



**Urban Land
Institute**

Advisory Services Program



Cape Coral, FL

CAPE CORAL, FL

ULI ADVISORY SERVICES

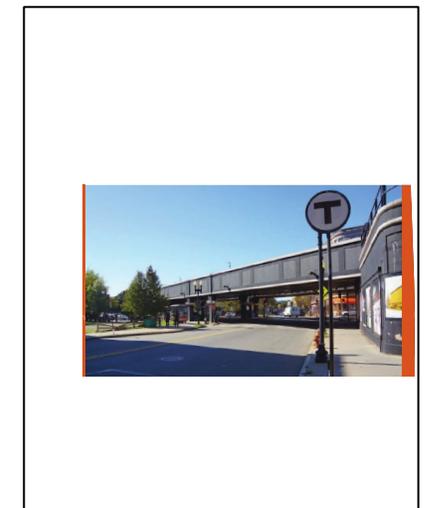
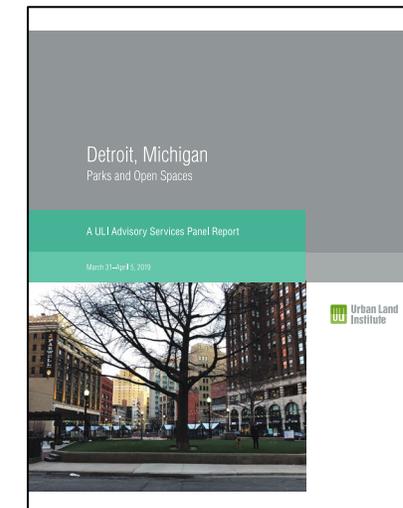
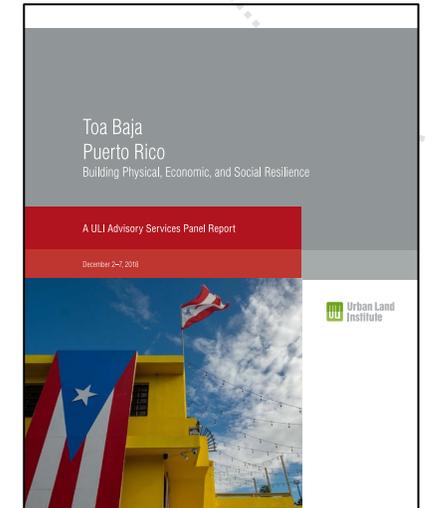
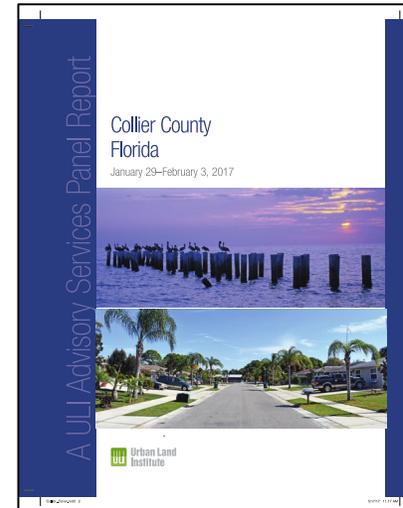
MAY 15-20, 2022

About the Urban Land Institute

Cape Coral, FL – May 2022

ULI Mission: Shape the future of the built environment for transformative impact in communities worldwide

- A multi-disciplinary membership organization with more than 45,000 members in private enterprise and public service
- What the Urban Land Institute does:
 - Conducts Research
 - Provides a forum for sharing of **best practices**
 - Writes, edits, and publishes **books** and **magazines**
 - Organizes and conducts **meetings**
 - Directs outreach programs
 - Conducts **Advisory Service Panels**



ADVISORY SERVICE PANELS

Since 1947, ULI's Advisory Services Program have helped more than 700 communities find independent, strategic, and practical solutions for the most challenging land use issues.

Thank you to our sponsor



Thank you everyone else!

FL – May 2022

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ULI Panelists and Staff

Selected for their subject matter expertise to provide **objective, volunteer** recommendations

Leigh Ferguson (Panel Chair)

Downtown Development District of New Orleans (Retired)
Chattanooga, TN

Lindsay Brugger, AIA

Urban Land Institute
Washington, D.C.

Daniel M. Conway

THK Associates, Inc.
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Donny James

Revenue Authority of Prince George's County
Largo, MD

Susannah Ross

Agency Landscape + Planning
Cambridge, MA

ULI Staff

Mary Beth Corrigan
EVP, Global Leadership

Barbra Gustis

Director, Advisory Services and Key Leaders

David Zehr

Senior Associate, Advisory Services

Market Conditions and Potential

Cape Coral Market Overview

Cape Coral, FL – May 2022

Population and Residential Overview

- 60,000 of the 407,500 people employed in Lee County
- 200,000 permanent residents in 71,000 households (26% of the Lee County SMSA)
- 3,800 people in 1,300 households added per year since 1990
- Projected annual growth of 4,300 people in 1,950 households
- 30,000 season/second home residential units (32% of the Lee County SMSA)
- Seasonal/second home growth expected to be 500 units per year resulting in a projected residential growth of 2,520 units per year
 - 1,450 detached SF homes
 - 440 townhomes/condos
 - 630 rental apartments
- 1980 – 2020: 2,006 residential units per year
- 2020 and 2021: 4,000 per year (23% multifamily)

Cape Coral Market Overview

Cape Coral, FL – May 2022

Non-residential Development

- Industrial
 - Current: 2.6M square feet (8.3% of the Lee County SMSA)
 - Historic annual growth: 28,000 square feet
 - Projected annual growth: 40,000 square feet
- Office
 - Current: 2.6M square feet (12% of the Lee County SMSA)
 - Historic annual growth: 46,000 square feet
 - Projected annual growth: 60,000 square feet
 - Medical-related: 40% and anticipated to grow by 23,000 annually
- Hotel
 - Current: 820 rooms (6% of Lee County SMSA of 13,200 room)
 - Cape Coral projected annual growth: 100 rooms (of the 350 room in the Lee County SMSA)
- Retail
 - Current: 8M square feet (16.5% of the Lee County SMSA)
 - Historic annual growth: 140,000 square feet
 - Projected annual growth: 171,000 square feet

Cape Coral Market Overview

Given current residential and commercial demand, Cape Coral should expect an annual absorption of 500 acres per year



Advisory Services Program



Cape Coral Market Overview

Implications

- Continuum of housing
- Improved medical care
- Broadened post-secondary education
- State-of-the-art industrial and business park
- Increased supply of resort and hotel facilities
- Enhanced cultural and art offerings
- Embrace all that Cape Coral has to offer

