



WORKSHOP MEETING OF THE COMMUNITY REDEVELOPMENT AGENCY

March 27, 2024

9:00 AM

Council Chambers

PLEDGE OF CIVILITY

We will be respectful of each other even when we disagree.
We will direct all comments to the issues. We will avoid personal attacks.

1. MEETING CALLED TO ORDER

2. PLEDGE OF ALLEGIANCE

3. ROLL CALL

4. PUBLIC INPUT

5. BUSINESS

A. South Cape Downtown Redevelopment Plan Update

6. TIME AND PLACE OF NEXT MEETING

A. Wednesday, May 8, 2024, at 9:00 A.M., CRA Meeting, in Council Chambers

7. MOTION TO ADJOURN

Item Number: 5.A.	
Meeting	3/27/2024
Date:	
Item Type:	BUSINESS

AGENDA REQUEST FORM



Community Redevelopment Agency

TITLE:

South Cape Downtown Redevelopment Plan Update

SUMMARY:

Continued review of the South Cape Downtown Redevelopment Plan.

ADDITIONAL INFORMATION:

Michael Ilczyszyn, Executive Director

ATTACHMENTS:

Description	Type
▣ 5.A. Revised South Cape Redevelopment Plan	Backup Material

City of Cape Coral

**SOUTH CAPE DOWNTOWN
COMMUNITY REDEVELOPMENT PLAN**
Add blurb about force main into proper section
Amended December 2014 Ordinance
Amended 2019 Ordinance
Amended 2024 Ordinance

(Document wide change proposed: All bulletpoints to be converted to Numeric or Alphabetic lists)
and all references to current LUDR to be replaced with LDC)



(Page to be replaced with updated version identifying CRA Board of Commissioners and City Council separately to
allow proper identification of titles. City Staff and CRA Staff to be updated.)

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Linda Biondi - Vice Chair
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Kimberly Bruns, Interim City Clerk
Dolores Menendez, City Attorney
Terri Hall, CRA Coordinator
Helen Ramey, Community Redevelopment Specialist

PREPARED BY

Department of Community Development
Planning Division

Table of Contents

Executive Summary	6
1. History.....	9
2. South Cape CRA	13
2.1 Boundaries.....	13
2.2 Summary of Physical and Regulatory Conditions	13
2.3 Assets	14
2.4 Character	15
2.5 Scale	15
2.6 Lot Size	15
2.7 Street Network	15
2.8 Existing Land Uses	16
2.9 Vacant Land and Parking Lots	16
2.10 Parking	16
2.11 Parks and Open Space.....	17
2.12 Municipal Land	17
2.13 Flood Elevation	18
2.14 Future Land Use	18
2.15 Land Use and Development Regulations	19
3. Redevelopment Goals, Objectives and Policies.....	20
3.1 Open Space and Street Layout.....	20
3.2 Limitations on Size, Height, Number and Use of Buildings.....	21
3.3 Approximate Number of Dwelling Units/Affordable Housing	22
3.4 Property Intended for Use as Public Parks and Recreation Areas	23
3.5 Property Intended for Use as Streets, Public Utilities and Public Improvements of any Nature	23
4. Vision for the South Cape CRA	25
4.1 Short-Term and Mid- to Long-Term Strategies.....	25
4.2 Create a Destination	25
4.3 Sub-Districts	26
4.4 Transportation	35
4.5 General Streetscapes & the Public Realm.....	37
4.6 Flood-Proofing	38
4.7 Open Space Network	38
4.8 Bicycle Network	39
4.9 Gateways.....	39

4.10 Future Development Opportunities	39
5. Neighborhood Impact.....	42
5.1 Relocation	42
5.2 Traffic Circulation	42
5.3 Environmental Quality	43
5.4 Availability of Community Facilities and Services	43
5.5 Effect of School Population.....	43
5.6 Physical and Social Quality of the Neighborhood	43
6. Community Policing Innovations, Development, and Implementation	44
6.1 Staffing	44
6.2 Program Initiatives	44
6.3 Operations	44
6.4 Community Involvement	45
6.5 Hotel / Motel Initiatives.....	45
6.6 Training	45
7. Publicly Funded Capital Projects to be Undertaken within the Redevelopment Area.....	46
8. Safeguards to Ensure that the Work of Redevelopment will be Carried Out Pursuant to the Plan.....	47
8.1 City Comprehensive Plan	47
8.2 General Urban Design Guidelines	47
8.3 Development Controls	48
8.4 Retention of Controls and the Establishment of Restrictions or Covenants Running with Land Sold or Leased for Private Use	48
8.5 Program Management.....	49
8.6 Management Functions	49
8.7 Owner Participation	50
8.8 Property Acquisition	50
8.9 Property Management.....	50
8.10 Demolition, Clearance and Site Preparation.....	51
8.11 Property Disposition and Development.....	51
8.12 Disposition and Development Documents	52
9. Replacement Housing for the Relocation of Persons Temporarily or Permanently Displaced from Housing Facilities	52
10. Residential Use in the Redevelopment Area	52
10.1 Existing Affordable Housing Program	53
10.2 Cooperation with City of Cape Coral.....	53
11. Projected Costs of Redevelopment.....	53

11.1	Publicly Funded Capital Projects and Public Indebtedness to be Repaid With Increment Revenues	53
11.2	Tax Increment Financing	54
11.3	Use of Tax Increment Funds	54
11.4	Redevelopment Trust Fund Resource Allocation.....	56
11.5	Tax increment Fund Projections	56
11.6	Redevelopment Trust Fund Earned Interest.....	57
11.7	Sale or Lease of Acquired Property.....	57
11.8	Enterprise Fund Revenue Bonds	57
11.9	Water and Sewer Improvement Fund	57
11.10	Federal, State and Regional Grants.....	57
11.11	Technical Program Assistance.....	57
12.	Moving Forward	58
12.1	Focus on the Creation of an Urban Destination	58
12.2	Programs, Policies and Projects	59
13.	Plan Amendments.....	65
13.1	Amendments.....	65
13.2	Amendment Process	65
14.	Plan Implementation	65
14.1	Annual Work Program.....	65
	APPENDICES.....	66
	Appendix A - Ordinance 54-09 Revision to the CRA Redevelopment Plan (Golf Club Expansion)	66
	Appendix B - Description of the Community Redevelopment Area (CRA)	Error! Bookmark not defined.
	Appendix C - Legal Description of Expanded Areas.....	Error! Bookmark not defined.
	Appendix D - Legal Description of Expanded CRA Description for the Expanded Community Redevelopment Area (CRA)	Error! Bookmark not defined.
	Appendix E – Maps	Error! Bookmark not defined.

(This table will be updated for the Final Version)

Executive Summary

As required by the State of Florida Community Redevelopment Act, the purpose of the Community Redevelopment Agency (CRA) is to engage in “community redevelopment.” The Redevelopment Act defines “community redevelopment” as: “...undertakings, activities, or projects of a county municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight, or for the reduction or prevention of crime, or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed, or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such plan.” (Ch. 163.340(9) F.S.)

All CRA undertakings and activities must be within the Redevelopment Area and must conform to the provisions of an approved Redevelopment Plan and any amendments thereto. If a program or project is not in the approved Redevelopment Plan, then the CRA cannot undertake the activity unless the Redevelopment Plan is amended to include the activity. Additionally, Florida law requires that all undertakings and activities are in accordance with the City’s Comprehensive Plan.

This Redevelopment Plan endeavors to provide a clear road map to identify the resources and strategies available to bring to South Cape a positive change for residents, property owners, tenants and visitors alike.

In 2010, the CRA selected Miami-based Zyscovich Architects to design its 2030 Vision Plan. This plan was completed and adopted by the Community Redevelopment Agency. In 2014, a revision was completed and adopted by the City of Cape Coral. The proposed revision incorporated the 2030 Vision Plan (completed by Zyscovich Architects) and included general editing and reorganization of the document.

The proposed 2019 revision includes changes to the CRA governance and extended the sunset provision of the Community Redevelopment Area from 2035 to 2047. The revision also includes the study and potential development of a Mooring Field in the Bimini Basin.

(Once this revision process is complete a summary paragraph will be placed here and any significant changes to the document will be included within summary table below)

The table on the next page summarizes the changes to the document over time.

SECTION	CHANGES	Revision Year
1. History	Updated to include recent agency restructuring.	2014
1.a	Updated to remove City Council as Board of Commissioners and re-establish a separate appointed Board of Commissioners.	2019
2. South Cape CRA	Section renamed. Sections 2.2-2.15 incorporated from the South Cape Vision Plan.	2014
3. Redevelopment Goals, Objectives and Policies	Policy 3.2.5 was incorporated into the text. Policies 3.3.2 and 3.3.3 were renumbered to correct incorrect sequencing (formally read 3.3.1, 3.3.3 and 3.3.4.).	2014
3.a	Incorporated Policy 3.5.8 related to the Bimini Basin Mooring Field	2019
3.b.	Removed reference to restoring the golf course to a viable course and included the redevelopment of the golf course for recreational purposes.	2019
4. Vision for the South Cape CRA	New section incorporating the South Cape Vision Plan.	2014
5. Neighborhood Impact	Former Section 4.	2014
6. Community Policing Innovations, Development and Implementation	Former Section 5.	2014
6.a.	Added Hospitality/Entertainment to Community Policing Section	2019
7. Publicly Funded Capital Projects to be Undertaken within the Redevelopment Area	Former Section 6.	2014
7.a	Added centralized waste receptacles	2019
8. Safeguards to ensure that the Work of the Redevelopment will be Carried out Pursuant to the Plan	Former Section 7. Section 8.1 Renamed to “City Comprehensive Plan” from “Land Use Plan”. Section 8.5 added to reflect new	2014

	structure and include the CRA Advisory Board.	
8.a	Revised section 8.5 to reflect Ordinance 1-18. Removed section 8.5.1 which reference the CRA Advisory Board.	2019
9. Replacement Housing for the Relocation of Persons Permanently Displaced from Housing Facilities	Former Section 8.	2014
10. Residential Use in the Redevelopment Area	Former Section 9. Edited to update demographic data. Section 10.1 edited to remove incorrect information regarding the HOME program. Section 10.2 added.	2014
11. Projected Costs of Redevelopment	Former Section 10. Section 11.3-11.5 revised to include new language.	2014
11.a	Revised Section 11.1 to reflect new sunset period	2019
12. Moving Forward	New section incorporating the South Cape Vision Plan.	2014
12.a	Section 12.2.4 Mid-to Long-Term Capital Projects and Strategic Investment edited to include Bimini Basin Mooring Field.	2019
12.b	Section 12.2.3 added centralized waste receptacles	2019
13. Plan Amendments	Former Section 11.	2014

1. History

Cape Coral began as a land-sales subdivision in the late 1950's. The City was incorporated in 1970 and by 1986 had grown to approximately 53,000 residents. Cape Coral expected to continue to enjoy a high rate of growth but unfortunately, the original developers failed to provide adequate space for commercial development. The commercial areas of the City are characterized by small lots, poor layout, and inadequate drainage and parking. The South Cape business section along Cape Coral Parkway was planned in a time before "big box" supermarkets, retail centers or shopping malls. Renewed commercial development in the South Cape area is hindered by the difficulty of assembling large land parcels, poor layout, and inadequate parking.

These deficiencies in the South Cape area became apparent during the 70's and early 80's with the lack of the normal increase of professional and retail development one might expect in comparison to the overall accelerated growth of the City. Originally commercial and professional expansion grew along Del Prado Boulevard, and large commercial developments continue to take place along Pine Island Road and Veterans Parkway.

In 1972, the City Council authorized the preparation of a study by the firm of Black, Crown & Eidsness, Inc. for a comprehensive analysis of the lack of adequate and deteriorating storm sewers in the downtown sector. In 1984 the firm of Zuchelli, Hunter & Associates was retained by the City to develop an economic development strategy. In 1985, the City Staff prepared its Downtown Improvement Program based on the data gathered through these prior studies. The program cited the need for drainage improvements, additional curb and sidewalk construction, lack of appropriate parking, need to expand Cape Coral Parkway capacity and recommended the formation of a Community Redevelopment Agency (CRA) pursuant to the Florida Community Redevelopment Act of 1969.

In 1986, the City Council passed resolution No. 38-86 finding the existence of blighted areas in the City of Cape Coral. The elements of blight identified were:

- (a) Lot Size/Diversity of Ownership
- (b) Sewer System
- (c) Sidewalks, curbs and gutters
- (d) Defective or inadequate street layout
- (e) Unpaved parking areas
- (f) Low property values

The City Council determined that the rehabilitation, conservation, or redevelopment, or a combination thereof, of the blighted areas within the City was necessary in the interest of public health, safety, morals, and welfare of the residents of the City of Cape Coral. Resolution No. 39-86 established the City Council as the Community Redevelopment Agency. In 1987 Ordinance No. 49-87 adopted the first Redevelopment Area Plan and Ordinance No. 51-87 established the Redevelopment Trust Fund.

In 1994, by Ordinance No. 2-94, the City Council created an appointed Board of Commissioners as the Community Redevelopment Agency. Over the next 18 years numerous projects were implemented, such as the Cape Coral Streetscape, a pocket/alley park, a bus transfer station, and parking lot improvements. These projects improved property values, but many blighting conditions still existed. These conditions included diversity of ownership, incidents of crime, poor sidewalks, sanitary sewer, and lack of adequate storm water and drainage improvements. In 2003, the CRA Board recommended to the City Council

an expansion of the boundaries of the Redevelopment Area and adoption of an amended Community Redevelopment Plan.

Resolution No. 6-03 and Ordinance No. 11-03 of the City Council of Cape Coral identified additional blighted areas existed in the City of Cape Coral and expanded the boundaries of the existing Community Redevelopment Area. The elements of blight identified were:

- a) Lot Size/Diversity of Ownership
- b) Sewer System
- c) Sidewalks, curbs and gutters
- d) Defective or inadequate street layout
- e) Unpaved parking areas
- f) Low property values
- g) Incidence of Crime in the area is higher than the remainder of the municipality

In this same Ordinance, the City Council amended the Redevelopment Plan to incorporate by reference the “Design Downtown, Community Redevelopment Area Master Plan.”

In November of 2005, Ordinance No. 126-05 of the City of Cape Coral modified the Community Redevelopment Plan for the original and expanded boundaries to include the development and implementation of community policing innovations, to establish the goals, objectives and policies for the redevelopment areas and to extend the time to 30 years after the fiscal year in which the amended Redevelopment Plan was approved, to the year 2035.

In September of 2008, Ordinance No. 100-08 of the City of Cape Coral modified the Community Redevelopment Plan to remove the specific language relating to the details of tax increment financing, because the City Council found that the policy and procedures are not required to be stated and maintained as part of the Community Redevelopment Plan. It was also found that a separate policy and procedure for the economic analysis, risk assessment, evaluation criteria, documentation, fees, and costs for tax increment financing agreements needed to be developed and implemented separately and apart from the Community Redevelopment Plan by the Board of Commissioners of the Community Redevelopment Agency.

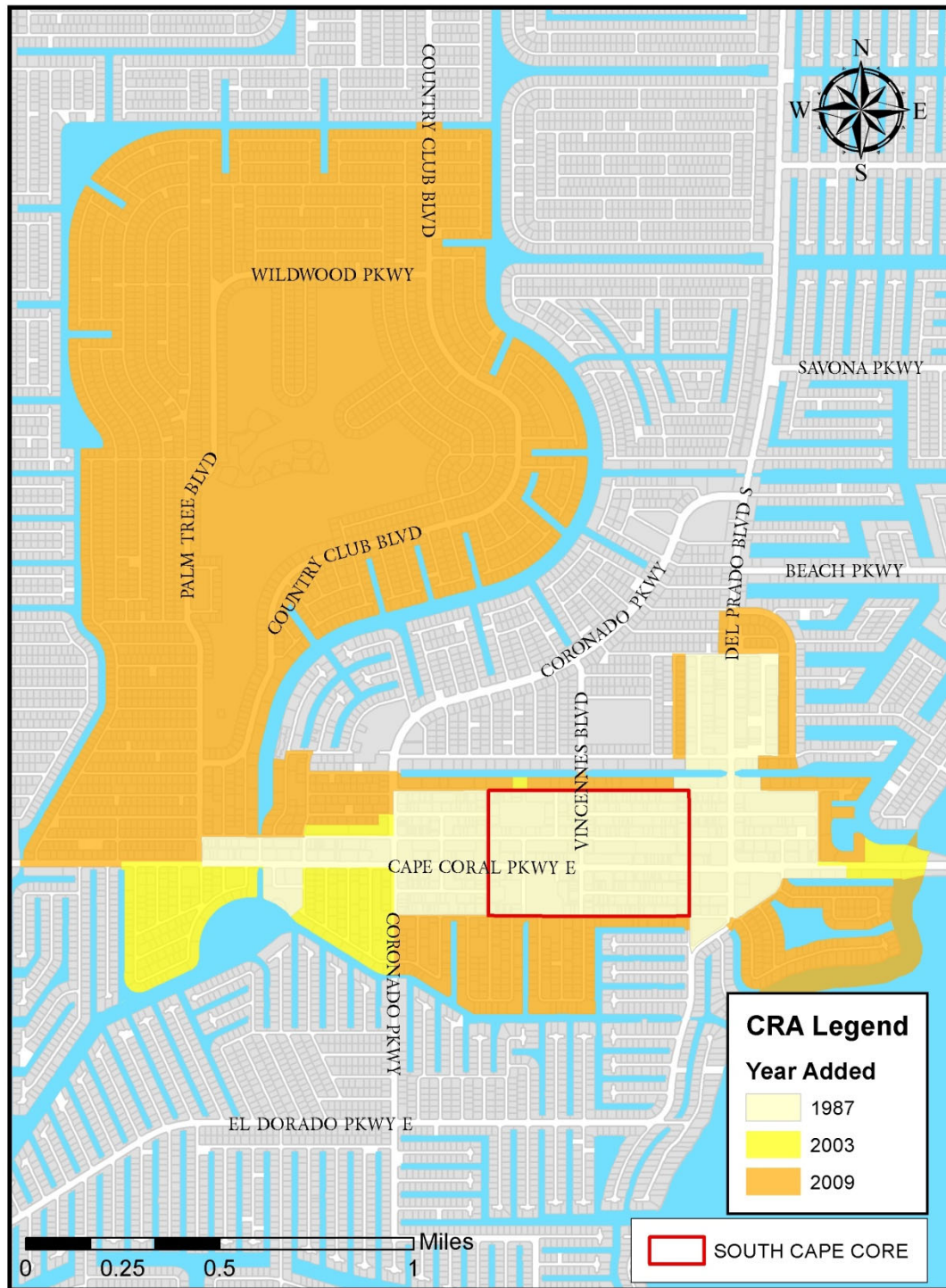
In June of 2009, the City Council passed Resolution No. 22-09 finding the existence of additional blighted areas in the City of Cape Coral. Then, in September 2009 the City Council passed Ordinance No. 54-09 amending the Redevelopment Plan to expand the boundaries to include these additional blighted areas. The key elements of this amended plan related to the redevelopment of the former Cape Coral Golf Club, stabilization of the surrounding neighborhoods, and the addition of certain areas adjacent to the current CRA boundaries impacted by similar infrastructure weaknesses limiting appropriate development. This City Council action was followed by Ordinance No. 55-09 on the same day that expanded the Redevelopment Trust Fund to provide for the calculation and payment of increment revenues attributed to the expansion areas of the Redevelopment Area, supplementing the provisions of Ordinance No. 51-87. This revision was not incorporated into the previously adopted Redevelopment Plan however; referenced goals, objectives, and policies are included within this document. For the purposes of this amendment, the document approved by Ordinance No. 54-09 has been included as Appendix A.

