportunities.

Action 7.1.1: Utilize foreclosure of city liens to unencumber the titles of land for redevelopment and create a land bank for redevelopment of those parcels

Action 7.1.2: Utilize non-profit developers or for-profit developers to build new housing and commercial development.

Goal 8: Improve pedestrian, transit, and vehicular access throughout the Plan area.

Objective 8.1: Ensure that adequate public transportation is provided to the Urban Infill residents

Activity 8.1.1. Work with LeeTran to ensure that the bus routes adequately service the Urban Infill area residents

Activity 8.1.2. Work with LeeTran to ensure that an adequate number of bus shelters are provided.

Activity 8.1.3. Place bus shelters at appropriate locations throughout the Urban Infill area.

Objective 8.2: Create a pedestrian-friendly environment

Activity 8.2.1. The City of Fort Myers and Lee County will work jointly to secure adequate funding for sidewalk

and streetscape improvements. Streetscape improvements include trash receptacles, pedestrian-level lighting, and bike racks in the pedestrian-oriented zone as identified in the Dr. Martin Luther King, Jr., Redevelopment Plan.

Objective 8.3: Encourage paved and landscaped off-street parking in commercial zones to accommodate customers and employees.

Activity 8.3.1. The City of Fort Myers and Lee County will work jointly with area property owners/developers to design pedestrian friendly parking for all new development and rehabilitation projects.

Activity 8.3.2. Encourage paved and landscaped off-street parking to accommodate customers.

Activity 8.3.3. Locate parking behind commercial buildings whenever possible.

Goal 9: Improve the quality of the built environment

Objective 9.1: Landscape the medians and swales along the area.

Objective 9.2: Encourage private property rehabilitation and new construction.

Objective 9.3: Develop a mural program for the sides of visible existing buildings.

Objective 9.4: Develop regularly-scheduled community clean-up days.

Objective 9.5: Create pocket parks on surplus Florida Department of Transportation lands.

Objective 9.6: Subsidize Florida Department of Transportation's retention pond construction to improve the appearance of retention ponds.

Objective 9.7: Prohibit plain and barbed wire chain link fences fronting on Dr. Martin Luther King, Jr., Boulevard. Encourage use of anodized aluminum or wrought iron when fencing is necessary.

Objective 9.8: Reduce/limit the outdoor storage of equipment and materials fronting on Dr. Martin Luther King, Jr., Boulevard or require attractive buffering.

Objective 9.9: Develop a "design theme" for the Dunbar historical area, such as building facades, specific design codes, streetscapes, etc. to achieve a historical railroad town image.

Action Statement 9.9.1: Encourage Lee County to require cleanup, extensive buffering, or relocation of junkyards, and other unattractive and blighting uses along unincorporated portions of Dr. Martin Luther King, Jr., Boulevard.

Goal 10: Enhance the sense of community.

Objective 10.1: Reinvigorate Dunbar and Clemente Parks as Community Center

Objective 10.2: Establish a Community Center within the Urban Infill area.

Goal 11: Retain the historic nature of the community.

Objective 11.1: Identify sites and structures that meet the criteria of the Secretary of the Interiors Standards for Rehabilitation and the Historic Preservation Ordinance.

Action: 11.1.1: Survey existing sites and structures in the Urban Infill area and prioritize by historic relevance, condition, and existing threats.

Objective 11.2: Designate sites and structures that meet the criteria as local historic landmarks.

Action: 11.2.1: Schedule community/neighborhood meetings to educate the public about the importance of the historic resources in the community and need for designation and preservation.

Action: 11.2.2: Work with the Lee County Black Historic Society, community, and churches to gather support for designation of local historic landmarks.

Objective 11.3: Create a rehabilitation program for historical residential and commercial structures.

INTRODUCTION

WHAT IS THE URBAN INFILL AND REDEVELOPMENT ASSISTANCE GRANT PROGRAM?

To reduce urban sprawl and to keep core urban areas fiscally strong, the Florida Legislature created the Urban Infill and Redevelopment Grant Program. The purpose of the program is to provide planning and implementation grants to local governments to redevelop and revitalize distressed urban areas. There are three grants that local governments may apply for: (1) a planning grant, using a collaborative and holistic approach for revitalizing the urban infill area, (2) an implementation grant requiring a 50-50 match and (3) a non-match grant for implementing urban infill and redevelopment projects costing less than \$50,000.

The 2001 Florida Legislature provided a \$50,000 planning grant to the Dunbar Community for the development of this document. It is our intent to pursue the implementation grants subsequent to the adoption of the Urban Infill and Redevelopment Plan.

PLAN DEVELOPMENT

The City of Fort Myers Planning Division has utilized a series of meetings to discuss and provide input on every facet of the Urban Infill & Redevelopment Planning document, such as finalization of boundaries, direct mail to all property owners, consensus-building with residents and business owners of the community and the general mission of the Urban Infill and Redevelopment Planning Grant program. Scheduled meetings have normally been held at Shady Oaks Recreation Center and the Stars Complex, which are central to the proposed Urban Infill area. These meetings included workshops with stakeholders, and outreach meetings for all community members. The City of Fort Myers Planning Division also has utilized surveys to reach those residents or business owners that do not or were unable to attend public meetings.

The Stakeholders have conducted focus meetings on the issues that must be addressed in order to make the vision a reality. The Plan itself describes the specific actions, assigns responsibilities for implementation, specifies the resources needed, establishes a timeline, and predicts expected outcome. The local governments committed staff support for mail-outs, meeting notices, and other Plan development needs.

In development of the Plan, the City of Fort Myers utilized project kickoffs, surveys, press releases, flyers, letters to editor of the local newspaper, and enlisted church groups, non-profits and other organizations. Stakeholders acted as the Steering Committee, and initiated the community visioning process. Community outreach groups and organizations were encouraged to adopt the vision statement and assist in its implementation. Public meetings with the Stakeholders provided an opportunity to assess the current situation create a vision for the future and identify critical issues.

In order to ensure active participation of the residents in the Designated Area, the following additional marketing and outreach strategies were utilized from the Front Porch Dunbar Coalition and the Dr. Martin Luther King, Jr. Boulevard Redevelopment Plan:

- Use of the "The Community Voice," a free local newspaper serving the Dunbar community, with a circulation of 12,134.
- Articles in the Fort Myers News Press.
- Fort Myers Councilwoman Veronica Shoemaker, who represents a part of the community, discussed the Urban Infill & Redevelopment Plan on a regular basis on her weekly radio show, "Talk of the Town."
- The City posted meeting notices on its electronic billboards in strategic locations throughout the City.
- Public service announcements on local access cable channels (currently Comcast).

DESCRIPTION OF URBAN INFILL AREA

URBAN INFILL AREA BOUNDARY

The Urban Infill boundary begins at Evans Avenue and continues east to I-75. It is bordered on the north by Michigan Avenue and on the South by Edison Avenue (See Map 1). Dr. Martin Luther King, Jr. Boulevard (SR 82) is currently a two and four-lane commercial arterial connecting downtown Fort Myers on the west with I-75 and Lehigh Acres to the east.

DESCRIPTION OF THE AREA

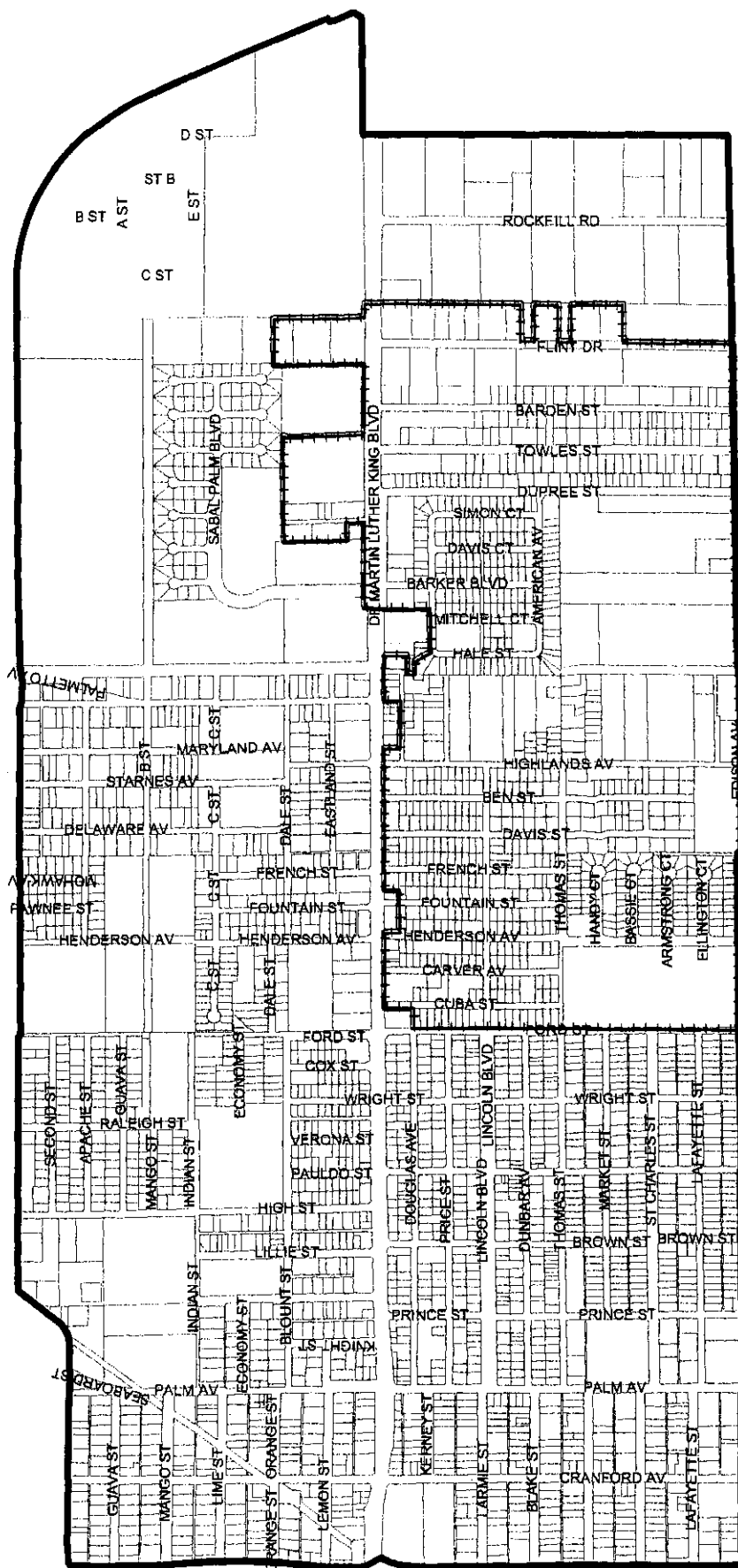
To the east of Palmetto Avenue, industrial uses prevail. Conditions fronting on Dr. Martin Luther King, Jr. Boulevard are not conducive to attracting new industry. Old junkyards are located directly on Dr. Martin Luther King, Jr. Boulevard in the County enclaves. Private entrepreneurs have attempted to develop industrial parks within the commercial/industrial corridor (Interstate Park, Benchmark Corporate Park) with minimal success. The county-wide demand for warehouse space and industrial uses, particularly with ready access to I-75, is growing substantially, yet the Dr. Martin Luther King, Jr. Boulevard area is not sharing in that success.

The conditions of blight that exist within the Urban Infill area have been substantiated in two slum and blight determinations which were adopted by the Fort Myers City Council in 1999. Throughout the entire Urban Infill area physical conditions, both public and private, are contributing to the blight within this large portion of the Dunbar community. Included in the problem areas are the following:

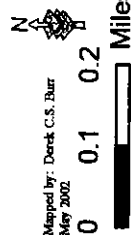
- Per capita income is \$6,811
 - Unemployment ranges from 13.5 percent to 32 percent (unincorporated area)
 - 31 percent of the population lived below the poverty level in 1990
 - 20.4 percent of residents receive public assistance
 - 61 percent of residents are low- to moderate-income
 - 57 percent of all individuals 25+ year of age or older have no high school education
 - 17 percent of the households are headed by one parent, usually female
 - 40 percent of the dwelling units are renter occupied
 - 21.2 percent of the residential units are subsidized
 - Nearly 80 percent of the housing stock predates 1979.
- (Source: 1990 Census)

Additionally, the area addressed under this plan lacks adequate infrastructure such as sidewalks, street lighting, signage, and bus shelters. Routine maintenance of properties has historically been neglected and has resulted in overgrown lawns, weeds, lack of landscaping and shade, trash and debris. Many of the structures located within the Plan area suffer from structural and general maintenance problems (i.e., peeling paint, graffiti, etc), notably in the older single-family dwellings in Lincoln Park and Harlem Lake.

Map 1



- Legend**
- Urban Infill Boundary
 - Boundaries**
 - Unincorporated
 - Fort Myers Boundary



Maped by: Derek C.S. Barr
May 2002

This map is a representative of compiled public information. It is believed to be an accurate and true depiction for the stated purpose, but the City of Fort Myers and its employees make no guarantees implied or otherwise as to the accuracy or its completeness. We therefore, do not accept any responsibilities to its use. This is not a survey or it is to be used for design. No part of this map may be reproduced or transmitted by any means without the expressed written permission of the City of Fort Myers Planning Division. The CFMPD maintains records regarding methods used to produce this map and they can be furnished upon request. This map is for planning purposes only.

Priority Issue I

Intergovernmental Coordination

It is important to establish a comprehensive plan for the redevelopment of the Urban Infill area to further the goals and aid the existing redevelopment and revitalization plans that exist for the stakeholders (residents, property and business owners). The community located within the boundaries of the Urban Infill and Redevelopment Plan has been the focus of all, or a substantial portion, of other community improvement efforts. It is in the community's best interest that these efforts be coordinated to prevent fragmented implementation and maximize our limited resources.

Dr. Martin Luther King, Jr., Boulevard Redevelopment Plan (adopted 2000)

The Dr. Martin Luther King, Jr. Boulevard Redevelopment Plan is a guide to the future physical, social, and economic revitalization of the MLK Corridor. The plan was developed in accordance with the requirements of Chapter 163, Part II of the Florida Statutes – the Community Redevelopment Act of 1969. The Act outlines the steps needed to establish and maintain a community redevelopment district, which offers several opportunities for incentives that are only available to such areas. The two primary advantages of establishing a redevelopment area under the provisions of Chapter 163 are: 1) the ability of the Community Redevelopment Agency to acquire private property for assembly into private developments, and 2) the authority to generate a funding source called "tax increment financing" (TIF) for improvements and development incentives for the area.

The Dr. Martin Luther King, Jr., Boulevard Redevelopment Plan established a series of Goals and Objectives designed to guide the redevelopment of the corridor in conjunction with improvements by the State Department of Transportation currently underway.

Weed and Seed (adopted 2000)

Operation Weed and Seed is foremost a strategy--rather than a grant program-- which aims to prevent, control, and reduce violent crime, drug abuse, and gang activity in targeted high-crime neighborhoods across the country. The strategy involves a two-pronged approach: law enforcement agencies and prosecutors cooperate in "weeding out" criminals who participate in violent crime and drug abuse, attempting to prevent their return to the targeted area; and "seeding" brings human services to the area, encompassing prevention, intervention, treatment, and neighborhood

revitalization. A community-orientated policing component bridges weeding and seeding strategies. Officers obtain helpful information from area residents for weeding efforts while they aid residents in obtaining information about community revitalization and seeding resources. The Weed and Seed Program was developed and began implementation in 2000 by the Fort Myers Policy Department.

Enterprise Zone – EZ 3601 (adopted 1994)

Fort Myers/Lee County was designated an Enterprise Zone (EZ 3601) in 1994. The Florida Enterprise Program encourages the revitalization of economically distressed areas in Florida by providing credits against Florida's sales tax or corporate income tax to businesses located in an enterprise zone and for hiring zone residents. These incentives are offered to encourage private investment in the zones as well as employment opportunities for the area's residents. The following are financial incentives offered through the Enterprise Zone Program:

- Enterprise Zone Jobs Tax Credit (Corporate Income Tax)
- Enterprise Zone Jobs Tax Credit (Sales and Use Tax)
- Enterprise Zone Property Tax Credit (Corporate Income Tax)
- Sales tax refund for building materials used in rehabilitation of real property
- Sales tax refund for business machinery and equipment
- Sales tax exemption for electrical energy
- Community Contribution Tax Credit Program

Tax incentives are offered to all types of businesses who are located within a designated Enterprise Zone who employ zone residents, rehabilitate real property or purchase business equipment to be used in the zone. Tax credits are available to businesses that pay either the Florida Corporate Income Tax or the Florida Sales and Use Tax. Sales Tax refunds and sales tax exemptions are available if eligible purchases are made.

Downtown Redevelopment Area

The Downtown Redevelopment Agency (DRA) was created in 1984 by the City of Fort Myers to formulate a plan and strategy for the revitalization of Downtown. The Agency was established under the authority of the Community Redevelopment Act of 1969 and, specifically, Chapter 163, *Florida Statutes*, that authorized cities to establish community redevelopment agencies. The same legislation allowed tax increment financing to be utilized within the redevelopment district. Another of the DRA's responsibilities is

for the Dr. Martin Luther King, Jr. Boulevard Redevelopment Plan implementation.

The district encompasses 540 acres and includes the central business district as well as the surrounding commercial and residential neighborhoods. A second district was created in 1990 that encompasses 264 acres immediately south of the Downtown redevelopment district known as Central Fort Myers.

A seven-member Advisory Board was appointed by the City Council in 1984 to direct the redevelopment efforts. Members of the Board serve three-year terms and may be reappointed. The City Council sits as the Community Redevelopment Agency for the City.

Annexation Initiative

The Urban Infill area contains property located both within the City of Fort Myers and unincorporated Lee County. In 1998, the Florida Legislature authorized the residents of the unincorporated Dunbar and Belle Vue communities to vote on whether or not to annex into the City of Fort Myers. This plan supports the annexation of the remainder of the unincorporated Urban Infill area (as well as the entire Dunbar community). It is the goal to complete Annexation of Unincorporated Dunbar/Belle Vue according to the Special Act authorized by the Florida Legislature. The City of Fort Myers and Lee County have been having public meetings to provide information to the communities affected. The residents will have the opportunity to vote on the annexation in March 2003.

Local Government Comprehensive Plan

The Redevelopment Act requires that redevelopment plans be consistent with the local government's comprehensive plan. The City's Comprehensive Plan, as amended, contains goals, objectives, and policies relating to the following elements: future land use, transportation, housing, municipal services, conservation and coastal management, recreation and open space, public safety, community appearance, historic preservation, capital improvements, and intergovernmental coordination.

The Urban Infill and Redevelopment Plan is intended to fully comply with the goals, objectives, and policies of the City of Fort Myers Comprehensive Plan, as well as retain future land use classifications consistent with those shown on the City's Future Land Use Map.

Specific components of the Comprehensive Plan which directly relate to the Redevelopment Plan are as follows:

Future Land Use Objective 5: Revitalize declining areas through rehabilitation, redevelopment, and infill strategies as appropriate. Under the policy for this objective, the MLK corridor has been designated “for an improvement strategy, in need of multiple actions to correct serious problems of poor site planning, congestion, intensive activity, and/or an incomplete transportation network”.

Transportation Objective 2 and Municipal Services Objectives: The City will continue to coordinate with the Florida Department of Transportation in the design and construction of the widening of Dr. Martin Luther King, Jr. Boulevard, replacing infrastructure as needed prior to the construction of the roadway.

Community Appearance Objective 1: The Plan provides for entry statements as identified in the Comprehensive Plan, enhancement of major roadways through landscaping and pocket parks, and preparation of corridor studies for the arterials designated for improvement strategy within the Urban Reserve Area.

Historic Preservation Objectives 1 and 2: This Redevelopment Plan recognizes the historic structures within the MLK corridor, and supports the improvements to the Black History Museum.

Capital Improvements Objectives 1 through 5: Capital expenditures are identified in this plan and will be included in future amendments to the Comprehensive Plan.

Intergovernmental Coordination Objectives 1 and 3: The Plan encourages the joint efforts of Lee County and the City in relation to physical and economic improvements. It also recognizes the importance of developing an equitable annexation plan.

Attached are letters both from the City of Fort Myers (adopted April 15, 2002) and Lee County (adopted January 10, 2002) verifying the adoption of the Urban Infill and Redevelopment area into their Comprehensive Plans.

Goal 1: Improve intergovernmental coordination to create a cohesive community enhancement redevelopment program for the Urban Infill area.

Objective 1.1: Coordinate the Urban Infill and Redevelopment Plan with existing planning efforts within the designated Urban Infill and Redevelopment planning area.

Action Statement 1.1.1: The Dr. Martin Luther King, Jr. Blvd. Redevelopment Plan, as adopted in 2000, is adopted by reference.

Action Statement 1.1.2: The Weed and Seed plan, as adopted in 2000 and amended thereafter, is adopted by reference.

Action Statement 1.1.3: Ensure that future community enhancement and redevelopment planning efforts are consistent with existing adopted plans.

Action Statement 1.1.4: Ensure that the goals, objectives, and policies of The City of Fort Myers Comprehensive Plan support community enhancement and redevelopment of the Urban Infill area.

Action Statement 1.1.5: The Planning Board, and the Fort Myers City Council, and the Lee County Board Of County Commissioners until such time as all properties are annexed into the City, shall consider consistency with the Urban Infill and Redevelopment Plan when considering land development within the Urban Infill designated area.

Action Statement 1.1.6: The City of Fort Myers, in coordination with Urban Infill area residents and business owners, Lee County and other community leaders, will pursue the Front Porch Florida designation by the Governor's Office.

Action Statement 1.1.7: Establish partnerships, as needed, with other governmental entities, local businesses, lending institutions, non-governmental entities, social service institutions and other entities as appropriate to effectively and efficiently address the needs of the community.

Objective 1.2: Annex all unincorporated portions of the Urban Infill Area into the corporate boundaries of the City of Fort Myers.

Action Statement 1.2.1: Proceed with March 2003 referendum for the annexation of the unincorporated portions of Dunbar and Bellevue Communities into the City of Fort Myers.

Action Statement 1.2.2: Coordinate with Lee County to fund improvement efforts in the unincorporated portions of the Urban Infill Area until such time as the annexation of unincorporated portions is completed.

Action Statement 1.2.3: Request Lee County funding for consistent improvement programs in the unincorporated portions of the area.

Priority Issue 2

Economic Development

High poverty and unemployment levels are pervasive within the Urban Infill and Redevelopment area. This area has a per capita income of only \$6,811 and an unemployment rate ranging from 13 percent to 32 percent (unincorporated area). Further, 31 percent of the population in this area lives below the poverty level (1990 U.S. Census). To address the economy in the area a variety of local, state and federal economic development programs have been utilized.

Enterprise Zone (EZ 3601)

A portion of the plan area would be able to utilize the Enterprise Zone (EZ-3601) financial incentives offered by the State in addition to the incentives offered by local government, such as:

- Sales tax exemptions for purchases of building materials used in rehabilitation of real property;
- Sales tax exemption for business property used in the zone;
- Sales tax exemption for electrical energy used in the zone;
- Credit against sales tax for job creation;
- Property tax credit for new or expanding businesses;
- Job tax credit for new employees full or part-time;
- Contribution tax incentive program.

Lee County Employment and Economic Development Corporation

The Lee County Employment and Economic Development Corporation (LEEDCO) has developed a \$3.5 million, 53,000 square foot retail facility (located within the designated Urban Infill Redevelopment area). This Shopping Center will provide much needed retail amenities for the residents. This venture is expected to create over 200 new permanent retail jobs for the community residents. Job training and career opportunities for low-income individuals will be offered by shopping center tenants and LEEDCO. The shopping center has space available to be anchored by a 36,000 square foot supermarket, a pharmacy, a family health clinic, a branch bank, a variety store, two fast food restaurants, and three retail stores. Two hundred and forty parking spaces and a 3100 square foot covered walkway are other amenities. The construction was completed in November 2001, and while three of the smaller spaces are leased, LEEDCO is still looking for a supermarket to serve as an anchor for this site.

Dr. Martin Luther King, Jr., Boulevard Redevelopment Plan

The road-widening project for Dr. Martin Luther King Jr. Boulevard makes this the most opportune time for urban infill and redevelopment for this area. The City of Fort Myers already is investing \$150,000 for streetscaping, not to mention over \$3 million in infrastructure improvements, along Dr. Martin Luther King, Jr. Boulevard that coincided with the widening of the roadway by the Florida Department of Transportation. The Florida Department of Transportation has begun construction of the widening project to create a four-lane arterial roadway on Dr. Martin Luther King, Jr., Boulevard. The first phase of the project, from Evans Avenue to Michigan Link, was completed in late 2001. The second phase is scheduled to be completed by summer 2002, and the third phase by the end of 2003.

INCENTIVE OPPORTUNITIES

During the development of the Urban Infill and Redevelopment Plan, the residents and business owners in the Plan area offered numerous suggestions on ways to encourage the retention or expansion of existing business and to attract new businesses to the area.

Business Incentives

One of the overriding suggestions was that additional business incentives needed to be provided. It was suggested that the City of Fort Myers develop a business incentives program designed to piggyback on the Lee County Job Opportunity Program and the Enterprise Florida incentives. Such a program would offer cash incentives to developers of major manufacturing activities to be used for capital expansion, acquisition, construction of buildings, inventory, training and other related costs based on an average price per job created. Criteria for participation in the incentive program would include a minimum number of jobs created and/or retained, a list of desirable manufacturing activities, a minimum average wage equal to or greater than the average for the area, and possibly other criteria to be determined at a later date.

Also, there should be a possible smaller incentives program developed strictly for the commercial segment of Dr. Martin Luther King, Jr., Boulevard west of Ford Street to encourage desirable commercial uses on vacant and underutilized properties. For example, a list of desirable commercial uses can be generated, with a cap on the total of each type of use and the desired mix, and incentives can be offered on a first come-first served basis for the following types of uses: fast food restaurant, dine-in restaurant, bank,

mail/packaging service, pharmacy, video store, book store/news stand, laundry/dry cleaner, meat market, ice cream shop, motel, outlet stores, hardware store, furniture store, gym, and others to be determined at a later date. This incentive would be significantly less than the manufacturing incentive and would not require a minimum average wage.

Micro-lending

It was also suggested that the City develop a micro-lending program based on successful models in other locations (i.e. Homestead, Florida) to assist current small businesses with inventory expansion and other small needs. The City of Fort Myers could work with a consortium of local lenders to establish a loan pool for the program.

Business Development Center Improvements

The Urban Infill & Redevelopment Plan acknowledges that the Business Development Center (BDC) is now organized under the umbrella of the Community Redevelopment Agency (CRA). As a result of this alignment, the BDC has more latitude to apply for grant funding to support programs and other initiatives that were not possible for it while a department of the City. The BDC seeks to partner with a variety of educational institutions and service agencies in the delivery of technical assistance to entrepreneurs. These activities are not limited to BDC tenants alone, but are offered through the BDC to entrepreneurs throughout the greater Fort Myers area. The CRA and BDC have a vision for the development and utilization of the entire 7.28 acre BDC facility. This vision will be fully matured through a needs study followed by a long term implementation strategy.

Job Creation

The City of Fort Myers could utilize the services of the Lee County Employment and Economic Development Corporation (LEEDCO) to offer not only economic development opportunity, but also assist in the creation of new jobs for the area. LEEDCO offers assistance in economic development by providing counselor and monitoring opportunities. LEEDCO's objective is to create employment opportunities for low and moderate-income people.

Façade/Frontage Improvement Program

The residents of the Plan area also requested that the City develop a façade grant program to assist current owners in improving their properties. For example this program could also include a mechanism to encourage owners

to use decorative fencing such as wrought iron or similar material when fencing is necessary, rather than using the chain link prevalent along the corridor at the present time.

Brownfield Redevelopment

Another unique approach of this plan is it recognizes the importance of cleaning up and re-using Brownfield's within the plan area. Brownfield's are abandoned, idled, or underused industrial or commercial facilities where expansion or redevelopment is complicated by real or perceived contamination. New sources of state and federal funding are becoming readily available for the redevelopment of Brownfield sites, a number of which are located in the Urban Infill area along the Dr. Martin Luther King, Jr. Boulevard corridor.

The Dr. Martin Luther King, Jr., Boulevard corridor is the premiere location for Brownfield redevelopment activities in southwest Florida. With the approval and cooperation of the property owners, the City will adopt a resolution establishing major segments of the Dr. Martin Luther King, Jr., Boulevard corridor as a designated Brownfield area. Also, it is hoped to use cleanup costs from the Imaginarium (completed July 2002), Star Gas Station cleanups and others, as marketing tools for additional cleanup incentives in the Dr. Martin Luther King, Jr., Boulevard corridor, through the State of Florida Brownfield Revolving Loan Program. Under this program, cleanup costs can be translated into tax credits that can be sold or given away to other developers to clean up contaminated properties. In addition, the U.S. Department of Environmental Protection has approved the City for a Brownfield Pilot grant. The City is using this grant in assessments and redevelopment planning, primarily in the Dr. Martin Luther King, Jr., Boulevard corridor.