Cape Coral, FL – May 2022

Placemaking

Planning Context and Why it Needs to Evolve

Cape Coral, FL – May 2022

A platted City with individual home access to canals – a boating culture

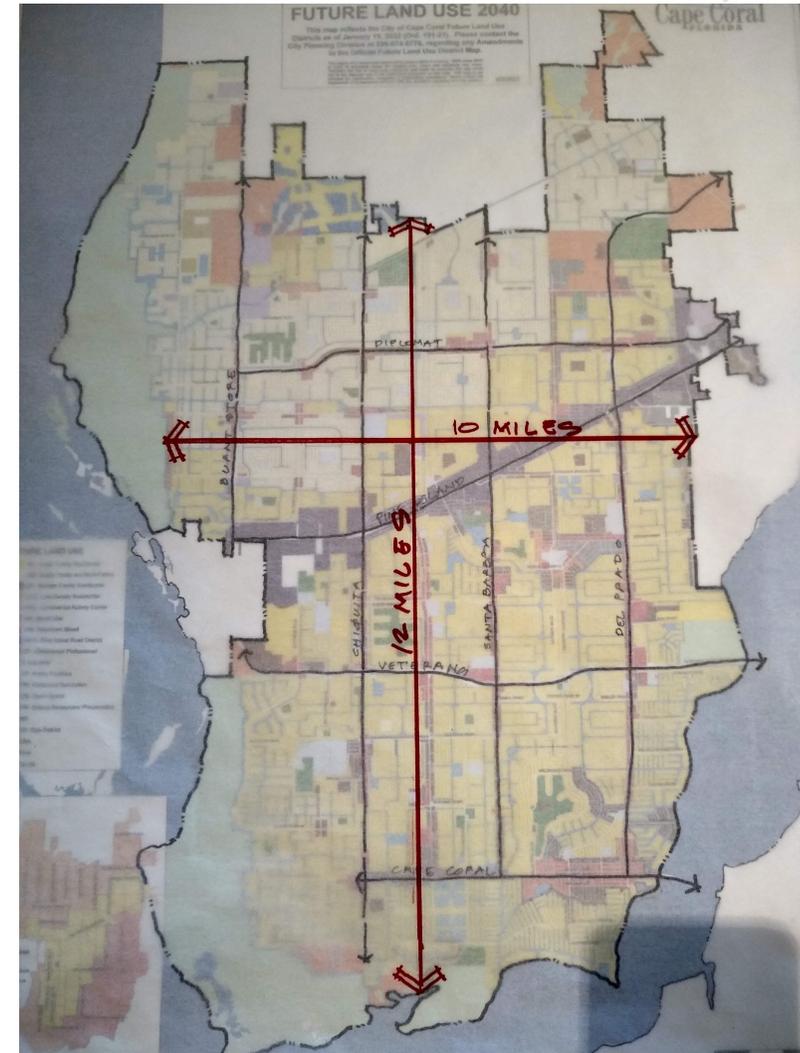
- Rosen Brothers legacy of a pre-determined, largely single-family detached, low-density environment – with little to no thought on what elements are needed to build community
- Positive outcome – a unique City that gave everyone a home, boating access, and waterfront property



A Very Large-Sized City that is Disorienting

Cape Coral, FL – May 2022

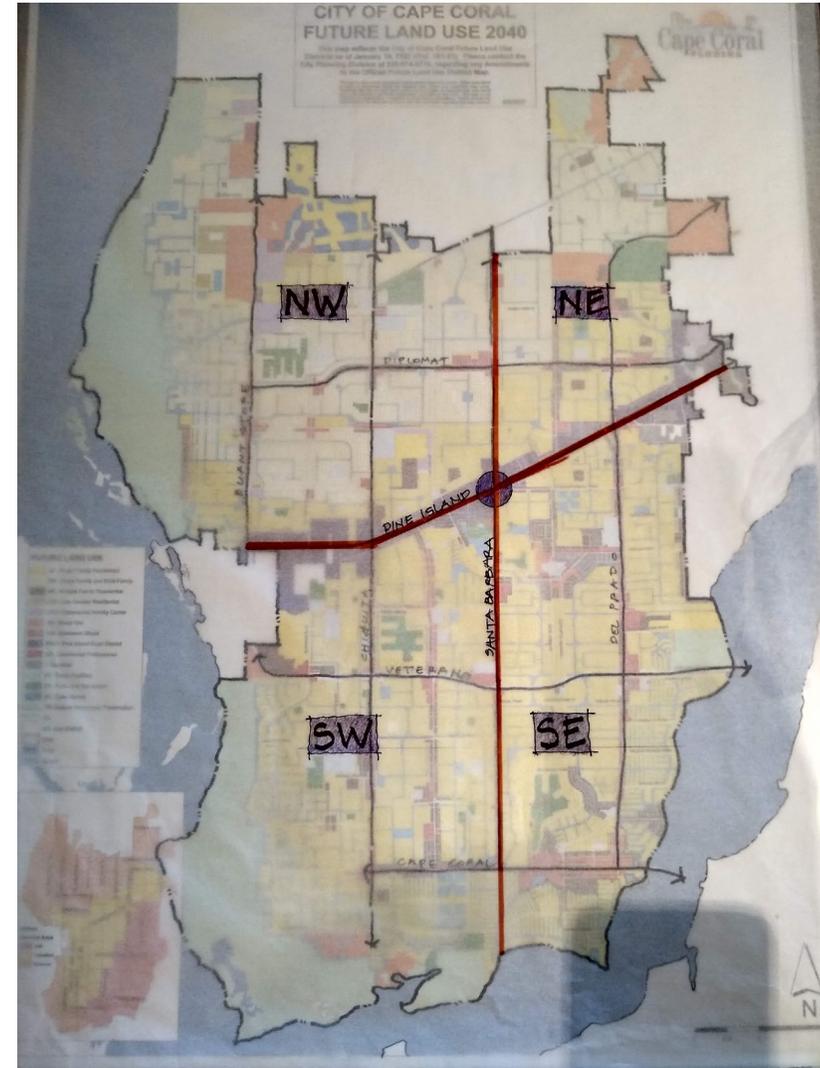
- A City that is hard to comprehend and lacks legibility
- Lack of Connectivity – Impacted local traffic patterns that are a direct result of over 400 miles of canals – numerous dead-end and looped streets that force traffic back onto arterial streets causing congestion
- Room to grow, and opportunity to plan for and create neighborhoods with a mix of uses and densities that are connected on many levels



A City of Quadrants and Separate Identities

Cape Coral, FL – May 2022

- City is referenced geographically and mentally through its 4 quadrants– place-based and image-based
- Quadrant referencing could be borne out of the sheer size of the City, a yearning now to see the City at a finer grain
- Quadrants do have different characteristics which can be an opportunity for civic and cultural amenities to help support needs and provide greater identification



A Downtown that is Not Central and Still Evolving

Cape Coral, FL – May 2022

- A non-traditional downtown, seeking definition– in the SE quadrant
- Created out of a linear pattern initially begun with entertainment, restaurant, and shopping uses
- Development proposals are in the works to add higher density housing in mixed-use formats
- Will need the arts, music, and cultural places and events to attract a city-wide audience
- Can be a model if done correctly to seed other quadrants of Cape Coral



Public Waterfront Access Challenged

Cape Coral, FL – May 2022

- Astonishingly little waterfront access
- Places like the Cape Coral Yacht & Racquet Club and Jaycee Park are loved to death due to a lack of choice
- Imperative as a “waterfront city” to find additional places for its citizens to enjoy the water edge



Numerous Parks, but...No Regional Park

Cape Coral, FL – May 2022

- A robust network of small and medium-sized parks exist that serve many needs
- Need for one or more teen centers
- Need for a large, citywide, regional park— a place that accommodates Cape Coral residents and visitors to share in civic pride



A Cultural Void

- Cultural institutions elevate the desirability of cities to both retain its citizens and attract visitors
- Mature cities move toward harnessing the creative talent of their citizens
- Opportunity to enhance the quadrants, districts, and neighborhoods with cultural anchors– performing arts, playhouses, artist collaborative spaces and similar functions
- Opportunity to expand the sport offerings with facilities that can handle large tournaments



Insignificant Tourist Lodging Infrastructure

Cape Coral, FL – May 2022

- Seasonal rentals or ownership at the private home level is robust
- However, hotel destinations like the Westin are non-existent
- Additional opportunities would benefit the many businesses who support short-term travel, particularly in off-season months



Predominance of One Housing Type

Cape Coral, FL – May 2022

- The amount of single-family homes in Cape Coral built at a low density has contributed to the sprawling pattern we see today
- While new apartments are now emerging, the City needs to diversify its housing base



Strip Retail Centers Predominate

Cape Coral, FL – May 2022

- Similar to the sprawling residential patterns, the major arterials in Cape Coral are filled with auto-centric uses
- There is a need for more shopping experiences in walkable mixed-use environments and places that may be anchor related but in more experiential environments



Healthcare and Post High-School Education Opportunities are Limited

Cape Coral, FL – May 2022

- Cape Coral has one public-serving general hospital that is struggling to meet the demands of a 200,000 population city
- There is only one post-high school vocational institution in Cape Coral
- In the future, there will be a demand for multiple health and educational institutions, and the City should work with the private sector to plan for that eventuality



Image as a City Incomplete— Who are We and What are Our Priorities?

