

**Lee County Board Of County Commissioners  
Agenda Item Summary**

Blue Sheet No. 20061302

**1. ACTION REQUESTED/PURPOSE:**

Approve the Local Neighborhood District Committee (LNDC) Revitalization Plans for Charleston Park, Harlem Heights, Page Park, Palmona Park, Pine Manor and Suncoast Estates dated 2006 - 2007.

**2. WHAT ACTION ACCOMPLISHES:**

Allows the six (6) LNDCs to revitalize their neighborhoods according to the objectives and strategies outlined in the Revitalization Plans.

**3. MANAGEMENT RECOMMENDATION:** Staff recommends approval.

**4. Departmental Category:** 05 Human Services C5B

**5. Meeting Date:** OCT 10 2006

**6. Agenda:**

**Consent**

**7. Requirement/Purpose: (specify)**

Statute

**8. Request Initiated:**

Commissioner

Administrative

Ordinance

**Department**

Human Services

Appeals

Admin. Code AC-15-5

**Division**

Public

Other

**By:** Karen B. Hawes, Director

Walk-On

**9. Background:**

As stated in Administrative Code AC 15-5 Amended 1/30/01 (attached) the purpose/scope of the Local Neighborhood District Committees (LNDC) is to develop neighborhood revitalization plans and activities and make neighborhood improvement recommendations based on available resources. Committees will provide for improved communications between the neighborhood residents and County government.

In January 2006, the LNDC committees, and local residents, met and developed the 2006 – 2007 Neighborhood Revitalization Plans for each of the six (6) neighborhoods; Charleston Park, Harlem Heights, Page Park, Palmona Park, Pine Manor and Suncoast Estates. Attached to this Blue sheet is an entire set of all the Neighborhood Revitalization Plans 2006 – 2007.

The approved Neighborhood Revitalization Plans will become part of Lee County's HUD Consolidated/Annual Plan that was approved by the Board of County Commissioners on Blue Sheet # 20060956, 8/1/06 C5C.

**Attachments:**

1. Administrative Code AC 15-5
2. Neighborhood Revitalization Plan 2006 -2007
3. Blue sheet # 20060956

**10. Review for Scheduling:**

Department Director	Purchasing or Contracts	Human Resources	Other	County Attorney	Budget Services				County Manager/P.W. Director
					Analyst	Risk	Grants	Mgr.	
<i>[Signature]</i>	N/A	N/A	N/A	<i>[Signature]</i>	RK 9/27	05967	RK for RB 9/27	9/27	AS 9/28/06

**11. Commission Action:**

- Approved**
- Deferred**
- Denied**
- Other**

*for scheduling*

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COUNTY ADMIN: *[Signature]*  
9/27/06  
3pm  
COUNTY ADMIN  
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9/28/06  
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CAD 4:00pm

**ADMINISTRATIVE CODE  
BOARD OF COUNTY COMMISSIONERS**

<b><u>CATEGORY:</u></b> Human Services	<b><u>CODE NUMBER:</u></b> AC 15-5
<b><u>TITLE:</u></b> Local Neighborhood District Committees (LNDC)	<b><u>ADOPTED:</u></b> 3/8/95
	<b><u>AMENDED:</u></b> 4/26/95, 4/10/96; 1/30/01
	<b><u>ORIGINATING DEPARTMENT:</u></b> Human Services

**PURPOSE/SCOPE:**

The purpose is to create Local Neighborhood District Committees (LNDC) which will develop neighborhood revitalization plans and activities and make neighborhood improvement recommendations based on available resources. Further, the purpose is to empower neighborhood residents to promote safe neighborhoods with decent affordable housing consistent with the goals of the Board of County Commissioners. Committees will provide for improved communications between the neighborhood residents and County government.

**POLICY/PROCEDURE:**

**1. COMMITTEE OBJECTIVE:**

The LNDC's shall serve as an advisory body to the Community Action Agency/ Neighborhood District Committee (15-1) and Board of County Commissioners. It shall develop neighborhood plans and activities and make recommendations for neighborhood improvements based on available resources. The committee shall review the progress of the activities in their plans. Each LNDC chairperson or LNDC designee will serve as a member of the CAA/NDC.

**2. MEMBERSHIP:**

- A. Each Local Neighborhood District Committee shall be composed of 5 to 9 regular voting members. All members shall complete an application for LNDC participation and be recommended by the Commissioner who represents the commission district in which the Local Neighborhood District is located and confirmed by the Board of County Commissioners. The County shall strive for ethnic, multi-cultural, and income diversity in appointments. Each LNDC member must either be a resident of, own a business within, work within, or own property within, the Neighborhood District.
- B. Members shall serve without compensation.
- C. A member who is absent from two (2) consecutive meetings within a 12-month period without having been excused by the chairperson is deemed to have resigned.

Vacancies in the membership of the committees shall be filled in the same manner provided for in the original selection.

**3. OFFICERS:**

To provide guidance and leadership for the LNDC, a chairperson, vice-chairperson, and a secretary shall be elected democratically by a majority vote of the community representatives currently serving. Elections shall be held every two years in the fall.

**Chairperson** – The chairperson shall chair all committee meetings. The chairperson shall work closely with local government staff to coordinate the meeting agenda. The elected chairperson or LNDC designee will automatically become a member of the Community Action Agency/Neighborhood District Committee.

**Vice-Chairperson** – In the absence of the chairperson, the vice-chairperson shall chair committee meetings and assume other duties as designated by the chairperson.

**Secretary** – The secretary shall sign minutes and ensure that the minutes are properly recorded.

**4. SUBCOMMITTEES:**

- A. **Creation:** The committees may create, from time to time, such subcommittees as shall be necessary or desirable to carry out the functions, purposed, and objectives of the LNDC. Any such subcommittee shall be subordinate to the LNDC.
- B. **Dissolution:** Any such subcommittee may be dissolved by the affirmative vote of a majority of the LNDC members.
- C. **Members:** The members of such subcommittees shall be elected by the LNDC for such term and shall have qualifications as the LNDC may determine.
- D. **Removal:** The LNDC may remove any subcommittee member with or without cause by the affirmative vote of a majority of LNDC present and voting at any meeting of the LNDC.

**5. MEETINGS:**

**A. Regular Meetings**

The LNDC shall meet at least quarterly, at a mutually convenient location. Initially, the LNDC may meet more often. NDC members will have an opportunity to articulate needs and express preferences about proposed agenda items. All meetings shall be open to public and posted in the County Administration Building Lobby and may be noticed in the community.

**B. Quorum**

A quorum for the committee meeting shall consist of a minimum of (3) three members. A workshop meeting on a topic, or several topics, may be held without a quorum.

**C. Voting at Meetings**

A simple majority of votes necessary for adoption.

**6. FINANCIAL DISCLOSURE:**

Committee members shall comply with the financial disclosure requirements of laws of the State of Florida.

No members of the LNDC shall have any financial interest or conflict of interest in the outcome of any matter coming before such member in his official capacity. Such member shall disclose on the records of the LNDC the existence of an interest and shall disqualify himself from discussion, voting or action on such matters.

**7. REMOVAL:**

The Board of County Commissioners may remove any LNDC member with or without cause, and fill such vacancy.

**8. GRIEVANCES:**

The Committee shall hear complaints from neighborhood district residents, and shall serve as an appeals board for any person who has a grievance regarding the programs identified in the LNDC Plan.

**9. SUNSHINE LAW:**

The Board and its members will adhere to the requirements under the Public Records Laws, and the "Sunshine Law", Chapters 119 and 286 of the Florida Statutes, respectively.

**10. ORDER OF BUSINESS:**

Robert's Rules of Order shall govern the proceedings of all meetings.

**11. STAFF SUPPORT:**

Staff support shall be provided by the Lee County Department of Human Services. Staff shall be a liaison between the committee and the Board of County Commissioners. Staff is responsible for advertising or posting notice for official committee meetings; shall attend committee meetings, prepare minutes and shall ensure that minutes are filed with Public Resources and other offices prescribed by County Administrative Code AC-2-3.

**12. SEVERABILITY:**

If any section, sentence, clause, or phrase of this Administrative Code is held to be invalid or unconstitutional by any court of competent jurisdiction, the said holding shall in no way affect the validity of the remaining portions of this Administrative Code.

**13. AMENDMENTS:**

This Administrative Code may be amended at any duly constituted meeting of the Board of County Commissioners by an affirmative vote of a majority of the Board members present and voting. In order to be effective, any amendment approved hereby must be in writing and incorporated into this Administrative Code.

**Lee County Board Of County Commissioners  
Agenda Item Summary**

Blue Sheet No. *2060156*

July 17, 2006

**1. ACTION REQUESTED/PURPOSE:**

1) Approve submission to HUD of Lee County's HUD FY 2006 Annual Action Plan, (2) authorize Board of County Commissioners to sign HUD Annual Action Plan Letter of Submission and Certifications, (3) authorize Board of County Commissioners to sign HUD CDBG, HOME, and ESG Entitlement agreements upon receipt from HUD, (4) authorize Board of County Commissioners to sign associated forms including HUD CDBG, HOME, and ESG Sub recipient Agreements once prepared, and (5) authorize Board of County Commissioners to sign HUD environmental assessments.

**2. WHAT ACTION ACCOMPLISHES:**

Allows Lee County to continue to receive HUD planning, homeless service, neighborhood revitalization, and capital projects funds.

**3. MANAGEMENT RECOMMENDATION:**

Staff recommends approval.

**4. Departmental Category: 05**

**C5C**

**5. Meeting Date: 8/01/06 Date Critical**

**6. Agenda:**

- Consent
- Administrative
- Appeals
- Public
- Walk-On

**7. Requirement/Purpose: (specify)**

- Statute
- Ordinance
- Admin. Code
- Other

**8. Request Initiated:**

Commissioner \_\_\_\_\_  
 Department Human Services  
 Division na  
 By: Karen B. Hawes, Dir.

**9. Background:**

Pursuant to Section 116 (b) of the Housing and Community Development Act of 1974 (42 U.S.C. 5316), Lee County's HUD Consolidated/Annual Plan must be submitted to HUD before August 15, 2006 for HUD FY 2006 funding. This Plan is Lee County's application for CDBG, HOME, and ESG entitlement resources. HUD funding award is based on site visits, management of funds, compliance with the Consolidated Plan rules, accuracy in preparing performance reports, and proof that housing and non-housing projects assisted under programs administered by HUD are in compliance with contractual agreements, certifications, and the requirements of law as set forth in Lee County's Five-Year Strategy and One-Year Action Plan. This Plan must be sent by Federal Express to HUD on August 4, 2006.

Attachments:

- (1) HUD Annual Action Plan, HUD SF424 Forms, Certifications and
- (2) Letter of Submission

Priority was given by the Community Action Agency/Housing and Community Development Committee (CAA/NDC) to activities that benefit the targeted Neighborhood Districts and increase and preserve affordable housing. The Plan was reviewed by the CAA/NDC committee after a Public Hearing on July 11, 2006.

**10. Review for Scheduling:**

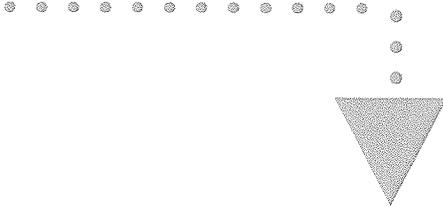
Department Director	Purchasing or Contracts	Human Resources	Other	County Attorney	Budget Services				County Manager/P.W. Director
					Analyst	Risk	Grants	Mgr.	
<i>[Signature]</i>	N/A	N/A	N/A	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>	HS 712100

**11. Commission Action:**

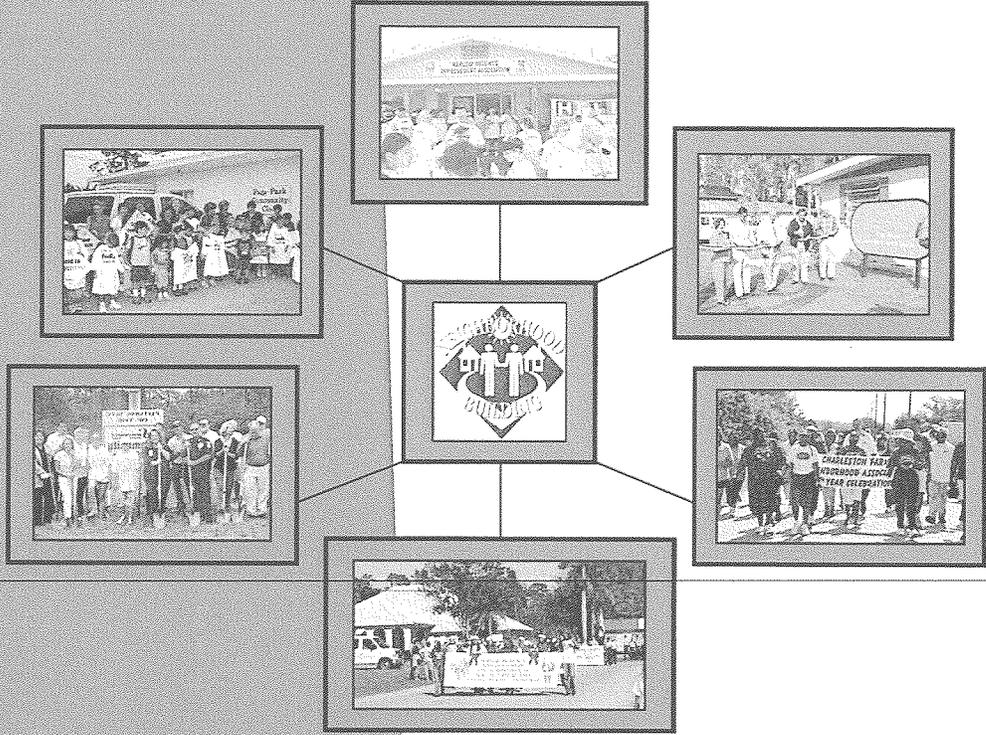
- Approved
- Deferred
- Denied
- Other

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COUNTY ADMIN FORWARDED TO:	<i>[Signature]</i>

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# NEIGHBORHOOD DISTRICT REVITALIZATION PLAN 2006—2007



**PREPARED BY:  
LEE COUNTY DEPARTMENT  
OF HUMAN SERVICES**

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# Neighborhood Building Staff

**Karen B. Hawes, Director**

**Roger C. Mercado, Jr., Former Program Manager**

**John J. Bizelli, Interim Program Manager**

**Richard L. Faris, Senior Planner**

**Margaret Ruhé Lincoln, Neighborhood Relations Coordinator**

**Angel Coates, Neighborhood Relations Specialist**

**Ellen Ridley, Neighborhood Relations Specialist**

**Dolores M. Wells, Neighborhood Relations Specialist**

**Robert Stryker, Homeless Coalition Coordinator**

**Eric Pateidl, HMIS System Administrator**

**Nora Donato, Neighborhood Accountability Board Coordinator**

**Anthony Miller, Neighborhood Accountability Board Coordinator**

**Shannon Northorp, Restitution Accountability Board Coordinator**

# Neighborhood District Committee Background

## **A. Mission**

The Neighborhood District Committee's mission is to improve the Neighborhood District by developing effective, cost efficient, holistic neighborhood revitalization strategies designed to provide decent, affordable housing, a suitable living environment and expanded economic opportunities. This mission shall in part be accomplished by the following actions:

- Identifying legitimate, capable, and strong neighborhood leaders and working with them on a basis of trust, respect, ethics, and recognition.
- Building empowered, accountable neighborhood based private/public partnerships to include honest, unbiased, open communication, real power sharing, mutuality of decision-making, and a common neighborhood vision. Honor commitments and willingness to commit needed resources.
- Achieving a holistic approach to neighborhood building by linking physical and service program planning using long term realistic solutions.

## **B. Responsibilities**

The Neighborhood District Committee's responsibilities are to:

- Advise the Community Action Agency Neighborhood District Committee and ultimately The Board of County Commissioners.
- Improve communications between government and neighborhood residents
- Develop plans for the neighborhoods.
- Oversee and monitor progress of projects and related activities.

## **C. Governance Structure**

The Neighborhood District Committee consists of between five and nine members who are appointed by the Board of County Commissioners. Leadership of the Neighborhood District Committee includes a Chair, Vice-Chair and Secretary. The Neighborhood District Committee meets at least on a quarterly basis, and its actions are governed by Florida Sunshine Law and the Lee County Administrative Code.

## **D. Purpose of the Revitalization Plan**

The purpose of this Revitalization Plan is to guide revitalization activities in the six (6) Neighborhood Districts, which are aimed at achieving the outcomes identified in the plan and the U.S. Department of Housing and Urban Development (HUD) Consolidated Plan.

The Revitalization Plan serves as a basis for the Neighborhood District Committee's recommendations to the Lee County Community Action Agency/Neighborhood District Committee for activities requiring HUD funding allocations and approval by the Lee County Board of County Commissioners.

The Neighborhood District Committee will also oversee and monitor progress of the activities identified in the Revitalization Plan within the six (6) Neighborhood Districts.



