



Tropical Island Wear & Moretti's, Matlacha



Waterfront Restaurant, St. James City



Crossed Palms Gallery, Bokeelia

COMMUNITY CHARACTER

Design of Commercial Buildings

Businesses are an essential part of any community's character. They provide useful services and their buildings are usually located on major roads where they are regularly viewed by residents and visitors.

Pine Island has many commercial buildings that are strictly utilitarian, and others that are simply unsightly. However, there are also many wonderful examples of commercial buildings that help maintain the rural and small-town ambience of Pine Island. Some are old, some completely renovated, and some entirely new, but they usually are designed in the "Old Florida" or vernacular style and can serve as desirable examples for future commercial buildings on Pine Island. Photographs of some of those buildings are included here.

In late 1998, Lee County for the first time adopted design standards for commercial buildings. These standards are fairly minimal and do not govern the style of buildings, nor the placement of buildings on the site. However, they can be adapted to

incorporate either or both for commercial buildings on Pine Island.

The following list identifies general characteristics of the best commercial buildings on Pine Island, and compares them with some common trends elsewhere:

- Existing buildings are often converted to commercial use, rather than demolished and replaced.
- The buildings are relatively small; some could be mistaken for a large residence.
- There is little or no parking between the building and the street; parking lots tend to be on the side, or behind the building.
- Mature trees are considered assets on commercial sites, rather than obstacles to be removed.
- Glass is plentiful on the fronts of buildings; blank walls are rare even on the sides or the rear.
- Galvanized sheet metal is the most common roof material.
- Building styles are traditional, usually "Old Florida" style, but with many creative details — they are never identical formula buildings that might appear anywhere.



Pine Island Prof. Center, Pine Island Center



Pine Island Realty, Pine Island Center



Island Exchange, Pine Island Center

For the most part Greater Pine Island has avoided lookalike franchise architecture where repetitive building types function as giant billboards.

The city of Sanibel has tried a novel approach at controlling lookalike architecture by banning what they have defined as “formula restaurants.” Their definition includes any restaurant that meets two of these three criteria: any fast-food restaurant; uses the same name as others in a chain or group; and uses exterior designs or employee uniforms that are standardized.

The Sanibel rule affects only restaurants, not any other commercial establishments. Also, many chains *are* willing to modify their standard designs or to build customized buildings, if clearly required by local law. By adopting specific commercial design standards for Pine Island, greater control can be obtained over out-of-character buildings without involving county government with issues of competition, corporate structure, or similarity to other businesses. These issues are outside the county’s normal scope of review anyway.

SETTING THE COURSE
Lee County’s new architectural standards are a major step forward but should be supplemented with specific standards for Pine Island. These standards should favor rehabilitation over demolition; small rather than large buildings; custom designs instead of standardized franchise buildings; preservation of mature trees; parking to the side and rear; large windows and no blank walls; and metal roofs and other features of traditional “Old Florida” styles.

GETTING THERE

1. Adopt a new comprehensive plan policy as follows:
POLICY 14.4.3: The county shall expand the commercial design standards in its land development code to provide specific architectural and site design standards for Greater Pine Island. These standards will favor rehabilitation over demolition; require smaller rather than larger buildings; avoid standardized franchise buildings; preserve mature trees wherever possible; place most parking to the side and rear; require large windows and forbid most blank walls; and encourage metal roofs and other features of traditional “Old Florida” styles.
2. Modify the county’s land development code to implement new Policy 14.4.3 by incorporating measurable commercial design standards for new buildings and major renovations on Greater Pine Island.



Century 21 – Sunbelt #1 Realty, Matlacha



SouthTrust Bank, Pine Island Center

Bike Paths

After many years of effort by determined Pine Islanders, an extensive bike path is now in place along Stringfellow Road. The first asphalt segment was built from Barrancas Avenue to Main Street in Bokeelia in the 1980s. A much longer concrete segment was completed recently from the Monroe Canal in St. James City all the way to Pine Island Road. This project was built by Lee County and Florida DOT with a combination of local and federal funds and with easements donated by landowners.

These paths serve both pedestrians and bicyclists along stretches of Stringfellow Road where high speeds and deep swales had made walking or bicycling nearly impossible. These paths serve recreational users and also provide critical links between Pine Island’s communities. These connections are increasingly important due to the influx of migrant workers whose bicycles are often their sole means of transportation, yet they must travel on a road that was designed only for high-speed traffic.

There are no bike paths or sidewalks at the northern or southern tips of Pine Island. Paved shoulders are used by pedestrians and bicyclists from Monroe Canal south through the commercial district of St. James City. Further to the south, and again in Bokeelia, the narrow pavement is shared by cars, trucks, pedestrians, and bicyclists. This situation has been acceptable for many years due to low traffic speeds; however, traffic levels during recent winter seasons are making this practice unsafe.

From Pine Island Road north to Barrancas Avenue, it is still extremely difficult and dangerous for pedestrians or bicyclists to move along Stringfellow Road. This is the most important “missing link” in the system, and is next in Lee County’s plans for improvements. Construction is underway on another 1.5-mile segment from the Grab Bag store to just north of Pink Citrus. In March 2001, the commission approved another 1.8-mile segment from Pine Island Road to Marina Drive, with

construction expected in 2002.

Both segments had been delayed because some property owners have not been willing to donate easements along their property. Because the right-of-way is so narrow, construction of this path requires these easements or expensive reconstruction of the drainage system to move the swales or to route stormwater through underground pipes. The same problem on the remaining segments has greatly hindered efforts to extend the bike path further.

Much of the southern portion of the path was built along a wider right-of-way, avoiding some of these difficulties. Still, there were many conflicts with drainage swales and power poles, some of which were resolved with expensive railings and concrete walls. Some parts of the bike path were routed around every power pole rather than moving the row of poles because of cost concerns expressed by the power company.

The final stages of the bike path will be even more difficult to construct, yet it should be considered an important public amenity whose looks and functionality are of equal concern.

To complete this path, it might even be necessary to purchase a few missing easements, or go to the expense of underground drainage or moving power poles. It may even require off-site drainage improvements where swales must be covered to accommodate the path. These costs might delay the project further, but its long-term completion and excellence should remain a critical goal for all Pine Islanders.

Landscaping in strategic locations could soften some of the utilitarian look of existing portions of the path, and curbs can be installed where the path unavoidably adjoins the roadway. In the future, additional paths might be designated along parallel streets to improve the usefulness and variety of the bike path.



Better design could avoid needless jogs



The result of moving the path rather than moving the poles

SETTING THE COURSE

Lee County is to be congratulated for its success in building a bike path along major portions of Stringfellow Road. Completing this path across the entire length of Pine Island should continue to be a very high priority of all Pine Islanders.

GETTING THERE

Adopt a new comprehensive plan policy as follows:

POLICY 14.2.4: The county shall make every effort to continue extending the bicycle path to run the entire length of Stringfellow Road. Wherever possible, this path should be designed as a major public amenity, not as an afterthought. Where needed to provide a high-quality bicycle path, power poles and swales should be relocated to avoid unnecessary jogs in the bike path.

Fences and Walls

Fences and walls serve many purposes; depending on their design and placement, they can be a character-enhancing part of a community or a divider of neighbors and neighborhoods.

Short fences or walls (less than 3 or 4 feet tall) are typically used in front yards to demarcate the fully public space in the right-of-way from semi-private front yards. These spaces together make up the public realm – the common visual space that forms much of a community’s character.

Unlike fences in the public realm, back yards and rear portions of side yards can have taller fences or walls, typically 6 feet tall, to provide almost total privacy.

Pine Island has managed to avoid the modern trend of new neighborhoods with a single main entrance blocked by a security gate, and with a perimeter wall that blocks all other access, even for those traveling on foot. Most neighborhoods on Pine Island have more than one street connection (although

water bodies and wetlands sometimes make a single entrance unavoidable). Even Alden Pines, Pine Island’s only golf course community, has a street that runs all the way through, integrating it fully with the surrounding neighborhoods. The new Island Acres subdivision, however, follows the modern trend and has a single gated entrance and a perimeter wall.

Lee County’s development regulations restrict fences or walls to 4 feet high in front yards and 6 feet high behind and along the sides of houses, in the traditional manner. Yet these same regulations allow a 8-foot-high “backyard-style” wall to surround an entire neighborhood, even along public streets. County regulations also permit subdivisions with private streets to be gated with very few restrictions, even where they will interfere with normal circulation patterns.

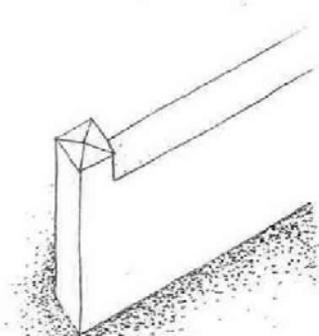
Although Pine Island is unlikely to see many entirely new subdivisions, it is reasonable for those that are approved to be built in the traditional manner, with a interconnected street network and without perimeter walls or gates.



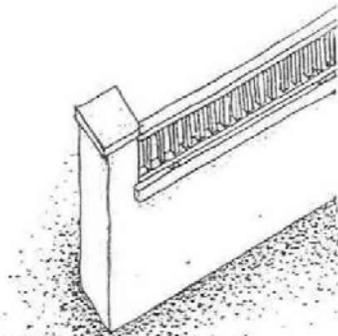
High wall surrounding Island Acres subdivision, south of P.I. Center



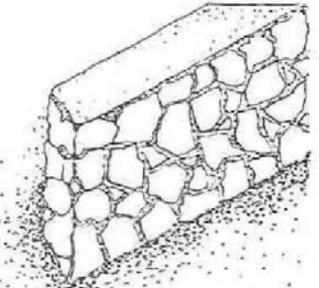
Typical Pine Island roadside south of Pine Island Center



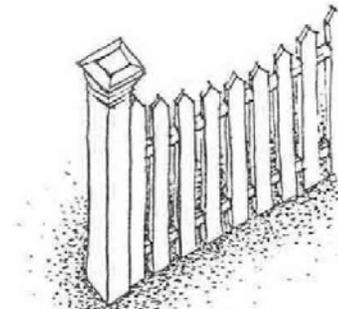
Concrete with stucco



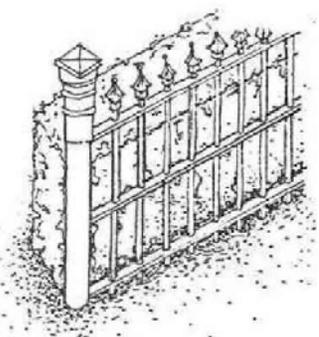
Concrete, stucco & wood



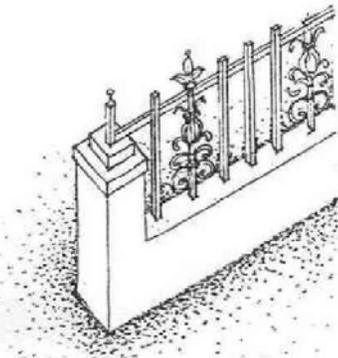
Rock or Stone



Wood



Wrought/Cast Iron and Hedge



Concrete & Cast Iron

Low fence and wall styles that are desirable along streets

SETTING THE COURSE

Isolated gated communities and walled compounds are not consistent with the traditional neighborhood character of Pine Island. Any new neighborhoods should be connected to their surroundings at several points rather than being isolated. Perimeter fences, walls, and gates, if allowed at all, should be limited to individual blocks or small portions of neighborhoods.

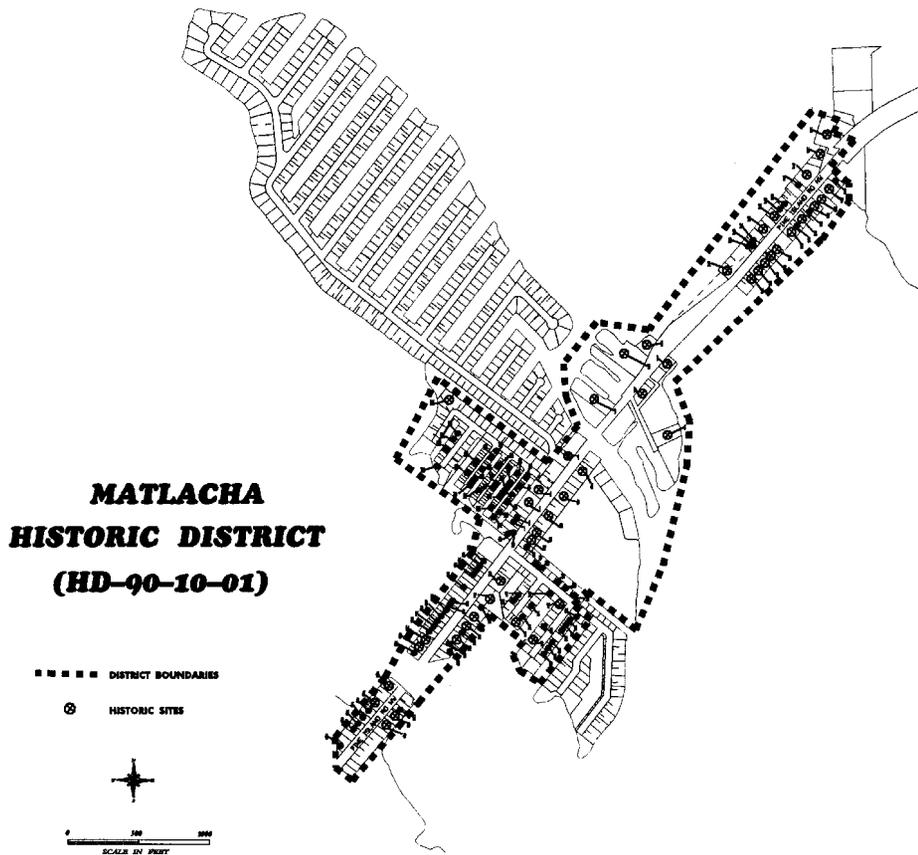
GETTING THERE

- A. Adopt a new comprehensive plan policy as follows:
POLICY 14.3.5: The county shall amend its land development code to provide specific regulations for neighborhood connectivity and walls and gates on Greater Pine Island. These regulations would require interconnections between adjoining neighborhoods wherever feasible and would no longer allow perimeter walls around larger developments.
- B. Modify the county's land development code to implement new Policy 14.3.5 by defining the new neighborhood connection requirements and revising the fence and wall regulations for Greater Pine Island.

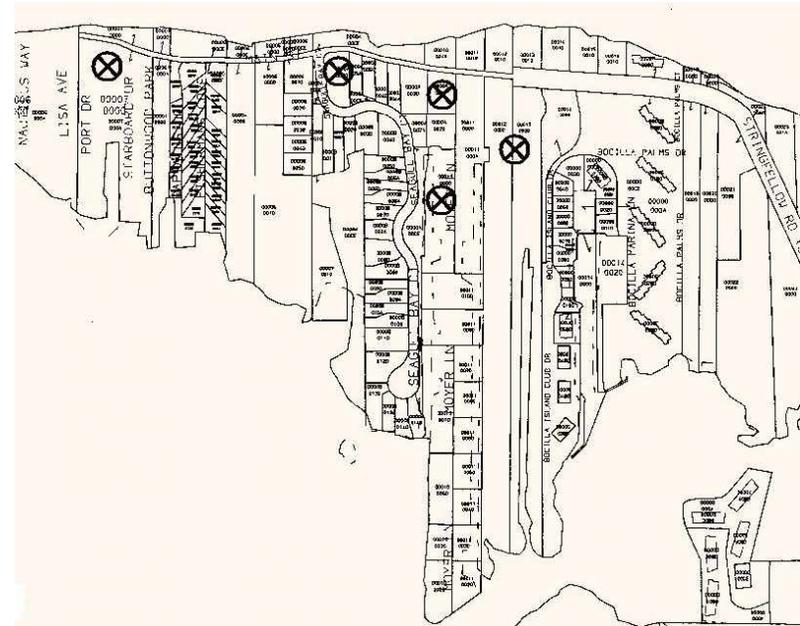
Historic Buildings

Lee County has formally designated two historic districts on Greater Pine Island. The largest district includes about 45 buildings in Matlacha, most of which are located directly on Pine Island Road. A small district has also been designated in Bokeelia that includes five properties with historic buildings. The maps below indicate these historic buildings and the Matlacha district boundary.

Potentially historic buildings on Greater Pine Island were originally identified in a historic survey conducted by Lee County in 1986. This survey identified 67 buildings of historic interest on Pine Island, generally those over 50 years old. Concentrations of these buildings were identified in Matlacha (30 buildings), Bokeelia (12 buildings), Pineland (7 buildings), and St. James City (18 buildings).



Designated historic district in Matlacha



Designated historic buildings in Bokeelia

All 67 buildings have been added to the Florida Master Site File, a statewide inventory that is maintained by the Florida Department of State. This file is just a database; listing does not imply any particular level of significance, or eligibility for the National Register of Historic Places or formal designation by Lee County.

Formal local historic designations are made in the unincorporated area by the Lee County Historic Preservation Board. Local designations qualify property owners for special incentives for upgrading their property, and require a review before improvements are made to assess their impacts on the historic value of the building.

While Lee County's 1986 historic survey was thorough, some buildings were undoubtedly missed or improperly identified, while others have been destroyed or extensively modified. As time passes, other buildings become eligible for listing as they become fifty years old. The state provides grants to have these surveys updated, although such requests require 50% matching funds and must compete with other worthy requests from across the state. An update of the Pine Island survey would provide the basis for formally designating historic buildings in St. James City and Pineland, and possibly more buildings in Bokeelia. It may also identify buildings or districts that have become eligible for the National Register of Historic Places.

The official designation of more of Pine Island's historic buildings would bring greater attention to their significance, building pride in maintaining them while enhancing the surrounding community. Owners of historic buildings often find the incentives that come with designation to be critical in being able to improve their properties, which modern codes often consider to be obsolete rather than in need of special consideration.

SETTING THE COURSE

The historic districts in Matlacha and Bokeelia have successfully protected the strong sense of place in both communities. Lee County should expand this program to include individual sites and concentrations of historic buildings in St. James City and Pineland.

GETTING THERE

Adopt a new comprehensive plan policy as follows:

POLICY 14.5.4: The county shall update its historic sites survey of Greater Pine Island if an update is determined to be needed. The county shall consider formal local designation of additional historic buildings, especially in St. James City, Pineland, and Bokeelia, and shall identify potential buildings or districts for the National Register of Historic Places.

Cap on Building Heights

At the urging of Pine Islanders, the Lee County Commission in 1977 declared Greater Pine Island as unique in scenic beauty and geography and adopted the first meaningful limitation on building heights. No buildings taller than 38 feet above ground could be built on Greater Pine Island, other than an unexplained exception for industrial buildings.⁵

This height limit has been fiercely protected since that time because the lack of mid-rise or high-rise buildings is a strong character-defining element for a Florida coastal island. (Figure 3 shows a 1973 proposal—never built—for an out-of-scale condominium just north of St. James City.)

As extra protection, this height limit was added into the Pine Island section of Lee County's comprehensive plan, initially in 1989 just by committing to retain the existing code provisions, then in 1994 with the following more specific language:

POLICY 14.3.3: *The county's zoning regulations shall continue to state that no building or structure on Greater Pine Island shall be erected or altered so that the peak of the roof exceeds thirty-eight (38) feet above the average grade of the lot in question, or forty-five (45) feet above mean sea level, whichever is the lower.*

Despite this clear language, there is continuing concern among Pine Islanders that the building height cap might be misinter-

⁵ Lee County Ordinance 77-15, amended by 78-19, and 80-20; later codified into Lee County's land development code at section 34-2175: "Height limitations for special areas. The following areas have special maximum height limitations as listed in this section: ... (5) Greater Pine Island. No building or structure shall be erected or altered so that the peak of the roof exceeds 38 feet above the average grade of the lot in question or 45 feet above mean sea level, whichever is lower. The term "building or structure," as used in this subsection, shall not include a building or structure used for an industrial purpose."



Pine Island Highrise

Pine Island's first highrise condominium project is St. Jude Estates, on a parcel lying between Stringfellow Boulevard and Long John Silver Canal just north of St. James City at St. Jude Harbor. The 244 apartments will be in an L-shaped

10-story structure. Also proposed is a two story building facing the highway for convenience-type stores and shops. Earlier this month permits for \$4.1 million worth of construction were issued by the Lee County Building Department. Developer of the proposed project is Joseph A. Leone Jr. of Lawrence, Mass. The St. Jude Estates project is expected to cost about \$10 million.

Figure 3

preted, overlooked, or evaded through variances.

This cap might be misinterpreted because it measures building height from *ground level* and *sea level*, while in the rest of coastal Lee County, building heights are measured from the minimum flood level (the height above which all new homes must be elevated, which varies across the island from 8 feet to 11 feet above sea level).

This cap might also be overlooked by a new permit reviewer or by one not familiar with this one clause in an extremely long land development code. Another possibility is that one of the exceptions that Lee County allows to other height regulations might be incorrectly applied to Pine Island; or variances might be granted to this regulation without a showing of "exceptional

or extraordinary conditions,” which are legally required for variances.

Policy 14.3.3 now simply describes the Pine Island height regulations and forbids its repeal from the county’s land development code. Stronger approaches can be considered to guarantee the continued success of this cap.

One stronger approach is to place the height restriction directly into Policy 14.3.3 (instead of by reference to the zoning regulations). If this change were made, it would become impossible for variances ever to be granted, because no variance can legally be granted to any comprehensive plan requirement. This is appealing, given the prevailing fear of careless granting of variances; however, it is fraught with danger because there may be some unusual situation where a variance *should* be granted. In that case, the only alternative will be to permanently change the rule, rather than allowing an exception in that single instance.

A better approach is to modify the current wording of Policy 14.3.3 to specifically disallow certain incorrect interpretations on building heights. For instance, the policy could forbid any “deviations” from this height restriction (deviations can now be granted *without* the showing of exceptional or extraordinary conditions, as is required for a variance). The policy could also explicitly forbid the substitution of flood elevations as the starting point for measuring height [see LDC § 34-2171], and could forbid increases in building heights in exchange for increased setbacks, an acceptable practice elsewhere in Lee County [see LDC § 34-2174].

These new prohibitions, plus the elimination of the exception for industrial buildings, would cement Greater Pine Island’s historic height regulations while still allowing the possibility of a variance in extreme circumstances.

SETTING THE COURSE

Building heights on Greater Pine Island have been carefully restricted since 1977. These restrictions have protected the community’s character and must be maintained. Potential loopholes should immediately be closed.

GETTING THERE

1. Modify comprehensive plan Policy 14.3.3 as follows:
POLICY 14.3.3: The land development code county’s zoning regulations shall continue to state that no building or structure on Greater Pine Island shall be erected or altered so that the peak of the roof exceeds thirty-eight (38) feet above the average grade of the lot in question, or forty-five (45) feet above mean sea level, whichever is the lower. No deviations from these height restrictions may be granted through the planned development process. These height restrictions shall not be measured from minimum flood elevations nor shall increases in building height be allowed in exchange for increased setbacks. Industrial buildings must also comply with these height restrictions.
2. Amend the land development code to specifically include the new restrictions added to Policy 14.3.3.

Business Signs

Signs on Pine Island are controlled by general Lee County regulations. At present, only Captiva has separate regulations. For many years the county's regulations were extremely lenient, resulting in some oversized signs that remain standing today.

For new signs, the current regulations encourage signs to be freestanding, either mounted on poles or placed directly on the ground. Large pole and ground signs, however, are more appropriate for suburban strips where commercial buildings are set far back from the road.

Where most motorists drive the roads regularly, as on Pine Island, business signs need not be as large as they would be on a major highway like US 41. When buildings are nearer the road, as promoted by this plan, a better location for signs is directly on the wall of the building. Thus, regulations for business signs on Pine Island could be improved as follows:

- The regulations could limit pole and ground signs to sizes smaller than are needed on major highways.
- The regulations could encourage signs to be wall-mounted or to project out from a building, for instance on awnings, and to be made up of individual letters, rather than using internally lit plastic box signs that are out of character on Pine Island.
- Wall signs are now forbidden when buildings are within 15 feet of a right-of-way (common in Matlacha), yet walls are the most appropriate location for signs there.

In contrast to business identification signs, current regulations classify billboards as "off-premises" signs. New billboards are not allowed on Greater Pine Island. This is important because billboards are needless advertising that blights the scenic beauty of Greater Pine Island. However, some older billboards have been used on Pine Island as "directional signs" that direct travel-



External lighting

Sign is centered above the main entrance at the top of the facade

Sign painted directly on the facade above the main entrance

External lighting discreetly located above the awning



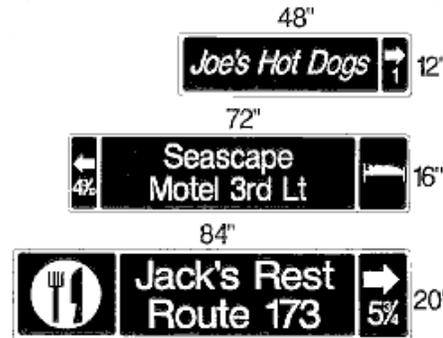
Internally lit box signs of plastic and/or metal are designed for commercial strips

ers to businesses that aren't visible.

Lee County regulations currently allow new directional signs only for residential subdivisions and for nonprofit groups, but never for businesses. Pine Island has only a single north-south road. Businesses such as marinas and groves that are located on other streets are not allowed to have a small sign on String-fellow showing motorists where to turn.

The state of Maine has developed a program for this situation that could be a model for Pine Island and other locations where some businesses are otherwise "invisible." Businesses can purchase a small roadside sign using a common format that the

state then installs at safe locations in the right-of-way just before motorists must turn. The illustration to the right shows Maine's standard sign sizes. Municipalities can also contract with the state to use a distinctive theme for their community.



A similar program tailored to Pine Island's needs and perhaps having a common artistic character could help the public locate individual businesses while continuing the prohibition on billboards.

SETTING THE COURSE

Lee County's sign regulations should be supplemented with specific standards that match the rural character of Greater Pine Island. These rules would encourage smaller signs on businesses, discourage signs typically found on commercial strips such as U.S. 41, allow small directional signs for businesses not visible from Stringfellow Road, and continue to ban billboards.

GETTING THERE

- Adopt a new comprehensive plan policy as follows: **POLICY 14.4.4:** The county shall expand its current sign regulations to include specific standards for Greater Pine Island. These standards will reduce the size of ground-mounted signs, discourage or disallow internally lit box signs, allow wall signs on buildings near the right-of-way, and allow small directional signs on Stringfellow Road for businesses not visible from the road.
- Modify the county's land development code to implement new Policy 14.4.4 by incorporating new sign standards for Greater Pine Island.

County-initiated Rezonings

Property being developed must comply with its current zoning district *and* with the Lee Plan. In some cases, a property's zoning district has become obsolete due to changes in the Lee Plan. For instance, property that may have been zoned for a subdivision decades ago can no longer be developed at all because it is a protected mangrove forest.

More commonly, land with zoning that seemingly allows either commercial and residential uses cannot be developed commercially, or as intensely, due to specific policies in the Lee Plan. A 1989 Lee County study identified over 600 acres of land on Greater Pine Island whose zoning allows at least some commercial uses, whereas the Lee Plan will only allow the development of only a fraction of that amount.

Despite the legal requirements for compliance with both zoning and the Lee Plan, investors sometimes purchase land based only on its zoning. Lee County should methodically eliminate zoning that no longer reflects uses that are permissible on land. This is a difficult undertaking that has been largely put off since the adoption of the original Lee Plan in 1984.

SETTING THE COURSE

Lee County should methodically eliminate zoning classifications that will create false development expectations for potential investors.

GETTING THERE

- Adopt a new comprehensive plan policy as follows: **POLICY 14.4.5:** The county shall establish a prioritized schedule for a five-year effort to rezone land to zoning districts that properly reflect its development potential under the Lee Plan.
- Begin the process of rezoning improperly zoned land on Greater Pine Island.

Pine Island – a Vision for 2020

Beginning in 1999, Lee County’s comprehensive plan has included a brief “vision statement” for each of twenty segments of unincorporated Lee County. The Pine Island segment is worded as follows:

Pine Island – This community includes the major islands of Pine Island, Little Pine Island, and Matlacha, the surrounding smaller islands, and the previously mentioned enclaves in the City of Cape Coral. This community has an overall identity of Pine Island; however, there are four sub community centers within the overall community. The four areas within the Pine Island Community are: Bokeelia at the northern tip, St. James City at the southern tip of the island, and Matlacha which is a small island between the mainland and Pine Island. The Pine Island community is similar to the other island communities in that the residents leave the islands to satisfy many of their commercial needs. However, unlike the other island communities, Pine Island does not have a substantial amount of tourist oriented commercial. Since the Pine Island community does not contain the gulf front beaches the other island communities have, this is not expected to change during the life of the plan. This community will add a small amount of new commercial by 2020 to meet the daily needs of residents; however, Pine Island community residents will still satisfy most of their commercial needs outside of their community. The population of this community will also grow from 8,400 permanent residents in 1996 to approximately 9,700 residents in 2020 and a total seasonal population of nearly 15,000. Pine Island is also different from the other island communities in that it has a much higher percentage of non-seasonal residents.

This language focuses on commercial development and expected growth almost to the exclusion of any meaningful vision of Pine Island’s future.

The Lee County plan would be better served by replacing the current language with a succinct summary of the vision that Pine Islanders have articulated through this plan update.

SETTING THE COURSE

Pine Islanders have articulated their own vision for the future of Greater Pine Island through this comprehensive plan update; a summary of this vision should be placed in the opening chapter of Lee County’s comprehensive plan.

GETTING THERE

In the “Vision for 2020” section of the Lee Plan, replace the current language for the Pine Island planning community with the following description (summarized from this plan update): **Pine Island – This community includes Greater Pine Island as described under Goal 14 along with surrounding smaller islands and some unincorporated enclaves near Cape Coral. Its future, as seen by Pine Islanders, will be a matter of maintaining an equilibrium between modest growth on the one hand and a fragile ecology on the other. Pine Island will continue to be a haven between urban sprawl approaching from the mainland and the wealth of the outer islands; a quiet place of family businesses, school children, and retirees enjoying the bounties of nature; a place devoid of high-rises, strip malls, and gated communities. Traffic constraints caused by the narrow road link to the mainland will limit future development, allowing the islands to evacuate from storms and protecting natural lands from unsustainable development. Wildlife and native vegetation will be protected; loss of wildlife habitat will be reversed; sidewalks and bike paths will connect neighborhoods for young and old alike. Architectural standards for commercial buildings will encourage “Old Florida” styles, and historic buildings will be treasured. Pine Island will continue to be a place where people and nature exist in harmony, a place not very different from what it is today, an island as state-of-mind as much as a physical entity, its best features preserved and enhanced. Pine Islanders are historically vigilant about protecting their community and will work to ensure that their plans are carried out.**

Municipal Incorporation

Florida law allows individual communities to “incorporate” to form their own city. New cities remain under the control of county governments for many functions but can independently provide certain services, including planning and zoning. (Cities can also choose to call themselves towns or villages.)

Since 1995, both Fort Myers Beach and Bonita Springs have incorporated. The large tax bases in those communities have been able to support city governments without additional taxes. However, in communities without such high property values, a city government would require higher property taxes.

The legislature has erected various hurdles to discourage a proliferation of new cities:⁶

- A population density of 1.5 persons per acre is normally required, as well as a total permanent population of 5,000.
- There must be 2 miles or “an extraordinary natural boundary” between the new city and an existing city.
- A formal feasibility study must demonstrate the fiscal capacity of the proposed city. In order to qualify for important state revenue-sharing, the new city must impose at least 3.0 mills of property taxation,⁷ whereas Lee County now charges only 1.2 mills for municipal services. (Fort Myers Beach and Bonita Springs have gotten around this requirement by convincing the legislature to count the property taxes now being imposed by their independent fire districts as part of this 3.0 mills.)
- A special act of the legislature is required even when all of these requirements have been met, followed by a referendum of voters in the affected area.

City governments tend to become expensive, not just because some duplication of services is inevitable, but because an effec-

tive city government will tackle problems that citizens wouldn’t entrust to more distant levels of government. However, “minimum cities” are becoming a trend; instead of employing large staffs, they contract with outside service providers and allow county government to provide many traditional services.

If Greater Pine Island were to incorporate as a city, it would likely leave the water association and fire department as independent entities. Law enforcement, operation of the sewer plant, emergency management, building permits, and zoning enforcement could be contracted back to Lee County. However, planning and zoning decisions would almost certainly be made by the new government, and additional services could be provided as needs arise.

Municipal incorporation isn’t inherently good or bad. Pine Islanders should assume that taxes would have to be raised to support a city government (a revenue analysis could assess the likely costs), and this fact would make it somewhat difficult for a referendum to succeed. Other costs to be considered are the divisiveness of most incorporation efforts (Captiva’s experience in the past year is cautionary), and the potential costs of hurricane recovery plus litigation to defend land-use decisions.

On the positive side, Pine Islanders face many distinctive issues that the current Lee County government finds to be outside its “core mission” — issues which Pine Islanders would gladly involve themselves, given the proper forum. Greater Pine Island has a strong history of civic activism and a core of retired citizens who could devote a great deal of attention to municipal matters.

Thus discussion of incorporation can be expected on a regular basis. If Lee County is responsive to Pine Island issues, incorporation may never appeal to enough citizens to justify the costs. However, incorporation always remains an alternative to governance by the county commission.

⁶ Chapter 165, *Florida Statutes*

⁷ Section 218.23, *Florida Statutes*