In October of 2012, pursuant to the authority granted under the Florida Community Redevelopment Act (Ch. 163.357 F.S.), the Cape Coral City Council approved Ordinance No. 33-12 to dissolve the appointed

Board of Commissioners of the Community Redevelopment Agency (Ordinance No. 2-94), and appoint the City Council members as the Community Redevelopment Agency Board of Commissioners. The Board subsequently appointed the City Manager as the CRA Executive Director, and later assigned most of the staff functions to City personnel.

In January of 2018, pursuant to the authority granted under the Florida Community Redevelopment Act (Ch. 163.357 F.S.), the Cape Coral City Council approved Ordinance No. 1-18 ~~to~~ establishing an appointed Board of Commissioners of the Community Redevelopment Agency effectively removing the City Council as the Board of ~~Commissions~~ Commissioners of the CRA.

In November of 2023, under the same authority, the Cape Coral City Council approved Ordinance 94-23, dissolving the appointed Board of Commissioners of the City of Cape Coral Community Redevelopment Agency and providing for the Mayor and City Council members to act as the Board of Commissioners (Ordinance 94-23).



CRA Boundary Expansion Areas
 Prepared By: The City of Cape Coral Planning Division

(Proposed Updated Figure 1: South Cape Geographic Areas By Year Added.)

2. South Cape CRA

2.1 Boundaries

The legal descriptions of the Redevelopment Area boundaries are included as Appendices B-D. Reestablishing and enhancing the downtown South Cape area as a commercially viable destination and enhancing the integrity of the residential neighborhoods are major elements of this Redevelopment Plan, and influencing the redevelopment opportunities for the former Cape Coral Golf Club.

The entire Redevelopment Area consists of approximately 1,957 acres, including the golf course property, which is a 175 acre open space/recreational property abandoned in early 2000 and has created a significant blight influence on the surrounding residential neighborhoods.

2.2 Summary of Physical and Regulatory Conditions

The major components of the physical and regulatory existing conditions analysis that was undertaken in the preparation of this Redevelopment Plan include:

- Assets
- Character
- Scale
- Lot Size
- Street Network
- Existing Land Uses
- Vacant Land and Parking Lots
- Parking
- Parks and Open Space
- Municipal Land
- Recent Development Proposals
- Flood Elevation
- Future Land Use
- Land Use and Development Regulations

The conclusion of this Redevelopment Plan analysis is that the “South Cape” has a collection of unique attributes and assets that can be capitalized on to serve as the foundation for future improvement and redevelopment. The South Cape ~~CRA’s area~~ geographic area is identified in the ~~following prior Figure 1~~ graphic, and it was this area that brought about the majority of this Redevelopment Plan update.

Of most significance to the South Cape area is a base of entertainment and dining establishments and an emerging nighttime economy, an urban framework of gridded streets unique to the City, and significant municipal land holdings that will enable the CRA to autonomously “kick-start” improvements and move forward with projects that will eventually catalyze future investment. However, the conclusion also identifies that the South Cape has some significant issues to overcome.

These issues include:

Character: The quality of the public realm and balance between pedestrian and vehicular areas is poor in many areas of the district. This negatively

impacts the impression of the CRA and its desirability as a location for new residents and businesses.

<i>Scale:</i>	The size of the area encompassed by the CRA is very large. With limited resources spread over such a large area, it will be difficult to make noticeable improvement without an effective and focused strategy.
<i>Lot Size:</i>	The CRA contains many very small lots that, without assemblage and appropriate urban development regulations, will be very difficult to develop in a viable manner.
<i>Existing Land Uses:</i>	While the CRA contains a multitude of uses, the distinctive single-use pattern and low-density of existing residential uses impacts the viability of commercial uses within the South Cape core as well as methods of travel within the district.
<i>Vacant Land and Parking Lots:</i>	A high percentage of vacant land, coupled with an overabundance of suburban style surface parking lots, negatively impacts the character of the Redevelopment Area.
<i>Parks and Open Space:</i>	Recreational opportunities and access to the water, which are major attractors for new residents, are limited within the CRA.
<i>Flood Elevation:</i>	Flood elevations established by FEMA create a substantial barrier for the ability of new development to provide pedestrian friendly frontages and an effective retail environment.
<i>Regulatory Framework:</i>	The Land Use and Development Regulations for the commercial core of South Cape were recently amended, and the CRA and the City must examine the effectiveness of the amendments to overcome past allegations of inflexibility and a development process that was overly complex and time consuming.

2.3 Assets

There are numerous potential South Cape assets, including:

- Uses that comprise the emerging entertainment character (restaurants, bars and nightclubs)
- Significant municipally owned property
- An urban framework of gridded streets
- Waterfront redevelopment and improvement opportunities
- Parks
- Golf course property
- Real estate and capital assets owned by the CRA

Further, Cape Coral Parkway is the common thread that links it the South Cape area together. With an established base of retail business and visibility to high volume traffic, Cape Coral Parkway provides a strong opportunity to create a thriving business spine for the South Cape.

2.4 Character

The character of a place is created by the physical environment and the activities that happen there. When examining the architectural character of the South Cape, it is important to keep in mind the City's original inception and relative youth. Cape Coral was first developed in 1957, a time in which mid-century modern design was the prevalent architectural language. It is not surprising that the initial character and imagery of the City embraced modern design, as exhibited in its original gateway marker and structures such as the Cape Coral Yacht Club and the Big John statue. However, like most cities, development over time has varied in architectural style and today the South Cape as a whole can best be described as diversified and eclectic, punctuated by the original modern elements. Adding to this architectural diversity is the character produced from an emerging "nighttime" entertainment economy. Many of the dining and entertainment establishments of the South Cape emulate a "seaside" or waterfront character found in many coastal communities throughout Florida and offer a quirky and relaxed atmosphere. Coupled with these physical characteristics are the numerous local events and festivals, supported by the City and the CRA, including the Red, White and Boom Festival; Cape Coral Festival of the Arts; the Farmer's Market; Bike Night and the Holiday Festival of Lights. These activities, and others, attract a large number of people to the South Cape and further reinforce the area as an entertainment destination.



2.5 Scale

The entire CRA itself comprises 1,957 acres or roughly 3 square miles. Within the CRA, Cape Coral Parkway is about 2.25 miles in length. The large area and length of the Parkway present issues for redevelopment. Funding for redevelopment is scarce and spreading those dollars over such a large area can undermine efforts to create focused and perceptible positive change. Therefore, the CRA will implement programs and projects on distinct areas when it comes to capital improvements, rather than spreading the capital over the entire area. This effort will create impact areas that will stand out and bring focus to the CRA.

2.6 Lot Size

The initial platting of individual lots within South Cape consisted of very small lots generally only 25' wide, although most have been aggregated to a size of at least 50' wide. Even so, lots of this size are difficult to develop for commercial uses once requirements such as parking, landscaping, and storm water retention are considered. The small lot size is one of the primary development challenges facing the South Cape. On the positive side, the blocks within the Redevelopment Area, including South Cape, are sufficient to support development and are comparable to those found in places like Miami Beach and Coral Gables. Therefore, the issue of lot size could really be an issue of lot ownership and the ability to aggregate a sufficient number of lots to enable the creation of a successful and profitable development.

2.7 Street Network

The CRA core possesses a gridded street network and alley system that is unique in the City of Cape Coral. This street network is perhaps one of the greatest assets of the South Cape because the basic roadway configuration and infrastructure necessary for a successful "town center" is already in place. The street

network also provides an opportunity to create highly connected “sub-districts” rather than linear suburban commercial development typically found throughout the remainder of the City.

The street network also has a clear hierarchy with respect to vehicular movement and connectivity. Cape Coral Parkway and Del Prado Boulevard are major arterials that move high volumes of traffic, while Coronado Parkway and Vincennes Boulevard provide connectivity to adjacent residential areas. 47th Terrace also plays an important role in east-west connectivity because, aside from Cape Coral Parkway, it is the only street that provides an uninterrupted connection from SE 17th Place to Palm Tree Boulevard. Most of the other streets and alleys within the South Cape provide for localized circulation.

It is important to recognize that the street network also has some negative issues, especially when examining the ratio between dedicated areas for vehicles (high) versus areas for pedestrians and landscaping (low). Vehicular lanes are overly generous as are on-street parking areas. Sidewalk widths rarely exceed minimum standards and landscape zones are too narrow to support mature street trees. This is evidenced by the fact that many trees in the CRA have outgrown their allotted space and are now damaging sidewalk and curb infrastructure which is forcing the CRA to remove them given pedestrian safety concerns.

2.8 Existing Land Uses

The pattern of land uses within the CRA is distinct. Single-family residential uses dominate the areas surrounding the golf course property, while multi-family uses surround the commercial core. It is these multi-family areas that contain substantial “blight” conditions, especially within the southwestern areas of the CRA. However, residential uses within the commercial core are practically non-existent. Instead, the core of the CRA is dominated by commercial, entertainment and office uses with limited hotel, institutional, municipal facilities, and mixed-used buildings scattered throughout.

2.9 Vacant Land and Parking Lots

Much of the South Cape area of the CRA is composed of vacant parcels and impervious surface parking lots. For example, between SE 9th Place and SE 15th Avenue, these types of areas comprise approximately 53% of the land area.

2.10 Parking

As noted previously, much of the CRA’s land resources are devoted to individual automobile parking. Parking within the district can be organized into five general categories:

- Private Parking Lots
- Public Parking Lots
- On-Street Parking
- Curbside Parking
- Alley Parking

Even with all these land areas devoted to parking, there remains a general perception by the public that parking is insufficient. From the perspective of implementing good urban design parking is abundant. However, the presence of abundant impervious parking areas significantly diminishes the character of the CRA as an urban destination while diminishing the walkability of South Cape. In addition, the on-site parking located in front of businesses negatively impacts the character of the pedestrian realm and

creates traffic conflicts with continuous curb-cuts and poorly defined on-street parking areas that are lacking signage and pavement markings.

(Parking and Transportation topics should be presented at future meeting for additional discussion. Preliminary findings within Parking Study introduced some topics of discussion recommended for a separate agenda item – notably a circulator (fixed loop within CRA, expensive), Demand Management such as metered parking, and a new parking structure at the Market Square Parking Lot aka old museum lot.)

2.11 Parks and Open Space



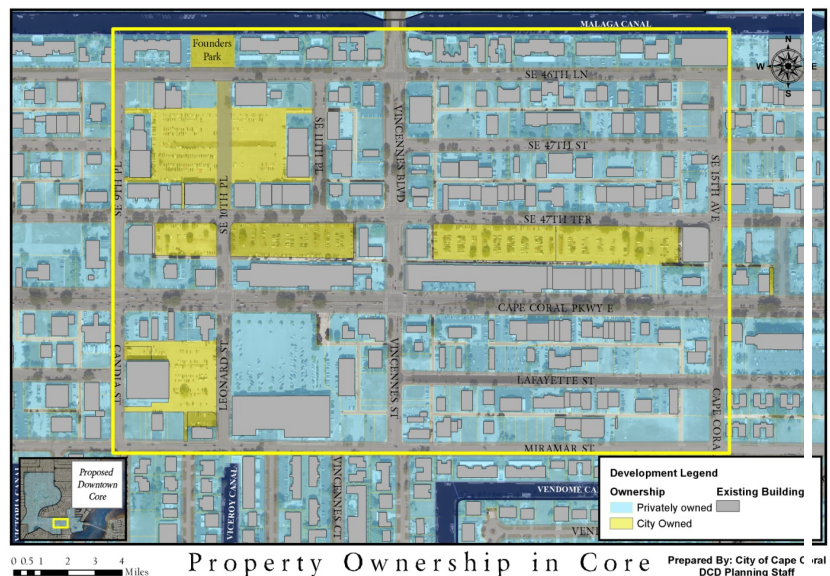
Within the CRA, the only established parks are the Four Freedoms Park and Founders Park. Four Freedoms Park is a 3.2-acre park located on the waterfront of Bimini Basin and includes a-a-recreation center, a playground, picnic shelters, beach vista, and serves as a location for local events. The CRA and the City recently partnered to improve the park with the construction of a beach area.

The recently-constructed Founders Park is located across from Club Square on SE 46th Lane, and fronting on the Malaga Canal. This was another partnership between the CRA and the City to provide both additional park space and access to water.

Although not within the CRA boundary, Bernice Braden Park and Rubicond Park are nearby. Bernice Braden Park is a 10-acre linear park located at the foot of the Cape Coral Bridge. The Park includes views of the Caloosahatchee River and opportunities for fishing and picnicking. Rubicond Park is located just north of the CRA and includes the Cape Coral Arts Studio, which provides arts programs to both residents and visitors.

2.12 Municipal Land

One of the greatest assets of the CRA is the substantial amount of municipally owned land resources. These resources offer opportunities for development of catalytic projects and possibilities for public-private partnerships. The municipally owned land includes the large parking lots that front SE 47th Terrace (that primarily serve the parking needs along Cape Coral Parkway), the Club Square parking lot and Four Freedoms Park, the property the Chamber of Commerce building is located on, and other various small parcels throughout the district.



(Replacement Revised Figure 2 above: South Cape Municipal Land in Core, displaying above plus the Chester St. Resource Center and three CRA acquisitions (two new parking sites and the Lafayette St. Bldg.)

2.13 Flood Elevation

Another significant issue facing the CRA for both new and redevelopment is the need for flood-proofing. Compounding this dilemma the majority of buildings in the CRA were built prior to the FEMA base flood elevation requirements. In general, streets within the Redevelopment Area are below these base flood elevations established by the Federal Emergency Management Administration (FEMA) Flood Insurance Rate Map. This requires that new buildings must be “flood-proofed” to the minimum base flood higher elevation, which frequently is above the street elevation. Generally, there are two ways to accommodate this difference in elevation. The first, and most prevalent method in Cape Coral, is to construct buildings with finished floor elevation to meet the base floor requirement. However, this results in the entrance into the building being accommodated by stairs and ADA ramps, or by having parking areas placed between the streets and building frontage. These elements become a significant issue when attempting to create a “pedestrian oriented” retail environment. Utilizing this option to satisfy the FEMA requirement creates a physical barrier between the retail business, and its prospective customers. The second strategy to accommodate the FEMA requirement is to “flood-proof” the envelope of the building through structural design or by retrofitting existing structures to protect openings, which can add significantly to development costs.

While the City's regulations and FEMA allow for dry-floodproofing versus elevation for certain types of building the South Florida Water Management District (SFWMD) regulations prohibit this alternative. Although per project variances are currently available through the SFWMD - the District has indicated that it may be willing to issue a variance which may be applied over a larger geographic area, perhaps the full CRA, to allow for opportunities to flood proof consistent with strategy two, above.

2.14 Future Land Use

A City's Comprehensive Plan Future Land Use Element dictates the capacity for future development by providing criteria for the location and intensity of future residential, commercial, office, mixed-use, and industrial land uses.

The CRA includes the following future land use categories from the City's Comprehensive Plan:

- Single Family
- Multi-Family
- Downtown Mixed
- Commercial/Professional
- Park and Recreation Facilities

An issue to be addressed in the near future is that the Future Land Use Element map categories are not reflective of the recent CRA boundary expansion and may not permit mixed-uses in some locations.