Cape Coral, FL – May 2022

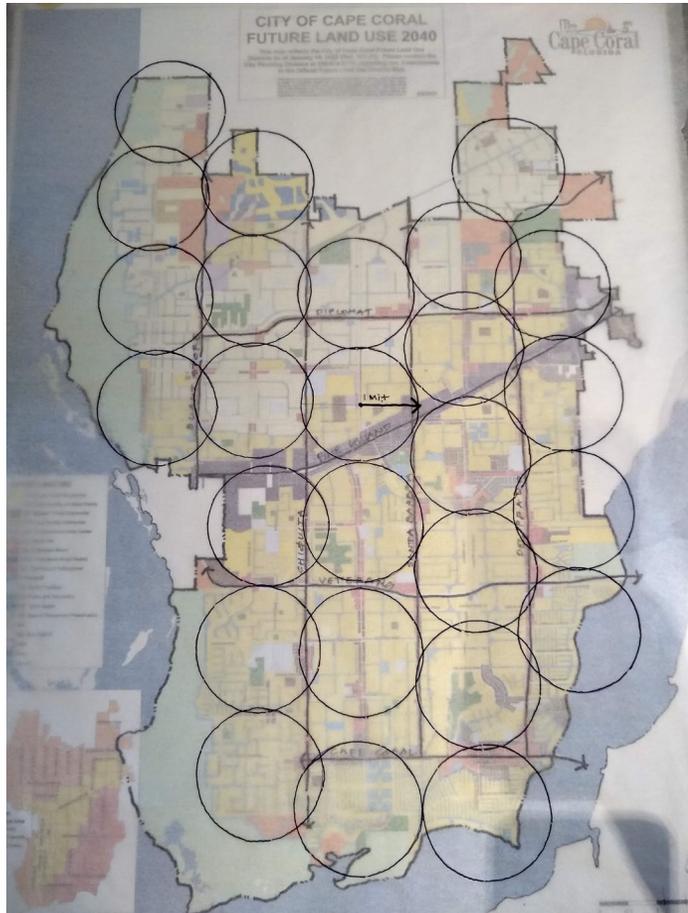
- So, how does Cape Coral evolve going forward?
- What actions and measures can enhance community building?
- What underpins your Comprehensive Planning Updates now and in the future?



Planning Principles

Cape Coral, FL – May 2022

Principle #1 - Create identifiable Districts (start at the Quadrant level) and promote wayfinding for visitors and residents



- Start at the Quadrant level– ground zero is Santa Barbara and Pine Island
- Identify Districts that have an approximate one-mile radius
- Develop a wayfinding strategy that leads residents and visitors to the Districts
- Seed the Districts with anchor institutions – might be a school, shopping center, civic space and or city-wide resource
- Be creative, its not always about data, link to branding strategies

Principle #2 - Define and Strengthen Cape Coral Neighborhoods

- Community building happens at the neighborhood level
- Identify neighborhood champions and stay connected with community organizations
- Create a Neighborhood Map and define where deficiencies occur at the granular level for existing neighborhoods
- Build greater housing diversity, cultural offerings, and public open space in the neighborhoods yet to emerge



Principle #3 - Create a “Regional Park” that is Programmed to Include City-Wide Events



- Identify land to secure for a large citywide Regional Park
- Two potential options to consider are the old golf course in the SE quadrant, and a city-owned property in the NW quadrant
- Size should be more than 100 acres
- Programmed for both active and passive uses with the ability to accommodate large crowds for community celebrations

Principle #4 - Identify and Secure Additional Places for Public Access to the Waterfront

- This will not be an easy task along the Caloosahatchee waterfront due to private ownership, but small places may be possible north of Veterans



Principle #5 - Develop a “Pedestrian First” Mentality to Transportation Planning

- Transportation improvements need to make it easier for walking and cycling
- Particular attention needs to occur along the Cape’s key N/S and E/W arterials
- Potential bicycle improvements include a robust network that would include protected bike lanes connecting key destinations (e.g. parks, schools, and other civic uses)
- Potential pedestrian improvements include the need for well-defined crosswalks, sidewalk bulb-outs at intersections, speed modifications for vehicles, separated sidewalks, and pedestrian crossing lights



Principle #6 - Create the Infrastructure Necessary for Non-Personal Automobile Use

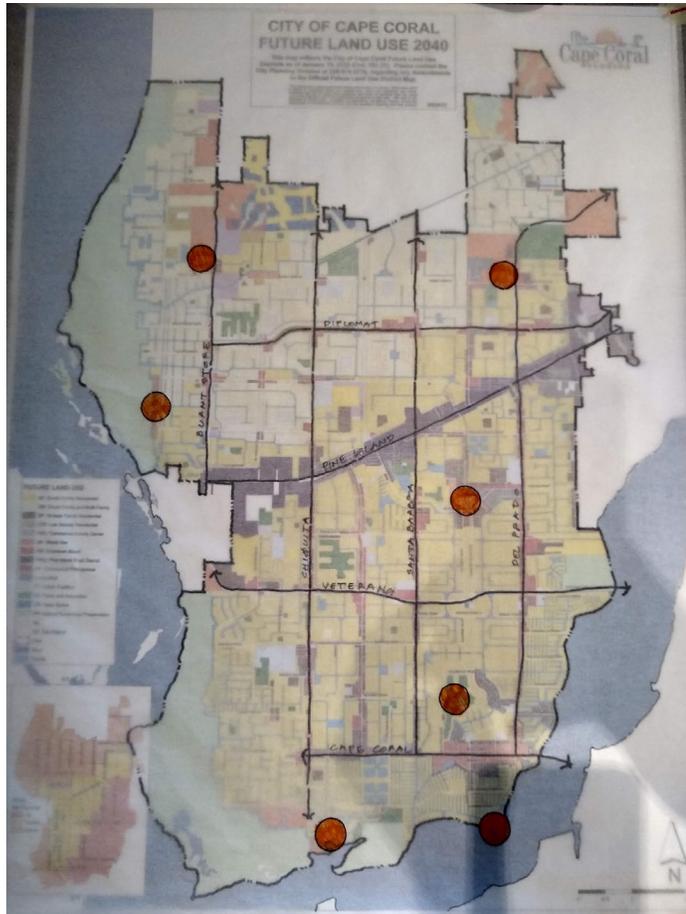
Cape Coral, FL – May 2022

- As the City grows, so will the need for alternative forms of transportation
- Develop an infrastructure that accommodates mass transit on-demand shuttles, e-bike and scooter lanes, and ride-sharing pick-up and drop-off locations in public places
- Utilize the extensive canal system to provide water taxi service



Principle #7 - Add Cultural Amenities to Reflect a More Diverse Population and Attract Visitors