The purpose of the Brownfield Pilot grant is to plan and administer redevelopment activities in various areas of the City of Fort Myers that have a high concentration of potentially environmentally contaminated properties. The focus of the redevelopment work will be in the Dunbar community (although the downtown, Cleveland Avenue, Palm Beach Boulevard, and Fowler Street will also be included).

In March, 1998, the firm of Environmental Data Services, Inc. (EDS) prepared a detailed study of the City of Fort Myers, listing and mapping potential sites of environmental concern. There are an estimated 440 potential Brownfield sites in Fort Myers. The majority of these sites are concentrated in several commercial and industrial areas of Fort Myers. The areas have already been

or are in the process of being designated as community redevelopment districts. The Brownfield Plan will target 5 (five) areas that have been identified in the EDS study as having the highest concentrations of potentially contaminated sites. At least 50% of the time will be spent on the Dunbar area, primarily the industrial and commercial core along Dr. Martin Luther King, Jr. Boulevard, with the remainder of time divided equally among the other areas of the City.

The following map indicates the Brownfield sites within the Urban Infill area. The majority of the sites in the Urban Infill area are along Dr. Martin Luther King, Jr., Boulevard, but there are also quite a few along Edison and Evans Avenues.

Insert Brownfield Map

Goal 2: Restore economic health to the Urban Infill area through the stabilization, retention and expansion of existing businesses and the attraction of new businesses.

Objective 2.1: Increase the retention of existing businesses and the development of new business opportunities within the Urban Infill and Redevelopment designated area.

Action Statement 2.1.1: Work with area lending institutions to develop a micro-lending program for small businesses.

Action Statement 2.1.2: Partner with the Lee County Employment and Economic Development Corporation (LEEDCO) to fully utilize incentive programs such as the Enterprise Zone incentives and the Revolving Loan Fund.

Action Statement 2.1.3: Develop an incentives program to focus on the enhancement of businesses located along the Dr. Martin Luther King, Jr. Boulevard corridor.

Action Statement 2.1.4: Consider expanding the commercial zoning depth to accommodate new development (especially after road widening) on Dr. Martin Luther King, Jr. Boulevard.

Action Statement 2.1.5: Discourage residential development from fronting on Dr. Martin Luther King, Jr., Boulevard.

Action Statement 2.1.6: Develop a façade grant program to enhance the appearance of business storefronts.

Action Statement 2.1.7: Provide assistance, as appropriate, to LEEDCO to ensure that the Dunbar Shopping Center attracts and retains tenants that complement the anchor tenant.

Action Statement 2.1.8: Create partnerships through the Community Redevelopment Agency and the Business Development Center with educational institutions and service agencies in the delivery of technical assistance.

Action Statement 2.1.9: Actively pursue State and Federal Economic Development Assistance and funding opportunities.

Action Statement 2.1.10: Fully utilize the 7.28-acre site owned by the Business Development Center for educational, technical assistance and economic development opportunities.

Objective 2.2: Attract new business into the Enterprise Zone area and encourage and increase employment.

Goal 3: Identify and redevelop brownfield sites in the Urban Infill area.

Objective 3.1: Eliminate all brownfield sites within the Urban Infill area.

Action Statement 3.1.1: Coordinate with the Brownfields Advisory Council to emphasize the importance of brownfield identification, cleanup and redevelopment in the Urban Infill area.

Action Statement 3.1.2: The identification, cleanup and redevelopment of brownfields within the Urban Infill area shall be prioritized to maximize economic development opportunities.

Action Statement 3.1.2: Focus brownfield clean-up and redevelopment efforts on the abandoned gas stations and junkyards.

Action Statement 3.1.3: Apply for grants and other programs to clean up the area around the Imaginarium site.

Priority Issue 3

Public Safety

The Urban Infill area is under normal patrol by the City of Fort Myers Police Department and the Lee County Sheriff's Department. Public safety is still an important issue in the Plan. The Lee County Sheriff's Department currently has plans to open a substation in the Urban Infill area. A city police substation is currently located in the plan area. Crime statistics related to the area are:

- 19% of all criminal offenses citywide occur in Dunbar, and 31% of all calls for service in 1997 originated here according to the Fort Myers Police Department;
- Public safety has been listed as a top priority for residents for at least the last 10 years, if not longer;
- New social service programs focus on drug rehabilitation and youth involvement programs designed to keep at-risk teens out of trouble.

Crime Prevention through Environmental Design

Crime Prevention Through Environmental Design (CPTED) is using the physical environment as protection against attack. The goal of using CPTED is reducing opportunities for crime to occur. Physical design features that discourage law-breaking, while encouraging legitimate use of the environment, helps to achieve this reduction of crime. In addition to developing a manual for property owners that shows them how to use CPTED on their individual properties, other improvements would be made such as new street light, street signs, and landscaping. Adding features as decorative streetlights, street signs and landscaping gives residents a sense of territoriality and encourages an individual to take control of his or her environment.

Weed and Seed

The Weed and Seed strategy involves a two-pronged approach: law enforcement agencies and prosecutors cooperate in "weeding out" criminals who participate in violent crime and drug abuse, attempting to prevent their return to the targeted area; and "seeding" brings human services to the area, encompassing prevention, intervention, treatment, and neighborhood revitalization.

A community-orientated policing component bridges weeding and seeding strategies. Officers obtain helpful information from area residents for weeding efforts while they aid residents in obtaining information about community revitalization and seeding resources.

The City of Fort Myers Police Department received grant funding for fiscal years 2000 through 2002 to implement Weed and Seed. Some of the immediate goals of the Weed and Seed program for the City of Fort Myers are: community policing; law enforcement; neighborhood restoration; and prevention, intervention and treatment.

Through joint law enforcement operations, the Fort Myers Weeding Task Force gathers intelligence and information to investigate narcotics and drug related crimes occurring in the Weed and Seed area. The Fort Myers Police Department works in partnership with the Lee County Sheriff's Office and Drug Enforcement Administration (DEA) to coordinate resources and personnel to conduct these joint operations. By sharing intelligence and information, more federal prosecutions can be effected.

Community Policing

The goal of community policing is to create a partnership between law enforcement and the community. It is the bridge between weeding and seeding efforts. A vital part of Fort Myers community policing is their MCOPS vehicle. This mobile policing station has been used to deliver crime prevention messages, at drug marches, safety awareness expositions, and at community events. The City of Fort Myers Police conducted 31 activities in the Weed and Seed target area using this vehicle. Community policing activities consist of foot patrols, substation, bike patrols, and crime watch. Community policing officers are located within the Plan area and work together with residents to identify problems and find solutions. Residents along with police officers, youth and business owners are receiving problem solving, strategic planning through Regional Community Policing Institute (RCPI) as part of a partnership and team-training concept that is being put into place in Fort Myers.

Prevention, Intervention and Treatment

The SafeHaven is available to target area residents, especially to children, after school, in the evening and on weekends and holidays. The STARS complex is a City recreational facility that has been converted into a SafeHaven. The SafeHaven complex is located at 2980 Edison Avenue, which is within the proposed boundary for the Urban Infill and Redevelopment

Plan area. As an example of how much this facility is used, and needed, by the community, during the week of December 13, 1999, over 900 persons received services provided by SafeHaven. This means that children, adults, and families have an opportunity to share time together in a relaxed, informal atmosphere where there is swimming, basketball, outdoor recreational facilities, a computer lab, an area for tutoring, and classroom areas for study and quiet activities. Between 200 and 300 children each day have access to and use this new facility.

In addition, the Boys and Girls Clubs of Fort Myers are partnering with Police Athletic League to create a new Youth Advisory Council. Youth between the ages of 14 and 19 provide the Weed and Seed Steering Committee with advice and direction about what youth want to accomplish in their neighborhoods, at local schools, and in their community. These youth will participate in the strategic planning and problem solving process for the Weed and Seed program. In addition, these youth will advise the committee about youth issues and problems they see as priorities. This council is fashioned after the Eatonville, Florida Youth Advisory Council.

What was once a location for crime, violence, and drugs has become a center of hope – The Quality Life Center. The U.S. Attorney's Office seized a bar/lounge/package store from drug dealers. The dealers went to prison and the building went to the community. The Quality Life Center is located in the heart of the Weed and Seed area and helps to meet the daily needs of children and families by providing educational, economical, and emotional support.

Neighborhood Restoration

The goal of the Neighborhood Community Council is to get residents to band together to improve their neighborhoods by raising money and working together on community projects. Once in place, this will be a self-sustaining operation. Anti-drug marchers have been responsible for the closure of crack houses and a reduction in prostitution. As these properties were vacated, bulldozed down, and replaced with playgrounds, crime left too.

Neighborhood Watch groups meet regularly to discuss crime prevention and safety issues in and around their homes and businesses. A Neighborhood Council is being created to give residents an opportunity to raise money for community and neighborhood projects. Residents operate the Council with the assistance of the Weed and Seed Coordinator.

Goal 4: Reduce Crime

Goal 5: Enhance public safety initiatives within the community

Objective 5.1: Discourage criminal activity through environmental design

Action Statement 5.1.1: Provide increased, well-maintained, landscaped improvements to public areas located within Urban Infill area.

Action Statement 5.1.2: Landscaping improvements should provide visibility or a clear zone between 3 to 6 feet above ground. Shrubbery should be maintained to a maximum height of three feet while trees should be maintained to a minimum height of 6 feet at the lowest branches.

Action Statement 5.1.3: Work with the City of Fort Myers Police Department and the Lee County Sheriffs Office to develop and implement a Crime Prevention Through Environmental Design program.

Action Statement 5.1.4: Provide a constant and even light level throughout the district where normal activity occurs.

Objective 5.2: Promote comprehensive, community-wide, locally generated initiatives to prevent crime and enhance residents' sense of security and well-being.

Action Statement 5.1.2: Encourage residents to become active in the Citizens on Patrol program

Action Statement 5.2.3: Coordinate with non-profits to establish a program to help eliminate crime/drug problems in the area.

Action Statement 5.2.4: Assist the non-profits and churches in developing after-school and recreational activities for youth in the area.

Action Statement 5.2.5: Strongly enforce regulatory prohibitions against loitering and outdoor consumption of

alcoholic beverages, particularly around convenience stores and liquor establishments.

Action Statement 5.2.6: Encourage the establishment of neighborhood watch programs.

Action Statement 5.2.7: Increase communication and contact with the community residents and law enforcement to assist in identifying high-crime areas and developing solutions.

Action Statement 5.2.8: Coordinate code enforcement and police activities in identified problem areas within the Urban Infill area.

Action Statement 5.2.9: Increase law enforcement visibility and develop cooperative relationships between the police and citizenry in the target areas.

Priority 4

Housing Opportunities

The City of Ft. Myers has recently become a partner city with Fannie Mae with the primary objective of enhancing the availability of affordable housing in Dunbar and Central Ft. Myers. Fannie Mae has made a commitment to make additional affordable housing mortgages available in the city and provide other technical assistance. The City of Ft. Myers has reserved funds to implement and facilitate this effort.

As stated earlier, this Urban Infill Plan is recognizing existing City and County plans. For example the Dr. Martin Luther King, Jr. Blvd. Redevelopment Plan (MLKDR) calls for redevelopment of housing within the Lincoln Park area. The housing strategy for Lincoln Park will be to retain the new and well-built homes while scheduling areas that are blighted and unsafe for acquisition and demolition. It recommends that the Community Redevelopment Agency (CRA) and the City of Fort Myers work closely together in the development of affordable, single-family homes on these acquired parcels.

Lincoln Park is the principal area in which the housing activities will be concentrated. This plan capitalizes on the idea of concentrating redevelopment to have the strongest impact. Lincoln Park consists of just over one hundred dwelling units, primarily single family. Over half of the parcels in the area are presently vacant. The housing strategy for Lincoln Park will be to retain the new and well-built homes while scheduling those that are blighted and unsafe for demolition and acquisition. It is recommended that the CRA and City of Fort Myers issue a request for proposals (RFP) for a developer of affordable and middle income, single family homes in the Lincoln Park area. In the RFP, the City should identify the individual lots that can be combined into two and three lot parcels. Additionally, the City should identify mechanisms by which the liens on many of the existing properties can be cleared up. The developer would agree to acquire the blighted properties within the neighborhood, reconfigure the undersized lots, and construct a minimum of 40 new homes in the \$80,000 to \$100,000 price range.

It is expected that the selected developer(s) would work cooperatively with the area religious institutions to provide such housing, since the churches are some of the main property owners within the area. The developer should also consider the construction of affordable multifamily housing for the

elderly residents of Lincoln Park who are no longer fully capable of caring for their houses and will need to relocate.

Also included in this RFP is that if the existing property owners agree to develop the land in conformance with the plan to be proposed by the developer and approved by the CRA and City, the land may not be acquired. Due to the extensive nature of this project along with funding limitations, it is expected and recommended that the Lincoln Park housing development be constructed in several phases.

The Lincoln Park housing development would leave Lincoln Boulevard as it now exists. The City if needed for the development project may possibly vacate side streets. The CRA and the City could assist the developer in acquiring those properties that have unwilling sellers.

This plan does not just single out Lincoln Park as the only neighborhood that will be developed for single-family moderate income homes. The strategy outlined in the MLKRP for Lincoln Park is a template to be used throughout the entire redevelopment area. In addition the Velasco Village Redevelopment Program is an excellent example of how the City can partner with many agencies and develop affordable housing.

Velasco Village Property Before And After Acquisition

The Velasco Village Redevelopment Program provides decent, safe, sanitary and affordable owner occupied housing to low and moderate-income families through the elimination of detrimental living conditions. The eighty-three acre site originally had four hundred and thirty-three units of which eighty percent were beyond repair. The resident's median household income was under one half of the City's median. At the onset of the program in 1988, a house structural and family survey was made to determine the condition of housing stock and number of families, and individuals to be displaced by the assisted activities in the Velasco Village area. This survey revealed that two hundred and eleven families and individuals would be affected by the redevelopment of the area.

As each property is acquired, the demographics of the families or individuals affected will be updated to establish their re-housing requirements and their eligibility for alternative housing. Currently, Velasco Village's average household size is four persons per unit, which includes over two children less than sixteen years of age. Based on this, housing with two and three bedrooms should accommodate most of the needs. There will be a need for

four bedroom units for situations where the sex and/or age of household members will not allow for sharing bedrooms.

- The City adopted Affordable Housing Incentive Plan on April 28, 1993, to further increase production of affordable housing within the City and to participation in the State Housing Initiatives Partnership (SHIP) Program. There are eleven (11) incentives in the Affordable Housing Incentive Plan:
- The affordable housing definition in the appointing resolution
- The expedited processing of permits for affordable housing projects
- The modification of impact-fee requirement, including reduction or waiver of fees and alternative methods of fee payment
- The allowance of increased density levels
- The reservation of infrastructure capacity for very low-income persons and low-income persons
- The transfer of development rights as a financing mechanism for housing for very-low and low-income persons
- The reduction of parking and setback requirements
- The allowance of zero-lot-line configurations
- The modification of street requirements
- The establishment of a process by which a local government considers, before adoption, policies, procedures, ordinances, regulation, or provisions that have a significant impact on the cost of housing
- The preparation of a printed inventory of locally owned public lands suitable for affordable housing

State Housing Initiatives Partnership Program (SHIP)

The State Housing Initiatives Partnership Program (SHIP) began in FY 1992-93. The SHIP program is funded by the State of Florida, using Documentary Stamp taxes, collected from real estate transactions. The program was developed by the State legislature to promote affordable housing throughout the State of Florida. It must be used to provide housing assistance for very low (50% of area median); low (80% of area median); and moderate (120% of area median) income families. Currently, within Lee County, the median family income is \$47,300 (based on a family size of 4 members). The SHIP program must assist 30% of its funds at a very low income and another 30% of its funds at low income. In addition, the SHIP program must spend 75% of the funds on new construction or rehabilitation.

The City began receiving a SHIP allocation since July 1993. Since 1993, 10 owner-occupied homes were rehabilitated, 23 down payment/ closing cost assistance were provided to purchase existing homes, 68 down payment/

closing cost assistance were provided to purchase new homes by using SHIP funds. The maximum down payment/closing cost assistance provided is \$25,000 for the purchase of new homes, which makes homeownership a reality for the people who otherwise would not be able to afford to become homeowners.

The procedures established in this Urban Infill Plan will compliment existing plans and programs in the redevelopment of the Plan area.

Goal 6: Preserve and increase opportunities for affordable housing for a range of incomes

Objective 6.1: Work with government entities, profit and non-profit entities to ensure that adequate affordable housing opportunities are provided.

Activity 6.1.1: Identify the sites within the redevelopment area for infill new construction, rehabilitation of existing structures, and enhanced code enforcement and demolition.

Activity 6.1.2: Identify vacant lots with the most potential for clearing liens and obtaining marketable title.

Activity 6.1.3: Once clear title to these lots is acquired, convey the lots to for-profit or non-profit housing providers to build affordable owner-occupied housing.

Activity 6.1.4: Identify homes for sale that can be rehabilitated (where appropriate), utilizing a variety of resources including, but not limited to State of Florida tax credits, Florida Housing Finance Corporation financing, low interest loans and grants. Upon rehabilitation, these homes can be conveyed to new owner occupants.

Activity 6.1.5: For existing owner-occupied homes with more modest repair needs, low interest loans will be made available for home repair and renovation, this loan pool will be recycled when repaid into additional rehab projects.

Activity 6.1.6: Coordinate with local neighborhood groups to identify the best strategy and funding sources to secure improvements including increased code enforcement, new or

refurbished sidewalks and streetlights, or traffic calming improvements.

Objective 6.2: Develop an acquisition plan for consolidation of entire blocks or half-blocks for new single family development.

Objective 6.3: Discourage multifamily development in majority of the Urban Infill area.

Objective 6.4: Encourage church participation in providing recreational, day care, and other community services.

Objective 6.5: Work with the neighborhood churches to accommodate future expansion plans.

Objective 6.6: Seek a qualified master developer to create, design, and market middle-income, secure, single-family communities throughout the Plan area.

Goal 7: Encourage infill development throughout the designated area.

Objective 7.1: Implement an active infill program to encourage “new development” on vacant lots; “redevelopment” of existing substandard buildings; and consolidation of parcels within the area for redevelopment opportunities.

Action 7.1.1: Utilize foreclosure of city liens to unencumber the titles of land for redevelopment and create a land bank for redevelopment of those parcels

Action 7.1.2: Utilize non-profit developers or for-profit developers to build new housing and commercial development.

Priority Issue 5

Transportation

The City of Fort Myers is very active in providing pedestrian facilities. The City actively participates in the Transportation Enhancement Activity (TEA) grant process and has sidewalk installation scheduled for fiscal year 2002-03 along Martin Luther King Jr. Boulevard from Fowler Avenue to Ortiz Avenue. In addition, the City of Fort Myers City Council has allocated \$50,000 for each Ward (total of \$200,000) for the installation of new sidewalks. The City also has an active sidewalk replacement program to replace dilapidated sidewalk within the City limits. It is a goal of the City of Fort Myers Planning Department, that the additional, and improved existing, pedestrian facilities will encourage an increase in pedestrian travel not only within the Urban Infill & Redevelopment Plan area, but throughout the City at large.

Currently, there are four (4) fixed, daily scheduled bus routes operated by LeeTran (Lee County Public Transit System) servicing the area of the proposed Urban Infill and Redevelopment Area. There are a total of 38 bus stops within the proposed Urban Infill and Redevelopment Area. The total number of acres within the proposed area is 1,290 acres and the total number of acres served by the transit stops (1/4 mile radius of bus stops) is 2,125 acres which equates to 60.7 percent of the proposed Urban Infill Area is within 1/4 miles of existing transit stops. Attached with this exhibit is a transit map showing bus routes, bus stops, proposed urban Infill and Redevelopment Area, and 1/4 mile radius circle around each bus stop. Also, attached is LeeTran bus route information (schedule, fare, route) for the 3 bus lines servicing the proposed Urban Infill and Redevelopment Area. While there is an adequate amount of bus stops within the area, there is an obvious need for additional bus shelters.

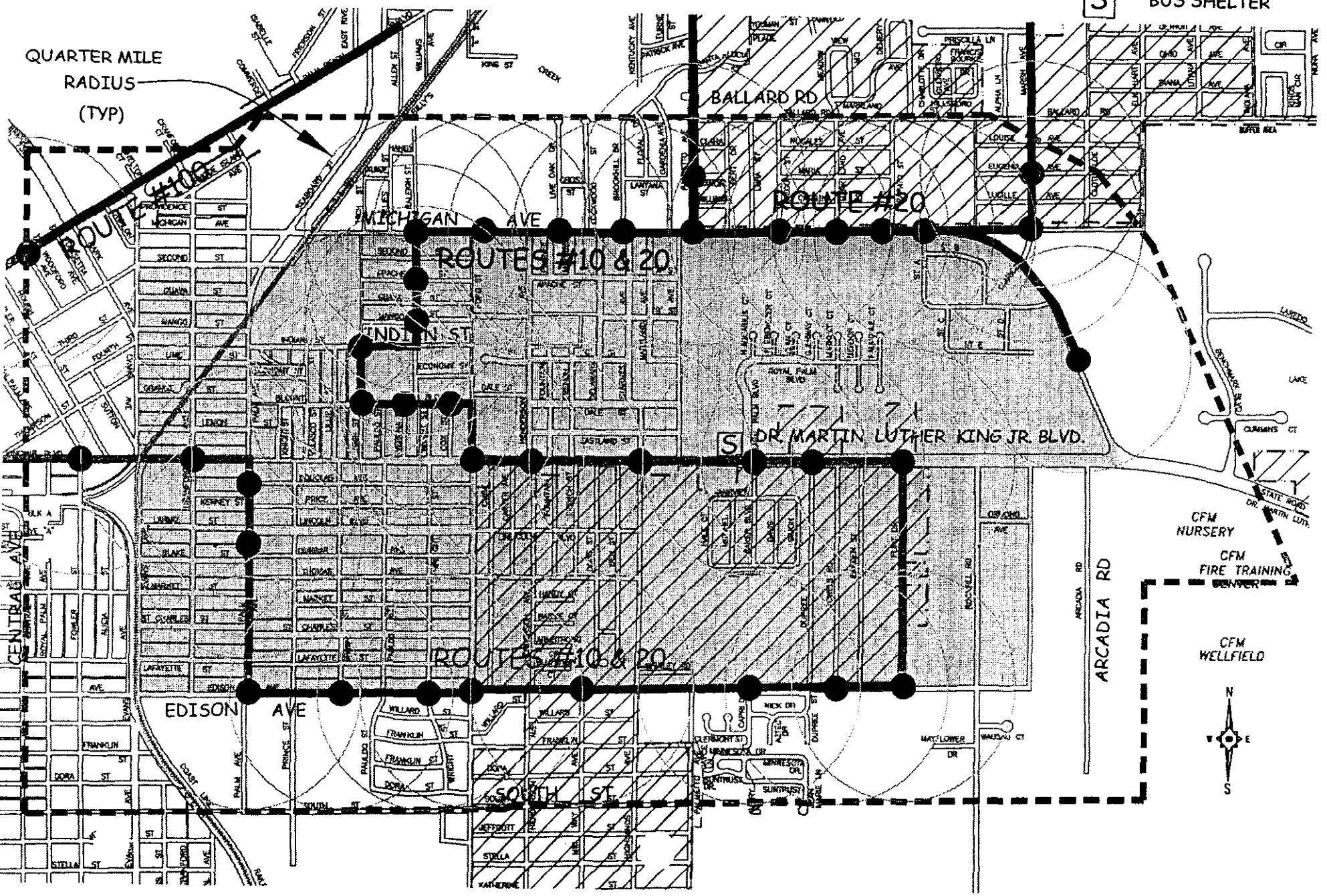
It is important that the City of Fort Myers and Lee County continue to cooperate with Florida Department of Transportation in the construction of the new Dr. Martin Luther King, Jr., Boulevard. Continue to work with Florida Department of Transportation to widen the last link of the project (Michigan Link to Ortiz) ahead of its original schedule.

Urban Int...

Bus Route/Stops Within 1/4 Mile

Sept 07, 2000 - 10:54 am
D:\Urban Int\Int-Fit Patch-MLK.kwd

- LEGEND**
- BUS ROUTE #10
 - BUS ROUTE #20
 - BUS ROUTE #100
 - BUS STOPS
 - BUS SHELTER



Goal 8: Improve pedestrian, transit, and vehicular access throughout the Plan area.

Objective 8.1: Ensure that adequate public transportation is provided to the Urban Infill residents

Activity 8.1.1. Work with LeeTran to ensure that the bus routes adequately service the Urban Infill area residents

Activity 8.1.2. Work with LeeTran to ensure that an adequate number of bus shelters are provided.

Activity 8.1.3. Place bus shelters at appropriate locations throughout the Urban Infill area.

Objective 8.2: Create a pedestrian-friendly environment

Activity 8.2.1. The City of Fort Myers and Lee County will work jointly to secure adequate funding for sidewalk and streetscape improvements. Streetscape improvements include trash receptacles, pedestrian-level lighting, and bike racks in the pedestrian-oriented zone as identified in the Dr. Martin Luther King, Jr., Redevelopment Plan.

Objective 8.3: Encourage paved and landscaped off-street parking in commercial zones to accommodate customers and employees.

Activity 8.3.1. The City of Fort Myers and Lee County will work jointly with area property owners/developers to design pedestrian friendly parking for all new development and rehabilitation projects.

Activity 8.3.2. Encourage paved and landscaped off-street parking to accommodate customers.

Activity 8.3.3. Locate parking behind commercial buildings whenever possible.

Priority Issue 6

Quality of Life

Physical conditions in many portions of the Plan area are not acceptable and create unsanitary and unsafe conditions. Economic conditions are equally poor in many cases. The corridor contains many properties that pose potential environmental concerns. Included in the list are five abandoned gas stations, three dumps, and numerous vacant commercial buildings and sites which once housed thriving business enterprises. These conditions represent one of the criteria used to verify the elements of blight throughout the area.

The conditions of blight that exist within the Plan area have been substantiated in two slum and blight determinations which were adopted by the Fort Myers City Council in 1999. The blight studies merely looked at the situation as it now exist, but this planning document looks at the future as the area can exist.

Despite the current conditions of blight, a number of positive opportunities for the future are available in the Plan area. Some of the changes are already in the works, others need the impetus provided by this plan and its recommendations to move forward. Perhaps most significantly, the Florida Department of Transportation has begun construction of a widening project to create a four-lane arterial roadway on Dr. Martin Luther King, Jr., Boulevard. The first phase of the project, from Evans Avenue to Michigan Link, was completed in late 2001. Phase two is nearing completion and Phase three should be completed by fall 2003.

Although a road-widening project is not always considered to be a bonus when it comes to community redevelopment, in this case, the positive aspects seem to far outweigh any negative ramifications. In conjunction with the widening, the City has already committed \$3 million in infrastructure improvements throughout the City, including storm sewers, landscaping, irrigation, new utilities, enhanced lighting, and other enhancements.

COMMUNITY CENTER

This community has a rich history and unique character, but currently there appears no single place, no town center, that epitomizes the community and draws it together. Successful redevelopment efforts often start with one or more areas of focus to showcase the area's heritage and character. The spine of the Urban Infill area, Dr. Martin Luther King Jr. Blvd., has been redesigned,

with additional lanes, improved drainage, and landscaped rights of ways. These improvements will be a tremendous benefit to the community, and will be leveraged by the development of Dunbar-Clemente Center.

At the same time, Lee County has expressed an interest in turning over ownership and maintenance of Clemente Park and Dunbar Park to the City. Clemente Park currently houses the Black History Museum in the Williams Academy, along with some under-utilized sports facilities and open space. Dunbar Park serves as a neighborhood park; however, the improvements are outdated and surrounding neighborhood residents have requested the City rehabilitate and redevelop the amenities of the area. Despite the park's close proximity to neighborhoods and schools, no physical connections currently exist. A unique opportunity exists to create a special place here for the Dunbar community by linking both parks and creating a community center.

One of the goals of the Urban Infill and Redevelopment Plan is to enhance the sense of community within the Plan area. As the City met with residents and business owners within the Plan area, it became evident that there existed no "community center". A community center would stimulate pride and revitalization of the Dunbar community by providing an anchor for community gatherings, cultural events, recreation and beautification. It would also create a sense of place for Dunbar by focusing on an important "node" along the Dr. Martin Luther King Jr. corridor and create momentum and synergy that will act as a catalyst for other redevelopment efforts in the community.