(New Proposed Figure 3: South Cape By FLUC.)

2.15 Land Use and Development Regulations

After extensive research and public meetings with consultants CRA staff and City staff, the City Council on June 6, 2012 adopted Ordinance No. 15-12, which repealed the existing zoning districts for the core of South Cape and established a new zoning district. This new zoning district was the “South Cape Downtown District”.

In 2019 the City's Land Use and Development Regulations were formally retired and a new Land Development Code (LDC) was introduced. The new LDC split the former South Cape Downtown District into two separate but very similar districts titled the "South Cape District" and the "Mixed-Use Bimini District."

The CRA and the City will monitor the effectiveness of these amendments in streamlining and improving the South Cape development approval process through the implementation of this new zoning district.

(New Proposed Figure 4: South Cape By Zoning District.)

3. Redevelopment Goals, Objectives and Policies

The South Cape area consists of commercial single story strip center structures in the core area with a variety of nearby residential uses, and the golf course property with the surrounding residential neighborhoods. The mission statement for the Community Redevelopment Agency is that it “will facilitate the emergence of a vibrant urban village where people of all ages will live, work, shop and be entertained.” The vision of the area recognizes the unique social and economic factors that are compressed in a relatively small area of the City. This Redevelopment Plan provides the vision for the South Cape area to be a compact urban village addressing a number of identified redevelopment goals. Implementing these goals are a series of objectives that provide general direction for the CRA, and City staff, in pursuing the purpose of successful development activities creating a sense of place. In addition, the Redevelopment Plan objectives provide the private sector with information necessary to make appropriate development decisions for both redevelopment and new development.

3.1 Open Space and Street Layout

Goal: To create a high-intensity pedestrian friendly urban area that provides enhanced open spaces and a system of both pedestrian and traffic circulation to ensure that visitors, employees, and residents alike can easily find their way, park, and enjoy their walk to their destinations.

Objective: Plan and build a system of open spaces, traffic circulation, public and private parking, and pedestrian walkways that implement the Community Redevelopment Plan.

~~Policy 3.1.1 — Provide an enhanced and interconnected transportation network that focuses on improving the pedestrian and bicycle environments throughout the area and provides better commercial traffic circulation and overall evacuation.(join with 3.1.10)~~

~~Policy 3.1.10 — Encourage the provision of enhanced streetscapes. (FORMER DRAFT LANGUAGE TO BE COMBINED WITH ABOVE)~~

Policy 3.1.1 Encourage and provide incentives to establish an enhanced and interconnected transportation network that focuses on improving the pedestrian and bicycle experience, providing enhanced streetscapes, providing better commercial traffic circulation and overall evacuation.

Policy 3.1.2 Seek to optimize the capacity of on-street parking where appropriate.

Policy 3.1.3 Evaluate all viable means of alternative transportation including development of a trolley and water taxi systems.

Policy 3.1.4 Establish a Parking Development Program for the Redevelopment Area.

Policy 3.1.5 Utilize incentive regulations and the developer negotiation process to create plaza areas aesthetically and functionally related to adjacent uses and the pedestrian and open space network.

- Policy 3.1.6 Ensure that all new development participates in cross easements, when appropriate, to minimize driveways cuts.
- Policy 3.1.7 Encourage and provide incentives for new projects to use structured parking to optimize green and open space.
- Policy 3.1.8 Provide that all residential and commercial development will optimize its views and connections to the river and waterways. Adopt appropriate regulations to encourage and provide incentives that all projects will enhance view corridors to important public vistas.
- Policy 3.1.9 Seek to optimize every opportunity to improve the tree canopy on public and private property throughout the redevelopment area.

3.2 Limitations on Size, Height, Number and Use of Buildings

Goal: Through regulatory controls and incentives provide appropriate limitations on the type, size, height, number and use of buildings to stimulate and attract private investment in real property and property improvements in the Redevelopment Area that will eliminate blighting factors, improve the economic health of the City and the County, increase employment opportunities, better serve residents, businesses, and tourists, and improve the tax base.

Objective: Develop zoning districts to create an urban pedestrian friendly commercial core with interesting architectural elements, recognizing those areas that are distinct in terms of uses, location and their built and natural environment. All development, redevelopment, and rehabilitation activities carried out within the Cape Coral Redevelopment Area shall conform to the City's Comprehensive Plan and the City's Land Use and Development Regulations as they exist now or as it may be amended from time to time.

The Community Redevelopment Agency and The City of Cape Coral shall be responsible for the implementation and administration of the objectives outlined in Redevelopment Plan.

- Policy 3.2.1 Assemble property as necessary where conditions of title, diverse ownership, lot layouts or other conditions prevent proper development in strategic areas where the City's redevelopment efforts can be successfully and effectively leveraged.
- Policy 3.2.2 Identify and recommend land uses and zoning that support the City's Comprehensive Plan Future Land Use Element and encourage the high quality development consistent with the adopted Community Redevelopment Plan.

Policy 3.2.3 Provide incentives for all new developments to implement the architectural criteria for the Redevelopment Area. Provide incentive opportunities for new developments, expansions, and facade upgrades that implement or further the architectural goals of the South Cape CRA.

Policy 3.2.4 Identify and implement incentives to encourage the redevelopment and revitalization of the Redevelopment Area in accordance with the vision for each Redevelopment Area Sub-District.

~~Policy 3.2.5~~ (Moved to text above) This was change was previously approved in the 2019 amendment and is being left here until this section is renumbered in a future draft.

Policy 3.2.6 Encourage the revitalization of all properties as high quality mixed-use or commercial projects.

Policy 3.2.7 Encourage and provide incentives for the development of mixed-use buildings that include restaurants, outdoor cafes, specialty retail, and entertainment complexes to create attractive pedestrian oriented streets.

Policy 3.2.8 Brand the Redevelopment Area as a well-managed and organized urban destination for the purpose of drawing both visitors and residents from a broader market.

Policy 3.2.9 Assist in the development review process, including but not limited to the site plan review process.

Policy 3.2.10 Continue to study possible amendments to the City's Land Use and Development Regulations with the view of improving the quality of development through application of design principles and incentives.

Policy 3.2.11 Encourage and provide incentives for all new construction to be appropriately scaled and compatible in design consistent with reasonable efforts to vary heights and massing and reflect a high standard of design.

Policy 3.2.12 Evaluate and work with the City to update regulatory measures as needed in order to provide the flexibility required to encourage mixed use and planned development projects that incorporate quality design standards consistent with the Redevelopment Plan.

Policy 3.2.13 Provide incentives such as tax increment funding to assist in the development of meeting rooms and public spaces for hotels and condo-hotels.

Policy 3.2.14 Provide incentives such as tax increment funding to assist in the development of marinas and waterfront improvements.

3.3 Approximate Number of Dwelling Units/Affordable Housing

Goal: Have more people living and working in South Cape to provide more personal convenience, create a sustainable economy and lessen the dependence on the automobile in daily life.

Objective: Support a variety of housing types, costs and incentives in the development of dwelling units where people of all ages and incomes have a safe and clean environment.

Policy 3.3.1 Utilize incentives, regulations and the developer negotiation process to encourage residential projects that are aesthetically and functionally related to adjacent uses.

Policy 3.3.2 Seek to provide assistance for the acquisition and development of affordable and mixed-income multi-family properties.

Policy 3.3.3 Assist the City to adopt Land Use and Development Regulations that may provide for smaller living units consistent with a denser urban fabric and reduced environmental impacts pursuant to the goals of the City's Comprehensive Plan and the CRA's Redevelopment Plan.

3.4 Property Intended for Use as Public Parks and Recreation Areas

Goal: Optimize every opportunity to create a system of green spaces, parks and recreation areas throughout the Redevelopment Area.

Objective: To increase the acreage currently dedicated to green space, parks and recreation in the Community Redevelopment Area.

Policy 3.4.1 Encourage the development of pocket parks and/or plazas for redevelopment projects.

Policy 3.4.2 Create a system of bicycle and pedestrian trails within the Redevelopment Areas.

Policy 3.4.3 Through development incentives assist in the development of plazas and —covered pedestrians walkways that improve the access —to existing or future parks, public spaces, parking facilities, waterways, and the Riverfront.

Policy 3.4.4 As funds become available, seek to provide yearly enhanced operational funding for the improvement of neighborhood parks and recreational venues.

Policy 3.4.5 Seek to encourage the development of retail and restaurant operations that have access to waterways.

~~Policy 3.4.6 —Seek to redevelop the golf course with complimentary recreational uses that support the surrounding neighborhoods.~~

~~Policy 3.4.6 —Seek to redevelop the golf course with recreational uses.~~

Policy 3.4.7 Use the financial resources of the CRA and others to develop or incentivize encourage the development that will allow for greater public access, use, and visibility of-to the water, river, basins, canals, and other water resources.

3.5 Property Intended for Use as Streets, Public Utilities and Public Improvements of any Nature

Goal: Redevelop the South Cape area as envisioned in the City’s Comprehensive Plan and the CRA’s Redevelopment Plan with pedestrian friendly and functional streets, underground utilities, public plazas and waterway connections.

Objective: Through public-private partnerships optimize every opportunity to improve the infrastructure and public domain within the Redevelopment Areas.

Policy 3.5.1 Coordinate infrastructure and capital improvements according to the City’s and CRA’s Asset Improvement Program.

Policy 3.5.2 Use development opportunities and tax increment funds to assist in placing all utilities (including stormwater management) underground and maintain water, sewer, and electrical capacity for expanded growth.

Policy 3.5.3 Create an environment in which private investment will follow infrastructure improvements.

Policy 3.5.4 Develop coordinated streetscape designs, relocation of all utilities, public and private signs, park development, and beautification.

Policy 3.5.5 Design and install an overall way-finders signage program for the Redevelopment Area identification as “South Cape” that includes visitor information.

Policy 3.5.6 Identify and secure diverse sources of funding, including tax increment finance revenue, bonds, and grants to help finance infrastructure improvements, including canals and undergrounding of utilities.

Policy 3.5.7 As funds become available, seek to provide yearly funding for the enhancement of median improvements, landscaping, and pedestrian amenities.

Policy 3.5.8 Improve water quality in the Bimini Basin by exploring and potentially installing a Mooring Field in the basin.

4. Vision for the South Cape CRA

4.1 Short-Term and Mid- to Long-Term Strategies

The vision for the South Cape CRA consists of both short-term and mid- to long-term strategies. The short-term approach is focused on a series of practical and implementable projects that seek to take advantage of the unique characteristics of South Cape and leverage existing public assets. The strategy is to make a series of smaller changes that collectively add up to a big change. The big change will be an improvement to the quality and “sense of place” of South Cape and therefore, its desirability as a destination for Cape Coral residents, visitors, and sustainable future investment. The underlying intent—to improve South Cape for the residents of Cape Coral—should not be undervalued. The fact is what attracts people and activity is beautiful, interesting and exciting places. If the focus is placed on improving and making places that residents themselves appreciate and regularly visit; the result is the creation of places that are vibrant and desirable enough to draw visitors and future investment.

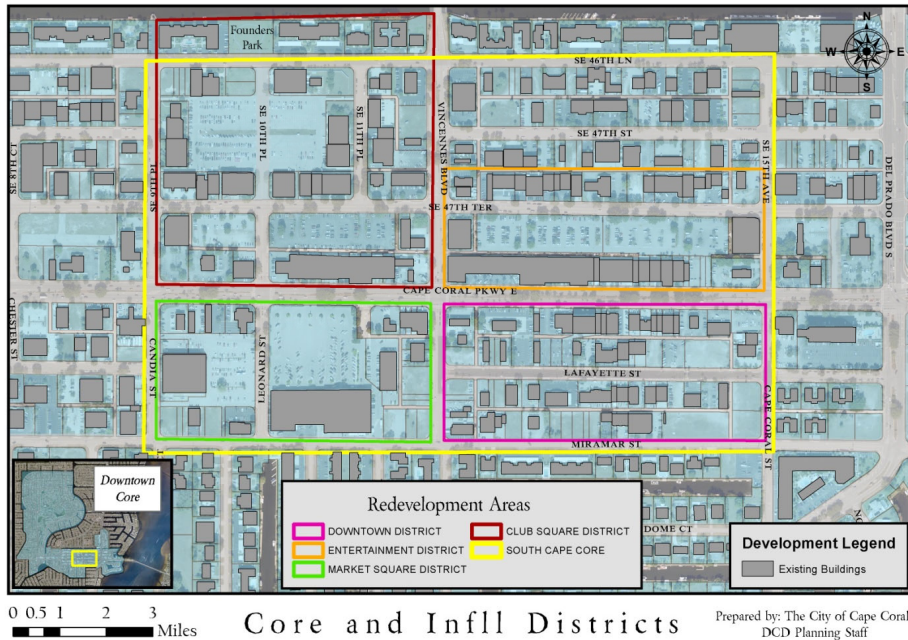
Therefore, the short-term approach sets the stage for the long-term, which is broader and seeks to target areas suitable for future major investment and to define the characteristics of that investment.

In addition to the short- and mid- to long-term strategies, there are urban design issues and concepts that are applicable to all areas of the CRA. Infill development and district-wide streetscape improvements are examples of improvements that will gradually take place over time and in concert with development.

4.2 Create a Destination

The strongest and most feasible near-term opportunity in the South Cape is to create a destination that would improve the quality of daily life for the City’s residents and attract visitors. South Cape has an emerging entertainment character, but the various contributing uses are spread too thin throughout the Redevelopment Area. Collectively, they lack focus and energy. In order to create a true destination, a concentration of uses needs to be created. This should occur in the form of commercial uses with a focus on restaurants and entertainment venues that capitalize on the strong existing base. Eventually, the success of restaurants, specialty food grocers, and entertainment venues should give way to local clothing, boutique and arts-oriented stores and galleries, further differentiating the South Cape and creating a unique place in the City. In order to accomplish this, the CRA and City need to set the stage by strengthening the pedestrian environment through infrastructure improvements, creating interconnected sub-districts and encouraging the concentration of restaurant and entertainment uses through infill development and adaptive reuse of buildings. Therefore, the short-term recommendations in this Redevelopment Plan are geared towards strategic investment that is focused on improving the quality of the Core area of South Cape, which will eventually provide a catalyst for long-term investment in the broader CRA.

The South Cape Core area is defined on the east by SE 15th Avenue; on the south by Miramar Street; on the west by SE 9th Place; and on the North by SE 46th Lane. This area encompasses the Big John’s Shopping Center, Club Square, the Winn Dixie grocery store, and Cape Coral Parkway that is the common linking element of the CRA. The area also includes the City owned Founders Park parcel on the Malaga Canal, at the north end of SE 10th Place.



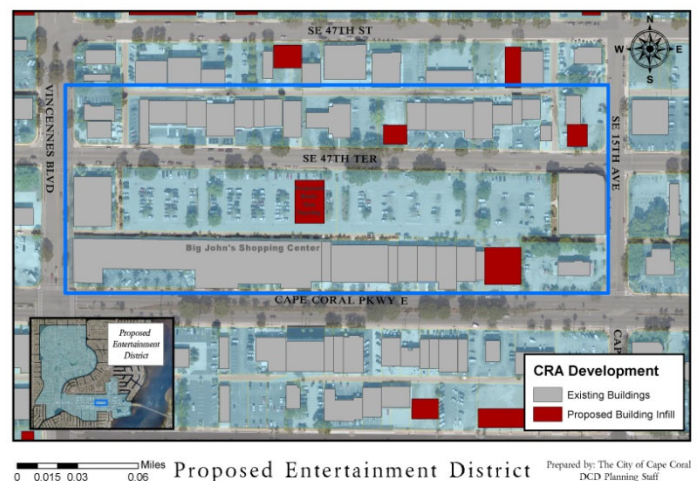
(Proposed updated Figure 5: South Cape Core and Infill Districts.)

4.3 Sub-Districts

A series of sub-districts are envisioned within the CRA. They include the Entertainment District, Club Square, Market Square, Lafayette, and The Parkway. Below is a description of each sub-district and the associated issues and opportunities within each district. However, it is important to recognize that with respect to the overall vision, the sub-districts are not necessarily intended to be separate and discreet elements within the South Cape. They are intended to be interconnected with one another to create a holistic core area. Their presentation as discreet districts is more to provide focus on their unique qualities and opportunities, which is useful in organizing discussion and creating strategies for implementation. Larger versions of sub-district maps can be found in Appendix E.

4.3.1 Entertainment District

The Entertainment District is at the heart of the CRA. It has the greatest energy and concentration of active uses, including the Big John's Shopping Center and concentrated uses along Vincennes Boulevard and SE 47th Terrace, both of which are important streets in South Cape. The sub-district includes one of the largest municipally owned parking lots that serve many of the existing adjacent uses. The parking lot is also the venue for some of the CRA's events and festivals.



(Proposed Updated Figure 6 above: Entertainment District.)

The area has a number of issues that detract from its ability to become a true focus of the South Cape:

- The length of the block is approximately 1,400 feet long, about 2.5 times the length of a typical city block. This creates a connectivity issue in the South Cape, although the pedestrian passageways provided by Big John's lessen the negative impact;
- The scale and character of the parking lot creates a "dead zone" and discontinuity in the district;
- The physical layout of the parking lot, and more specifically the size of parking spaces, is inefficient and based on suburban dimensional criteria, meaning there are opportunities for change; and
- Surrounding streetscapes are uninviting.