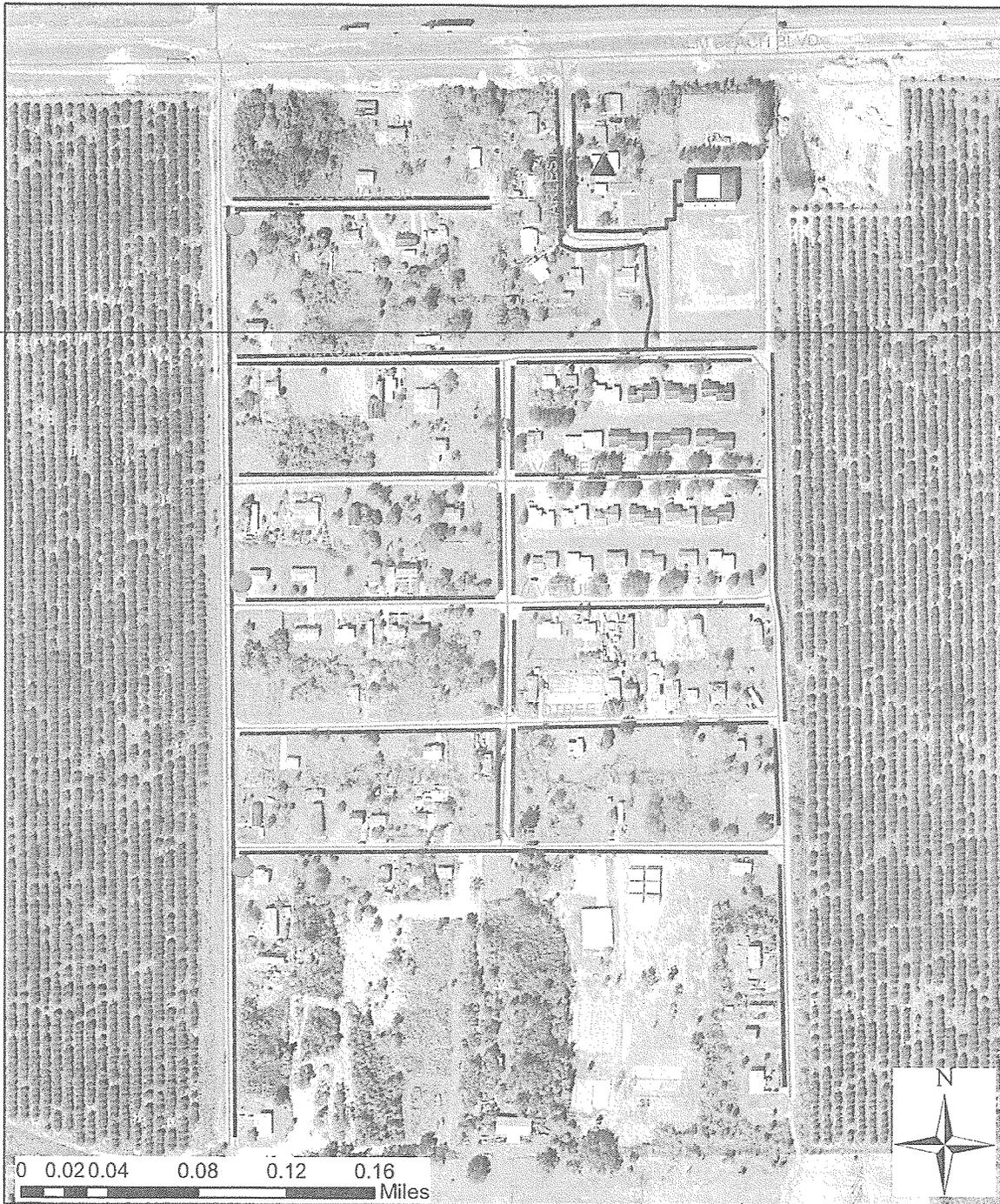
LEE COUNTY  
SOUTHWEST FLORIDA

# Charleston Park



Charleston Park

# Charleston Park Neighborhood District Capital Improvement Projects



## Legend

- ▲ Community Center Projects
- Recreation Center Projects
- Bus Shelters-CDBG
- Sidewalk & Storm Water Drainage Improvements

Prepared By:  
Lee County Department of Human Services  
Neighborhood Building GIS Team

**CHARLESTON PARK NEIGHBORHOOD DISTRICT  
REVITALIZATION PLAN**

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## **CHARLESTON PARK NEIGHBORHOOD DISTRICT REVITALIZATION PLAN**

### **I. NEIGHBORHOOD DISTRICT COMMITTEE BACKGROUND**

#### **A. Mission**

The Neighborhood District Committee's mission is to improve the Neighborhood District by developing effective, cost efficient, holistic neighborhood revitalization strategies designed to provide decent, affordable housing, a suitable living environment and expanded economic opportunities. This mission shall in part be accomplished by the following actions:

- Identifying legitimate, capable, and strong neighborhood leaders and working with them on a basis of trust, respect, ethics, and recognition.
- Building empowered, accountable neighborhood based private/public partnerships to include honest, unbiased, open communication, real power sharing, mutuality of decision-making, and a common neighborhood vision. Honor commitments and willingness to commit needed resources.
- Achieving a holistic approach to neighborhood building by linking physical and service program planning using long term realistic solutions.

#### **B. Responsibilities**

The Neighborhood District Committee's responsibilities are to

- Advise the Community Action Agency/Neighborhood District Committee and ultimately The Board of County Commissioners.
- Improve communications between government and neighborhood residents
- Develop plans for the neighborhoods.
- Oversee and monitor progress of projects and related activities.

#### **C. Governance Structure**

The Neighborhood District Committee consists of between five and nine members who are appointed by the Board of County Commissioners. Leadership of the Neighborhood District Committee includes a Chair, Vice-Chair and Secretary. The Neighborhood District Committee meets at least on a quarterly basis, and its actions are governed by Florida Sunshine Law and the Lee County Administrative Code.

#### **D. Purpose of the Revitalization Plan**

The purpose of this Revitalization Plan is to guide revitalization activities in the Charleston Park Neighborhood District, which are aimed at achieving the outcomes identified in the plan and the U.S. Department of Housing and Urban Development (HUD) Consolidated Plan.

The Revitalization Plan serves as a basis for the Neighborhood District Committee's recommendations to the Lee County Community Action Agency/Neighborhood District Committee for activities requiring HUD funding allocations and approval by the Lee County Board of County Commissioners.

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The Neighborhood District Committee will also oversee and monitor progress of the activities identified in the Revitalization Plan within the Charleston Park Neighborhood District.

## **II. NEIGHBORHOOD STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)**

The Neighborhood District Committee has identified the following internal strengths and weaknesses of the neighborhood, as well as external opportunities and threats impacting the neighborhood's future:

### **A. Strengths**

- High percentage of owner-occupied housing. More than 63% of the housing units in the neighborhood are owner occupied. This reflects an underlying degree of neighborhood stability and, given the investment options created by the ownership of real property, may serve as a basis for economic opportunity.
- Community partnerships with government, private and nonprofit organizations. The neighborhood currently has active partnerships with more than 14 external organizations, with the primary emphasis on services to support, seniors, children and families. Examples of thriving partnerships include those with United Way, Lee County Department of Parks and Recreation, and Senior Solutions.
- Partnership with Parks and Recreation. A partnership with Lee County Parks and Recreation has generated multiple benefits for the Neighborhood District. Currently, 21 youth are enrolled in the Club Rec after school program, which combines educational support and recreational activities with field trips and similar opportunities. Also, Parks and Recreation hired two residents as paid staff and enlisted support from other neighborhood volunteers to help support the program.
- Senior Friendship Center. Charleston Park has established a partnership with Senior Friendship Center and the United Way for this facility. The Center caters to a wide range of needs, including a place to gather for lunch, workshops for continual learning, and health screenings and programs to ensure greater longevity. Approximately 30 seniors are served per week in the Center.
- Commitment on the part of neighborhood leaders to revitalization. More than 10 people from the neighborhood serve either as board members or officers on the neighborhood improvement association. Also, attendance at the monthly improvement association meetings ranges between 15-20 individuals from the neighborhood. Neighborhood leadership reflects a broad cross section of the community.
- Existing infrastructure for civic organizing and community-based events. The improvement association and other civic organizations sponsor, on average, nearly two events per month (more than 24 per year). These range from major events such as Charleston Park Day and the Fall Harvest to smaller, but still vital, monthly birthday celebrations for the seniors.

- Hard infrastructure and community facilities. Construction was recently completed on a multipurpose recreational canopy adjacent to the neighborhood's community center. The canopy has lighting facilities and can be used for a variety of activities - day or night. Also, since October 1990, 11,979 in linear feet of sidewalks have been constructed.

#### **B. Weaknesses**

- High concentration of low-income families. The neighborhood has an overall poverty rate of 18%. Poverty was particularly acute among children. Of those living in poverty, 42% were 11 years old or younger. This was compounded by the fact that more than half (51%) of the households with children were headed by single parents.

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- Structural deterioration of the housing stock. The average home in the neighborhood was 30 years old, and the median home value reported in 2000 was \$46,000. The dilapidated condition of the housing stock also is a factor contributing to criminal activity. Poorly maintained yards and through ways create hiding spaces and provide easy cover for criminals.
- Relative isolation from public services, employment opportunities, and utilities. The neighborhood lacks access to public water and sewer systems, and a majority of the homes are on substandard-sized lots. In addition, residents have limited access to public transit with the closest bus stop being approximately 8 miles away.
- Limited employment opportunities due to low levels of educational attainment. More than 64% of males and 43% of females did not complete high school; 30% of males did not complete the 8<sup>th</sup> grade. This, combined with the relative isolation, contributes to the fact that only half of those able to work (52% males and 53% females) reported being in the labor force. Residents have expressed concern that this may contribute to young adults turning to illegal activity.
- Poor quality of rental housing. Although only 47% of the housing stock in the Neighborhood District is rental property, the condition of these properties tends to be well below standard. This includes, but is not limited to, the conditions of the Lee County Housing Authority apartments in the neighborhood. Housing Authority leaders have made refurbishment of the apartments a priority, but this will not address the immediate need within the development or the properties owned by absentee landlords.
- Geographic location. The neighborhood's geographic location makes it a destination for drug sales and "fencing" of stolen goods. It is situated at the northeastern edge of the Lee County Sheriff's Office jurisdiction and adjacent to a major east-west roadway, giving criminal agents relatively easy, unmonitored access and egress.

### C. Opportunities

- New commercial and residential growth. New construction in the northeast portion of the County has generated significant economic opportunity in the Neighborhood District. In fact, according to a May 29, 2005, report in the *News-Press* land prices in the neighborhood already have increased as much as 75-100% during the past two years. The Neighborhood District can position itself to benefit from the new growth, as increased land values will generate investments to support revitalization. Also, commercial development will generate new, more accessible economic and employment opportunities for neighborhood residents.
- Improvements on SR 80. The widening of SR 80 will create new opportunities for social and economic development within the Neighborhood District. Geographic isolation continues to be a major factor limiting growth. However, with the SR 80 improvements, residents will have greater access to the nearby amenities and development opportunities.
- Federal funding. The Neighborhood District has available Federal funds to stimulate community revitalization, including support from the U.S. Department of Housing and Urban Development (CDBG, HOME and SHP). In contrast to the incremental nature of past investments, the Neighborhood District can more effectively target CDBG funds to effect neighborhood comprehensive change.
- Leveraged funding. Federal funding can be used to leverage other sources of support, including private investment and government funding from other resources. The new model is to view CDBG and other sources as only part of a financial portfolio to stimulate neighborhood revitalization. As the Neighborhood District becomes more outcome-focused, it will have the opportunity to reposition itself to be more effective in securing other sources of support to achieve its comprehensive revitalization agenda.

### D. Threats

- Development pressures. New opportunities for growth identified above also carry significant threats. The demand for developable land, particularly in rural areas of the County, has started to place pressure on property owners in the Neighborhood District to sell in order to allow for the development of higher-end residential communities. The *News-Press* reported in May 2005 that many developers have identified the relatively low-cost lots in the Neighborhood District as prime investment opportunities for future, higher-end commercial and residential growth. As this continues, residents will find it increasingly difficult to maintain the integrity and affordability of their neighborhood.
- Existing zoning and land-use designations. Current zoning and land-use designations hamper the Neighborhood District's redevelopment objectives. For example, the Neighborhood District could benefit from mixed-use development, which integrates commercial, retail and residential land-uses thereby enabling people to live closer to where they work. This would reduce the number of vehicle trips from the neighborhood, which right now make up 100% of

all home-to-work commutes, and mitigate congestion along SR 80. However, mixed-use development currently is not allowed under the County's Land Development Code.

- Questionable return on investment. Significant allocation of resources to date for housing, infrastructure and public services has had little demonstrable impact on the physical quality or quality of life within the neighborhood. This may cause government, nonprofit and private sector organizations to begin questioning whether to invest future funds, particularly in light of mounting development pressures.
  - Lack of awareness from the broader Lee County community. Geographic isolation and lower levels of civic participation in the broader community by Neighborhood District residents have reduced external awareness and investment in the neighborhood. This has and will continue to make it difficult for the Neighborhood District to capture a substantial share of financial resources or to garner political support for revitalization activities.
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### III. NEIGHBORHOOD OUTCOMES AND INDICATORS

The Neighborhood District Committee has identified the following outcomes and indicators as performance measures to monitor program impacts. Measurement on these outcomes and indicators will begin immediately with FY 2006 as the baseline year. Performance objectives will be set by the Neighborhood District Committee based on this baseline beginning in FY 2007.

<i>Outcome #1: Increase job opportunities for those able to work</i>		Indicator
Indicator Name	Description	Indicator
Employment Rate	Percent of adults in the labor force age 18 and older who are working	94.7%
<i>Outcome #2: Increase access to and affordability of safe, decent, sanitary housing</i>		Indicator
Indicator Name	Description	Indicator
Owner-Occupied	Percent of homes in the neighborhood lived in by the home owner	77.9%
Mortgage Approvals	Percent of home mortgage loans approved (2004) in the neighborhood	82.8%
Mortgage Amount	Amount of home mortgage loans per capita (2004) within the neighborhood	\$5,536
Mortgage Apps	Number of applications for home mortgage loans completed per person (2004) in the neighborhood	.049
Home Rehabilitation	Amount of home mortgage loans per capita (2004) in the neighborhood for housing rehabilitation	\$582
Affordability (Owner)	Affordability of homes to be purchased within the neighborhood based on buyers' income	TBD
Affordability (Renter)	Affordability of homes to be rented within the neighborhood based on renters' income	TBD
<i>Outcome #3: Increase transportation opportunities to promote access to services and economic opportunity</i>		Indicator
Indicator Name	Description	Indicator
Transit Usage	Percent of trips made to work by people in the neighborhood where the person uses public transportation	0.0%
Bus Access	Average distance from each home in the neighborhood to the nearest bus stop	TBD
Transit-Job Link	Average distance from each business in the neighborhood to the nearest bus stop	TBD

<i>Outcome #4: Increase involvement by people age 18-45 in neighborhood groups and activities</i>		
<b>Indicator Name</b>	<b>Description</b>	<b>Indicator</b>
Civic Participation	Percent of the people in the neighborhood who attended neighborhood meetings in the previous year	TBD
Young Adult-Meetings	Percent of adults age 18-45 in the neighborhood who participated in neighborhood meetings (past year)	TBD
Young Adult-Activities	Percent of adults age 18-45 in the neighborhood who participate in neighborhood activities (past year)	TBD
<i>Outcome #5: Increase opportunities for child care and youth programs</i>		
<b>Indicator Name</b>	<b>Description</b>	<b>Indicator</b>
Youth Activities	Percent of youth (18 and younger) who participate in appropriate youth activities	TBD
Child Care	Percent of children (13 and younger) who are in adequate day care	TBD

Note: The outcomes and indicators were selected by representatives from the Neighborhood District Committee during the July 30, 2005, CDBG workshop.

Sources:

- U.S. Census Bureau
- Home Mortgage Disclosure Act
- Lee County Property Appraiser
- Lee County Transit Department
- Lee County Human Services Neighborhood Building Team

#### IV. NEIGHBORHOOD REVITALIZATION ACTIVITIES

To achieve its outcomes, the Neighborhood District Committee has identified the following revitalization activities:

<b>Outcome #1: Increase job opportunities for those able to work</b>			
Activity	Approved/Rejected	Completed By/Date	Comments
1.1 Conduct a skills assessment of the workforce within the neighborhood to identify gaps in skills and the demand for area employers. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	
1.2 Develop a relationship with the Workforce Development Board to identify opportunities for job training and employment assistance. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	
1.3 Coordinate with retail and service-sector firms moving into the Alva area to create employment opportunities for neighborhood residents.	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	
1.4 Create a relationship with the Lee County Economic Development Office to explore small business start-up and retention for neighborhood-level enterprises.	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	
<b>Outcome #2: Increase access to and affordability of safe, decent, sanitary housing</b>			
Activity	Approved/Rejected	Completed By/Date	Comments
2.1 Coordinate with Lee County Human Services – Housing Program to identify properties in the neighborhood eligible for rehabilitation. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	
2.2 Implement a code enforcement program to ensure a higher physical quality of housing units and property. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	
2.3 Coordinate a resident campaign for neighborhood clean-up and housing refurbishment. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	
2.4 Work with the Lee County Housing Authority to promote refurbishment of the public housing apartment complex.	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	

<b>Outcome #3: Increase transportation opportunities to promote access to services and economic opportunity</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
3.1 Collect input from residents to assess the demand for public transportation service to the neighborhood.	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	
3.2 Gather information from residents on the number of trips they make per day, destination, and mode of transportation.	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	
3.3 Develop neighborhood transportation strategy that reflects demand and trip information.	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	
3.4 Coordinate with appropriate transportation providers (private and/or public) to meet neighborhood demand.	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	
<b>Outcome #4: Increase involvement by people age 18-45 in neighborhood groups and activities</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
4.1 Create at least two new leadership positions on the improvement association board for individuals in the targeted age group.	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	
4.2 Conduct a marketing campaign to identify and recruit neighborhood participants from the targeted age group. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	
4.3 Monitor participation in neighborhood meetings by residents in the targeted age group.	<input checked="" type="checkbox"/> Yes ___ No Date 10/10/05	Party: _____ Date: _____	

<b>Outcome #5: Increase opportunities for child care and youth programs</b>		<b>Completed By/Date</b>	<b>Comments</b>
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
5.1 Coordinate with Lee County Parks & Recreation, United Way and other partners to continue providing youth recreational programs. (CDBG)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date 10/10/05	Party: _____ Date: _____	
5.2 Gather information from neighborhood residents relating to the demand for child care services and ability to pay.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date 10/10/05	Party: _____ Date: _____	
5.3 Compile a list of certified child-care providers in the local area, and include cost and enrollment information.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date 10/10/05	Party: _____ Date: _____	
5.4 Distribute information relating to local child-care providers to those in the neighborhood with the highest demand.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date 10/10/05	Party: _____ Date: _____	

## **V. NEIGHBORHOOD FISCAL STATUS REPORT**

The fiscal summary attached to this plan reflects the account balances for the various neighborhood projects as of August 31, 2005 (Attachment 1). The remaining encumbered funds are for the engineering and design plans for the restroom facility (\$15,775) and for public services (\$17,845).