Cape Coral, FL – May 2022

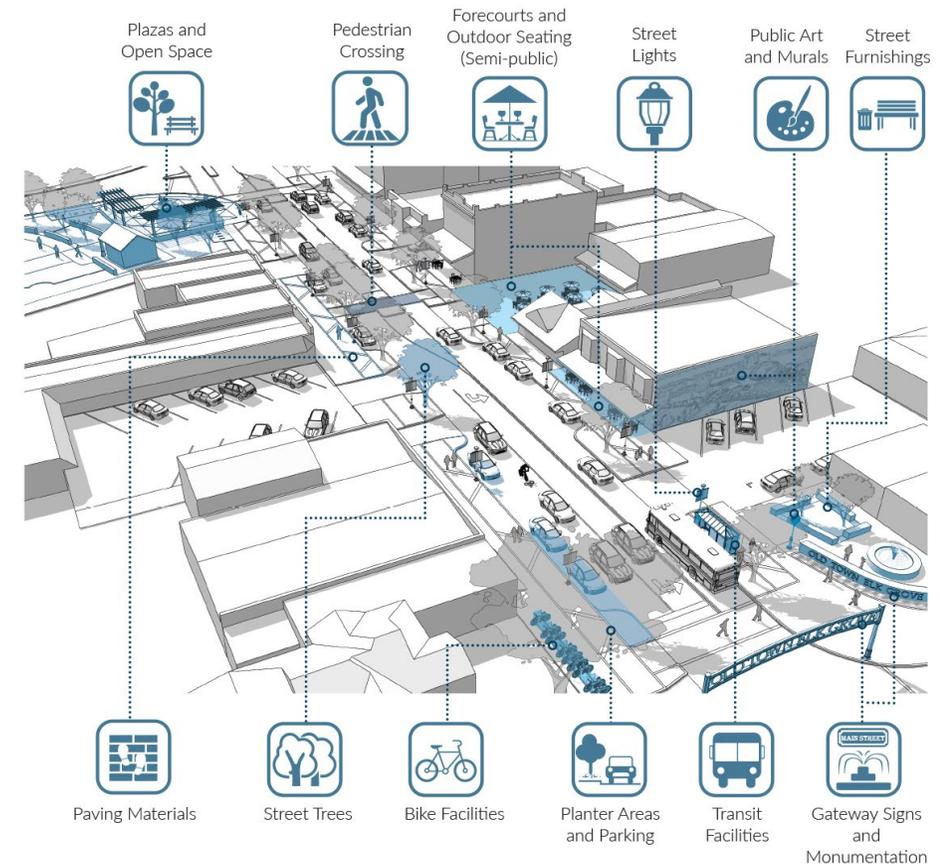


- Add a performing arts center and/or museum to Cape Coral. One logical location is the City Hall complex as it gets redeveloped– center of the community
- Revitalize and expand the cultural facilities at the Cape Coral Yacht & Racquet Club, guided by a sensitivity to the history and beginnings of the community
- Develop several teen centers in the community, one north of Pine Island Road and one south
- Infuse the newer mixed-use developments such as 7 Islands and the Downtown with cultural amenities

Principle #8 – Review the Development Codes to Incentivize Creativity and Mandate Quality

Cape Coral, FL – May 2022

- Guide the development community to provide more diversity in housing prototypes
- Demonstrate how the “missing middle” types such as townhomes, stacked flats, fourplexes, live-work, and other forms can work on Cape Coral parcels
- Raise the quality of the built environment through introduction of Objective Design Standards that examine building setbacks, form, materials, and color to give clear direction to architects, landscape architects, and builders



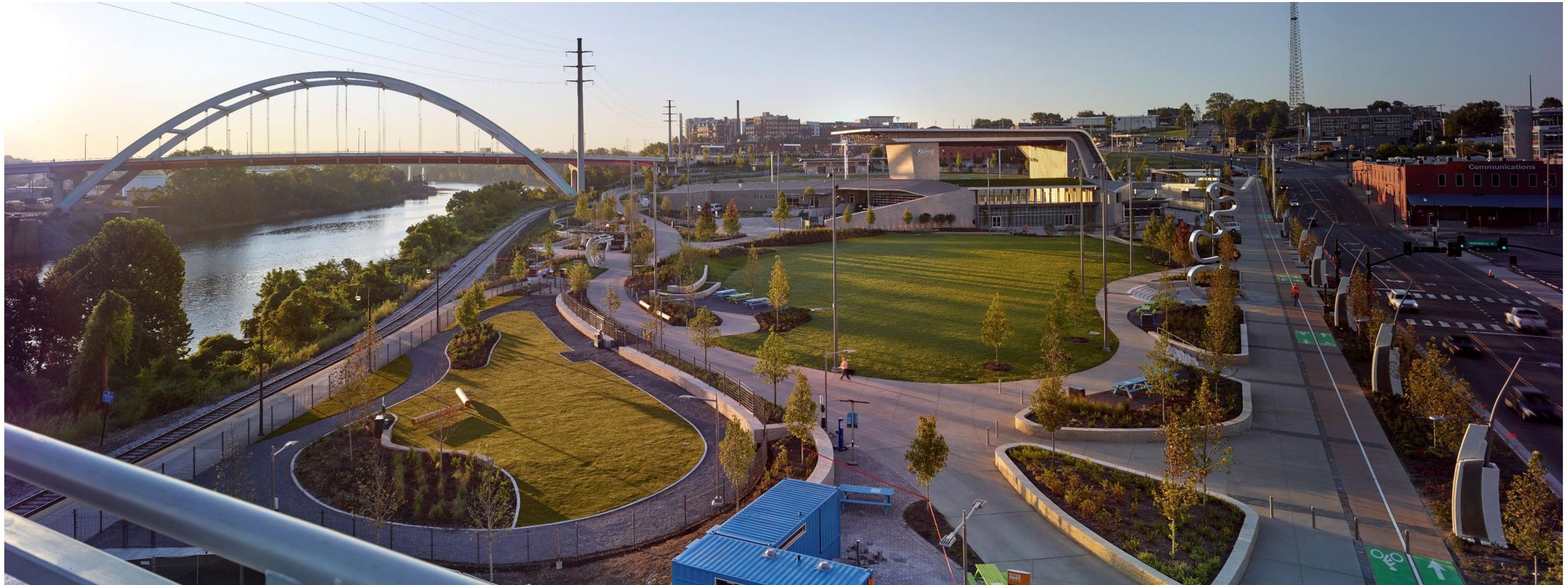
Principle # 9 - Celebrate the Natural Environment through Restoration and Education

- Recognize the unique setting of this place at the junction of the Gulf and the Caloosahatchee
- Tell the story of degradation, preservation, and reclamation through the arc of time from 1957 to now
- Seek to acquire parcels adjacent to natural habitat for reclamation purposes
- Develop education programs in conjunction with the schools



Principle #10 – Resilience Policies and Guidelines Need to Underpin All Land Use Decisions

- Integrate resilience measures into all design and development guiding documents