In summary, the area is not designed to be a vibrant, pedestrian friendly urban place; it is designed first and foremost to provide convenient parking.

Absent a major redevelopment, the challenge is to elevate the quality of the sub-district by enhancing the experience of being on the street or in the parking lot; and to change its character from a place for cars to a place for people. This can be achieved by redesigning the parking lot to act as a unifying space within South Cape, rather than a space that serves to disconnect it.

Strategies to achieve this include:

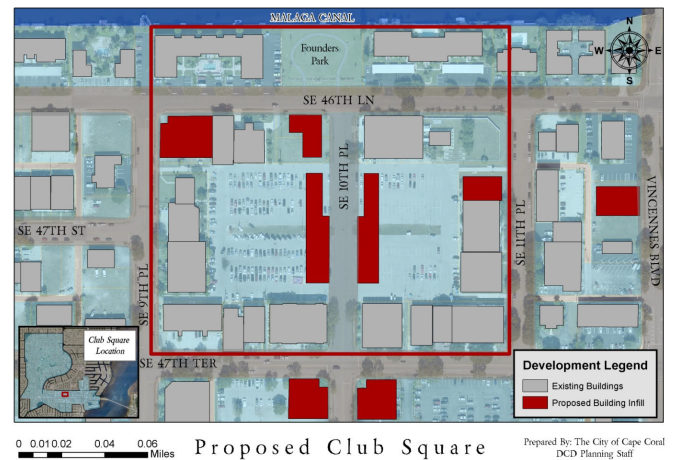
- Create a central space that links Big John's with 47th Terrace and supports popular events and festivals;
- Program the central space on a regular basis with activities (live music, markets, etc.) to support an entertainment and dining experience;
- Redesign the alley frontage to feel more like an active pedestrian friendly street and less like a fire lane;
- Reorganize the parking layout using more appropriate urban dimensional criteria, while retaining the existing parking inventory (+/- 316 spaces);
- Add landscape elements, street trees, and screened waste receptacle areas to soften the visual impact of the parking areas and to improve the walkability of the street edges;
- Improve and integrate the arcade area of Big John's with the adjacent parking lot, to better support outdoor dining and other similar active uses;
- Improve the character of the Big John's Shopping Center pedestrian passageways to enhance connectivity to the Parkway; and
- Execute streetscape improvements on SE 47th Terrace and Vincennes Boulevard.
- Incentivize and encourage property owners and business uses that contribute towards the Entertainment District to expand those buildings and business outward towards streets, alleys, and walkways or otherwise improve the pedestrian experience within the District

The new character that is envisioned is by integrating a centralized pavilion or other similar structure. In the context of urban life, this is a relatively modest change that can become very significant. Programming the space as a farmer's market, a venue for a music festival, or even as a revenue producing concession space can add dramatically to the sense of place of South Cape and attract additional uses and investment within and surrounding the sub-district. These new uses may move into existing vacant buildings or begin to take the form of infill development, filling in the gaps of the urban fabric and contributing to

making more complete, interesting, and pedestrian friendly streets. Additionally, implementing incremental changes to improve the ambiance of the Big John's Shopping Center to make it feel more like it fronts a street rather than a parking lot or alley can create substantial character improvements.

4.3.2 Club Square

Adjacent to the Entertainment District is the area commonly known as Club Square is bounded by SE 11th Place, SE 47th Terrace, SE 9th Place, and SE 46th Lane. For the purposes of the sub-district, this area is expanded northward to the Malaga Canal to include Founders Park, eastward to Vincennes Boulevard and southward to Cape Coral Parkway. The sub-district contains a mix of uses including office, commercial, entertainment and institutional uses. Its primary physical characteristic is a centralized municipally owned parking lot within the Club Square proper. Another two publicly owned lots are situated behind commercial uses along Cape Coral Parkway. These are similar in character to the Big John's Shopping Center Parking Lot.



(Proposed Updated Figure 7 above: Club Square.)

The area has a number of issues that detract from its sense of place:

- All three of the aforementioned parking lots are large, barren, and tend to disconnect and contribute to the vacant character of the area;
- Perceptually, the size of the block composing Club Square proper is large (approximately 10 acres). In reality, the block is divided in two by SE 10th Place, but the street lacks definition and feels as if it is simply a part of the parking lot; and
- The physical layout of the parking lot, and more specifically the size of parking spaces, is inefficient and based on suburban dimensional criteria, meaning there are opportunities for change.

The greatest assets of the sub-district are its proximity to the Malaga canal and Founders Park; a direct connection to Cape Coral Parkway via SE 10th Place; and the municipally owned parking lots. These are the elements that should be capitalized on to invigorate the area. Although Cape Coral is known for its intricate canal system and almost unfettered access to the water, within South Cape, those opportunities are extremely limited. Therefore, the greatest opportunity and value lies in continuing to enhance Founders Park with structures and programming ranging from a splash park for children to concession areas and dockage for watercraft. It's also an area that could support a public-private joint venture, a waterfront restaurant, or any number of things that provides potential revenue and concession opportunities. Coupled with the Park development, SE 10th Place could be formalized into a street and made into one of the dominant north-south connections linking Cape Coral Parkway and the water, leading to incremental infill development that starts to encompass the street and create a real sense of place and character.

There is also an opportunity to create movement between Cape Coral Parkway and the waterfront and, coupled with infill development and strategic amenities, a vibrant and connected atmosphere can be created that attracts people to the South Cape. Because much of the land is publicly held, these types of investments are reasonable even in a poor economy because they do not require a wholesale acquisition of an entire block in order for something to happen. The photograph below shows the current configuration of Club square. The graphic depicts potential infill along SE 10th Place.



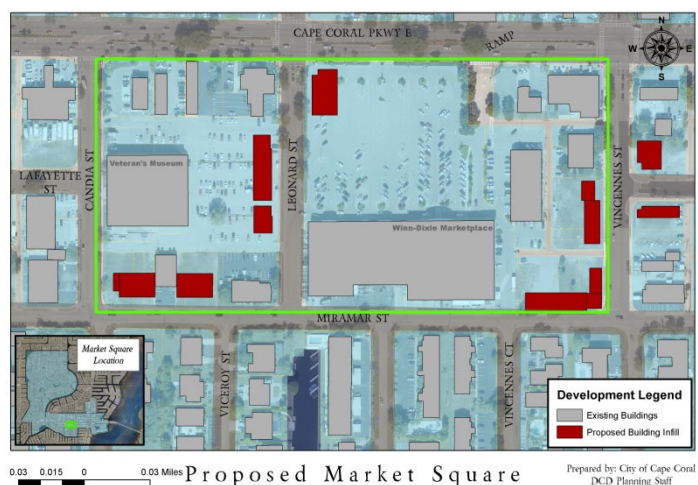
(Proposed New photo to be placed here replacing above)



Another option, given the scale of the Club Square site, is to find a major user for the site, perhaps a satellite college or vocational facility, a medical facility, or other type of institutional user that begins to fulfill longer-term strategies. The site is an ideal opportunity for a public if the right user can be found that will bring in jobs and economic impetus. There are also opportunities to create something unique like covering the road with a shade structure and anticipating the closure of the street for special events, weekends, or even permanently.

4.3.3 Market Square

Market Square includes the new Winn Dixie Supermarket as well as the former Sweet Bay location, which is currently was formerly being used for a military museum. It also includes a number of surrounding and smaller scale commercial, office, and entertainment uses. The sub-district is defined by Vincennes Boulevard, Miramar Street, SE 9th Place and Cape Coral Parkway. The new Winn Dixie has received Leadership in Energy and Environmental Design Silver certification from the US Green Building Council. This is a great asset for the CRA and should generate positive attention for the South Cape. Additionally, the fact that the



CRA possesses a quality grocery store should not be undervalued, as these types of uses in redevelopment areas are typically non-existent. Their effect on redevelopment and attracting new residents and business can be tremendous. Coupled with the nearby Little Italy area, which offers a unique specialty food source in the CRA, the Market Square sub-district can serve as an anchor for South Cape.

(Proposed Updated Figure 8 above: Market Square.)

However, there are issues within the sub-district which could be improved upon, including:

- Vast areas of paving (surface parking lots) that detract from the urban character, in particular those adjacent to Cape Coral Parkway; and
- Parking layouts are again inefficient and based on suburban dimensional criteria.

The vision for Market Square includes a redesign of the parking areas to yield space for new infill development and supporting a long-term tenant for the former Sweetbay building that will attract residents and visitors as well as create jobs and a positive economic influence in the CRA. Infill here would ideally be food related, supporting the existing uses to create a true “market” district and also serving to complete the urban edge on SE 10th Place and reinforce the connectivity with Club Square to the north and ~~Little Italy-Lafayette Street further to the west.~~ Reconfiguring the parking layout using more urban dimensional criteria would allow for more landscape, pervious, and buffer areas, while retaining existing parking inventory. These improvements would further the “green” principles established by the Winn Dixie LEED certification. The photograph below shows the current configuration of Market Square. The graphic that follows depicts potential infill buildings.



(Proposed Replacement of photo above)



The key attractor for the sub-district could be the a new use for the 30,000 sq.ft. anchor building west of the City-owned parking lot, former Sweetbay building, the Military Museum and Library. initiated by the Cape Coral Veterans Foundations, drawing from Cape Coral's large veteran population and visitors.

4.3.4 Lafayette

The Lafayette sub-district is defined by Cape Coral Street, Miramar Street, Vincennes Street and Cape Coral Parkway. The area is the most vacant of all the sub-districts, but does support a number of commercial, office, entertainment, and even warehouse uses. The sub-district's greatest issue is the large amount of vacant land. Not far behind is the overall character or lack thereof. To the east of Cape Coral Street, the recently renovated Holiday Inn Express and Dolphin Key Resort and the successful Brew Babes Jungle Bird Tiki restaurant are positive influences on this area of the South Cape.

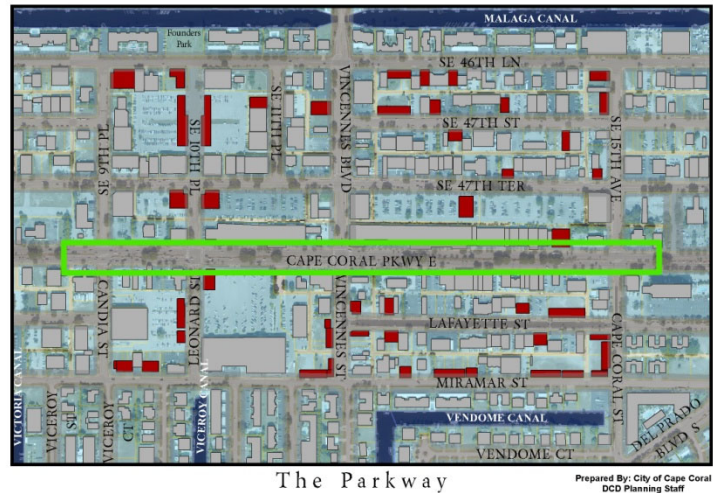
The City's Public Works Department has recently completed an ambitious stormwater project in the sub-district which will begin to address one of the greatest development challenges in the South Cape—the lack of adequate stormwater infrastructure. Currently, the demands for on-site stormwater retention as well as other regulatory issues such as on-site parking requirements, make the development of small lots in the South Cape extremely difficult. Once these requirements are met, very little area of a development site is left for actual revenue generating uses. The Public Works project will relieve the requirement for on-site stormwater retention and will yield many more developable sites.



(Language requested regarding completion of Sewer Main Project)

4.3.5 The Parkway

Cape Coral Parkway is the common linking element and the front door of the South Cape. It provides the first impression of South Cape and supports the strongest collection of active uses. Streetscape improvements implemented in the 1990s—which included sidewalk pavers, lighting, street furniture, and landscaping, as well as the removal of many curbside parking areas—provide an impression of a place that is clean, safe, and well-cared for. Relative to other similar corridors in CRA's throughout the state, the Parkway is an asset for the South Cape. Its primary issue is that it remains a place designed for cars, not people. Although the relatively recent improvements provided a better visual environment, the space dedicated to pedestrians versus the space dedicated to cars remains out of balance and the overall “walkability” is poor.



(Proposed Updated Figure 9 above: The Parkway.)

The challenge is to take the Parkway to the next level—a level that provides a lasting impression for residents and visitors and creates a place where people want to spend time. The challenge is also to do so without overly ambitious and unrealistic plans that will fail due to physical or financial constraints. To accomplish this, two approaches are envisioned that, when combined, will improve the balance of the Parkway and help create a more complete street.

The first approach is to improve areas outside of the public right-of-way. These actions include relatively continuous setback areas along the north edge of the corridor and smaller perpendicular curbside parking areas along the south edge. Setback areas along the northern edge of the Parkway create a barren and uninviting quality for the pedestrian. The division between the right-of-way line, defined by the existing sidewalk pavers, and the setback area is clearly evident. This quality can be dramatically improved. By utilizing paving and landscape materials to blend and create continuity between these areas, a simple sidewalk can be transformed into a space that is more of a plaza, and when implemented along the length of this segment of the Parkway, a linear park that unites the South Cape Core area and creates a pedestrian friendly environment.

Another example exists along the southern edge of the Parkway where on-site parking is more prevalent. Ideally, this parking typology could be removed and replaced with on-street parking, as it presents safety and urban design issues. However, for many businesses, this type of parking is their only parking and its removal would severely impact their viability. In those cases, it is envisioned that a small number of the on-site parking spaces, perhaps one space per business, could be replaced on a voluntary basis with landscaping. This simple intervention could dramatically break the monotony created by these paved areas and enhance the character of the Parkway. Other opportunities to improve the Parkway may be

explored such as relocating on-street spaces to side-streets, which could reduce parallel parking maneuvers from occurring on the parkway and providing for more usable space within the right-of-way.

The second and longer-term approach is to reconfigure the area within the public right-of-way to achieve a greater balance between vehicular and pedestrian space.

The existing condition for a typical segment of the Parkway show that sidewalks are narrow; vehicular lanes and on-street parking areas are wide; dedicated right-turn lanes are frequently used; and corners employ large radii and large right-turn transition zones. This design is heavily in favor of the car and is typical for a suburban corridor carrying the volume of traffic that the Parkway does. It provides a great degree of segregation for individual traffic movements, reducing vehicular conflicts and providing for higher vehicular speeds and free moving traffic. However, from the pedestrian perspective, sidewalks are narrow and uncomfortable (especially for groups of 3 or more pedestrians), street crossings are longer than necessary, and the quality of the streetscape is generally unappealing.

Modifications to the curb line to achieve greater pedestrian area while maintaining a reasonable amount of vehicular area and thus greater balance can be made. These modifications may include smaller turn radii; the removal of right-turn transitions through the use of bulb-outs or curb extensions; reduction of the width of curb/gutter details and the on-street parking lane to achieve wider sidewalks. Bulb-outs also help to formalize and better define on-street parking spaces. The result is a more comfortable sidewalk area, a greater area for landscaping and street trees, and reduced street crossing distances. In addition, while all vehicular movements are maintained, the design will provide for slower moving or “calmed” traffic. This will provide significant positive change to the Parkway’s current “highway” character.

Another pedestrian-friendly action would be the removal of dedicated right-turn lanes along the Parkway. In this scenario, the right-hand lane works as both a through traffic and a right-turn lane. This further increases sidewalk areas and bolsters the advantages to the pedestrian environment. Given that this change will likely have more significant impacts to traffic flow, it may not be feasible or even advisable in right-turn locations at major intersections. However, it should be analyzed for inclusion at intersection locations where turning volumes are likely very low, such as Chester Street and other non-through street locations.

Further, given the length of the Big John’s block between Vincennes Boulevard and SE 15th Avenue, it is critical that at least one, if not two, mid-block crossings are incorporated. These crossings should be incorporated even at the expense of on-street parking or other impediments. At a length of 1,400 feet, the block is simply too long to expect pedestrians to walk without an opportunity for crossing. Not only is it inconvenient, but also it is simply not safe, as many pedestrians will choose to cross the street at unmarked locations. Streets such as Miracle Mile in Coral Gables, which is also a 4-lane roadway with on-street parking and has much more reasonable block lengths, incorporate mid-block crossings at every block. The added bonus to safety and convenience is that it improves the walkability of the retail environment by improving the connectivity between stores and prospective patrons.

In addition, there is an opportunity to improve the median landscaping to provide both a “signature” character for the South Cape and to improve visual access across the street. Introducing a flowering tree species or other unique landscape element can individualize the Parkway and make it more memorable. Also, taking care to provide a clear “sight” zone achieved by avoiding low tree branches and keeping

ground covers at a minimal height can improve visual access across the street, which can be critical to the success of any retail district.

4.3.6 Bimini Basin

The Bimini sub-district is defined as the area surrounded by Cape Coral Parkway, Coronado Parkway, Palm Tree Drive and the Bimini Basin and canal waterways. The area holds the most potential for waterfront development in the CRA. Two different entities own large tracts of land on either side of the Sunset Towers which creates an opportunity for a large scale development that can embrace both the waterfront as well as Cape Coral Parkway. One of these entities is under construction and known as Bimini Square. The other site on the east of Four Freedoms Park remains nearly completely assembled.



This area already features Four Freedoms Park, a city owned park that plays host to numerous events each year. With this fact in mind, this area seems poised for a larger scale project that could act as a catalyst for bigger events and better uses for the waterfront.

The Bimini Basin Mooring Field project is in design and if approved will result in significant improvements to the use of the Bimini Basin.