Also attached to this plan is the estimated HUD FY 2006 allocation for the Neighborhood District (Attachment 2). The Neighborhood District has an estimated CDBG Year 16 allocation of \$149,015. Approximately \$113,251 (76%) will be used for public services and the remaining \$35,764 (24%) for concentrated code enforcement. The allocation for public services will be dedicated to strategies for achieving the neighborhood outcomes.

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**VI. ADOPTION**

The Revitalization Plan for the Charleston Park Neighborhood District is hereby adopted by the Charleston Park Neighborhood District Committee.

The Revitalization Plan shall serve as a basis for the Neighborhood District Committee's recommendations to the Lee County Community Action Agency/Neighborhood District Committee for activities requiring HUD funding allocations and approval by the Lee County Board of County Commissioners.

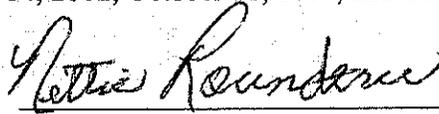
The Neighborhood District Committee shall also oversee and monitor progress of the activities identified in the Revitalization Plan within the Charleston Park Neighborhood District.

The Neighborhood District Plan adopted by the Charleston Park Neighborhood District Committee November 4, 1996 is hereby repealed.

The Neighborhood District Revitalization Plan was originally approved by Charleston Park Neighborhood District Committee at its meeting on October 11, 1999.

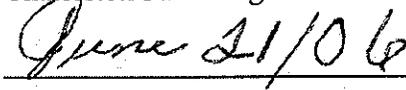
The Revitalization Plan was amended by the Charleston Park Neighborhood District Committee at its meetings held June 11, 2001, October 14, 2002, October 11, 2004, and October 10, 2005.

SIGNED:

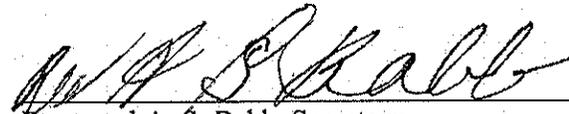


Nettie Roundtree, Chairperson  
Charleston Park Neighborhood District Committee

DATE:

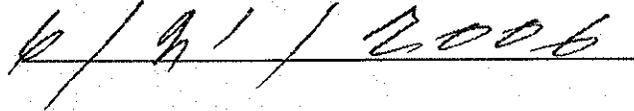


SIGNED:



Reverend A.S. Babb, Secretary  
Charleston Park Neighborhood District Committee

DATE:



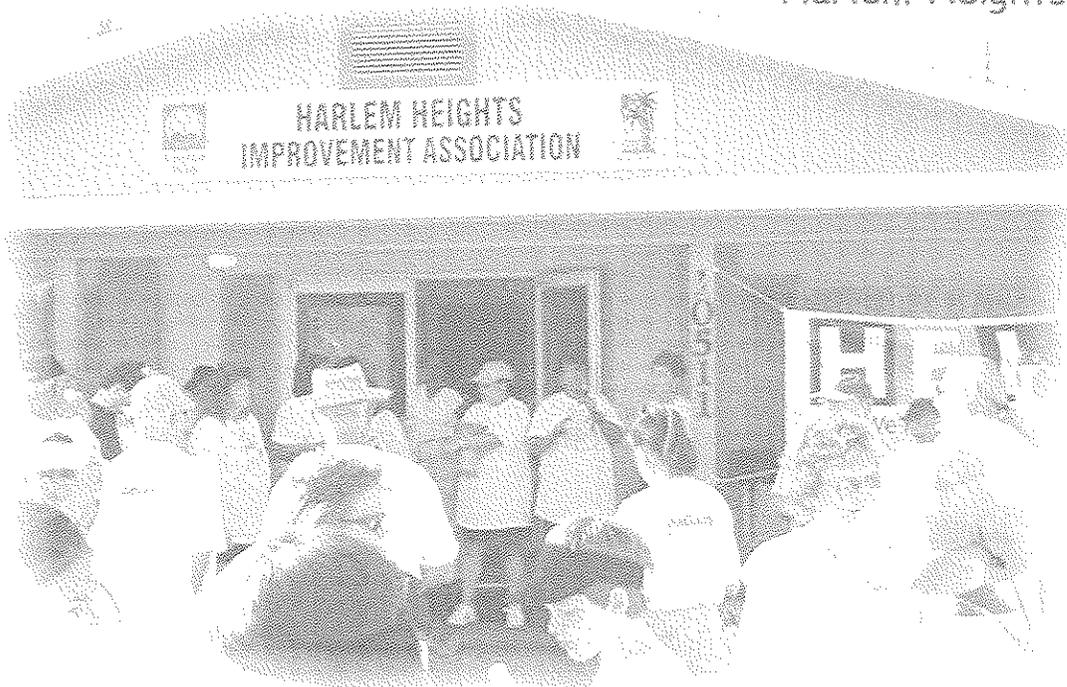
- C: Nettie Roundtree, Charleston Park NDC Chairperson
- Reverend A.S. Babb, Secretary, Charleston Park NDC
- Joseph W. Grubbs, Ph.D. Senior Planner, Department of Human Services (Originals)



LEE COUNTY  
SOUTHWEST FLORIDA

# Harlem Heights

Harlem Heights



# Harlem Heights Neighborhood District Capital Improvement Projects



Legend	
	Recreation Center Projects
	Sidewalk & Storm Water Drainage Improvements

Prepared By:  
Lee County Human Services  
Neighborhood Building GIS Team  
October 2005

**HARLEM HEIGHTS NEIGHBORHOOD DISTRICT  
REVITALIZATION PLAN**

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# HARLEM HEIGHTS NEIGHBORHOOD DISTRICT REVITALIZATION PLAN

## I. NEIGHBORHOOD DISTRICT COMMITTEE BACKGROUND

### A. Mission

The Neighborhood District Committee's mission is to improve the Neighborhood District by developing effective, cost efficient, holistic neighborhood revitalization strategies designed to provide decent, affordable housing, a suitable living environment and expanded economic opportunities. This mission shall in part be accomplished by the following actions:

- Identifying legitimate, capable, and strong neighborhood leaders and working with them on a basis of trust, respect, ethics, and recognition.
- Building empowered, accountable neighborhood based private/public partnerships to include honest, unbiased, open communication, real power sharing, mutuality of decision-making, and a common neighborhood vision. Honor commitments and willingness to commit needed resources.
- Achieving a holistic approach to neighborhood building by linking physical and service program planning using long term realistic solutions.

### B. Responsibilities

The Neighborhood District Committee's responsibilities are to

- Advise the Community Action Agency/Neighborhood District Committee and ultimately The Board of County Commissioners.
- Improve communications between government and neighborhood residents
- Develop plans for the neighborhoods.
- Oversee and monitor progress of projects and related activities.

### C. Governance Structure

The Neighborhood District Committee consists of between five and nine members who are appointed by the Board of County Commissioners. Leadership of the Neighborhood District Committee includes a Chair, Vice-Chair and Secretary. The Neighborhood District Committee meets at least on a quarterly basis, and its actions are governed by Florida Sunshine Law and the Lee County Administrative Code.

**D. Purpose of the Revitalization Plan**

The purpose of this Revitalization Plan is to guide revitalization activities in the Harlem Heights Neighborhood District, which are aimed at achieving the outcomes identified in the plan and the U.S. Department of Housing and Urban Development (HUD) Consolidated Plan.

The Revitalization Plan serves as a basis for the Neighborhood District Committee's recommendations to the Lee County Community Action Agency/Neighborhood District Committee for activities requiring HUD funding allocations and approval by the Lee County Board of County Commissioners.

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The Neighborhood District Committee will also oversee and monitor progress of the activities identified in the Revitalization Plan within the Harlem Heights Neighborhood District.

## **II. NEIGHBORHOOD STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)**

The Neighborhood District Committee has identified the following internal strengths and weaknesses of the neighborhood, as well as external opportunities and threats impacting the neighborhood's future:

### **A. Strengths**

- High percentage of owner-occupied housing. More than 83.1% of the population in the Neighborhood District lives in owner-occupied housing units. This reflects an underlying degree of neighborhood stability and, given the investment options created by the ownership of real property, serves as a basis for economic opportunity.
- Community partnerships with government, private and nonprofit organizations. The neighborhood currently has active partnerships with more than 14 external organizations, with the primary emphasis on services to support, seniors, children and families. Examples of thriving partnerships include those with United Way, Lee County Department of Parks and Recreation, and Children's Advocacy Center.
- Community programs. Harlem Heights partnered with the new Lakes Regional Library to sponsor a "prime-time" family reading and literacy program. The neighborhood also partners with the Children's Advocacy Center to provide teen programs, substance abuse programming and a Creating Lasting Family Connections program.
- Joe's Outreach Center and Thrift Store. The neighborhood improvement association operates an outreach center and thrift store that not only provides a central location for programs but also generates a steady income for reinvestment into the community. For those in need, Joe's Outreach Center offers free food and vouchers for clothing and furniture from the thrift store.
- Commitment on the part of neighborhood leaders to revitalization. More than 10 people from the neighborhood serve either as board members or officers for the neighborhood improvement association. The neighborhood's investment of time and energy to secure required petitions for traffic calming improvements reflects this strong commitment.
- Human resources. The neighborhood has high concentration of young people, which constitutes a solid human resource base. Nearly two-thirds of the population (59.9%) is less than 34 years old. Such concentrations will enable the Neighborhood District to maintain the community revitalization process well into the future.
- Hard infrastructure and community facilities. Since October 1990, 8,130 linear feet of sidewalks has been constructed in Harlem Heights. The neighborhood has a major recreation facility with ball parks, soccer fields and other resources. In addition, Harlem Heights is the only Neighborhood District to have an elementary school within its boundaries.

## **B. Weaknesses**

- High concentration of low-income families. The neighborhood has an overall poverty rate of 27.5%. Poverty was particularly acute among children. Of those living in poverty, 39.4% were 11 years old or younger. This was compounded by the fact that one third (32.8%) of the households with children were headed by single parents.
- Renter-occupied housing. Although renter-occupied housing makes up only a small percentage of Harlem Heights housing stock, the condition of some rental properties and what neighborhood leaders view as weak screening procedures at the Edisto Apartments create challenges for the Neighborhood District.

- 
- Limited employment opportunities due to low levels of educational attainment. More than 62% of males and 39% of females did not complete high school; no males in the neighborhood completed college. Given the increasingly knowledge-based nature of the economy, this limits the neighborhood's ability to secure long-term, stable employment.

## **C. Opportunities**

- Community and Cultural Arts Center. The Neighborhood District is working with an architectural and engineering firm on the final design plans for a \$3.2 million cultural arts center. Fundraising is in the works, rezoning is complete, and the neighborhood expects to break ground in 2006.
- New commercial and residential growth. New construction in the southwest portion of the County has generated significant economic opportunity in the Neighborhood District. Stakeholders can position the neighborhood to benefit from the new growth, as increased land values will generate investments to support revitalization.
- Leveraged funding. Harlem Heights is at the point that it can effectively use Federal funding to leverage other sources of support, including private investment and government funding from other resources. The Neighborhood District can focus on its CDBG allocation as part of a financial portfolio to stimulate neighborhood revitalization.

## **D. Threats**

- Development pressures. New opportunities for growth identified above also carry significant threats. The demand for developable land in this portion of the County will place pressure on property owners in the Neighborhood District to sell in order to allow for the development of higher-end residential communities. These pressures will intensify with the widening of Gladiolus Boulevard, a major arterial that bisects the neighborhood.

### III. NEIGHBORHOOD OUTCOMES AND INDICATORS

The Neighborhood District Committee has identified the following outcomes and indicators as performance measures to monitor program impacts. Measurement on these outcomes and indicators will begin immediately with FY 2006 as the baseline year. Performance objectives will be set by the Neighborhood District Committee based on this baseline beginning in FY 2007.

<i>Outcome #1: Improve public safety in the neighborhood</i>		
Indicator Name	Description	Indicator
Property Crimes	Number of property crimes in relation to the population in the past year	TBD
Person Crimes	Number of violent crimes in relation to the population in the past year	TBD
Drug-Related Crimes	Number drug-related crimes in relation to the population in the past year	TBD
Nuisance Abatement	Number of nuisance violations reported in relation to the population in the past year	TBD
Community Policing	Number of hours spent by community-oriented police officers in neighborhood during past year	TBD
<i>Outcome #2: Increase opportunities for homeownership and affordable rental housing</i>		
Indicator Name	Description	Indicator
Housing Condition	Percent of the homes considered substandard	TBD
Home Improvement	Amount of home mortgage loans per capita (2004) in the neighborhood for housing rehabilitation	\$172
Code Enforcement	Number of code enforcement violations per person during the past year	TBD
Mortgage Approvals	Percent of home mortgage loans approved per year in neighborhood	89.7%
Mortgage Amount	Amount of home mortgage loans per capita (2004) within the neighborhood	\$19,701
Mortgage Apps	Number of applications for home mortgage loans completed per capita (2004) in the neighborhood	.193
Affordability (Owner)	Affordability of homes to be purchased within the neighborhood based on buyers' income	TBD
Affordability (Renter)	Affordability of homes to be rented within the neighborhood based on renters' income	TBD

<i>Outcome #3: Increase involvement by residents in neighborhood groups and activities</i>		Indicator
Indicator Name	Description	Indicator
Civic Participation	Percent of the people in the neighborhood who attended neighborhood meetings in the past year	TBD
Participation-Activities	Percent of neighborhood residents who participated in neighborhood activities in the past year	TBD
<i>Outcome #4: Increase recreational facilities and activities in neighborhood</i>		Indicator
Indicator Name	Description	Indicator
Recreation-Availability	Number of acres of park and/or similar public recreation areas per person	TBD
Recreation-Access	Average distance from each home to the nearest community center or similar public facility	TBD
Bikeways	Number of feet of protected bicycle-friendly space per person	TBD
Youth Activities	Percent of youth (18 and younger) who participate in appropriate youth activities	TBD
<i>Outcome #5: Increase transportation opportunities as a way to improve access to jobs</i>		Indicator
Indicator Name	Description	Indicator
Transit Usage	Percent of trips to work made by people in the neighborhood where the person uses public transportation	0.0%
Bus Access	Average distance from each home to the nearest bus stop	TBD
Transit-Job Link	Average distance from each business in the neighborhood to the nearest bus stop	TBD

<i>Outcome #6: Improve the neighborhood's infrastructure to promote development.</i>		
Indicator Name	Description	Indicator
Sidewalks	Amount of feet in sidewalks per person	TBD
Storm Water System	Number of storm water drainage improvements per person in the past year	TBD
Roadways	Condition of roadways in neighborhood based on LeedOT standards	TBD
<i>Outcome #7: Increase employment opportunity and income from work for neighborhood residents</i>		
Indicator Name	Description	Indicator
Employment Rate	Percent of residents who are able to work and who are working	96.5%
Household Income	Average earnings per person in the neighborhood	\$14,487
Poverty	Percent of people whose income is below the Federal poverty line	27.5%

Note: The outcomes and indicators were selected by representatives from the NDC and/or the neighborhood improvement association during the July 30, 2005, CDBG workshop.