Guidelines for the Public Realm

Cape Coral, FL – May 2022



Guidelines for the Public Realm

Cape Coral, FL – May 2022

Unique to Cape Coral



Guidelines for the Public Realm

Safe, connected and accessible

Cape Coral, FL – May 2022



Guidelines for the Public Realm

Cape Coral, FL – May 2022

Climate comfort



Concessions Pavilion at Sarasota Bay Park

Guidelines for the Public Realm

Cape Coral, FL – May 2022

Appeal to multiple generations

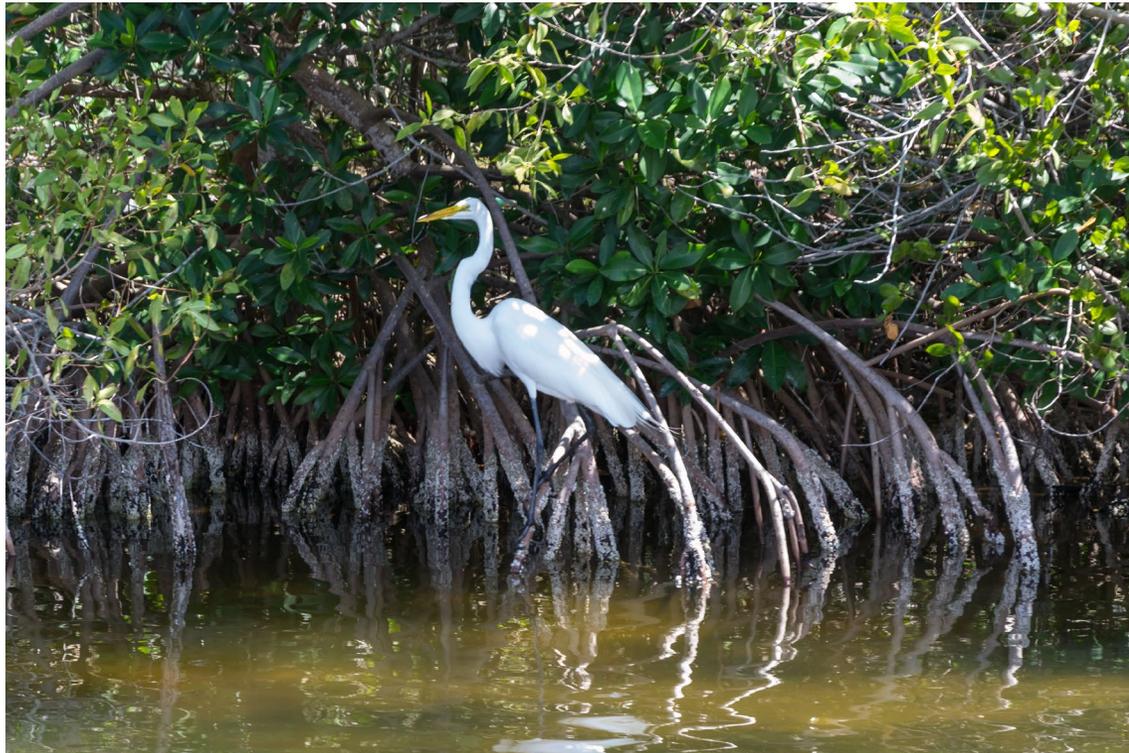


Moore Square, Raleigh, NC

An Enriched Public Realm

Cape Coral, FL – May 2022

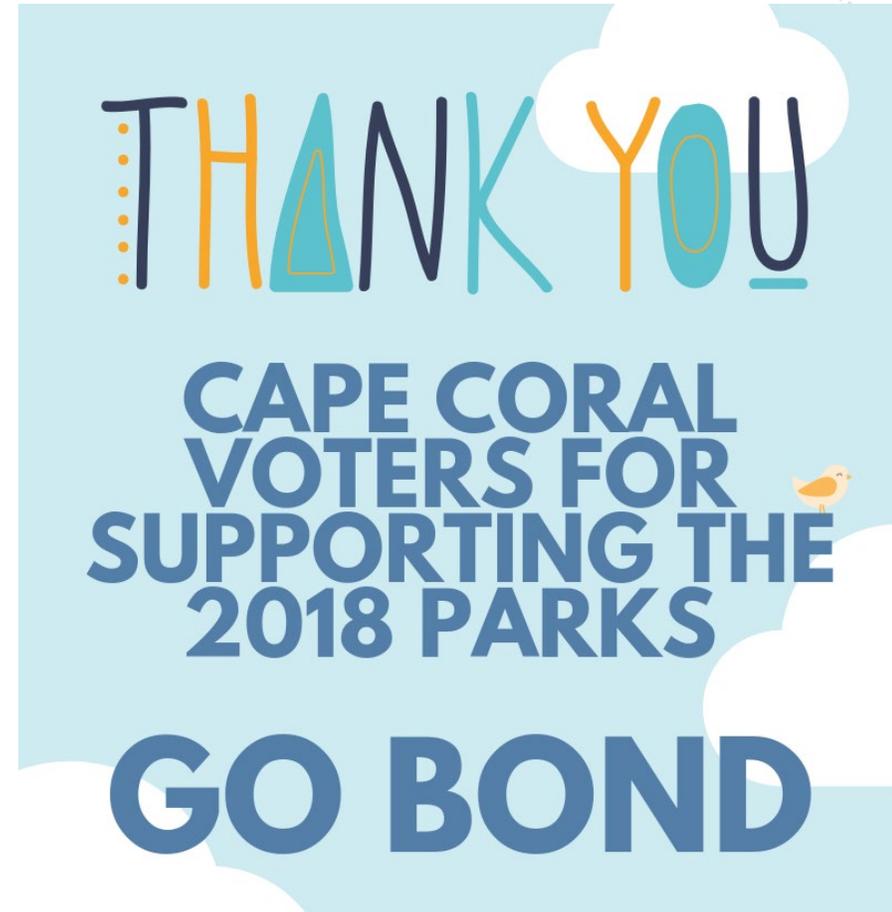
The outdoor lifestyle is what draws most people to Cape Coral



An Enriched Public Realm

To be a great city, focus on supplementing and improving the types of spaces offered in the public realm

- Vote for the GO Bond is an indicator that residents are supportive of investment
- Projects identified should be implemented
- Develop an even richer system of parks and recreation
- There is a hunger for places to gather as a community



Public Waterfront Access

Cape Coral, FL – May 2022

Existing access is extremely limited; new and improved waterfront access at the Cape Coral Yacht & Racquet Club and Tropicana Park will be great steps forward



Public Waterfront Access

Cape Coral, FL – May 2022

Layer in additional spaces; elevate the design to the unexpected and the innovative.

- Gathering spaces of various sizes and materials
- Boardwalk / waterfront circulation
- Boat launch & docks



Proposal for the Jacksonville Landing Design Competition

Public Waterfront Access

Cape Coral, FL – May 2022

- Celebrate views
- Embrace water taxi circulation



Proposal for the Jacksonville Landing Design Competition

Public Waterfront Access

Cape Coral, FL – May 2022

- Build more beaches!



Sugar Beach Park, Toronto

Community Identity & Placemaking

Cape Coral, FL – May 2022



Cape Coral
FLORIDA

2021

Adopt-a-Median Program

Community Identity & Placemaking

Cape Coral, FL – May 2022

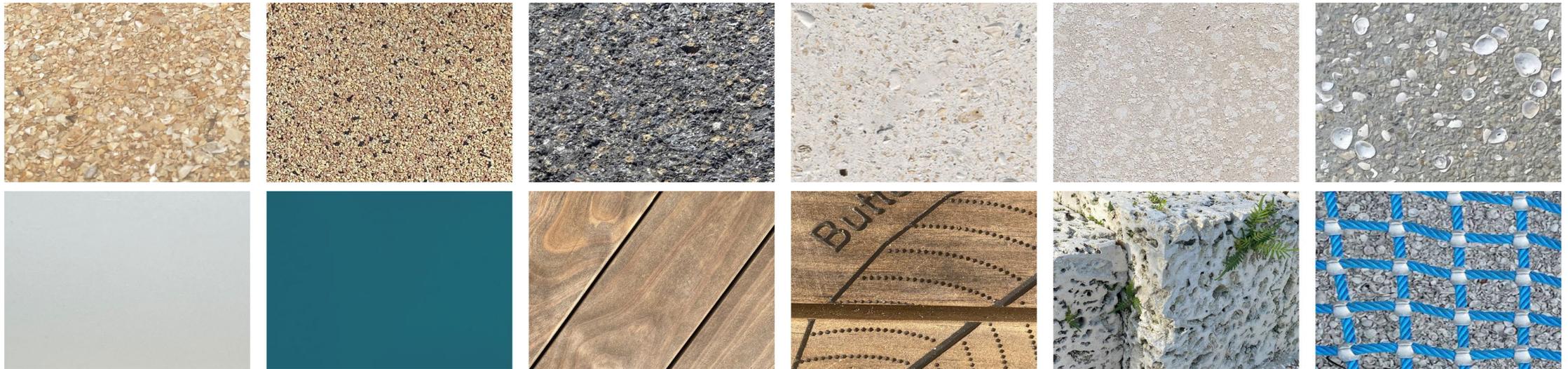
Art can be gateway, play, and gathering place all in one