(Proposed Updated Figure 10 above: Bimini Basin (better depicting the Bimini Square and assemblage of Bimini East.)

4.4 Transportation

When discussing transportation issues in the South Cape, the discussion is realistically limited to cars (driving), people (walking), and bicycles. This is because the roadways and land use patterns of the entire city of Cape Coral are primarily oriented towards the automobile, a fact that can largely be attributed to the City's youth. It grew up in the era of the automobile as the sole means of transportation and an expectation that that would always be the case. Lee County does provide bus services (LeeTran) throughout the CRA. However, given the low density of development throughout the City, increased mass transportation services are likely not reasonable within the CRA now or for the foreseeable future. Therefore, this vision is geared toward improving the roadway network, for pedestrians, cars and bicycles.

The primary transportation issue in the South Cape is the function and character of Cape Coral Parkway. Because east-west connectivity within the City is hampered by the extensive canal system and the Caloosahatchee River separates Cape Coral from neighboring Fort Myers, only two major roadways— the Veteran's Memorial Parkway and Cape Coral Parkway - provide access to and from Fort Myers and

neighboring communities where many of Cape Coral residents travel to work and to shop. Therefore, the two roadways carry significant automobile traffic volumes. The difference between the two, however, is that Cape Coral Parkway traverses the City's South Cape commercial area. The result and challenge is somewhat paradoxical. How does the roadway continue to carry rush-hour peak traffic volumes while at the same time become a pleasant walkable street within a commercial district? The South Cape has struggled with this issue for almost 30 years.

The most basic of urban design principles tells us that one-way pairs are detrimental to the urban environment. While they do move cars efficiently, they are generally understood to have a negative impact on connectivity, to produce high-speed traffic, and to generally create a physical barrier to pedestrians in the urban context. This is why the community has been hesitant to allow this type of solution to move forward in the South Cape. Likewise, the conversion of the Parkway from a 4-lane road to a 6-lane road will negatively impact South Cape by allowing already fast-moving traffic to move even faster, not to mention displacing on-street parking critical to any successful downtown retail environment. Regardless, a viable solution that satisfies both the needs of the City's commuting population and the desire to create a viable commercial district must be found. Many times, the best solutions are those that find an equitable compromise and as such, it is proposed that a hybrid of the previous solutions be considered and examined by the City's Transportation Department.

The overall vision is that the gridded street network of the South Cape should be utilized more efficiently. Gridded systems are excellent for distributing traffic and providing multiple travel routes, albeit at slower speeds than that of fast moving corridors. A greater distribution of traffic should also be a boon to local businesses and raise the value of development sites that are currently diminished because of low visibility, thus making infill development and redevelopment much more viable. Therefore, an east-west couplet—although not entirely one-way—that takes advantage of the north-south grid could be considered. Miramar Street and SE 46th Lane are ideal candidates for a couplet concept because they already define physical edges of the commercial district where commercial uses transition to residential uses and connectivity to surrounding areas is restricted. Previous couplet concepts were proposed to run through the heart of the district (via Cape Coral Parkway or SE 47th Terrace) that would almost certainly have negative impacts on businesses, connectivity, and the overall character of the South Cape. Miramar Street could be converted to a one-way eastbound street carrying the heaviest traffic volume (A.M. peak demands) through the district. SE 46th Lane could remain a two-way road but would add capacity in the westbound direction to carry the lower P.M. peak demands. It is believed that this concept, or a similar solution developed by transportation experts, would effectively increase capacity for east-west traffic and remove some of the peak-hour burden from the Parkway. However, it should be stressed that the proposed “hybrid” couplet, or variation thereof, should not be designed to carry the entirety of the traffic demand and that it should not be understood or designed as a “by-pass”. Traffic, and the visibility it creates for businesses along the Parkway, is extremely important to commercial uses in the South Cape. Rather, as previously stated, the couplet should be designed to simply supplement and relieve the Parkway during peak periods and to provide higher capacity alternative routes through the district.

It should also be understood that the couplet concept will require right-of-way acquisition in order to be fully developed. While that process takes place, there is potential to partially implement and test one of the legs of the concept, Miramar Street, which currently terminates on the west at Coronado Parkway. This could likely be accomplished with minor improvements such as re-striping and intersection signage, and while it won't have the benefit of the full couplet concept, at least the greatest traffic issue, A.M. peak traffic, can begin to be addressed in the near-term. A multi-purpose greenway can also be implemented along Miramar to serve as a buffer to adjacent residential uses and to create connections to existing parks.

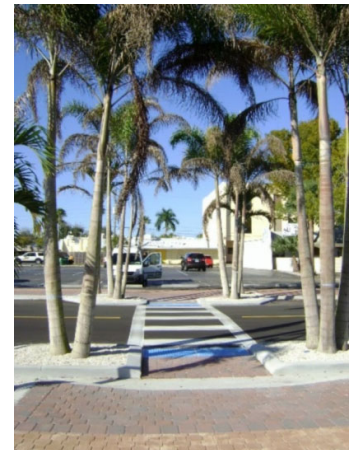
As part of the transportation improvements in the South Cape, the City should also consider the connection of the Rubican Canal to Bimini Basin (via the Versailles Canal) and constructing bridges on Cape Coral Parkway and SE 47th Terrace to accommodate boat traffic. This connection would positively influence upwards of 900 properties, over 200 of which are in the CRA, by providing greater access for boaters. It would also serve to bolster the character and desirability of the South Cape as a “Waterfront Wonderland”. In addition, there

Once the decision is made to connect the canal, the question becomes what type of bridges should be constructed. Two options include a fixed bridge or a bascule or drawbridge. This latter option creates the possibility for sailboat access, which is currently unique to neighborhoods with direct access to the Caloosahatchee River and Matlacha Pass. It could also be a significant gateway element in the South Cape. Although a more costly proposal, a cost-benefit analysis should be performed to understand its feasibility and the positive impact on property values. A third option exists in the construction of a tunnel, which would likely be cost prohibitive.

There is evidence that the dead-end of the Rubican Canal at SE 47th Terrace causes a significant water-borne debris jam because the canal cannot flush properly. Therefore, there may also be environmental benefits to the proposal. Should a decision be made to connect these two water ways, an opportunity exists to repurpose SE 5th Place as a small public space which could be used for public enjoyment or educational experiences on the benefits of the CRA’s efforts (and its partners) to improve water quality.

4.5 General Streetscapes & the Public Realm

Great streets balance the needs of pedestrian, bicycle and vehicular traffic and are crucial to the development of an economically sustainable commercial district. While it is recognized that Cape Coral is primarily a “driving” place, the South Cape should be different. While it can be a place that you can drive to, once you are there it shouldn’t be necessary to drive from the office to lunch, or to drive from shop to shop. The option to walk should not only be practical, but inviting. Although streetscape improvements mostly stem from a desire to beautify a place, the economic impact of “walkability” should not be underestimated. The fact is that every transportation trip and the ability to reach goods and services begins and ends with walking. So walkability very much affects not only the visual quality of the urban environment; it has direct implications on the economic viability of the South Cape.



As previously discussed, most streets in the CRA are out of balance and favor the convenience of drivers. Vehicular lane widths are overly generous and corner radii are large. There needs to be a concerted effort to bring them into better balance with the needs of pedestrians and cyclists. Perhaps the first step in this process is to work with the City’s Transportation and Public Works Departments to develop urban criteria applicable to the commercial district. Actually implementing streetscape improvements throughout the CRA is not an overnight process—infrastructure improvements are costly and require a great deal of coordination with various agencies and adjacent property owners. Therefore, improvements will likely occur slowly on a project-by-project basis. However, the CRA should prioritize streetscape projects.

Generally, the most basic of streetscape components include ample sidewalk widths; good lighting; sufficient area dedicated to landscaping and street trees; adequate buffers between pedestrian and vehicular traffic (landscaping and/or on-street parking); well-marked crosswalks; and, in some cases, bike lanes and transit stops. They can be embellished with unique materials and street furniture (benches, trash receptacles, bike racks, etc.); pervious areas to aide in storm water retention; wayfinding and event signage; shade structures, or gateway features at strategic locations.

Further, the character of streetscapes is highly influenced by adjacent development. Ideally, buildings (rather than parking lots, service areas, exposed waste receptacles, etc.) front the sidewalk. While, the prevailing pattern of development in the South Cape is the opposite, new infill development can begin to establish this character. Existing development can add additional landscaping and dedicate outdoor areas to amenities such as cafe seating to the degree possible.

4.6 Flood-Proofing

Flood-proofing future development will likely have a great influence on streetscapes in South Cape. Flood elevations established by FEMA require that new buildings must be flood-proofed for approximately three feet in height above the street elevation. While the primary recommendation is to evaluate the feasibility of modifying the FEMA Flood Insurance Rate Maps to diminish or alleviate this requirement, it is recognized that this may not be possible. In that case, the recommendation is to require flood-proofing of the building envelope. In the case that this is not a feasible option, the CRA will need to create specific building design guidelines for flood elevation transitions (stairs and ADA ramps) and the impact these elements will have on the character of the street. Although not ideal given the barrier that is created between the pedestrian and building uses, providing diagrams and images will help illustrate potential solutions to the issue. A combination of the usage of height transitions from street level to building level and flood-proofing options is likely to result due to the varying nature of a proposed projects frontage depth limitations and whether the project is afforded this option through the SFWMD as previously discussed within this Plan.

4.7 Open Space Network

Recreational space in the CRA is limited. There are four parks serving the area, two within the actual CRA boundary, and there is no connectivity among them. Parks and recreational amenities are critical components of sustainable redevelopment. A good open space system attracts new residents; new residents attract new businesses; and new businesses create jobs and economic growth. Therefore, a network of open space needs to be created and there are numerous opportunities to do so:

- Improvements to Four Freedoms Park, including modifying structures to have a better orientation to the Bimini Basin waterfront; enhancing the beach area, and programming the Park with water related functions, such as canoe/kayak rentals;
- Improve canal ends with small pocket parks and enhance Founders Park;
- Creating the ambiance of a linear park within the CRA; and
- Linking the system with a greenway along Miramar Street (graphic available in Vision Plan) as part of a transportation improvement project and adjacent the Rubican Canal and Palm Tree Boulevard to connect to the golf course property.

4.8 Bicycle Network

Similar to the open space network, the South Cape lacks a connected bicycle network, although existing facilities are relatively prevalent outside of the CRA. Given that existing street widths and paved areas are overly generous, creating a more comprehensive network should be fairly straightforward and is a matter of connecting to the various existing bike lanes that tend to terminate once they enter South Cape's core.

New connections should be provided along:

- SE 47th Terrace (via a shared lane)
- Vincennes Boulevard
- Del Prado/Waikiki Avenue
- Del Prado Boulevard
- Miramar Street (via a multi-purpose greenway)

When coupled with streetscape improvements throughout the South Cape and a comprehensive open space network, these improvements will not only add to the character of the CRA, but also begin to create an alternate means of transportation throughout the district.

4.9 Gateways

In addition, there are opportunities to enhance the impression of the South Cape by incorporating gateway features at strategic locations. Gateway features should express the character of the district, much like the initial gateway marker did when the South Cape was first developed and may include prominent signage, native landscape treatments, special paving, or lighting features. In addition to larger gateway features, smaller monuments or signage may be provided at select, less prominent entrances to the South Cape.

4.10 Future Development Opportunities

Beginning to implement short-term strategies of this Redevelopment Plan is critical to ensure that the CRA is in a position to quickly capitalize on opportunities that arise when economic conditions once again become stronger. Perhaps most importantly, the CRA needs to begin to actively seek institutional investment and major employment generators to the South Cape. As part of this process, the CRA should identify viable sites for not only institutional investment, but for major mixed-use projects similar to those proposed during the recent development boom that never came to fruition. (A diagram is available in the Vision Plan.)

4.10.1 Bimini Basin West

The Bimini Basin West sites future development is critical to the future of the South Cape. Not only does it boast a gateway location with highly visible frontage on Cape Coral Parkway, it also fronts Bimini Basin, which is perhaps the most desirable waterfront site within the CRA. Therefore the site is ideal for a number of uses, including institutional, commercial, hotel, or a mixed-use project incorporating medium to high-density residential uses. From the perspective of urban design, the major challenge will be to visually conceal or mitigate parking areas while providing urban frontages on both the Parkway and the Bimini

Basin waterfront, and appropriate transitions in scale and massing to adjacent residential areas. Any future development should include active uses and public access along the waterfront. Additionally, it is highly recommended that, through partnership with the neighboring Sunset Towers condominium, the development seek to relocate the existing waterfront parking and convert the area to more appropriate public waterfront uses.

This site is now under construction with the Bimini Square project - a mixed-use development of offices, apartments, structured parking, and a waterfront restaurant.

4.10.2 Bimini Basin East

The Bimini Basin East has excellent frontage on Cape Coral Parkway, making it an ideal location for an institutional, commercial, or mixed-use project-incorporating medium to high density residential uses. From the perspective of urban design, the major challenge will be to visually conceal or mitigate parking areas and to provide appropriate scale transitions to adjacent residential uses. Any future development should accommodate envisioned transportation projects (the extension of Miramar Street), and the associated greenway connection. Additionally, development should provide high connectivity to and enhancement of Four Freedoms Park.

4.10.3 Old Sweetbay Grocery Building Market Square Anchor

Redevelopment or adaptive re-use of the 30,000 sq.ft. anchor building on the west boundary of the Market Square District, formerly a museum, former Sweetbay Grocery building should include cultural, academic, medical/institutional, commercial, or mixed-uses. ~~The current effort to use the building as a Military Museum is an appropriate use.~~ The development should ideally include infill/out-parcel development and parking lot improvements utilizing urban dimensional criteria, additional landscaping, and pervious areas to aide in stormwater retention.

4.10.4 Village Square

Downtown Village Square, LLC assembled the private property in the City block bounded by Cape Coral Parkway on the South, SE 8th Court on the west, SE 47th Terrace on the north, and SE 9th Place on the east, and the City has approved a mixed-use project on the site, which included the conveyance of City-owned property within the block as an incentive for the private assembly and construction of the project. The CRA has a Tax Increment Rebate Agreement with Downtown Village Square to rebate a portion of new taxes generated by the development to the Community Development District (CDD) to be formed by the Developer. The CDD will manage the project. The project's completion is proposed in multiple phases over the course of several years.

This site is now under construction with the Cove at 47th Terrace project – a mixed-use development of apartments, retail, and office space with structured parking.

4.10.5 Club Square

Because the City controls the large parking lot within Club Square, this site presents the greatest opportunity for the CRA/City to enter into a public-private partnership. Redevelopment of the site should focus on the parking area and seek to maintain surrounding structures. The site is well suited for institutional, commercial or mixed-uses and may incorporate Founders Park as a public amenity.

Additionally, development should front SE 10th Place with active uses as a primary connection to Cape Coral Parkway.

4.10.6 Church Site

The primary advantage of the so-called “Church Site” located just west of Del Prado Blvd. on SE 47th St. is that it is the largest contiguous development parcel in the CRA. A previous mixed-use proposal for this site included high- density residential, office, and commercial uses, with the later two being the most desirable.

4.10.7 Del Prado

The Del Prado development area consists of most of the CRA area north of SE 46th Street. This is an important gateway area of the South Cape and, with frontage on Del Prado Boulevard, has excellent visibility and therefore likely uses would include commercial, office, or institutional uses.

4.10.8 Bikini Basin

Similar to the Bimini Basin West, this area is important because of the waterfront amenity of Bikini Basin. Given the surrounding residential uses, development here needs to be especially sensitive in scale and use. Development should ideally include a marina facility with uses focused towards the boating community. Small hotel uses would be ideal with opportunities for waterfront dining. Redevelopment efforts should also be cognizant of connectivity issues to the site and include wayfinding plans and signage elements.

4.10.9 Clipper Basin (Mandolin Canal)

Clipper Basin, located on the Mandolin Canal, is another premier waterfront development site in the CRA and has the potential to be significant gateway element announcing entry into the South Cape. Recent mixed-use development proposals include retail/dining, office and residential uses. Given plans to construct a median (with limited left-turn movements) along the fronting portion of Cape Coral Parkway, the site will likely have connectivity issues and, similar to the Bikini Basin site, redevelopment should include wayfinding plans and signage elements.

4.10.10 Multi-Family Areas

The multi-family zones represent the areas in the CRA with the greatest concentration of blight conditions. Vacant properties, poorly maintained buildings, boarded-up and abandoned homes are plentiful. When economic conditions become more favorable, these areas will be ideal for future residential redevelopment at higher densities. In the meantime, the CRA may consider preparing these areas for redevelopment with infrastructure improvements such as improved streetscapes, lighting, stormwater systems, etc. Residential typologies should include workforce, attainable, and mixed-income housing designed to attract people who work in and around the community. In turn, the residents will likely support commercial uses in the South Cape, both as patrons and employees, and contribute to the economic sustainability of the area.

4.10.11 The Golf Course

4.10.12 City-owned Parking Lots

5. Neighborhood Impact

Among the purposes of redevelopment activities is to protect, preserve, improve, and enhance the built and natural environments characterizing the Redevelopment Area. These activities, including the construction of new residential, commercial, and mixed-use development cannot be accomplished without affecting existing housing, transportation systems, public facilities, and services and environmental systems. The intent of this Redevelopment Plan is to ensure that those impacts have an overall beneficial effect to the residents, property owners, and business owners within the Redevelopment Area as well as the larger community of Cape Coral. This Redevelopment Plan is not intended to remedy a shortage of housing for residents of low or moderate income. The City, through its housing programs, is currently addressing this responsibility.

