



Jon Romine
June 12th, 2023

Planning & Capacity Branch Meeting

Recovery Task Force



RESILIENT
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Introductions

Recovery Task Force Updates

Workshop Feedback

Branch Technical Briefs

Questions and Next Steps

Public Comment

Introductions



Membership

- **Branch Leads:**
 - Sandra Stilwell Youngquist
 - Syd Kitson
- **Branch Members:**

• Jennifer Hagen	• Megan Strayhorn	• David Farmer
• Alvin Henderson	• Lisa Swinto	• Danny Ballard
• Ron Martin	• Eric Pfeifer	
• David Mintz	• Matthew Leger	
• Stephanie Wardein	• Steve Belden	

Introductions



Branch Meeting Support Team

Facilitator(s)

- Jon Romine

Branch Support

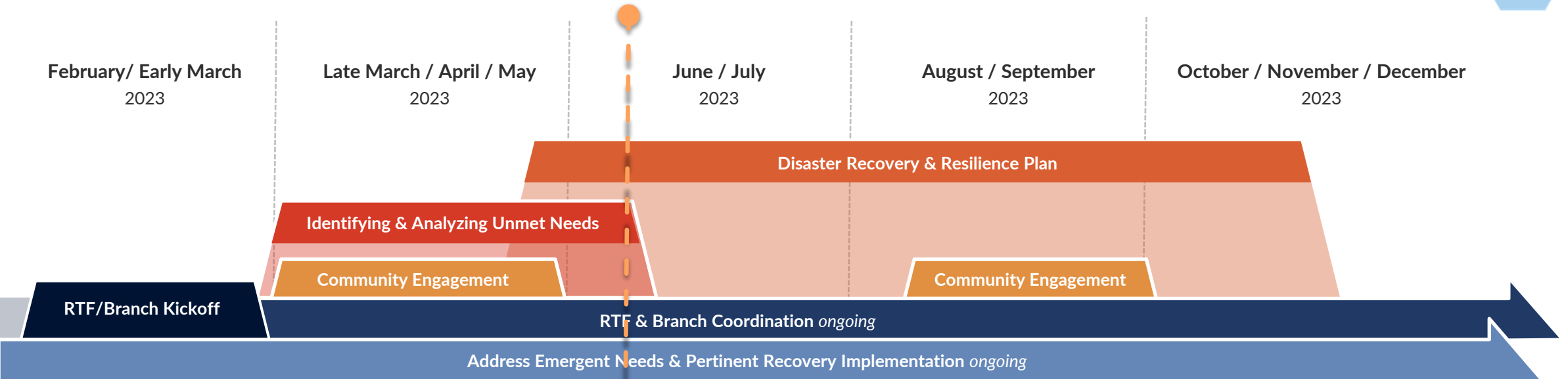
- Ilani Fernandes
- Robbie Heere

Recovery Task Force Membership



Agency	Position	Liaison
Board of County Commissioners	Commissioner	Kevin Ruane, Chair
City of Bonita Springs	Councilman	Chris Corrie
City of Cape Coral	Mayor	John Gunter
Village of Estero	Mayor	Jon McLain
City of Fort Myers	Mayor	Kevin Anderson
Town of Fort Myers Beach	Councilman	Bill Veach
City of Sanibel	Councilwoman	Holly Smith
Law Enforcement	Undersheriff	John Holloway
Lehigh Acres Fire District	Fire Chief	Robert Dilallo
Lee County School Board	Chairman	Aarmor Persons
Lee Health	Board Member	David Collins
Legislative Delegation	Representative	Jenna Persons-Mulicka
Constitutional Office	Property Appraiser	Matt Caldwell

High Level Process for Long-term Recovery Planning



RTF / Branch Kickoff

Establish the working structure for RTF and launch branches. Identify immediate needs and goals to address.

Launch website.

RTF & Branch Coordination

Identify recovery objectives; inform impact and needs assessment; establish projects; incorporate community’s priorities; inform long term planning; oversee recovery plan implementation.

Identifying & Analyzing Unmet Needs

Hurricane Ian storm impact analysis, and a cursory look at outstanding needs that will begin to shape recovery priorities.

Community Engagement

Comprehensive community outreach to inform and validate needs, identify solutions, and validate planning.

Hurricane Ian Disaster Recovery & Resilience Plan

A framework for Lee County’s recovery from Hurricane Ian, including prioritized projects, funding sources, and key stakeholders.

Emergent Needs & Pertinent Recovery Implementation

Conduct recovery operations and manage recovery funding streams: short-term, intermediate, long-term.

RTF is forum to identify emergent and time sensitive needs and identifying best path forward.

Assumptions



Branch members are aware of the **short timeline** associated with upcoming objectives



Branch members **understand their commitment** to the development of the Recovery and Resilience Plan



Branch objectives align under the current **direction of the Recovery Task Force**



Successful completion of branch objectives may require branch members to **review information, prior to branch meetings**, enabling higher levels of meeting productivity, and increasing space for branch member discussion

Meeting Purpose



Review workshop session key outcomes.



Review and validate potential initiatives identified during the workshops. Are the initiatives that have been presented realistic?



Discuss Community Master Plan approach.



Discuss which initiatives require a Technical Brief, which would provide branch members with technical expertise on requested topics.



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RTF Updates

- 1 Discussion of Community Master Plans**
- 2 Community Engagement Report**
- 3 Confirmed Finalized Branch Priorities**
- 4 Project Intake Form**

Community Master Plans

- What is a Community Master Plan?
- The RTF has asked the Planning and Capacity Branch to identify neighborhoods for Community Master Plans to be developed.
- What are criteria to guide the Planning and Capacity Branch when identifying potential communities/neighborhoods that would most benefit from a Community Master Plans be developed?
- **For example:** within or benefiting low to moderate income community, highly impacted by Hurricane Ian, highly populated or high traffic areas, etc.



Community Master Plans



Planning & Capacity Branch

Examples of Potential Communities

- Dunbar
- Iona-McGregor
- Matlacha
- Midtown
- Palm Beach Blvd
- Pine Island
- Pine Manor
- San Carlos Park

Criteria

During the next Planning & Capacity Branch meeting, the Branch will be identifying communities to focus Community Master Plans on:

- Level of impact by Hurricane Ian;
- Located within low to moderate income area;
- Access to transportation;
- Pre-existing infrastructure/built assets; and
- Unique geographical identity.



Are there any criteria missing or should not be included as the Planning & Capacity Branch determines which communities to recommend Community Master Plans be developed for?

Community Master Plans



Criteria: Level of impact by Hurricane Ian	Communities/Neighborhoods:							
	Dunbar	Iona-McGregor	Matlacha	Midtown	Pine Island	Pine Manor	San Carlos Park	Harlem Heights
# Populations injured, killed								
# Population displaced								
# Employees displaced (jobs lost)								
#\$ Buildings damaged or destroyed								
#\$ Infrastructure damaged/destroyed								
Totals								

Community Master Plans



Criteria: Located within low to moderate income area	Communities/Neighborhoods:							
	Dunbar	Iona-McGregor	Matlacha	Midtown	Pine Island	Pine Manor	San Carlos Park	Harlem Heights
#/% of low-mod population								
#/% of population in poverty								
# of Homeowners vs renters								
#/% Limited English Population (LEP)								
# W/Physical disabilities								
# Social service agencies/providers								
# On public assistance (Sec 8, SNAP/etc.)								
# Homeless								
Totals								

Community Master Plans



Criteria: Access to transportation, <i><u>services, institutions</u></i>	Communities/Neighborhoods:							
	Dunbar	Iona-McGregor	Matlacha	Midtown	Pine Island	Pine Manor	San Carlos Park	Harlem Heights
Number of public transit routes								
Number of major highways, arterial streets								
<i>Number of full-service grocery stores</i>								
<i># Medical facilities</i>								
<i># Schools</i>								
<i># Fire stations</i>								
<i># Social Service Agencies</i>								
<i># Recreation, parks, etc.</i>								
<i># Cultural facilities</i>								
Totals								

Community Master Plans



Criteria: Pre-existing infrastructure/built assets	Communities/Neighborhoods:							
	Dunbar	Iona- McGregor	Matlacha	Midtown	Pine Island	Pine Manor	San Carlos Park	Harlem Heights
#\$ Buildings damaged or destroyed								
#\$ Infrastructure damaged/destroyed								
#\$ Public facilities/services								
#Cultural facilities								
#Parks & Recreation								
Totals								

***Establish a scale of 1-5 relative to the total numbers – the community/neighborhood with the largest number is ranked 5, and the one with the smallest a 1**

Community Master Plans



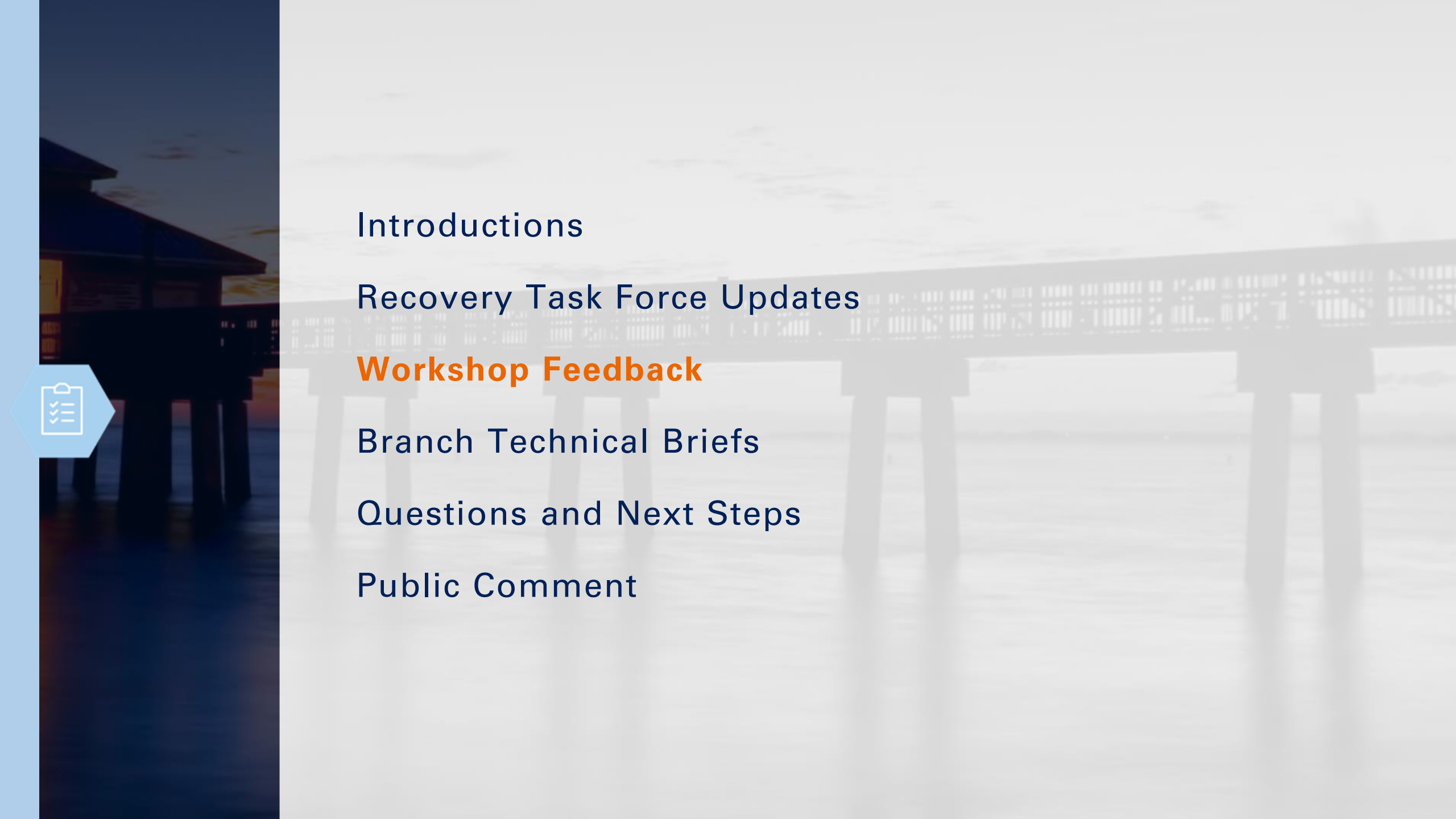
Criteria: Unique geographical identity	Communities/Neighborhoods:							
	Dunbar	Iona- McGregor	Matlacha	Midtown	Pine Island	Pine Manor	San Carlos Park	Harlem Heights
# Waterways								
# Historic structures								
# Commercial centers								
# Identifiable landmarks								
# Cultural facilities								
Average building density								
Totals								

***Establish a scale of 1-5 relative to the total numbers – the community/neighborhood with the largest number is ranked 5, and the one with the smallest a 1**

Community Master Plan Totals



Communities/Neighborhoods:	Category Score Sheet (1 min – 5 max)					Scoring
	Level of impact	Low - moderate income area	Accessibility	Infrastructure / built assets	Geographical identity	
Dunbar						
Iona-McGregor						
Matlacha						
Midtown						
Midtown						
Pine Island						
Pine Manor						
San Carlos Park						
Harlem Heights						



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Critical Infrastructure



Session 1: Natural Resources

Suggested Solutions:

- Educating the public about the surrounding natural systems in the area
- Protecting the natural resources; if we protect them, they will protect us
- Looking for restoration funding will serve as a buffer
- Ensuring the best efforts are being put forward during “blue sky days”
- Using this as an opportunity to harden the infrastructure with strong funding streams
- Acquiring land to create buffers and using conservation as a tool
- Update design standards for existing plans for parks and
- Vulnerability assessment to be completed by June 2025
- Finding nature-based solutions, such as living shorelines, building dunes, and converting seawalls
- Improving natural resources for development/redevelopment in large infrastructure and hardening of utilities; natural-based solutions
- Pursuing funding for flood-mitigation projects
- Educating the public pertaining to natural drainage systems
- Reviewing projects such as beach restoration, in Lee County

Critical Infrastructure



Session 2: Transportation

Suggested Solutions:

- Finding ways to strengthen resiliency
- Reviewing the Lee Plan that incorporates these ideas
- Incorporating nature-based solutions, such as oyster restorations, when repairing/replacing infrastructure (during the environmental permitting process)
- Looking at the recovery process in three phases: short-term, long-term, and longer-term
- Finding funding for projects that have been planned, such as the Three Oaks Parkway Extension and Alico Road connection
- Multimodal transportation and other options for mobility
- Creating infrastructure redundancies
- Ways to take the stress off other roads and create community connections
- Viable and modern technology to help with multi-modal transportation
- Work with municipalities for transportation options
- Micro-mobility from a connectivity standpoint can cause more issues
- Jobs closer to housing can decrease transportation demand
- Multi-modal options as an evolution of transportation options
- Emphasize mixed-use options
- Partnerships with other transportation options, such as Uber, for evacuations to public shelters
- Taking populations into account that must be evacuated during emergencies

Critical Infrastructure



Session 3: Water

Suggested Solutions:

- Increase redundancies and collaboration between utilities
- Septic-to-sewer conversion
- Well water supply to essential facilities, like hospitals and fire departments, to remain in operation during flooding
- Ensuring source water is resilient for infrastructure, including HVAC cooling systems, sterilization, protections, etc. for hospitals and primary care facilities
- Sharing systems that interconnect, with the stress on a distribution system for essential communities (hospitals)
- Knowing potential breaches and leaks ahead of disasters
- Backups for water and sewer needs
- Hardening infrastructure, for example, power infrastructure, for key areas such as hospitals
- Standby generators and pumps at the state or county level
- Raising the control panels or making them waterproof
- Keeping the power to the waste-water facilities
- Higher design standards for buildings that house electrical components
- Rethinking design for the build back (i.e. staging generators)
- Revisiting elevation codes
- Funding for redundancy and resiliency (looking at alternative funding streams for utilities such as water that are typically self-sustaining)
- Interconnections with wastewater
- Looking at the efficiencies and collaborations with water treatment facilities
- Utility partnerships to alleviate stress

Supporting Business and Workforce



Session 1: Diverse Workforce

Suggested Solutions:

- Accessible transportation for interpersonal needs
- Create a talent pipeline with entry-level positions and upward movement
- Highlighting non-degree related skills on transcripts
- Creating policies around disability and inclusive environments for team members that might have disabilities
- Access to job entry simulations (i.e., interviews, applications)
- Identify gaps in a diverse workforce
- Change job posting requirements to include more
- Work with recruiters to increase diversity
- Provide employers with resources on diverse employment (include leaders)
- Internship management program for SWFL
- Increase communications between workforce and education partners
- Employer-provided services and benefits to reduce the burden on employees (i.e., childcare, insurance, transportation options, remote work etc.)

Supporting Business and Workforce



Session 2: Strengthen Job Pipeline

Suggested Solutions:

- Finding a way to bridge the language gap between K-12 and higher education, and higher education and corporate
- An understanding of the language that can help with moving forward with initiatives
- Intentionality and opportunities to better align with career technical programs
- Track kindergarten readiness rates
- Affordability or transportation programs for VPK
- Early learning tax credit for employees
- Long-term dedicated funding for a Children's Services Council
- Improved childhood mental health care
- Growing the teacher pipeline
- Promoting family literacy projects to engage parents

Supporting Business and Workforce



Session 3: Arts and Culture

Suggested Solutions:

- Community development and arts/culture partner collaboration
- Appointing a County position to oversee art and cultural institutions
- Grant programs for art institutions and individual artists
- Use city planning perspective and other successful models to integrate art/cultural institutions into reconstruction
- Earlier involvement as feeding centers
- Organize pre- disaster collaboration and partnerships to identify needs
- Partnerships with area universities and schools
- Grant funding or historic structures

Supporting Business and Workforce



Session 4: Growth Sectors

Suggested Solutions:

- Develop a larger airport
- Provide certificates for those who speak Spanish, people with developmental disabilities, and were formerly incarcerated
- Small business incentive programs to reduce risks
- Subsidizing workforce housing costs
- Moving jobs to residential areas to reduce commute times
- Increase workforce retention through quality-of-life improvements
- Learning management systems for small business employee training
- Rail line to connect Naples and Fort Myers

Community Resilience



Session 1: Resilience Hubs

Suggested Solutions:

- Leverage existing network of partners managed by the United Way
- Engage partners before, during, and after recovery efforts
- Include business communities to shift power to community members
- Harden facilities and sites that can support resilience hubs
- Increase focus outside of FEMA hazards
- Use hubs to enhance education and resources available in different communities
- Activate partnerships during a disaster using existing process
- Formalize a resilience hub strategic plan
- Community engagement to identify needs
- Formalizing a network and developing MOUs on specific organization capacities
- Create space for lessons learned and needed assets
- Public information officers' space for municipal partners to collaborate
- Ripple effect mapping to inventory partners

Community Resilience



Session 2: Arts and Culture

Suggested Solutions:

- Identify organizations that can help with response and recovery and their capacities
- Address stabilized funding for arts and cultural organizations
- Look to organizations for physical space support
- Develop a plan tailored to partners talking through scenarios
- Templates for organizations to know what is needed to be prepared
- Community asset mapping
- Increase NGO representation at the County level
- Leverage universities to help as a conveyer and harness the workforce and academics making the region more robust
- Increase in County logistics outreach for resources
- Having one centralized place for resources
- Use hubs to communicate with community members before disasters

Community Resilience



Session 3: Health Care

Suggested Solutions:

- Address stigmas on vulnerable community members
- Create understanding to open doors for resources and opportunities
- Asset mapping to understand current capacities
- Use media to increase education and communication
- Expand telehealth and mobile clinics to bring care to people's homes
- Ensuring community members maintain trust with care providers
- Advocate policies to use programs throughout the year and not just after a disaster
- Coordinated list of resources rather than referral program
- Care provider education to maintain updated information on service, funding, and eligibility changes
- Leverage Community Houses
- Distribute mental health resource documents
- Expand transportation hub planning for evacuations
- Reduce reliance on schools and hospitals by hardening other facilities
- Pairing people that are already serving vulnerable populations with shelters
- Partnering with nonprofits to identify where populations can go
- Policy for new county infrastructure to serve as hurricane relief or shelters
- Building code improvements for those that house vulnerable populations
- Embedding people with mental health training to patients before it becomes an outpatient issue
- One stop shop that is hardened for multiple resources like gas, ice, water, health care etc.

Attainable and Resilient Housing



Session 1: Financial Incentives

Suggested Solutions:

- Incorporate transportation and other infrastructure in planning
- Develop mechanism for entry level workforce starter homes to fill gaps from Live Local program
- Increased development of single person housing
- Incentivize mixed income development to incorporate economic development into projects
- Identify a model for workforce housing
- Reduce red tape at the federal level
- Consider Miami model – food and beverage tax that goes towards workforce housing and homeless
- HUD Waivers
- Higher paying jobs for community members
- Build more resilient housing
- Energy tax credits
- Mixed use development to reduce open space requirements
- Linkage fee for workforce and housing to sustainably fund workforce housing and development
- Regional housing impact fund where banks and other contributors fund and minimize the gap
- Opportunity for land banking and capitalizing on a land trust model
- Assessment for market segment of community members who are not eligible for subsidies and funds to build housing

Attainable and Resilient Housing



Session 2: Land Use Policy

Suggested Solutions:

- Address developments transitioning into short term rentals, impacting affordability
- Change community mindset by illustrating benefits like reduced commute times (pattern book)
- Communicate quality of life impacts to elected officials
- Implement form base code to cut the time for approvals saving money for developers
- Communicate density definitions better for each community
- Engage community members on policy barriers
- Define community needs
- Tax credit developments
- Reduce stigma through community and elected official education
- Assess municipal workforce needs
- Portray a positive vision of development
- Cross jurisdictional conversation
- Projects with community support tend to have an easier approval process
- Work together in a regional perspective
- Use GIS to analyze data regarding quality-of-life needs
- Address language barriers
- Leverage funding opportunities to utilize land having remediation needs
- Address underinsured community member barriers
- Buy back certain areas
- Find common interests and goals amongst municipalities

Attainable and Resilient Housing



Session 3: Permitting

Suggested Solutions:

- Address staffing issue to maintain consistency in progress and improvements
- Increase staffing salaries to increase retention
- Increase automation in permitting software
- Identify funding that could increase permitting capacity
- Streamline workforce housing permits
- Address issues in application process for consistency and ease
- One permitting program among municipalities for uniformity – regional permitting process
- AI streamlining
- Pre meetings with communities to increase permit approvals
- Consolidate application information
- Address different policy interpretations across the communities
- Government liaison to help automate processes for developers
- Silo different permitting processes in a holistic approach
- Hybrid approach to planning and zoning model
- Substantial damage estimator training
- Opportunity for retailers to come together and refine process from substantial damage
- Modular building – move from state level to local level
- Accessory housing options
- Raising level of education and knowledge across the county

What is a Resilience Overlay?



Definition and Significance

- In our last meeting, Branch members identified one technique for improving resilience at the policy level is to develop an overlay which is a tool that is used to:
 - Identify and address potential risks and hazards in a specific geographic area or in relation to a specific plan or set of plans; and
 - Communicate priorities across planning processes and budget development.
- Overlays often identify and visualize potential risk areas in advance to reduce disaster impacts.
- Additionally, overlays map areas that are at risk of natural disasters such as floods, wildfires, and hurricanes.
 - Other risks are sometimes mapped including infrastructure failure risk areas and economically vulnerable areas.
- Zoning and building codes can be modified to improve resiliency based on these overlays.

Potential Resilience Overlay Inputs



Theme	Initiative Category	Branch(es)	Initiative/Project
Affordable Housing	Make housing affordable	Economic Recovery	Affordable housing needs to be built close to employment
		Housing	More affordable housing for LMI communities
		Housing	Acquire land and develop new affordable and workforce housing units in unincorporated Lee County, near Sanibel and Fort Myers Beach to serve Sanibel, Captiva and Fort Myers Beach.
Bike paths/Trails/Sidewalks	Walkable cities	Natural Resources	Integrate bike paths, trails, and sidewalks into communities to move towards walkable cities
Building Codes	Deregulation of codes	Infrastructure	
Bureaucracy	Deregulate red tape for small business loans	Housing	Stop changing codes after the disaster
	Provide voting accessibility	Economic Recovery	Low interest, no red tape loans for small businesses
Conservation / Restoration	Acquire land sustainably to lessen future impacts	Health & Social Services	Require physical voting places in each precinct. Even if it's a tent, make it local
	Preserve protected species		Look for ways to use conservation 20/20 land for BMP's to lessen future impacts
			Preserve protected species
			More stormwater projects to provide storage and other benefits
	Stormwater projects	Natural Resources	Control stormwater runoff from lakes and rivers

Resilience Overlay Development Discussion



What will the overlay look like and where will it be housed?



What information is still needed to develop a Resilience Overlay?



Who will be responsible for assembling the data?



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Technical Briefs

What is a Technical Brief?



- Technical Briefs will connect Branch members with technical expertise on requested topics.
- Branch Action Plans allow Branch members to strategize scope of initiatives and identify additional information needed to fully develop a proposed initiative.
- Briefs will be short summaries including a combination of case study review, research, and subject matter expertise to provide branch members with information useful in developing an initiative.

Examples:

- **Need:** A Branch wants to review a few "best practice" policy approaches from a jurisdiction with similar characteristics.
- The ResilientLee Support Team will provide case study summaries that highlight key elements that could inform our initiative.

Discussion Questions



In relation to each element of a resilience overlay, where does the best information currently reside?



Are you aware of assessments or studies that may exist?



Where would new research have to be done?



How can we leverage county and city officials, nonprofit leaders and other NGOs to obtain information?



What Technical Briefs are needed for the branch to further develop branch initiatives?

Initiate Design

What is an Initiative?



- An Initiative constitutes the plan of action each Branch has selected, with support from the Recovery Task Force, to address validated priority areas.
- Initiatives are the critical piece of the Recovery and Resilience Plan that will showcase the steps Lee County is taking to increase overall resiliency.

Branch Role:

Branch members are responsible for identifying the following components of an initiative:

- Initiative Lead
- Description and Progress
- Measures of Success
- Partners
- Implementation Steps (collaborative piece)

How to Read an Initiative:



Initiative Title and Number

Each Initiative has a unique title that briefly describes its purpose, and unique identifying number. The number indicates the strategy that the action supports.

Lead

The lead represents the primary organization or position charged with overseeing the action's implementation.

Initiative Description + Progress

The description provides a high-level overview of each action that explains its purpose in the Recovery Action Plan.

Funding

Potential funding or organizations with potential funding are listed here.

Resources

The resources are identified information, guidance, and/or equipment necessary to support implementation.

Where is this Initiative Involved?

Connections to relevant planning documents are noted in this section.

Initiative

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LEAD: [Department Lead]

Initiative Description + Progress

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POTENTIAL FUNDING SOURCE:

- Funding Source's/Program Name
- Funding Source's/Program Name

ORGANIZATIONS WITH POTENTIAL FUNDING:

- Organization's Name
- Organization's Name
- Organization's Name

Resources

- Lorem ipsum dolor sit amet

WHERE IS THIS ACTION INVOLVED?

[xxx] Plan Name..... Pages ###, ###, #

[xxx] Plan Name..... Pages ###, ###, #

[xxx] Plan Name..... Pages ###, ###, #

OBJECTIVE 1.1

PRIORITY LEVEL

Pending

1 2 3 4

MET NEEDS

3 2 4 1

- Safety & Security
- Infrastructure
- Economy
- Quality of Life

MEASURES OF SUCCESS

- Finalized agreements example
- Increase of something example
- Implementation of an example

PARTNERS:

- Partner's Name
- Partner's Name
- Partner's Name
- Partner's Name
- Partner's Name

Priority Level

The following indicators show the action's priority level (low, medium, or high). Three filled in boxes means high, two means medium, and one means low.

Project Partner Type

Each icon shows the type of project partners(s) to support action implementation. They can be City-led (left), Community-led (middle), or Private-Public Partnership-led (right).

Met Needs

Met needs displays the number of redevelopment needs that the action addresses.

Measures of Success

Measures of success identify key milestones of successful action implementation.

Partners

Initiatives may require assistance from community partners, which are noted here.

Implementation Steps
The steps outline actionable tasks that are needed for

Initiative

OBJECTIVE

Implementation Steps

1. STEP TITLE (#-# Months/Years)

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2. STEP TITLE (#-# Months/Years)

- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

Implementation Steps

The steps outline actionable tasks that are needed for implementation at all project phases.

Branch Action Plans

What is a Branch Action Plan?



- Branches will develop an Action Plan that will become annexes to initiatives in the final Plan.
- These will include the recommended initiatives defined as new projects, policy changes, and current project prioritizations from the eight Branches.

Purpose:

- Provide **prioritization recommendations** for existing plans and projects;
- Recommend **new initiatives**; and
- Identify key **policy changes** that can support community resilience.

Branch Member Responsibilities



Branches will need to accomplish the following to successfully develop an action plan:

-  Participate in workshops related to Branch priorities/initiatives.
-  Deliberate best approaches to addressing priorities.
-  Identify topics requiring technical briefs to fill information gaps.
-  Identify and collaborate with key partners/stakeholders who might implement initiatives or enact policy changes.
-  Facilitate the design (concept and approach) of the initiatives and identifying a lead to facilitate initiative implementation.



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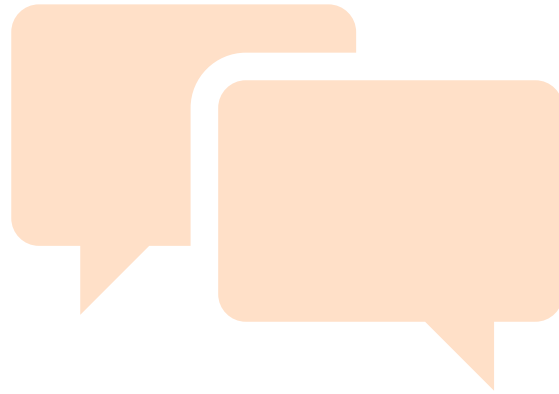
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Discussion and Questions



**Discussion to close
after final member
questions and next
steps, before opening
to Public Comment.**

Next Steps



Next Meeting

- Monday, July 10th, 2023 | 2:00 pm – 3:30 pm

Next Items to Accomplish

- **Submit preferred title and a photo for the ResilientLee website**
- Continue identifying initiatives that need a Technical Brief
- Begin developing Branch Action Plan



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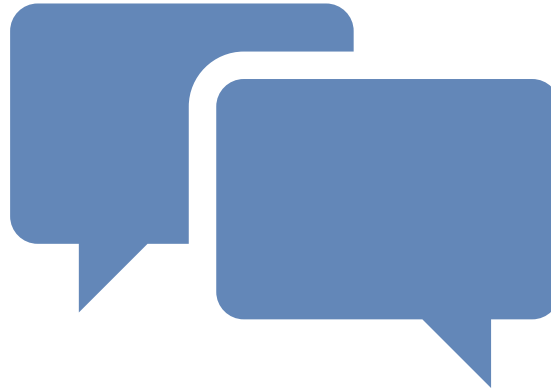
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Adjourn

Email: info@resilientlee.org

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