- Sources:
- Census: U.S. Census Bureau
  - HMDA: Home Mortgage Disclosure Act
  - LCPA: Lee County Property Appraiser
  - Lee-Tran: Lee County Transit Department
  - LCHS-NB: Lee County Human Services Neighborhood Building Team

#### IV. NEIGHBORHOOD REVITALIZATION ACTIVITIES

To achieve its outcomes, the Neighborhood District Committee has identified the following revitalization activities:

<i>Outcome #1: Improve public safety in the neighborhood</i>		Approved/Rejected	Completed By/Date	Comments
Activity		X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
1.1 Maintain relationship with Lee County Sheriff's Office for community oriented policing program in the Neighborhood District. (CDBG)		X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
1.2 Initiate a Neighborhood Watch program to generate public involvement in the effort to ensure public safety and reporting crime. (CDBG)		X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
1.3 Coordinate with South Trail Fire Protection & Rescue Service District to organize a Community Emergency Response Team (CERT) to educate residents of the neighborhood with strategies for disaster preparedness and response skills. (CDBG)		X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
1.4 Conduct a neighborhood survey to identify and remove elements of the physical design that promote or shelter criminal activity. (CDBG)		X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
<i>Outcome #2: Increase opportunities for homeownership and affordable rental housing</i>		Approved/Rejected	Completed By/Date	Comments
Activity		X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
2.1 Coordinate with Lee County Human Services -- Housing Program to identify properties in the neighborhood eligible for rehabilitation. (CDBG)		X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
2.2 Explore potential to create a community-based development organization to drive future housing improvements. (CDBG)		X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
2.3 Coordinate a resident campaign for neighborhood clean-up and housing refurbishment. (CDBG)		X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
2.4 Enforce power to acquire properties under lien to begin physical improvement of the neighborhood. (CDBG)		X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	

<b>Outcome #3: Increase involvement by residents in neighborhood groups and activities</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
3.1 Create at least two new leadership positions on the improvement association board for neighborhood residents.	X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
3.2 Conduct a marketing campaign to identify and recruit neighborhood participants. (CDBG)	X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
3.3 Monitor participation in neighborhood meetings by residents from the Neighborhood District.	X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
3.4 Monitor participation in neighborhood activities by residents from the Neighborhood District.	X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
<b>Outcome #4: Increase recreational facilities and activities in neighborhood</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
4.1 Identify opportunities for capital improvements to support recreational activities. (CDBG)	X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
4.2 Coordinate with Lee County Parks & Recreation, United Way and other partners to continue providing youth recreational programs. (CDBG)	X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
4.3 Survey residents (adults and youth) to identify new program areas and barriers to participation in recreational activities.	X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
4.4 Require participants in recreational activities to maintain the physical quality of the facility before, during and after use.	X_ Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	

<i>Outcome #5: Increase transportation opportunities as a way to improve access to jobs</i>			
Activity	Approved/Rejected	Completed By/Date	Comments
5.1 Collect input from residents to assess usage of public transportation service by the neighborhood.	X_ Yes ___ No Date 11/29/05	Party: _____ Date: _____	
5.2 Gather information from residents on the number of trips they make per day, destination, and mode of transportation.	X_ Yes ___ No Date 11/29/05	Party: _____ Date: _____	
5.3 Develop neighborhood transportation strategy that reflects demand and trip information.	X_ Yes ___ No Date 11/29/05	Party: _____ Date: _____	
5.4 Coordinate with Lee Tran and other providers (private and/or public) to meet neighborhood demand.	X_ Yes ___ No Date 11/29/05	Party: _____ Date: _____	
<i>Outcome #6: Improve the neighborhood's infrastructure to promote development</i>			
Activity	Approved/Rejected	Completed By/Date	Comments
6.1 Coordinate with the NDC to identify and allocate CDBG funds for capital infrastructure improvements that will stimulate new development. (CDBG)	X_ Yes ___ No Date 11/29/05	Party: _____ Date: _____	
6.2 Partner with Lee County administrative units to manage all phases of the capital/infrastructure improvement process.	X_ Yes ___ No Date 11/29/05	Party: _____ Date: _____	
6.3 Monitor the short- and long-term impact of capital/infrastructure improvements to ensure a return on investment.	X_ Yes ___ No Date 11/29/05	Party: _____ Date: _____	
6.4 Report on the impact of capital/infrastructure improvements to NDC, CAA-NDC, the BOCC and other stakeholders.	X_ Yes ___ No Date 11/29/05	Party: _____ Date: _____	

<b>Outcome #7: Increase employment opportunity and income from work for neighborhood residents</b>		<b>Completed By/Date</b>	<b>Comments</b>
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Party: _____ Date: _____</b>	
7.1 Conduct a skills assessment of the workforce within the neighborhood to identify gaps in skills and the demand for area employers. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
7.2 Develop a relationship with the Workforce Development Board to identify opportunities for job training and employment assistance. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
7.3 Coordinate with retail and service-sector firms in the Iona/Gladiolus area to create employment opportunities for neighborhood residents.	<input checked="" type="checkbox"/> Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	
7.4 Create a relationship with the Lee County Economic Development Office to explore small business start-up and retention for neighborhood-level enterprises.	<input checked="" type="checkbox"/> Yes ___ No Date <u>11/29/05</u>	Party: _____ Date: _____	

## **V. NEIGHBORHOOD FISCAL STATUS REPORT**

The fiscal summary attached to this plan reflects the account balances for the various neighborhood projects as of August 31, 2005 (Attachment 1). The remaining encumbered funds are for sidewalks and storm water drainage (\$71,167), the traffic calming study (\$1,277), cultural arts center plans (\$175,187) and for public services (\$70,544). In addition, there are unencumbered balances for sidewalk and storm water drainage (\$6,444) and the traffic calming study (\$89,410).

Also attached to this plan is the estimated HUD FY 2006 allocation for the Neighborhood District (Attachment 2). The Neighborhood District has an estimated CDBG Year 16 allocation of \$168,953. Approximately \$65,000 (38.5%) will be used for public services and the remaining \$103,953 (61.5%) for neighborhood improvements. The allocation for public services will be dedicated to strategies for achieving the neighborhood outcomes.

**ADOPTION**

The Revitalization Plan for the Harlem Heights Neighborhood District is hereby adopted by the Harlem Heights Neighborhood District Committee.

The Revitalization Plan shall serve as a basis for the Neighborhood District Committee's recommendations to the Lee County Community Action Agency/Neighborhood District Committee for activities requiring Department of Housing and Urban Development (HUD) funding allocations and approval by the Lee County Board of County Commissioners.

~~The Neighborhood District Committee shall also oversee and monitor progress of the activities identified in the Revitalization Plan within the Harlem Heights Neighborhood District.~~

The Neighborhood District Plan adopted by the Harlem Heights Neighborhood District Committee September 24, 1996 is hereby repealed. Originally approved by Harlem Heights Neighborhood District Committee at their meeting on October 26, 1999.

Updated by Harlem Heights Neighborhood District Committee at their meetings held June 26, 2001, October 22, 2002, October 26, 2004, and October 25, 2005.

SIGNED: Virginia A. Rosado  
Virginia Rosado, Chairperson  
Harlem Heights Neighborhood District Committee

DATE: 6/27/06

SIGNED: Opal Stewart  
Opal Stewart, Secretary  
Harlem Heights Neighborhood District Committee

DATE: 6/27/06

- C: Virginia Rosado, Harlem Heights NDC Chairperson
- Opal Stewart, Secretary, Harlem Heights Neighborhood District Committee
- Joseph W. Grubbs, Ph.D., Staff Liaison, Department of Human Services (Originals)



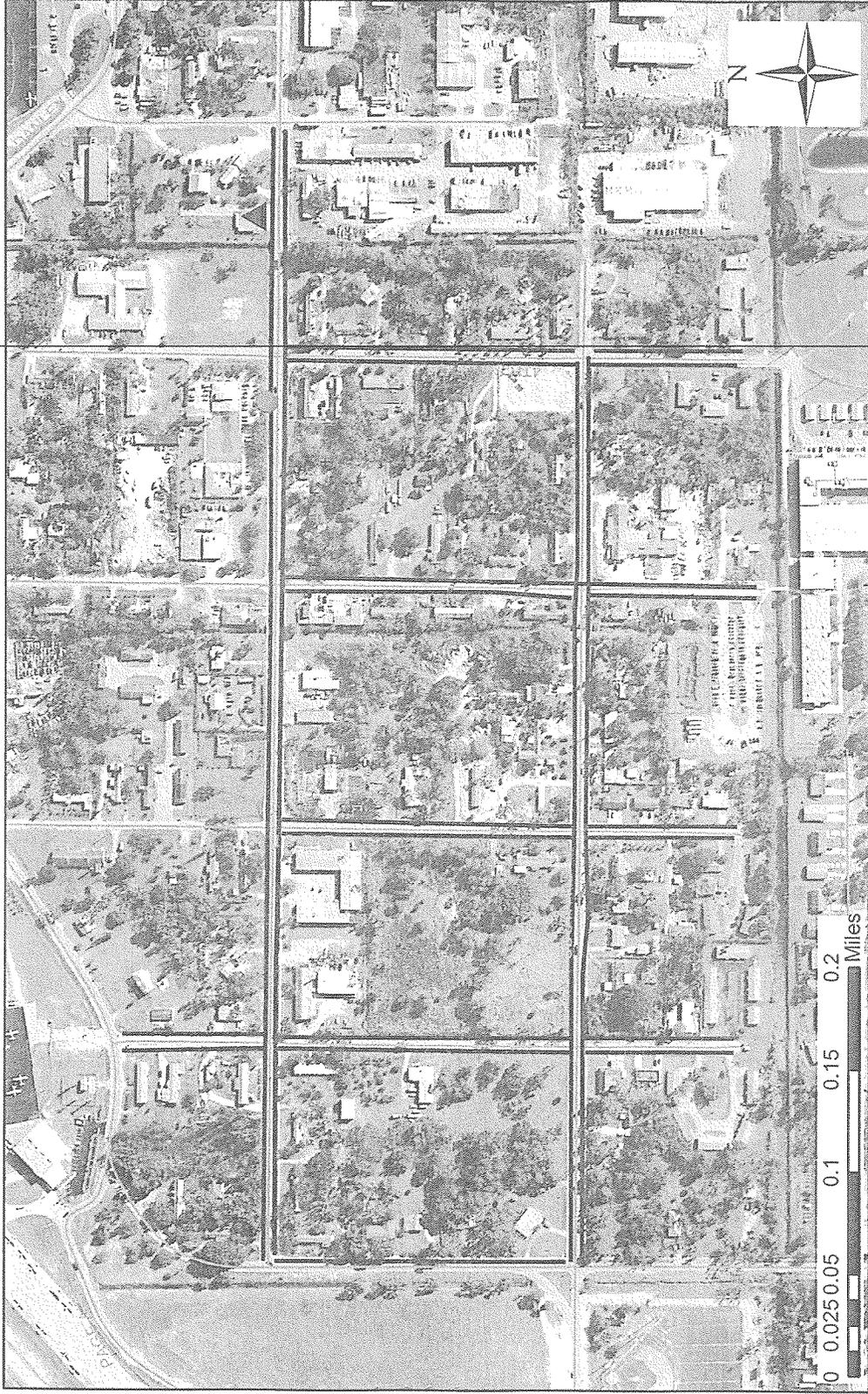
LEE COUNTY  
SOUTHWEST FLORIDA

# Page Park

Page Park



# Page Park Neighborhood District Capital Improvement Projects



**Legend**

- ▲ Community Center Projects
- Bus Shelters-CDBG
- Sidewalk & Storm Water Drainage Improvements

Prepared By:  
Lee County Department of Human Services  
Neighborhood Building GIS Team  
September 2005

**PAGE PARK NEIGHBORHOOD DISTRICT  
REVITALIZATION PLAN**

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## **PAGE PARK NEIGHBORHOOD DISTRICT REVITALIZATION PLAN**

### **I. NEIGHBORHOOD DISTRICT COMMITTEE BACKGROUND**

#### **A. Mission**

The Neighborhood District Committee's mission is to improve the Neighborhood District by developing effective, cost efficient, holistic neighborhood revitalization strategies designed to provide decent, affordable housing, a suitable living environment and expanded economic opportunities. This mission shall in part be accomplished by the following actions:

- Identifying legitimate, capable, and strong neighborhood leaders and working with them on a basis of trust, respect, ethics, and recognition.
- Building empowered, accountable neighborhood based private/public partnerships to include honest, unbiased, open communication, real power sharing, mutuality of decision-making, and a common neighborhood vision. Honor commitments and willingness to commit needed resources.
- Achieving a holistic approach to neighborhood building by linking physical and service program planning using long-term realistic solutions.

#### **B. Responsibilities**

The Neighborhood District Committee's responsibilities are to

- Advise the Community Action Agency/Neighborhood District Committee and ultimately The Board of County Commissioners.
- Improve communications between government and neighborhood residents
- Develop plans for the neighborhoods.
- Oversee and monitor progress of projects and related activities.

#### **C. Governance Structure**

The Neighborhood District Committee consists of between five and nine members who are appointed by the Board of County Commissioners. Leadership of the Neighborhood District Committee includes a Chair, Vice-Chair and Secretary. The Neighborhood District Committee meets at least on a quarterly basis, and its actions are governed by Florida Sunshine Law and the Lee County Administrative Code.

#### **D. Purpose of the Revitalization Plan**

The purpose of this Revitalization Plan is to guide revitalization activities in the Page Park Neighborhood District, which are aimed at achieving the outcomes identified in the plan and the U.S. Department of Housing and Urban Development (HUD) Consolidated Plan.

The Revitalization Plan serves as a basis for the Neighborhood District Committee's recommendations to the Lee County Community Action Agency/Neighborhood District Committee for activities requiring HUD funding allocations and approval by the Lee County Board of County Commissioners.

The Neighborhood District Committee will also oversee and monitor progress of the activities identified in the Revitalization Plan within the Page Park Neighborhood District.

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## **II. NEIGHBORHOOD STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)**

The Neighborhood District Committee has identified the following internal strengths and weaknesses of the neighborhood, as well as external opportunities and threats impacting the neighborhood's future:

### **A. Strengths**

- **Community Planning Process.** Page Park has received \$50,000 from the Lee County Board of County Commissioners to undertake a community-based planning process. The neighborhood has developed a planning panel to coordinate the effort and hired a local planning firm to prepare the plan. The purpose of this plan will be to guide future revitalization of the neighborhood, while maintaining affordability and community character.
- **Human Resources.** The Neighborhood District has a high concentration of young adults, with approximately 47.6% of the population between 19 and 44 years of age, and a relatively high level of educational attainment, with 77.2% of the population having completed high school. This human resource base, combined with immediate access to employment opportunities in the SR 41 (commercial/retail) and Metro Parkway (light industrial) corridor, represents an important neighborhood asset for employment and economic development.
- **Neighborhood Leadership.** The Neighborhood District has a solid foundation for civic engagement with an experienced, committed leadership. This will strengthen the neighborhood's capacity for revitalization both in terms of generating activity by internal partners and gathering support from external stakeholders. As of September 2005, the neighborhood had partnerships with more than 20 public and nonprofit organizations.
- **Infrastructure Improvements.** Since October 1990, a total of 8,973 linear feet of sidewalk has been constructed in the Neighborhood District. Additional infrastructure construction, including 1,360 linear feet of drainage pipes in 2005, has been targeted to improve storm water management within the neighborhood.
- **Community Policing.** Page Park has initiated a contractual relationship with Lee County Sheriff's Office for community-oriented policing within the Neighborhood District. This will enhance public safety and to build the capacity of residents for ensuring a safe neighborhood.
- **Community Garden.** The Page Park Neighborhood Improvement Association recognizes that community gardens can serve as a catalyst for neighborhood development, beautification and education. Currently Page Park is partnering with Academy High School to construct the garden. Page Park hopes this project will provide people the opportunity to garden, discover common interests and become more engaged in the neighborhood.

### **B. Weaknesses**

- **Deteriorating Housing Stock.** The most critical area of need in Page Park is the deteriorating condition of the housing stock. With the average home being more than 50 years old (median year structure built is 1956), the Neighborhood District faces continuous pressure to

rehabilitate the existing housing stock and to construct new, higher quality housing to attract future development.

- **Renter-occupied Housing.** Rental properties make up a majority of Page Park's housing stock, with 69.3% of the neighborhood's population living in a rental unit. Although renter-occupied housing itself is not a weakness, the condition of the rental properties and unwillingness on the part of absentee landlords to maintain the properties present one of the Neighborhood District's most significant challenges.
- **Relatively high percentage of individuals not in the labor force.** More than one-in-four people in the neighborhood (28.4%) are not in the labor force. This is due to retirement, disability or other reasons. Although having a high proportion of the population being retired or disabled is not in itself an issue, it does reflect a relatively low employment base for neighborhood-level economic development.

### **C. Opportunities**

- **Location in SR 41-Metro Parkway Corridor.** The Neighborhood District is centered in one of the region's top corridors for commercial, retail and light industrial development. With the commercial/retail district of midtown Cleveland Avenue to the west and the light industrial employment center to the east, the neighborhood has immediate access to employment and business development opportunities.
- **Access to Public Transportation.** Page Park is situated along the LeeTran Route #140, providing direct connectivity to the downtown, Cleveland Avenue and South Fort Myers/Estero Commercial Centers. This reduces the demand for private automobile ownership and in turn reduces the expense faced by low-income workers for commuting to their place of employment.
- **Code Enforcement.** The Neighborhood District's new partnership with Lee County Code Enforcement will begin to place pressure on absentee landlords and noncompliant businesses to maintain the condition of their property. Over time, this will help to combat blight and promote the physical quality of the neighborhood. The number of citations, 103 issued last year by Lee County Code Enforcement, most certainly will go up with the expanded level of service afforded by the new contract.
- **Partnership with Port Authority.** Given its location adjacent to the General Aviation Airport, Page Field, the Neighborhood District has the opportunity to partner with the Lee County Port Authority for economic development and employment.
- **Ten-mile Canal Linear Park.** Page Park's partnership with Lee County Parks and Recreation will be enhanced by the development of this vital greenway/linear park. This will create new opportunities for recreation and potentially alternative transportation.