Location

Initially the Center will be comprised of Clemente Park north of Dr. Martin Luther King Blvd., connected to the Boulevard by a two-acre parcel at Ford Street. The Center could be expanded along MLK to both the east and west in the future if that property can be acquired. The Center is directly across MLK from the Quality Life Center and Cornerstone Ministries, and southeast of Dunbar Park, Royal Palm Exceptional School and the Dunbar Community School and Library. There is a traffic signal and full median opening at the intersection of Ford and MLK.

Project Description

The Center is envisioned as a civic space that meets the needs of Dunbar's citizens and draws them together in a variety of ways, truly forming the heart of the community. The master concept plan for the park showcases the

Williams Academy and calls for the refurbishment of the associated Black History Society office and restrooms and storage on the site.

The newly acquired acreage along Dr. Martin Luther King, Jr., Boulevard will allow for a strong visual feature for the Boulevard. This space should be well landscaped and could include a work of art or heritage-based monument, as well as entry signage and pedestrian-oriented paths and inviting seating areas. Ford Street will serve as the new main entrance to the park, easily accessible from the traffic signal at Dr. Martin Luther King, Jr., Boulevard.

Community events, social gatherings or meetings could be accommodated at the planned community hall, and concerts, parades, or other festivities could take place from the bandshell. A concession stand could be constructed and leased to area entrepreneurs to provide food & beverage on a regular basis or for special events. The park should have adequate lighting and incorporate other security measures to insure its users feel safe.

The master concept plan calls for the relocation and improvement of Clemente Park's sports facilities to provide a better draw and gathering spot for area youth and adults. Additional facilities could include a splash pool or other water feature to provide summer heat relief and a pleasant backdrop of sound, and a children's playground. Shaded picnic facilities and benches would invite families to spend an afternoon, and improved pedestrian linkages to nearby neighborhoods and community facilities will encourage frequency of use.

If additional acreage is acquired, it could be used for a town green or general use ballfield and/or for civic uses such as a post office, police substation, or City Hall Annex. Opportunity also exists to more strongly link Dunbar Park, northwest of Clemente Park, and refurbish those facilities to better complement Clemente Park.

As the park's use grows, additional opportunities will undoubtedly arise to expand and tailor its facilities to best serve the Dunbar community.

Public Participation

This concept has taken root through individual and group meetings with many of the stakeholders of Dunbar. Surveys have been conducted and town hall meetings held, but the process is only yet beginning, and additional input is solicited to ensure that the Center becomes truly that - a civic, social, recreational and cultural hub for the community.

Goal 9: Improve the quality of the built environment.

Objective 9.1: Landscape the medians and swales along the area.

Objective 9.2: Encourage private property rehabilitation and new construction.

Objective 9.3: Develop a mural program for the sides of visible existing buildings.

Objective 9.4: Develop regularly-scheduled community clean-up days.

Objective 9.5: Create pocket parks on surplus Florida Department of Transportation lands.

Objective 9.6: Subsidize Florida Department of Transportation's retention pond construction to improve the appearance of retention ponds.

Objective 9.7: Prohibit plain and barbed wire chain link fences fronting on Dr. Martin Luther King, Jr., Boulevard. Encourage use of anodized aluminum or wrought iron when fencing is necessary.

Objective 9.8: Reduce/limit the outdoor storage of equipment and materials fronting on Dr. Martin Luther King, Jr., Boulevard or require attractive buffering.

Objective 9.9: Develop a "design theme" for the Dunbar historical area, such as building facades, specific design codes, streetscapes, etc. to achieve a historical railroad town image.

Action Statement 9.9.1: Encourage Lee County to require cleanup, extensive buffering, or relocation of junkyards, and other unattractive and blighting uses along unincorporated portions of Dr. Martin Luther King, Jr., Boulevard.

Goal 10: Enhance the sense of community.

Objective 10.1: Reinvigorate Dunbar and Clemente Parks as Community Center

Objective 10.1.1: Establish a Community Center within the Urban Infill area.

Priority Issue 7

Historic Preservation

Historic Preservation in the Dunbar Community/Urban Infill area consists of the identification, designation, rehabilitation, and acquisition of historic resources significant to the community.

The Florida Master Site File (FMSF), a statewide inventory and clearinghouse of historic sites identifies eight (8) sites in the Urban Infill area. Criteria found in the Secretary of the Interior's Standards for designation of local historic landmarks found in Chapter 23-2 (d) of the Historic Preservation Ordinance were utilized to identify those properties deemed significant.

In 1998, the City in cooperation with the Lee County Black History Society received a grant to prepare a walking tour brochure of those sites of historical significance in the Dunbar Community. The walking tour includes ten (10) locally significant sites of which three (3) were churches. Only two (2) sites of those identified in the Florida Master Site File (FMSF) are included in the brochure. The following properties were identified in the walking tour brochure:

1. St. John First Missionary Baptist Church
2. Friendship Baptist Church
3. Mt. Olive African Methodist Episcopal Church
4. McCollum Hall
5. The Beauty Box
6. Etta Powell's House
7. Dunbar Community School
8. The 1942 Addition to the Williams Academy 1936 Henderson Avenue-Clemente Park
9. Woodlawn Section of the City of Fort Myers Cemetery -Henderson Avenue
10. Oakridge Section of the City of Fort Myers Cemetery-Henderson Avenue

More recently, in 1999, a grant was received by the Lee County Black History Society to relocate and rehabilitate the Williams Academy at Clemente Park (formerly located behind the Dunbar Community School). At present, only the Dunbar Community School and McCollum Hall are designated local historic landmarks. McCollum Hall was identified in the Dr. Martin Luther King Jr. Boulevard Redevelopment Plan. The Plan recommends that the Community Redevelopment Agency work cooperatively with the current

owners to rehabilitate the building. Acquisition of the historic McCollum Hall and adjacent parcels might be needed to locate a developer to rehabilitate and adaptively reuse this commercial structure.

Goal 11: Retain the historic nature of the community.

Objective 11.1: Identify sites and structures that meet the criteria of the Secretary of the Interiors Standards for Rehabilitation and the Historic Preservation Ordinance.

Action: 11.1.1: Survey existing sites and structures in the Urban Infill area and prioritize by historic relevance, condition, and existing threats.

Objective 11.2: Designate sites and structures that meet the criteria as local historic landmarks.

Action: 11.2.1: Schedule community/neighborhood meetings to educate the public about the importance of the historic resources in the community and need for designation and preservation.

Action: 11.2.2: Work with the Lee County Black Historic Society, community, and churches to gather support for designation of local historic landmarks.

Objective 11.3: Create a rehabilitation program for historical residential and commercial structures.

IMPLEMENTATION

FUTURE PLANS TO IMPLEMENT PROJECTS

Once the City of Fort Myers and Lee County was awarded the Planning Grant for the designated Urban Infill & Redevelopment area, a series of stakeholder meetings and visioning workshops were conducted. The input from these meetings was used to develop the actual “Plan” for the designated area. The Plan itself not only documents actions that need to be taken, but also prioritize these actions to be implemented in the most cost feasible manner. The stakeholders, property owners, and residents within the designated area provided contributions into the Plans creation before its final adoption. Both the City and County will implement the actions identified in the final adopted Plan during the implementation phase. It is hoped that actions will be implemented within the first two years and larger projects will be implemented over an appropriate timeframe.

Potential Funding Sources

Implementation of the Urban Infill & Redevelopment Plan will require funding from a variety of sources over the next 10-15 year period. The City of Fort Myers has already made a general commitment to the funding of its major redevelopment areas over the next two years; however, additional funding will be necessary over the long range period to adequately redevelop the area. Funds are already available and committed for the widening of Dr. Martin Luther King, Jr. Blvd. Other programs may be funded through grants and private developer investments. Tax increment funding should not be expected to be available for at least five years, and even then, it cannot be relied upon as a major source of funding.

The list below provides a sample of funds and incentives that may be utilized to implement this plan.

City General Fund/Bond Funds

These funds may be used for initial short term redevelopment activities including the infrastructure improvements related to the road widening, a 50% match for the landscaping (50% to be provided by FDOT), initial funding of the business incentives program, and installation of decorative banners and block number signs.

Florida Department of Transportation

The Florida Department of Transportation will provide all funding necessary for the acquisition and construction of the new state roadway. Additionally, the City should prepare a landscape grant application for FDOT Highway Beautification funds for a portion of the landscaping. Also, FDOT is expected to donate all surplus properties to the City of Fort Myers for public uses, as identified elsewhere in this plan.

Brownfield Redevelopment Grants

Both State and Federal funds are available for a variety of brownfield redevelopment activities. The Federal Environmental Protection Agency is expected to play a major role in funding assessment, cleanup, and actual redevelopment of brownfields over the next few years. The City has already received a Brownfield Pilot grant for \$169,000 to be used in assessments and redevelopment planning, to be used primarily in the Plan area. It is expected that the designation as a pilot will enable the City to receive additional EPA monies in the future. Other EPA funding includes the Brownfield Revolving Loan Fund, which is expected to be used to help acquire, clean up, and redevelop the Star Gas Station site, among others.

State funds are expected to become available in the next two years to assist local governments in redeveloping brownfields. Funding sources include the Department of Environmental Protection, which has developed a tax credit program which the City should use to market the Dr. Martin Luther King, Jr., Boulevard brownfield sites.

Front Porch Florida

Other state funds include the various funding available through the Front Porch Florida program, an initiative sponsored by Governor Bush. The City of Fort Myers has unsuccessfully pursued the Front Porch designation for a portion of the Urban Infill area in previous years. The City will apply for the designation for the FY 2002-03 cycle and will submit an application to the Governor by September 6, 2002.

Economic Development Incentives

At the present time, economic development incentives for new and expanding businesses are available through the State's Qualified Targeted Industry Program and the Lee County Office of Economic Development. Both of these programs offer cash incentives to businesses for job creation. One problem with these incentive programs is that, unless they are

supplemented by additional incentives from the City of Fort Myers, it is unlikely that any business owners will choose to locate in the Redevelopment area because incentives are available throughout Lee County, in far more desirable locations.

Historic Preservation Grants

Grants from the National Trust for Historic Preservation, the State, and Lee County are all available for use in the Redevelopment area. Although there are only a limited number of historic structures in the Redevelopment area, a top priority for the redevelopment should be the rehabilitation and adaptive reuse of the historic McCollum Hall. Funding sources should be investigated to implement the McCollum Hall redevelopment, as it is the “gateway” to the Dunbar community.

Tax Increment Financing

As noted earlier, tax increment financing should not be expected to generate any significant redevelopment funding for at least five years from the date of plan adoption, if not longer. After that period, some limited increment may become available, following construction of the Dunbar Shopping Center, some brownfield redevelopment, Lincoln Park housing development, and other new construction.

U.S. Housing and Urban Development/Community Development Block Grant (CDBG)

At the present time, the Federal Housing and Urban Development (HUD) has very little funding available for new programs that would implement this redevelopment plan. Certainly, Section 8, HOPE funds, and Section 108 loan guarantees are available, although low to moderate income housing is not a primary goal of the redevelopment of a major commercial and industrial area. A large amount of HUD funding, along with the 108 loan guarantee, has already been committed to the Dunbar Shopping Center. Until that project is off the ground, it is not likely that there will be significant dollars available through this program.

CDBG funds are administered by the Fort Myers Community Redevelopment Agency and are generally pledged to construction of single family homes in Velasco Village. It is possible that some funding might be available for a microlending program or other small infrastructure improvements designed to assist the residents of Dunbar.

Lee County

In addition to the business incentives and potential tax increment financing mentioned earlier,.

Private Investment:

The major contribution to the overall redevelopment of the Urban Infill & Redevelopment Area will come from private development – acquisition, brownfield cleanup, construction, sales, and job creation in the area. It is expected that the incentives offered by the various public sources – local, state, and federal – will be matched by private development.

Other Miscellaneous Sources:

The list above provides only a sample of the funding sources available for the redevelopment of the Plan area. The City has retained a grant-writing/research firm to continually locate new programs. It is expected that this work will continue, particularly if the City Council and CRA identify the redevelopment area as a primary focus area for grant applications. Other possible sources include the use of City land as an incentive to private developers, particularly in the City's industrial park, which is located outside the redevelopment area.

The incentives to residents, and property owners, to remain involved were the visual improvements to their neighborhoods and places of business. Another incentive to the residents was the establishment of a Community Stakeholder Organization that would help guide the project through implementation. These stakeholders consisted of residents, property owners, and civic groups (churches, non-profits, etc.). The establishment of a Community Stakeholder Organization offered residents not only a point of contact to voice their opinions, but the satisfaction of knowing that the local residents opinions, thoughts, and ideas were being incorporated not only in the Plan itself, but throughout its implementation.

TIME SCHEDULE

The time schedule for implementing the Urban Infill & Redevelopment Plan should be divided into three distinct areas: Short term – 1-5 years, Mid-term – 5-10 years, and Long-Range –10-20 years.

Short-term improvements (1–5 Years):

- Construction of the widened Dr. Martin Luther King, Jr., Boulevard and related infrastructure improvements.
- Landscaping and other amenities (banners, block number signs, mini-parks, etc.)
- Program development – business incentives, façade improvements, microlending, etc.
- Begin acquisition/replat of Lincoln Park.
- Locate a developer for McCollum Hall.
- Acquire and clean up at least 3 brownfield sites.
- Annexation of unincorporated areas.
- Encourage LeeTran to provide increased bus service.

Mid-term Improvements (5-10 Years):

- Redevelopment of McCollum Hall.
- Complete construction in Lincoln Park.
- Redevelopment to begin in unincorporated areas.
- Continued construction of new businesses and industrial developments.
- Cleanup and adaptive reuse of Imaginarium.

Long-Range Improvements (10-20 Years):

- Full redevelopment of Dr. Martin Luther King, Jr. Boulevard, including cleanup of brownfield sites, infill development.
- Increase in property values throughout area.
- Increase in median incomes of Dunbar residents
- Unemployment in Dunbar significantly decreased.
- Crime significantly decreased.

APPENDIX A
COMMUNITY PARTICIPATION
(Dunbar Revitalization Committee Recommendation)

COMMUNITY PARTICIPATION PROCESS

Community Participation Process

The City of Fort Myers Planning Division has utilized a series of meetings to discuss and provide input on every facet of the Urban Infill & Redevelopment Planning document, such as finalization of boundaries, direct mail to all property owners, consensus-building with residents and business owners of the community and the general mission of the Urban Infill and Redevelopment Planning Grant program. Scheduled meetings have normally been held at Shady Oaks Recreation Center and the Stars Complex, which are central to the proposed Urban Infill & Redevelopment Planning area. These meetings included workshops with stakeholders, and outreach meetings for all community members. The City of Fort Myers Planning Division also has utilized surveys to reach those residents or business owners that do not or are unable to attend these public meetings.

The Stakeholders have conducted focus meetings on the issues that must be addressed in order to make the vision a reality. The Plan itself describes the specific actions, delegates responsibilities for implementation, specifies the resources needed, delegates a timeline, and predicts expected outcome. The local governments committed staff support for mail-outs, meeting notices, and other Plan development needs.

Staff highly valued and utilized input from the community. This input came from meeting with large groups at Ward meetings hosted by City Council members; these meetings outlined the process of developing the plan and requesting input on plan content. Also meetings were held with smaller groups to discuss more specific topics of their concern, such as improvements to Dr. Martin Luther King, Jr. Boulevard and preserving historic sites in the plan area.

Incentives Offered to Residents

The incentives to residents, and property owners, to remain involved are the visual improvements to their neighborhoods and places of business. Another incentive to the residents was the establishment of a Community Stakeholder Organization that would help guide the project through implementation. These stakeholders consist of residents, property owners, and civic groups (churches, non-profits, etc.). The establishment of a Community Stakeholder Organization offered residents not only a point of contact to voice their opinions, but the satisfaction of knowing that the local residents opinions, thoughts, and ideas were being incorporated not only in the Plan itself, but throughout its implementation.

DUNBAR REVITALIZATION COMMITTEE

1971 French St. Suite A Fort Myers, Fl 33916 Email: dunbar_rc@mail.com Phone: 239 334-4090

Redevelopment Plan of Dr. Martin Luther King Jr. Boulevard Downtown District

The Dunbar Revitalization Committee is a collaboration of business and property owners fronting Dr. Martin Luther King, Jr. Boulevard and concerned citizens working together to revitalize the Dunbar area, and invest in the future of Fort Myers, Lee County, and Southwest Florida.

The Urban Infill and Redevelopment Plan (Plan) for the area that encompasses Dr. Martin Luther King, Jr. Boulevard invites input from business and property owners. This proposal was developed in response to that invitation. We were careful to honor the guidelines set out to develop the Plan.

- **GUARANTEE CITIZEN INVOLVEMENT**
- **PARTNER BUSINESS & PROPERTY OWNERS WITH GOVERNMENT**

Support for this proposal will engage and encourage public involvement. We are sensitive to the difficulty of including area residents and businesses in the planning process. Many factors such as time commitments, unfamiliarity with the system, and possible conflicts, present almost insurmountable barriers to citizen participation. However, our proposal focuses on the enhancement of existing locally owned businesses, and the celebration of the values and contributions of the Dunbar Community. This proposal would make renovation of Dr. Martin Luther King, Jr. Boulevard a cause of social significance.

- **ENABLE EXISTING BUSINESS & PROPERTY OWNERS & RESIDENTS TO REALIZE THE VALUE OF THEIR LONG-TERM SOCIAL & ECONOMIC INVESTMENT**

Further, this project is an economic milestone. We clearly recognize the significant possibilities this Plan brings to the area along Dr. Martin Luther King, Jr. Boulevard, and we deeply appreciate the opportunity to work with all of those involved in the process. For too long we have lived in conditions of economic starvation. A significant number of families in the Dunbar Area struggle with restricted incomes and limited access to opportunities for improvement, and many businesses in this area are hampered by inadequate resources. We welcome the opportunity to work with the City, County, and State governments and interested individuals to make a major, permanent difference in the makeup of the business corridor that runs through the heart of our community.

The state's investment in widening and improving Dr. Martin Luther King, Jr. Boulevard has created an important opportunity for the neighborhoods, business

Dunbar Revitalization Committee Proposal

August 2002

Page 1

and property owners bordering this thoroughfare; and for the business and property owners of the downtown district. Dr. Martin Luther King, Jr. Boulevard provides the most direct route for traffic traveling along I-75 to the renovated riverfront district, but it is the least commercially developed route into the city. These factors give the area the greatest flexibility for developing a consistent, attractive thematic district to attract visitors to businesses both along the corridor, and into the downtown district. The City of Fort Myers is a winner by investing in the revitalization of this area.

- **CREATE A UNIQUE SOUTHWEST FLORIDA COMMERCIAL DISTRICT THAT CELEBRATES THE DIVERSITY OF CULTURES**

It is acknowledged that we are not community planners nor do we have all of the answers. However, we are a people of vision committed to protecting and nurturing and revitalizing the culture and contribution of the Dunbar Community.

Complying with the emphasis on community connections embodied in the Plan, we propose to create a district that honors the historic culture of the Dunbar Community. This cultural historic district would run east to west along Dr. Martin Luther King, Jr. Boulevard from Palmetto Avenue west, to Evans Avenue, and would feature a theme of cultural contributions and values. That culture is partially demonstrated in the number and diversity of houses of worship, and the strong emphasis on extended family networks found in our neighborhoods.

We seek to combine historic preservation with development to create a working, growing, attractive business center and tourist attractions. Certain elements are already in place. The location of the Williams Academy and the offices of the Lee County Black History Society in Clemente Park set the tone for this project. Efforts are already underway to renovate McCollum Hall as an historic location that would serve as the western anchor of the district. Key structures would be identified for their structural and/or historical significance. These would be the period signature pieces along Dr. Martin Luther King, Jr. Boulevard. Other smaller structures, such as small residences that front Dr. Martin Luther King, Jr. Boulevard that were built before 1950, might be purchased and renovated as tourist information spots, or small boutiques. Local business entrepreneurs would be encouraged to develop shops that celebrate the culture of the neighborhoods. Each individual building would play a role in the makeup of the district. Standards would be set for the storefront design, window displays, signage, color, and architectural details.

This interesting, attractive area would combine entertainment with a unique shopping experience by focusing on the strengths of the historic culture. Nowhere else in Lee County would shoppers find the diversity of products nor the atmosphere of friendship and family. This district, characterized by local ownership and celebrating a rich cultural heritage would be a powerful tool for attracting people to the area, to shop at the individual businesses, and to continue on to the downtown area located just a few blocks further north.

The project would reinforce values of community, rekindle economic vitality, and solidify the image of the business corridor as a unique commercial center. It would serve as the social heart of this area.

- **MEET PLAN GOALS**

The goals detailed in this Plan would be satisfied with the direct involvement and partnership of existing businesses, and with the guaranteed support of local organizations and citizens. This project would encourage a diverse and dynamic community, restore economic health, and support the stabilization, retention and expansion of existing businesses. The improvements, fully supported by Dunbar residents, would empower local efforts to reduce crime and enhance public safety. The community would have a personal, as well as economic investment in this area. This would be a project that gives shape to the popular slogan of celebrating the diversity of cultures.

- **UTILIZE ASSETS**

A partnership would be formed with the Lee County Black History Society to provide historically correct references for determining original design, materials, and signage. Assistance would be provided in identifying and designating structures as historic sites, and plans put into place to preserve them.

In addition to the historical tribute provided by the building facades, development projects such as the pocket parks envisioned by the city could be used to demonstrate and strengthen community values. These parks could be operated as community gardens by area children, working in cooperation with an existing Weed & Seed project. The utilization of a public investment to involve and teach local children would reinforce the value of the involvement of youth, life-long learning, and reinforces a sense of community ownership of public spaces. The functionality of the parks, as well as the pleasure of open, green spaces for family centered recreation will reinforce the value of strong family ties.

Site improvements would be consistent with the goal of improving the image of the area along Dr. Martin Luther King, Jr. Boulevard. Fences and buffer landscaping would be used to provide an esthetically pleasing visual for less attractive business uses. All fences would be in character with the district.

Infill would be encouraged. New construction would conform to a design plan that considers, for example, proportions and composition of the façade, detailing, color, materials, building setback, roof forms, etc.

Additional costs might be professional fees for an architect, engineer, and landscape artist to assist in developing the district theme and in setting the building standards. Resources for infill, façade renovation, and building renovation are already addressed in the Plan. They just need to be directed to an agreed-upon goal. The area designated by the Plan has served for many years as a blighted area that qualifies Fort Myers and Lee County for public development funds. Directing existing funding to implementation of this project would take it a

long way. In addition, city and county staff could provide assistance in applying for grants to help pay for putting the plan into place. Technical assistance is needed for organization, promotion, design, and economic restructuring.

We, as business and property owners along Dr. Martin Luther King, Jr. Boulevard are united in our commitment to working for the maintenance and improvement of the social and economic environment of this area through productive participation in local government, and through the community led development of the historic district of Dr. Martin Luther King, Jr. Boulevard.

APPENDIX B

COMPREHENSIVE PLAN CONSISTENCY

DIVISION OF PLANNING



LEE COUNTY

MEMORANDUM

SOUTHWEST FLORIDA

to: Melanie Long, City of Fort Myers Planning Department
from: Paul O'Connor, AICP, Director
subject: City and County Urban Infill
date: Wednesday, April 17, 2002

Attached please find the final staff report for the designation of an Urban Infill area located in both the City of Fort Myers and unincorporated Lee County. The report is identified as CAP 2000-07.

The report amends the Future Land Use Map Series by adding a map delineating an area in Sections 13 and 24, Township 44 South, Range 24 East and Sections 17, 18, 19, and 20 Township 44 South, Range 25 East as an urban infill area. In addition, amend Objective 1.7, Special Treatment Areas, of the Future Land Use Element by adding a new policy describing urban infill areas of the county.

The Lee County Board of County Commissioners adopted the recommendations of this report into the Lee County comprehensive Plan, the Lee Plan, on January 10, 2002. The adopted amendment was then sent to the State Department of Community Affairs for their final review. The State issued a notice of intent to find this amendment, and others that were included in the same amendment cycle, In Compliance on March 11, 2002.

If you have any questions regarding this matter, please feel free to call me at 479-8309.

**CPA2000-07
BoCC SPONSORED
AMENDMENT
TO THE**

LEE COUNTY COMPREHENSIVE PLAN

THE LEE PLAN

BoCC Adoption Document

*Lee County Planning Division
1500 Monroe Street
P.O. Box 398
Fort Myers, FL 33902-0398
(941) 479-8585*

January 10, 2002

**LEE COUNTY
DIVISION OF PLANNING
STAFF REPORT FOR
COMPREHENSIVE PLAN AMENDMENT
CPA2000-07**



Text Amendment



Map Amendment

✓	This Document Contains the Following Reviews:
✓	Staff Review
✓	Local Planning Agency Review and Recommendation
✓	Board of County Commissioners Hearing for Transmittal
✓	Staff Response to the DCA Objections, Recommendations, and Comments (ORC) Report
✓	Board of County Commissioners Hearing for Adoption

STAFF REPORT PREPARATION DATE: March 19, 2001

PART I - BACKGROUND AND STAFF RECOMMENDATION

A. SUMMARY OF APPLICATION

1. APPLICANT:

LEE COUNTY BOARD OF COUNTY COMMISSIONERS
REPRESENTED BY LEE COUNTY DIVISION OF PLANNING

2. REQUEST:

Amend the Future Land Use Map Series by adding a map delineating an area in Sections 13 and 24, Township 44 South, Range 24 East and Sections 17, 18, 19, and 20 Township 44 South, Range 25 East as an urban infill area. In addition, amend Objective 1.7, Special Treatment Areas, of the Future Land Use Element by adding a new policy describing urban infill areas of the county.

B. STAFF RECOMMENDATION AND FINDINGS OF FACT SUMMARY:

1. RECOMMENDATION: Planning staff recommends that the Board of County Commissioners transmit the proposed amendment as provided under Part C, the Staff Recommendation portion of this report.

2. BASIS AND RECOMMENDED FINDINGS OF FACT:

- The state of Florida has money available, for both planning and implementation, for Urban Infill and Redevelopment Grants.
- The City of Fort Myers Planning staff have identified an area along Martin Luther King Boulevard that has already qualified for a planning grant.
- The area identified contains both incorporated and unincorporated properties.
- The proposed plan amendment, identifying the area for the planning study, is required in order to qualify for and receive the grant funding.
- The Board of County Commissioners, when they co-signed the grant application, committed to a plan amendment that would identify the subject property as an Urban Infill area.

C. BACKGROUND INFORMATION

This amendment was initiated by the Board of County Commissioners on September 19, 2000. The City of Fort Myers Planning staff have identified an area containing both incorporated and unincorporated properties along Martin Luther King Boulevard that has already qualified for a planning grant. At this time the grant application has been submitted and the City has been approved for the planning grant funding.

PART II - STAFF ANALYSIS

A. STAFF DISCUSSION

The state of Florida has money available for Urban Infill and Redevelopment Grants. The grant program comes in two phases: planning grants and grants to implement those plans. The grant applications are competitive, utilizing a point system for applications that meet certain criteria. The City has identified an area containing both incorporated and unincorporated properties. The City staff will conduct the planning study with input and oversight from an Urban Infill Redevelopment Stakeholders Committee. As part of the participation in the planning study, the County is designating one or more representatives for this committee. The details of the structure of this committee have yet to be established. There is no financial obligation to the County associated with co-signing the grant application.

In addition, the co-signing of the application obligates the County to process this proposed amendment to the Lee Plan establishing the area of the planning study as an Urban Infill area. This amendment is required in order to receive the grant funding and is a condition of the current planning grant.

The proposed amendment will add a map to the Future Land Use Map Series delineating the urban infill area. Staff is also proposing the addition of a new policy to Objective 1.7, Special Treatment Areas. This policy will describe the proposed urban infill area.

B. CONCLUSIONS

The grant application has been submitted and the City of Fort Myers has received approval for the planning grant funding. The area contains both incorporated and unincorporated properties. In order to meet the

requirements for grant funding, staff is identifying the area for the planning study through the proposed plan amendment.

C. STAFF RECOMMENDATION

Planning staff recommends that the Board of County Commissioners transmit the proposed plan amendment. The map indicating the urban infill area can be found as Attachment A. The proposed language is as follows:

POLICY 1.7.9: The Urban Infill and Redevelopment overlay (MAP 15) designates areas that have been targeted for economic development, job creation, housing, transportation, crime prevention, neighborhood revitalization and preservation, and land use incentives to encourage urban infill and redevelopment within the urban core, in accordance with F.S. 163.2517. These areas have the opportunity to receive additional funding to implement the planning program through the Urban Infill and Redevelopment Assistance Grant Program through the Florida Department of Community Affairs.

**PART III - LOCAL PLANNING AGENCY
REVIEW AND RECOMMENDATION**

DATE OF PUBLIC HEARING: March 26, 2001

A. LOCAL PLANNING AGENCY REVIEW

Staff presented the amendment before the LPA on March 26, 2001. One member of the LPA asked who would be responsible for delineating the area. Staff explained that both the City of Fort Myers and the County's planning departments had worked together on the boundary line. Another member of the LPA questioned if it was the general area being discussed rather than a specific project. Staff responded that specific projects would be formulated as the planning study is completed. Staff provided several other facts in response to questions from the LPA such as the city will be applying for implementation funds in the future, a description of the outer boundary lines of the subject area, and the fact that the language of F.S. 163.2517 will define the area as an urban infill and redevelopment area.