While acres of land within the residential zoning district of the Redevelopment Area are zoned for single and multi-family use, implementation of the Redevelopment Plan is expected to increase the residential population by increasing number of multifamily units per acre in many locations in the Redevelopment Area. Multifamily development will promote traditional pedestrian-oriented development and community-appropriate products and services. By fostering the provision of housing close to commercial and entertainment uses, the CRA is able to offer unique opportunity to its current and future residents. That opportunity is the ability to work within a safe walking distance to one's residence, to bicycle to recreational areas and the river, and to patronize shops and restaurants within one's own neighborhood. These opportunities are likely to attract persons of various ages, incomes, and backgrounds to the Redevelopment Area.

5.1 Relocation

Relocation of residents and businesses displaced as result of property acquisition by the CRA will follow procedures that fulfill the intent of Florida Statutes 421.55 and all other applicable laws and regulations.

5.2 Traffic Circulation

The Evaluation Appraisal Report (EAR) of the City of Cape Coral's Comprehensive Plan, pursuant to Section 163.3191 of the Florida Statutes, was approved for transmittal to the Florida State Department of Community Affairs in January of 2005. The report summarized changes that have occurred in the City since the last review conducted in 1997. The report discussed the City's compliance with Comprehensive Plan and other state statutes and identified major issues that may be the basis for future amendments to the Comprehensive Plan. The adopted Comprehensive Plan and the EAR have identified improvements in the CRA that include bikeway/pedestrian facilities, alleyway resurfacing, and the traffic study. Funding has been established in the Capital Improvements Program (2004-08) for implementation of improvements recommended by the traffic study. In 2009 (Ordinance 18-09), the Transportation Concurrency Exception Area (TCEA) was adopted to remove concurrency requirements for a portion of the CRA, specifically Cape Coral Parkway.

As new development projects occur over the next 30 years, further study will be undertaken of transportation facilities to determine any additional roadways configurations that might be implemented to improve circulation and reduce evacuation time. Additionally, efforts will be ongoing to offer alternate means of public transportation to include trolley service, bicycle trails, and water taxis.

5.3 Environmental Quality

Environmental quality will be improved by the projects outlined in this Redevelopment Plan. The planting of additional shade and palm trees, decreasing the number of paved surface lots, stormwater, water and sewer improvements all address a number of public issues and concerns. All redevelopment projects shall comply with city, state and federal regulations designed to mitigate any potential environmental impacts.

5.4 Availability of Community Facilities and Services

This Redevelopment Plan provides a coordinated approach to improving and providing additional public facilities in accordance with the established vision. The Redevelopment Plan promotes the enhancement of public recreation facilities within the Redevelopment Area. The impacts to any existing community facilities and services should be entirely positive resulting in the provision of more facilities, better maintenance, and better access.

The City and County impact fee regulations will also serve to provide additional capacity for any impacts to the water and sewer, traffic, and school systems that may result from redevelopment.

5.5 Effect of School Population

The City of Cape Coral has been proactive in accommodating the needs of school age children throughout the City with its own Charter School System. The CRA shall work with the County and the City to address the need to accommodate students in accordance with any population increases that might result from land use decisions to promote residential growth in the Redevelopment Area.

5.6 Physical and Social Quality of the Neighborhood

It is anticipated that physical and social conditions in the Redevelopment Area can improve through the Community Policing Program and Code Enforcement through potential future use of the Redevelopment Trust Fund. It is also anticipated that physical and social conditions in the area will improve with the elimination of very low-rent motels, hotels, and apartments that are substandard and not suitable for rehabilitation.

6. Community Policing Innovations, Development, and Implementation

The CRA and the Cape Coral Police Department share common interests and goals toward identifying long term solutions for crime suppression and community revitalization in areas targeted by the CRA for development and redevelopment. The Cape Coral Redevelopment Community Policing initiative is a partnership effort to effectively offer proactive law enforcement services via traditional and non-traditional methods with the objective of facilitating the enduring solutions required to maintain a safe community in which to reside and visit. As shown in the blight studies for the Redevelopment Area, redevelopment is currently hampered by social problems created by the high incidence of personal and property crimes, drugs, prostitution, and the concentration of transients and others at the social and legal margins. The City's Police Department has developed an innovative comprehensive program to improve the actual and perceived security of the Redevelopment Area residents, customers, visitors and business people through the implementation, as funding allows, of a Community Policing Program that the CRA wishes to reinforce and sustain. The components of the Community Policing Program are further detailed in sections 6.1 through 6.6 below.

6.1 Staffing

As funds become available, an enhanced Community Policing initiative may be subsidized by CRA Redevelopment Trust Fund and will consist of not less than one police officer with other law enforcement personnel assigned as circumstances dictate and as agreed by the Police Department and the CRA. The Police Department will assign officers to areas of responsibility within the Redevelopment Area, but will maintain the authority and flexibility to initiate operations and allocate personnel as needed. The hours of operation and scheduling for this initiative will also be dynamic to properly and effectively address concerns.

6.2 Program Initiatives

There are many facets to the initiatives that will be undertaken by officers assigned to the Redevelopment Area. To address the concerns of the community and in an effort to reduce crime and the fear of crime, these initiatives may include, but are not limited to:

- Officers working out of offices in the Redevelopment Area
- Meeting with stake holders
- Hotel / Motel or Hospitality/Entertainment initiatives
- Training specific to area concerns and initiatives such as extended bar hours or open container zones
- Vehicle use

6.3 Operations

Officers assigned to the Cape Coral Redevelopment Community Policing Unit will utilize office space that is located within the boundaries of the Redevelopment Area such as the Chester Street Resource Center. An office location will be identified and secured by the Police Department and house Community Policing Officers, police department volunteers and Neighborhood Watch initiatives. Utilizing offices within the Redevelopment Area will place those officers and services directly in the area for which they are responsible and give more accessibility to the community they are serving.

6.4 Community Involvement

A Community Policing Advisory Committee may be established by the CRA Board of Commissioners. Members of a Community Policing Advisory Committee will either reside in or own businesses within the Redevelopment Area. The Committee will meet with the Community Policing Unit with on a monthly basis to discuss concerns from within the Redevelopment Area. Additionally, officers assigned to this program will regularly meet with other property owner groups and business associations.

6.5 Hotel / Motel and Hospitality/Entertainment Initiatives

Members of the Community Policing Unit and Criminal Investigations Unit will initiate and provide intelligence training and seminars. This program will be designed to share information and crime prevention methods with businesses associated with tourism. Intelligence meetings will be held with local hotels or other hospitality and entertainment venues.

6.6 Training

Officers assigned to the Redevelopment Area will be afforded the opportunity of attending advanced training. Training in areas such as Crime Prevention Through Environmental Design (CPTED), Tourist Oriented Policing Services (TOPS), and Advanced Community Policing will enable officers assigned to this Area the ability to effectively address concerns and initiate new and innovative solutions to problems.

7. Publicly Funded Capital Projects to be Undertaken within the Redevelopment Area

Within the limitations on the use of tax increment funds provided under the Florida Community Redevelopment Act, Sec. 163.370, the CRA is authorized to install and construct or to cause to be installed or constructed selected public improvements and the public utilities that may be necessary to carry out the provisions of the Redevelopment Plan and any amendments thereto.

Subject to the limitations of Florida Community Redevelopment Act Sec. 163.370(3), such public improvements and public utilities may include, but are not limited to the following:

- Street and alley improvements: completely new and widening or resurfacing existing streets, curbs, gutters and sidewalks
- Utility undergrounding
- Streetscape (design and construction)
- Street light improvements
- Neighborhood stabilization
- Transit support
- Bicycle facilities
- Sanitary sewer systems upgrades
- Storm sewer systems upgrades
- Water distribution systems upgrades
- Environmental ecosystem
- Parking lots or structures acquisition and development
- Redevelopment of existing parking lots to parking structures
- Redevelopment of existing parking lots to add structures and land uses beyond the provision of vehicular parking
- Pedestrian walks installations
- Parks, playgrounds, and landscaped area improvements
- Public buildings and facilities development and maintenance
- Open spaces/plazas
- Golf course rehabilitation
- Improved waterfront access
- Bridges and underpasses
- Centralized waste receptacles where applicable
- Acquisition, development, demolition, disposition, or redevelopment of public or private property within the CRA, or the incentivization thereof

The CRA may also pay the costs associated with the acquisition of public rights-of-way, the ownership of which shall be dedicated to the City of Cape Coral or other public corporation as appropriate. The City Council shall approve the specific details as to type, size, location, purpose, cost, timing and real property acquisition for public rights-of-way. All public improvements and facilities to be installed or constructed by the CRA shall be coordinated with any public improvements or projects undertaken in the Redevelopment Area by the City or other public corporation.

All public improvements and facilities installed or constructed by the CRA, the City or others shall conform to the Comprehensive Plan of the City of Cape Coral.

8. Safeguards to Ensure that the Work of Redevelopment will be Carried Out Pursuant to the Plan

All real property in the Redevelopment Area is hereby made subject to the controls and requirements of this Redevelopment Plan or any other plans adopted by the CRA and approved by the City to carry out this Redevelopment Plan.

No real property shall be developed, rehabilitated, or otherwise changed after the date of adoption of this Redevelopment Plan except in conformance with the provisions of this Plan, the City's Comprehensive Plan and the City's Land Use and Development Regulations and Code of Ordinances.

8.1 City Comprehensive Plan

Properties located within the Redevelopment Area shall be developed in conformance with the goals, objectives, policies, and land use designations of the City's Comprehensive Plan as it exists now or as it may be amended from time to time. The provisions of the appropriate City zoning districts will govern specific densities and/or intensities within the land use categories as they exist or as they may be amended. The City's Comprehensive Plan anticipates a mixed-use urban downtown that promotes office, retail, and residential development.

8.2 General Urban Design Guidelines

8.2.1 Street Layout

A network of streets allows pedestrians, cyclists, and motorists to move safely and comfortably throughout an area. Having small blocks on a grid of streets provides multiple routes. Different routes are important whether you are walking, biking, or driving. If there is congestion, and there is only one road, automobiles are forced to remain in the congestion. With a complete network, multiple routes are always available. South Cape has interconnected streets, but many of the blocks are too large. Although Cape Coral has a grid of streets, the options for alternate routes are limited by waterways and bridges, such as the Cape Coral Bridge.

In addition to a mix of uses and properly scaled streets, other details are necessary to generate pedestrian friendly streets. Safety, interest, and comfort are three basic components of pedestrian friendly streets. Having people on the street is beneficial because it provides another customer base without adding a tremendous amount of traffic to the roads.

Pedestrians need to feel safe from personal crime and also from automobiles passing on the road. Separating the sidewalk from the roadway is a key factor for promoting the needed feeling of safety. On-street parking and street trees provide the simplest barrier.

Feeling safe at night is a matter of lighting, activity on the street, and being able to see into stores. Boarded up windows or metal shutters do not communicate the idea that this place is safe. More activity on the street will also add to feelings of security.

An interesting setting is crucial to keep people walking, and also to encourage people to make purchases at stores. A continuous row of shops and restaurants that have clear views to what is inside, or intriguing window displays, helps keep pedestrians on the street.

Comfort, especially in Florida, is important. In the hot days of summer, walking without shade is not a pleasant option for most people. Potential use of mature shade trees where physically viable can help add shade, provide beauty, and benefit the environment. Awnings and arcades are more permanent, and offer protection from the daily rain showers that occur in the summer season. Canopies, awnings, shade trees other improvements which shade public spaces, walkways, and streetscapes remains encouraged. Benches and resting places can make places more people friendly too. Unfortunately, small sidewalks cannot accommodate these necessary ingredients; so wide sidewalks are a necessity.

8.2.2 Limitations on the Type, Size, Height, Number, and Proposed Use of Buildings

Where the building sits on the land and how tall it is are vital elements of urban form. Streets should be thought of as three-dimensional public rooms where the buildings serve as the walls. When buildings are set far back from one another, pedestrians may feel psychologically lost or ill at ease. When buildings are too close and too tall, there is a feeling of constraint. This proportion of “street wall height” to “road width” must feel comfortable to the pedestrian. The prevalence of single story buildings is not conducive to a comfortable street proportion and scale when the roadway width is large.

Deep building setbacks with large parking lots in front are devastating to the street space and overall pedestrian environment. The most effective way to ameliorate this condition is to replace the suburban notion of a “front setback” for buildings, which implies that anything goes as long as the building is somewhere behind the line. Instead, the “build-to line,” where one must build up to a certain alignment, should be encouraged.

The type, size, height, number, and use of buildings in the Redevelopment Areas shall be limited in accordance with the City’s Comprehensive Plan, the Land Use and Development Regulations, and other regulations, and Codes of the City. The CRA shall work with the City, property owners, developers, investors and other stakeholders to foster compliance with all rules and regulations impacting development and redevelopment activity.

8.3 Development Controls

Within the limits, restrictions, and controls established in the Redevelopment Plan or subsequent plans, the CRA, working collaboratively with the Department of Community Development, may propose amendments to the Comprehensive Plan and the Land Use and Development Regulations, including design criteria, building heights, land coverage, setback requirements, special exceptions, traffic circulation, traffic access, and other development and design controls necessary for proper development of both public and private projects.

8.4 Retention of Controls and the Establishment of Restrictions or Covenants Running with Land Sold or Leased for Private Use

For properties acquired and disposed to a private developer, development controls always include the City’s Land Use and Development Regulations and other City Codes. In addition, the CRA may establish any restrictions or covenants to run with the land sold or leased for private use for such periods of time

and under such conditions as the CRA deems necessary to effectuate the purpose of the Redevelopment Plan.

The City shall not issue land use approvals and building permits within the Redevelopment Area until the applicant has received written approval that the proposed development is in accord with the City's Comprehensive Plan, in compliance with the Redevelopment Plan, as well as the City's Land Use and Development Regulations and Code of Ordinances.

8.5 Program Management

On October 29, 2012, pursuant to the authority granted under the Florida Community Redevelopment Act (Ch. 163.357 F.S.), the Cape Coral City Council approved Ordinance No. 33-12 to dissolve the appointed Board of Commissioners of the Community Redevelopment Agency (Ordinance 2-94), and appointed the City Council as the Community Redevelopment Agency Board of Commissioners. In January of 2018, pursuant to the authority granted under the Florida Community Redevelopment Act (Ch. 163.357 F.S.), the Cape Coral City Council approved Ordinance No. 1-18 ~~to~~ establishing an appointed Board of Commissioners of the Community Redevelopment Agency effectively removing the City Council as the Board of Commissions of the CRA. In November of 2023, under the same authority, the Cape Coral City Council approved Ordinance 94-23, dissolving the appointed Board of Commissioners of the City of Cape Coral Community Redevelopment Agency and providing for the Mayor and City Council members to act as the Board of Commissioners (Ordinance 94-23).

The City Manager serves as the Executive Director of the CRA, with City departments providing support as necessary. The CRA also has a full time staff member located at an office within the CRA.

8.6 Management Functions

The CRA will be responsible for the following functions:

- Preparing budgets for operating and capital expenses;
- Reviewing and making recommendations to the Local Planning Agency, and or the City Council on private development proposals in accordance with the Redevelopment Plan;
- Assisting developers, property owners, and business owners in obtaining —necessary public approvals;
- Monitoring private development for conformance with the Redevelopment Plan requirements;
- Participating in the design and construction of public projects and improvements;
- Managing property-acquisition-and-disposition-programs;
- Managing programs for the acquisition, development, demolition, disposition, or redevelopment of public or private property within the CRA, or the incentivization thereof
-
- Assisting in the relocation of businesses and residents;
- Coordinating redevelopment activities with all public agencies;
- Developing and coordinating appropriate promotional and marketing programs;
- Participating in continuous planning services for the Redevelopment Area; and
- Participating in property management programs.

8.7 Owner Participation

Current owners of property in the Redevelopment Area shall have the opportunity to submit proposals to the CRA to carry out redevelopment activities on property they own or control. The proposals may be for new development or redevelopment, for rehabilitation or expansion of structures, or to eliminate a substandard or detrimental building condition.

The CRA shall consider all proposals submitted including plans and specifications, financial and legal ability, time schedules, terms and conditions, and any other information as may be required by the CRA. The CRA may accept any such proposal as it deems to be in the public interest, in furtherance of the purposes of the Redevelopment Plan, and in conformance with all applicable development regulations. Two or more property owners who separately own or control adjacent properties and also propose to carry out a redevelopment activity under a joint participation arrangement may also submit proposals.

Proposals by any current property owner or owners which involve the acquisition of adjacent properties not currently owned or controlled by the owner or owners submitting the proposal may be accepted by the CRA, contingent on the legal control of such adjacent properties from the owner(s) or the adjacent properties to the person(s) submitting the proposal.

At such time that specific properties are designated for development, redevelopment, or rehabilitation, and in the event a mutually acceptable agreement cannot be negotiated with the current owner or owners of the property or properties involved, the CRA may acquire the property by any lawful means for the purposes of resale or lease for development, redevelopment, or rehabilitation in accordance with the Redevelopment Plan.

8.8 Property Acquisition

Florida's Community Redevelopment Act authorizes CRAs to acquire real property in designated Redevelopment Areas for projects that are included in an approved Redevelopment Plan. Acquisition of real property may be by negotiated purchase, gift, exchange, or by other lawful means. The City, the County and the CRA, however, are precluded from exercising the power of eminent domain for the purpose of preventing or eliminating a slum area or blighted area (Sec. 163.370(1) F.S.).