Proposal for the Jacksonville Landing Design Competition

Community Identity & Placemaking

Cape Coral, FL – May 2022



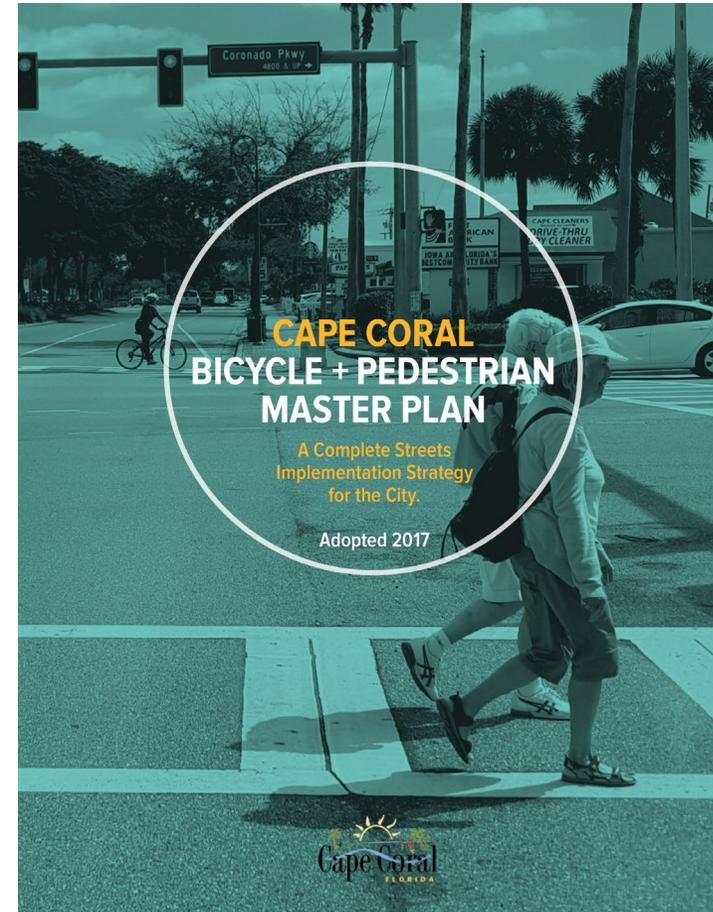
Palette of furnishings and materials for Sarasota Bay Park

Connectivity

Cape Coral, FL – May 2022

Connect residents to parks and other public spaces within their neighborhoods

- Provide well-lit, protected, and continuous sidewalks, trails, and paths
- Follow the goals and strategies laid out in the 2017 Bicycle + Pedestrian Master Plan
- Achieve the vision for Cape Coral as a place where walking and cycling “is a comfortable and integral part of daily life for people of all ages and abilities.”
- Fixing gaps in existing networks should be a high priority for City investment



Connectivity

Cape Coral, FL – May 2022



Protected bike lane in San Diego, CA

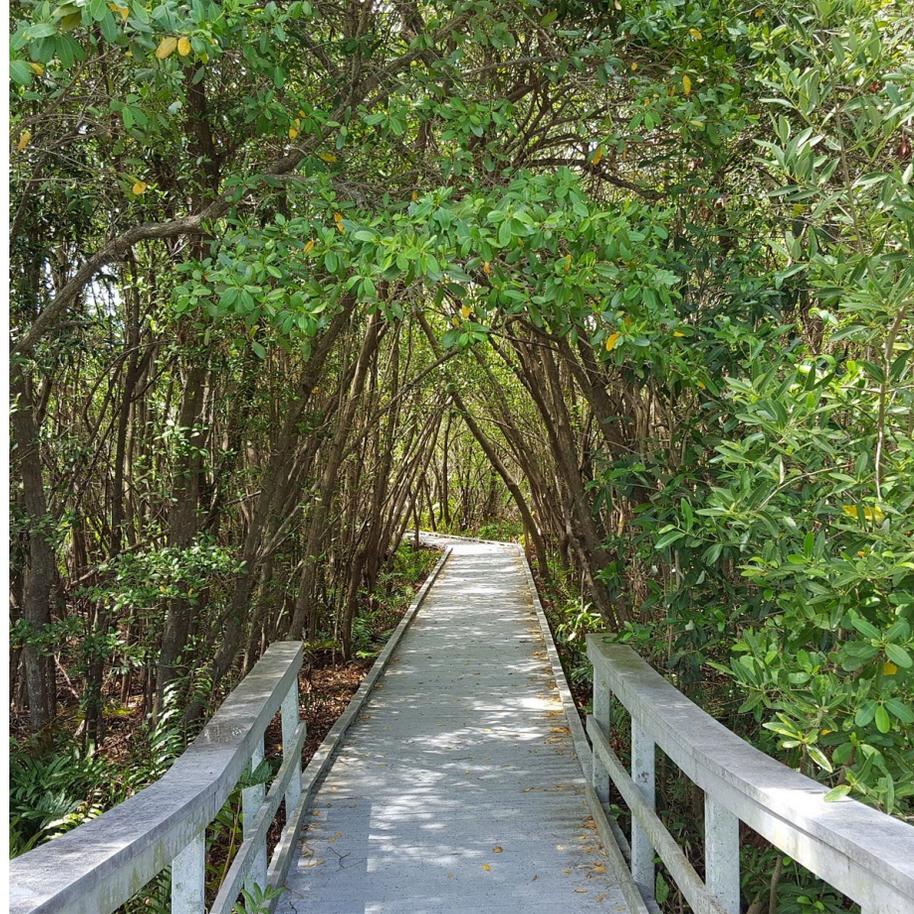


D Street, Boston, MA

Environmental Education

Cape Coral, FL – May 2022

Cape Coral is a perfect setting for environmental education



Environmental Education

Cape Coral, FL – May 2022

Embrace peace and beauty; subtle interpretive graphics heighten experience of the environment



Mangrove Walk at Sarasota Bay Park

Environmental Education

Cape Coral, FL – May 2022

Embrace peace and beauty; subtle interpretive graphics heighten experience of the environment



Ithaca Commons

Events and Gathering

Cape Coral, FL – May 2022

- Large-scale public events are currently held in spaces that are informal and lacking in infrastructure or private
- Cape Coral lacks an “anchor,” or physical community core
- Panel recommends a large-scale regional park that fills this need, welcoming all



Events and Gathering

Cape Coral, FL – May 2022



Events and Gathering

Cape Coral, FL – May 2022



Ithaca Commons



Burlington, VT Lakefront

(Indoor) Recreation

Cape Coral, FL – May 2022

Many outdoor spaces for recreation are existing or planned



Indoor Recreation

Cape Coral, FL – May 2022

Cape Coral needs spaces where people of all ages can play, compete, and exercise safely indoors



Cape Coral, FL – May 2022

A Resilient Vision

A Beautiful, Vulnerable City

Impacts residents are already talking about

- Standing water after heavy rainstorms
- Rising flood insurance costs
- Limited irrigation in dry season
- Dangerous high heat days
- Toxic algae blooms
- Increased hurricane intensity



In May of 2018, heavy rains flooded Cape Coral roadways

Moody's warns of climate change impact on sovereign ratings

By Helen Reid

4 MIN READ



LONDON, Nov 7 (Reuters) - Countries' creditworthiness could be increasingly affected by climate change, with African and South Asian sovereigns most susceptible to the economic effects of global warming, ratings agency Moody's said on Monday.

By contrast, Western Europe, North America and Australia as well as the huge landmasses of Russia and China were least vulnerable, Moody's found.

"Climate change is expected to become an increasingly dominant factor in our

Economic Risk

A changing landscape

- Rating companies including climate change in sovereign ratings
- Investors integrating climate risk assessment into business decisions
- Government regulations requiring disclosure of climate risk

Climate-Change Risks Get the Attention of Real Estate Investors

They are thinking more seriously about flooding, but a lack of established standards for assessing development projects is challenging their efforts.

By AMANDA ABRAMS

In Charleston, S.C., climate change is becoming impossible to ignore. In the historic city center, "sunny day" flooding occurs roughly once a week, making downtown difficult to traverse. Groundwater has begun to burble up in spots. And after a downpour, much of the region is susceptible to flooding.

City officials are aware of the vulnerability, and they're pondering big initiatives, like a partnership with the Army Corps of Engineers to build a \$1.1 billion sea wall and a pioneering zoning law that would prohibit development in the city's

Land Institute to write a series of reports on real estate investment and climate risk.

"In 2019, we surveyed investment managers about where they were; most hadn't mapped their portfolio to risk," she said. That strategy changed a year later. "They'd gone on to think not just about property-level risk but also market-level risk."

Similarly, the CRE Finance Council, a real estate trade association, began last year to develop a new iteration of its Investor Reporting Package used to evaluate prospective projects. The update will include disclosures related to sustainability

elevations, land values in the city could radically shift. Similarly, a sea wall would be paid for in part by increased property taxes. Both options could affect the city's attractiveness to investors. But most of the existing climate models do not comprehensively address potential changes like these.

Wary investors are also peppering developers with questions about resilience strategies. "We ask, 'Have you mitigated this risk?'" said Helen Gurfel, head of global sustainability and innovation at CBRE Investment Management. "We look at every single detail."

THE BUSINESS CASE FOR RESILIENCE

IN SOUTHEAST FLORIDA
Regional Economic Benefits of Climate Adaptation

Economic Opportunities Cape Coral, FL – May 2022

Foster economic growth

- For every \$1 invested in community-wide adaptations, Southeast FL will see about \$2 in benefits
- Offering \$37.9 billion in economic benefits
- The benefit is even higher for building-level adaptations: \$4 for every \$1 invested.

https://knowledge.uli.org/en/reports/research-reports/2020/the-business-case-for-resilience-in-southeast-florida?_gl=1*trd1w6*_ga*MTIxMjM0MTg2MC4xNjM2NDc0MDU2*_ga_HB94BQ21DS*MTY1Mjk3OTk2MC42NzUuMS4xNjUyOTgxNjc4LjA

Economic Opportunities

Cape Coral, FL – May 2022

Safeguard tax dollars

- Elevating homes well above the base flood elevation to mitigate hurricane storm surge can save up to \$8.40 in recovery for every \$1 invested in mitigation
- Mitigating hurricane wind risk by building to the FORTIFIED Home Program can save as much as \$16 in recovery for every \$1 invested in mitigation

<https://www.nibs.org/projects/natural-hazard-mitigation-saves-2019-report>



FIGURE 2. BCR of coastal flooding mitigation by elevating homes above 2015 IRC requirements (by state).

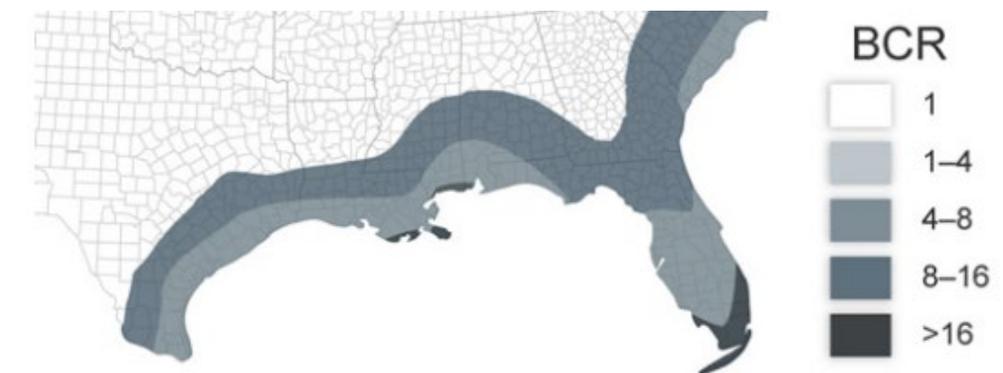


FIGURE 3. BCR of hurricane wind mitigation by building new homes under the FORTIFIED Home Hurricane Program (by wind band).

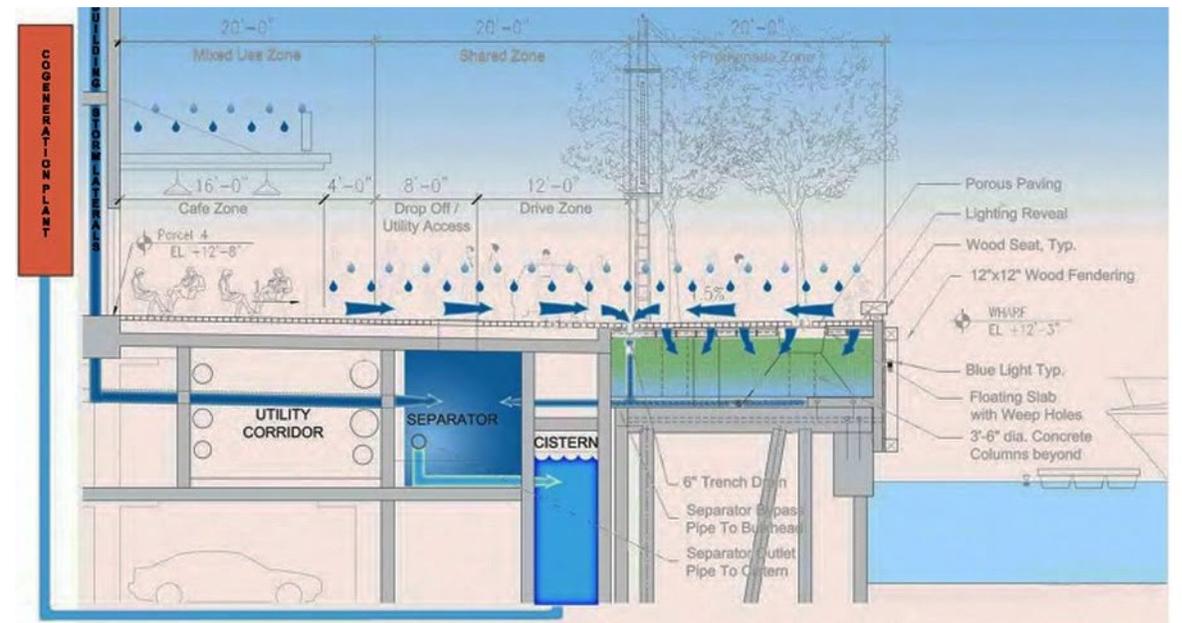
Design with Resilience in Mind

Cape Coral, FL – May 2022

Layer-in resilience to safeguard and/or add value to planned and future investments

The Wharf | Washington, DC

- Provides waterfront access, offers event, gathering spaces, and placemaking, and mitigates flood risk
- Buildings elevated 1.5ft above FEMA requirements
- Property line setback for reduced flooding and placemaking
- Public space provides rainwater capture



<https://developingresilience.uli.org/case/the-wharf/>

Design with Resilience in Mind

Cape Coral, FL – May 2022

Layer-in resilience to safeguard and/or add value to planned and future investments

- Achieve multiple goals
- Sunken basketball courts accommodate heavy rainfall, recharge groundwater, and provide recreation amenities during sunny days



Douglas House basketball court | New York, NY. A NYCHA study suggested basketball courts drain to retention tanks. Recessing the courts allow for the area to hold additional stormwater.

Tap into Additional Funding

Leverage resilience-specific funding to reduce risk and advance planning priorities

- Increasing federal and state funding opportunities
- Resilient Florida Program: \$1B over 4 years for community resilience projects and planning efforts
- Identify co-benefits to achieve multiple objectives
- E.g. Widen roadways for hurricane evacuation and expanding population



Nearly 7 million evacuees covering 38 counties reportedly evacuated ahead of Hurricane Irma – the largest in Florida's history.

