

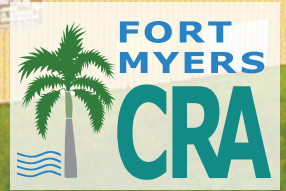
Fort Myers Community  
Redevelopment Agency

# 2017 ANNUAL REPORT

October 2016 - September 2017



Jerry Miller



Fort Myers CRA consists of two parts, the Redevelopment Division and the Southwest Florida Enterprise Center Division.

The Redevelopment Division plays a pivotal role in transforming blighted areas in our communities into places of sustainable economic, social, and cultural activity through individualized and focused redevelopment plans.

With the implementation of these plans, and the use of dedicated tax increment revenue generated as a result of public and private investment, CRAs are able to foster continued private development activities, leverage redevelopment area funding, and create powerful partnerships that traditional city and county governments can not achieve on their own.

**REDEVELOPMENT DIVISION**

The Redevelopment Division's goal is to revitalize an area by using enhanced infrastructure projects, TIF rebates & small business support to encourage private investment.

Within each designated area, the Redevelopment Division offers services above and beyond what the City and County provide. This may include decorative streetscaping & landscaping, and development incentives which result in improved aesthetics of existing commercial buildings. Services may also increase the

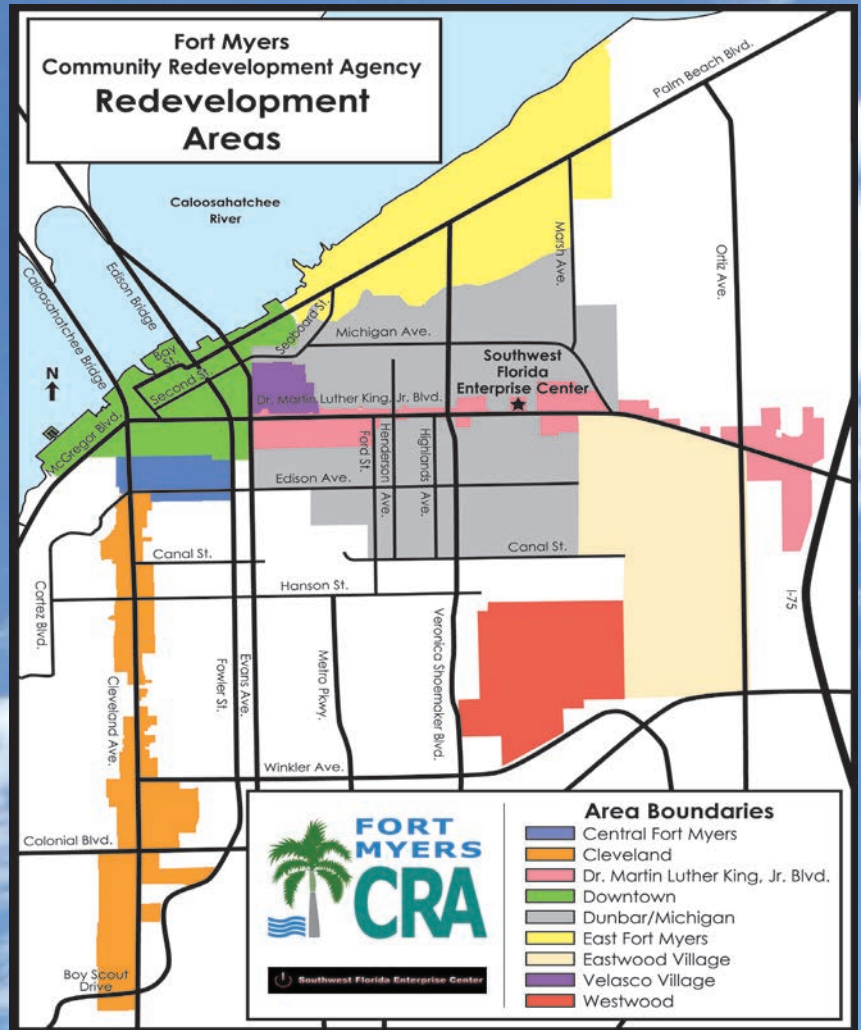
job base and/or the available number of housing units. Other CRA projects are designed to grow the customer base for existing small businesses.

**SOUTHWEST FLORIDA ENTERPRISE CENTER**

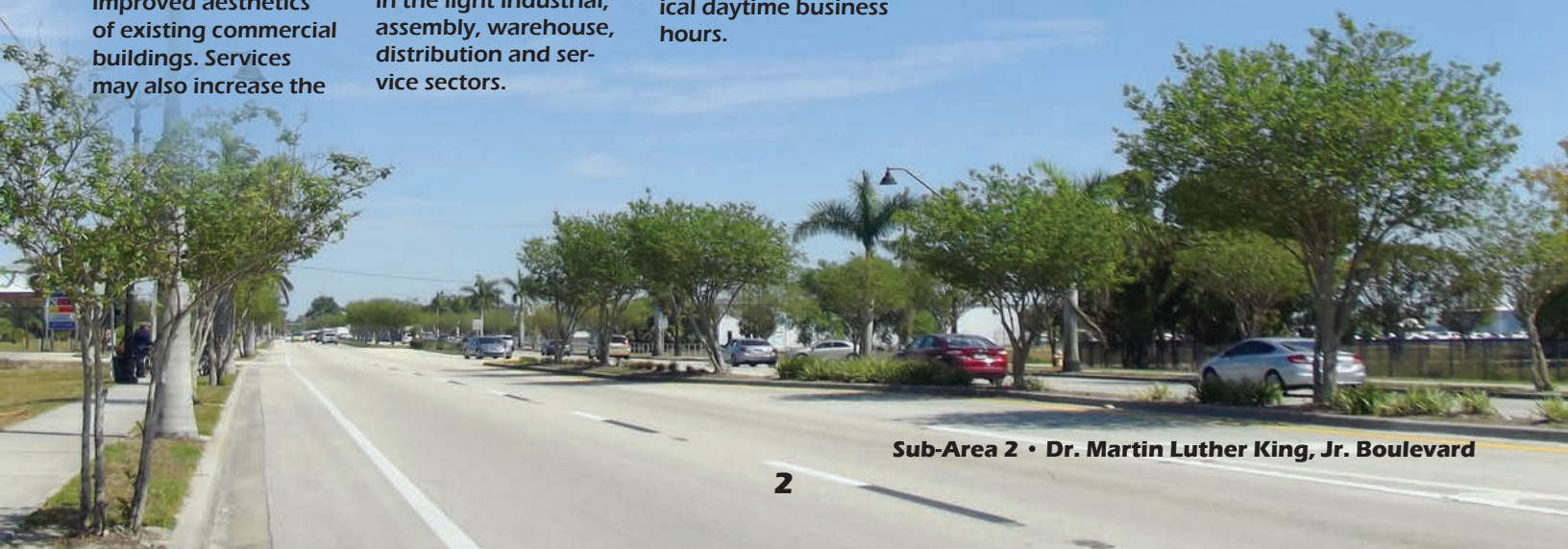
Southwest Florida Enterprise Center's mission is to be a learning laboratory for entrepreneurial enterprises.

SWFEC provides reasonably-priced rental real estate to start-up and early-stage businesses in the light industrial, assembly, warehouse, distribution and service sectors.

# ABOUT US



In addition, SWFEC is creating a new innovative platform where real estate space will be used 24 hours a day instead of the typical daytime business hours.



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**Fort Myers  
CRA  
Board of  
Commissioners**

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Chair



**MICHAEL A. FLANDERS**  
Vice Chair



**FRED BURSON**



**TERESA WATKINS  
BROWN**



**RANDALL P. HENDERSON, JR.**



**JOHNNY W. STREETS, JR.**



**TEROLYN WATSON**

**Building on the  
Tradition of  
Yesterday  
with a  
Vision for  
Tomorrow**

**Fort Myers Community  
Redevelopment Agency**  
1400 Jackson Street,  
Suite 102  
Fort Myers, Florida 33901  
(239) 321-7100

<http://cityftmyers.com/cra>  
[www.fortmyerscra.com](http://www.fortmyerscra.com)

**Southwest Florida  
Enterprise Center**  
3903 Dr. Martin Luther  
King, Jr. Blvd.  
Fort Myers, Florida 33916  
(239) 321-7085

[www.swflenterprisecenter.com](http://www.swflenterprisecenter.com)

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**Fort Myers  
CRA  
Advisory  
Board**

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**BRUCE GRADY**



**JAMI McCORMICK**



**GERRI WARE**

# **CRA**s EXPLAINED

Community Redevelopment Agencies (CRAs) play an important role in the partnership between the city, the county, the state and the federal levels of government in addressing the needs of communities. They are created at the local level by either the city or the county. The redevelopment plans that are developed to oversee how the funds are spent, and on which projects, are also created at the local level. The redevelopment plan is created through a series of community meetings, public hearings and is also reviewed by the local planning agency. That way, each plan is unique and is developed individually to increase the value of the redevelopment area.

One key thing to understand is the primary revenue that the CRAs are using is locally-generated revenue. This tax increment financing (TIF) is a CRA's primary financing tool and when investing this money, the CRA will follow the same principles used in the private sector. As a CRA goes in and invests the money in a redevelopment area, it puts in infrastructure among other things, and the value that is created from that is then used to repay the original investment. CRAs are based on the idea of a return on investment that is used to actually fund the improvements they are making. Central to all plans is the idea that the CRA will create an increase in value to sustain reinvestment.

The base value is established when the CRA is created. The increase in taxable value (over the base value) that is generated because of the improvements and increases in value is then reinvested back into that CRA area. It does not involve state or federal money nor do all taxing authorities contribute to the TIF. For example, school boards, water management and fire districts all enjoy the benefit of increased property values, but they do not contribute any TIF to the CRA.

A CRA can add a critical element to what a city or county can do. A typical project can involve the stacking of revenue from local, state and federal sources. The beauty of a CRA from a redevelopment concern is that there will be a continued and sustained level of investment in that particular community. That offers a great deal of support when you are asking the private sector to make an investment in an area that typically has suffered from disinvestment.

— Michael Parker  
Former Florida Redevelopment  
Association (FRA) President

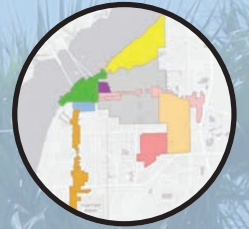


# BOUNDARY REVIEW

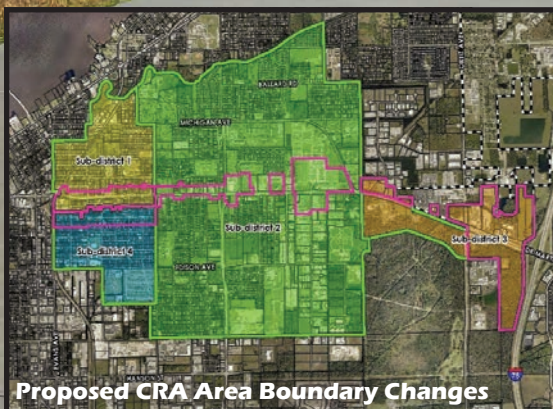
When the City of Fort Myers established each of its 14 redevelopment areas, the goal was to take these blighted areas located within the City limits and position them in a manner to receive the private investment needed to revitalize the area. Due to the Great Recession, the property values of four of the CRA's redevelopment areas are below their base year values and are, therefore, not in a position to generate the revenue needed to help those areas. In order to improve this situation, the CRA Board hired Stantec Consulting Services, LLC, to review each of the CRA's redevelopment areas and develop recommendations related to the existing boundaries and potential boundary modifications based on a particular redevelopment area's needs.

## BOUNDARY REVIEW

Fort Myers, Florida  
9/27/2017



A professional review with recommendations for each of the redevelopment areas was presented to the CRA Board of Commissioners on September 27, 2017. During that meeting, the Board made a motion to move forward with sunsetting or terminating the Dunbar-Michigan redevelopment area in conjunction with expanding the MLK redevelopment areas to include the parcels that originally made up the Dunbar-Michigan area as well as the commercial parcels proposed by Stantec in the Eastwood redevelopment area that are located adjacent to the MLK commercial corridor.



Proposed CRA Area Boundary Changes

### POSITIONED FOR SUCCESS

Stantec Consulting Services, LLC, was tasked with studying each of the 14 redevelopment areas to determine how to best enable each area, if still relevant and meriting redevelopment focus, to return to financial viability. A summary of their findings was

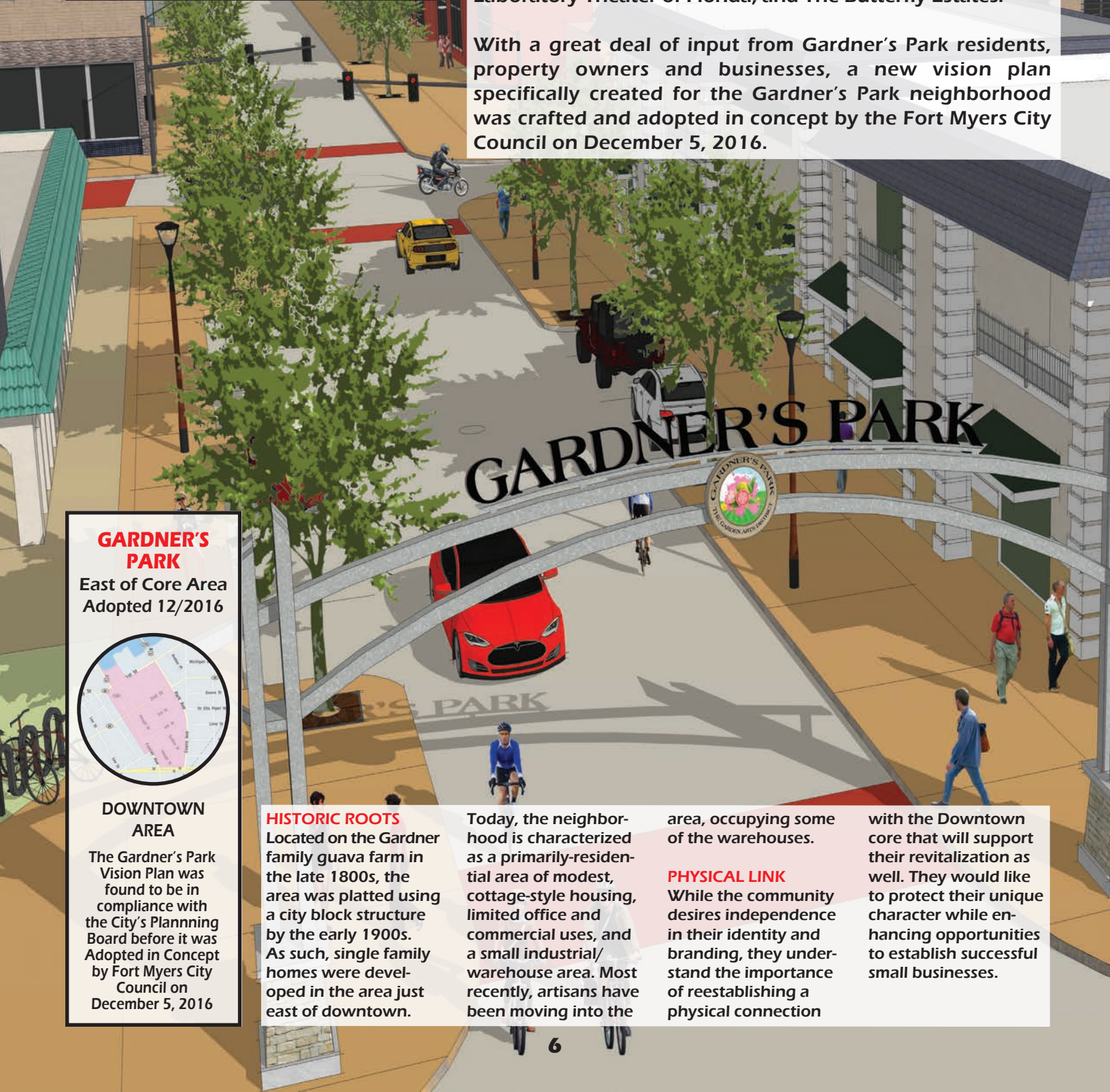
presented to the CRA Board of Commissioners on September 27, 2017. In the corresponding report, Stantec provided a history of each area including the reason it was created, the enabling documents, a list of current opportunities and constraints, a current financial snapshot

of the redevelopment area and a quick summary of some of the recommendations listed in the most recent redevelopment plan for the area. Using this information, Stantec then proposed recommendations for which redevelopment areas should be expanded or sunsetted.

# PLANNING GARDNER'S PARK

Known locally as the Garden Arts District, Gardner's Park is a mainly residential enclave in the Downtown redevelopment area, on the eastern border of the River District core. It boasts several boutique-style shops, a tea room, historic venues the Burroughs Home and the Langford Kingston Home, the Laboratory Theater of Florida, and The Butterfly Estates.

With a great deal of input from Gardner's Park residents, property owners and businesses, a new vision plan specifically created for the Gardner's Park neighborhood was crafted and adopted in concept by the Fort Myers City Council on December 5, 2016.



## GARDNER'S PARK

East of Core Area  
Adopted 12/2016



### DOWNTOWN AREA

The Gardner's Park Vision Plan was found to be in compliance with the City's Planning Board before it was Adopted in Concept by Fort Myers City Council on December 5, 2016

### HISTORIC ROOTS

Located on the Gardner family guava farm in the late 1800s, the area was platted using a city block structure by the early 1900s. As such, single family homes were developed in the area just east of downtown.

Today, the neighborhood is characterized as a primarily-residential area of modest, cottage-style housing, limited office and commercial uses, and a small industrial/warehouse area. Most recently, artisans have been moving into the

area, occupying some of the warehouses.

### PHYSICAL LINK

While the community desires independence in their identity and branding, they understand the importance of reestablishing a physical connection

with the Downtown core that will support their revitalization as well. They would like to protect their unique character while enhancing opportunities to establish successful small businesses.

# CAMPO FELICE

After several years of anticipation, “move in day” for the new residents of Campo Felice finally arrived in September 2017. Residents of the 55 and older independent senior living community were finally able to move into the luxury residential towers located in the River District. Supporting the “live, work and play” vision described in the 2010 Downtown Redevelopment Plan, the CRA Board had previously approved a Development Agreement agreeing to rebate back a portion of the property taxes generated by this specific project once it was completed. Rebates are an economic development tool available to CRAs to incentivize private investment where it would not normally occur. In this case, prior to construction, this vacant building loomed above the city for almost a decade as a faded pink eyesore visible for miles in all directions.



**CAMPO FELICE**  
2500 Edwards Drive  
Move-In 9/2017



**DOWNTOWN  
AREA**

323 independent  
living units &  
14 lodging units

Project refurbished  
the dilapidated  
24-story Amtel Hotel

# COMPACTOR ENCLOSURE

Building a lovely trash compactor enclosure may not be the first thing that comes to mind when pondering redevelopment—but it can make all the difference in a space like Patio de Leon!

Instead of an alfresco dining experience being marred by the sight and smell of a typical green-door trash enclosure, restaurant-goers may now enjoy a meal near the necessary equipment without even realizing that it is there.



Before

## COMPACTOR ENCLOSURE

2215 Main Street  
Finished 4/2017



### DOWNTOWN AREA

Tobler Construction, on continuing contract with the City of Fort Myers, was used to rebuild the Patio de Leon enclosure

Total cost for the project was \$53,098.58

**PROJECT OVERVIEW**  
On February 21, 2017, construction began in the Patio de Leon to replace the trash compactor enclosure with an upgraded surrounding for the new trash compactor unit. Construction finished in about 6 weeks.

**SCOPE OF WORK**  
The height of the walls on the existing trash enclosure was increased in order to fit a new, larger compactor. Existing bricks in front of and surrounding the existing enclosure were removed, and in their place new concrete pads were installed in front of and around the compactor pad.

The new enclosure design was capped off by an aluminum trellis, roof, and frame with new PVC gates, as well as a new trellis wall, bench and planing areas to allow the dumpster to blend right into its Patio de Leon surroundings.





# FIRE STATION STREETSCAPE

Fire Station 1—dedicated in November 2016 by the City of Fort Myers—is a brand new, 30,700 sq. ft. state-of-the-art fire station built in Midtown directly behind the new Tech Hub. Partnering with the City as it upgraded the utilities servicing the new fire station, the CRA funded the enhanced portion of the streetscape. By matching the brick-lined sidewalk design used north of Dr. Martin Luther King, Jr. Boulevard in the Downtown core, the revamped Jackson Street not only replaced the tattered roadway, but ensured visual continuity south of the boulevard.

## FIRE STATION STREETSCAPE

2033 Jackson Street  
Finished approx.  
12/2016



### DOWNTOWN AREA

Carrying on the brick-accented streetscape first seen in the Downtown core, the CRA contributed to the enhanced streetscape elements on Jackson Street by the new fire station



# FARM TO TABLE

Creating urban gardens is the first step in Southwest Florida Enterprise Center's (SWFEC) four-element approach to helping small and start-up "foodpreneurs" increase healthy food and food-related employment in the surrounding Dunbar neighborhood. Community gardens are currently planned for sites at the Enterprise Center on Dr. Martin Luther King, Jr. Boulevard and along Barden Street. The Barden Street location will be called the Harlem Lakes Community Garden.



## MORE THAN A GARDEN

The urban garden initiative is a multi-faceted effort that embraces community development, nutrition, education, entrepreneurship, local economic development and community enjoyment.

## FUNDING SOURCES

In FY2017, SWFEC received an \$85,000

Community Development Block Grant (CDBG) from the City of Fort Myers to develop the urban garden infrastructure for the proposed urban garden on Barden Street. In addition to the grant, the urban gardens are supported through sponsorships, partnerships, and rental income.

Joining in the effort is the City of Fort Myers, the Fort Myers Community Redevelopment Agency, I Will Mentorship Foundation, Keiser University College of Culinary Arts, United States Department of Housing & Urban Development, and the University of Florida/IFAS Extension.

## HANDS-ON EDUCATION

Once established, these gardens will be available to schools, organizations & teaching kitchens for hands-on nutrition education. Neighbors from the surrounding communities will be encouraged to eat more fruits and vegetables, and to create home gardens.

## FARM TO TABLE URBAN GARDENS

3903 Dr. MLK Jr. Blvd.  
2045 Barden Street  
9320 Cypress Lake Dr.  
CDBG Grant FY2017



**SOUTHWEST FLORIDA  
ENTERPRISE CENTER**

SWFEC has 3 urban gardens planned throughout Fort Myers

# COMMUNITY KITCHEN

In FY2017, the Enterprise Center received \$100,000 seed money from the City's Community Development Block Grant (CDBG) program.

The end goal of this project is to open a commercial kitchen at the Enterprise Center that will be available to local start-up food businesses. Amenities will include a media culinary classroom, a commercial kitchen bakery and a restaurant incubator program to educate local youth, create jobs, and encourage local entrepreneurs.

## COMMUNITY KITCHEN

3903 Dr. MLK Jr. Blvd.

Funding FY2017



## SOUTHWEST FLORIDA ENTERPRISE CENTER

Community Kitchen placed in 3 warehouse bays (4,800 sq. ft.) with 3 components: commercial kitchen for rent to local food businesses, media culinary classroom & commercial bakery

Estimated total project costs \$500,000

Seed funding from HUD/FMCDD: \$100,000

Community support: in-kind donation of \$50,000 used bakery equipment

### COMMERCIAL KITCHEN

This commercial kitchen will allow food entrepreneurs to grow their businesses in a safe, certified professional environment. Target businesses would include small bakers, caterers, food

truck vendors, urban farmers and home food businesses. The estimated cost would be \$12-15 per hour.

### MEDIA CLASSROOM

Working with the University of Florida/IFAS, the media class-

room will offer classes in the culinary arts, in food safety & certifications, in food business start-up requirements, and give free classes to SNAP participants.





**Brian, Philip & Christopher Luizzi**

**NEW ENTREPRENEURS**

Learning how to develop an entrepreneurial idea and start a successful small business has never been easier, thanks to SWFEC's Entrepreneurship Program. Qualified candidates receive nearly \$10,000 worth of best practices, education & mentoring for under \$75. Training includes the Kaufman Foundation FastTrac system,

and learning business model & value proposition canvases.

**TENANT PROFILE**

Trinolta, a new tenant in FY2017, is a start-up business located in a SWFEC warehouse bay. The medical model & product development shop is led by biomedical engineers & twin brothers Brian and Christopher Luizzi, and financed by their

father Philip. They develop ultra-high resolution anatomical models from MRI/CT scans as demonstration models and pre-surgical planning tools. New software developed by Trinota aids surgeons in making rapid decisions for patients as well as educates patients on the nature of their complex operations.



# INVIGORATING THE WORKFORCE

In FY2017, the SWFEC partnered with Skanska, BSI, Career-Source of Southwest Florida, 21st Century Collaboration and the Lee County Economic Development Department to create a pre-construction readiness program.

New in FY2017 is SWFEC's Pre-Apprentice Program, which is a free, 6-week workshop in basic construction skills with the opportunity to earn 52 C.E.U.s with the National Center for Construction Education (NCCER).

Courses include Construction 101, Basic Safety, and courses introducing students to Construction Math, Hand Tools & Ladders, Materials Handling & Basic Rigging, First Aid and Communication & Employability skills.

**INVIGORATING THE WORKFORCE**

3903 Dr. MLK Jr. Blvd.  
Program FY2017



**SOUTHWEST FLORIDA ENTERPRISE CENTER**

Construction Pre-Apprentice Program is a free, 6-week workshop offering up to 52 national construction-industry C.E.U.s.

# SUNSETTING VELASCO VILLAGE

At the close of FY2017, the books were officially closed on the Velasco Village redevelopment area as it sunsetted.

Driving through Velasco Village, you would never imagine that this family-based neighborhood was once called "The Bottom". 175 homes were built using Community Development Block Grant funds through a one-for-one home replacement program that purchased and demolished substandard structures throughout Velasco Village.

As CRA Commissioner Johnny Streets, Jr., recognized, "Many individuals have worked diligently to move the Velasco Village neighborhood into the 21st Century—no one was left behind. I applaud the accomplishments of the Redevelopment Agency, and look forward to more growth for Velasco Village neighborhood when it becomes a part of the expanded Dr. Martin Luther King, Jr. Boulevard redevelopment area in 2018."

## ACCOMPLISHMENTS

- 175 New Homes
- New Passive Park
- Refurbished McCutcheon Park
- Staff support Neighborhood Association activities:
  - Annual Easter Parade
  - Annual Easter Egg Hunt
  - Annual Holiday Lighting Contest
  - Annual National Night Out
  - Quarterly neighborhood meetings
  - Quarterly Beautification Contest
  - Monthly Newsletter & Website
  - Community yard sale & clean up days

## VELASCO VILLAGE

East of Downtown  
Sunset 7/20/2017



## VELASCO VILLAGE AREA

Established July 20, 1987, with "The Bottom Neighborhood Redevelopment Plan"

Velasco Village redevelopment area sunsetted July 20, 2017



One of the Beautification Contest Winners

Velasco Village Passive Park

# HOLIDAY IN THE PARK

In FY2016, the CRA Board of Commissioners unanimously approved an alternative placemaking holiday decoration—the Coeur de Noel interactive light sculpture—to be located in Roberto Clemente Park during the December holiday season in FY2017. It replaced the deteriorated pole decorations that had been previously used along the Dr. Martin Luther King, Jr. Boulevard commercial corridor.

## HOLIDAY IN THE PARK

1936 Henderson Ave.  
Debut 12/2016



### DR. MLK, JR. BOULEVARD AREA

5 event days over a  
one week span

Soul Santa's Parade &  
35 ft. community tree  
lighting ceremony

Youth events and  
Movie in the Park

26 decorated palm  
trees & community  
group decorated trees



### CRA SUPPORT

The Coeur de Noel interactive holiday ornament debuted December 2016 in Clemente Park as part of the "Holiday in the Park" free community celebration. The annual gathering brings together families, schools, and local churches as a way to

encourage unity and camaraderie in the surrounding neighborhood which is slowly outgrowing blighted conditions, thanks to the CRA.

### COMMUNITY PARTICIPATION

A number of local organizations participated in Holiday in the

Park, including the Lee County Black History Society, First Assembly Cornerstone Church, Dunbar Festival Community, additional local churches, the City of Fort Myers Housing Authority and Parks & Recreation departments, and first responders.



Soul Santa & First Responders

# CRA

## ASSETS & LIABILITIES

Fiscal Year 2017 • Audited Financials as of 3/23/2018

### Assets

Description	Amount
Cash and cash equivalents	\$ 1,890,428
Investments	1,112,624
Interest receivable	7,267
Assets held for resale	332,430
Total assets	<u>\$3,342,749</u>

### Liabilities

Description	Amount
Accounts & contracts payable	\$ 78,154
Accrued and other liabilities	3,410
Advances from other funds	617,000
Total liabilities	<u>\$698,564</u>

### Fund Balances (Deficits)

Description	Amount
Restricted for:	
CRA	<u>2,644,185</u>
Total fund balances (deficits)	<u>\$2,644,185</u>
Total liabilities, deferred inflows of resources, & fund balances (deficits)	<u>\$3,342,749</u>

# CRA

## FINANCIALS - ALL DISTRICTS

Fiscal Year 2017 • Audited Financials as of 3/23/2018

	Budgeted Amounts		Actual Amounts	Variance with Final Budget
	Original	Final		
<b>Revenues</b>				
Taxes	\$1,261,300	\$1,263,146	\$1,263,146	\$ -
Intergovernmental revenue	-	-	480,706	480,706
Miscellaneous	172,000	2,160,475	(71,226)	(2,231,701)
Contributions - private source	6,000	6,000	1,253	(4,747)
<b>Total revenues</b>	<u>1,439,300</u>	<u>3,429,621</u>	<u>1,673,879</u>	<u>(1,755,742)</u>
<b>Expenditures</b>				
<b>Current:</b>				
Economic environment	3,496,600	5,314,848	2,696,869	2,617,979
<b>Total current</b>	<u>3,496,600</u>	<u>5,314,848</u>	<u>2,696,869</u>	<u>2,617,979</u>
<b>Debt service:</b>				
Principal retirement	546,200	517,000	496,154	20,846
Interest	121,400	121,400	121,364	36
<b>Total debt service</b>	<u>667,600</u>	<u>638,400</u>	<u>617,518</u>	<u>20,882</u>
<b>Total expenditures</b>	<u>4,164,200</u>	<u>5,953,248</u>	<u>3,314,387</u>	<u>2,638,861</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(2,724,900)</u>	<u>(2,523,627)</u>	<u>(1,640,508)</u>	<u>883,119</u>
<b>Other Financing Sources (Uses)</b>				
Transfers in	2,738,500	2,742,616	2,742,616	-
Transfers out	(63,600)	(239,789)	(237,662)	2,127
<b>Total other financing source (uses)</b>	<u>2,724,900</u>	<u>2,523,627</u>	<u>2,504,954</u>	<u>(18,673)</u>
<b>Net change in fund balances</b>	-	-	864,446	864,446
<b>Fund balances - beginning</b>	<u>1,779,739</u>	<u>1,779,739</u>	<u>1,779,739</u>	-
<b>Fund balances - ending</b>	<u>\$1,779,739</u>	<u>\$1,779,739</u>	<u>\$2,644,185</u>	<u>\$864,446</u>





# SWFEC FINANCIALS

Fiscal Year 2017 • Fund No. 134 • Audited Financials as of 3/23/2018

## Revenues

Description	Amount
Interest and Other Earnings	\$ 1,004
Increase in Fair Value of Investments	240
Rental Income	146,281
Donations from Private Sources	1,201
Miscellaneous Revenue	7,078
Reimbursed Expense	2,728
Transfer from MLK #1	-
Intrafund Transfer from General Fund	200,000
<b>Total Revenues</b>	<b><u>358,532</u></b>

## Expenditures

Description	Amount
Salary/Wages	159,570
Seniority Pay	1,325
Salaries/Wages - Other	-
FICA Tax	11,960
Retirement	53,754
Health/Life Insurance	35,598
Workers' Comp	1,100
Unemployment Comp	-
Professional Services	46
Professional Services Investment/Earnings Fees	175
Legal Professional Services	2,033
Accounting/Auditing	100
Contractual Services	35,505
Travel/Transportation	-
Communication	-
Freight/Postage	1,177
Utilities	26,700
Rentals/Leases	2,284
ITS Service Charges	23,500
ITS Capital Recovery	3,600
Insurance	14,900
Repairs/Maintenance	8,945
Printing/Binding	936
Advertising	4,178
Public Relations	879
Taxes/Assessments	16,056
General Administration	19,700
Office Supplies	835
Hardware < \$750	-
Software < \$750	158
Operating Supplies	1,479
Small Tools/Equipment	348
Assets \$750-\$5,000	-
Hardware = \$750 < \$5,000	1,290
Dues/Subscriptions	1,104
Improvements	-
<b>Total Expenditures</b>	<b><u>429,235</u></b>

Net Income (Loss)

\$ (70,703)



# CRA REDEVELOPMENT TRUST FUND - ALL AREAS

Fiscal Year 2017 • Fund No. 134 • Audited Financials as of 3/23/2018

## Sources of Deposits

	<u>Deposits</u>
Tax increment revenue	\$4,005,762
Charges for services	542
Interest and Investment Income	21,165
Decrease in value in asset held for resale	(93,394)
Donations from private sources	1,253
Miscellaneous revenue	461
State of FL Historical Resources grant - McCollum Hall	480,706
<b>Total</b>	<b><u>\$4,416,495</u></b>

Pursuant to Florida Statute 163.387, the schedule to the left provides a summary of the sources and amounts of deposits into, and the amount and purpose of withdrawals from, the Redevelopment Trust Fund (Community Redevelopment Agency Fund) for the fiscal year ended September 30, 2017.

## Purpose of Withdrawals

	<u>Withdrawals</u>
Personnel services	\$ 588,146
Professional services	213,504
Contract services	69,822
Utilities	76,946
Rentals and leases	174,464
ITS service charges & capital recovery	43,600
Insurance	23,900
Repairs and maintenance	119,113
Repairs and maintenance - McCollum Hall	5,136
Printing and binding	2,467
Advertising	7,449
Public relations	594
Public relations, special events	311,000
Tax increment rebates	614,853
Subsidies	215,000
Taxes and assessments	613
General administrative expense	153,800
Office supplies	22,126
Travel and transportation	11,075
Communication	162
Freight and postage	1,498
Equipment	35,776
Dues and subscriptions	5,825
Debt service, principal payments	496,154
Debt service, interest payments	121,364
Funding for capital projects & equipment	237,662
<b>Total</b>	<b><u>\$3,552,049</u></b>