About the Urban Land Institute

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

- A multi-disciplinary membership organization with more than 45,000 members in private enterprise and public service

- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of **best practices**
  - Writes, edits, and publishes **books** and **magazines**
  - Organizes and conducts **meetings**
  - Directs outreach programs
  - Conducts **Advisory Service Panels**
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Since 1947, ULI’s Advisory Services Program have helped more than 700 communities find independent, strategic, and practical solutions for the most challenging land use issues.
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ULI Panelists and Staff

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

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Senior Associate, Advisory Services
Market Conditions and Potential
Cape Coral Market Overview

Population and Residential Overview

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

Non-residential Development

- **Industrial**
  - Current: 2.6M square feet (8.3% of the Lee County SMSA)
  - Historic annual growth: 28,000 square feet
  - Projected annual growth: 40,000 square feet

- **Office**
  - Current: 2.6M square feet (12% of the Lee County SMSA)
  - Historic annual growth: 46,000 square feet
  - Projected annual growth: 60,000 square feet
  - Medical-related: 40% and anticipated to grow by 23,000 annually

- **Hotel**
  - Current: 820 rooms (6% of Lee County SMSA of 13,200 room)
  - Cape Coral projected annual growth: 100 rooms (of the 350 room in the Lee County SMSA)

- **Retail**
  - Current: 8M square feet (16.5% of the Lee County SMSA)
  - Historic annual growth: 140,000 square feet
  - Projected annual growth: 171,000 square feet
Cape Coral Market Overview

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

Implications

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

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

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

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

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

Created out of a linear pattern initially begun with entertainment, restaurant, and shopping uses

Development proposals are in the works to add higher density housing in mixed-use formats

Will need the arts, music, and cultural places and events to attract a city-wide audience

Can be a model if done correctly to seed other quadrants of Cape Coral
Public Waterfront Access Challenged

- Astonishingly little waterfront access
- Places like the Cape Coral Yacht & Racquet Club and Jaycee Park are loved to death due to a lack of choice
- Imperative as a “waterfront city” to find additional places for its citizens to enjoy the water edge
Numerous Parks, but….No Regional Park

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

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

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

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

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

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

What actions and measures can enhance community building?

What underpins your Comprehensive Planning Updates now and in the future?
Planning Principles

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

- Start at the Quadrant level – ground zero is Santa Barbara and Pine Island
- Identify Districts that have an approximate one-mile radius
- Develop a wayfinding strategy that leads residents and visitors to the Districts
- Seed the Districts with anchor institutions – might be a school, shopping center, civic space and or city-wide resource
- Be creative, its not always about data, link to branding strategies
Principle #2 - Define and Strengthen Cape Coral Neighborhoods

- Community building happens at the neighborhood level
- Identify neighborhood champions and stay connected with community organizations
- Create a Neighborhood Map and define where deficiencies occur at the granular level for existing neighborhoods
- Build greater housing diversity, cultural offerings, and public open space in the neighborhoods yet to emerge
Principle #3 - Create a “Regional Park” that is Programmed to Include City-Wide Events

- Identify land to secure for a large citywide Regional Park
- Two potential options to consider are the old golf course in the SE quadrant, and a city-owned property in the NW quadrant
- Size should be more than 100 acres
- Programmed for both active and passive uses with the ability to accommodate large crowds for community celebrations
Principle #4 - Identify and Secure Additional Places for Public Access to the Waterfront

- This will not be an easy task along the Caloosahatchee waterfront due to private ownership, but small places may be possible north of Veterans
Principle #5 - Develop a “Pedestrian First” Mentality to Transportation Planning

- Transportation improvements need to make it easier for walking and cycling
- Particular attention needs to occur along the Cape’s key N/S and E/W arterials
- Potential bicycle improvements include a robust network that would include protected bike lanes connecting key destinations (e.g. parks, schools, and other civic uses)
- Potential pedestrian improvements include the need for well-defined crosswalks, sidewalk bulb-outs at intersections, speed modifications for vehicles, separated sidewalks, and pedestrian crossing lights
Principle #6 - Create the Infrastructure Necessary for Non-Personal Automobile Use

- As the City grows, so will the need for alternative forms of transportation
- Develop an infrastructure that accommodates mass transit on-demand shuttles, e-bike and scooter lanes, and ride-sharing pick-up and drop-off locations in public places
- Utilize the extensive canal system to provide water taxi service
Principle #7 - Add Cultural Amenities to Reflect a More Diverse Population and Attract Visitors

- Add a performing arts center and/or museum to Cape Coral. One logical location is the City Hall complex as it gets redeveloped—center of the community
- Revitalize and expand the cultural facilities at the Cape Coral Yacht & Racquet Club, guided by a sensitivity to the history and beginnings of the community
- Develop several teen centers in the community, one north of Pine Island Road and one south
- Infuse the newer mixed-use developments such as 7 Islands and the Downtown with cultural amenities
Principle #8 – Review the Development Codes to Incentivize Creativity and Mandate Quality

- Guide the development community to provide more diversity in housing prototypes
- Demonstrate how the “missing middle” types such as townhomes, stacked flats, fourplexes, live-work, and other forms can work on Cape Coral parcels
- Raise the quality of the built environment through introduction of Objective Design Standards that examine building setbacks, form, materials, and color to give clear direction to architects, landscape architects, and builders
Principle # 9 - Celebrate the Natural Environment through Restoration and Education

- Recognize the unique setting of this place at the junction of the Gulf and the Caloosahatchee
- Tell the story of degradation, preservation, and reclamation through the arc of time from 1957 to now
- Seek to acquire parcels adjacent to natural habitat for reclamation purposes
- Develop education programs in conjunction with the schools
Principle #10 – Resilience Policies and Guidelines Need to Underpin All Land Use Decisions

- Integrate resilience measures into all design and development guiding documents
Guidelines for the Public Realm
Guidelines for the Public Realm
Unique to Cape Coral
Guidelines for the Public Realm
Safe, connected and accessible
Guidelines for the Public Realm

Climate comfort

Concessions Pavilion at Sarasota Bay Park
Guidelines for the Public Realm

Appeal to multiple generations

Moore Square, Raleigh, NC
An Enriched Public Realm

The outdoor lifestyle is what draws most people to Cape Coral.
An Enriched Public Realm

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

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

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

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

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

Proposal for the Jacksonville Landing Design Competition
Public Waterfront Access

- Celebrate views
- Embrace water taxi circulation

Proposal for the Jacksonville Landing Design Competition
Public Waterfront Access

- Build more beaches!

Sugar Beach Park, Toronto
Community Identity & Placemaking

Cape Coral, FL – May 2022

2021
Adopt-a-Median Program
Community Identity & Placemaking

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

Proposal for the Jacksonville Landing Design Competition
Community Identity & Placemaking

Palette of furnishings and materials for Sarasota Bay Park
Connectivity

Connect residents to parks and other public spaces within their neighborhoods

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

Protected bike lane in San Diego, CA

D Street, Boston, MA
Environmental Education

Cape Coral is a perfect setting for environmental education
Environmental Education

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

Mangrove Walk at Sarasota Bay Park
Environmental Education

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

Ithaca Commons
Events and Gathering

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

Tom Hanafan River’s Edge Park
Events and Gathering

Ithaca Commons

Burlington, VT Lakefront
(Indoor) Recreation

Many outdoor spaces for recreation are existing or planned.
Cape Coral needs spaces where people of all ages can play, compete, and exercise safely indoors.
A Resilient Vision
A Beautiful, Vulnerable City

Impacts residents are already talking about

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

In May of 2018, heavy rains flooded Cape Coral roadways.
Moody's warns of climate change impact on sovereign ratings

By Helen Reid

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

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

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

Economic Risk

A changing landscape

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

Climate-Change Risks Get the Attention of Real Estate Investors

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

BY AMANDA ABRAMS

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

City officials are aware of the vulnerability, and they’re pondering big initiatives, like a partnership with the Army Corps of Engineers to build a $1.1 billion sea wall and a pioneering zoning law that would require development at the same elevation. Land values in the city could radically shift. Similarly, a sea wall would be paid for in part by increased property taxes. Both options could affect the city’s attractiveness to investors. But most of the existing climate models do not comprehensively address potential changes like these.

Wary investors are also peppering developers with questions about resilience strategies. “We ask, ‘Have you mitigated this risk?’” said Helen Gurfinkel, head of global sustainability and innovation at CBRE Investment Management. “We look at severity and probability.”
Economic Opportunities

Foster economic grown

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

https://knowledge.uli.org/en/reports/research-reports/2020/the-business-case-for-resilience-in-southeast-florida?_gl=1*trd1w6*_ga*MTIxMjM0MTgzMC4xMS4wMDUz*_ga_HB948Q21DS*MTY1MjlkOTk2MzUuMS4xNjUyOTg0MDUzLjA.
Economic Opportunities

Safeguard tax dollars

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

Design with Resilience in Mind

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

The Wharf | Washington, DC

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

https://developingresilience.uli.org/case/the-wharf/
Design with Resilience in Mind

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

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

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

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

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

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

Leverage and lobby for programs that reduce insurance costs

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

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

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

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

Strategies might include:

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

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

Encourage residents to utilize retrofit programs

Florida’s Hurricane Loss Mitigation Retrofit Program
- Funding for high-wind upgrades

Florida Property Assessed Clean Energy (PACE) Program
- Funding to address hurricane risk as well as reduce energy and water use
Enhance City Staff Capacity to Address Resilience

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

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

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<tr>
<th>City</th>
<th>Population</th>
<th>Role</th>
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<td>902,488</td>
<td>Chief Resilience Officer</td>
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<tr>
<td>Miami</td>
<td>461,080</td>
<td>Chief Resilience Officer, also Chief Heat Officer</td>
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<td>Tampa</td>
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<td>Sustainability &amp; Resilience Officer</td>
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<td>Palm Beach</td>
<td>8,776</td>
<td>Director, Office of Resilience</td>
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A Growing, Thriving, Resilient City
Implementation
Vision for the City of Cape Coral

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

- Hiring Communication Director
  - Social media
  - Newsletter
  - Neighborhood outreach
Establish Board of Advisors

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

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

Chinatown Gates in Washington, DC and San Francisco
Pedestrian Neighborhood for All Citizens

Creating an environment to encourage all members of the community to feel safe so they may get out and walk, bike, and exercise
Arts District in Mt. Rainer, MD
Pop-up Art Gallery in Vacant Store Front
Mt. Rainer, MD
Quasi Government Agency Established

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

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

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

Mixed use Public Private Partnership (P3) with hospital, retail and housing and entertainment
Other Existing Tools in the City’s Incentive Toolbox

- Tax Increment Finance (TIFs)
- Tax Abatement
- Utility Waiver
Land Swap or Exchange Agency

- Board of Directors to oversee the management of this organization
  - Board members consist of Civic and Municipal leaders

- Start-up capital from the city
  - Small staff with an Executive Director, real estate agent, real estate attorney, real estate processor

- Address the issue of vacant lots throughout the city
  - Purchaser of lot(s) in which the current owner wishes to divest of the lots
  - Recipient of donations of properties from an estate
  - Intermediary or market-maker to property owners who wish to trade undeveloped properties in one location for another
Phasing

- Identify and work with neighborhood organization to create neighborhood identity

- City Planning Department to begin studying the process
  - For creating a regional park
  - Instituting a pedestrian first environment

- Identifying members of the community to serve on Advisory Board and Board of Directors for both Authority and Land Swap/Exchange Agency
Thank you!

http://www.uli.org/advisoryservices