Reduce Insurance Cost

Cape Coral, FL – May 2022

Leverage and lobby for programs that reduce insurance costs

- Continue to participate in FEMA's Community Rating System
- Prioritize actions, such as development of a watershed management plan, to increase Cape Coral's class from a 5 to a 4 for 30% discount
- Collaborate with regional partners, such as the Southwest Florida Regional Resiliency Compact, to lobby for insurance incentives or discounts for properties that meet above code standards (e.g. Fortified)
- Elements of Fortified Gold designation already included in the Florida Building Code



After Hurricane Sally, it was found that Alabama homes designed to the Fortified Standard avoided much of the damage suffered by their neighbors

<https://fortifiedhome.org/incentives/#~:text=Alabama,-Discounts%20%E2%80%93%20Most%20insurers&text=Grant%20program%20%E2%80%93%20When%20funded%2C%20Strengthen,a%20primary%20residence%20in%20Alabama>

Develop Resilient Design Guidelines

Cape Coral, FL – May 2022

Reduce recovery costs, increase business continuity, and protect tax-payer dollars

Strategies might include:

- Higher elevation minimums, wet/dry floodproofing, additional sea wall requirements, and green infrastructure to reduce flood risk
- Drought tolerant plantings, low flow plumbing fixtures, and the use of smart irrigation systems to address water scarcity in the dry season
- Shade trees, cool pavement and roof treatments, vegetated medians, and green space to reduce the urban heat island effect

Require any development using public funds to adhere to the Resilient Design Guidelines, as was done in Boston



Promote Resilient Retrofits

Encourage residents to utilize retrofit programs

Florida's Hurricane Loss Mitigation Retrofit Program

- Funding for high-wind upgrades

Florida Property Assessed Clean Energy (PACE) Program

- Funding to address hurricane risk as well as reduce energy and water use



Enhance City Staff Capacity to Address Resilience

Establish a position dedicated to the creation and execution of Cape Coral’s resilience plan

- Oversee development of vulnerability assessment and subsequent resilience plan
- Spearhead grant applications
- Lead development of resilient design guidelines
- Coordinate across city departments
- Collaborate with community stakeholders
- Engage regional partners

City	Population	Role
Jacksonville	902,488	Chief Resilience Officer
Miami	461,080	Chief Resilience Officer, also Chief Heat Officer
Tampa	395,912	Sustainability & Resilience Officer
St. Petersburg	264,001	Sustainability & Resilience Office
Orlando	248,817	Director of Sustainability & Resilience
Miami Beach	89,439	Chief Resilience Officer
Palm Beach	8,776	Director, Office of Resilience

A Growing, Thriving, Resilient City

Cape Coral, FL – May 2022



Implementation

Vision for the City of Cape Coral

- Communication with citizens
- Neighborhood and city to create identity of their own
- Housing continuum
- Industry Park development
- Resort development
- Higher Education
- Improve access to the water for the public

Steps Ensuring Proper Citizen Engagement

Cape Coral, FL – May 2022

- Hiring Communication Director
 - Social media
 - Newsletter
 - Neighborhood outreach



Establish Board of Advisors

- Establish advisory board to champion economic development projects
- Potential advisory board members should be individuals from the following:
 - Medical industry
 - Business industry
 - Homeless community
 - Labor community
 - Non-profit community
 - Banking community

Planning Principles for the Overall City

Cape Coral, FL – May 2022

- Development of regional park
- Identification at the quadrant level established
- Pedestrian first environment
- Creation of an arts district



Neighborhood Identity

Chinatown Gates in Washington, DC and San Francisco

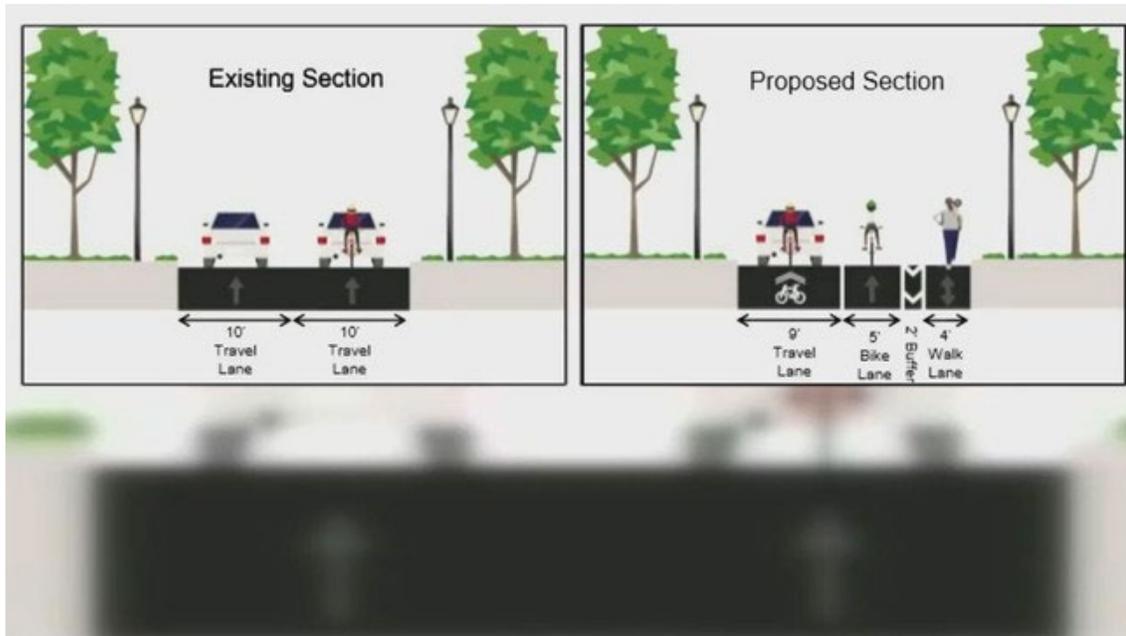
Cape Coral, FL – May 2022



Pedestrian Neighborhood for All Citizens

Cape Coral, FL – May 2022

Creating an environment to encourage all members of the community to feel safe so they may get out and walk, bike, and exercise



Arts District in Mt. Rainer, MD

Cape Coral, FL – May 2022



Pop-up Art Gallery in Vacant Store Front

Cape Coral, FL – May 2022

Mt. Rainer, MD



Quasi Government Agency Established

- Establishment of 501(c)(3)
- Odd number of Board Members (11, 15, 17, 21)
 - Potentially selected by Mayor
 - Potentially selected by City Council
 - Municipal Staff employees to be included are:
 - Budget Director, Finance Director, Office of Law, Head of Economic Development for the City of Cape Coral
 - Board members must include members of the following:
 - Business, Philanthropic, Pastoral, Banking communities

Agency Business Plan

- Startup capitalization from city
- Oversee the management and operations of city-owned property such as:
 - Paid parking lots and paid garages
 - Parking enforcement officers to monitor parking violations (unpaid and expired meters)
- Agency granted the authority to issue tax-exempt bonds:
 - Identify and work with private developers to initiate development opportunities in underserved areas

Vision Into Results

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Community Space

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Successful Public Private Partnership (P3) development with the local municipality owning the property and partnering with a for-profit developer to create a mixed-use development



Mixed-Use Medical Site

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Mixed use Public Private Partnership (P3) with hospital, retail and housing and entertainment



Other Existing Tools in the City's Incentive Toolbox

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Tax Increment Finance
(TIFs)

Tax Abatement

Utility Waiver



Land Swap or Exchange Agency

- Board of Directors to oversee the management of this organization
 - Board members consist of Civic and Municipal leaders
- Start-up capital from the city
 - Small staff with an Executive Director, real estate agent, real estate attorney, real estate processor
- Address the issue of vacant lots throughout the city
 - Purchaser of lot(s) in which the current owner wishes to divest of the lots
 - Recipient of donations of properties from an estate
 - Intermediary or market-maker to property owners who wish to trade undeveloped properties in one location for another

Phasing

- Identify and work with neighborhood organization to create neighborhood identity
- City Planning Department to begin studying the process
 - For creating a regional park
 - Instituting a pedestrian first environment
- Identifying members of the community to serve on Advisory Board and Board of Directors for both Authority and Land Swap/ Exchange Agency

Q&A

Thank you!

<http://www.uli.org/advisoryservices>