The Community Redevelopment Agency may acquire fee simple title or any other interest less than fee simple.

The CRA may, as allowed by the Florida Community Redevelopment Act, and in conformance with the approved Redevelopment Plan, as it may be amended from time to time, acquire real property within the Redevelopment Area. This acquisition would be as necessary for public improvements, to provide sites for public facilities, to eliminate unsafe conditions, remove non-conforming uses, eliminate title restrictions, or to overcome diversity of ownership and faulty lot layout which prevents redevelopment and contributes to the perpetuation of blight in the area.

8.9 Property Management

Property purchased or otherwise acquired by the CRA for the purposes of the public improvements, public facilities, right-of-way or other permanent public uses shall be owned and controlled by the City of Cape Coral or other public entity as appropriate.

Property acquired by the CRA with the intent of resale or lease shall be under the management and control of the CRA during such time that the property is owned by the CRA. Such property may be rented or leased by the CRA pending its disposition for redevelopment purposes.

8.10 Demolition, Clearance and Site Preparation

The CRA is authorized to demolish, clear, or move buildings, structures, and other improvements from any real property acquired in the Redevelopment Area, subject to approval by the City Council and obtaining necessary permits.

The CRA is authorized to prepare or cause to be prepared as building and development sites any property acquired by the CRA for use as either a public or private redevelopment project, subject to obtaining necessary permits.

The CRA is authorized to install and construct or cause to be installed or constructed the public improvements and public utilities necessary to carry out the Redevelopment Plan, subject to obtaining necessary permits.

8.11 Property Disposition and Development

The CRA is authorized to transfer ownership, or any other interest in any real property acquired, by sale, lease, exchange, or any other legal means. The transfer of real property or interest therein may be to any private or public entity for development, redevelopment, or use in accordance with the Redevelopment Plan. The purchasers or lessees and their successors and assigns shall be obligated to devote such real property only to the uses specified in the Redevelopment Plan, and any amendment thereto.

Such real property or interest shall be sold, leased, or otherwise transferred for its fair value. In determining the fair value, the CRA will take into account and give consideration to the uses provided in the Redevelopment Plan, the restrictions upon, and the covenants, conditions, and obligations assumed by the purchaser or lessee, and the objectives of the Redevelopment Plan.

Prior to the disposition of any real property, the CRA shall give public notice of its intent to sell, lease, or otherwise transfer such property as per the Florida Community Redevelopment Act, Section 163.380, and Florida Statutes. The CRA shall invite proposals from, and make all pertinent information available to private developers, redevelopers, or any person interested in undertaking a development, redevelopment, or rehabilitation activity within the Redevelopment Area.

The CRA shall consider all proposals submitted including plans and specifications, financial and legal ability, time schedules, purchase or lease terms and conditions, and any other information as may be required by the CRA. Upon adequate investigation of each proposal, the CRA may negotiate with any or all parties involved and may accept such proposal as the CRA deems to be in the public interest and in furtherance of the purposes of the Redevelopment Plan.

8.12 Disposition and Development Documents

The CRA shall reserve such powers and controls through disposition and development documents with purchasers and lessees as may be necessary to prevent transfer, retention, or use of property for speculative purposes and to ensure that development or rehabilitation begins within a period of time, which the CRA fixes as reasonable.

In order to provide adequate safeguards that the provisions of this Redevelopment Plan or its amendments will be carried out and to prevent the recurrence of blight, all real property sold, leased, or conveyed by the CRA, as well as all property subject to owner participation agreements, shall be made subject to the provisions of this Redevelopment Plan by leases, deeds, contracts, agreements, restriction, or other means.

The leases, deeds, contracts, or other forms of agreement may contain restrictions, covenants running with the land, rights of reverter, conditions subsequent, equitable servitudes, or any other provision necessary to carry out this Redevelopment Plan.

All property purchased by the CRA in the Redevelopment Area is subject to the restriction that there be no discrimination or segregation based upon race, religion, sex, age, or national origin in the sale, lease, sublease, transfer, use, occupancy, tenure, or enjoyment of property in the area.

9. Replacement Housing for the Relocation of Persons Temporarily or Permanently Displaced from Housing Facilities

Redevelopment efforts are expected to encourage the development of mixed-use residential and commercial projects that will increase the overall number of residential units where none exist today. Once replacement housing is established (see Section 5.1 – Relocation) every provision will be made to provide replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities, Florida Statutes 421.55, and all other applicable laws and regulations.

10. Residential Use in the Redevelopment Area

Within the core of the CRA, there are virtually no residential dwelling units. Immediately to the north, east, and west, of the core there are condominiums and condominium-style apartments. Farther north of the core is a substantial residential area of single-family homes. To the south, there are single-family homes, and it appears that many of these homes are renter-occupied as shown by a prevalence of For Rent signs. Also, the lots are not as well kept compared to the northern section of the Redevelopment Area and sections of Cape Coral that are characterized by large, higher-end suburban homes.

Existing apartment and condominium stock is fairly shallow. There are few condominiums with three or more stories. The majority are one and two story, suburban style apartment buildings. Within the Redevelopment Area there are no luxury, high- end apartments/condominiums available. There is also no significant stock of row-homes or townhouses.

The economic downturn has had a lasting impact upon the CRA area. Population is down 13.3% in 2010 from 2000. The number of households has also declined 10.3% from 4,596 in 2000 to 4,123 in 2010. The telltale sign is the fact that during that same period the number of housing units increased 8.6% from

5,434 to 5,902. A majority of those housing units were developed in the early 2000's. This disparity, along with the fact that this area had a vacancy rate of 30.1% in 2010 is evidence of the negative impact the foreclosure crisis has had upon this area.

(This section could use some new language. References the 'economic downtown' and some very old statistics. DSD to provide new proposed language for Working Draft 2)

10.1 Existing Affordable Housing Program

The City of Cape Coral provides a variety of housing programs to assist very low to moderate- income property owners. The programs are funded by two federal and one state program. From the Federal government, the City receives Community Development Block Grant (CDBG) funds. From the state, the City receives State Housing Initiatives Partnership (SHIP) funds. These programs are made available to Cape Coral property owners, including owners in the CRA, directly from the City or through non-profit partners, to which the City provides funds for specific projects. Loans are provided to homeowners for rehabilitation, down payments and closing costs, land acquisition, and replacement housing. Grants are available for emergency repairs and to social services agencies that provide services to Cape Coral residents. When possible the South Cape CRA should look to leverage available Tax Increment Funds or other incentives with other State or Federal funds or grants to incentivize the development of additional affordable housing within the CRA.

10.2 Cooperation with City of Cape Coral

The CRA will cooperate with the City's efforts to provide affordable housing and will seek to leverage resources to encourage the rehabilitation of the residential stock, both single family and multifamily units, to stabilize neighborhoods.

11. Projected Costs of Redevelopment

11.1 Publicly Funded Capital Projects and Public Indebtedness to be Repaid With Increment Revenues

Redevelopment of the Redevelopment Area will require a substantial financial investment on the part of the CRA. As provided for by Florida's Community Redevelopment Act, the principal source of funding for the CRA will be through the tax increment funds deposited into the Redevelopment Trust Fund. In addition, the CRA and the City will utilize other City, County, state, federal and private funding sources as appropriate and available to carry out the provisions of this Redevelopment Plan, and its amendments.

Furthermore, the CRA recognizes that from time to time the various private entities, which participate in a redevelopment project, may require assistance in arranging financing for a redevelopment activity. For such activities approved as part of the programs and projects under the Redevelopment Plan, the CRA shall provide technical program assistance, as it deems appropriate.

As required by the Florida Community Redevelopment Act, Section 163.362(10), Florida Statutes, this Redevelopment Plan provided a time certain for completing all redevelopment financed by increment revenues, which was 30 years after the fiscal year (FY 2004-2005) in which the Redevelopment Plan was amended pursuant to Section 163.361(1), when by Ordinance 126-05 such time extension was approved (sunset year 2035). The time certain is being extended through the 2019 amendment to the

Redevelopment Plan to 2047 the maximum allowed time under Florida Statutes for a Community Redevelopment Agency.

(DSD staff to verify 30 year sunset extension and the 2047 limitation referenced in 2019 update.)

Following is a general description of the major funding sources, criteria, and programs that the CRA proposes to use in financing the Redevelopment Plan.

11.2 Tax Increment Financing

The principal source of revenue for use by the CRA will be the Redevelopment Trust Fund. Ordinance No. 51-87 dated June 29, 1987 established the Redevelopment Trust Fund. For each taxing year since adoption of the Redevelopment Plan, ad valorem taxes generated by the assessed taxable real property value in excess of the Redevelopment Area's base year assessment total has been deposited into the Redevelopment Trust Fund to the credit of each Redevelopment Area.

The methodology for determining the amount of the tax increment to be contributed to the Redevelopment Trust Fund each year is provided in Section 163.387 F.S.

All funds deposited into the Redevelopment Trust Fund are available to the CRA for any lawful purpose as defined in Chapter 163.370 F.S. in fulfillment of the provisions of the Redevelopment Plan, and any amendments thereto.

11.3 Use of Tax Increment Funds

The Board of Commissioners of the CRA may from time to time adopt policies and procedures for the use of tax increment funds on deposit in the Redevelopment Trust Fund, including the creation of obligations of the CRA to repay loans or other indebtedness or to make any payment pursuant to a project assistance agreement or other agreement by whatever name known. Such policies and procedures shall be in accordance with applicable provisions of the Florida Community Redevelopment Act, and authorized by the Act and/or the Redevelopment Plan adopted by the CRA to implement the Community Redevelopment Act.

Tax increment funding program assistance is intended to assist construction of public improvements and support developments that will:

- Eliminate blight
- Create new jobs
- Retain existing jobs
- Strengthen the economic base of the CRA
- Increase property values and tax revenues
- Create economic stability
- Stabilize/upgrade existing neighborhoods and areas within and surrounding the CRA

The fundamental principle that makes tax increment financing viable is that it is designed to encourage development that would not otherwise occur. A key feature to the tax increment structure is the potential to leverage increment revenue to support cost effective bond financing that can provide a large capital infusion to the CRA to support redevelopment of critical mass. The ability to support capital

improvement programs (and leverage financing) through Tax Increment Financing (TIF) requires an understanding of projected revenue from:

Tax increment revenue from existing properties currently within the CRA; and

Tax increment revenue from new development that occurs naturally or is directly supported through redevelopment funding initiatives made as part of the CRA's vision and strategic redevelopment plan.

The CRA shall implement a policy and procedure for the economic analysis, risk assessment, evaluation criteria, documentation, fees, and costs for Tax Increment Financing Agreements. Tax increment funds as a source of financial assistance for any private project, shall be limited to the provisions of Section 163.370 F.S. as follows:

1. Acquisition of a slum area or a blighted area or portion thereof.
2. Demolition and removal of buildings and improvements.
3. Installation, construction, or reconstruction of streets, utilities (including undergrounding of utility lines), canal rehabilitation, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the Redevelopment Area the development objectives of this part in accordance with the Redevelopment Plan.
4. Disposition of any property acquired in the Redevelopment Area at its fair value for uses in accordance with the Community Redevelopment Plan.
5. Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the Redevelopment Plan.
6. Acquisition of real property in the Redevelopment Area which, under the Redevelopment Plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property.
7. Acquisition of any other real property in the Redevelopment Area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.
8. Encouragement, through land use amendments and financial support, the development of facilities to allow for greater public access to the water in the Redevelopment Area.
9. Provision of a Large-Scale Private Development Incentive Program. This program would focus on attracting new, high quality, large-scale private development. The objective is to spur additional development and private investment and facilitate projects that are "catalytic" in nature (includes projects that are, and are not, specifically identified within this Redevelopment Plan). The desired outcome is to increase the tax base and tax increment, reduce the amount of vacant land, and produce a positive substantial visual impact. Participation would likely be limited to projects with taxable values of \$1 million or more, with specific timing and allocation of incentive distribution.

10. Small-Scale Private Development Incentive Program. This would be a performance based tax incentive program, however; in this case, participation would be limited to projects with taxable values of less than \$1 million.
11. Business Expansion/Renovation Incentive Program. This program's focus is to enhance the viability of existing businesses within the CRA, address the employment needs of the South Cape CRA residents, and provide opportunities for owners and tenants to participate in the revitalization effort. This program can provide critical support to a Tenant Improvement Program, which is defined by strict investment guidelines, criteria, and underwriting processes. There should be eligibility requirements such as assistance to existing businesses within the CRA that are interested in expanding or renovating their facilities and maintaining compliance with Redevelopment Plan's goals. Additional criteria may include reimbursement of municipal property tax on incremental real property assessment increase using a portion of the tax increment revenue generated by the business expansion/renovation and based upon a sliding scale over time.
12. Land Assembly. Given the restrictions on the use of eminent domain for the purchase of property to facilitate land assembly for redevelopment, an alternative assemblage strategy may be considered within the context of a "land cost markdown." Within these programs, approved projects would be eligible to receive a portion of the tax increment revenue generated by the project itself as a reimbursement of expenses. However, there are instances where other parcels, not currently being pursued by private investors, should be considered for acquisition by the CRA. In any case, the land acquisition/assemblage of parcels must be tied to the Redevelopment Plan.

11.4 Redevelopment Trust Fund Resource Allocation

The addition of the expanded areas to the existing CRA boundaries requires that a new base year for the calculation of the tax increment be added to the financing projections. This base year number represents the taxable value of the real property within the expanded areas as determined by the Lee County Tax Assessor as of December 31, 2009. Thus, all future tax increment calculations will have a base year of 1987, 2003, and 2009. The sum total of the tax increment generated subsequent to those years, less 5%, will be deposited into the CRA Redevelopment Trust Fund, to be expended in accordance with the CRA Redevelopment Plan.

The following data is provided to indicate the projected revenues that may be available to fund the proposed capital improvements for the original and for the expanded areas. This information is provided in two formats – one allocating the tax increment generated only from the expanded areas and one combining the tax increment for both the existing and expanded areas. This is provided mainly for information only as it is the intent of this amended Redevelopment Plan to have all revenues generated to be deposited into the existing CRA Trust Fund to be available to all areas of the CRA, existing and expanded.

11.5 Tax increment Fund Projections

The approach for the tax increment revenue projections assumes that there will be a slight increase of the overall assessments in the existing CRA areas through 2014 and thereafter, a modest growth rate of 1.5% per year is projected through the period ending in 2034. This conservative approach does not take into

account any significant new development, with the exception of the impact of new construction projects in 2013 and 2014 which should hit the assessment rolls in 2014 and 2015. With this conservative perspective we have combined the resources with the current CRA increment revenues to provide the financing capacity for the various infrastructure needs of the CRA. Tax Increment Financing Estimate Charts are prepared by staff however, have not been included in this document as they are updated from time to time.

(This section should be updated with a new Sunset date and “TIF Estimate Charts” should be re-worked prior to final plan amendment adoption)

11.6 Redevelopment Trust Fund Earned Interest

Any interest earned from savings institutions from deposits of Redevelopment Trust Fund monies shall become a part of the redevelopment monies available to the CRA for use in financing redevelopment projects.

11.7 Sale or Lease of Acquired Property

All monies received from the sale of real property acquired by the CRA shall be deposited into the Redevelopment Trust Fund. Property, which is acquired and held by the CRA pending resale, may from time to time be leased with such lease payments to be deposited in the Redevelopment Trust Fund.

11.8 Enterprise Fund Revenue Bonds

Within the Redevelopment Area, and in accord with the Redevelopment Plan, the City Council may issue revenue bonds for specific enterprise purposes, including, but not limited to, such projects as the construction of marinas or parking structures, with the intent of having the revenues generated from such enterprises used to retire the revenue bonds. The CRA may pledge Redevelopment Trust Fund monies not otherwise obligated as additional security for such revenue bonds.

11.9 Water and Sewer Improvement Fund

To the extent possible, the Water and Sewer Improvement Fund of the City of Cape Coral may fund needed water and sewer improvements within the Redevelopment Area as deemed appropriate.

11.10 Federal, State and Regional Grants

The CRA and the City will seek to utilize Federal, State, Regional or private grant and loan programs as are applicable and available for any approved use within the Redevelopment Area. Redevelopment Trust Fund monies can be used as the match for appropriate grants, if needed.

11.11 Technical Program Assistance

The CRA and its staff will provide technical program assistance to private entities participating in redevelopment activities when required to allow the private entity to take advantage of federal or state loan assistance or tax credit programs.

12. Moving Forward

12.1 Focus on the Creation of an Urban Destination

Given the overall size of the CRA and limited resources at the CRA's disposal, redevelopment efforts should be focused on the core area of the South Cape. This focus will enable the CRA to produce visible results and improve the quality of the South Cape environment. As opposed to the Pine Island Road corridor, South Cape has more of a town center environment upon which to provide a unique and pleasant "downtown" experience. While it is always an attractive option for cities to support one major retail development that brings national and regional retailers (like City Place in West Palm Beach, Riverwalk in Fort Lauderdale, or Channelside in Tampa), South Cape may not be in a position today to attract a development of this scale. In fact, these centers were generally a second-stage evolution from strong retail/entertainment districts that created the opportunity. Therefore, it is believed that South Cape can maximize what it has to offer patrons in terms of a better dining/entertainment experience as well as exposure to locally owned stores and potential niche businesses to become a Cape Coral dining, food, and entertainment center. The effort to realize this vision should be focused within the Downtown Core District, which is composed of a series of CRA sub-districts and Cape Coral Parkway.