B. LOCAL PLANNING AGENCY RECOMMENDATION AND FINDINGS OF FACT SUMMARY

1. **RECOMMENDATION:** The LPA recommends that the Board of County Commissioners transmit this amendment.
2. **BASIS AND RECOMMENDED FINDINGS OF FACT:** The LPA accepted the findings of fact as advanced by the staff.

E. VOTE:

NOEL ANDRESS	<u>AYE</u>
SUSAN BROOKMAN	<u>AYE</u>
BARRY ERNST	<u>AYE</u>
RONALD INGE	<u>AYE</u>
GORDON REIGELMAN	<u>AYE</u>
VIRGINIA SPLITT	<u>AYE</u>
GREG STUART	<u>AYE</u>

**PART IV - BOARD OF COUNTY COMMISSIONERS
HEARING FOR TRANSMITTAL OF PROPOSED AMENDMENT**

DATE OF TRANSMITTAL HEARING: August 29, 2001

A. BOARD REVIEW: The Board of County Commissioners provided no discussion concerning the proposed plan amendment. This item was approved on the consent agenda.

B. BOARD ACTION AND FINDINGS OF FACT SUMMARY:

1. BOARD ACTION: The Board of County Commissioners voted to transmit the proposed plan amendment.

2. BASIS AND RECOMMENDED FINDINGS OF FACT: The Board accepted the findings of fact advanced by staff and the LPA.

C. VOTE:

JOHN ALBION

AYE

ANDREW COY

AYE

BOB JANES

AYE

RAY JUDAH

AYE

DOUG ST. CERNY

AYE

**PART V - DEPARTMENT OF COMMUNITY AFFAIRS OBJECTIONS,
RECOMMENDATIONS, AND COMMENTS (ORC) REPORT**

DATE OF ORC REPORT: November 21, 2001

A. DCA OBJECTIONS, RECOMMENDATIONS AND COMMENTS

The DCA had no objections, recommendations, or comments concerning this amendment.

B. STAFF RECOMMENDATION

Adopt the amendment as transmitted.

**PART VI - BOARD OF COUNTY COMMISSIONERS
HEARING FOR ADOPTION OF PROPOSED AMENDMENT**

DATE OF ADOPTION HEARING: January 10, 2002

A. BOARD REVIEW: The Board provided no discussion on this amendment. This item was approved on the consent agenda.

B. BOARD ACTION AND FINDINGS OF FACT SUMMARY:

1. BOARD ACTION: The Board voted to adopt the amendment.

2. BASIS AND RECOMMENDED FINDINGS OF FACT: The Board accepted the findings of fact as advanced by staff.

C. VOTE:

JOHN ALBION

AYE

ANDREW COY

ABSENT

BOB JANES

AYE

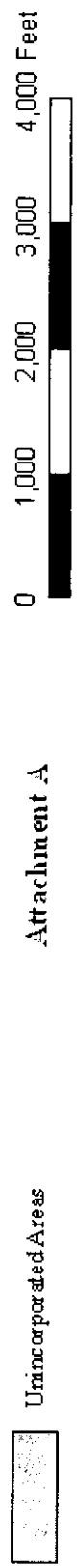
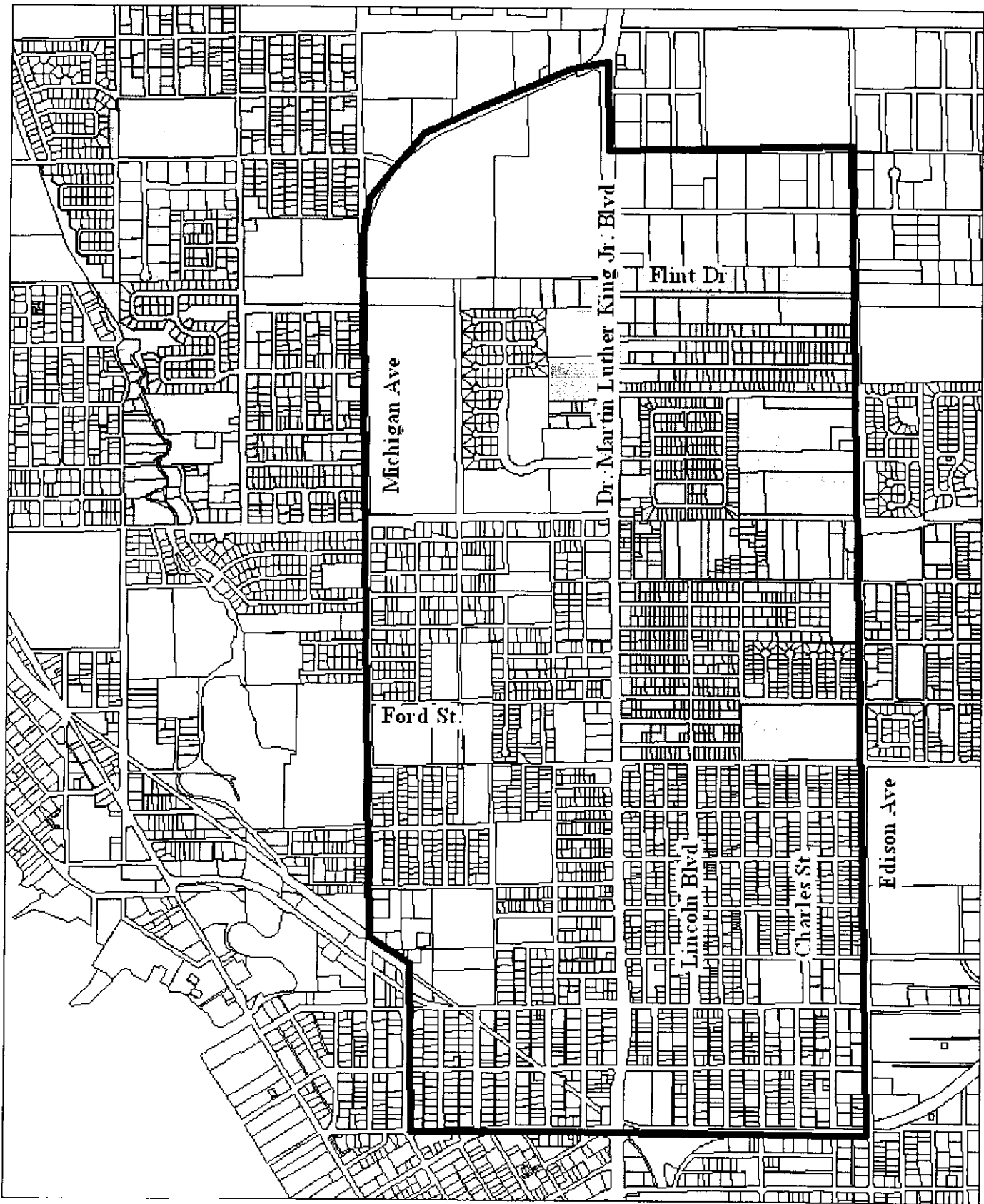
RAY JUDAH

AYE

DOUG ST. CERNY

AYE

CPA 2000-0007
Proposed Map 15: Urban Infill Boundary Map





City of Fort Myers, Florida

PLANNING DIVISION
Christine Hurley, Community Development Director
PO DRAWER 2217
FORT MYERS, FLORIDA 33902-2217
PHONE (941) 332-6782
FAX (941) 461-2694

April 17, 2002

Ms. Mellone Long
Community Development Department – Planning Division
PO Drawer 2217
Fort Myers, Florida 33902

RE: Urban Infill & Comprehensive Plan Consistency

Dear Ms. Long:

This letter verifies that the proposed urban infill and redevelopment area is located within the area of the City designated for urban redevelopment within the City of Fort Myers adopted Comprehensive Plan. Please see attached text document that indicates the specific policy and attached map indicating the location of the Urban Infill and Redevelopment Area. This text and map were adopted on April 15, 2002. The adopted Future Land Use Map for the City of Fort Myers specifies permissible land uses. A copy of that map is attached for your information.

Please telephone me at 239.461.7153 or Email at dburr@cityftmyers.com should you have any questions, or need further information.

Sincerely,

Ms. Derek C.S. Burr, AICP
Planning Division

Enclosure
Cc: File

Policy 5.3) Special planning and implementation efforts will be continuously conducted for targeted neighborhoods (see Map E).

Action 5.3.1) Detailed neighborhood plans or community redevelopment plans will be prepared and adopted for various neighborhoods within the defined geographic area (Map E).

Action 5.3.2) Upon completion of the specific redevelopment plans, special Neighborhood Redevelopment Districts shall be designated on the Future Land Use Map and implemented through the Land Development Regulations. It is the express intent to promote the redevelopment of areas through special controls, economic incentives, and public as well as private investment.

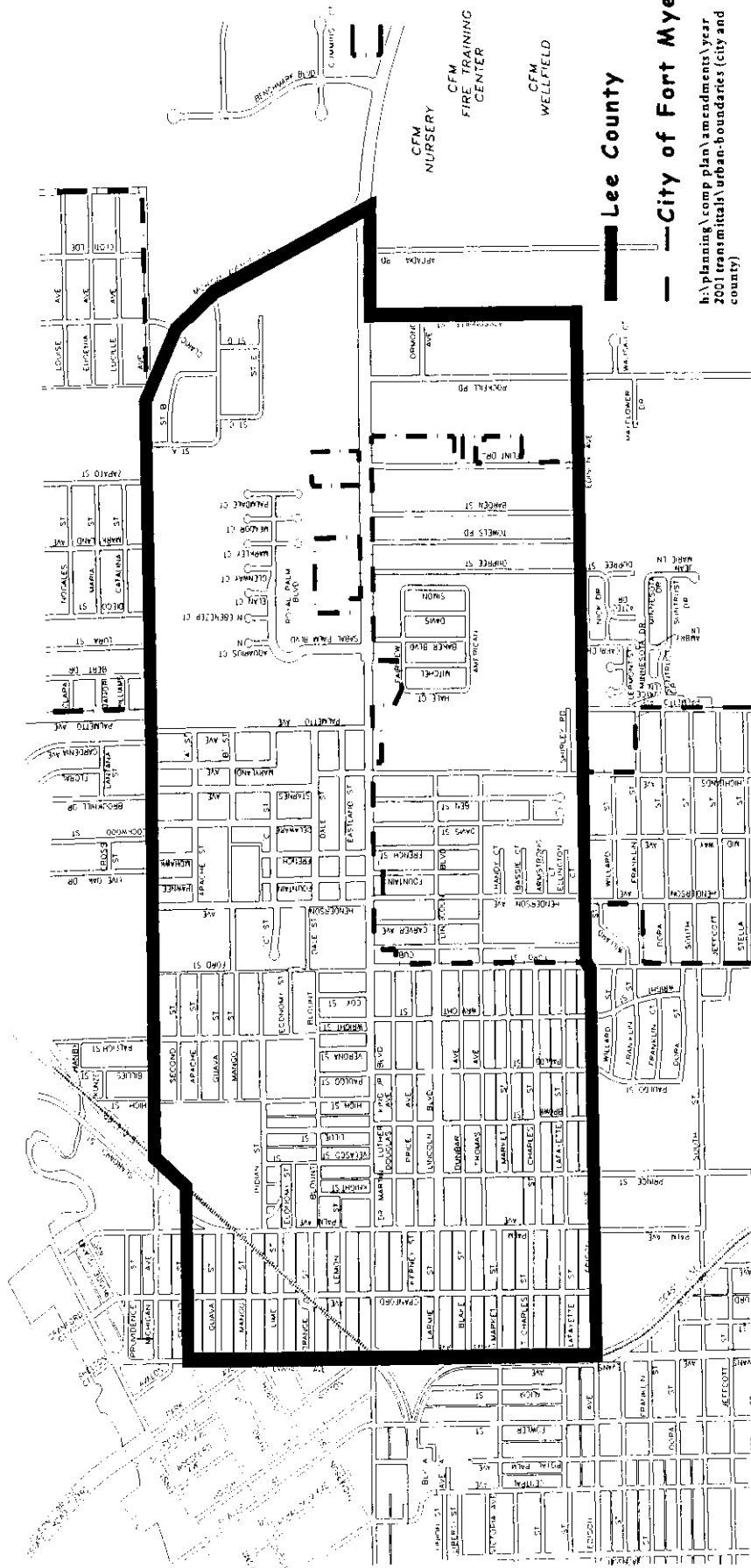
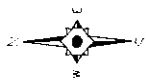
Action 5.3.3) The following redevelopment, neighborhood, or special plans are included in the Comprehensive Plan as if set forth in full herein and shall be implemented to the greatest extent feasible: 1) East Downtown Neighborhood Plan; 2) Edison Park Neighborhood Plan; 3) Central Fort Myers Area Study; and 4) Velasco Village Redevelopment Plan 5) Winkler Safe Neighborhood Improvement District Plan, 6) Westwood Redevelopment Plan, and 7) Urban Infill & Redevelopment Area, as shown on Map EA.

CITY OF FORT MYERS

URBAN INFILL AND REDEVELOPMENT AREA

MAP E-A

NOTES:
Exact boundaries have
yet to be determined.
Neighborhoods within the Urban Reserve
Boundary (outside City Limits)
will be analyzed upon annexation.



This map is a representative of compiled public information. It is believed to be an accurate and true depiction for the stated purpose, but the City of Fort Myers and its employees make no guarantee implied or otherwise as to the accuracy or its completeness. We therefore do not accept any responsibilities as to its use. This is not a survey or it to be used for design. No part of this map may be reproduced or transmitted by any means without the expressed written permission of the City of Fort Myers Planning Department. The CFMPD maintains records regarding methods used to produce this map and they can be furnished upon request. This map is for planning purposes only.

APPENDIX C
LEE COUNTY SCHOOL BOARD
MEMORANDUM OF UNDERSTANDING

INSTR # 5485657
OR BK 03672 PG 1873
RECORDED 06/21/2002 11:15:44 AM
CHARLIE GREEN, CLERK OF COURT
LEE COUNTY
RECORDING FEE 15.00
DEPUTY CLERK G SHERWOOD

JUN 04 2002

SCHOOL BOARD OF
LEE COUNTY

**MEMORANDUM OF UNDERSTANDING
BETWEEN
CITY OF FORT MYERS AND LEE COUNTY SCHOOL BOARD**

This MEMORANDUM OF UNDERSTANDING made and entered into this 4th day of June, 2002, by and between the City of Fort Myers, a Municipal Corporation of the State of Florida, (the "City"), and the Lee County School Board (the "School Board").

WHEREAS, the City seeks to designate the portions of its inner city/urban core area falling within a portion of the Dunbar Community as an Urban Infill and Redevelopment Area for the purposes of targeting neighborhood revitalization and preservation, housing, crime prevention, economic development and land use incentives to encourage enhancement of the area, and

WHEREAS, the School Board recognizes that strong educational programming and quality school facilities are important components of neighborhood revitalization and preservation as well as student success, and

WHEREAS, eight Lee County educational facilities, The Academy, Alternative Learning Center Middle School, Alternative Learning Center High School, Lee Adolescent Mothers Program (LAMP), Royal Palm Exceptional School, High Tech Center Central Campus, Dunbar Community School (Adult & Vocational Center), and Franklin Park Elementary School are within the Urban Infill and Redevelopment Area, and the City and the School Board agree to work together for neighborhood revitalization.

Memorandum of Understanding
City of Fort Myers and Lee County School Board

WITNESSETH

FOR AND IN CONSIDERATION OF the mutual commitments and obligations herein set forth, the City and the School Board agree as follows:

SECTION 1. That the School Board has committed to provide quality services at these facilities through the following programs offered beyond the regular school day and school week.

1. Neighborhood Learning
2. After School Child Care
3. After School Tutoring
4. Tutoring Programs on Saturday

SECTION 2. That the School Board has completed capital improvements for these facilities as follows:

1. Historic Renovation of Dunbar Community School
2. Renovations and Remodeling of High Tech Central Center
3. Remodel of Franklin Park Elementary School

SECTION 3. That in the continued spirit of good partnership, staff of the School Board will participate with staff of the City in on-going dialogue concerning priorities and methods for enhancing facilities and programs available within the proposed Urban Infill and Redevelopment Area.

SECTION 4. That the Lee County School Board and the City Council of the City of Fort Myers do hereby pledge to coordinate, through their staffs,

Memorandum of Understanding
City of Fort Myers and Lee County School Board

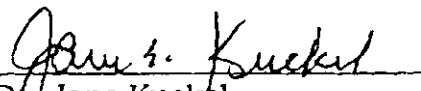
efforts to enhance areas in and around the public schools located within the designated area, where appropriate.

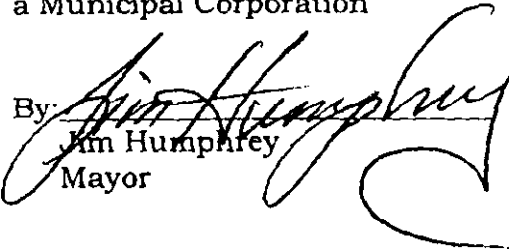
SECTION 5. This agreement shall become effective when filed in the office of the Clerk of the Circuit Court of Lee County. The City Clerk of the City of Fort Myers shall be responsible for such filing.

IN WITNESS WHEREOF, the parties hereto have caused these presents to be executed by their authorized representatives.

THE LEE COUNTY SCHOOL
BOARD


CITY OF FORT MYERS, FLORIDA
a Municipal Corporation


By: 
Dr. Jane Kuckel
Chairman

By: 
Jim Humphrey
Mayor


ATTEST:

ATTEST:


Dr. John W. Sanders
Superintendent


Marie Adams, CMC
City Clerk

Approved as to Form:
By: 
School Board Attorney

Approved As To Form

Grant Williams Alley
City Attorney

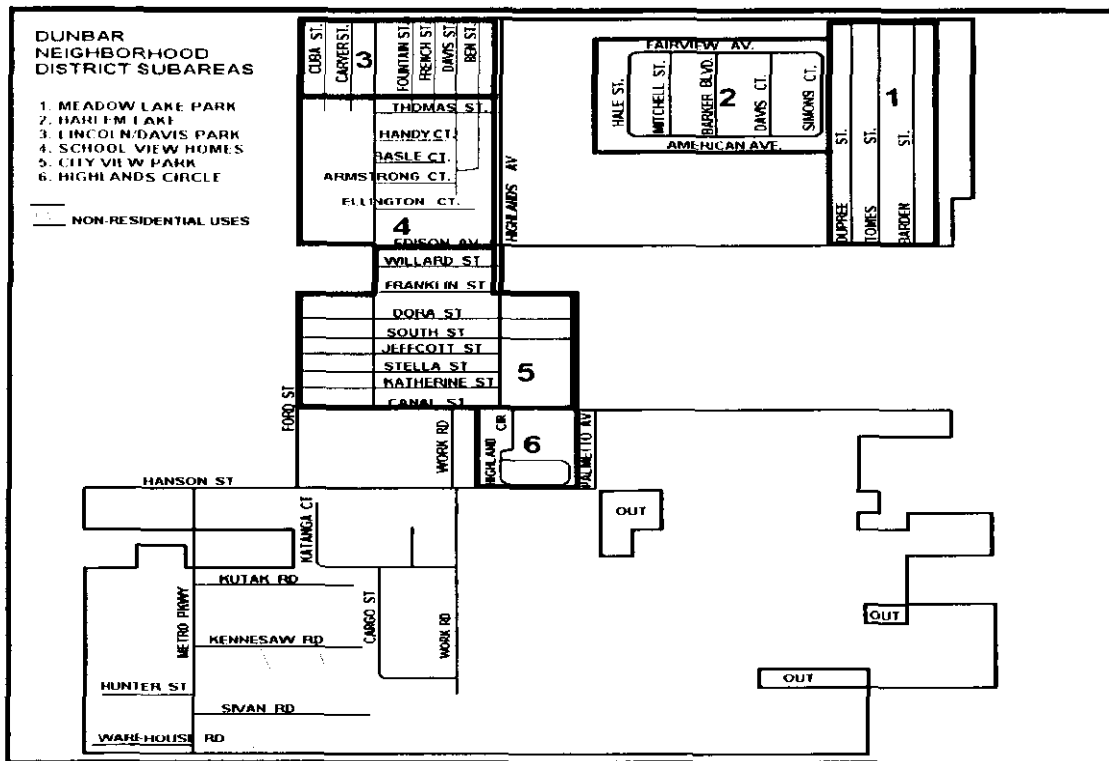
APPROVED

JUN 04 2002

SCHOOL BOARD OF
LEE COUNTY

APPENDIX D
DUNBAR NEIGHBORHOOD DISTRICT
REVITALIZATION PLAN APPENDIX

DUNBAR NEIGHBORHOOD DISTRICT REVITALIZATION PLAN APPENDIX JUNE 2002



Staff Liaison

Lee County Department of Human Services
83 Pondella Road, Suite 1
North Fort Myers, FL 33903

DUNBAR NEIGHBORHOOD DISTRICT REVITALIZATION PLAN

APPENDIX

- I. Neighborhood Profile**
- II. Affordable Housing Program Data**
- III. Project Data**
- IV. Projected Future Project Funding Needs**

NOTE

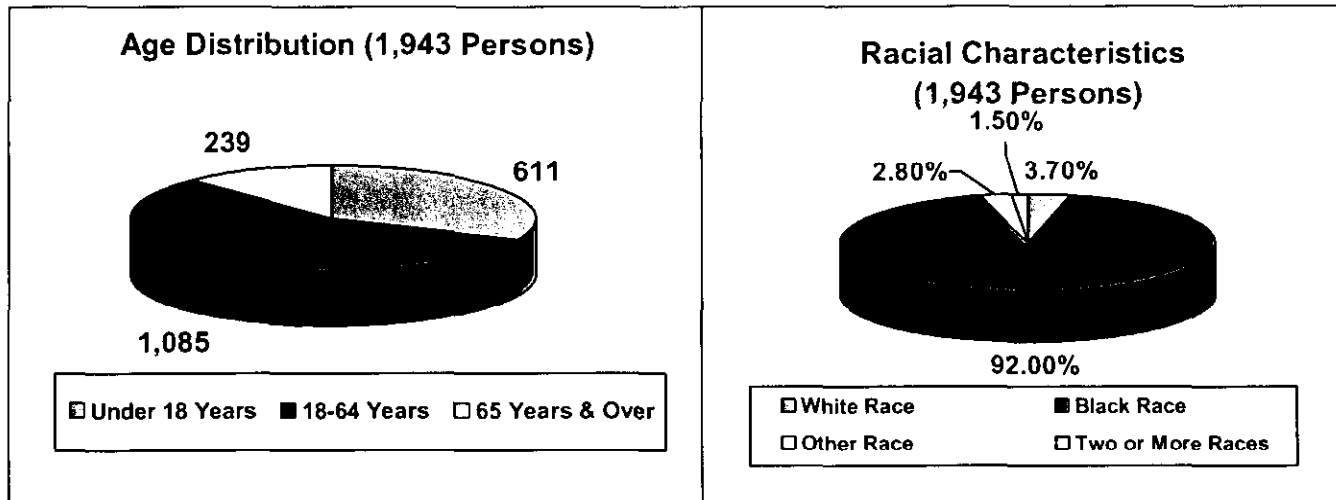
The information, data, plans, projects, and related material contained in this document are based on, and/or coordinated with, the plan implementation and revitalization strategies set forth in the Revitalization Plan for the Dunbar Neighborhood District. This document may be updated, reduced, added to, and/or revised as appropriate without requiring an amendment or revision to the Dunbar Neighborhood District Revitalization Plan by the Dunbar Neighborhood District Committee. A copy of all such changes to this document shall, however, be provided to the Dunbar Neighborhood District Committee for the record.

APPENDIX 1
NEIGHBORHOOD PROFILE

NEIGHBORHOOD PROFILE DUNBAR NEIGHBORHOOD DISTRICT

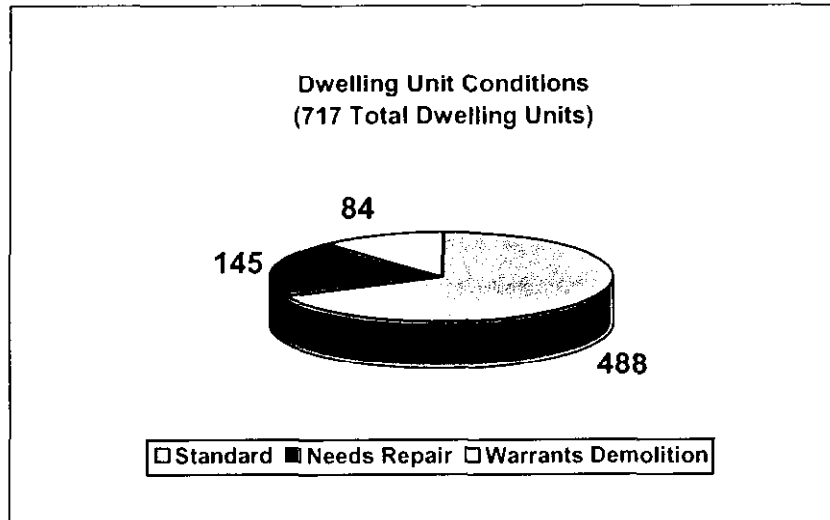
The Dunbar Neighborhood District is located along the south side of Dr. Martin Luther King, Jr. Boulevard generally between Ford Street and Flint Drive. The area is surrounded by the City of Fort Myers. The portion of the overall area located between MLK, Jr. Boulevard and Canal Street contains mixed uses but is primarily residential in character. The area located south of Canal Street is non-residential in nature and contains major commercial and industrial uses. The exception to this is Highland Circle Subdivision that has access off Canal Street.

As of September 30, 2001, it was estimated that a total of 1,943 people lived in the Dunbar Neighborhood District of which 48.2% were male and 51.8% were female. The median age was 34.5 years old with 31.6% of the residents under 18 years old and 12.4% were 65 years and over. Ninety-two percent of the residents were Black, 3.7% were White and the remainder was other races. Approximately 4.1% of the residents were Hispanic.



As of September 30, 2001, there were a total of 717 dwelling units within the Dunbar Neighborhood District of which 61.5% were single-family and 38.5% were multiple-family. Of the total 717 dwelling units, 488 were standard, 145 needed repairs and 84 warranted demolition. Fifty-four percent of the housing units were owner occupied, 34% were renter occupied and 12% were vacant.

The majority of households in Dunbar are estimated to consist of very low and low-income persons. The neighborhood has a substantial amount of substandard housing and a severe lack of affordable housing. In addition, substantial portions of the neighborhood contain blighted conditions and lack the necessary public facilities to provide a suitable living environment.



The following is a summary of the Dunbar Neighborhood District sub areas.

Meadow Lark: Meadow Lark Park is located along Dupree, Towles and Barden Streets between Dr. Martin Luther King, Jr. Boulevard and Edison Avenue. The area immediately south of MLK Jr. Boulevard contains nonresidential uses, however, the area south of the nonresidential area contains single-family dwellings. Dunbar Middle School, which is being converted into Dunbar High School, is located along Edison Avenue south of the subdivision.

Harlem Lake: Harlem Lake is located south of Dr. Martin Luther King, Jr. Boulevard just west of Dupree Street. This area includes Fairview Avenue, Hale Street, Mitchell Street, Barker Boulevard, Davis Court, Simons Court and American Avenue. Harlem Lake consists of 153 parcels of which 15 contain unsafe buildings, 34 are vacant, 96 contain residential structures and 8 are publicly or institutionally owned.



Lincoln/Davis Park: Lincoln/Davis Park is located south of Dr. Martin Luther King, Jr. Boulevard between Ford Street and Highlands Avenue. This area contains Lincoln Boulevard and Cuba, Carver, Fountain, French, Davis and Ben Streets. The area contains a mixture of residential, commercial and industrial uses along with numerous churches.

School View Homes: School View Homes is located between Ford Street and Highlands Avenue from Thomas Street to Edison Avenue. Franklin Park Elementary School is located along the west side of Henderson Avenue across from residential dwellings. School View Homes contains Thomas Street and Hardy, Bassie, Armstrong, and Ellington Courts.

City View Park: City View Park is located between Edison Avenue and Canal Street and Ford Street and Palmetto Avenue Extended. City View Park contains single-family and multi-family dwellings along with mixed commercial and industrial uses including two auto salvage/junk yards. The area contains Henderson and Highlands Avenues and Willard, Franklin, Dora, South, Jeffcott, Stella and Katherine Streets.

Highlands Circle: This area is located south of Canal Street along Highlands Circle. The area contains 37 dwelling units and a total estimated population of 106 persons. Thirty-two (32) of the dwelling units are standard and 5 need repairs. The area south of Canal Street surrounding the subdivision is nonresidential and contains numerous commercial and industrial activities.

Summary: City View Park is the largest of the neighborhood district sub areas and contains many of the dwelling units needing repairs. The area also contains the largest proportion of standard housing. The largest proportion of dwelling units warranting demolition is located within Lincoln/Davis Park, School View Homes Harlem Lake.

The legal description of the Dunbar Neighborhood District is as follows: "An area located in Sections 19, 20, 29, and 30, Township 44 South, Range 25 East, Lee County, Florida, Described as: All those lands lying within the unincorporated area of Lee County and located in the east half (E ½) of section 19, Township 44 South, Range 25 East, along with those lands lying within the incorporated area of the City of Fort Myers which front on or have property lines contiguous to the south right-of-way line of Dr. Martin Luther King Jr., Blvd. within said ½ section; and also those lands lying within the unincorporated area of Lee County and located in the north half (N ½) of Section 20, Township 44 South, Range 25 East, along with those lands within the northwest quarter (NW ¼) of the northwest quarter (NW ¼) of said section lying within the incorporated area of the City of Fort Myers; and also those lands lying within the unincorporated area of Lee County and located in Section 29, Township 44 South, Range 25 East; and also those lands lying within the unincorporated area of Lee County and located in Section 30, Township 44 South, Range 25 East, Lee County, Florida."

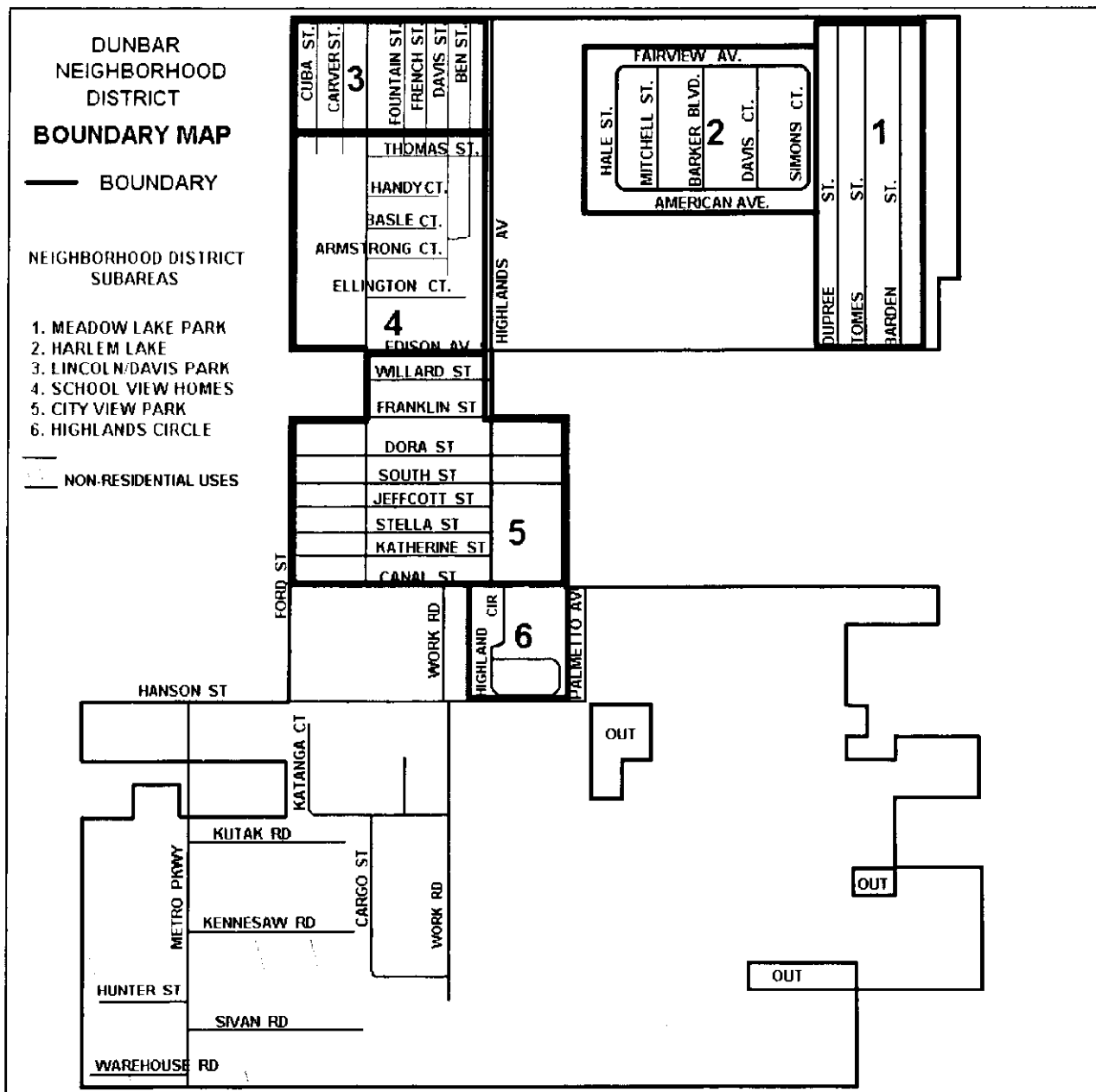
DUNBAR NEIGHBORHOOD DISTRICT BOUNDARY MAP

— BOUNDARY

NEIGHBORHOOD DISTRICT
SUBAREAS

1. MEADOW LAKE PARK
2. HARLEM LAKE
3. LINCOLN/DAVIS PARK
4. SCHOOL VIEW HOMES
5. CITY VIEW PARK
6. HIGHLANDS CIRCLE

— NON-RESIDENTIAL USES



APPENDIX II

AFFORDABLE HOUSING PROGRAM

DUNBAR NEIGHBORHOOD DISTRICT AFFORDABLE HOUSING PROGRAM

Existing Dwelling Unit Conditions

As of September 30, 2001 there was a total of 717 dwelling units within the Dunbar Neighborhood District. The 717 dwelling units were contained within 541 structures of which 441 were single-family dwellings. The remaining 100 structures were two or more family dwellings. Of the total 717 dwelling units, 488 of the units were standard, 145 of the units needed repairs and 84 warranted demolition.

The following is a summary of structural and dwelling unit conditions within Dunbar.

Type of Structure	Number		Condition		
	Structures	Dwelling Units	Standard	Needs Repair	Warrants Demolition
Dwellings					
One Family	441	441	332	84	35
Multiple Family	100	276	166	61	49
Total	541	717	488	145	84

Source: Number of dwelling units is based on windshield survey conducted July 1999 by Department of Human Services staff that has been updated periodically including April 2000 (U.S. Census) and September 30, 2001 updated statistics. The condition of each structure was originally determined based on a visual observation of the building from a vehicle located upon the adjacent street. The structures were classified based on the following criteria:

Standard: The building appears to be structurally sound. The roof is in good condition and does not sag. The windows appear to be watertight. The foundation and supporting structure does not sag.

Needs Repair: The building appears to be structurally sound, however, the roof needs obvious repair but does not sag and/or the windows appear to need minor repairs to ensure watertight closure and/or the foundation does not sag, but may need some repair to steps, porches, etc.

Warrants Demolition: The building appears to be structurally unsound including a sagging roof and/or foundation. The windows appear to be broken and are open to the weather.

In order to determine the exact condition of each structure, a detailed inspection of both the interior and exterior of the structure is required. The windshield survey does, however, provide an overall indication of housing conditions within Dunbar.

The following is a summary of estimated population and dwelling unit conditions within sub areas of the Dunbar Neighborhood District.

Dunbar Sub Area Dwelling Units Conditions And Population									
Neighborhood Sub Areas	Standard		Needs Repairs		Warrants Demolition		Total Dwelling Units	Total Population	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total	Number
1. Meadow Lark Park	47	9.71%	15	10.19%	3	3.85%	66	9.24%	180
2. Harlem Lake	84	17.14%	38	26.11%	4	5.13%	127	17.82%	346
3. Lincoln/Davis Park	79	16.19%	26	17.83%	32	38.46%	135	18.86%	366
4. School View Homes	68	13.90%	25	17.20%	36	42.31%	125	17.54%	341
5. City View Park	180	36.95%	37	25.48%	9	10.26%	228	31.92%	615
6. Highlands Circle	30	6.10%	5	3.18%	0	0%	35	4.88%	95
Total	488	100%	145	100%	84	100%	717	100%	1,943

Source: Number of dwelling units is based on windshield survey conducted July 1999 by Department of Human Services staff that has been updated periodically including April 2000 (U.S. Census) and September 30, 2001 updated statistics. The sub area dwelling unit conditions, total dwelling units and population numbers are based on ratios established in the original July 1999 sub area population and dwelling unit tabulations.

The following is a summary of the Dunbar Neighborhood District sub areas.

Meadow Lark Park: Meadow Lark Park is located along Dupree, Towles and Barden Streets between Dr. Martin Luther King, Jr. Boulevard and Edison Avenue. The area immediately south of MLK Jr. Boulevard contains nonresidential uses, however, the area south of the nonresidential area contains single-family dwellings. Dunbar Middle School, which is being converted into Dunbar High School, is located along Edison Avenue south of the subdivision. The area contains 66 dwelling units of which 47 are standard, 15 need repairs and 3 warrant demolition. The population of Meadow Lark Park is estimated to be 180 persons.

Harlem Lake: Harlem Lake is located south of Dr. Martin Luther King, Jr. Boulevard just west of Dupree Street. This area includes Fairview Avenue, Hale Street, Mitchell Street, Barker Boulevard, Davis Court, Simons Court and American Avenue. Harlem Lake contains 127 dwelling units of which 84 are standard, 38 need repairs and 4 warrant demolition. The population is estimated to be 346 persons. The housing consists of single-family, multiple-family and mobile homes. The area also contains several churches.

Lincoln/Davis Park: Lincoln/Davis Park is located south of Dr. Martin Luther King, Jr. Boulevard between Ford Street and Highlands Avenue. This area contains Lincoln Boulevard and Cuba, Carver, Fountain, French, Davis and Ben Streets. The area contains a mixture of residential, commercial and industrial uses along with numerous churches. The population is estimated to be 366 persons. Of the total 135 dwelling units, 79 are standard, 26 need repairs and 32 warrant demolition.

School View Homes: School View Homes is located between Ford Street and Highlands Avenue from Thomas Street to Edison Avenue. The population of this area is estimated to be 341 persons. Franklin Park Elementary School is located along the west side of Henderson Avenue across from residential dwellings. Of the total 125 dwelling units, 68 are standard, 25 need repairs and 36 warrant demolition. School View Homes contains Thomas Street and Hardy, Bassie, Armstrong, and Ellington Courts.

City View Park: City View Park is located between Edison Avenue and Canal Street and Ford Street and Palmetto Avenue Extended. The population of this area is estimated to be 615 persons. City View Park contains single-family and multi-family dwellings along with mixed commercial and industrial uses including two auto salvage/junk yards. Of the total 228 dwelling units, 180 are standard, 37 need repairs and 9 warrant demolition. The area contains Henderson and Highlands Avenues and Willard, Franklin, Dora, South, Jeffcott, Stella and Katherine Streets.

Highlands Circle: This area is located south of Canal Street along Highlands Circle. The area contains 35 dwelling units and a total estimated population of 95 persons. Thirty (30) of the dwelling units are standard and 5 need repairs. The area south of Canal Street surrounding the subdivision is nonresidential and contains numerous commercial and industrial activities.

Summary: City View Park is the largest of the neighborhood district sub areas and contains approximately 26% of the total dwelling units needing repairs. The area also contains the largest proportion of standard housing. The largest proportion of dwelling units warranting demolition is located within Lincoln/Davis Park (38%) and School View Homes (42%). Harlem Lake contains the largest proportion of dwelling units needing repairs.

Affordable Housing Obstacles

Barriers to affordable housing within Dunbar include the following:

- Improper credit documentation and/or past credit history.
- Contracts for deed that have not been recorded and/or properly drafted to establish legal ownership of property and clear title.
- Behind in mortgage payments, taxes, garbage fees and/or liens that preclude new construction and/or housing rehabilitation.
- Sanitary sewer and water hook-up fees and assessments.
- Insufficient income to qualify for affordable housing and/or down payments.
- Lack of sufficient affordable standard housing.

Homeownership

Homeownership in Dunbar will be encouraged. Persons who own standard older housing will be encouraged to apply for new housing construction as will persons who own substandard housing. If such persons qualify, their existing homes will be considered as down payments on the new houses and their existing homes will be rehabilitated if warranted and resold. The intent of this policy is to provide housing market mobility and a broader range of home prices which would meet the needs of persons within Dunbar who do not qualify for new construction programs, but would qualify as a purchaser of an existing standard or rehabilitated home. The intent of this approach is to create a variety of affordable housing options within Dunbar that will result in a more diversified level of income qualifications necessary for homeownership and housing market mobility.

Affordable Housing Goal

The affordable housing goal for the Dunbar Neighborhood District is to improve and/or eliminate all substandard housing structures within the Neighborhood District within the next five (5) years. This goal will require that approximately 29 dwelling units be rehabilitated and approximately 17 dwelling units be demolished and replaced with new dwelling units per year for the next five (5) years. It must be noted, however, that the numbers contained herein are goals and may not be able to be accomplished unless sufficient funds are available to finance the proposed structural improvements and/or there is a sufficient number of households within Dunbar that can actually qualify for the specific housing improvement programs involved. In addition, the affordable housing goal for Dunbar is dependent upon Countywide goals established by the Lee County Board of County Commissioners and the various private non-profit housing development corporations within the area.

The following incentives will be utilized to maintain and facilitate affordable housing within Dunbar:

- County-owned land may be made available to provide sites for affordable housing.
- Priority shall be given to affordable housing applicants who directly or indirectly contribute to the removal of housing units warranting demolition or utilize owner-occupied housing units for the purpose of meeting home down payments and equity.
- County-owned affordable housing sites shall be used primarily to provide housing for persons who are currently residents of Dunbar.
- Counseling of persons who are potential homebuyers and/or rehabilitation recipients to overcome obstacles that prevent them from meeting all of the required prerequisites for obtaining affordable housing.

- Coordination of CDBG, HOME, SHIP, County and private funds to facilitate the overall improvement of living and housing conditions within Dunbar.
- County impact fees have been waived for the Dunbar Neighborhood District.
- Private non-profit housing development corporations may be provided with financial incentives to develop affordable homes in Dunbar.
- Dunbar is a priority area for County assisted housing rehabilitation.

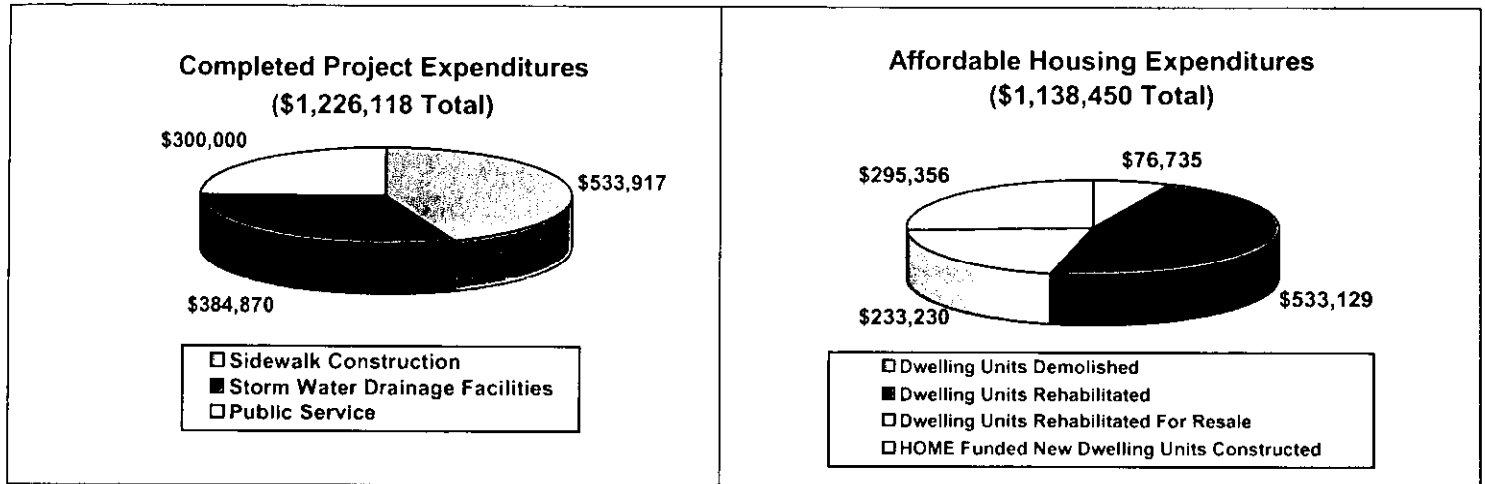
Affordable Housing Program Implementation

The Dunbar Affordable housing program is being implemented based on a combined effort of the Department of Human Services Housing Services, the Lee County Housing Development Corporation, DIAD and Habitat For Humanity of Lee County. This coordinated effort is necessary to meet the needs of Dunbar residents and to comprehensively address the affordable housing and community improvement issues existing within the Dunbar Neighborhood District. The result of this coordinated effort is that every applicant is reviewed to determine how to best meet their needs. This includes new housing construction, purchase and rehabilitation of existing housing for resale and rehabilitation of owner-occupied housing. This review includes the applicant's potential for private source financing, new construction and CHDO program qualifications.

APPENDIX III
PROJECT DATA

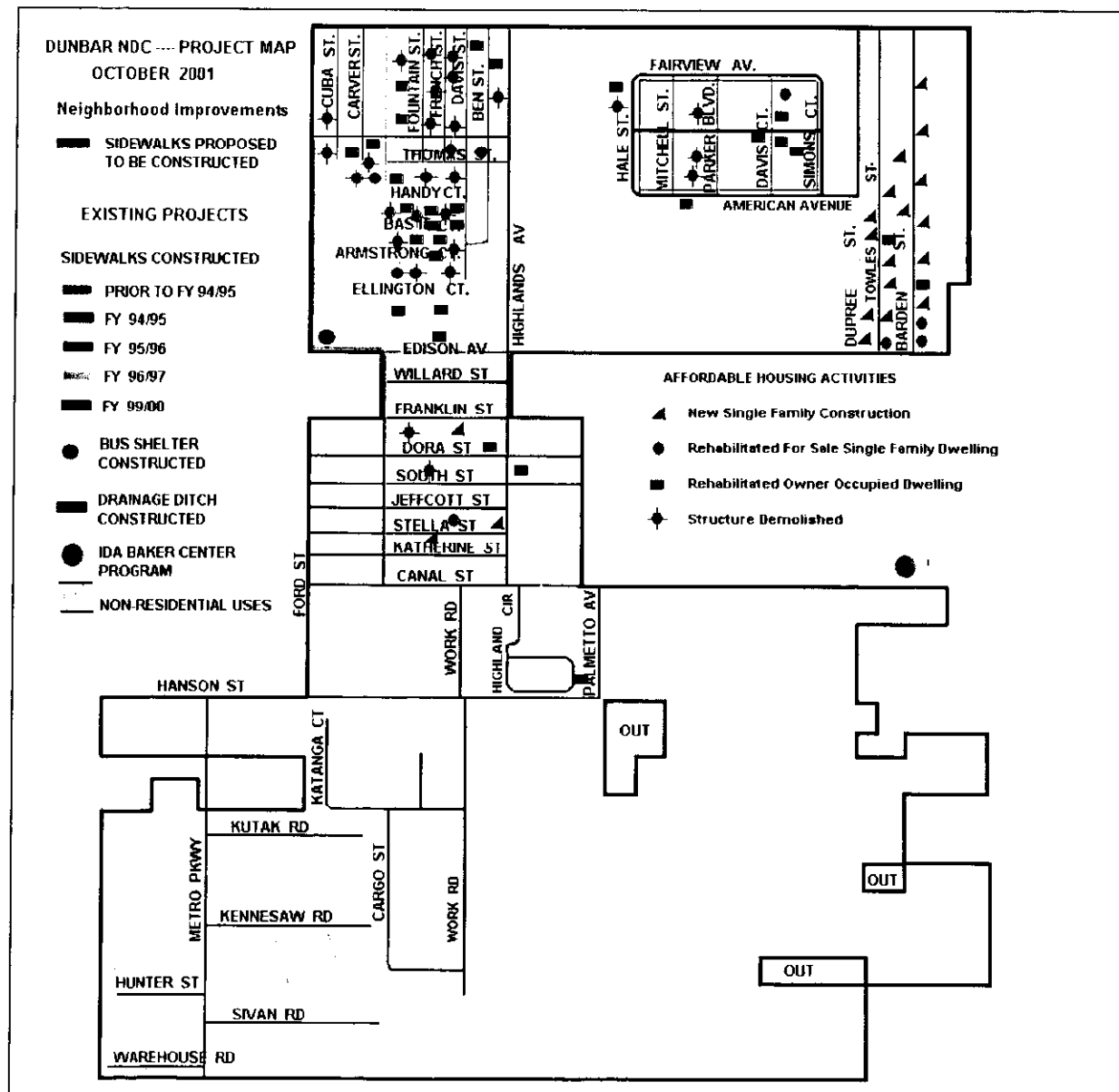
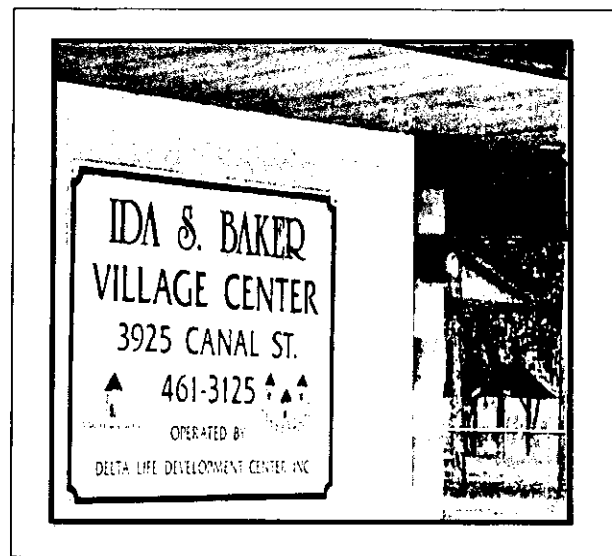
PROJECT DATA DUNBAR NEIGHBORHOOD DISTRICT

Between October 1, 1990 and September 30, 2001 a total of \$2,364,568 has been spent within Dunbar for various project improvements. Of the total expenditures, 39.2% has been spent for capital/infrastructure projects, 48.1% for affordable housing activities and 12.7% for public services.



The following is a brief description of completed projects:

- Sidewalk construction has resulted in the completion of 22,472 linear feet of sidewalks located along various streets within Dunbar. The sidewalks benefited area residents through improved pedestrian safety especially for school aged children. In addition, the sidewalks served as a catalyst for improved community appearance and neighborhood pride as well as a stimulus for housing renovation within the affected areas.
- Storm water drainage facilities have been constructed in conjunction with sidewalks in order to improve storm water runoff within the area.
- Construction of a drainage pipe and fill in the Harlem Lake Subdivision of Dunbar resulted in the elimination of health threats and potential storm water flooding, as well as improved the overall community appearance.
- Construction of a bus shelter to serve Lee Tran bus users resulted in increased convenience for using public transportation, especially during inclement weather.
- The Village Center, Inc. located at the Ida S. Baker Village Community Center provided public service activities within the Dunbar Neighborhood District. The program focuses on school age students primarily between the ages of 12 to 14 and provides after school programs as well as summer recreational and tutoring activities. The result of the program was to assist at risk juveniles through tutorial and mentoring programs throughout the year.



DESCRIPTION OF DUNBAR NDC PROJECTS

Sidewalk and Storm Water Drainage Construction

- Provides for the construction of sidewalks and storm water drainage facilities Along the following streets to increase the safety of pedestrians and especially school aged children.
 - Hale Street – West Side From American Avenue To Fairview Avenue
 - American Avenue – South Side From Hale Street To Simons Court
 - Mitchell Street – East Side From Fairview Avenue To American Avenue
 - Barker Boulevard – East Side From American Avenue To Martin Luther King Jr. Boulevard
 - Davis Court – East Side From Fairview Avenue To American Avenue.
- Project is coordinated with affordable housing construction and renovation activities within the Harlem Lakes Subdivision where housing activities are proposed to be concentrated on by the Lee County Department of Human Services Housing Program, Lee County Housing Development Corporation, D.I.A.D. and Habitat for Humanity.
- Lee DOT administers the project.

Traffic Calming Feasibility Study/Speed Humps

- Purpose of the feasibility study was to determine the best way to construct dead-end turn arounds, connecting streets or some other method to effectively separate the residential portions of Barden and Towles Streets from the non-residential areas located north adjacent to Martin Luther King Jr. Boulevard.
- As a result of the study and related meetings it was proposed that speed humps be constructed on Towles, Dupree and Barden Streets as a traffic calming method if at least 75% of the affected residents agreed with the project. Petitions are presently being reviewed to determine if at least 75% of the area residents agreed with the proposed project.
- Lee DOT administers the project.

Ida S. Baker Village Community Center

- Provides after school tutorial reading programs, teen pregnancy prevention programs, and recreational programs and activities.
- The program focuses on school age students primarily between the ages of 12 to 14, and provides after school programs, as well as summer recreational and tutorial activities.
- The Village Center, Inc. located at the Ida S. Baker Village Center administers the program.
- The result of the program is to assist at-risk juveniles through tutorial and mentoring programs throughout the year.

Affordable Housing Activities/Harlem Lake Subdivision

Facilitate the rehabilitation and construction of affordable housing within the Harlem Lake Subdivision by providing for title research, clearing of title, removal of encumbrances, closing costs, property acquisition and related affordable housing activities including site improvements that are necessary to facilitate the Dunbar Neighborhood District affordable housing program. The affordable housing activities will be coordinated with code enforcement and related neighborhood improvement programs including rehabilitation activities of the Department of Human Services Housing Program and new housing construction activities of the Lee County Housing Development Corporation, DIAD and Habitat for Humanity.

PROJECTS COMPLETED THROUGH SEPTEMBER 30, 2001

Sidewalk Construction (\$535,917 CDBG Funds)

Construction of 22,472 linear feet of sidewalks along Henderson and Highlands Avenues, Towles, Barden, Hale and Dupree Streets; Handy, Bassie, Armstrong and Ellington Courts; American and Fairview Avenues; and Simons Court. The sidewalks are intended to provide for the safety of pedestrians, especially school age children, along the neighborhood's most traveled streets. The sidewalk construction is coordinated with storm water drainage construction, affordable housing construction, renovation of affordable housing, and code enforcement activities to the extent possible, especially in those areas where housing activities are being concentrated on by the Lee County Department of Human Services Housing Program, Lee County Housing Development Corporation, D.I.A.D., and Habitat for Humanity.

Storm Water Drainage Construction (\$238,144 CDBG Funds)

Construction of storm water drainage improvements along portions of Towles, Barden, Hale and Dupree Streets; Handy, Bassie, Armstrong and Ellington Courts; American and Fairview Avenues; and Simons Court. The storm water drainage facilities are intended to improve storm water runoff in the immediate area and is coordinated with sidewalk construction, affordable

housing construction, renovation of affordable housing, and code enforcement activities to the extend possible, especially in those areas where housing activities are being concentrated on by the Lee County Department of Human Services Housing Program, Lee County Housing Development Corporation, D.I.A.D., and Habitat for Humanity.

Drainage Ditch Construction (\$146,726 CDBG Funds)

Construction of 1,240-foot drainage pipe and fill in the Harlem Lake neighborhood of Dunbar. The result of this project was to eliminate health threats and potential storm water flooding, as well as to improve overall community appearance.

Bus Shelter Installation (\$5,331 CDBG Funds)

Construction of a bus shelter along Edison Avenue near Ford Street to serve Lee Tran bus users. The bus shelter location was coordinated with Lee Tran to serve a frequently used bus stop. In addition, the bus shelter location was coordinated with the sidewalk construction program to the extent feasible, and is intended to increase the convenience of using public transportation, especially during inclement weather.

Ida S. Baker Village Community Center (\$300,000 CDBG Funds)

The project began in Fiscal Year 1998/1999 and was established to provide after school tutorial reading programs, teen pregnancy prevention programs and recreational programs and activities. The program focused on school age students primarily between the ages of 12 to 14. The result of the program was to assist at risk juveniles through tutorial and mentoring programs throughout the year.

DUNBAR NEIGHBORHOOD DISTRICT
Completed Projects List FY 1990 – FY 2001

Project Detail	Unit Cost	Total Cost	Funding Source
Construction of 22,472 linear feet of sidewalks	\$23.85 per linear foot	\$535,917	CDBG
Construction of 1,240 linear feet of underground drainage system in Harlem Lake Subdivision	\$118 per linear foot	\$146,726	CDBG
Purchase and installation of one bus shelter	\$5,331	\$5,331	CDBG
Provide after-school programs and recreational activities for 3 years at Ida S. Baker Village Center	\$100,000 per fiscal year	\$300,000	CDBG
Rehabilitated four (4) rental units ¹	\$17,800 per unit	\$71,200	DHS/HUD
Rehabilitated 29 owner occupied homes ¹	\$16,497 per house	\$461,929	DHS/HUD
Second mortgage subsidy for construction of 24 affordable new owner-occupied homes ²	\$12,307 per house	\$295,356	CHDO
Demolition/clearance of 28 substandard homes ¹	\$2,740	\$76,735	DHS/HUD
Acquisition and rehabilitation of 8 existing homes sold to Habitat for Humanity, D.I.A.D., or LCHDC ³	\$29,154 per house	\$233,230	DHS/HUD
Construction of storm water drainage improvements for 22,472 linear feet of sidewalks	\$10.60 per linear foot	\$238,144	CDBG
Total⁴		\$2,364,568	

¹Department of Human Services (DHS) Housing Program HUD Funding

²Community Housing Development Organization (CHDO) Second Mortgage HUD funded subsidies

³Reflects a reduction of \$199,248 received as program income from sale of dwellings(s). The remainder \$233,230) was from Department of Human Services (DHS) Housing Program HUD funding.

⁴Total of \$1,138,450 for affordable housing activities derived from CHDO or Department of Human Services (DHS) Housing Program HUD funds and total of \$1,226,118 derived from Dunbar NDC CDBG funding.

Source: Department of Human Services Reports and Fiscal Data

APPENDIX IV
PROJECTED FUTURE PROJECT FUNDING NEEDS

PROJECTED FUTURE PROJECT FUNDING NEEDS DUNBAR NEIGHBORHOOD DISTRICT

BACKGROUND

Projected future funding needs within the Dunbar Neighborhood District reflects the following general considerations:

1. Capital/infrastructure project funding is based on the total neighborhood district need subject to further plans and studies, as well as changing conditions over time.
2. Affordable housing projected future project funding is based on a windshield survey conducted in July 1999 which has been updated periodically including the April 2000 U.S. Census and September 30, 2001 updated statistics. The updated data reflects the total amount of substandard housing within the neighborhood district. The net subsidy and/or replacement costs do not include relocation costs for eligible dwelling unit occupants. Relocation costs will need to be calculated based on the specific type of housing project in question, and if applicable, such relocation costs will need to be added to the total project costs.
3. Public services projected future project funding is for the three fiscal years beginning October 1, 2001 through September 30, 2004. Future public services funding and types of projects are subject to revision as a result of various plans and studies to be conducted, as well as available outside funding sources and related non-profit social service delivery organizations.

The projected funding does not include expenditures for core level services provided by law enforcement agencies, fire and rescue units, utility companies, and similar activities. The projected future project funding is intended to bring the Dunbar Neighborhood District up to acceptable community standards and result in an improved living environment that is safe and viable.

The general types of projects and activities to be funded are described below. The projects and activities are subject to review and approval by the Dunbar Neighborhood District Committee (NDC). This review and approval process occurs annually, and is coordinated with preparation of the HUD Consolidated Plan Annual Action Plan that sets forth the projects recommended for funding by the respective NDC. The NDC's establish priorities for the projects based on their respective Neighborhood Revitalization Plans, as well as the project urgency based on the current funding year considerations.

CAPITAL/INFRASTRUCTURE PROJECTS

Capital/infrastructure projects and activities are intended to improve the physical environment of the Dunbar Neighborhood District.

Construction of capital/infrastructure projects result in benefits to the entire neighborhood and serve as a basis for stabilizing the community for the development of decent housing and a suitable living environment. A brief description of the various types of proposed capital/infrastructure projects is as follows:

1. Sidewalks and Related Storm Water Drainage Facilities are intended to provide for the safety of pedestrians, and especially school-age children, along the neighborhood's most traveled streets. Sidewalk construction is coordinated with affordable housing construction, renovation of affordable housing, and code enforcement activities to the extent possible, and especially in those areas where housing activities are being concentrated on by the Lee County Department of Human Services Housing Program, Lee County Housing Development Corporation, D.I.A.D., and/or Habitat for Humanity.

PROJECT COST: \$756,161

2. Drainage Canal Improvements are intended to provide for the cleaning, dredging, piping, filling, and/or related improvements necessary to facilitate storm water drainage within the neighborhood districts by removing vegetative overgrowth, and obstructions to proper functioning. The result of these improvements will be to eliminate health threats and potential storm water flooding, as well as improve overall community appearance. Proposed improvements will be based on a drainage improvement survey to determine and prioritize specific drainage canals and swales that contain vegetative overgrowth and obstructions to proper functioning.

PROJECT COST: \$400,000

3. Parks and Recreational Facilities are intended to benefit the neighborhood district in general through the provision of recreational programs, as well as recreational facilities. Examples of specific projects include construction of buildings, purchase of playground equipment, construction of playground areas, and other related site and park improvements.

PROJECT COST: \$200,000

4. Bus Shelter locations are to be coordinated with Lee Tran to serve the most frequently used bus stops within Dunbar. The bus shelter locations shall be coordinated with the sidewalk construction program to the extent feasible, and will be utilized to increase the convenience of using public transportation services especially during inclement weather. The proposed project is to consist of the purchase and installation of at least four (4) bus shelters within the neighborhood district.

PROJECT COST: \$24,000

AFFORDABLE HOUSING ACTIVITIES

Affordable housing activities include new construction, rehabilitation of existing housing, demolition and clearance of substandard housing, and the provision of housing counseling services. The estimated net subsidy and/or replacement housing cost is based on the total number of substandard dwelling units derived from the windshield survey conducted in July 1999 and updated to September 30, 2001. The data used to determine the future projected affordable housing funding is contained in the accompanying table entitled Summary of Dwelling Unit Conditions.

In general, the objectives of affordable housing activities are to:

1. Fund the construction of new housing, property acquisition, and related affordable housing activities including site improvements that are necessary to facilitate the neighborhood district affordable new housing programs.
2. Fund the improvement of housing stock and the availability of affordable housing through acquisition, rehabilitation, and resale of existing housing units, the acquisition of vacant lots and related homeownership opportunities.
3. Fund the rehabilitation of existing owner and/or renter occupied housing units, including related affordable housing activities and site improvements that are necessary to improve the overall character of the site.
4. Fund the demolition and clearance of substandard housing units and related conditions that detract from the residential character of the neighborhood district.
5. Provide funding for title research, clearing of title, removal of encumbrances, closing costs, and related homeownership opportunities.
6. Provide funding for affordable housing counseling and assistance to neighborhood district residents in qualifying for available affordable housing programs. The assistance will consist of explaining program requirements, and terminology such as life estates, liens, mortgages, contracts, etc., as well as actually assisting the applicants in obtaining credit reports, credit histories, and related paperwork necessary to establish program eligibility. This type of hands-on assistance is necessary due to the magnitude of the substandard housing units involved, and the complexity of qualifying and complying with eligibility requirements in a phased and timely manner.
7. Coordinate affordable housing activities with code enforcement, related housing improvement programs, particularly in those areas where capital and infrastructure projects are being constructed. In addition, the housing efforts will be coordinated with the Lee County Department of Human Services Housing Program, the Lee County Housing Development Corporation, D.I.A.D., and Habitat for Humanity as applicable.

The result of the affordable housing projects and activities will be to provide decent, safe and affordable housing within the neighborhood districts, which in turn, will establish the basis for a suitable living environment. An increase in homeownership within the neighborhood will also encourage a greater participation in the overall stabilization and improvement process for the entire community.

PROJECT COST:

Site Acquisition, Improvements and New Construction Subsidy	\$2,100,000
Rehabilitation	\$2,175,000
Demolition/Clearance	\$ 210,000
Counseling Services	\$ 75,000
Total	\$4,560,000

PUBLIC SERVICES

Public services projects and activities are essential for the long-term rebuilding and stability of the Dunbar Neighborhood District. In order for physical improvements and capital/infrastructure projects to be successful, it is necessary that such activities and projects be coordinated with the public services required to reinforce and sustain the physical improvements. This coordination process establishes the framework necessary to rebuild and strengthen the neighborhood from the inside out, thereby resulting in the long-term stability of the communities' physical improvements.

The following public services are projected for future funding during the three fiscal years beginning October 1, 2001 through September 30, 2004. Future public services funding and types of projects are subject to revision as a result of various plans and studies to be conducted, as well as available outside funding sources and related non-profit social service delivery organizations.

1. Neighborhood Building Activities are intended to identify resident skills, perceived needs, and neighborhood assets, which in turn, will be coordinated with available resources to rebuild and strengthen the neighborhood from the inside out. The result of this process will be to establish a framework for coordinating neighborhood-based assets and needs with available neighborhood resources and to establish resident participation and involvement in problem solving within the neighborhood, based on the community's shared vision and plan for the future.

PROJECT COST: \$50,000

2. Concentrated Code Enforcement activities are intended to reduce and/or remove the amount of overgrown vegetation on vacant parcels, the accumulation of residential garbage containers and debris along the public right-of-way, the storing of abandoned or inoperative vehicles or other equipment on private property, and the number of buildings and/or structures that should be demolished or rehabilitated. Concentrated

code enforcement activities are intended to reduce the decline of the neighborhood and will be coordinated with public improvements, affordable housing activities, and other services provided within the area. The result of these activities will be to stabilize the neighborhood, improve visual and physical appearance of the area, and reduce the opportunities for crime by removing potential hiding places used to conceal criminal activities. It should also be noted that the concentrated code enforcement activities described here are in addition to, and in excess of, the core level of existing County code enforcement activities within the neighborhood districts.

PROJECT COST: \$150,000

3. Neighborhood Association Technical Assistance within the Dunbar Neighborhood District will be intended to establish one or more neighborhood associations to take control of finances and other activities necessary to fulfill the role of a 501(c)(3) organization. Technical assistance will include assistance in organizing an association, coordinating improvement activities of the association, and preparing forms and grant applications as necessary to facilitate the establishment of the neighborhood nonprofit organization.

PROJECT COST: \$50,000

PLANS/STUDIES

The following studies are to be prepared within the Dunbar Neighborhood District when funded. The purpose of the studies is to further clarify and/or determine what specific types of capital/infrastructure projects are needed or desired. A brief description of the studies to be prepared is as follows:

1. Traffic Circulation and Street Improvement Study will determine traffic circulation patterns within the sub-areas of the Dunbar Neighborhood District, and the results of each study will be coordinated with the overall circulation pattern for the entire Dunbar Neighborhood District and traffic network. . The intent of the study will be to coordinate vehicular traffic within Dun with the improvements currently underway on Dr. Martin Luther King, Jr. Boulevard, as well as with the other major through streets within the neighborhood district. The study will establish priorities for the recommended improvements, along with their construction costs.

PROJECT COST: \$50,000

2. Storm Water Drainage Study within the Dunbar Neighborhood District to determine and prioritize the specific drainage canals and swales that contain vegetative overgrowth and obstructions to proper functioning. Also included will be a survey and listing of major ditches that pose health threats, and need to be piped and filled.

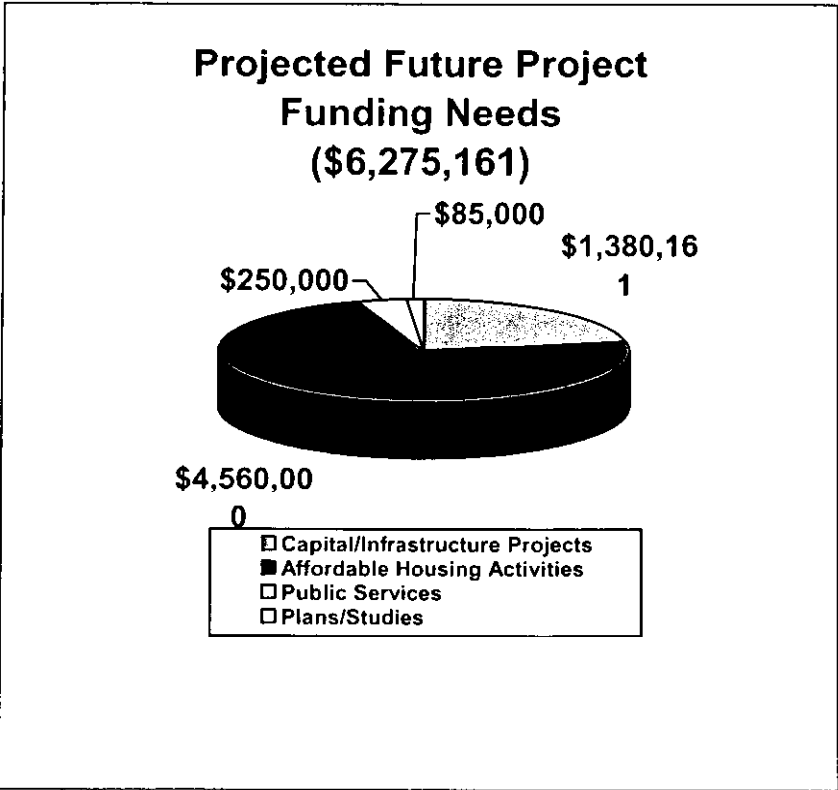
Fund construction of the recommended drainage improvements based on the priorities established.

PROJECT COST: \$35,000

SUMMARY

The total future project funding for the Dunbar Neighborhood District is \$6,560,000. Of the total 22.9% is for capital/infrastructure projects, 69.7% is for affordable housing activities, 6.1% is for public services, and 1.2% is for plan/studies.

Past and projected funding for the Dunbar Neighborhood District is shown graphically in the accompanying table entitled Past and Projected Future Project Funding. The overall time frame for implementing the proposed projects is dependent upon the available funding amounts and resources.



**ESTIMATED NET SUBSIDY AND/OR REPLACEMENT COST
AS OF SEPTEMBER 30, 2001**

Dunbar Dwelling Units	Number of Dwelling Units	Net Dwelling Unit Subsidy and/or Replacement Cost Factor (\$)	Total Net Subsidy and/or Replacement Cost (\$)
Standard	488	N/A	N/A
Rehabilitation	145	\$15,000	\$2,175,000
Demolition	84	\$27,500	\$2,310,000
Total	717	N/A	\$4,485,000

Source: Dwelling Unit Conditions Survey conducted by Lee County Department of Human Services Staff, July 1999 updated to September 30, 2001.

Note: The estimate rehabilitation cost for a typical dwelling unit is \$15,000. The estimated net subsidy cost for a replacement dwelling unit is \$25,000, plus \$2,500 for demolition of the existing structure. The above net subsidy and/or replacement costs do not include relocation costs for eligible dwelling unit occupants.

**DWELLING UNIT AND NET SUBSIDY REPLACEMENT COST CHANGE
BETWEEN JULY 1999 AND OCTOBER 2001**

Neighborhood District	Number of Dwelling Units			Net Subsidy/Replacement Cost \$		
	July 1999	October 2001	Change 99-01	July 1999	October 2001	Change 99-01
Standard	525	488	-37	N/A	N/A	N/A
Needs Repair	157	145	-12	\$2,355,000	\$2,175,000	-\$180,000
Warrants Demolition	78	84	6	\$2,145,000	\$2,310,000	\$165,000
Total	760	717	-43	\$4,500,000	\$4,485,000	-\$15,000

Source: Dwelling Unit Conditions Survey conducted by Lee County Department of Human Services staff, July 1999 updated to September 30, 2001 based on Department of Human Services reports and related data.

**PAST AND PROJECTED TOTAL PROJECT FUNDING
FOR THE DUNBAR NEIGHBORHOOD DISTRICT**

TYPES OF PROJECTS AND ACTIVITIES	FY 1990-FY 2001 PROJECT FUNDING(\$)	FY 01/02 BUDGETED PROJECT EXPENDITURES(\$)	PROJECTED FUTURE PROJECT FUNDING (\$)	FY 02/03 PROPOSED PROJECT EXPENDITURES(\$)	TOTAL PROJECTED FUTURE PROJECT FUNDING BALANCE (\$)
¹CAPITAL /INFRA- STRUCTURE PROJECTS					
Sidewalks and Related Storm Water Drainage Facilities	\$774,061	\$319,445	\$756,161	\$270,167	\$485,994
Drainage Canal Improvements	146,726	-	400,000	0	400,000
Park and Recreational Facilities	-	-	200,000	0	200,000
Bus Shelters	5,331	0	24,000	0	24,000
Subtotal	\$926,118	\$319,445	\$1,380,161	\$270,167	\$1,109,994
³AFFORDABLE HOUSING ACTIVITIES					
Site Acquisition, Improvements and New Construction Activities	528,586	80,000	2,100,000	-	2,100,000
⁷ Rehabilitation	533,129	-	2,175,000	-	2,175,000
⁷ Demolition/Clearance	76,735	-	210,000	-	210,000
Counseling Services	-	-	75,000	-	75,000
Subtotal	\$1,138,450	\$80,000	\$4,560,000	-	\$4,560,000
⁴PUBLIC SERVICES					
Neighborhood Building Activities	-	-	30,000	-	30,000
After School Tutorial and Recreational Programs	300,000	100,000	-	-	-
⁵ Concentrated Code Enforcement	-	-	50,000	-	50,000
Subtotal	\$300,000	\$100,000	\$250,000	-	\$250,000
⁶PLANS/STUDIES		\$20,080	\$85,000	-	\$85,000
TOTAL PAST AND PROJECTED PROJECT FUNDING	\$2,364,568	\$519,525	\$6,275,161	\$270,167	\$6,004,994

Source: Department of Human Services Reports and Fiscal Data.

¹Capital/infrastructure projected funding is based on the total neighborhood district need subject to further plans and studies, as well as changing conditions over time.

²Affordable housing projected funding is based on windshield surveys conducted by Human Services staff that has been updated periodically including 2000 Census and September 30, 2001 updated housing statistics. The net subsidy and/o replacement costs do not include relocation costs for eligible dwelling unit occupants. Relocation costs will need to be calculated based on specific type of housing project in question and, if applicable, such relocation costs will need to be added to the total project costs.

³Public service projected future project funding is for the three fiscal years beginning October 1, 2001 through September 30, 2004. Future public services funding and types of projects are subject to revision as a result of various plans and studies to be conducted as well as available outside funding sources and related non-profit social service delivery organizations.

⁴Concentrated code enforcement activities are in addition to, and in excess of, the core level of existing County code enforcement activities within the neighborhood districts

⁵Concentrated code enforcement activities are in addition to, and in excess of, the core level of existing County code enforcement activities within the neighborhood districts.

⁶Traffic circulation, street improvement and storm water drainage studies.

⁷Department of Human Services Housing Program HUD funding.

**Proposed HUD FY 2002/2003 Projects
Dunbar Neighborhood District**

Neighborhood Improvements

Continue to fund capital/infrastructure improvements and activities intended to improve the physical environment of Dunbar. Such improvements include, but are not limited to, construction of sidewalks, storm water drainage facilities, speed humps, bus shelters, neighborhood facilities, park and recreational improvements, and other public facilities to provide for a suitable living environment. The neighborhood improvements will be coordinated with affordable housing construction and renovation activities and especially in those areas where housing activities are being concentrated on by the Lee County Department of Human Services Housing Program, Lee County Housing Development Corporation, D.I.A.D. and Habitat for Humanity.

PROJECT COST: \$270,167

ATTACHMENT 1
DUNBAR NDC HUD FUNDING STATUS
April 30, 2002

Project Description	Account #	Budget Amt.	Expended Thru 9-30-01	Expended 10-1-01 THRU 4-30-02	Encumbered	Balance
Drainage Ditch						
FY 93/94 (CDBG YR 4)	93-22	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ -
FY 94/95 (CDBG YR 5)	94-00	\$ 48,659	\$ 48,659	\$ -	\$ -	\$ -
FY 95/96 (CDBG YR 6)	95-17.01C*	\$ 94,067	\$ 94,067	\$ -	\$ -	\$ -
Subtotal		\$ 146,726	\$ 146,726	\$ -	\$ -	\$ -
Sidewalks/Storm Water Drainage						
FY 92/93 (CDBG YR 3)	92-00	\$ 159	\$ 159	\$ -	\$ -	\$ -
FY 93/94 (CDBG YR 4)	93-24	\$ 5,514	\$ 5,514	\$ -	\$ -	\$ -
FY 94/95 (CDBG YR 5)	94-19	\$ 1,239	\$ 1,239	\$ -	\$ -	\$ -
FY 95/96 (CDBG YR 6)	95-21-01C* ¹	\$ 127,020	\$ 127,020	\$ -	\$ -	\$ -
FY 96/97 (CDBG YR 7)	96-17-01C* ²	\$ 174,130	\$ 174,130	\$ -	\$ -	\$ -
FY 96/97 (CDBG YR 7)	96-29-01C	\$ 89,464	\$ 84,482	\$ -	\$ 4,982	\$ -
FY 97/98 (CDBG YR 8)	97-12A* ³	\$ 160,918	\$ 160,918	\$ -	\$ -	\$ -
FY 98/99 (CDBG YR 9) ⁵	98-04B* ⁴	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -
FY 99/00 (CDBG YR 10)	99-11B	\$ 85,000	\$ 21,249	\$ 1,286	\$ 62,465	\$ -
FY 00/01 (CDBG YR 11)	00-10	\$ 150,155	\$ -	\$ 3,780	\$ 146,375	\$ -
FY 01/02 (CDBG YR 12)	01-10C	\$ 99,907	\$ -	\$ -	\$ 55,559	\$ 44,348
Subtotal		\$ 1,093,506	\$ 774,711	\$ 5,066	\$ 269,381	\$ 44,348
Towles/Barden Street Closure						
FY 96/97 (CDBG YR 7)	96-29-01D*	\$ 148	\$ -	\$ 148	\$ -	\$ -
FY 01/02 (CDBG YR 12)	01-10-D	\$ 19,932	\$ -	\$ -	\$ 9,852	\$ 10,080
Subtotal		\$ 20,080	\$ -	\$ 148	\$ 9,852	\$ 10,080
Bus Shelters						
FY 94/95 (CDBG YR 5)	94-13	\$ 5,331	\$ 5,331	\$ -	\$ -	\$ -
Affordable Housing Activities						
FY 01-02 (CDBG YR 12)	01-10E	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
Ida S. Baker Village Community Center						
FY 98/99 (CDBG YR 9)	98-27B	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -
FY 99/00 (CDBG YR 10)	99-12B	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -
FY 00/01 (CDBG YR 11)	00-11	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -
FY 01/02 (CDBG YR 12)	01-11B	\$ 100,000	\$ -	\$ 56,749	\$ 43,251	\$ -
Subtotal		\$ 400,000	\$ 300,000	\$ 56,749	\$ 43,251	\$ -
Grand Total		\$ 1,745,643	\$ 1,226,768	\$ 61,963	\$ 322,484	\$ 134,428

*Project File Number

¹ West side of Towles & Barden Streets, & east side of Dupree Street

² Henderson & Highland Avenues

³ Henderson Avenue & Handy; Basie, Armstrong & Ellington Courts

⁴ East side of Towles & Barden Streets, & west side of Dupree Street; Hale Street, Simons Court, & American & Fairview Avenues (See NDC Sidewalk Project FY 98/99 File)

⁵ Includes \$100,000 originally awarded to Quality of Life Center in Dunbar which was transferred to the Dunbar NDC Sidewalk Project Account May 16, 2000 after approval by the CAA/HCDC and the Board of County Commissioners

Source: Department of Human Services Fiscal Reports

APPENDIX E
DR. MARTIN LUTHER KING, JR. BOULEVARD
REDEVELOPMENT PLAN

The Dr. Martin Luther King, Jr. Boulevard Redevelopment Plan

Chapter I Introduction

A. Purpose of the Plan

The Dr. Martin Luther King, Jr. Boulevard Redevelopment Plan is a guide to the future physical, social, and economic revitalization of the MLK Corridor. It has been prepared in accordance with the requirements of Chapter 163, Part II of the Florida Statutes – the Community Redevelopment Act of 1969. The Act outlines the steps needed to establish and maintain a community redevelopment district, which offers several opportunities for incentives which are only available to such areas.

The two primary advantages of establishing a redevelopment area under the provisions of Chapter 163 are: 1) the ability of the Community Redevelopment Agency to acquire private property for assembly into private developments, and 2) the authority to generate a funding source called “tax increment financing” (TIF) for improvements and development incentives for the area.

Although the MLK Corridor is not expected to generate substantial amounts of tax increment dollars in the near future, it is important to begin the redevelopment process now, prior to the State’s widening of the Boulevard, rather than at a later date. The timing of this plan has been coordinated with the FDOT expansion of the roadway, so the physical improvements can begin as soon as the construction of the road widening is complete.

B. The Approach

Due to the diverse characteristics of Dr. Martin Luther King, Jr. Boulevard, the corridor has been divided into four separate redevelopment areas. Sub-Area 1 runs from Evans Avenue east to Ford Street. Sub-Area 2 runs from Ford Street to Michigan Link, and Sub-Area 3 runs from Michigan Link to I-75. Sub-Area 4, added several months after the original slum and blight determination, was completed for the first three areas, consists of the predominantly single family neighborhood of Lincoln Park, located directly to the south of Sub-Area 1 and bounded by Evans Avenue to the west, Ford Street to the east, and Blake Street/Dunbar Avenue to the south. The improvement strategies for the four individual sub-areas are combined into a single redevelopment plan document.

A second unique component of the overall approach to this plan is the recognition that the entire corridor needs revitalization, not just the portions located in the City of Fort Myers. The MLK corridor is a spotty checkerboard of incorporated and unincorporated properties. Frequently, owners themselves are unsure whether or not they are located in the City of Fort Myers. From the outset, both City officials and community volunteers have recognized the need to view MLK from a holistic perspective, including the areas outside the City limits.

Any actual redevelopment expenditures made with City tax dollars, however, must be limited to those areas which are located in the City of Fort Myers.

Third, the approach to plan development recognizes the importance of cleaning up and re-using brownfields within the corridor. Brownfields are abandoned, idled, or under-used industrial or commercial facilities where expansion or redevelopment is complicated by real or perceived contamination. New sources of state and federal funding are becoming readily available for the redevelopment of brownfield sites, a number of which are located in the MLK corridor.

C. Plan Foundation

Throughout the preparation of the plan, valuable guidance, direction, and advice was provided by the members of the Dr. Martin Luther King, Jr. Boulevard Redevelopment Plan Ad Hoc Focus Group, a committee of business and property owners, civic leaders, and interested citizens. In addition to providing input, the focus group members were responsible for a portion of the initial data-gathering work, distributing hundreds of needs surveys to area residents and business owners.

A second valuable source of information came from interviews and workshops with the City of Fort Myers Planning Board and Economic Development Advisory Committee, and private interviews with the City Council members representing the constituents in the MLK corridor, Mrs. Veronica Shoemaker and Dr. Ann Knight.

Third, former planning and marketing documents were studied. Of particular help were *The Dunbar Neighborhood Revitalization Plan*, prepared in 1986 by Candeub, Fleissig and Associates, and a market study for Dunbar prepared by Dr. Lee Duffus of Florida Gulf Coast University.

The foundation of this redevelopment plan is also based on substantial data gathering related to existing physical and economic conditions, analysis of demographics, and other standard planning practices.

D. Comprehensive Plan Consistency

The Redevelopment Act requires that redevelopment plans be consistent with the local government's comprehensive plan. The City's Comprehensive Plan, as amended, contains goals, objectives, and policies relating to the following elements: future land use, transportation, housing, municipal services, conservation and coastal management, recreation and open space, public safety, community appearance, historic preservation, capital improvements, and intergovernmental coordination.

The Dr. Martin Luther King, Jr. Boulevard Redevelopment Plan is intended to fully comply with the goals, objectives, and policies of the City of Fort Myers Comprehensive Plan, as well as retain future land use classifications consistent with those shown on the City's Future Land Use Map.

Specific components of the Comprehensive Plan which directly relate to the Redevelopment Plan are as follows:

Future Land Use Objective 5: Revitalize declining areas through rehabilitation, redevelopment, and infill strategies as appropriate. Under the policy for this objective, the MLK corridor has been designated “for an improvement strategy, in need of multiple actions to correct serious problems of poor site planning, congestion, intensive activity, and/or an incomplete transportation network”.

Transportation Objective 2 and Municipal Services Objectives: The City will continue to coordinate with the Florida Department of Transportation in the design and construction of the widening of Dr. Martin Luther King, Jr. Boulevard, replacing infrastructure as needed prior to the construction of the roadway.

Community Appearance Objective 1: The Plan provides for entry statements as identified in the Comprehensive Plan, enhancement of major roadways through landscaping and pocket parks, and preparation of corridor studies for the arterials designated for improvement strategy within the Urban Reserve Area.

Historic Preservation Objectives 1 and 2: This Redevelopment Plan recognizes the historic structures within the MLK corridor, and supports the improvements to the Black History Museum.

Capital Improvements Objectives 1 through 5: Capital expenditures are identified in this plan and will be included in future amendments to the Comprehensive Plan.

Intergovernmental Coordination Objectives 1 and 3: The Plan encourages the joint efforts of Lee County and the City in relation to physical and economic improvements. It also recognizes the importance of developing an equitable annexation plan.

Chapter 1 –Introduction
Key Points

- MLK is not expected to generate substantial amounts of tax increment dollars in the near future.
- The Plan is unique in that it recognizes the needs of the unincorporated enclaves.
- The Plan emphasizes the importance of brownfields cleanup and re-use.
- The Plan is consistent with the City’s Comprehensive Plan.

Chapter II Character and Conditions

A. Redevelopment Area Overview

Dr. Martin Luther King, Jr. Boulevard (SR 82) is currently a two-lane commercial arterial connecting downtown Fort Myers on the west with I-75 and Lehigh Acres to the east. It bisects the Dunbar community, historically home to a large segment of the City's African American population. The redevelopment corridor boundary begins at Evans Avenue (the Imaginarium) and continues east to I-75. The commercial segments of MLK are generally limited to small businesses catering to the needs of the immediate residents. Many of the residents' needs are not being met, however. For example, there is no supermarket or pharmacy to serve the neighborhood, although efforts have been made for a number of years to attract these sorely needed goods and services. Only one bank serves the community from a location on Dr. Martin Luther King, Jr. Boulevard. Restaurants are extremely limited, and there is only one national fast food chain establishment (Blimpies) in the entire corridor. For many years, residents have requested a post office branch in the area, and to this day, it does not exist.

To the east of Palmetto Avenue, industrial uses prevail. Conditions fronting on MLK are not conducive to attracting new industry. Old junkyards are located directly on Dr. Martin Luther King, Jr. Boulevard in the County enclaves. Private entrepreneurs have attempted to develop industrial parks within the commercial/industrial corridor (Interstate Park, Benchmark Corporate Park) with minimal success, while industrial park property in other parts of Lee County is a hot commodity. The county-wide demand for warehouse space and industrial uses, particularly with ready access to I-75, is growing substantially, yet the MLK area is not sharing in that success.

Physical conditions in many portions of the MLK corridor are not acceptable and create unsanitary and unsafe conditions. Economic conditions are equally poor in many cases.

B. Environmental Conditions

Physical conditions in many portions of the MLK corridor are not acceptable and create unsanitary and unsafe conditions. The corridor contains nineteen (19) properties which pose potential environmental concerns. (See Map 2 on the following page.) Included in the list are five abandoned gas stations, three dumps, and numerous vacant commercial buildings and sites which once housed thriving business enterprises. These conditions represent one of the criteria used to verify the elements of blight throughout the individual sub-areas.

The conditions of blight which exist along the MLK corridor have been substantiated in two *slum and blight determinations* which were adopted by the Fort Myers City Council in 1999. The blight studies merely looked at the situation as it now exists...this planning document looks at the future as the area can exist.

Despite the current conditions of blight, a number of positive opportunities for the future are available in the Dr. Martin Luther King, Jr. Boulevard area. Some of the changes are already

in the works, others need the impetus provided by this plan and its recommendations to move forward. Perhaps most significantly, the Florida Department of Transportation has begun construction of a widening project to create a four-lane arterial roadway on MLK. The first phase of the project, from Evans Avenue to Michigan Link, is anticipated to be completed in late 2001.

Although a road-widening project is not always considered to be a bonus when it comes to community redevelopment, in this case, the positive aspects seem to far outweigh any negative ramifications. In conjunction with the widening, the City has already committed \$3 million in infrastructure improvements, including storm sewers, landscaping, irrigation, new utilities, enhanced lighting, and other improvements.

C. Existing Land Use/Zoning

Sub-Area 1:

This area encompasses the core of the business district of Dr. Martin Luther King, Jr. Boulevard. It only extends 0.6 miles in length. Even so, a cohesive mass of commercial structures and business enterprises is lacking, with a number of boarded, vacant buildings, and vacant lots overgrown with weeds and debris. Lot layouts in the vicinity of the Imaginarium are inadequate for thriving commercial areas. Typical lot widths are 50 feet, and in some blocks, the lots are as narrow as 20 feet. The depths extend to 150 feet, which is unsuitable for commercial development under today's standards

There are 230 individual properties located in the Sub-Area 1 study area. Although the study area is considered to be predominantly commercial, there are very few parcels with active commercial uses on them.

Development along the MLK corridor is spotty, with 99 vacant sites in Sub-Area 1. When the vacant sites and buildings are added together, they comprise nearly one half of the study area which is not actively in use. Residential uses comprise the most predominant land uses by number of parcels on the side streets to the north and south of MLK.

Particularly noticeable within this sub-area are the uses which are *not* present. There are no chain restaurants or fast food establishments, no pharmacy, video store, or bakery. Only one medical office exists within the area.

Sub-Area 1 has one of the largest concentrations of aging and obsolete buildings in the City of Fort Myers. Nearly half of all buildings between Evans and Ford were constructed before 1950.

Sub-Area 2:

This area consists of the Dr. Martin Luther King, Jr. Boulevard corridor from Ford Street to Michigan Link. The entire district extends 1.6 miles. Sub-Area 2 consists of two distinct land use configurations. The western half of the study area, starting at Ford Street, is primarily commercial, with residential uses located on the side streets which bisect MLK.

East of Palmetto Avenue, the land use pattern changes, with large tracts of industrial property, similar in intensity to those in those located to the east in Sub-Area 3. Lot layouts on the south side of MLK in particular are faulty. They are undersized and lack adequate depth for successful development of commercial and industrial properties.

There are 165 individual properties located in Sub-Area 2. It has a large percentage of properties which vacant. There are parcels with vacant buildings on them (8.48% of the parcels) and 62 vacant sites (37.58% of the parcels.)

Residential uses are primarily concentrated on the side streets on either side of MLK, and they total slightly over one quarter of all the parcels in the district.

Sub-Area 3:

Sub-Area 3 is the location of predominantly industrial uses along Dr. Martin Luther King, Jr. Boulevard. The study area generally extends from Arcadia Street/Michigan Link on the west to properties nearly adjacent to I-75 on the east. It encompasses large tracts of industrially designated lands. Included in the area is the Benchmark Corporate Park, the Interstate Park, and several large industrial properties. Sub-Area 3 extends 1.3 miles along Dr. Martin Luther King, Jr. Boulevard

Nearly 60% of the parcels are undeveloped at the present time. The developed parcels include manufacturing, industrial, and warehouse uses, commercial uses, and municipal uses. There is only one vacant building in the study area.

Sub-Area 4 – Lincoln Park:

The Lincoln Park study area extends 7 blocks in length from Evans Avenue to Ford Street and is only 2 and ½ blocks wide. The entire area is zoned A-1D, Single Family/Duplex residential.

This district allows single family, duplexes, churches, and home businesses as permitted uses. Schools, public facilities, and telecommunications facilities are conditional uses. All other uses, including multifamily and commercial are not permitted within the Lincoln Park residential district.

The neighborhood is predominantly single family, with a scattering of duplexes and three corner grocery stores. Even so, a cohesive mass of residential structures is lacking, with a number of trash-filled vacant lots overgrown with weeds and debris, and other blighting factors in the heart of the Dunbar community.

Lot layouts in the Lincoln Park District are inadequate for successful single family development. Typical lot widths east of Palm Avenue are only 30 feet, and they are only 50 feet wide in the area from Palm to Evans. The depths generally extend to 150 feet, but some parcels are only 100 feet deep, which is unsuitable for residential development under today's standards. Minimum requirements in the A-1D Future Land Use District specify a minimum lot width of 60 feet and a depth of 150 feet.

There are 232 individual properties located in the Lincoln Park study area. Although the study area is considered to be predominantly residential, there are actually more vacant parcels than there are developed residential parcels. Another 8 parcels have vacant buildings situated on them, most of them in blighted condition.

Within the total number of parcels, there are 101 single family dwelling units, 11 duplexes (22 units) and one quadriplex.

D. Demographic Data

There are several specific environmental, economic and community problems that occur within the city and the project area. According to the 1990 U.S.Census Bureau:

- Per capita income is \$6,811, and unemployment ranges from 13.5% to 32% (in the unincorporated area).
- 31% of the population lived below the poverty level in 1990.
- 20.4% of residents receive public assistance, and 61% are low- to moderate-income.
- 57% of all individuals over the age of 25 have no high school education.
- Nearly 90% of the population is minority.
- 17% of the households are headed by one parent, usually female.
- 40% of the dwelling units are renter-occupied.
- 21.2% of the residential units are subsidized.
- Nearly 80% of the housing stock predates 1979.

E. Physical Conditions

Throughout the four sub-areas that comprise the Dr. Martin Luther King, Jr. Boulevard Redevelopment Area, physical conditions, both public and private, are contributing to the blight within this large portion of the Dunbar community. Included in the problem areas are the following:

- Lack of landscaping of public areas
- Lack of routine property maintenance – overgrown lawns, weeds, lack of landscaping and shade, trash and debris.
- Poor building conditions – structural problems of older and obsolete buildings, particularly noticeable in the older single family dwellings in Lincoln Park, poor maintenance of buildings – peeling paint, broken windows, graffiti, etc.
- Lack of sidewalks
- Lack of adequate street lighting, signage, and street furniture
- Lack of bus shelters
- Poor signage on commercial buildings
- Lack of entry feature(s)/identity of the area
- Open drainage

F. Public Safety

Below are several pertinent crime statistics related to the Dunbar community, in which the Dr. Martin Luther King, Jr. Boulevard Redevelopment Area is located.

- Southwest Florida Addiction Services reports that 78% of all of its clients come from Dunbar.
- 19% of all criminal offenses citywide occur in Dunbar, and 31% of all calls for service in 1997 originated here, according to the Fort Myers Police Department.
- Public safety has been listed as a top priority for residents for at least the last 10 years, if not longer.
- New social service programs focus on drug rehabilitation and youth involvement programs designed to keep at-risk teens out of trouble. The table below provides crime statistics for 1998 and 1999.

Table 1
Dunbar Crime Statistics –1/1/98 to 8/28/99

<u>Offense</u>	<u>1998</u>	<u>1999</u>
Aggravated Assault	71	40
Auto Theft	71	24
Burglary	168	115
Murder	5	0
Robbery	45	30
Sex Offense	4	6
Theft	81	45
Total	445	260

*Source: Fort Myers Police Department, Aug. 31, 1999.
Information for Grids 120A, 120B, 121A, 121B, 130, 131,
141.*

Chapter II
Character & Conditions
Key Points

- MLK has unacceptable physical and economic conditions as well as a high crime rate.
- The positive aspects of widening Dr. MLK Boulevard outweigh the negative aspects.
- MLK is predominantly commercial to the west and predominantly industrial to the east of Ford Street.
- Lincoln Park has inadequate lot layouts for successful single family development.

Chapter III

Vision, Goals, and Objectives

A. Vision Statement

The vision for the Dr. Martin Luther King, Jr. Boulevard is a key to revitalizing the entire Dunbar community. Imagine driving down MLK, or better yet, being able to ride your bike. As you leave downtown, your first stop is at the newly renovated McCollum Hall, where you stop in the juice bar for a cool drink and admire the Island art in the shop next door. You make a note to return for the grand opening of the second floor dance hall, where such greats as Duke Ellington and Ella Fitzgerald once performed. Across the street, busloads of schoolchildren are headed into the Imaginarium, which has expanded into a combination museum and charter school. You ride over to Price Avenue, where community churches have begun to implement their own visions, complete with school and recreational activities. Gone are the “shotgun” houses, and in their places are newly constructed homes on large lots, complete with garages, pools, and other amenities.

As you return to MLK and head east, you marvel at the lush tropical landscaping. As you pass by colorful buildings adorned with creative murals, you notice new construction going on. Several of the local churches are building and expanding their programs. You can’t help noticing how clean and attractive everything looks. The new streetlights and bus shelters add to the feel of an entirely new corridor.

As you continue east on the Boulevard, you notice a couple of small vest pocket parks with statues of Dr. Martin Luther King and other notable figures. And no trash in sight! Those empty lots filled with beer cans and other debris are gone. And no more abandoned gas stations loaded with tires in front. They’re now a post office annex, new bank, and a chain restaurant.

You continue driving at a comfortable speed until you reach the new Dunbar Shopping Center. Finally, you have a convenient supermarket and drugstore! As you approach Michigan Link, you recall the days when every block had a junkyard. They’re all gone now. With the brownfields grants, the properties have been cleaned up and redeveloped into well-designed industrial parks, where many residents of the community have found new jobs at good wages.

And where did all those uninviting chain link fences go? They’ve been replaced with attractive wrought iron fences, along with landscaping in front. Benchmark Corporate Park and the Interstate Commerce Park are full now. You pass the old wellfield site, where cranes and bulldozers are at work developing a mixed-use project of office and light industrial flex space situated around an environmentally friendly nine-hole golf course.

When you reach I-75, you think to yourself that the Boulevard has become a successful commercial hub...a good place to work, shop, dine, and worship. It’s become a safe, orderly, and well-maintained community. You smile because you’re proud.

B. Goals and Objectives

Goal 1: Improve pedestrian, transit, and vehicular access to Dr. Martin Luther King, Jr. Boulevard.

Objective 1.1: Place bus shelters at appropriate locations through the corridor.

Objective 1.2: Create a pedestrian-friendly environment throughout the corridor with sidewalks and streetscape improvements. Concentrate streetscape improvements such as trash receptacles, pedestrian-level lighting, and bike racks in Sub-Area 1 – the pedestrian-oriented zone.

Objective 1.3: Encourage paved and landscaped off-street parking to accommodate customers and employees. Locate parking behind commercial buildings when possible in Sub-Area 1.

Objective 1.4: Encourage FDOT to place a traffic light at Sabal Palm to accommodate the new shopping center.

Goal 2: Improve the physical appearance of the corridor.

Objective 2.1: Landscape the medians and swales along the corridor.

Objective 2.2: Encourage private property rehabilitation and new construction.

Objective 2.3: Develop a mural program for the sides of visible existing buildings.

Objective 2.4: Develop regularly-scheduled community clean-up days.

Objective 2.5: Create pocket parks on surplus FDOT lands.

Objective 2.6: Create entry features at both ends of the corridor.

Objective 2.7: Subsidize FDOT's retention pond construction to improve the appearance of retention ponds.

Objective 2.8: Prohibit plain and barbed wire chain link fences fronting on MLK. Encourage use of anodized aluminum or wrought iron when fencing is necessary.

Objective 2.9: Reduce/limit the outdoor storage of equipment and materials fronting on MLK or require attractive buffering.

Goal 3: Diversify and strengthen the mix of businesses and industry serving the residents of Dunbar and visitors.

Objective 3.1: Develop a micro-lending program for small businesses.

Objective 3.2: Improve the functionality of the Business Development Center.

Objective 3.3: Offer incentives for attracting desired business uses and work with LEEDCO to apply the Enterprise Zone incentives..

Objective 3.4: Discourage residential development from fronting on MLK Boulevard.

Objective 3.5: Consider expanding the commercial depth to accommodate new development in Sub-Areas 1 and 2.

Objective 3.6: Consider relaxing setback, open space, and parking ratios in Sub-Area 1.

Objective 3.7: Create economic development incentives to encourage a mix of uses.

Regional uses should be located to the east near I-75 (Sub-Area 3), a mix of commercial uses

should be in middle area (Sub-Area 2), and neighborhood traditional uses closer to downtown (Sub-Area 1)

Goal 4: Encourage the consolidation of the MLK corridor into a cohesive redevelopment program, regardless of whether it is presently located in the City of Fort Myers or in unincorporated Lee County.

Objective 4.1: Request Lee County funding for consistent improvement programs in the unincorporated portions of the corridor.

Objective 4.2: Encourage Lee County to require cleanup, extensive buffering, or relocation of junkyards, and other unattractive and blighting uses along unincorporated portions of MLK.

Objective 4.3: Proceed with annexation of the unincorporated portions of Dunbar into the City of Fort Myers, provided, however, that Lee County provides the infrastructure needed to improve these areas to City standards.

Goal 5: Redevelop the Lincoln Park Sub-Area into a middle-income single family neighborhood.

Objective 5.1: Develop an acquisition plan for consolidation of entire blocks or half-blocks for new single family development.

Objective 5.2: Discourage multifamily development in Lincoln Park.

Objective 5.3: Encourage church participation in providing recreational, day care, and other community services in the Lincoln Park neighborhood.

Objective 5.4: Work with the neighborhood churches to accommodate future expansion plans.

Objective 5.5: Seek a qualified master developer to create, design, and market a middle-income, secure, single family community centered on Lincoln Boulevard.

Goal 6: Clean up and redevelop brownfields along the corridor.

Objective 6.1: Focus brownfield clean-up and redevelopment efforts on the abandoned gas stations and junkyards.

Objective 6.2: Apply for grants and other programs to clean up the Imaginarium site.

Chapter IV The Redevelopment Strategy

A. Land Use/Zoning Changes

Develop an MLK overlay zoning district which will relax parking requirements, setbacks, lot coverage and other requirements for those properties fronting along MLK which will have available property significantly reduced by the road widening. Also consider as part of the overlay, additional compatible uses (parking, storage, etc.) to the rear of the existing frontage properties. Amend the Growth Management Code to spell out the uses that are not desirable along the corridor. These include pawnshops, pool and game halls, additional tire and car repair shops, recycling/collection facilities, and check cashing establishments. In these cases, the overlay incentives could not be used as an incentive to new development or expansion of existing development. Also, consider restrictions on future expansion and continued operation of such uses, including the possibility of amortization upon the sale of the business, re-licensing requirements, and standards for improving the appearance of the property and buffering undesirable businesses.

Eliminate non-conforming commercial and multifamily uses from the Lincoln Park neighborhood. Assist a master developer in rezoning the Lincoln Park Sub-Area 4 to a planned unit development for single family residences, church related uses, including church schools, and elderly housing.

B. Housing:

The majority of properties fronting on Dr. Martin Luther King, Jr. Boulevard Redevelopment area are slated for future commercial, industrial, or institutional use. This is most appropriate for a soon-to-be widened major arterial connecting downtown Fort Myers to I-75. Thus, the development of housing, either affordable or otherwise, will not be considered for the corridor frontage. In a number of cases, the rehabilitation of single family homes to the north and south of the frontage properties may be considered as a possible alternative, along with expansion of rear parking areas, onsite water retention, and buffered storage to the north and south of the frontage properties. Sub-Area 4, Lincoln Park, is the only area in which the housing activities will be concentrated.

Lincoln Park consists of just over one hundred dwelling units, primarily single family. Over half of the parcels in the area are presently vacant. The housing strategy for Lincoln Park will be to retain the new and well-built homes while scheduling those which are blighted and unsafe for demolition and acquisition. It is recommended that the CRA and City of Fort Myers issue a request for proposals for a developer of middle income, single family homes in the Lincoln Park area. In the RFP, the City should identify the individual lots which can be combined into two and three lot parcels. Additionally, the City should identify mechanisms by which the liens on many of the existing properties can be cleared up. The developer would agree to acquire the blighted properties within the neighborhood, reconfigure the undersized lots, and construct a minimum of 40 new homes in the \$80,000 to \$100,000 price range. As stated in other sections of this document, there are no multifamily apartment uses either anticipated or encouraged within the Lincoln Park area.

It is expected that the selected developer(s) would work cooperatively with the area religious institutions to provide such housing, since the churches are the main property owners within the area. The developer should also consider the construction of affordable multifamily housing for the elderly residents of Lincoln Park who are no longer fully capable of caring for their houses and will need to relocate.

Another option to be included in this RFP is if the existing property owners agree to develop the land in conformance with the plan to be proposed by the developer and approved by the CRA, the land may not be acquired.

Due to the extensive nature of this project along with funding limitations, it is expected and recommended that the Lincoln Park housing development be constructed in several phases. The Lincoln Park housing development would leave Lincoln Boulevard as it now exists. Side streets may possibly be vacated by the City if needed for the development project. The CRA could assist the developer in acquiring those properties which have unwilling sellers.

C. Transportation:

Continue to cooperate with FDOT in the construction of the new MLK Boulevard. Continue to work with FDOT to widen the last link of the project (Michigan Link to Ortiz) ahead of its original schedule. Encourage LeeTran to provide expanded bus services in the MLK corridor.

D. Acquisition:

In order to implement the Dr. Martin Luther King, Jr. Boulevard Redevelopment Plan, particularly proposed housing, brownfield redevelopment, economic, and public improvement activities, the following land acquisitions are recommended.

The parcels indicated on the potential land acquisition map (Map 7) may be acquired in order to eliminate unhealthful, unsanitary, or unsafe conditions, eliminate obsolete or other uses detrimental to the public welfare, or otherwise to remove or prevent the spread of blighting influences or deterioration. It is important to note that the map shows maximum possible acquisition, and not all parcels designated will necessarily be acquired. Chapter 163, F.S. requires that all potential acquisition sites be identified.

1. Residential Acquisition:

The Dr. Martin Luther King, Jr. Boulevard Redevelopment Plan envisions the acquisition of a large number of parcels within the Lincoln Park neighborhood for development of single family housing. Mechanisms should be established to assist and encourage owners, including the churches, to participate in the redevelopment process through a joint venture with the selected developer(s), a local development corporation, or similar entity.

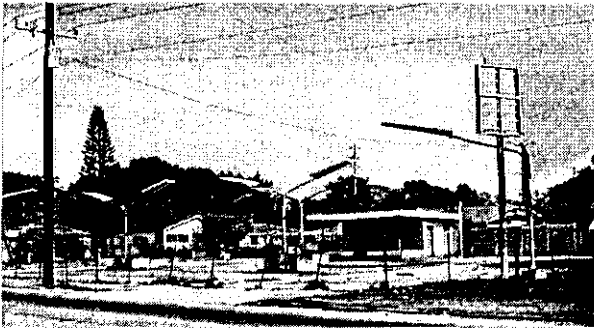
It is recommended that the CRA and City of Fort Myers issue a request for proposals for a developer of middle income single family homes in the Lincoln Park area. The developer

would agree to acquire the blighted properties within the neighborhood, reconfigure the undersized lots, and construct a minimum of 40 new homes in the \$80,000 to \$100,000 price range.

2. Commercial/Industrial Acquisition:

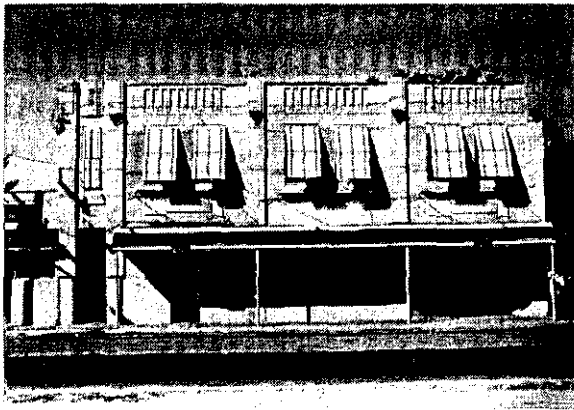
The Plan envisions assisting the Pepsi Cola Company in acquiring property to the rear and west of the Pepsi plant as an incentive to retain Pepsi in their present location in Dunbar. As a major employer with an average salary of nearly \$30,000 per year, it is highly desirable to retain Pepsi in this location. They require two-way access to Dr. Martin Luther King Jr. Boulevard in order to facilitate truck traffic on I-75, and this has been denied by the Florida Department of Transportation's plan. An exit from the Pepsi property to Palmetto Avenue, which will become a fully signalized intersection once the widening of MLK is complete, is suggested as a solution to this dilemma.

A second potential commercial acquisition area is the abandoned Star gas station at the intersection of High Street and MLK. It is recommended that the City/CRA acquire this property as part of a brownfields redevelopment effort within the next year. The property can then be cleaned up and developed on an interim basis as a nursery for the Edison/Ford estates, with the eventual sale of the property in the long run.



The Star Gas Station property as it looks today.

A third potential commercial acquisition area is the historic McCollum Hall and adjacent parcels. Acquisition might be needed to locate a master developer to rehabilitate and adaptively reuse this facility. It is hoped that acquisition would not be necessary and that the CRA could work cooperatively with the current property owners to rehabilitate this building and clear the existing liens on the property; however, Chapter 163 requires that all potential acquisition areas be listed in the plan.



McCollum Hall is an historic mixed use building on MLK

Other potential acquisition areas include one or two of the brownfield sites shown on Map 2, should grant funds become available for the acquisition and cleanup of the properties.

3. Public/Institutional Acquisition:

It is recommended that the City/CRA acquire all FDOT surplus properties remaining from the widening of the boulevard. Such properties should be used for additional landscaping and pocket parks. The High Street surplus property should be used for complementary activities related to the proposed Edison/Ford nursery across the street, such as parking.

The plan also recommends that the current uses of the Imaginarium be expanded to improve its financial standing. One possible use includes applying for historic preservation grants to rehabilitate the vacant building formerly used by the City's Facilities Maintenance staff and leasing that building to a private entity at market rates.

Additionally, under the Brownfields cleanup agreement with the Florida Department of Environmental Protection, the contaminated portion of the Imaginarium (coal tar residue from the coal gasification plant) should be cleaned up so the property currently unoccupied can be adaptively reused by a private entity.

Finally, various fundraising incentives should continue to be explored by staff and volunteers, including renting the Imaginarium for parties and other activities, expanding the membership base, expansion of summer camp and vacation camp programs, and joint operations with the Lee County School Board.

E. Economic Development

This plan recommends a number of incentive programs to enhance the economic viability of the Dr. Martin Luther King, Jr. Boulevard corridor. They include the following:

1. Business Incentives:

Develop a City of Fort Myers Business Incentives program designed to piggyback on the Lee County Job Opportunity Program and the Enterprise Florida incentives. Such a program would offer cash incentives to developers of major manufacturing activities to be used for capital expansion, acquisition, construction of buildings, inventory, training and other related costs based on an average price per job created. Criteria for participation in the incentive program would include a minimum number of jobs created and/or retained, a list of desirable manufacturing activities, a minimum average wage equal to or greater than the average for the area, and possibly other criteria to be determined at a later date. These incentives would be used in the area east of Ford Street.

Also, there should be a possible smaller incentives program developed strictly for the commercial segment MLK Boulevard west of Ford Street to encourage desirable commercial uses on vacant and underutilized properties. For example, a list of desirable commercial uses can be generated, with a cap on the total of each type of use and the desired mix, and incentives can be offered on a first come-first served basis for the following types of uses: fast food restaurant, dine-in restaurant, bank, mail/package service, pharmacy, video store, book store/news stand, laundry/dry cleaner, meat market, ice cream shop, motel, outlet stores, hardware store, furniture store, gym, and others to be determined at a later date. This incentive would be significantly less than the manufacturing incentive, permitted for a limited time only, and would not require a minimum average wage.

2. Façade/Frontage Improvement Program:

Develop a façade grant program to assist current owners in improving their properties. This program could also include a mechanism to encourage owners to use decorative fencing such as wrought iron or similar material when fencing is necessary, rather than using the chain link prevalent along the corridor at the present time.

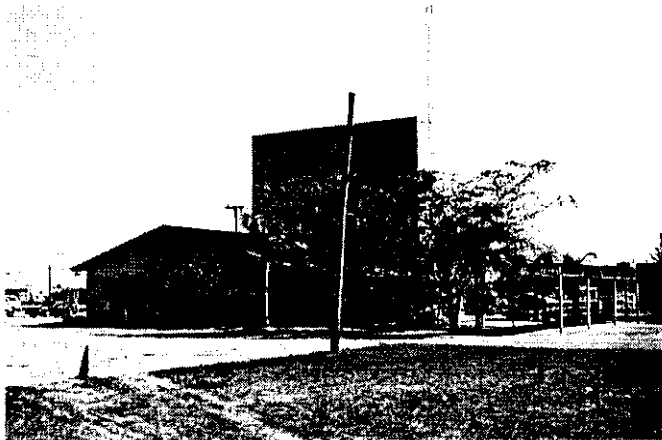
3. Microlending:

Develop a microlending program based on successful models in other locations, i.e. Homestead, Florida, to assist current small businesses with inventory expansion and other small needs.

Work with a consortium of local lenders to establish a loan pool for the program.

4. Business Development Center Improvements:

The MLK Redevelopment Plan recommends restructuring the BDC into a non-profit corporation, thus enabling the BDC to apply for grants for which they are not presently eligible. Additionally, the BDC should become more directly involved in joint cooperative training programs in concert with Partners in Self-Sufficiency and other agencies. Finally, the BDC should consider sale of some of its property to the private sector to allow for additional funding to improve the physical plant itself.



The Business Development Center is an incubator for new and emerging businesses in Fort Myers.

5. Dunbar Shopping Center:

Provide assistance as needed to LEEDCO to ensure that the Dunbar Shopping Center is constructed and opened on schedule and tenants that complement the anchor tenant are sought.

6. Brownfield Redevelopment and Related Urban Infill Programs:

Establish the MLK corridor as the premiere location for brownfield redevelopment activities in southwest Florida. Encourage the non-profits to develop a Front Porch Dunbar program as a coordinated entity which can then become eligible for a variety of programs recently established by the Governor's Office.

Adopt a resolution establishing major segments of the MLK corridor as a designated brownfields area, with the approval and cooperation of the property owners. Use cleanup costs from the Imaginarium and Star Gas Station cleanups, among others to be determined at a later date, as marketing tools for additional cleanup incentives in the MLK corridor, through the State of Florida Brownfield Revolving Loan Program. Under this program, cleanup costs can be translated into tax credits which can be sold or given away to other developers to clean up contaminated properties.

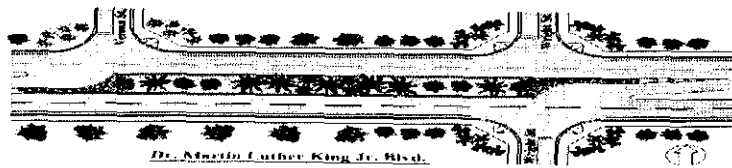
F. Physical Improvements:

1. Infrastructure:

Provide needed infrastructure in conjunction with the widening of MLK Boulevard, including new water, sewer, streetlights and other improvements.

2. Urban Design and Streetscaping:

Apply for FDOT grants to landscape the MLK corridor and to landscape surplus properties as identified in the acquisition section of the plan. Also, develop an easement and/or landscape grant program to encourage property owners to landscape the frontage of their properties in



En Median improvements are recommended as part of the MLK landscaping. and features to the residential neighborhoods to the north and south of the MLK corridor. It is critically important to the Dunbar community that its neighborhoods not be hidden by new development and beautification programs.



The "before and after" rendering above shows the potential impact of landscape improvements upon Dr. Martin Luther King, Jr. Boulevard.

The streetscape program should also include an upgrade of fencing and landscaping around visible retention ponds constructed by FDOT as part of the road widening.

Of particular interest to the community is a consideration of the “Historic Dunbar” area to the west of Ford Street. As noted earlier, this is the “heart” of Dunbar. This area should have an identity of its own, recognizing its historic importance in the City of Fort Myers. Special signage, design guidelines, and historic markers should be developed in this segment of Dr. Martin Luther King, Jr. Boulevard.

Finally, the streetscape program should include new street furniture, decorative banners and block number signs, and art in public places.

G. Annexation:

Support the annexation of the remainder of the unincorporated MLK corridor (as well as the entire Dunbar community), provided that Lee County contributes to the improvement of the infrastructure within the unincorporated areas.

H. Public Safety

Encourage residents to become active in the Citizens on Patrol program. Add new lighting. Develop intensified code enforcement and police activities to curtail the blight in this area. Develop a manual for property owners which shows them how to use Crime Prevention Through Environmental Design on their properties. Work with non-profits to establish a Front Porch Dunbar program to help eliminate crime/drug problems in the area. Assist the non-profits and churches in developing after-school and recreational activities for youth in the area.

Strongly enforce regulatory prohibitions against loitering and outdoor consumption of alcoholic beverages, particularly around convenience stores and liquor establishments.

I. Miscellaneous

Consider establishing a mural program along the sides of buildings, similar to the program operated by the City of Lake Placid and others. Include the mural program in the zoning overlay or amend the code as necessary to implement the program.

Apply for grants and other funding to assist in the demolition of dilapidated and unsafe structures.

Examine the length of time that non-profit organizations can be allowed to hold onto vacant land without either building on the property or returning it to the tax rolls.

Recognize the significance of “Historic Dunbar” through the establishment of design guidelines, signage and historic markers, and other unique features designed to create an identity for the portion of Dr. Martin Luther King, Jr. Boulevard west of Ford Street.

Clean up industrial uses along the corridor and discourage industrial uses to the west of Palmetto Avenue.

Chapter 1V
The Redevelopment Strategy
Key Points

- A zoning overlay should be developed.
- Lincoln Park should be redeveloped for middle income single family housing.
- Potential acquisition areas include Lincoln Park, properties adjacent to Pepsi, Star Gas Station, McCollum Hall, and other brownfield sites.
- Economic development incentives should be offered to new and expanding businesses.
- Physical improvements - landscaping, street furniture and amenities are recommended.
- Annexation should be encouraged.

Chapter V Implementation

A. Potential Funding Sources:

Implementation of the Dr. Martin Luther King, Jr. Boulevard Redevelopment Plan will require funding from a variety of sources over the next 10-15 year period. The City of Fort Myers has already made a general commitment to the funding of its major redevelopment corridors over the next two years; however, additional funding will be necessary over the long range period to adequately redevelop the area. Funds are already available and committed for the road widening. Other programs may be funded through grants and private developer investments. Tax increment funding should not be expected to be available for at least five years, and even then, it cannot be relied upon as a major source of funding.

The list below provides a sample of funds and incentives which may be utilized to implement this plan.

1. City General Fund/Bond Funds:

These funds may be used for initial short term redevelopment activities including the *infrastructure improvements related to the road widening, a 50% match for the landscaping (50% to be provided by FDOT), initial funding of the business incentives program, and installation of decorative banners and block number signs.*

2. FDOT:

The Florida Department of Transportation will provide all funding necessary for the acquisition and construction of the new roadway. Additionally, the City should prepare a landscape grant application for FDOT Highway Beautification funds for a portion of the landscaping. Also, FDOT is expected to donate all surplus properties to the City of Fort Myers for public uses, as identified elsewhere in this plan.

3. Brownfield Redevelopment/Urban Infill Grants:

Both State and Federal funds are available for a variety of brownfield redevelopment activities. The U.S. Department of Environmental Protection is expected to play a major role in *funding assessment, cleanup, and actual redevelopment of brownfields over the next few years.* The City has already received a Brownfield Pilot grant for \$169,000 to be used in assessments and redevelopment planning, to be used primarily in the MLK corridor. It is expected that the designation as a pilot will enable the City to receive additional EPA monies in the future. Other EPA funding includes the Brownfield Revolving Loan Fund, which is expected to be used to help acquire, clean up, and redevelop the Star Gas Station site, among others.

State funds are expected to become available in the next two years to assist local governments in redeveloping brownfields. Funding sources include the Department of Environmental Protection, which has developed a tax credit program which the City should use to market the MLK brownfield sites.

Other state funds include the various funding available through the Front Porch Florida program, a new initiative sponsored by Governor Bush. Although the City was not designated as a Front Porch community this year, if the non-profit agencies and churches in Dunbar work more cooperatively together next year, the City stands a very good chance of obtaining this funding. Front Porch Florida is designed to be a grass-roots driven program for redevelopment of the urban core of Florida's cities.

4. Economic Development Incentives:

At the present time, economic development incentives for new and expanding businesses are available through the State's Qualified Targeted Industry Program and the Lee County Office of Economic Development. Both of these programs offer cash incentives to manufacturers for job creation. One problem with these incentive programs is that, unless they are supplemented by additional incentives from the City of Fort Myers, it is unlikely that any manufacturers will choose to locate in the MLK corridor area because incentives are available throughout Lee County, in far more desirable locations than the corridor.

5. Historic Preservation Grants:

Grants from the National Trust for Historic Preservation, the State, and Lee County are all available for use in the MLK area. Although there are only a limited number of historic structures in the MLK corridor, a top priority for the redevelopment should be the rehabilitation and adaptive reuse of the historic McCollum Hall. Funding sources should be investigated to implement the McCollum Hall redevelopment, as it is the "gateway" to the Dunbar community.

6. Tax Increment Financing:

As noted earlier, tax increment financing should not be expected to generate any significant redevelopment funding for at least five years from the date of plan adoption, if not longer. After that period, some limited increment may become available, following construction of the Dunbar Shopping Center, some brownfield redevelopment, Lincoln Park housing development, and other new construction.

7. U.S. HUD/CDBG:

At the present time, HUD has very little funding available for new programs which would implement this redevelopment plan. Certainly, Section 8, HOPE funds, and Section 108 loan guarantees are available, although low to moderate income housing is not a primary goal of the redevelopment of a major commercial and industrial corridor. A large amount of HUD funding, along with the 108 loan guarantee, has already been committed to the Dunbar Shopping Center. Until that project is off the ground, it is not likely that there will be significant dollars available through this program.

CDBG funds are administered by the Fort Myers Community Redevelopment Agency and are generally pledged to construction of single family homes in Velasco Village. It is possible that some funding might be available for a microlending program or other small infrastructure improvements designed to assist the residents of Dunbar.

8. Lee County:

In addition to the business incentives and potential tax increment financing mentioned earlier, Lee County may contribute general fund dollars or bond funds to the improvement of the presently unincorporated portions of the MLK corridor as a means of making the annexation of these areas a reality.

9. Private Investment:

The major contribution to the overall redevelopment of the Dr. Martin Luther King, Jr. Boulevard Redevelopment Area will come from private development – acquisition, brownfield cleanup, construction, sales, and job creation in the area. It is expected that the incentives offered by the various public sources – local, state, and federal – will be matched at approximately a 2 to 1 ratio by private development.

10. Other Miscellaneous Sources:

The list above provides only a sample of the funding sources available for the redevelopment of Dr. MLK, Jr. Boulevard. The City has retained a grant-writing/research firm to continually locate new programs. It is expected that this work will continue, particularly if the City Council and CRA identify the MLK corridor as a primary focus area for grant applications. Other possible sources include the use of City land as an incentive to private developers, particularly in the City's industrial park, which is located outside the redevelopment area. The City may also consider writing down the value of land outside of the redevelopment area if they agree to develop in the MLK corridor. This is a particularly appropriate incentive for the redevelopment of Lincoln Park.

B. Time Schedule:

The time schedule for implementing the Dr. Martin Luther King, Jr. Boulevard Redevelopment Plan should be divided into three distinct areas: Short term – 1-5 years; Mid-term – 5-10 years, and Long-Range –10-20 years.

Short-term improvements should consist of the following:

1. Construction of the widened roadway and related infrastructure improvements.
2. Landscaping and other amenities (banners, block number signs, mini-parks, etc.)
3. Program development – business incentives, façade improvements, microlending, etc.
4. Attract 1 to 10 owners to participate in the façade improvements.
5. Attract 1-3 developers to establish a new business on MLK.
6. Construct the Dunbar Shopping Center.
7. Begin acquisition/replat of Lincoln Park.
8. Locate a developer for McCollum Hall.
9. Acquire and clean up at least 3 brownfield sites.
10. Annexation of unincorporated areas.
11. Encourage LeeTran to provide increased bus service.

Mid-term Improvements:

1. Additional owners will participate in façade improvements program.
2. Redevelopment of McCollum Hall.
3. Complete construction in Lincoln Park.

4. Redevelopment to begin in unincorporated areas.
5. Construction of widened roadway from Michigan Link to Ortiz.
6. Continued construction of new businesses and industrial developments.
7. Cleanup and adaptive reuse of Imaginarium.

Long-Range:

1. Full redevelopment of MLK, including cleanup of brownfield sites, infill development.
2. Increase in property values throughout area.
3. Increase in median incomes of Dunbar residents
4. Unemployment in Dunbar significantly decreased.
5. Crime significantly decreased.

Chapter V
Implementation
Key Points

- A variety of funding sources (local, state, federal, and private) will be needed to redevelop Dr. Martin Luther King, Jr. Boulevard.
- The implementation of the plan will require the cooperative efforts of the non-profit agencies and the churches.
- Implementation of the redevelopment plan will take up to 20 years, although there are many improvements which will take place within the next 5 years.

Appendix

A. Blight Resolutions and Legal Descriptions Sub-Areas 1, 2, 3, and 4

**APPENDIX F
CITY OF FORT MYERS
ORDINANCE**

ORDINANCE NO. 3085

AN ORDINANCE
To Be Entitled:

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF
FORT MYERS, FLORIDA, ADOPTING THE URBAN INFILL
AND REDEVELOPMENT PLAN DATED SEPTEMBER 16,
2002, PROVIDING FOR SEVERABILITY, AND PROVIDING
FOR AN EFFECTIVE DATE.

WHEREAS: The Urban Infill and Redevelopment Plan, has been prepared in compliance with Chapter 163, Florida Statutes, and properly submitted for review by the appropriate agencies; and

WHEREAS: The City of Fort Myers has solicited public comment in accordance with its duly adopted public participation procedures; and

WHEREAS: Two public hearings, with due public notice, have been held; one before the Planning Board and one before the Mayor and City Council to inform the public and receive objections or recommendations, and comments; and

WHEREAS: The Urban Infill and Redevelopment area is located with the area of the City designated for urban redevelopment adopted by the Comprehensive Plan on April 15, 2002; and

WHEREAS: The comments and objections received from all persons, agencies, or governments to date have been duly considered.

BE IT ENACTED BY THE CITY COUNCIL OF THE CITY OF FORT MYERS, FLORIDA, that:

1. The Urban Infill and Redevelopment Plan, is hereby adopted as set forth in "Attachment A" and dated September 16, 2002.
2. The Urban Infill and Redevelopment Plan, dated September 16, 2002, is to be implemented by future action of the Mayor and City Council, primarily through budgeting allocations and/or amendments to development regulations. The Plan is not self-implementing and is not to be construed as a budget commitment or development regulation. The Plan shall have the legal status as set out in Chapter 163.3194, Florida Statutes.

ORDINANCE NO. 3085

3. Severability. Should any provision or section of this ordinance be held by a court of competent jurisdiction to be unconstitutional or invalid, such decision shall not affect the validity of the ordinance as a whole, or any part thereof, other than the part so declared to be unconstitutional or invalid.

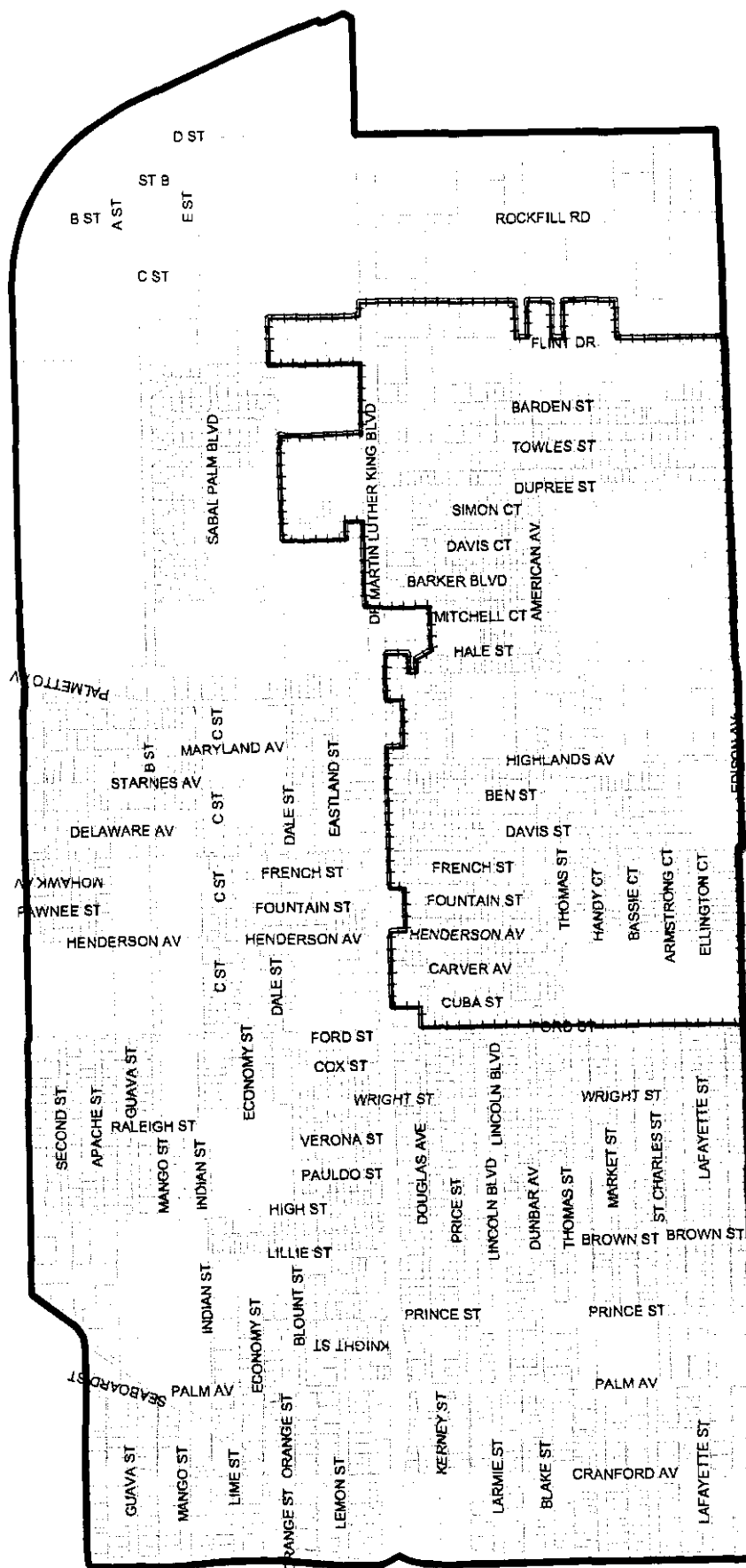
4. The effective date of this Plan shall be the date the Plan is accepted by the Department of Community Affairs finding the Plan in compliance in accordance with Section 163.3184, Florida Statutes. This Plan may be made effective by adoption of a resolution affirming its effective status, a copy of which resolution shall be sent to the Department of Community Affairs, Bureau of Local Planning, 2555 Shumard Oak Boulevard, Tallahassee, Florida 32399-2100.

5. This ordinance shall become effective immediately upon adoption.

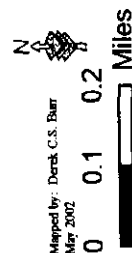
**APPENDIX G
LEE COUNTY
RESOLUTION**

MAP 1
URBAN INFILL BOUNDARY MAP

Map 1



- Legend**
- Urban Infill Boundary
 - Boundaries**
 - Unincorporated
 - Fort Myers Boundary



Map 1 by: Donk C.S. Barr
Mar 2002

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MAP 2 REDEVELOPMENT

[illegible]

Urban Infill Boundary

Unincorporated

Fort Myers Boundary

Mapped by: Derek C.S. Burr

0 0.1 0.2

Miles

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MAP 2 REDEVELOPMENT

MAP 3 NEIGHBORHOODS

Legend

NAME	Symbol
Urban R	[Grid pattern]
Fort My	[White square]
Urban In	[Black square]
Subdivisions	[Dotted pattern]
Carver	[Cross-hatch pattern]
Evans	[Diagonal lines]
Franklin	[Horizontal lines]

Neighborhoods and Streets:

- Sunny Crest:** STARNES AV, DELAWARE AV, PAWNEE ST, HENDERSON AV, MARYLAND AV, C ST, DALE ST, FRENCH ST, FOUNTAIN ST, HENDERSON AV, DALE ST, FORD ST, COX ST, VERONA ST, PAULDO ST, HIGH ST, LILLIE ST, BLOUNT ST, KNIGHT ST, PALM AV, GUAVA ST, MANGO ST, ORANGE ST, LEMON ST.
- Lincoln Park:** WRIGHT ST, DOUGLAS AVE, PRICE ST, PRINCE ST, LINCOLN BLVD, LINCOLN BLVD, DUNBAR AV, THOMAS ST, MARKET ST, PRINCE ST, PALM AV, CRANFORD AV.
- Carver Park:** DAVIS ST, FRENCH ST, FOUNTAIN ST, HENDERSON AV, CARVER AV, CUBA ST, BEN ST, HANDY CT, BASSIE CT, ARMSTRONG CT, ELLINGTON CT.
- Meadow Lake:** SIMON CT, DAVIS CT, BARKER BLVD, MITCHELL CT, HALE ST, AMERICAN AV, DUPREE ST, TOWLES ST, BARDEN ST, CLINT DR.
- Michigan Link:** SABAL PALM BLVD.
- Velasco Village:** GUAVA ST, MANGO ST, ORANGE ST, LEMON ST.
- Franklin Park:** MARKET ST, PRINCE ST, PALM AV, CRANFORD AV.
- Evans Addition:** BLAKE ST.
- Other Streets:** ROCKFILL RD, C ST, D ST, ST B, EST, B ST, A ST, PALMETTO AV, MOHAWK AV, INDIAN ST, ECONOMY ST, BLOUNT ST, KNIGHT ST, PALM AV, GUAVA ST, MANGO ST, ORANGE ST, LEMON ST.

NAME

Urban Reserve

1141

11

Subdiv

Abstract

103

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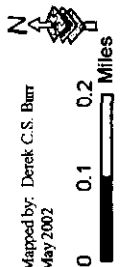
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CONFIDENTIAL

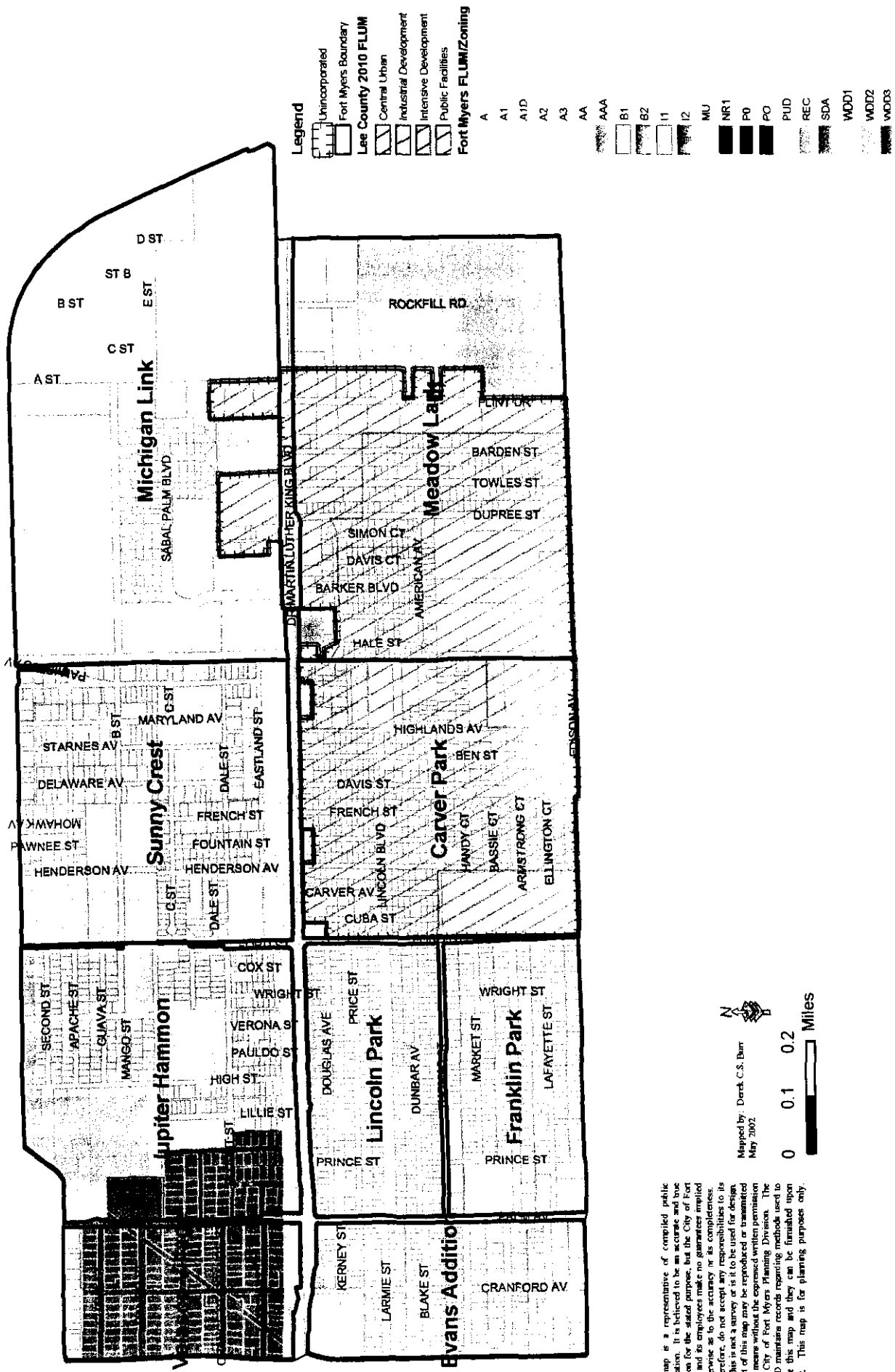
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Mapped by: Derek C.S. Burr
May 2002



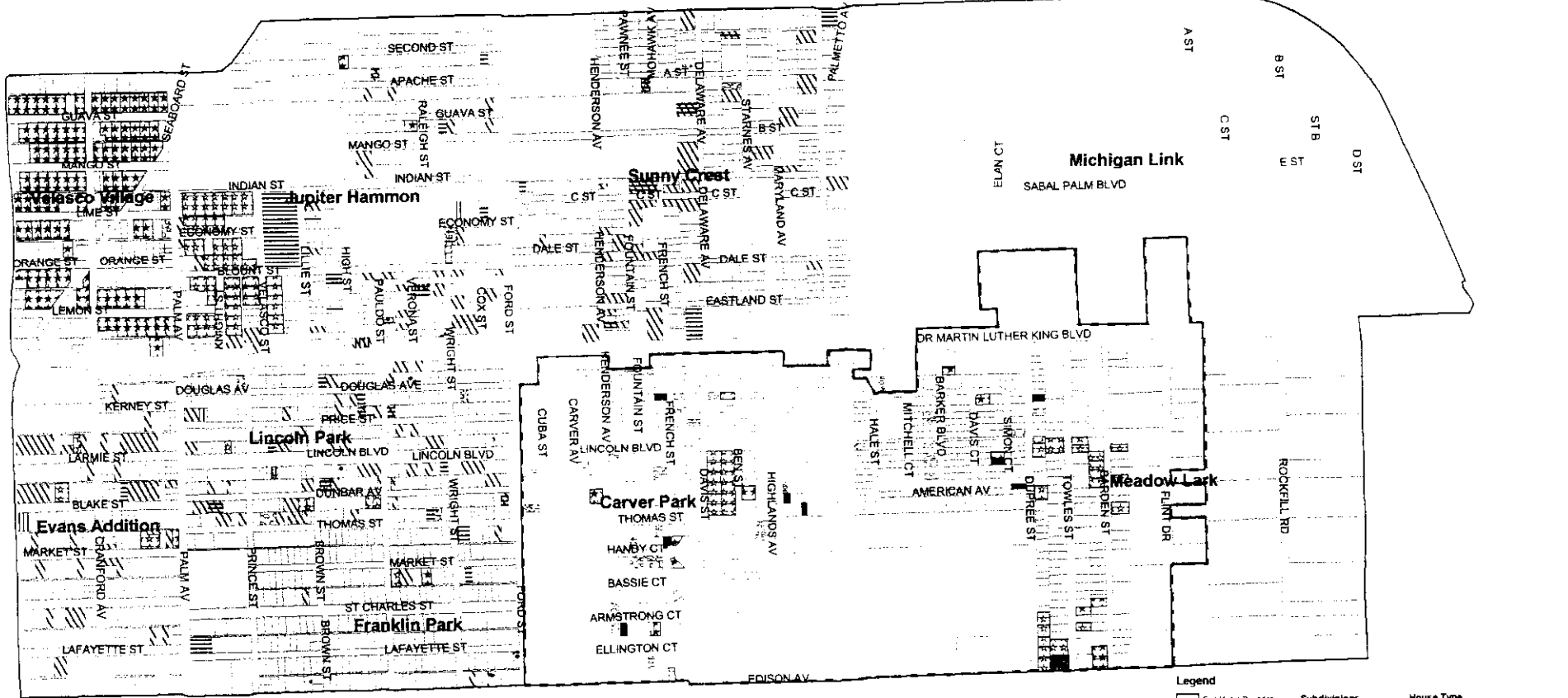
MAP 4
FUTURE LAND USE/ZONING

Map 4



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Map 2



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Produced by:
Derek C.S. Burr AUCP
2002

0 0.05 0.1 0.2 0.3 Miles



Legend

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> Fort Myers Boundary Uncorporated Code Enforcement Code Enforcement Code Enforcement Code Enforcement Code Enforcement Code Enforcement | <ul style="list-style-type: none"> Subdivisions Carver Park Evans Addition Franklin Park Jupiter Hammon Lincoln Park Meadow Lark Michigan Link Sunny Crest Velasco Village | <ul style="list-style-type: none"> House Type New Duplex House New Single Family House New Single Family Velasco Village Renov. House Parcel Owner Fort Myers Lee County |
|---|--|--|
- Demolition
 Complete Demo
 Proposed Demo
 Rehabilitation
 Approved Rehab
 Waiting List for Rehab