## **D. Threats**

- **Development Pressure.** The Neighborhood District's location between the commercial/retail and light industrial corridors will increase development pressures. Residents and community leaders will find it increasingly difficult to maintain the integrity of their neighborhood and ensure affordable housing for the future.
-

### III. NEIGHBORHOOD OUTCOMES AND INDICATORS

The Neighborhood District Committee has identified the following outcomes and indicators as performance measures to monitor program impacts. Measurement on these outcomes and indicators will begin immediately with FY 2006 as the baseline year. Performance objectives will be set by the Neighborhood District Committee based on this baseline beginning in FY 2007.

<i>Outcome #1: Improve public safety in the neighborhood</i>		
Indicator Name	Description	Indicator
Property Crimes	Number of property crimes in relation to the population in the past year	TBD
Person Crimes	Number of violent crimes in relation to the population in the past year	TBD
Drug-Related Crimes	Number drug-related crimes in relation to the population in the past year	TBD
Nuisance Abatement	Number of nuisance violations reported in relation to the population in the past year	TBD
Community Policing	Number of hours spent by community-oriented police officers in neighborhood during past year	TBD
<i>Outcome #2: Increase opportunities for homeownership and affordable rental housing</i>		
Indicator Name	Description	Indicator
Housing Condition	Percent of the homes considered substandard	TBD
Home Improvement	Amount of mortgages per capita (2004) for the purpose of home improvement	\$280
Code Enforcement	Number of code enforcement violations per person during the past year	TBD
Mortgage Approvals	Percent of home mortgage loans approved (2004) in neighborhood	78.1%
Mortgage Amount	Amount of home mortgage loans per capita (2004) within the neighborhood	\$4,823
Mortgage Apps	Number of applications for home mortgage loans completed per capita (2004) in the neighborhood	.084
Affordability (Owner)	Affordability of homes to be purchased within the neighborhood based on buyers' income	TBD
Affordability (Renter)	Affordability of homes to be rented within the neighborhood based on renters' income	TBD

<b>Indicator Name</b>		<b>Description</b>	<b>Indicator</b>
<b>Outcome #3: Increase involvement by residents in neighborhood groups and activities</b>			
Civic Participation	Percent of the people in the neighborhood who attended neighborhood meetings in the past year		TBD
Participation-Activities	Percent of neighborhood residents who participated in neighborhood activities in the past year		TBD
<b>Outcome #4: Increase recreational facilities and activities in neighborhood</b>			
<b>Indicator Name</b>	<b>Description</b>	<b>Indicator</b>	
Recreation-Availability	Number of acres of park and/or similar public recreation areas per person	TBD	
Recreation-Access	Average distance from each home to the nearest community center or similar public facility	TBD	
Bikeways	Number of feet of protected bicycle-friendly space per person	TBD	
Youth Activities	Percent of youth (18 and younger) who participate in appropriate youth activities	TBD	
<b>Outcome #5: Increase transportation opportunities as a way to improve access to jobs</b>			
<b>Indicator Name</b>	<b>Description</b>	<b>Indicator</b>	
Transit Usage	Percent of trips to work made by people in the neighborhood where the person uses public transportation	2.1%	
Bus Access	Average distance from each home in the neighborhood to the nearest bus stop	TBD	
Transit-Job Link	Average distance from each business in the neighborhood to the nearest bus stop	TBD	
<b>Outcome #6: Improve the neighborhood's core infrastructure to promote development</b>			
<b>Indicator Name</b>	<b>Description</b>	<b>Indicator</b>	
Sidewalks	Amount of feet in sidewalks per person	TBD	
Storm Water System	Number of storm water drainage improvements per person in the past year	TBD	
Roadways	Condition of roadways in neighborhood based on LeeDOT standards	TBD	

<i>Outcome #7: Increase employment opportunity and income from work for neighborhood residents</i>		
<b>Indicator Name</b>	<b>Description</b>	<b>Indicator</b>
Employment Rate	Percent of residents who are able to work and who are working	96.1%
Household Income	Average earnings per person in the neighborhood	\$16,250
Poverty	Percent of people whose income is below the Federal poverty line	13.2%

Note: The outcomes and indicators were selected by representatives from the NDC and/or the neighborhood improvement association during the July 30, 2005, CDBG workshop.

Sources:

- Census: U.S. Census Bureau
- HMDA: Home Mortgage Disclosure Act
- LCPA: Lee County Property Appraiser
- Lee-Tran: Lee County Transit Department
- LCHS-NB: Lee County Human Services Neighborhood Building Team

#### IV. NEIGHBORHOOD REVITALIZATION STRATEGIES

To achieve its outcomes, the Neighborhood District Committee has identified the following revitalization strategies:

<i>Outcome #1: Improve public safety in the neighborhood</i>		Completed By/Date	Comments
Activity	Approved/Rejected	Party: _____ Date: _____	
1.1 Contact Lee County Sheriff's Office to reinstate the community oriented policing program in the Neighborhood District. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
1.2 Initiate a Neighborhood Watch program to generate public involvement in the effort to ensure public safety and reporting crime. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
1.3 Coordinate with South Trail Fire Protection & Rescue Service District to organize a Community Emergency Response Team (CERT) to educate residents of the neighborhood with strategies for disaster preparedness and response skills. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
1.4 Conduct a neighborhood survey to identify and remove elements of the physical design that promote or shelter criminal activity. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
<i>Outcome #2: Increase opportunities for homeownership and affordable rental housing</i>		Completed By/Date	Comments
Activity	Approved/Rejected	Party: _____ Date: _____	
2.1 Coordinate with Lee County Human Services – Housing Program to identify properties in the neighborhood eligible for rehabilitation. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
2.2 Continue investments for code enforcement to ensure a higher physical quality of housing units and property. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
2.3 Coordinate a resident campaign for neighborhood clean-up and housing refurbishment. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
2.4 Enforce power to acquire properties under lien to begin physical improvement of the neighborhood. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	

<b>Outcome #3: Increase involvement by residents in neighborhood groups and activities</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
3.1 Create at least two new leadership positions on the improvement association board for neighborhood residents.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/12/05</u>	Party: _____ Date: _____	
3.2 Conduct a marketing campaign to identify and recruit neighborhood participants. (CDBG)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/12/05</u>	Party: _____ Date: _____	
3.3 Monitor participation in neighborhood meetings by residents from the Neighborhood District.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/12/05</u>	Party: _____ Date: _____	
3.4 Monitor participation in neighborhood activities by residents from the Neighborhood District.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/12/05</u>	Party: _____ Date: _____	
<b>Outcome #4: Increase recreational facilities and activities in neighborhood</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
4.1 Identify opportunities for capital improvements to support recreational activities. (CDBG)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/12/05</u>	Party: _____ Date: _____	
4.2 Coordinate with Lee County Parks & Recreation, United Way and other partners to continue providing youth recreational programs. (CDBG)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/12/05</u>	Party: _____ Date: _____	
4.3 Survey residents (adults and youth) to identify new program areas and barriers to participation in recreational activities, including the use of Hunter Park.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/12/05</u>	Party: _____ Date: _____	
4.4 Require participants in recreational activities to maintain the physical quality of the facility before, during and after use.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/12/05</u>	Party: _____ Date: _____	

<b>Outcome #5: Increase transportation opportunities as a way to improve access to jobs</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
5.1 Collect input from residents to assess the demand for public transportation service to the neighborhood.	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
5.2 Gather information from residents on the number of trips they make per day, destination, and mode of transportation.	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
5.3 Develop neighborhood transportation strategy that reflects demand and trip information.	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
5.4 Coordinate with LeeTran and other providers (private and/or public) to meet neighborhood demand.	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
<b>Outcome #6: Improve the neighborhood's core infrastructure to promote development</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
6.1 Coordinate with the NDC to identify and allocate CDBG funds for capital infrastructure improvements that will stimulate new development. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
6.2 Partner with Lee County administrative units to manage all phases of the capital/infrastructure improvement process.	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
6.3 Monitor the short- and long-term impact of capital/infrastructure improvements to ensure a return on investment.	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
6.4 Report on the impact of capital/infrastructure improvements to NDC, CAA-NDC, the BOCC and other stakeholders.	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	

<i>Outcome #7: Increase employment opportunity and income from work for neighborhood residents</i>		Completed By/Date	Comments
Activity	Approved/Rejected	Completed By/Date	Comments
7.1 Conduct a skills assessment of the workforce within the neighborhood to identify gaps in skills and the demand for area employers. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
7.2 Develop a relationship with the Workforce Development Board to identify opportunities for job training and employment assistance. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
7.3 Coordinate with retail and service-sector firms moving into the SR 41-Metro Parkway area to create employment opportunities for neighborhood residents.	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	
7.4 Create a relationship with the Lee County Economic Development Office to explore small business start-up and retention for neighborhood-level enterprises.	<input checked="" type="checkbox"/> Yes ___ No Date 10/12/05	Party: _____ Date: _____	

## V. FISCAL STATUS REPORT

The fiscal summary attached to this plan reflects the account balances for the various neighborhood projects as of August 31, 2005 (Attachment 1). The remaining encumbered funds are for sidewalk and storm water drainage (\$155,003) and public services (\$14,364). The neighborhood District also has unencumbered balances for sidewalk and storm water drainage (\$18,281) and public services (\$10,388).

Also attached to this plan is the estimated HUD FY 2006 allocation for the Neighborhood District (Attachment 2). The Neighborhood District has an estimated CDBG Year 16 allocation of \$121,730. Approximately \$15,000 (12.3%) will be used for public services and the remaining \$106,730 (87.7%) for neighborhood improvements (including code enforcement). These allocations will be dedicated to strategies for achieving the neighborhood outcomes.

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**VI. ADOPTION**

The Revitalization Plan for the Page Park Neighborhood District is hereby adopted by the Page Park Neighborhood District Committee.

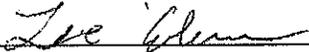
The Revitalization Plan shall serve as a basis for the Neighborhood District Committee's recommendations to the Lee County Community Action Agency/Neighborhood District Committee for activities requiring Department of Housing and Urban Development (HUD) funding allocations and approval by the Lee County Board of County Commissioners.

The Neighborhood District Committee shall also oversee and monitor progress of the activities identified in the Revitalization Plan within the Page Park Neighborhood District.

Originally approved by Page Park Neighborhood District Committee at their meeting on October 18, 1999.

Updated by Page Park Neighborhood District Committee at their meetings held June 13, 2001, October 9, 2002, October 13, 2004, and October 12, 2005.

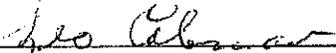
SIGNED:

  
Seymour Roche, Chairperson  
Page Park Neighborhood District Committee

DATE:

6-14-06

SIGNED:

  
Leo Coleman, Secretary  
Page Park Neighborhood District Committee

DATE:

6-14-06

- C: Seymour Roche, Page Park NDC Chairperson  
Leo Coleman, Secretary, Page Park Neighborhood District Committee  
Joseph W. Grubbs, Staff Liaison, Department of Human Services (Originals)



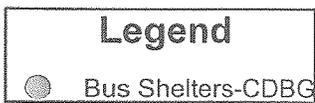
LEE COUNTY  
SOUTHWEST FLORIDA

# Palmona Park



Palmona Park

# Palmona Park Neighborhood District Capital Improvement Projects



Prepared By:  
Lee County Human Services  
Neighborhood Building GIS Team  
October 2005

**PALMONA PARK NEIGHBORHOOD DISTRICT  
REVITALIZATION PLAN**

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## **PALMONA PARK NEIGHBORHOOD DISTRICT REVITALIZATION PLAN**

### **I. NEIGHBORHOOD DISTRICT COMMITTEE BACKGROUND**

#### **A. Mission**

The Neighborhood District Committee's mission is to improve the Neighborhood District by developing effective, cost efficient, holistic neighborhood revitalization strategies designed to provide decent, affordable housing, a suitable living environment and expanded economic opportunities. This mission shall in part be accomplished by the following actions:

- Identifying legitimate, capable, and strong neighborhood leaders and working with them on a basis of trust, respect, ethics, and recognition.
- Building empowered, accountable neighborhood based private/public partnerships to include honest, unbiased, open communication, real power sharing, mutuality of decision-making, and a common neighborhood vision. Honor commitments and willingness to commit needed resources.
- Achieving a holistic approach to neighborhood building by linking physical and service program planning using long term realistic solutions.

#### **B. Responsibilities**

The Neighborhood District Committee's responsibilities are to

- Advise the Community Action Agency/Neighborhood District Committee and ultimately The Board of County Commissioners.
- Improve communications between government and neighborhood residents
- Develop plans for the neighborhoods.
- Oversee and monitor progress of projects and related activities.

#### **C. Governance Structure**

The Neighborhood District Committee consists of between five and nine members who are appointed by the Board of County Commissioners. Leadership of the Neighborhood District Committee includes a Chair, Vice-Chair and Secretary. The Neighborhood District Committee meets at least on a quarterly basis, and its actions are governed by Florida Sunshine Law and the Lee County Administrative Code.

#### **D. Purpose of the Revitalization Plan**

The purpose of this Revitalization Plan is to guide revitalization activities in the Palmona Park Neighborhood District, which are aimed at achieving the outcomes identified in the plan and the U.S. Department of Housing and Urban Development (HUD) Consolidated Plan.

The Revitalization Plan serves as a basis for the Neighborhood District Committee's recommendations to the Lee County Community Action Agency/Neighborhood District Committee for activities requiring HUD funding allocations and approval by the Lee County Board of County Commissioners.

---

The Neighborhood District Committee will also oversee and monitor progress of the activities identified in the Revitalization Plan within the Palmona Park Neighborhood District.

## II. NEIGHBORHOOD STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

The Neighborhood District Committee has identified the following internal strengths and weaknesses of the neighborhood, as well as external opportunities and threats impacting the neighborhood's future:

### A. Strengths

- North Fort Myers Park. The Neighborhood District has within its boundaries one of the top Lee County Parks and Recreation facilities. This opens many doors for youth and adult recreational programs and activities, including a strong partnership with Pop Warner Football. It also serves as an asset for the neighborhood to leverage other resources and activities for the future. Examples of programs stemming from the partnership between the neighborhood and park include the fall Harvest Festival, the Easter egg hunt, and the Christmas Celebration.
- Educational Resources. Palmona Park hosts within its boundaries two vital educational resources, a Lee County Public Library facility and J. Colin English Elementary School. Both of facilities place learning and literacy opportunities within walking distance for youth and adults from the neighborhood.
- Human Resources. More than half (55.9%) of the population is younger than 44 years old. This creates enormous opportunity for building the human resource base for recreation, social service and improvement programs. This population base, combined with the neighborhood's growing commitment to grassroots action, represents a vital strength now and into the future.
- Resident Coordinator. The Neighborhood District has secured a full-time resident coordinator to facilitate program development, event planning and community organizing. This individual will become an integral part of revitalization efforts by targeting programs to meet specific neighborhood needs and building community capacity for change.
- Community Oriented Policing. Lee County Sheriff's Office has a solid relationship with the neighborhood; a partnership reflected in the strong commitment for community oriented policing on the part of the deputy serving the area. This creates an important resource base for law enforcement and for bringing residents together to ensure a safer community.
- High Concentration of Married-couple Families. Palmona Park has one of the highest concentrations (70.5%) of married-couple families relative to the other Neighborhood Districts. This provides a valuable foundation for building social networks and supporting human development activities.

## **B. Weaknesses**

- **Concentrated Poverty.** The Neighborhood District has high levels of concentrated poverty, with a 21.1% poverty rate. Of those who live in poverty, nearly half (40.5%) are under the age of 17. This creates significant barriers to human development, as high levels of child poverty have been found to be one of the primary limitations to future educational, employment and social opportunity.
- **Inadequate Infrastructure.** The neighborhood district has significant gaps in its hard infrastructure, particularly sidewalks, storm water drainage and streetlights. Major investments will be required to bring the area's infrastructure up to standard.
- **Organizational Capacity and Status.** The neighborhood improvement association has not yet secured its tax-exempt status. In addition to limiting the group's resource development and fundraising potential, this has prevented the neighborhood from being able to move ahead on several key initiatives, including site acquisition.
- **Lack of Community Center.** Since the neighborhood improvement association has not obtained its tax-exempt status, it has not been able to use its CDBG funds to acquire property to develop as a community center. This limits the association's capacity for program development and organizing, and it makes it more challenging for the association to be seen as a legitimate entity in the community.
- **Deteriorated Condition of Housing Stock.** Palmona was hard hit by the 2004 hurricanes. An estimate of more than 12 homes suffered significant damage. In addition, the median age of the housing stock is more than 30 years old. This creates blighted conditions within the neighborhood and raises barriers to affordable housing that meets the standard of decent, safe and sanitary.
- **Renter-occupied Housing.** Nearly half (43.9%) of the population lives in a rental unit. Although renter-occupied housing itself is not a weakness, the condition of the rental properties and unwillingness on the part of absentee landlords to maintain the properties present one of the Neighborhood District's most significant challenges.
- **Low Education Attainment.** More than one-third (35.6%) of the residents failed to complete high school. This poses a significant challenge to generating employment and economic development activity within the neighborhood.

## **C. Opportunities**

- **Increasing Property Values.** Real estate prices in the neighborhood have increased by more than 150% during the past 12 months. This has the combined impact of expanding the tax base for the neighborhood and generating new development opportunity – both retail and commercial.

- **Aggressive Code Enforcement.** The Neighborhood District's partnership with Lee County Code Enforcement will place pressure on absentee landlords to maintain the condition of their rental units. This in turn will help to combat blight and promote the physical quality of the neighborhood.
- **Resource Development and CDBG Leverage.** The improvement association has initiated a partnership with Florida Gulf Coast University to help the group secure its tax-exempt status. Once obtained, the association will be eligible to receive financial contributions and grants from external sources. This will open many doors for resource development to stimulate future capital, infrastructure and public service improvements.
- **Partnership with Faith Based Organization.** The Neighborhood District has secured space for community meetings and events under a partnership with a local church. This will facilitate program development and organizing activities, at least until the association can secure a site for a future community center.

#### **D. Threats**

- **Development Pressure.** The Neighborhood District's location and the relatively low cost of real estate in comparison to the remainder of Southwest Florida will place intense development pressures on the neighborhood. Residents and community leaders will find it increasingly difficult to maintain the integrity of their neighborhood and ensure affordable housing for the future.
- **Vulnerability to Natural Disasters.** The high concentration of older housing units, most of which were constructed before the heightened regulations following Hurricane Andrew (median year built of 1973), exposes the neighborhood to the threat of natural hazards. This raises the demand for improvements in the housing stock and concentrated efforts to ensure preparedness for natural hazards in the future.
- **Disproportionate Share of Sexual Predators.** Florida Department of Law Enforcement information shows that the Palmona-Suncoast areas have one of the highest concentrations of sexual predators in the Southwest Florida region. This combined with the high percentage of children younger than age 17 represents a major challenge for residents and public safety personnel.

### III. NEIGHBORHOOD OUTCOMES AND INDICATORS

The Neighborhood District Committee has identified the following outcomes and indicators as performance measures to monitor program impacts. Measurement on these outcomes and indicators will begin immediately with FY 2006 as the baseline year. Performance objectives will be set by the Neighborhood District Committee based on this baseline beginning in FY 2007.

<i>Outcome #1: Improve public safety in the neighborhood</i>		Indicator
Indicator Name	Description	Indicator
Property Crimes	Number of property crimes in relation to the population in the past year	TBD
Person Crimes	Number of violent crimes in relation to the population in the past year	TBD
Drug-Related Crimes	Number drug-related crimes in relation to the population in the past year	TBD
Nuisance Abatement	Number of nuisance violations reported in relation to the population in the past year	TBD
Community Policing	Number of hours spent by community-oriented police officers in neighborhood during past year	TBD
<i>Outcome #2: Promote homeownership in the neighborhood by improving access, affordability and quality of housing</i>		Indicator
Indicator Name	Description	Indicator
Housing Condition	Percent of the homes considered substandard	TBD
Home Improvement	Amount of mortgage loans per capita (2004) for the purpose of home improvement	\$38
Code Enforcement	Number of code enforcement violations per person during the past year	TBD
Mortgage Approvals	Percent of home mortgage loans approved per year in neighborhood	74.4%
Mortgage Amount	Amount of home mortgage loans per capita (2004) within the neighborhood	\$791
Mortgage Apps	Number of applications for home mortgage loans per capita in the neighborhood	.029

<i>Outcome #3: Increase involvement by residents in neighborhood groups and activities</i>		
<b>Indicator Name</b>	<b>Description</b>	<b>Indicator</b>
Civic Participation	Percent of the people in the neighborhood who attended neighborhood meetings in the past year	TBD
Participation-Activities	Percent of neighborhood residents who participated in neighborhood activities in the past year	TBD
Citizen Action	Number of resident-initiated code enforcement citations issued per person in the past year	TBD

Note: The outcomes and indicators were selected by representatives from the NDC and/or the neighborhood improvement association during the July 30, 2005, CDBG workshop.

Sources:

- Census: U.S. Census Bureau
- HMDA: Home Mortgage Disclosure Act
- LCPA: Lee County Property Appraiser
- Lee-Tran: Lee County Transit Department
- LCHS-NB/RC: Lee County Human Services Neighborhood Building Team/Resident Coordinators

#### IV. NEIGHBORHOOD REVITALIZATION STRATEGIES

To achieve its outcomes, the Neighborhood District Committee has identified the following revitalization strategies:

<i>Outcome #1: Improve public safety in the neighborhood</i>		<i>Completed By/Date</i>		<i>Comments</i>	
<i>Activity</i>	<i>Approved/Rejected</i>	<i>Party:</i>	<i>Date:</i>	<i>Party:</i>	<i>Date:</i>
1.1 Build stronger relationships with Lee County Sheriff's Office for community oriented policing program in the Neighborhood District. (CDBG)	<input checked="" type="checkbox"/> Yes Date 12/15/05	<input type="checkbox"/> No			
1.2 Establish a Neighborhood Watch program to generate public involvement in the effort to ensure public safety and reporting crime. (CDBG)	<input checked="" type="checkbox"/> Yes Date 12/15/05	<input type="checkbox"/> No			
1.3 Generate more resident involvement in the Community Emergency Response Team (CERT) to educate residents of the neighborhood with strategies for disaster preparedness and response skills. (CDBG)	<input checked="" type="checkbox"/> Yes Date 12/15/05	<input type="checkbox"/> No			
1.4 Conduct a neighborhood survey to identify and remove elements of the physical design that promote or shelter criminal activity. (CDBG)	<input checked="" type="checkbox"/> Yes Date 12/15/05	<input type="checkbox"/> No			
<i>Outcome #2: Promote homeownership in the neighborhood by improving access, affordability and quality of housing</i>		<i>Completed By/Date</i>		<i>Comments</i>	
<i>Activity</i>	<i>Approved/Rejected</i>	<i>Party:</i>	<i>Date:</i>	<i>Party:</i>	<i>Date:</i>
2.1 Coordinate with Lee County Human Services – Housing Program to identify properties in the neighborhood eligible for rehabilitation. (CDBG)	<input checked="" type="checkbox"/> Yes Date 12/15/05	<input type="checkbox"/> No			
2.2 Invest resources for code enforcement to ensure a higher physical quality of housing units and property. (CDBG)	<input checked="" type="checkbox"/> Yes Date 12/15/05	<input type="checkbox"/> No			
2.3 Coordinate a resident campaign for neighborhood clean-up and housing refurbishment. (CDBG)	<input checked="" type="checkbox"/> Yes Date 12/15/05	<input type="checkbox"/> No			
2.4 Enforce power to acquire properties under lien to begin physical improvement of the neighborhood. (CDBG)	<input checked="" type="checkbox"/> Yes Date 12/15/05	<input type="checkbox"/> No			

<i>Outcome #3: Increase involvement by residents in neighborhood groups and activities</i>				
Activity	Approved/Rejected	Completed By/Date	Comments	
3.1 Create at least two new leadership positions on the improvement association board for neighborhood residents.	<input checked="" type="checkbox"/> Yes Date 12/15/05 <input type="checkbox"/> No	Party: _____ Date: _____		
3.2 Conduct a marketing campaign to identify and recruit neighborhood participants. (CDBG)	<input checked="" type="checkbox"/> Yes Date 12/15/05 <input type="checkbox"/> No	Party: _____ Date: _____		
3.3 Monitor participation in neighborhood meetings by residents from the Neighborhood District.	<input checked="" type="checkbox"/> Yes Date 12/15/05 <input type="checkbox"/> No	Party: _____ Date: _____		
	<input checked="" type="checkbox"/> Yes Date 12/15/05 <input type="checkbox"/> No	Party: _____ Date: _____		

## **V. NEIGHBORHOOD FISCAL STATUS REPORT**

The fiscal summary attached to this plan reflects the account balances for the various neighborhood projects as of August 31, 2005 (Attachment 1). The remaining encumbered funds are for public services (\$6,062). The neighborhood District also has unencumbered balances for storm water drainage (\$1,017), public services (\$27,570), and site acquisition (\$147,730).

Also attached to this plan is the estimated HUD FY 2006 allocation for the Neighborhood District (Attachment 2). The Neighborhood District has an estimated CDBG Year 16 allocation of \$165,805. Approximately \$80,000 (48.2%) will be used for public services and the remaining \$85,805 (51.8%) for neighborhood improvements (including code enforcement). These allocations will be dedicated to strategies for achieving the neighborhood outcomes.

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**VI. ADOPTION**

The Revitalization Plan for the Palmona Park Neighborhood District is hereby adopted by the Palmona Park Neighborhood District Committee.

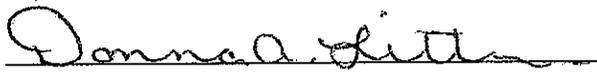
The Revitalization Plan shall serve as a basis for the Neighborhood District Committee's recommendations to the Lee County Community Action Agency/Neighborhood District Committee for activities requiring Department of Housing and Urban Development (HUD) funding allocations and approval by the Lee County Board of County Commissioners.

The Neighborhood District Committee shall also oversee and monitor progress of the activities identified in the Revitalization Plan within the Palmona Park Neighborhood District.

Originally approved by the Palmona Park Neighborhood District Committee at its meeting on January 23, 2002.

Updated by the Palmona Park Neighborhood District Committee at its meeting on October 28, 2004.

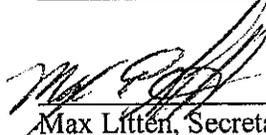
SIGNED:

  
Donna Litten, Chairperson  
Palmona Park Neighborhood District Committee

DATE:

6-22-06

SIGNED:

  
Max Litten, Secretary  
Palmona Park Neighborhood District Committee

DATE:

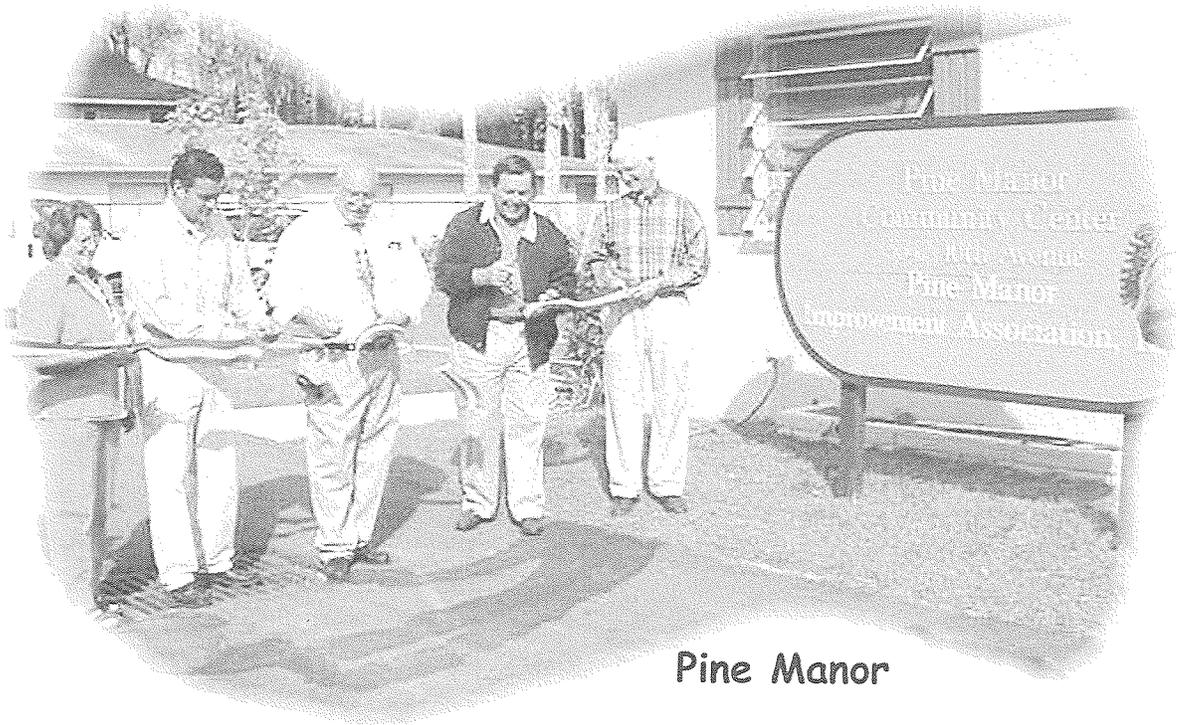
6-22-06

- C: Donna Litten, Chairperson, Palmona Park Neighborhood District Committee
- Max Litten, Secretary, Palmona Park Neighborhood District Committee
- Staff Liaison, Department of Human Services (Originals)



LEE COUNTY  
SOUTHWEST FLORIDA

# Pine Manor



Pine Manor

# Pine Manor Neighborhood District Capital Improvement Projects



**Legend**

- ▲ Community Center Projects
- Recreation Center Projects
- Bus Shelters-CDBG
- Sidewalk & Storm Water Drainage Improvements

Prepared By:  
Lee County Department of Human Services  
Neighborhood Building GIS Team  
September 2005

**PINE MANOR NEIGHBORHOOD DISTRICT  
REVITALIZATION PLAN**

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## **PINE MANOR NEIGHBORHOOD DISTRICT REVITALIZATION PLAN**

### **I. NEIGHBORHOOD DISTRICT COMMITTEE BACKGROUND**

#### **A. Mission**

The Neighborhood District Committee's mission is to improve the Neighborhood District by developing effective, cost efficient, holistic neighborhood revitalization strategies designed to provide decent, affordable housing, a suitable living environment and expanded economic opportunities. This mission shall in part be accomplished by the following actions:

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- Identifying legitimate, capable, and strong neighborhood leaders and working with them on a basis of trust, respect, ethics, and recognition.
- Building empowered, accountable neighborhood based private/public partnerships to include honest, unbiased, open communication, real power sharing, mutuality of decision-making, and a common neighborhood vision. Honor commitments and willingness to commit needed resources.
- Achieving a holistic approach to neighborhood building by linking physical and service program planning using long term realistic solutions.

#### **B. Responsibilities**

The Neighborhood District Committee's responsibilities are to

- Advise the Community Action Agency/Neighborhood District Committee and ultimately The Board of County Commissioners.
- Improve communications between government and neighborhood residents
- Develop plans for the neighborhoods.
- Oversee and monitor progress of projects and related activities.

#### **C. Governance Structure**

The Neighborhood District Committee consists of between five and nine members who are appointed by the Board of County Commissioners. Leadership of the Neighborhood District Committee includes a Chair, Vice-Chair and Secretary. The Neighborhood District Committee meets at least on a quarterly basis, and its actions are governed by Florida Sunshine Law and the Lee County Administrative Code.

**D. Purpose of the Revitalization Plan**

The purpose of this Revitalization Plan is to guide revitalization activities in the Pine Manor Neighborhood District, which are aimed at achieving the outcomes identified in the plan and the U.S. Department of Housing and Urban Development (HUD) Consolidated Plan.

The Revitalization Plan serves as a basis for the Neighborhood District Committee's recommendations to the Lee County Community Action Agency/Neighborhood District Committee for activities requiring HUD funding allocations and approval by the Lee County Board of County Commissioners.

---

The Neighborhood District Committee will also oversee and monitor progress of the activities identified in the Revitalization Plan within the Pine Manor Neighborhood District.

## **II. NEIGHBORHOOD STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)**

The Neighborhood District Committee has identified the following internal strengths and weaknesses of the neighborhood, as well as external opportunities and threats impacting the neighborhood's future:

### **A. Strengths**

- **Community and Recreational Facilities.** Lee County and its partners in the neighborhood have made significant investments in community and recreational facilities. This includes major improvements in the property adjacent to the community center. The community center also offers after school and summer programming for the neighborhood children. On a daily average twenty students attend the after school program. Since the program started in early 2005, the grades of the participants have shown significant improvement. Recently upgrades to the playground equipment in Hunter Park have also been completed. Investments of this type create opportunities for recreation programs and enhance overall quality of life.
- **Human Resources.** The Neighborhood District has a high concentration of young adults, with approximately 43.9% of the population between 22 and 44 years of age. This human resource base, combined with immediate access to training opportunities in the Summerlin corridor, represents an important neighborhood asset for employment and economic development.
- **Neighborhood Leadership.** The Neighborhood District has a solid foundation for civic engagement with an experienced, committed leadership. This will strengthen the neighborhood's capacity for revitalization both in terms of generating activity by internal partners and gathering support from external stakeholders. As of September 2005, the neighborhood had partnerships with more than 30 public and nonprofit organizations.
- **Infrastructure Improvements.** Since October 1990, approximately 10,793 linear feet of sidewalk has been constructed in the neighborhood, and in the past year 1,620 linear feet of drainage pipes was installed to improve storm water management. This provides a valuable foundation for future capital projects and improves the overall quality of the physical environment.
- **Nuisance Abatement.** The Neighborhood Improvement Association has completed a mailing to Pine Manor property owners and residents regarding the nuisance abatement program offered by the Lee County Sheriff's Office. This program will empower citizens and law enforcement officers of Lee County with a means to act against properties where public nuisances are occurring.
- **Neighborhood Based Housing Program.** The Neighborhood Improvement Association partners with Lee County Human Service's Housing Program to identify, purchase, refurbish and sell homes to provide affordable housing opportunities in Pine Manor.

## **B. Weaknesses**

- **Concentrated Poverty and High Levels of Child Poverty.** The Neighborhood District has one of the highest poverty levels of any neighborhood in Lee County at 32.6%. Among those living in poverty, children age 11 years old and younger make up 40%. Growing up in poverty leads to conditions of deprivation and limits children's opportunity for social, economic and cognitive development.
- **Low Educational Attainment.** Overall, 46.6% of the population age 25 or older failed to complete a high school diploma or equivalent. Males make up the largest share of this group with a 50.7% drop out rate. This presents a major barrier to entry into legitimate employment and helps to explain the prevalence of violent and drug-related crime.
- **Deteriorating Housing Stock.** In addition, the Neighborhood District has high levels of overcrowding. Approximately one of every six households (18.9%) has more than five or more residents, which with four as the median number of rooms per unit qualifies as more than one person per room.
- **Renter-occupied Housing.** Rental properties make up an overwhelming majority of Pine Manor's housing stock, with an 82.3% renter-occupied housing status. Approximately 86.8% of the neighborhood's population lives in a rental unit. Although renter-occupied housing itself is not a weakness, the condition of the rental properties and unwillingness on the part of absentee landlords to maintain the properties present one of the Neighborhood District's most significant challenges.
- **Violent and Drug-related Crime.** Pine Manor continues to experience a high frequency of violent and drug-related crime. The impact of this criminal activity poses obstacles to future development and causes deterioration in living conditions within the neighborhood. Public safety and residents' perceptions of safety are two of the key drivers of a community's development potential.
- **Single-parent Households.** Nearly half (45.5%) of the households headed by individuals age 15 to 64 years old are single-parent households. This limits the economic opportunity for the household generated by dual incomes and contributes to behavioral problems among the children due to limited parental oversight.

## **C. Opportunities**

- **Location in SR 41 and Summerlin Commercial Corridor.** The Neighborhood District is centered in one of the region's top commercial corridors. With the commercial district of midtown Cleveland Avenue to the east and educational institutions such as Edison College on Summerlin Avenue to the west, Pine Manor has immediate access to training, employment and economic development opportunities. These opportunities will be enhanced by the ongoing redevelopment of the Avenue Shops along Cleveland Avenue.

- **Access to Public Transportation.** Pine Manor is situated along the LeeTran Route #140, providing direct connectivity to the downtown, Cleveland Avenue and South Fort Myers/Estero Commercial Centers. This reduces the demand for private automobile ownership and in turn reduces the expense faced by low-income workers for commuting to their place of employment.
  - **Aggressive Code Enforcement.** The Neighborhood District's partnership with Lee County Code Enforcement will continue to place pressure on absentee landlords to maintain the condition of their rental units. This in turn will help to combat blight and promote the physical quality of the neighborhood. From October 2004 to July 2005, Code Enforcement issued 466 citations for code violations.
- 

#### **D. Threats**

- **Development Pressure.** The Neighborhood District's location between the educational and commercial corridors will place intense development pressures on the neighborhood. Residents and community leaders will find it increasingly difficult to maintain the integrity of their neighborhood and ensure affordable housing for the future.
- **Neighborhood's Reputation as a "Dangerous" Place.** Pine Manor faces one of its most significant threats in the broader community's perception of the neighborhood as a dangerous place. This stigma serves as a barrier to investment by external stakeholders and may foster a negative self-image on the part of neighborhood residents. In turn, this contributes to a self-fulfilling prophecy of decline and disinvestment.

### III. NEIGHBORHOOD OUTCOMES AND INDICATORS

The Neighborhood District Committee has identified the following outcomes and indicators as performance measures to monitor program impacts. Measurement on these outcomes and indicators will begin immediately with FY 2006 as the baseline year. Performance objectives will be set by the Neighborhood District Committee based on this baseline beginning in FY 2007.

<i>Outcome #1: Improve public safety in the neighborhood</i>		
Indicator Name	Description	Source
Property Crimes	Number of property crimes in relation to the population in the past year	LC SO
Person Crimes	Number of violent crimes in relation to the population in the past year	LC SO
Drug-Related Crimes	Number drug-related crimes in relation to the population in the past year	LC SO
Nuisance Abatement	Number of nuisance violations reported in relation to the population in the past year	LC SO
Community Policing	Number of hours spent by community-oriented police officers in neighborhood during past year	LC SO
<i>Outcome #2: Increase opportunities for homeownership and affordable rental housing</i>		
Indicator Name	Description	Source
Housing Condition	Percent of the homes considered substandard	Census/LCCE
Home Improvement	Percent of mortgages in the past year for the purpose of home improvement	HMDA
Code Enforcement	Number of code enforcement violations per person during the past year	LCCE
Mortgage Approvals	Percent of home mortgage loans approved per year in neighborhood	HMDA
Mortgage Amount	Average amount of home mortgage loans per year within the neighborhood	HMDA
Mortgage Apps	Number of applications for home mortgage loans completed by people in the neighborhood	HMDA
Home Purchases	Percent of home mortgage loans approved for someone in the neighborhood to buy a home	HMDA
Affordability (Owner)	Affordability of homes to be purchased within the neighborhood based on buyers' income	Census/LCPA
Affordability (Renter)	Affordability of homes to be rented within the neighborhood based on renters' income	Census/LCPA

<b>Outcome #3: Increase involvement by residents in neighborhood groups and activities</b>	
<b>Indicator Name</b>	<b>Description</b>
Civic Participation	Percent of the people in the neighborhood who attended neighborhood meetings in the past year
Participation-Activities	Percent of neighborhood residents who participated in neighborhood activities in the past year
<b>Outcome #4: Increase recreational facilities and activities in neighborhood</b>	
<b>Indicator Name</b>	<b>Description</b>
Recreation-Availability	Number of acres of park and/or similar public recreation areas per person
Recreation-Access	Average distance from each home to the nearest community center or similar public facility
Bikeways	Number of feet of protected bicycle-friendly space per person
Youth Activities	Percent of youth (18 and younger) who participate in appropriate youth activities
<b>Outcome #5: Increase transportation opportunities as a way to improve access to jobs</b>	
<b>Indicator Name</b>	<b>Description</b>
Transit Usage	Percent of trips made by people in the neighborhood where the person uses public transportation
Bus Access	Average distance from each home in the neighborhood to the nearest bus stop
Transit-Job Link	Average distance from each business in the neighborhood to the nearest bus stop
<b>Outcome #6: Improve the neighborhood's infrastructure, mainly sidewalks, storm water drainage and roadways</b>	
<b>Indicator Name</b>	<b>Description</b>
Sidewalks	Amount of feet in sidewalks per person
Storm Water System	Number of storm water drainage improvements per person in the past year
Roadways	Condition of roadways in neighborhood based on LeeDOT standards

<i>Outcome #7: Increase employment opportunity and income from work for neighborhood residents</i>		
Indicator Name	Description	Source
Employment Rate	Percent of residents who are able to work and who are working	Census
Household Income	Average income in the household from employment	Census
Poverty	Percent of people whose income is below the Federal poverty line	Census

Note: The outcomes and indicators were selected by representatives from the NDC and/or the neighborhood improvement association during the July 30, 2005, CDBG workshop.

Sources:

- Census: U.S. Census Bureau
- HMDA: Home Mortgage Disclosure Act
- LCPA: Lee County Property Appraiser
- Lee-Tran: Lee County Transit Department
- LCHS-NB: Lee County Human Services Neighborhood Building Team

#### IV. NEIGHBORHOOD REVITALIZATION STRATEGIES

To achieve its outcomes, the Neighborhood District Committee has identified the following revitalization strategies:

<i>Outcome #1: Improve public safety in the neighborhood</i>		Approved/Rejected	Completed By/Date	Comments
Activity		<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
1.1 Contact Lee County Sheriff's Office to reinstate the community oriented policing program in the Neighborhood District. (CDBG)		<input type="checkbox"/> No Date: 10/3/05	Party: _____ Date: _____	
1.2 Initiate a Neighborhood Watch program to generate public involvement in the effort to ensure public safety and reporting crime. (CDBG)		<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
1.3 Coordinate with South Trail Fire Protection & Rescue Service District to organize a Community Emergency Response Team (CERT) to educate residents of the neighborhood with strategies for disaster preparedness and response skills. (CDBG)		<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
1.4 Conduct a neighborhood survey to identify and remove elements of the physical design that promote or shelter criminal activity. (CDBG)		<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
<i>Outcome #2: Increase opportunities for homeownership and affordable rental housing</i>		Approved/Rejected	Completed By/Date	Comments
Activity		<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
2.1 Coordinate with Lee County Human Services - Housing Program to identify properties in the neighborhood eligible for rehabilitation. (CDBG)		<input type="checkbox"/> No Date: 10/3/05	Party: _____ Date: _____	
2.2 Continue investments for code enforcement to ensure a higher physical quality of housing units and property. (CDBG)		<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
2.3 Coordinate a resident campaign for neighborhood clean-up and housing refurbishment. (CDBG)		<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
2.4 Enforce power to acquire properties under lien to begin physical improvement of the neighborhood. (CDBG)		<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	

<b>Outcome #3: Increase involvement by residents in neighborhood groups and activities</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
3.1 Create at least two new leadership positions on the improvement association board for neighborhood residents.	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
3.2 Conduct a marketing campaign to identify and recruit neighborhood participants. (CDBG)	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
3.3 Monitor participation in neighborhood meetings by residents from the Neighborhood District.	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
<b>Outcome #4: Increase recreational facilities and activities in neighborhood</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
4.1 Identify opportunities for capital improvements to support recreational activities. (CDBG)	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
4.2 Coordinate with Lee County Parks & Recreation, United Way and other partners to continue providing youth recreational programs. (CDBG)	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
4.3 Survey residents (adults and youth) to identify new program areas and barriers to participation in recreational activities, including the use of Hunter Park.	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
4.4 Require participants in recreational activities to maintain the physical quality of the facility before, during and after use.	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	

<b>Outcome #5: Increase transportation opportunities as a way to improve access to jobs</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
5.1 Collect input from residents to assess the demand for public transportation service to the neighborhood.	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
5.2 Gather information from residents on the number of trips they make per day, destination, and mode of transportation.	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
5.3 Develop neighborhood transportation strategy that reflects demand and trip information.	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
5.4 Coordinate with LeeTran and other providers (private and/or public) to meet neighborhood demand.	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
<b>Outcome #6: Improve the neighborhood's core infrastructure to promote development</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
6.1 Coordinate with the NDC to identify and allocate CDBG funds for capital infrastructure improvements that will stimulate new development. (CDBG)	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
6.2 Partner with Lee County administrative units to manage all phases of the capital/infrastructure improvement process.	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
6.3 Monitor the short- and long-term impact of capital/infrastructure improvements to ensure a return on investment.	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	
6.4 Report on the impact of capital/infrastructure improvements to NDC, CAA-NDC, the BOCC and other stakeholders.	<input checked="" type="checkbox"/> Yes Date: 10/3/05	Party: _____ Date: _____	

<b>Outcome #7: Increase employment opportunity and income from work for neighborhood residents</b>		<b>Completed By/Date</b>	<b>Comments</b>
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
7.1 Conduct a skills assessment of the workforce within the neighborhood to identify gaps in skills and the demand for area employers. (CDBG)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: 10/3/05	Party: _____ Date: _____	
7.2 Develop a relationship with the Workforce Development Board to identify opportunities for job training and employment assistance. (CDBG)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: 10/3/05	Party: _____ Date: _____	
7.3 Coordinate with retail and service-sector firms in the SR 41/Summerlin area to create employment opportunities for neighborhood residents.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: 10/3/05	Party: _____ Date: _____	
7.4 Create a relationship with the Lee County Economic Development Office to explore small business start-up and retention for neighborhood-level enterprises.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: 10/3/05	Party: _____ Date: _____	

## **V. NEIGHBORHOOD FISCAL STATUS REPORT**

The fiscal summary attached to this plan reflects the account balances for the various neighborhood projects as of August 31, 2005 (Attachment 1). The remaining encumbered funds are for sidewalk and storm water drainage (\$128,754), code enforcement (\$19,859), public services (\$28,784), and site improvements at the community center (\$60,143). The neighborhood District also has unencumbered balances for code enforcement (\$23,108), public services (\$24,639), and community center improvements (\$8,054).

Also attached to this plan is the estimated HUD FY 2006 allocation for the Neighborhood District (Attachment 2). The Neighborhood District has an estimated CDBG Year 16 allocation of \$230,868. Approximately \$30,000 (13.0%) will be used for public services, \$72,000 for code enforcement (31.2%), and the remaining \$128,868 (55.8%) for neighborhood improvements. These allocations will be dedicated to strategies for achieving the neighborhood outcomes.

**ADOPTION**

The Revitalization Plan for the Pine Manor Neighborhood District is hereby adopted by the Pine Manor Neighborhood District Committee.

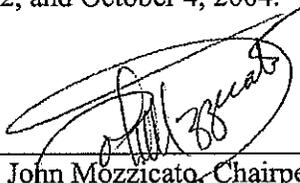
The Revitalization Plan shall serve as a basis for the Neighborhood District Committee's recommendations to the Lee County Community Action Agency/Neighborhood District Committee for activities requiring Department of Housing and Urban Development (HUD) funding allocations and approval by the Lee County Board of County Commissioners.

The Neighborhood District Committee shall also oversee and monitor progress of the activities identified in the Revitalization Plan within the Pine Manor Neighborhood District.

The Neighborhood District Revitalization Plan was originally approved by Pine Manor Neighborhood District Committee at its meeting on June 7, 1999.

The Revitalization Plan was amended by the Pine Manor Neighborhood District Committee at its meeting held on June 4, 2001, October 7, 2002, and October 4, 2004.

SIGNED:

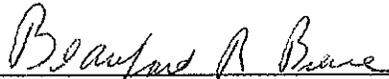


John Mozzicato, Chairperson  
Pine Manor Neighborhood District Committee

DATE:

1-5-06

SIGNED:



Beaufort R. Pierce, Secretary  
Pine Manor Neighborhood District Committee

DATE:

1-5-06

- C: John Mozzicato, Pine Manor NDC Chairperson
- Beaufort R. Pierce, Secretary, Pine Manor Neighborhood District Committee
- Joseph Grubbs, Staff Liaison, Department of Human Services (Originals)



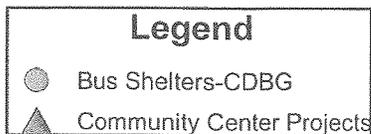
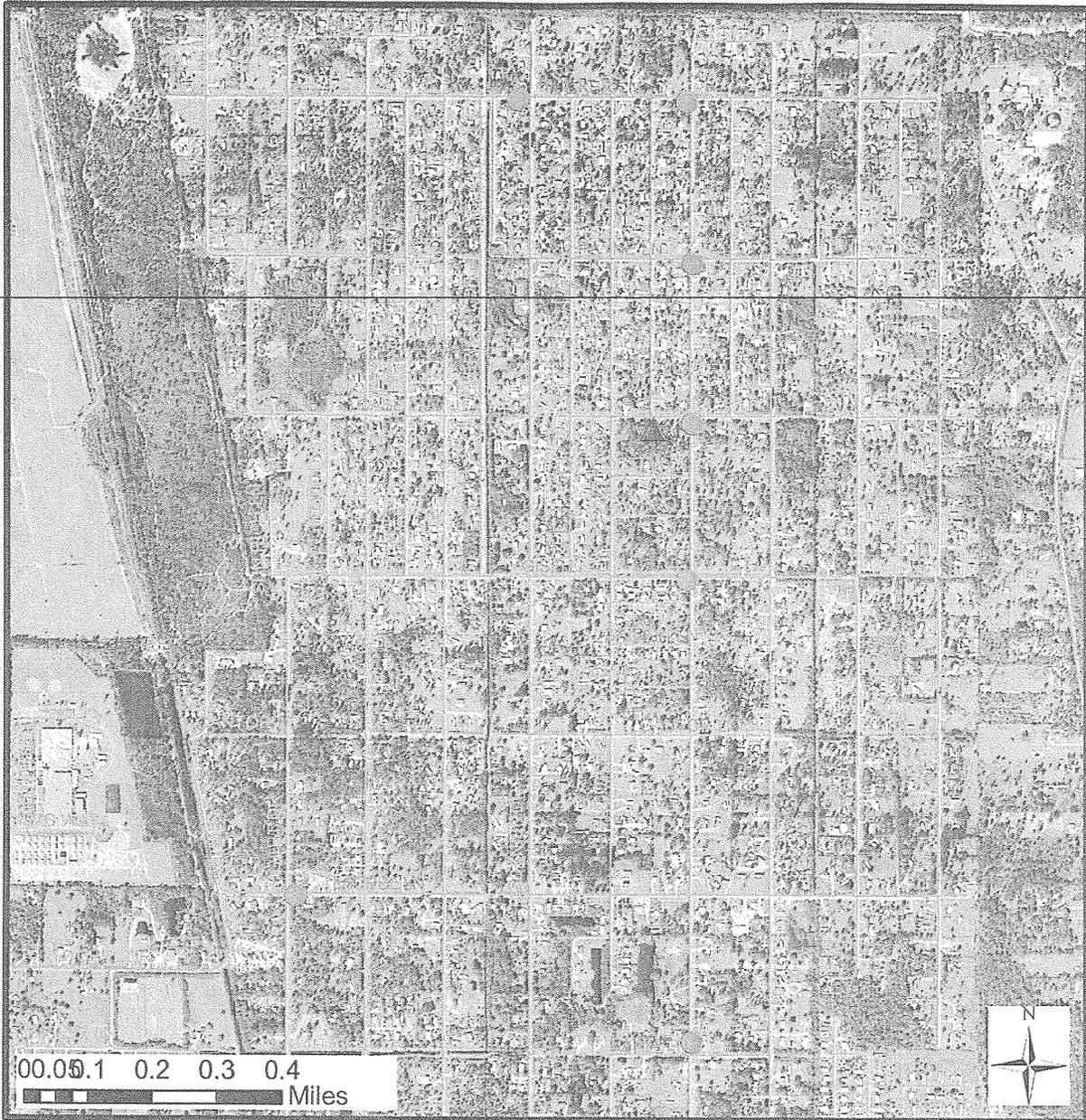
LEE COUNTY  
SOUTHWEST FLORIDA

# Suncoast Estates

Suncoast



# Suncoast Estates Neighborhood District Capital Improvement Projects



Prepared By:

Lee County Human Services  
Neighborhood Building GIS Team  
October 2005

**SUNCOAST ESTATES NEIGHBORHOOD DISTRICT  
REVITALIZATION PLAN**

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# **SUNCOAST ESTATES NEIGHBORHOOD DISTRICT REVITALIZATION PLAN**

## **I. NEIGHBORHOOD DISTRICT COMMITTEE BACKGROUND**

### **A. Mission**

The Neighborhood District Committee's mission is to improve the Neighborhood District by developing effective, cost efficient, holistic neighborhood revitalization strategies designed to provide decent, affordable housing, a suitable living environment and expanded economic opportunities. This mission shall in part be accomplished by the following actions:

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- Identifying legitimate, capable, and strong neighborhood leaders and working with them on a basis of trust, respect, ethics, and recognition.
- Building empowered, accountable neighborhood based private/public partnerships to include honest, unbiased, open communication, real power sharing, mutuality of decision-making, and a common neighborhood vision. Honor commitments and willingness to commit needed resources.
- Achieving a holistic approach to neighborhood building by linking physical and service program planning using long term realistic solutions.

### **B. Responsibilities**

The Neighborhood District Committee's responsibilities are to

- Advise the Community Action Agency/Neighborhood District Committee and ultimately The Board of County Commissioners.
- Improve communications between government and neighborhood residents
- Develop plans for the neighborhoods.
- Oversee and monitor progress of projects and related activities.

### **C. Governance Structure**

The Neighborhood District Committee consists of between five and nine members who are appointed by the Board of County Commissioners. Leadership of the Neighborhood District Committee includes a Chair, Vice-Chair and Secretary. The Neighborhood District Committee meets at least on a quarterly basis, and its actions are governed by Florida Sunshine Law and the Lee County Administrative Code.

**D. Purpose of the Revitalization Plan**

The purpose of this Revitalization Plan is to guide revitalization activities in the Suncoast Estates Neighborhood District, which are aimed at achieving the outcomes identified in the plan and the U.S. Department of Housing and Urban Development (HUD) Consolidated Plan.

The Revitalization Plan serves as a basis for the Neighborhood District Committee's recommendations to the Lee County Community Action Agency/Neighborhood District Committee for activities requiring HUD funding allocations and approval by the Lee County Board of County Commissioners.

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The Neighborhood District Committee will also oversee and monitor progress of the activities identified in the Revitalization Plan within the Suncoast Estates Neighborhood District.

## **II. NEIGHBORHOOD STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)**

The Neighborhood District Committee has identified the following internal strengths and weaknesses of the neighborhood, as well as external opportunities and threats impacting the neighborhood's future:

### **A. Strengths**

- **Neighborhood Leadership.** The Neighborhood District has a solid foundation for civic engagement with an experienced, committed leadership. This will strengthen the neighborhood's capacity for revitalization both in terms of generating activity by internal partners and gathering support from external stakeholders. As of September 2005, the neighborhood had partnerships with more than 20 public and nonprofit organizations.
- **Site for Community Center.** In partnership with Lee County, the Suncoast Task Force has reached an agreement to acquire two parcels in a central location within the neighborhood for redevelopment as a community center. Closing on the property should take place by early 2006, with the development process starting immediately after.
- **Outreach Center.** Residents of the Neighborhood District can take advantage of educational, social service and prevention programs at the Suncoast Outreach Center. This facility is located on one of the main streets in the neighborhood and remains open during the day and evening hours. Currently, approximately six different programs are currently being offered out of the center.
- **Human Resources.** More than two-thirds (66.2%) of the population is younger than 44 years old. This creates enormous opportunity for building the human resource base for recreation, social service and improvement programs. This population base, combined with the neighborhood's growing commitment to grassroots action, represents a vital strength now and into the future.

### **B. Weaknesses**

- **Infrastructure.** Although several improvements have been made in recent years to improve neighborhood's infrastructure, many gaps remain. This is particularly true with regard to the condition of streets, storm water drainage, streetlights, and sidewalk facilities. Significant investment will be required to bring the Suncoast infrastructure up to standard.

- **Concentrated Poverty.** The Neighborhood District has high levels of concentrated poverty, with a 23.4% poverty rate. Of those who live in poverty, more than a third (34.3%) are under the age of 17. This creates significant barriers to human development, as high levels of child poverty have been found to be one of the primary limitations to future educational, employment and social opportunity.
  - **Deteriorated Condition of Housing Stock.** Suncoast was particularly hard hit by the 2004 hurricanes. An estimate of more than 65 homes suffered significant damage. In addition, many of these structures were either manufactured or mobile homes. This creates blighted conditions within the neighborhood and raises barriers to affordable housing that meets the standard of decent, safe and sanitary.
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- **Renter-occupied Housing.** Nearly half (45.4%) of the population lives in a rental unit. Although renter-occupied housing itself is not a weakness, the condition of the rental properties and unwillingness on the part of absentee landlords to maintain the properties present one of the Neighborhood District's most significant challenges.
  - **Low Education Attainment.** More than one-third (39.7%) of the residents failed to complete high school. This poses a significant challenge to generating employment and economic development activity within the neighborhood. However, during the past year the Suncoast Task Force has implemented literacy and other educational support programs at no cost to participants as a way of reversing this trend.

### **C. Opportunities**

- **Increasing Property Values.** Real estate prices in the neighborhood have increased by more than 150% during the past 12 months. This has the combined impact of expanding the tax base for the neighborhood and generating new development opportunity – both retail and commercial.
- **Aggressive Code Enforcement.** The Neighborhood District's partnership with Lee County Code Enforcement will place pressure on absentee landlords to maintain the condition of their rental units. This in turn will help to combat blight and promote the physical quality of the neighborhood.
- **Resource Development and CDBG Leverage.** The Suncoast Task Force has a 501(c)(3) tax exempt status, which makes it eligible to receive financial contributions and grants from external sources. This opens many doors for resource development to stimulate future capital, infrastructure and public service improvements.
- **Media Relations.** Neighborhood leaders have had positive media exposure in recent months and have the opportunity to grow this into a full media campaign. Positive perception of the neighborhood held by external partners is vital to future growth, and this begins with nurturing a positive image in the press.

- Partnership with Lee County Bicycle and Pedestrian Committee. The Neighborhood District has brokered a strong partnership with the Lee County's Bicycle and Pedestrian Committee. This will give neighborhood leaders the opportunity to identify areas for future sidewalk and bikeway improvements.

#### **D. Threats**

- Development Pressure. The Neighborhood District's location and the relatively low cost of real estate in comparison to the remainder of Southwest Florida will place intense development pressures on the neighborhood. Residents and community leaders will find it increasingly difficult to maintain the integrity of their neighborhood and ensure affordable housing for the future.
- Vulnerability to Natural Disasters. The high concentration of manufactured and mobile homes, most of which were constructed before the heightened regulations following Hurricane Andrew, exposes the neighborhood to the threat of natural hazards. This raises the demand for improvements in the housing stock and concentrated efforts to ensure preparedness in the future.
- Disproportionate Share of Sexual Predators. Florida Department of Law Enforcement information shows that the Suncoast area has one of the highest concentrations of sexual predators in the Southwest Florida region. This combined with the high percentage of children younger than age 17 represents a major challenge for residents and public safety personnel.

### III. NEIGHBORHOOD OUTCOMES AND INDICATORS

The Neighborhood District Committee has identified the following outcomes and indicators as performance measures to monitor program impacts. Measurement on these outcomes and indicators will begin immediately with FY 2006 as the baseline year. Performance objectives will be set by the Neighborhood District Committee based on this baseline beginning in FY 2007.

<i>Outcome #1: Improve the neighborhood's infrastructure, mainly sidewalks, street lights, storm water drainage and roadways</i>	
<b>Indicator Name</b>	<b>Description</b>
Sidewalks	Amount of feet in sidewalks per person
Street Lighting	Number of street lights in relation to the number of people
Storm Water System	Number of storm water drainage improvements per person in the past year
Roadways	Condition of roadways in neighborhood based on LeeDOT standards
<i>Outcome #2: Increase involvement by residents in neighborhood groups and activities</i>	
<b>Indicator Name</b>	<b>Description</b>
Civic Participation	Percent of the people in the neighborhood who attended neighborhood meetings in the past year
Participation-Activities	Percent of neighborhood residents who participated in neighborhood activities in the past year
<i>Outcome #3: Increase recreational facilities and activities in neighborhood</i>	
<b>Indicator Name</b>	<b>Description</b>
Recreation-Availability	Number of acres of park and/or similar public recreation areas per person
Recreation-Access	Average distance from each home to the nearest community center or similar public facility
Bikeways	Number of feet of protected bicycle-friendly space per person

<i>Outcome #4: Improve the condition of homes in the neighborhood by bringing them up to code</i>	
<u>Indicator Name</u>	<u>Indicator</u>
<u>Description</u> Percent of the homes considered substandard	TBD
Amount of mortgage loans per capita (2004) for the purpose of home improvement	\$51
Number of code enforcement violations per person during the past year	TBD
<i>Outcome #5: Improve public safety in the neighborhood</i>	
<u>Indicator Name</u>	<u>Indicator</u>
<u>Description</u> Number of property crimes in relation to the population in the past year	TBD
Number of violent crimes in relation to the population in the past year	TBD
Number drug-related crimes in relation to the population in the past year	TBD
Number of hours spent by community-oriented police officers in neighborhood during past year	TBD

Note: The outcomes and indicators were selected by representatives from the NDC and/or the neighborhood improvement association during the July 30, 2005, CDBG workshop.

Sources:

- Census: U.S. Census Bureau
- HMDA: Home Mortgage Disclosure Act
- LCPA: Lee County Property Appraiser
- Lee-Tran: Lee County Transit Department
- LCHS-NB: Lee County Human Services Neighborhood Building Team

#### IV. NEIGHBORHOOD REVITALIZATION STRATEGIES

To achieve its outcomes, the Neighborhood District Committee has identified the following revitalization strategies:

<i>Outcome #1: Improve the neighborhood's infrastructure, mainly sidewalks, street lights, storm water drainage and roadways</i>			
Activity	Approved/Rejected	Completed By/Date	Comments
1.1 Coordinate with the NDC to identify and allocate CDBG funds for capital infrastructure improvements that will stimulate new development. (CDBG)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/17/05</u>	Party: _____ Date: _____	
1.2 Partner with Lee County administrative units to manage all phases of the capital/infrastructure improvement process.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/17/05</u>	Party: _____ Date: _____	
1.3 Monitor the short- and long-term impact of capital/infrastructure improvements to ensure a return on investment.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/17/05</u>	Party: _____ Date: _____	
1.4 Report on the impact of capital/infrastructure improvements to NDC, CAA-NDC, the BOCC and other stakeholders.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/17/05</u>	Party: _____ Date: _____	
<i>Outcome #2: Increase involvement by residents in neighborhood groups and activities</i>			
Activity	Approved/Rejected	Completed By/Date	Comments
2.1 Create at least two new leadership positions on the improvement association board for neighborhood residents.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/17/05</u>	Party: _____ Date: _____	
2.2 Conduct a marketing campaign to identify and recruit neighborhood participants. (CDBG)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/17/05</u>	Party: _____ Date: _____	
2.3 Monitor participation in neighborhood meetings by residents from the Neighborhood District.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date <u>10/17/05</u>	Party: _____ Date: _____	

<b>Outcome #3: Increase recreational facilities and activities in neighborhood</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
3.1 Identify opportunities for capital improvements to support recreational activities. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/17/05	Party: _____ Date: _____	
3.2 Coordinate with Lee County Parks & Recreation, United Way and other partners to continue providing youth recreational programs. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/17/05	Party: _____ Date: _____	
3.3 Survey residents (adults and youth) to identify new program areas and barriers to participation in recreational activities, including the use of Hunter Park.	<input checked="" type="checkbox"/> Yes ___ No Date 10/17/05	Party: _____ Date: _____	
3.4 Require participants in recreational activities to maintain the physical quality of the facility before, during and after use.	<input checked="" type="checkbox"/> Yes ___ No Date 10/17/05	Party: _____ Date: _____	
<b>Outcome #4: Improve the condition of homes in the neighborhood by bringing them up to code</b>			
<b>Activity</b>	<b>Approved/Rejected</b>	<b>Completed By/Date</b>	<b>Comments</b>
4.1 Coordinate with Lee County Human Services -- Housing Program to identify properties in the neighborhood eligible for rehabilitation. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/17/05	Party: _____ Date: _____	
4.2 Continue investments for code enforcement to ensure a higher physical quality of housing units and property. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/17/05	Party: _____ Date: _____	
4.3 Coordinate a resident campaign for neighborhood clean-up and housing refurbishment. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/17/05	Party: _____ Date: _____	
4.4 Enforce power to acquire properties under lien to begin physical improvement of the neighborhood. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/17/05	Party: _____ Date: _____	

<i>Outcome #5: Improve public safety in the neighborhood</i>		Completed By/Date	Comments
Activity	Approved/Rejected	Completed By/Date	Comments
5.1 Build stronger relationships with Lee County Sheriff's Office for community oriented policing program in the Neighborhood District. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/17/05	Party: _____ Date: _____	
5.2 Enhance the Neighborhood Watch program to generate public involvement in the effort to ensure public safety and reporting crime. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/17/05	Party: _____ Date: _____	
5.3 Generate more resident involvement in the Community Emergency Response Team (CERT) to educate residents of the neighborhood with strategies for disaster preparedness and response skills. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/17/05	Party: _____ Date: _____	
5.4 Conduct a neighborhood survey to identify and remove elements of the physical design that promote or shelter criminal activity. (CDBG)	<input checked="" type="checkbox"/> Yes ___ No Date 10/17/05	Party: _____ Date: _____	

## **V. NEIGHBORHOOD FISCAL STATUS REPORT**

The fiscal summary attached to this plan reflects the account balances for the various neighborhood projects as of August 31, 2005 (Attachment 1). The remaining encumbered funds are for site acquisition (\$129,320) and public services (\$55,638). The neighborhood District also has unencumbered balances for site acquisition (\$87,949), public services (\$47,693), and code enforcement (\$70,000).

Also attached to this plan is the estimated HUD FY 2006 allocation for the Neighborhood District (Attachment 2). The Neighborhood District has an estimated CDBG Year 16 allocation of \$213,028. Approximately \$95,000 (44.6%) will be used for public services, \$70,000 for code enforcement (32.9%), and the remaining \$48,028 (22.5%) for neighborhood improvements. These allocations will be dedicated to strategies for achieving the neighborhood outcomes.

**VI. ADOPTION**

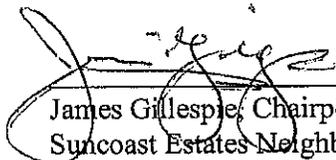
The Revitalization Plan for the Suncoast Estates Neighborhood District is hereby adopted by the Suncoast Estates Neighborhood District Committee.

The Revitalization Plan shall serve as a basis for the Neighborhood District Committee's recommendations to the Lee County Community Action Agency/Neighborhood District Committee for activities requiring Department of Housing and Urban Development (HUD) funding allocations and approval by the Lee County Board of County Commissioners.

~~The Neighborhood District Committee shall also oversee and monitor progress of the activities identified in the Revitalization Plan within the Suncoast Estates Neighborhood District.~~

Originally approved by Suncoast Estates Neighborhood District Committee at its meeting on January 7, 2003. Updated by Suncoast Estates Neighborhood District Committee at its meeting on October 18, 2004 and on October 17, 2005.

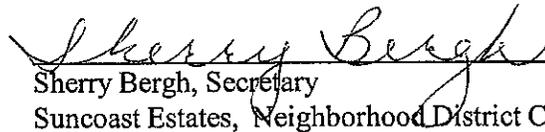
SIGNED:

  
James Gillespie, Chairperson  
Suncoast Estates Neighborhood District Committee

DATE:

June 19, 2006

SIGNED:

  
Sherry Bergh, Secretary  
Suncoast Estates, Neighborhood District Committee

DATE:

6/19/2006

- C: James Gillespie, Chairperson, Suncoast Estates Neighborhood District Committee  
Sherry Bergh, Secretary, Suncoast Estates Neighborhood District Committee  
Staff Liaison, Department of Human Services (Originals)