12.1.1 Cape Coral Parkway

With its established base of retail business and visibility to high volume traffic, Cape Coral Parkway provides a strong opportunity to create a thriving business spine for the City for the following reasons:

- The majority of existing retail space in the CRA is located within the corridor;
- With potential roadway and streetscape improvements, the prospect of improving the pedestrian experience can be greatly enhanced, which is an important element to attracting restaurants and other entertainment venues; and
- With the existing base of business and proposed improvement, the corridor serves as a solid "spine" to potential commercial development that may be created within the sub-districts and along corridors such as 47th Terrace.

12.1.2 Sub-Districts

Many of the most viable opportunities for short-term improvement lie in the various sub-districts of the South Cape commercial district. This is largely due to the significant municipal land holdings in these areas, primarily in the form of public parking lots. Ironically, the suburban design of these lots creates opportunities for relatively small interventions that can significantly elevate the quality and character of South Cape's dining and entertainment base. The ability to support business growth and redevelopment along corridors such as SE 47th Terrace and SE 10th Place will be critical to the success of creating a thriving South Cape district. These improvements, coupled with those along the Parkway can be concentrated in such a way as to provide a catalyst for investment in the broader CRA. Eventually, major intersections along the Parkway such as Del Prado Boulevard, Coronado Parkway and the Bimini Basin sites will become key redevelopment nodes acting as anchors for the South Cape.

12.2 Programs, Policies and Projects

12.2.1 Programs and Outreach

Business Attraction

Focus on attracting existing Cape Coral and neighboring Fort Myers businesses to South Cape as it relates to office, there is no compelling reason in the current environment for larger regional office tenants to locate in South Cape. South Cape's future success in the office market will be defined by smaller businesses that are attracted to the downtown environment and growing businesses that are located in South Cape because it is convenient for the owner of the business.

Given the relatively focused opportunities related to retail and office, the CRA's business attraction and retention efforts will be concentrated in Lee County and within surrounding areas more closely tied to South Cape. This includes everything from participating in and sponsoring local professional events (e.g., residential and commercial realtor meetings and marketing events), ensuring that owners of South Cape retail and office complexes (and their brokers) are consistently aware of the incentives that the CRA can provide tenants and building owners, and making a clear statement by addressing the continuing impediments to investment in retail and commercial development in the South Cape CRA.

Tenant Improvement Support

The second area where the City/CRA can provide targeted investment is supporting the cost of tenant build out and improvements. However, in this case, the support may be a little more capital intensive as there should be funding availability for restaurant users. The configuration of much of the retail space along Cape Coral Parkway will require significant upgrades to convert to restaurant, food, and entertainment uses. Restaurants require venting, appropriate locations for kitchens, upgraded bathroom facilities, etc., and these are significantly more expensive than the build out requirements for apparel retailers or furniture stores, as examples. Over time the City/CRA will establish and promote a tenant improvement fund/loan program that would be targeted to helping landlords and tenants reduce the cost of converting existing space for food and beverage users. This specific investment by the City/CRA is recognizably higher risk; therefore, the program will need to have defined parameters to ensure that only appropriately capitalized, reasonably experienced tenants that have a specific business plan of some quality will obtain funds.

Structured Event Programming

Based on other successful downtown redevelopment schemes, the CRA will continue to focus its efforts with regard to events, particularly planning small scale events located in and around businesses in the core district.

The first effort – attracting attendees to existing events – should be achieved through promotional activities (such as providing event attendees with coupons for discounts from area businesses with short periods of validity on and around the day of the event). Pedestrian access concerns should be considered with respect to planning of streetscape improvements along those pedestrian thoroughfares designated as critical, and in the strategic location of businesses (e.g., restaurants with outdoor dining) in the implementation of the Tenant Improvement Support program described above.

The second effort – planning small scale events – should be implemented with a focus on attracting the attendees that are most likely to regularly patronize CRA businesses, residents of adjacent neighborhoods, and longer term vacation/visitor stays. The area already hosts a number of events including the Red, White and Boom Festival, Cape Coral Festival of the Arts, ~~Columbus Day Parade and~~

Italian Food Fest, Bike Nights, Music & Arts Fusion Walks, Concert in the Park, Movie in the Park, Veterans Day Parade, New Years Eve Celebration, Holiday Boat-along and the Holiday Festival of Lights; however, stakeholder feedback indicates that some events end too early in the afternoon/evening to promote certain dining/entertainment establishments, and the events should be more frequent. Major, advance market research is not critical to the planning of events of a modest scale. Successful event planners in other Florida downtowns rely on intercept surveys and audits during and after events to gauge their effectiveness at reaching the target audience and make decisions as to whether a particular event should be continued based on this trial and error testing process.

Comprehensive Marketing, Promotional, and/or Incentives for Economic Development

The need to start taking immediate steps to implement the Redevelopment Plan is critical to ensure that the CRA is in a position to quickly capitalize on opportunities that arise when economic conditions once again become stronger. Perhaps more important is the role the Redevelopment Plan and, specifically, some of the implementation strategies may have on the opportunity to attract institutional investment and/or major employment generators to the South Cape CRA. For this, the Redevelopment Plan can be a tremendous marketing document for the CRA to actively seek, and define distinct locations for, these large-scale economic development projects.

The Southwest Florida region has major public and private sector employers and includes a large hospital/medical sector and university/education system. During the past few years, much of the development associated with these industries was built along the eastern fringes of the County where an abundance of available (and lower cost) land and access to Interstate 75 adequately supported these facilities. However, as these sectors plan for continued expansion in the future, it presents a strong opportunity for the South Cape CRA to attract a small campus or satellite operation for these or other institutional or employment generating arts and/or cultural complexes.

Therefore, during subsequent phases of the redevelopment and visioning process, the CRA should consider preparing a comprehensive marketing, promotional, and/or incentive package for economic development. In particular, the effort should be aimed at attracting large employment generators. Some of the key economic development policies and strategies associated with this process include:

Aligning the Need for Employment Generators (and Associated Development) with City/CRA's Goals and Objectives - The economic development strategy should aim to preserve and enhance Cape Coral's (and specifically South Cape's) assets and characteristics. For this, the type of economic development sought should be mindful of the surrounding residential community, as well as integrate well into a small downtown environment with strong local business presence. Furthermore, initial development steps should target adaptive reuse of older commercial structures and/or create complimentary new development of higher quality with minimal adverse impact on the existing environment. In other words, keep the target search efficient by identifying primarily those institutions or employment generators that would be positive attributes to the City such as arts/cultural venues or schools, non-emergency medical centers and/or satellite university campuses with a specialty program.

Ensuring that the Redevelopment Plan and Redevelopment Effort is Capable of Supporting Large Scale Investment - The CRA and City, jointly, must ensure that the type of employment generators targeted can be accommodated by current and/or planned infrastructure improvements. A key component of attracting institutional investment is the ability to promote high quality infrastructure, as well as access and mobility. Through the Redevelopment Plan, the CRA should start identifying targeted sites that will define the range of potential users.

Targeting Opportunities That Provide Employment for Area Residents - While the initial economic development targeting process should be widespread in approach, it is important to identify opportunities within which the local resident has access. For instance, targeting high tech or highly specialized businesses may present a great opportunity for the South Cape CRA but the employment base will likely come from outside the area. Naturally, this is a positive form of economic development; however, it is not conducive to promoting job security locally unless a system of job training is put into place.

Continue to Improve South Cape CRA Image - Ongoing improvement within the South Cape CRA, even if slow but steady will be important to the business/industry attraction process. The CRA's initiative to have a viable and realistic Redevelopment Plan from which to revitalize its community proves their desire to move ahead. Importantly, accomplishing goals set forth in the Redevelopment Plan lend significant credibility to the CRA's fight to attract institutional investment and employment generators.

Intergovernmental Coordination - The South Cape CRA itself has the energy and capacity to carry out much of the economic development process. However, the ability to attract major investment and larger institutions/businesses will require a coordinated effort with the City and County. The field of viable candidates from which to attract is not limitless, and the economic development arm the City and County should clearly understand what the South Cape CRA is trying to accomplish in the marketing and support process.

Financial and Non-Financial Support - Considering its notable land ownership within the CRA, coupled with the advantages of Tax Increment Financing (TIF), the City and CRA may be in a position to provide financial support to the economic development process through advantageous loan programs, capital improvement subsidies, land/lease write downs and/or deferral/abatement of development fees. Non-financial assistance may come in the form of fast tracking the development process and facilitation with City and County regulatory processes. These funding strategies are discussed in more detail below.

12.2.2 Policy and Regulation

The CRA must address issues that restrain the South Cape core from supporting late-night activities and establish effective controls to maintain management, safety, and control.

In order for the South Cape to become a successful dining, food, and entertainment center, South Cape will have to be more active later at night than other areas of the City. Therefore, the City/CRA will need to establish effective controls from the outset to maintain management, safety, and control.

The CRA must continually work with the City to modify as needed Land Use and Development Regulations to ensure quality development and provide for an efficient review process.

The CRA must work with the City to create roadway standards to provide improved pedestrian friendly streetscapes, traffic calming and improved urban character.

In order to achieve a more walkable South Cape, it will likely be necessary to work with both the City's Public Works and Transportation Departments to develop an acceptable urban roadway design standard applicable to the area.

The CRA must work with the City to evaluate the feasibility of modifying the FEMA Flood Insurance Rate Maps.

Existing flood elevations in South Cape create challenging conditions for creating an effective and appealing retail environment. A cursory evaluation should be conducted to understand the process and likelihood of successfully modifying the FIRM to bring the flood elevations closer to existing grade elevations. If the outcome is positive, the CRA should initiate the process for changing the FIRM.

Evaluate the feasibility of requiring the flood proofing of building envelopes.

In all likelihood, the process for modifying the FEMA FIRM will be timely. In the meantime, the CRA should evaluate the repercussions of requiring flood proofing of building envelopes. The CRA should evaluate cost differentials, availability of insurance, and willingness to accept the method by authorities having jurisdiction.

The CRA must work with the City to create specific building design guidelines for flood elevation transitions.

In the case that flood proofing of building envelopes is not feasible, the CRA should develop design guidelines defining appropriate urban methodologies for providing flood elevation transitions.

12.2.3 Short-Term Capital Projects and Strategic Investment

The projects listed below should be considered for short-term implementation. However, it is recognized that completion of all of the listed projects in the short-term is likely not feasible. Therefore, a preliminary priority assessment has been selected. In order to better understand and plan for short-term implementation, the CRA should develop a more specific Capital Improvement Plan that examines the various constraints of each project and identifies priorities and funding strategies for each.

Entertainment District:

- ~~Big John's parking lot improvements (High Priority)~~
- Centralized multi-use/entertainment structure (High Priority)
- SE 47th Terrace streetscape (West) enhancements (High Priority)
- Small-scale infill (re)development (High Priority)
- Shopping center improvements (Medium Priority)
- ~~Centralized waste receptacles (Medium Priority)~~
- Decorative Lighting on SE 47th Terrace (High Priority)
- Dumpster to Compactor Improvements and Enclosures (High Priority)
- Pilot Program – Big Belly Solar Compactor – (High Priority)
-

Club Square:

- Enhance Founders Park (High-Medium Priority)
- SE 10th Place streetscape enhancements (High Priority)
- ~~Small scale/parking lot infill development (High Priority)~~
- ~~Centralized waste receptacles (Medium Priority)~~
- Pilot Program – Big Belly Solar Compactor – (High Priority)
- Dumpster to Compactor Improvements and Enclosures (High Priority)

Market Square:

- Adaptive re-use or redevelopment of former Sweetbay building parking lot and adjacent properties (Medium Priority)
- ~~Parking lot improvements and out-parcel/infill~~ (Medium Priority)
- SE 10th Place Leonard Street streetscape enhancements (Medium Priority)

Lafayette:

- ~~Stormwater demonstration project and streetscape preparation~~ (Medium Priority)
- Promote infill development and redevelopment (Medium Priority)

Cape Coral Parkway:

- ~~Improvements to setback areas (linear park) and curbside parking areas~~ (High Priority)
- Redevelopment of curbside parking areas and curb cuts (High Priority)
- Mid-block pedestrian crossing / sky bridge (High Priority)
- Decorative lighting on Cape Coral Parkway (High Priority)

Bimini Basin

- Property Acquisition of Bimini East (High Priority)

Golf Course

- Property Acquisition of Old Golf Course property (High Priority)

Transportation:

- ~~Phase one of the Transportation Couplet (One-way Miramar)~~ (High Priority)
- Miramar Street greenway / Dedicated Bike Lanes (High Priority)
- ~~Open Space Network~~
- Additional improvements to Four Freedoms Park (Medium Priority)
- 4642 Vincennes Boulevard Parking Lot (High Priority)
- 4642 Vincennes Boulevard Parking Lot EV Charging Infrastructure (High Priority)
- Del Prado Boulevard South Median Landscaping (High Priority)
- Miramar Street Sidewalks (High Priority)
- Vincennes Street Additional On-street Parking (High Priority)

Bicycle Network:

- ~~SE 47th Terrace shared lanes~~ (Medium Priority)

Utilities Network:

- Wastewater System Improvements – MPS 100 (High Priority)
- Water Distribution System Improvements – Bimini Square (High Priority)
- SE 47th Terrace Fire Department Connections (High Priority)

Programs:

- 75% Pedestrian / 25% Vehicle Streetscape Program
- Streetscape Revolving Loan Fund
- Breaking Barriers to Business

12.2.4 Mid-to Long-Term Capital Projects and Strategic Investment

Mid- to long-term projects are those that either require significant planning and coordination with other agencies; are not economically justifiable in the near-term or reasonable given current and projected market conditions; or simply do not produce significant improvements for the time being. They remain, however, an important an integral part of the overall Redevelopment Plan. Therefore the CRA should actively promote and plan for the following projects:

Club Square:

- Large scale/parking lot infill development (Medium Priority)
- Founders' Park Dockage (Medium Priority)

Cape Coral Parkway:

- Removal of select on street parking spaces and curb cuts ~~Curb extensions/widened pedestrian areas~~ (Medium Priority)

Bimini Basin

- Mooring Field Planning (Medium Priority)
- Mooring Field — Planning Medium Priority — Implementation (Medium Priority)

Golf Course

- Park Development (Medium Priority)

Transportation:

- ~~Transportation~~ Multi-modal Couplet at Country Club and Palm Tree (High Priority-Planning; Medium Priority-Implementation)
- Rubican Canal extension ~~and associated bridges~~ (Low Priority)
- 4813 Vincennes Boulevard Parking Lot (Medium Priority)
- Country Club Boulevard Median Landscaping (Medium)
- Palm Tree Boulevard Median Landscaping (Medium)
- Traffic Signal Pole Painting (Medium)
- Bimini Square – Structured Parking – 125 Spaces (Medium)
- The Cove at 47th Terrace – Structured Parking – 125 Spaces (Medium)
- Bimini Basin Mooring Field (Medium Priority)
- 4642 Vincennes Boulevard Parking Lot EV Charging Stations (Medium Priority)
- 4813 Vincennes Boulevard Parking Lot EV Charging Stations (Medium Priority)
-

Open Space Network:

- Greenway extension from Four Freedoms Park to golf course property (Low Priority)

Bicycle Network:

- Dedicated Bicycle lanes (Medium Priority)

13. Plan Amendments

13.1 Amendments

This Redevelopment Plan may be amended from time to time as provided in the Community Redevelopment Act. Redevelopment Plan amendments may be initiated by the CRA, the City of Cape Coral, or any person.

13.2 Amendment Process

Redevelopment Plan amendments shall be presented to the Board of Commissioners of the Community Redevelopment Agency for its initial consideration. The Board may, in its discretion, change any proposed amendment. Following the initial consideration of the proposed Redevelopment Plan amendment by the Board, the proposed amendment shall be submitted to the Local Planning Agency of the City for review to determine if the Redevelopment Plan amendment is consistent with the City's Comprehensive Plan. The Local Planning Agency shall have up to 60 days to complete its review and send its recommendations to the CRA Board. The Board shall then consider the proposed Redevelopment Plan amendment and, if it approves the amendment, then the Board shall forward the proposed amendment to the City Council with its recommendation. The City Council shall conduct a public hearing after publication and mailing of the notices required by the Community Redevelopment Act. Following the public hearing, the City Council may adopt a resolution approving the Redevelopment Plan amendment or return the Redevelopment Plan amendment to the CRA Board of Commissioners.

14. Plan Implementation

14.1 Annual Work Program

Prior to the beginning of each fiscal year, the CRA Board of Commissioners shall adopt a budget and a work program for the succeeding fiscal year setting forth the projects and other activities to be undertaken and establish a ranking of priorities.

APPENDICES (APPENDICES to be updated to add former adoption of 2019 amendment Ord.)

Appendix A - Ordinance 54-09 Revision to the CRA Redevelopment Plan (Golf Club Expansion)
(Appendix A has been removed from this draft to meet file size transfer limitations)

Item Number:	6.A.
Meeting Date:	3/27/2024
Item Type:	TIME AND PLACE OF NEXT MEETING

AGENDA REQUEST FORM



**Community
Redevelopment Agency**

TITLE:

Wednesday, May 8, 2024, at 9:00 A.M., CRA Meeting, in Council Chambers

SUMMARY:

ADDITIONAL INFORMATION: